
EVALUATION OF THE GOVERNOR'S
OFFICE OF CRIME PREVENTION,
YOUTH, AND VICTIM SERVICES
JANUARY 2022



OFFICE OF PROGRAM EVALUATION AND GOVERNMENT ACCOUNTABILITY
DEPARTMENT OF LEGISLATIVE SERVICES
MARYLAND GENERAL ASSEMBLY

Evaluation of the Governor's Office of Crime Prevention, Youth, and Victim Services

**Department of Legislative Services
Office of Program Evaluation and Government Accountability
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Victoria L. Gruber
Executive Director

DEPARTMENT OF LEGISLATIVE SERVICES
OFFICE OF PROGRAM EVALUATION AND
GOVERNMENT ACCOUNTABILITY
MARYLAND GENERAL ASSEMBLY

Michael Powell
Director

January 12, 2022

Senator Clarence K. Lam, M.D., Senate Chair, Joint Audit and Evaluation Committee
Delegate Carol L. Krimm, House Chair, Joint Audit and Evaluation Committee
Members of the Joint Audit and Evaluation Committee

Ladies and Gentlemen:

The Office of Program Evaluation and Government Accountability has conducted a performance evaluation of the Governor's Office of Crime Prevention, Youth, and Victim Services (GOCPYVS). This evaluation was performed consistent with § 2-1234 of the State Government Article.

The report includes several recommendations. A response to this report from the GOCPYVS is included as Appendix A.

We wish to express our appreciation for the cooperation extended to us by GOCPYVS during this evaluation.

Respectfully submitted,

Michael Powell
Director

MP/mpd

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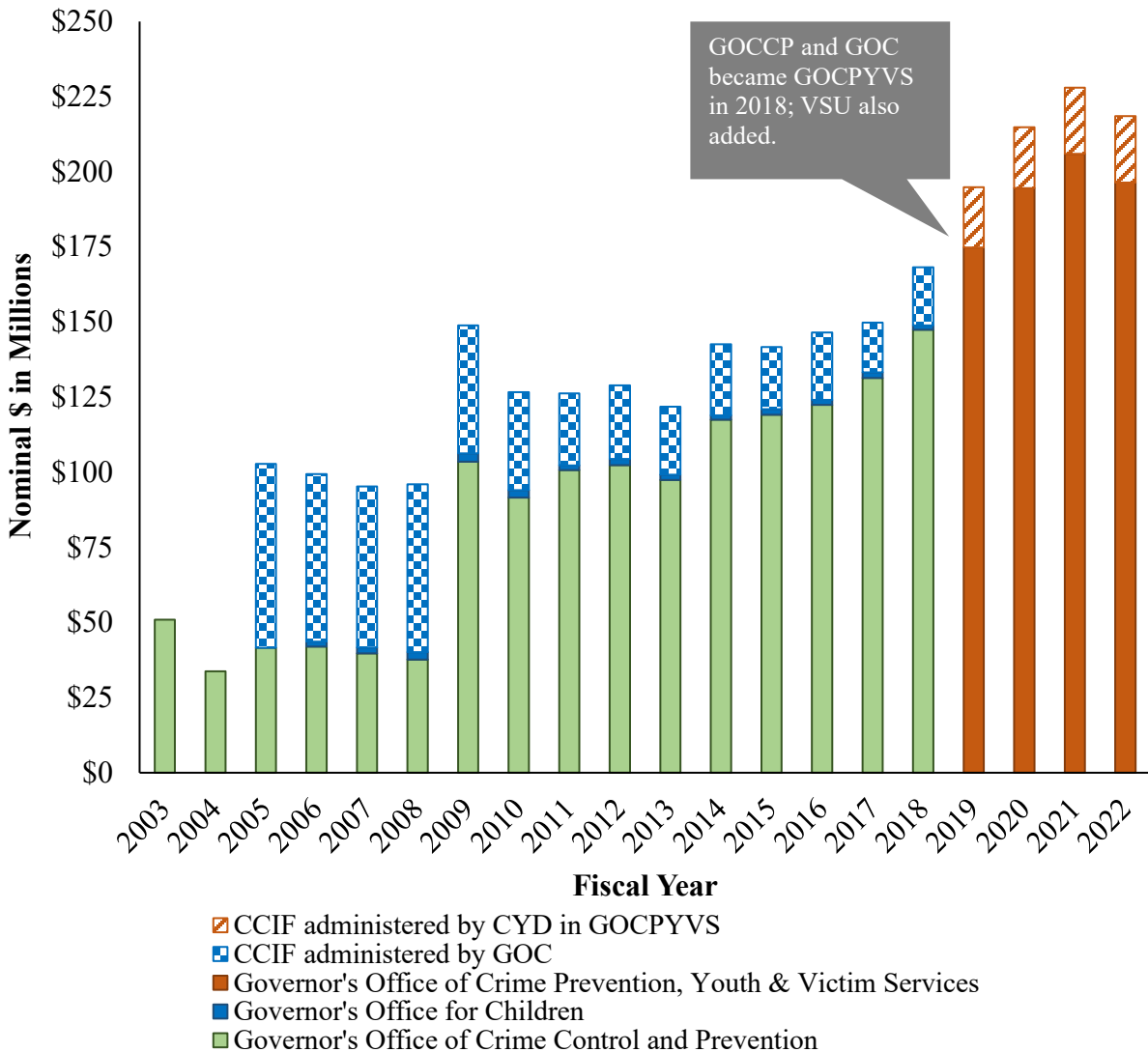
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Evaluation of the Governor’s Office of Crime Prevention, Youth, and Victim Services Executive Summary

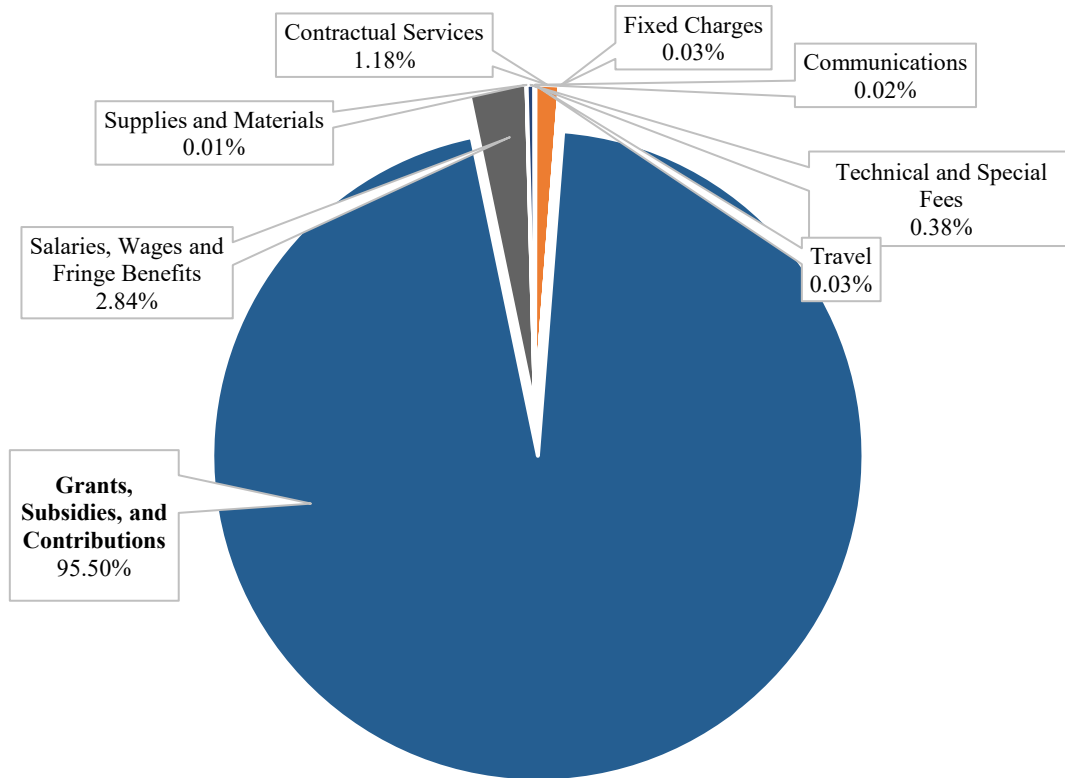
The budget for the Governor’s Office of Crime Prevention, Youth, and Victim Services (GOCPYVS), and its historical components, has grown by over a third since fiscal 2017, making it larger than nine of Maryland’s principal departments.

Funds Administered by GOCPYVS and Its Predecessors GOCCP and GOC



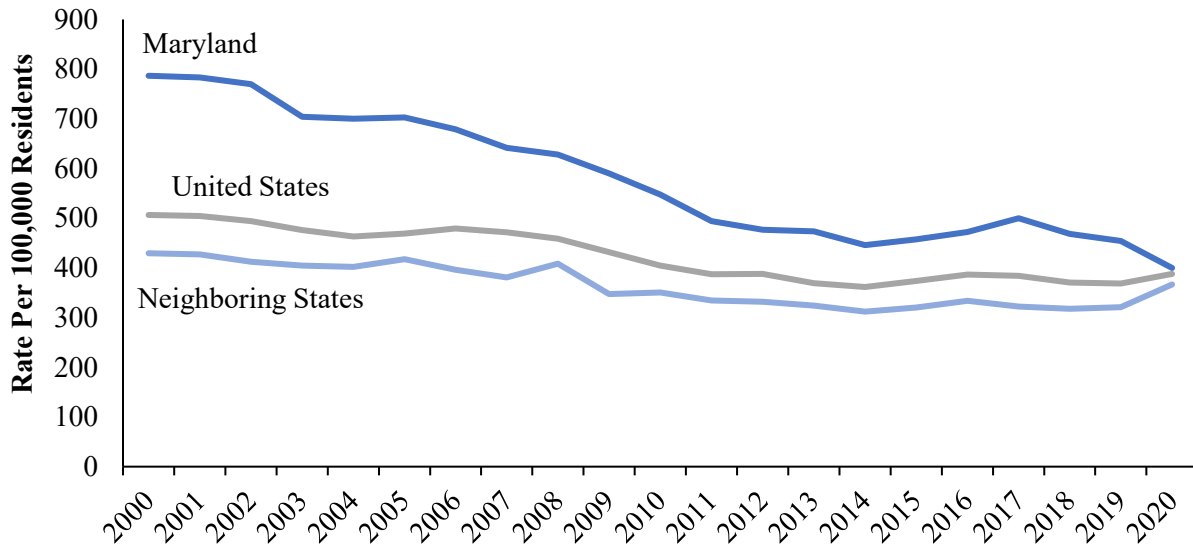
Over 95% of the GOCPYVS budget is distributed as grants.

Most of the GOCPYVS Operating Budget is in Object Code 12



The crime rate in Maryland has generally been falling since the early 2000s.

Violent Crime Rates for Maryland, the United States, and the Region.



Select OPEGA Recommendations

1. Future Crime Plans should include quantifiable goals and metrics.
2. The Maryland General Assembly should consider requiring that future GOCPYVS executive directors be appointed with the advice and consent of the Senate.
3. GOCPYVS should submit all mandated reports timely.

Chapter 1. Summary of Observations and Recommendations

This chapter summarizes observations and recommendations discussed in detail throughout this report.

As discussed in Chapter 3:

Observation 3.1. The Governor’s Office of Crime Prevention, Youth, and Victim Services’ (GOCPYVS) core functions and policy areas have grown in recent years. As discussed in Chapter 3, GOCPYVS has expanded from an office mainly administering grants into a larger multidisciplinary team covering several functions and policy areas. GOCPYVS now encompasses the prior Governor’s Office of Crime Control and Prevention (GOCCP), the prior Governor’s Office for Children (GOC), and a Victim Services Unit. GOCPYVS’ current operations can be categorized into four core functions and three policy areas, as follows:

Core functions:

1. Advise the Governor on planning, strategy, and priorities.
2. Coordinate agencies and resources across State and local government.
3. Administer grants, including State grants and Federal pass-through grants.
4. Analyze crime data.

Core policy areas:

1. Criminal justice and law enforcement.
2. Children and youth.
3. Victim services.

Observation 3.2. The GOCPYVS budget is larger than 9 of Maryland’s 20 principal departments, and its total staff size exceeds 2 of the principal departments.

As discussed in Chapter 4:

Observation 4.1. The Crime Plan for 2021-2023 was not available to the public via the GOCPYVS/GOCCP website at the time of this report.

Observation 4.2. Recent State Comprehensive Crime Control and Prevention Plans have become less detailed.

- For example, as compared to prior years, the Crime Plan for 2021-2023 no longer provides data on crime trends or serious assaults in State correctional facilities.

Observation 4.3: The Crime Plan for 2021-2023 virtually always states its goals qualitatively (as narrative) and does not define how progress toward its goals can or should be quantified.

As discussed in Chapter 5:

Observation 5.1. Of the 39 Managing for Results (MFR) performance measures for GOCPYVS for fiscal 2022, about 80% (31 performance measures (PM)) measure output and about 20% (8 PMs) measure outcomes or efficiency. Most MFR PMs for GOCPYVS show data on output. Of the 39 MFR PMs, 31 measure output, 2 measure efficiency and 6 measure outcomes. Three of the five MFR Goals (Goals #1, 2, and 5) have no measures of outcomes.

Observation 5.2. Over the last five years, GOCPYVS has discontinued over 100 MFR PMs, many of which tracked community and public health factors that may directly or indirectly affect rates of crime and victimization. For example, dropped indicators of community and public health factors related to children and families include:

- Rates of infant mortality and low birthweight by race.
- Percentage of Maryland youth grades 9-12 who have reported using specific drugs.
- Percentage of youth who did not go to school because they felt unsafe in the last 30 days.
- Percentage of young adults 18 to 24 years old who have attained a high school diploma or equivalency.

Observation 5.3. The MFR reflects current programs so revisiting the MFR PMs was warranted following the 2018 reorganizations but switching performance measures makes it harder to use the MFR process to assess performance over time.

Observation 5.4. Under MFR Goal 4 (Child well-being), the objectives lack enough context or specificity to clearly measure performance over time. For example:

- The MFR Objective 3.2, “Increase the number of accredited Child Advocacy Centers (CAC) in Maryland,” does not specify what GOCPYVS sees as the optimal number of accredited CACs. It is also unclear whether increasing the number of “accredited” CACs would mean that more children would be served or the same number of children would be served better because more of the centers now serving them had met accreditation standards.

- The MFR Objective 3.4, “Ensure that 70 percent of Children’s Cabinet funded programs improve outcomes for children and youth,” is unclear because “improve” could mean “relative to outcomes from the year before” or “relative to what outcomes the children and youth would have had in the absence of the programs.” It is also unclear if this objective expects improvements across all outcome measures, or only some, to be sufficient.

Observation 5.5. GOCPYVS collects program-level performance data from its subrecipients, but it does not always show this data in mandated reports, nor is such performance measure data always requested by the Maryland General Assembly (MGA) in mandated reports.

Observation 5.6. In a typical year, GOCPYVS provides MGA with 55-60 reports on various subjects, grants, and programs related to crime prevention, youth, and victim services.

Observation 5.7. The following reports requested by the MGA budget committees from GOCPYVS were not submitted as of December 1, 2021:

- 2020 *Joint Chairmen’s Report (JCR)*, p. 27-28: Report on Victims of Crime Act (VOCA) spending and outcomes (FFY 2015, 2016, and 2017 fund cycles. (Due: December 1, 2020).
- 2020 JCR, p. 28: GOCPYVS grants (federal and State) to nonprofit organizations in Maryland, by County and by ZIP Code. (Due: January 1, 2021.)
- 2021 JCR, p. 20-24: Report on proposed VOCA grant awards. (Due: August 1, 2021.)
- 2021 JCR, p. 20-24: Letter on VOCA data publication. (Due: November 1, 2021.)
- 2021 JCR, p. 20-24: Report on VOCA funding, expenditures, and continuity of service. (Due: November 1, 2021.)

Observation 5.8. The GOCPYVS website does not comprehensively list all its current and prior reports. Overlapping subject areas for mandated reports can challenge an interested reader to find all current and prior reports relevant to a given topic or policy issue.

Observation 5.9. Related reports often do not reference each other, which can give the appearance that related programs or activities are not fully coordinated.

Observation 5.10. Some data dashboards maintained by GOCPYVS are hard to find, the underlying data cannot be downloaded, and there is no permanent record of the data in the public archives.

Observation 5.11. GOCPYVS annual reports and the GOCPYVS website do not list all the advisory bodies with which GOCPYVS participates.

Observation 5.12. Results of GOCPYVS competitive grant processes are less transparent than some other jurisdictions. The transparency of the U.S. Department of Justice grant results or state grants in Massachusetts could serve as models for greater transparency on award results.

As discussed in Chapter 7:

Observation 7.1. The VOCA Funding Requirement Report (December 1, 2018) did not summarize how much of each federal Victims of Crime Act – Victim Assistance (VOCA-VA) award to Maryland GOCCP had awarded to subrecipients or how much remained from each federal grant.

Providing that information was not mandated but doing so would have made clearer how GOCCP was managing the federal VOCA–VA dollars.

Observation 7.2. The Report on the Continuity of Victims of Crime Act Services (November 1, 2020) did not summarize how much of each of federal VOCA–VA award to Maryland GOCPYVS had awarded to subrecipients or how much of each federal grant remained.

Providing that information was not mandated but doing so would have made clearer how GOCPYVS was managing the federal VOCA–VA dollars.

Observation 7.3. As discussed in Case Study #3, GOCPYVS has not yet submitted to MGA four JCR-requested reports related to VOCA funds. (This is also noted as part of Observation 5.7.)

As discussed in Chapter 3:

Recommendation 3.1. MGA should consider requiring that future GOCPYVS executive directors be appointed with advice and consent of the Senate. Considering GOCPYVS' budget size, its critical role in allocating and monitoring grants across the State, and its organizational complexity, MGA may wish to consider requiring that future executive directors of GOCPYVS be appointed with advice and consent of the Senate, as are the secretaries of other major State government departments.

As discussed in Chapter 4:

Recommendation 4.1. GOCPYVS should include in future Crime Plans quantifiable measures for its stated goals, to better assess progress over time.

As discussed in Chapter 5:

Recommendation 5.1. GOCPYVS should consider including in future Crime Plans measures such as crime rates, clearance rates, assaults in correctional facilities, equitable sentencing, and others.

Recommendation 5.2. Because multiple factors influence crime rates and crime reporting, GOCPYVS should consider creating a scorecard of quantifiable safety goals and indicators, to serve as an ongoing tool to assess progress toward a safer Maryland.

Recommendation 5.3. GOCPYVS should consider modifying the MFR PMs to provide more context and insight into efficiency and effectiveness. Specific suggestions made in Chapter 5 are as follows:

- Measure outcomes using more crime categories.
- When possible, use percentages rather than absolute numbers to add context.
- More directly incorporate Maryland's Child Well-Being Results and Indicators into MFR Goal #4: Child Well-Being and its performance measures.

Recommendation 5.4. GOCPYVS should ensure that its reports on grant programs include a summary of all collected performance measure data.

Recommendation 5.5. MGA should consider mandating an annual report from GOCPYVS and request that it list all other reports published by (or in consultation with) GOCPYVS since the prior annual report.

Recommendation 5.6. GOCPYVS should ensure that related mandated reports reference each other to demonstrate coordination and facilitate comprehensive review.

Recommendation 5.7. GOCPYVS should submit all mandated reports timely.

Recommendation 5.8. GOCPYVS should design its data dashboards to ensure they are easy for the public to find, that the underlying data is downloadable, and that a permanent record of the data is regularly submitted to MGA for archiving.

Recommendation 5.9. The URL for the GOCPYVS website should reflect the current office title.

Recommendation 5.10. GOCPYVS should regularly publish a complete list of all advisory bodies with which it participates to facilitate coordination and review.

Recommendation 5.11. GOCPYVS should track the timeliness of award determinations on an ongoing annual basis, as well as the ratio of claims examiners to active claims.

Recommendation 5.12. GOCPYVS should track its audit capacity on an ongoing annual basis.

Recommendation 5.13. GOCPYVS should make more transparent the results of competitive grant awards.

Recommendation 5.14. GOCPYVS should consider defining standards of evidence and inventorying its grant programs based on these standards.

As discussed in Chapter 7:

Recommendation 7.1. State entities should use consistent acronyms for GOCPYVS grants, aligned with the Grant Management System and notices of funding availability for more clarity and transparency.

Recommendation 7.2. The Sexual Assault Evidence Kit (SAEK) Policy and Funding Committee Annual Reports should address all SAEK-related funding, including Sexual Assault Kit Initiative (SAKI) and Sexual Assault Kit Testing (SAKT) funds, available to State entities and law enforcement agencies.

Recommendation 7.3. GOCPYVS Annual Reports on SAKT should address how it is coordinated with the other SAEK-related funding available to State entities and law enforcement agencies.

Recommendation 7.4. MGA should consider requesting specific information in the annual reports on VOCA grants, as follows (as discussed in Case Study #3):

- the amount of each federal VOCA–VA formula grant award to Maryland and the period of performance for each award;
- how much of each federal award to Maryland GOCPYVS has expended through awards to subrecipients;
- the amount of federal VOCA–VA dollars that Maryland holds in reserve in a “rainy day fund”;
- the amount of all other federal VOCA awards (excluding VOCA–VA awards listed above) awarded to Maryland, to avoid confusion between the VOCA–VA awards to Maryland and other VOCA awards to Maryland; and

- all outcome-based performance measure data reported to GOCPYVS, aggregated across subrecipients, to demonstrate the impact of VOCA–VA subrecipient awards in Maryland.

Recommendation 7.5. GOCPYVS should publicize the results of the third-party, ongoing evaluation of the Violence Intervention and Prevention Program’s effects on community violence. (This recommendation is discussed in Case Study #4.)

Recommendation 7.6. For future awards, GOCPYVS should also request outcome-based performance measures, rather than only output measures, from the Baltimore Police Department to show the impact of the grant award relative to the goals intended under the initial grant application. (This recommendation is discussed in Case Study #5.)

Recommendation 7.7. GOCPYVS should ensure all relevant materials from the GOC website are also available through the GOCPYVS website, as GOC is now the Children and Youth Division within GOCPYVS. (This recommendation is discussed in Case Study #6.)

Recommendation 7.8. GOCPYVS should ensure that Indicator data in the county *Child Well-Being Scorecards* are current. (This recommendation is discussed in Case Study #6.)

Chapter 2. Introduction

Objective

Pursuant to State Government Article, Section 2-1234(a)(3)(ii), this report responds to the Maryland General Assembly's request that the Office of Program Evaluation and Government Accountability (OPEGA) prepare a report that evaluates the efficiency, effectiveness, and economy of the Governor's Office of Crime Prevention, Youth, and Victim Services (GOCPYVS).

Scope

To evaluate GOCPYVS, we sought to answer the following research questions.

1. How is GOCPYVS organized and funded, and how has this changed in recent years?
2. What is the lifecycle of a grant under GOCPYVS purview?
3. Are GOCPYVS' grant awards aligned with a public safety/crime prevention strategy?
4. Is GOCPYVS and the grants that it administers effective in achieving a safer Maryland (and how can we know?)

To address these questions, OPEGA assessed the following aspects of GOCPYVS.

- Maryland statute and regulations related to GOCPYVS and its historic components.
- How GOCPYVS and its historic components have been funded and staffed.
- The organizational structure of GOCPYVS and its core functions and policy areas.
- The grants and programs managed by GOCPYVS, with six case studies of specific awards, to illustrate the range of grants and what their administration entails.
- The current mechanisms that GOCPYVS uses to monitor and measure its performance in meeting its goals and objectives.
- The current and potential tools available to the legislature to assess the efficiency and effectiveness of GOCPYVS and the grants and programs it administers.

Methodology

This evaluation sought evidence about the efficiency, effectiveness, and economy of GOCPYVS based on examination of:

- inputs, such as the funding and staff dedicated to a grant or program;
- outputs, such as quantifiable measures of the work accomplished with the inputs available; and
- outcomes, such as quantifiable measures of the progress of a grant or program in meeting its goals, objectives, and desired results. Outcomes may be measured over various time horizons.

This evaluation identifies and discusses the inputs, outputs, and measurable outcomes for GOCPYVS across its core functions and policy areas. GOCPYVS aims to achieve a safer Maryland. GOCPYVS works to achieve this through its four core functions:^{1 2} (1) advising the Governor in setting criminal justice strategy and priorities for the State; (2) coordinating the criminal justice agencies and resources in the State; (3) administering grants; and (4) analyzing crime data and trends. GOCPYVS carries out these core functions in three policy areas: criminal justice and law enforcement; children and youth; and victim services.

Over the past few years, GOCPYVS has been restructured several times. Consequently, names of offices, budget categories, and chains of command have also changed. For clarity, this evaluation often notes the historic components of GOCPYVS in its descriptions.

The evaluation team reviewed relevant statutes, regulations, and executive orders related to GOCPYVS' operations and the restructuring of the office and its historic components.

The team consulted with GOCPYVS to determine what data and documentation are available to inform the evaluation. The evaluation team requested and received the following documents from GOCPYVS.

- Data from the Grants Management System on all grants funded and/or monitored by GOCPYVS during the period July 1, 2016, to now (fiscal 2017 to present).
- An organizational chart and position descriptions to understand how GOCPYVS staffs its grant administration and other functions.

¹ *Managing for Results (MFR) FY 2022*, Department of Budget and Management; retrievable from https://dbm.maryland.gov/Documents/MFR_documents/2022/Exec-Office-of-Crime-Prevention-Youth-and-Victim-Services-MFR.pdf.

² Website for GOCPYVS, "About Us"; retrieved Oct. 26, 2021, from <http://goccp.maryland.gov/about/>.

- Core documents that articulate the Governor’s current strategy and priorities for all domains under GOCPYVS purview: the Comprehensive State Crime Control and Prevention Three-Year Plans; and the Children’s Cabinet Three-Year Plans.

- Documents representing the lifecycle of grants administered by GOCPYVS, from initial recommendation for inclusion in the Governor’s statewide strategy, to public notice, award and allocation of grant dollars, to monitoring and final closeout of the award, to any summative evaluations. Because GOCPYVS administers dozens of grant programs and more than 800 grant awards at any given time, the evaluation team selected the following nonrandom grants as case studies to illustrate the range of grants administered by GOCPYVS.
 - Sexual Assault Kit Initiative (SAKI)
 - Summary of all awards made related to sexual assault evidence kits for fiscal 2017 through 2021, including the federal SAKI awards and the State’s Sexual Assault Kit Testing awards
 - Lifecycle documents for Award to Office of the Attorney General-OAG Sexual Assault Kit Initiative (SAKI-2018-0001)
 - State Aid for Police Protection (SAPP)
 - Summary of all SAPP formula awards for fiscal 2019
 - Lifecycle documents for Award to Town of Ocean City-Ocean City Police Department (SAPP-2019-0020)
 - Victims of Crime Act – Victim Assistance (VOCA–VA) grants
 - Summary of federal formula grant awards made to Maryland, and in turn the competitive grant awards made by GOCPYVS to subrecipients using these federal dollars
 - Lifecycle documents for Award to For All Seasons, Inc. – Mid-Shore Victim Services (VOCA-2017-0090)
 - Project Safe Neighborhoods Maryland (PSNM)
 - Summary of all awards made related to PSNM-2018
 - Lifecycle documents for Award to Mayor’s Office of Neighborhood Safety and Engagement (PSNM-2018-0001)

- Baltimore City Crime Prevention Initiative
 - Summary of all awards made for State fiscal 2017 through 2021
 - Lifecycle documents for Award to Baltimore City Police Department in 2019 (BCPD-2019-0001)
- Local Management Boards (LMB)
 - Summary of all awards to LMBs via the Children's Cabinet Interagency Fund for State fiscal 2020
 - Lifecycle documents for Award to Washington County Office of Community Grant Management (XLMB-2020-0022)
- Managing for Results documents

OPEGA examined the data and documents provided by GOCPYVS and interviewed GOCPYVS staff and selected grant subrecipients to address the research questions outlined above.

Chapter 3. Description of GOCPYVS and Its History

The Governor’s Office of Crime Prevention, Youth, and Victim Services (GOCPYVS)^a is one of the coordinating offices of the Governor.¹ These offices advise the Governor on various public policy issues and investigate and make recommendations on problems affecting the Administration and the State’s welfare.² In fiscal 2020, GOCPYVS administered \$215 million in expenditures, most of which was as grant awards in dozens of categories to hundreds of subrecipients around the State.

GOCPYVS has been expanded, restructured, and renamed in recent years. As currently organized, GOCPYVS encompasses the prior Governor’s Office of Crime Control and Prevention (GOCCP), the prior Governor’s Office for Children (GOC), and a Victim Services Unit that includes the long-standing Criminal Injuries Compensation Board (CICB).

Overall, GOCPYVS has multiple components that formerly operated independently or as part of another State entity. This chapter describes how the historical components of GOCPYVS currently operate as a system designed to promote a safer Maryland. This chapter is organized as follows:

- ***Vision and Mission of GOCPYVS:*** presents the current vision, mission, and purpose of GOCPYVS.
- ***GOCPYVS Funding and Personnel:*** summarizes the resources (funding, staff, and volunteers) available for GOCPYVS operations.
- ***GOCPYVS Organizational Structure:*** explains GOCPYVS operations using three frameworks: (a) a matrix of its core functions and policy areas; (b) an organizational hierarchy; and (c) a network that includes critical advisory bodies not otherwise reflected in GOCPYVS funds and staff.
- ***GOCPYVS Operations by Function:*** describes GOCPYVS operations across four core functions: (a) as adviser to the Governor for planning and strategy; (b) as a coordinating office; (c) as a grant administrator; and (d) as a center for crime data analysis.
- ***GOCPYVS Operations by Policy Area:*** describes GOCPYVS operations across three core policy areas: (a) criminal justice and law enforcement; (b) children and youth; and (c) victim services.

^a In this report, GOCPYVS refers to the now consolidated GOCCP, GOC, Victims Services Unit, and CICB. At the time of this evaluation, GOCPYVS itself, other State websites and documents, and many State employees and community stakeholders continue to refer to GOCPYVS as ‘GOCCP’; for example, see: <http://goccp.maryland.gov/>. This report uses the current name of this office as designated by Executive Order 01.01.2020.01 (signed January 17, 2020).

- ***How Grants and Programs Managed by GOCPYVS Are Categorized in the Operating Budget:*** describes how the grants and programs managed by GOCPYVS are categorized in the operating budget.

Vision and Mission of GOCPYVS

The vision for GOCPYVS is “a safer Maryland.” The mission of GOCPYVS is to serve as a coordinating office that advises the Governor on criminal justice strategies.³ The purpose of GOCPYVS is to plan, promote, and fund efforts with government entities, private organizations, and the community to advance public policy, enhance public safety, reduce crime and juvenile delinquency, and serve victims.⁴

Funding activities through grant awards is a core purpose for GOCPYVS. Over 95% of its funding is expended for grants. In a typical year, GOCPYVS administers over 75 grants and programs. GOCPYVS allocates grant dollars through hundreds of awards to subrecipients across the State. These grants span the core policy areas for which GOCPYVS advises the Governor: criminal justice and law enforcement; youth; and victim services. To plan for, award, and assess the impact of these grants, GOCPYVS coordinates with the federal government, multiple State departments, local governments, community providers and stakeholders, and more than 20 advisory bodies (see **Appendix E**).

GOCPYVS Funding and Personnel

The resources (inputs) that enable GOCPYVS to fulfill its purposes include funding, staff, and volunteers who serve on advisory boards and as grant peer reviewers. These resource categories are described separately below.

Funding

Exhibit 3.1 summarizes the funds administered by GOCPYVS and its historical components for fiscal 2017 through 2022.

Exhibit 3.1
Funds Administered by GOCPYVS and Its Historical Components
(\$ in Millions)

	Fiscal 2017 Actuals	Fiscal 2018 Actuals	Fiscal 2019 Actuals	Fiscal 2020 Actuals	Fiscal 2021 Approp.	Fiscal 2022 Allow
D15A0516: Governor's Office of Crime Control and Prevention	\$131.4	\$147.4				
D21A0101: Administrative Headquarters			\$55.9	\$69.6	\$69.9	\$57.5
D21A0106: Maryland Statistical Analysis Center			0.1	0.2	0.1	0.1
D21A0102: Local Law Enforcement Grants			27.4	34.1	42.5	43.7
D21A0103: State Aid for Police Protection			74.5	74.8	74.5	74.6
D21A0104: Violence Intervention and Prevention Program			5.0	1.8	1.5	1.7
D21A0105: Baltimore City Crime Prevention Initiative				3.0	5.0	5.0
D21A0501: Maryland Criminal Intelligence Network			6.7	5.2	5.3	6.8
Q00K0001: Criminal Injuries Compensation Board ¹	4.5	3.7				
D21A0301: Victim Services Unit			3.9	4.8	6.3	6.0
D18A1801: Governor's Office for Children	1.8	1.4				
D21A0201: Children and Youth Division			1.4	1.0	0.8	1.1
Total to GOCCP + CICB + VSU + GOC + CYD:	\$137.7	\$152.6	\$174.8	\$194.6	\$206.0	\$196.5
R00A0401: Children's Cabinet Interagency Fund	\$16.6	\$19.3	\$20.0	\$20.3	\$22.0	\$22.0
Grand Total: GOCPYVS and historical components, including CICB and CCIF	\$154.3	\$171.9	\$194.8	\$214.9	\$228.0	\$218.5
CICB: Criminal Injuries Compensation Board			GOCCP: Governor's Office of Crime Control and Prevention			
CCIF: Children's Cabinet Interagency Fund			GOCPYVS: Governor's Office of Crime Prevention, Youth, and Victim Services			
CYD: Children and Youth Division			VSU: Victim Services Unit			
GOC: Governor's Office for Children						

¹ CICB was transferred from the Department of Public Safety and Correctional Services to GOCPYVS in 2019.

In fiscal 2017, GOCCP expended \$131.4 million. As shown in Exhibit 3.1, CICB (in the Department of Public Safety and Correctional Services (DPSCS)) and GOC made additional expenditures that year. Overall, \$137.7 million was expended by GOCCP, CICB, and GOC in fiscal 2017, which are the historical components that now comprise GOCPYVS.

In fiscal 2022, \$196.5 million was expended by GOCPYVS (GOCCP's successor), which had absorbed CICB, established the Victim Services Unit (VSU), and absorbed GOC (which became the Children and Youth Division (CYD)).

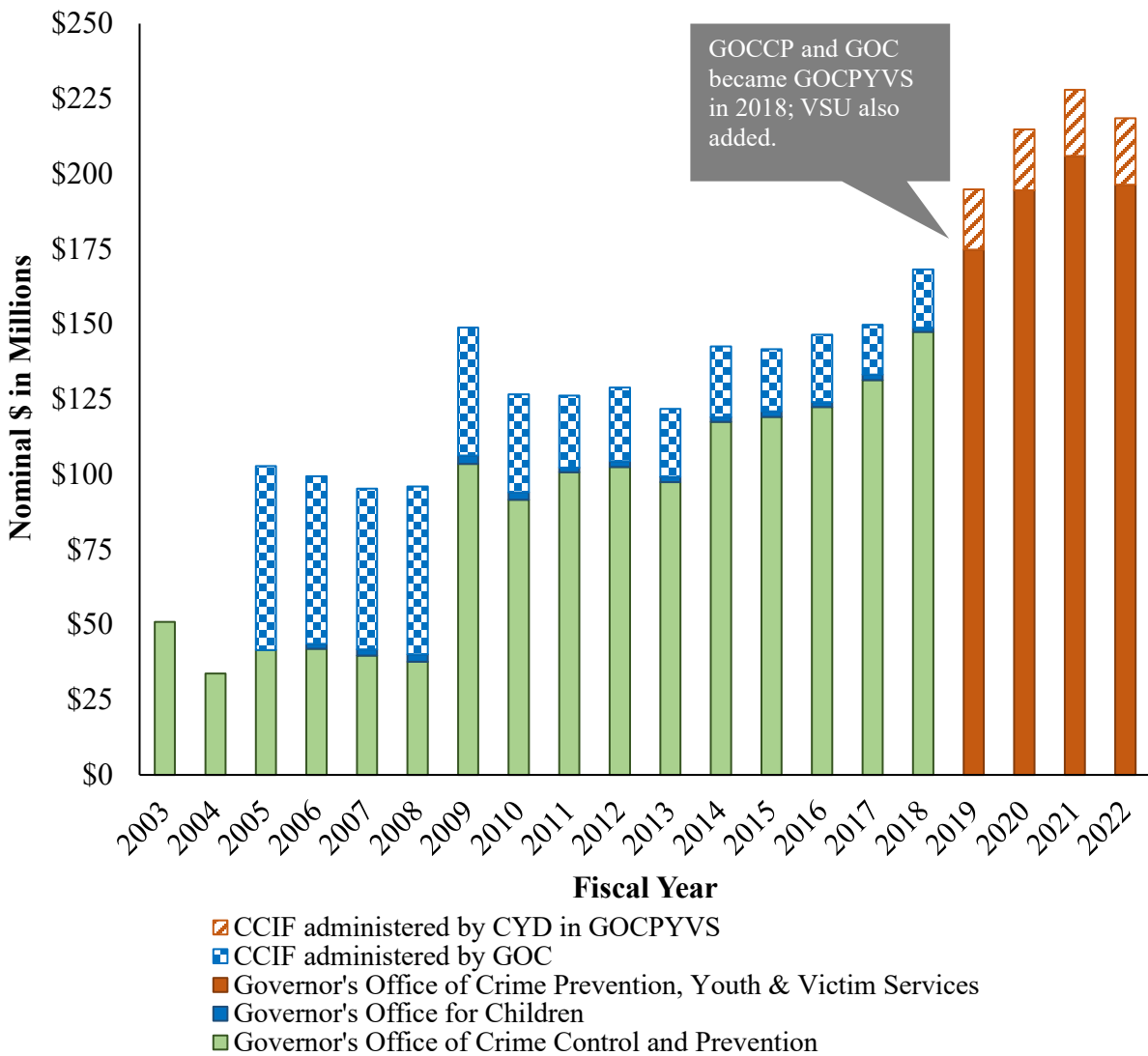
In total, over the six-year period of fiscal 2017 through 2022, the funds expended by GOCPYVS and its historical components (excluding the Children's Cabinet Interagency Fund (CCIF)) increased by \$58.8 million (from \$137.7 million to \$196.5 million, or about 43%). This increase largely reflects the reorganization of GOCCP and the other components into the GOCPYVS budget code, as well as a large increase in victim services funds from the federal government.

The CCIF, which has been budgeted under the Maryland State Department of Education, has increased by \$5.4 million (or about 33%) over the period of fiscal 2017 through 2022. GOC administered the CCIF on behalf of the Children's Cabinet until GOC became CYD; after the reorganization, CYD in GOCPYVS has administered the CCIF on behalf of the Children's Cabinet.

Exhibit 3.2 shows the funds administered by GOCPYVS and its predecessors GOC and GOCCP over the period of fiscal 2003 through 2022. **Appendix G** provides the data used for Exhibit 3.2.^b

^b Notes on Exhibit 3.2: The CICB was transferred from the Department of Public Safety and Correctional Services (DPSCS) to GOCPYVS in 2019; *CICB expenditures by DPSCS prior to 2019 are not shown in Exhibit 3.2.* SAPP formula grants were transferred from the Maryland State Police to GOCCP in 2009; *SAPP grants prior to 2009 are not shown in Exhibit 3.2.* The Local Management Board Fund preceded the CCIF; *its expenditures are not shown in Exhibit 3.2.*

Exhibit 3.2
Funds Administered by GOCPYVS and Its Predecessors GOCCP and GOC



CCIF: Children’s Cabinet Interagency Fund
 CYD: Children and Youth Division
 GOC: Governor’s Office for Children
 GOCCP: Governor’s Office of Crime Control and Prevention
 GOCPYVS: Governor’s Office of Crime Prevention, Youth, and Victim Services
 VSU: Victim Services Unit

In fiscal 2021, the GOCPYVS budget (excluding the CCIF) was larger than 9 of Maryland’s 20 principal departments.

Staff

Exhibit 3.3 summarizes the employees and contractual personnel provided to GOCPYVS and its historical components in the operating budget for fiscal 2017 through 2022.

Exhibit 3.3 Personnel for GOCPYVS and Its Historical Components

<u>Operating Budget Categories</u>	<u>FY 17 Actuals</u>	<u>FY 18 Actuals</u>	<u>FY 19 Actuals</u>	<u>FY 20 Actuals</u>	<u>FY 21 Approp.</u>	<u>FY 22 Allowance</u>
D15A0516 – Governor’s Office of Crime Control and Prevention	37.00	38.00				
# Authorized Positions	37.00	38.00				
# Contractual Positions	0.00	0.00				
D21A0101 - Administrative Headquarters			43.00	52.78	47.93	42.93
# Authorized Positions			43.00	41.00	37.00	32.00
# Contractual Positions			0.00	11.78	10.93	10.93
D21A0106 - Maryland Statistical Analysis Center			2.00	4.15	1.00	1.00
# Authorized Positions			0.00	0.00	0.00	0.00
# Contractual Positions			2.00	4.15	1.00	1.00
D21A0102 - Local Law Enforcement Grants						
# Authorized Positions						
# Contractual Positions						
D21A0103 - State Aid for Police Protection						
# Authorized Positions						
# Contractual Positions						
D21A0104 - Violence Intervention and Prevention Program						
# Authorized Positions						
# Contractual Positions						
D21A0105 - Baltimore City Crime Prevention Initiative						
# Authorized Positions						
# Contractual Positions						
D21A0501 - Maryland Criminal Intelligence Network			2.00	2.00	2.00	2.00
# Authorized Positions			2.00	2.00	2.00	2.00
# Contractual Positions			0.00	0.00	0.00	0.00

<u>Operating Budget Categories</u>	<u>FY 17 Actuals</u>	<u>FY 18 Actuals</u>	<u>FY 19 Actuals</u>	<u>FY 20 Actuals</u>	<u>FY 21 Approp.</u>	<u>FY 22 Allowance</u>
Q00K0001 - Criminal Injuries Compensation Board in DPSCS	14.27	11.00				
# Authorized Positions	11.00	11.00				
# Contractual Positions	3.27	0.00				
D21A0301 - Victim Services Unit			18.50	15.70	14.70	16.70
# Authorized Positions			11.00	11.00	10.00	12.00
# Contractual Positions			7.50	4.70	4.70	4.70
D18A1801 – Governor’s Office for Children	16.00	16.00				
# Authorized Positions	16.00	16.00				
# Contractual Positions	0.00	0.00				
D21A0201 - Children and Youth Division			7.00	8.00	7.00	10.00
# Authorized Positions			7.00	7.00	7.00	10.00
# Contractual Positions			0.00	1.00	0.00	0.00
R00A0401 – Children’s Cabinet Interagency Fund	0	0	0	0	0	0
Grand Total	67.27	65.00	72.50	82.63	72.63	72.63
# Authorized Positions	64.00	65.00	63.00	61.00	56.00	56.00
# Contractual Positions	3.27	0.00	9.50	21.63	16.63	16.63

DPSCS: Department of Public Safety and Correctional Services

Exhibit 3.3 summarizes all full- and part-time positions as full-time equivalent (FTE) positions. About a dozen of the positions on GOCPYVS’ organizational chart are part time. These part-time positions are split between the Audit and Compliance unit and CICB.

Total FTE positions in GOCPYVS has increased by 5.4 FTE (or about 8%) over the six-year fiscal 2017 through 2022 period. This total change sums wider staffing swings (both up and down) in the GOCPYVS components. Specifically, total staff in CYD, previously called GOC, decreased over the fiscal 2017 through 2022 period, from 16 FTE positions in fiscal 2017 to 10 FTE positions in fiscal 2022. Total staff in VSU (including CICB and sexual assault forensic examinations (SARU)) has increased from about 14 FTE positions in fiscal 2017 to about 17 FTE positions in fiscal 2022.

More positions at GOCPYVS are contractual in fiscal 2022 as compared to fiscal 2017. In fiscal 2017, 5% of the total positions in GOCPYVS were contractual, whereas for fiscal 2022, 23% of total FTE positions were contractual.

In fiscal 2021, the total FTE positions in GOCPYVS exceeded that of 2 of Maryland's 20 principal departments.

Volunteers

A critical input to GOCPYVS operations is the volunteer members of the advisory bodies, commissions, committees, councils, workgroups, and task forces (all broadly referred to here as 'boards') on programs and policy areas covered by GOCPYVS. Peer reviewers for grants administered by GOCPYVS are also unpaid, although some may be State employees in another capacity. Thus, volunteers represent a significant input to GOCPYVS operations not reflected in its operating budget.

Appendix E lists more than 20 advisory bodies related to GOCPYVS' core functions and policy areas, many of which GOCPYVS staffs and the GOCPYVS Executive Director chairs. This list illustrates the broad reach of the programs and policies affected by GOCPYVS.

GOCPYVS Organizational Structure

The Executive Office of the Governor includes several coordinating offices, including GOCPYVS. GOCPYVS is by far the largest of the Governor's coordinating offices in both staff and funding.

As now organized, GOCPYVS combines several historically separate components.

1. GOCCP. In 1995, GOCCP was created by executive order to address concerns about public safety and the prevention of crime and substance abuse (EO 01.01.1995.03; EO 01.01.1995.18).
2. State Aid for Police Protection (SAPP). In 2008, Chapter 515 of 2008 (House Bill 707), transferred administration of SAPP formula grants from the Department of State Police (DSP) to GOCCP.
3. Sexual assault and domestic violence programs. In 2011, Chapter 356 of 2011 (House Bill 739), transferred the responsibility and funding for sexual assault crisis programs and domestic violence programs from the Department of Human Resources to GOCCP.^c
4. Victim services. In 2018, a VSU was added to GOCCP. Chapter 422 of 2018 (House Bill 247) established VSU within GOCCP to consist of CICB, transferred from DPSCS; the program for SARU, transferred from the Maryland Department of Health (MDH); a restitution section; and any other program that the GOCCP Executive Director determines serves victims.

^c The Department of Human Resources became the Department of Human Services in 2017.

5. GOC. In 2018, GOC moved into GOCCP/GOCPYVS and became CYD reporting to the GOCPYVS Executive Director. Previously, GOC had been a separate coordinating office of the Governor with its own executive director and a budget separate from GOCCP.

In response to concerns that GOCCP had absorbed considerable oversight responsibility over a relatively short period of time, the General Assembly added language to the Fiscal Year 2020 Budget Bill that required GOCCP to provide more budgetary detail to enhance fiscal transparency.⁵ As shown in Exhibit 3.1, GOCCP/GOCPYVS developed a separate budget code.

In January 2020, Executive Orders 01.01.2020.01 and 01.01.2020.02 renamed GOCCP as GOCPYVS and updated statute to reflect the reorganizations and new name.

GOCPYVS covers multiple functions and policy areas.⁶ GOCPYVS operations can be categorized into four core functions and three policy areas, as follows:

GOCPYVS' core functions

1. Advise the Governor on planning, strategy, and priorities
2. Coordinate agencies and resources across State and local government
3. Administer grants, including State grants and Federal pass-through grants
4. Analyze crime data.

GOCPYVS carries out its functions across three policy areas.

1. Criminal justice and law enforcement
2. Children and youth
3. Victim services

The core functions and policy areas of GOCPYVS can be illustrated as a matrix, as in **Exhibit 3.4**.

Exhibit 3.4
Matrix of GOCPYVS Core Functions and Policy Areas

Governor’s Office of Crime Prevention, Youth, and Victim Services		GOCPYVS Functions			
		Advise Governor on strategies and priorities	Coordinate resources & efforts across State & local entities	Grant Administration	Analyze Crime Data: MD Statistical Analysis Ctr.
GOCPYVS Policy Areas	Criminal Justice and Law Enforcement	↕	↕	↕	↕
	Children & Youth				
	Victim Services				

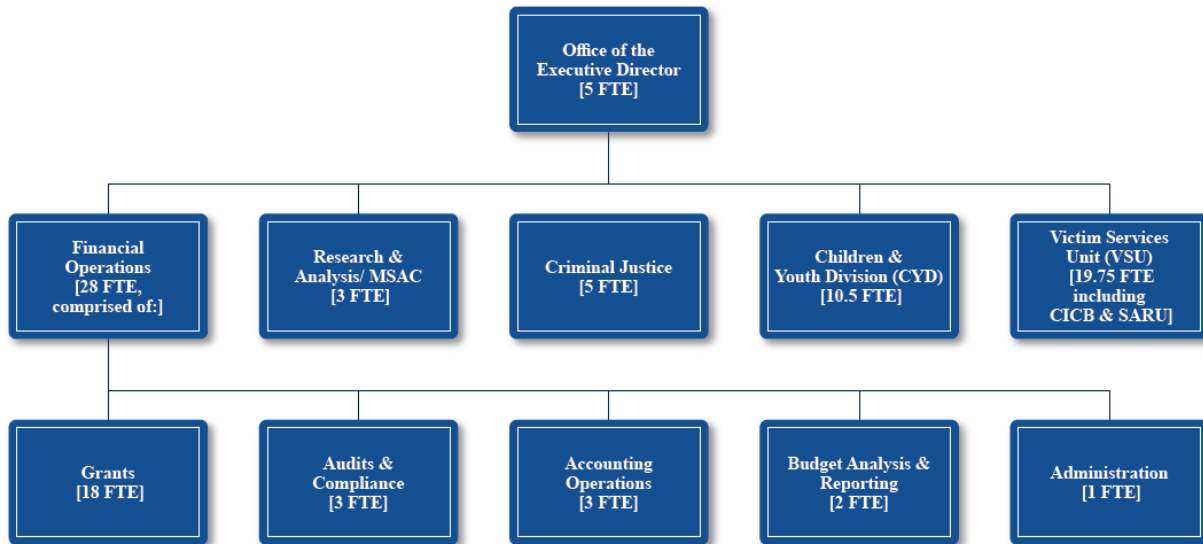
GOCPYVS: Governor’s Office of Crime Prevention, Youth, and Victim Services

GOCPYVS operates across this matrix on a regular basis. For example, staff in the Grants unit told the Office of Program Evaluation and Government Accountability (OPEGA) that they often consult with staff in the three policy units to develop notices of funding availability (NOFA) for grants. Similarly, staff in the policy units told OPEGA that they frequently use the services of the Maryland Statistical Analysis Center (MSAC), participate in planning and advising on the Governor’s strategies and priorities, and coordinate with other State and local entities to implement new initiatives (such as the non-occupational post-exposure prophylaxis (nPEP) Pilot Program).

Hierarchical Structure of GOCPYVS

Exhibit 3.5 illustrates the organization of GOCPYVS using a hierarchical chart. The chart shows the FTE staff positions within each unit. (See Appendix C for the more detailed hierarchical chart provided by GOCPYVS.)

**Exhibit 3.5
GOCPYVS Organizational Structure**



CICB: Criminal Injuries Compensation Board

FTE: full-time equivalent

GOCPYVS: Governor’s Office of Crime Prevention, Youth, and Victim Services

MSAC: Maryland Statistical Analysis Center

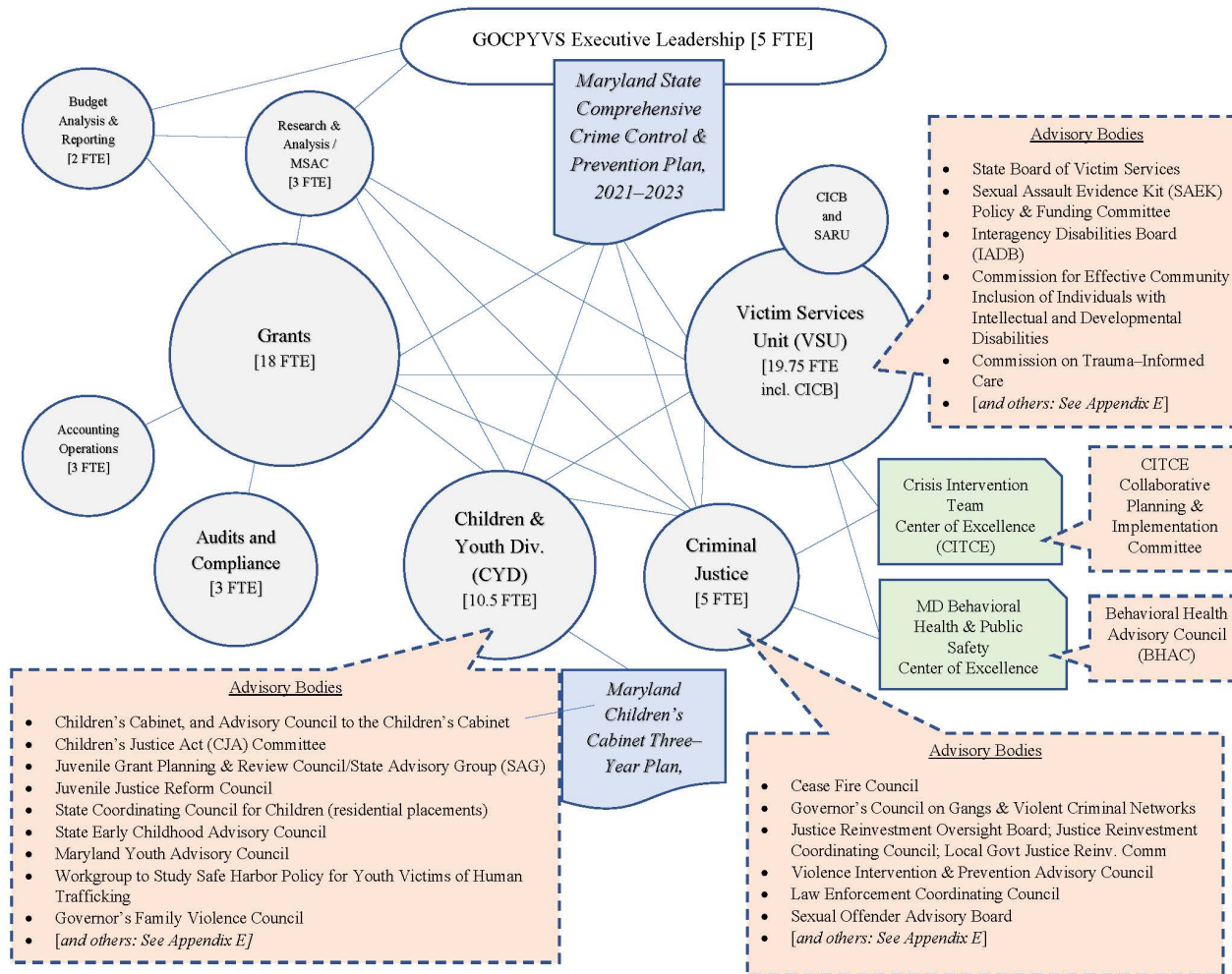
SARU: sexual assault forensic examinations

Note: Simplified hierarchical chart of GOCPYVS organization, prepared by DLS. See Appendix C for additional detail.

Network Structure of GOCPYVS

Exhibit 3.6 depicts GOCPYVS as a networked organization that, by law, interacts with advisory bodies such as boards, commissions, workgroups, cabinets, and subcabinets.

Exhibit 3.6
Organizational Network of GOCPYVS Including Boards and Commissions



GOCPYVS Operations by Function

Function #1. Advising the Governor on Policies, Strategies, and Planning Priorities

GOCPYVS advises the Governor on developing policies related to its core policy areas of criminal justice, youth, and victim services. Two primary planning documents reflect this function.

Maryland's Comprehensive State Crime Control and Prevention Three-Year Plan

By executive order, GOCPYVS must collaborate with other State entities to prepare the Maryland Comprehensive State Crime Control and Prevention Plan. These are three-year plans to be updated annually. The most recent is *Maryland's Comprehensive State Crime Control and Prevention Plan 2021-2023* (December 1, 2020; MSAR #12651). In our interviews with GOCPYVS, staff agreed that the guiding policies, strategies, and priorities for activities under their purview were stated in the comprehensive crime plan.

Maryland Children's Cabinet Three-Year Plan

The Children's Cabinet has seven members (the GOCPYVS Executive Director (Chair), five departmental secretaries, and the State Superintendent of Schools) and is staffed by the Children and Youth Division in GOCPYVS. The Children's Cabinet develops and coordinates policy recommendations to the Governor. By executive order, the Children's Cabinet must prepare a three-year plan (updated annually) that coordinates with any other State plans relating to services for children and families. Each Children's Cabinet plan identifies the priorities to be advanced by the Cabinet with support from the CCIF. The most recent of these plans is *Maryland Children's Cabinet Three-Year Plan 2021-2023* (March 9, 2021; MSAR #12849).

Chapter 4 of this report discusses the comprehensive crime plans and the Children's Cabinet plans in more detail.

Function #2. Coordinating Resources, Activities, and Strategic Priorities

As one of the coordinating offices for the Governor, GOCPYVS is intended to bridge silos, improve communication, and align programs and initiatives with the Governor's priorities. To accomplish this, GOCPYVS coordinates public, private, and nonprofit service partners. GOCPYVS formally participates with over 20 advisory bodies (boards, commissions, task forces, etc.) and informally communicates with many more organizations and associations across the State. (Advisory bodies are discussed more fully in Chapter 5 and listed in Appendix E.)

GOCPYVS participation with these advisory bodies is key to carrying out its coordinating function, but this network is not reflected in a standard hierarchical organizational chart. Exhibit 3.6 illustrates how GOCPYVS functions as part of an organizational network that includes these advisory bodies. Many of these advisory bodies are associated with grants managed by

GOCPYVS, and the GOCPYVS Executive Director chairs many of these advisory bodies, as discussed in Chapter 5.

Function #3. Grant Administration

GOCPYVS administers a wide variety of grants and grant programs. GOCPYVS is the designated State administering agency (SAA) for federal criminal justice grants.^d GOCPYVS also administers State-funded grants. Chapter 6 reviews the grants life cycle and summarizes the grants managed by GOCPYVS. (Additional detail on grants is provided in **Appendix D**). The grant award cases studies in Chapter 7 illustrate a range of grants administered by GOCPYVS.

Of note, the GOCPYVS grant function is materially different from the Governor's Grants Office. The Governor's Grants Office is a relatively small unit^e that assists State agencies in applying for federal grants, gives technical assistance in grant writing, and helps local governments and community-based organizations find federal grant opportunities. The Governor's Grants Office neither directly administers grants nor focuses on specific policy areas. In contrast, GOCPYVS serves as Maryland's federally designated SAA and as such directly administers hundreds of grant awards related to criminal justice, youth, and victim services.

Function #4. Crime Data Analysis

In 2007, Executive Order 01.01.2007.04 established MSAC as a unit within GOCCP. Essentially, the Research and Analysis Unit on the GOCPYVS hierarchical chart is MSAC. MSAC is entirely federally funded. MSAC is part of a national network of other state statistical analysis centers, and our review found many to be similar in size to MSAC.

MSAC does not collect State and local crime data, but rather, it analyzes data compiled by others including DSP. MSAC crime data analysis supports GOCPYVS in its functions as adviser to the Governor on planning, strategies, and priorities.

The Research and Analysis unit of GOCPYVS also covers program evaluation. For example, in 2021, this unit took the lead in contracting for a third-party evaluation of the Violence Intervention and Prevention Program (VIPP), as required by Chapter 148 of 2018 (House Bill 432). The contracted program evaluation of VIPP was completed in summer 2021 but had not been released publicly as of November 2021. GOCPYVS staff told OPEGA that a NOFA for a similar third-party program evaluation of the Maryland Criminal Intelligence Network (MCIN) initiative was also being drafted but had not been released as of November 2021.

^d In neighboring states, the SAAs are as follows: Delaware Criminal Justice Council; Pennsylvania Commission on Crime and Delinquency; Virginia Department of Criminal Justice Services; and West Virginia Division of Justice and Community Services. (Source: www.ojp.gov/funding/state-administering-agencies/overview).

^e In fiscal 2020, for example, the Governor's Grants Office (Budget Code D15A05.22) expended a total of \$292,935. (Source: Department of Budget and Management FY2022 Proposed Operating Budget, Volume 1, p. 123; retrievable from <https://dbm.maryland.gov/budget/Documents/operbudget/2022/proposed/FY2022-Volume1.pdf>).

GOCPYVS Operations by Policy Area

GOCPYVS operates in three policy areas: criminal justice and law enforcement; children and youth; and victim services. These three policy areas are covered by four deputy directors, with victim services split between two deputy directors.

The core functions of GOCPYVS (as shown in Exhibit 3.4), operate across these three policy areas. For example, GOCPYVS advises the Governor on strategy and priorities across all policy areas. GOCPYVS coordinates other State and local entities related to all policy areas. GOCPYVS administers grants across all policy areas. Program Managers in the Grants unit consult with subject matter experts across the policy areas to develop NOFAs for grants and select performance measures of grant outputs and outcomes.

The following paragraphs highlight some of the issues, initiatives, and programs covered by the three policy areas. These highlights are not meant to be exhaustive but rather to illustrate the range of policy issues and how they fit into GOCPYVS as an operational system.

Policy Area #1. Criminal Justice and Law Enforcement

The Deputy Director for Criminal Justice Programs is the subject matter expert for criminal justice and law enforcement policy at GOCPYVS. This deputy director assists with program development and coordination related to crime control initiatives, crime reduction strategies, and criminal justice enhancements. This policy unit assists in developing the *Maryland Comprehensive Crime Control Plan*. This policy unit consists of five FTE staff, although the unit was undergoing further reorganization at the time of our interviews.

Grants and programs related to this policy area include some of the largest under GOCPYVS purview:

- SAPP formula grants to more than 100 local law enforcement agencies across the State.
- Local Law Enforcement (LLE) grant programs in dozens of categories, including:
 - Baltimore City Safe Streets;
 - Body Armor for Local Law Enforcement;
 - Prince George's County Violent Crime Grant;
 - Sex Offender Compliance and Enforcement;
 - State's Attorney's Coordinating Council;
 - STOP Gun Violence Grant;

- Performance Incentive Grant Fund (related to the Justice Reinvestment Act initiative);
- Pretrial Services Program;
- Student Peer Mediation Program; and
- Youth Crime Prevention and Diversion Parole.

As this sample of grant program titles above illustrates, LLE programs affect multiple policy areas. GOCPYVS staff stated during our interviews that their work often requires collaboration and coordination with the grants unit and the other policy units in GOCPYVS, as well as with other State and local entities, associations, and community stakeholders.

Policy Area #2. Children and Youth

The Deputy Director for CYD works to ensure a stable, safe, and healthy environment for children and families in the State, reduce the impact of parental incarceration, improve outcomes for disconnected youth, reduce childhood hunger, and reduce youth homelessness. CYD is currently comprised of 11 staff positions (10.5 FTE) within GOCPYVS.

For over 40 years, the Governor's Office has had an office dedicated to children and youth. The Office for Children and Youth (OCY) was first established by executive order in 1978. OCY was later reorganized as the Office for Children, Youth, and Families (OCYF). In 2005, OCYF was restructured to be a Governor's coordinating office and renamed the Governor's Office for Children.

In the most recent restructuring in 2018, the Governor reorganized GOC as a unit within GOCCP, rather than an independent coordinating office of the Governor. This transition initially occurred without enabling legislation or an executive order. Executive Order 01.01.2020.01 made official that GOC was restructured to be CYD within GOCPYVS. A key result of the latest restructuring is that, whereas GOC had been led by an executive director who reported directly to the Governor, CYD is managed by a deputy director who reports to the GOCPYVS Executive Director.

Key responsibilities of CYD relate to the Children's Cabinet. The GOCPYVS Executive Director chairs both the Children's Cabinet and the Advisory Council to the Children's Cabinet. CYD personnel staff both bodies. CYD manages the CCIF on behalf of the Children's Cabinet.

The Children's Cabinet coordinates the State's child and family-focused service delivery system. The Advisory Council to the Children's Cabinet recommends how State programs for children and families can be coordinated with programs operated by private agencies, local governments, and local management boards (LMB). The Advisory Council also recommends how to create more capacity to serve youth in their communities; reduce reliance on institutions as a

primary intervention for at-risk youth offenders; promote positive outcomes for youth; fund best practices to deter juvenile crime and delinquency; and reduce the disproportionate confinement of minorities.

The CCIF, provided through the Children's Cabinet, supports the work of LMBs in Maryland counties. Since 1990, each county must have an LMB to plan, implement, and monitor child and family services. Each LMB determines the services needed in that county, within the parameters set by the Children's Cabinet, and enters into a community partnership agreement with GOCPYVS (or previously, GOC). Historically, the CCIF has been budgeted within MSDE but administered by GOCPYVS (and its predecessor, GOC) on behalf of the Children's Cabinet.

The State Coordinating Council for Children monitors services for children with disabilities who may need or are in residential placement. It also maintains an information system that assures agency accountability to children with disabilities and enables the State to plan for needed services.

Policy Area #3. Victim Services

Two deputy directors in VSU coordinate State responsibilities concerning victim services. They are organized as (1) the Deputy Director for Victim Services Compensation and (2) the Deputy Director for Victim Services Policy and Programs. The staff of VSU and CICB account for about one-quarter of GOCPYVS' FTE staff. VSU is roughly equivalent, in terms of FTE staff, to the Grants unit (as shown in Exhibit 3.5).

The following issues, initiatives, and programs relate to victim services.

- ***Sexual Assault Crisis Programs:*** Sexual assault crisis programs funded through GOCPYVS provide specialized support services to adult and minor alleged victims of sexual assault. Services include:
 - a hotline and counseling service;
 - information on criminal prosecutions of sexual assault;
 - civil law remedies available to victims; and
 - sexual assault evidence collection.

GOCPYVS is authorized to award grants to public or private nonprofit organizations to operate sexual assault crisis programs certified by the federally recognized State sexual assault coalition. The office establishes and sustains child advocacy centers. It also helps establish and expand programs for survivors of homicide victims in the State.

Federal grants for these efforts are some of the largest administered by GOCPYVS. In federal fiscal year 2018, for example, the U.S. Department of Justice allocated \$61.1 million in for Victims of Crime Act – Victim Assistance (VOCA–VA) formula grants to Maryland. The GOCPYVS Grants unit uses these funds to, in turn, makes competitive grants to subrecipients. The Grants unit coordinates with the VSU staff to draft NOFAs and to set priorities and policies for allocating these funds. Although grants are not awarded or managed directly by VSU staff, VSU staff told OPEGA that they work closely and regularly with the Grants unit program managers. Case study #3 in Chapter 7 of this report discusses VOCA grants in more detail.

- ***Domestic Violence Programs:*** Awards funding domestic violence programs designed to provide shelter or help finding shelter, counseling, information, referral, and rehabilitation for victims of domestic violence and their children. GOCPYVS helps set standards of care and admission policies and evaluate program effectiveness.
- ***Criminal Injuries Compensation Fund (CICF):*** The nonlapsing CICF supports the CICB and SARU^f:
 - CICB aids Maryland crime victims who may apply for direct compensation. CICB holds hearings weekly. CICB reviews claims and provides victim advocacy. VSU staff encourage victims to come into the office for assistance with the application process.
 - SARU provides reimbursement for the physical examination, collection of evidence, and medical treatment of injuries resulting from alleged rape, sexual assault, or child sexual assault. (The State statute establishing VSU within GOCPYVS refers to SARU as the “sexual assault forensic examination program.”)⁷ In 2018, Chapter 422 of 2018 (House Bill 247) transferred SARU from MDH to GOCPYVS.
- ***State Victims of Crime Fund:*** The State Board of Victim Services in GOCPYVS administers the State Victims of Crime Fund and provides technical support for efforts to assist victims of crime. The board is also responsible for developing the informational pamphlets for victims about rights and procedures.
- ***Restitution Collections:*** Maryland statute requires the VSU to coordinate with the Judiciary, DPSCS, Department of Juvenile Services, the Central Collection Unit, the State’s Attorney’s Offices, and local correctional facilities to improve restitution collections.

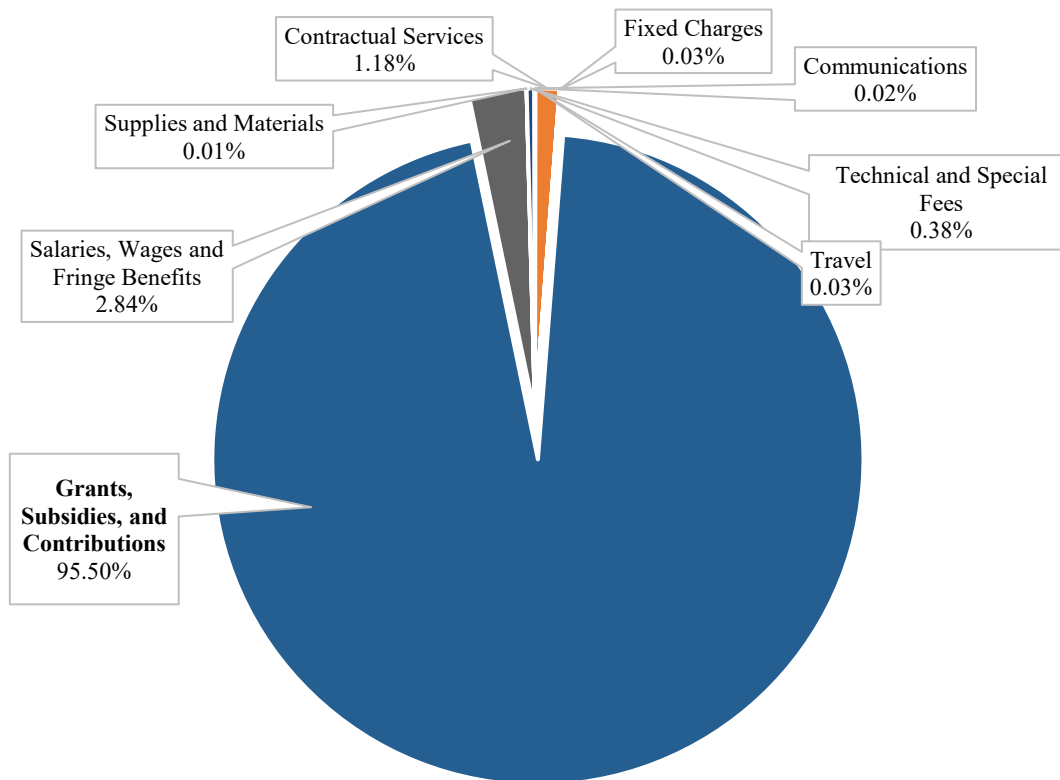
^f For more detail on victim compensation, see: *Victim Services Unit 2020 Report* (Dec. 31. 2020, GOCPYVS, MSAR #11642), pp. 5–10; retrievable from [http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/HB247Ch422\(10\)\(2018\)_2020.pdf](http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/HB247Ch422(10)(2018)_2020.pdf).

- ***Sexual Assault Evidence Kit Testing, Policies, and Procedures:*** VSU serves as a member of the Sexual Assault Evidence Kit Committee and as agency liaison for implementing the federally funded Sexual Assault Kit Initiative Testing and Tracking System. VSU also works with the GOCPYVS Grants unit which administers the State-funded Sexual Assault Kit Testing grant awards.⁸
- ***HIV Prevention in Rape Victims:*** Pilot Program for Preventing Human Immunodeficiency Virus (HIV) Infection for Rape Victims – Under this program established in 2019, in order to prevent HIV infection a victim of an alleged rape or sexual offense can receive a full course of nPEP treatment and follow-up care. VSU within GOCPYVS administers this program.
- ***Witness Relocation:*** VSU is the GOCPYVS liaison for the State’s witness relocation efforts. The Victim and Witness Protection and Relocation Program, which is funded by the Victim and Witness Protection and Relocation Fund, is administered by the State’s Attorney’s Coordinator. The program is designed to protect victims and witnesses and their families and to relocate them for protection or to facilitate their participation in court proceedings. VSU staff collaborate with the State’s Attorneys’ Coordinator to promote use of these program funds.

How Grants and Programs Managed by GOCPYVS Are Categorized in the Operating Budget

Each year, GOCPYVS administers over 70 grant programs through hundreds of awards to subrecipients. Most funds administered by GOCPYVS are expended for grants. Awards may come from federal funds or State funds, and they may be awarded competitively or based on a formula. More than two-thirds of the dollars are State general funds. **Exhibit 3.7** illustrates that most of the GOCPYVS Operating Budget is in Object Code 12.

Exhibit 3.7
Most of the GOCPYVS Operating Budget is in Object Code 12



Note: GOCPYVS operating budget (D21) by object code (fiscal 2020 actuals).

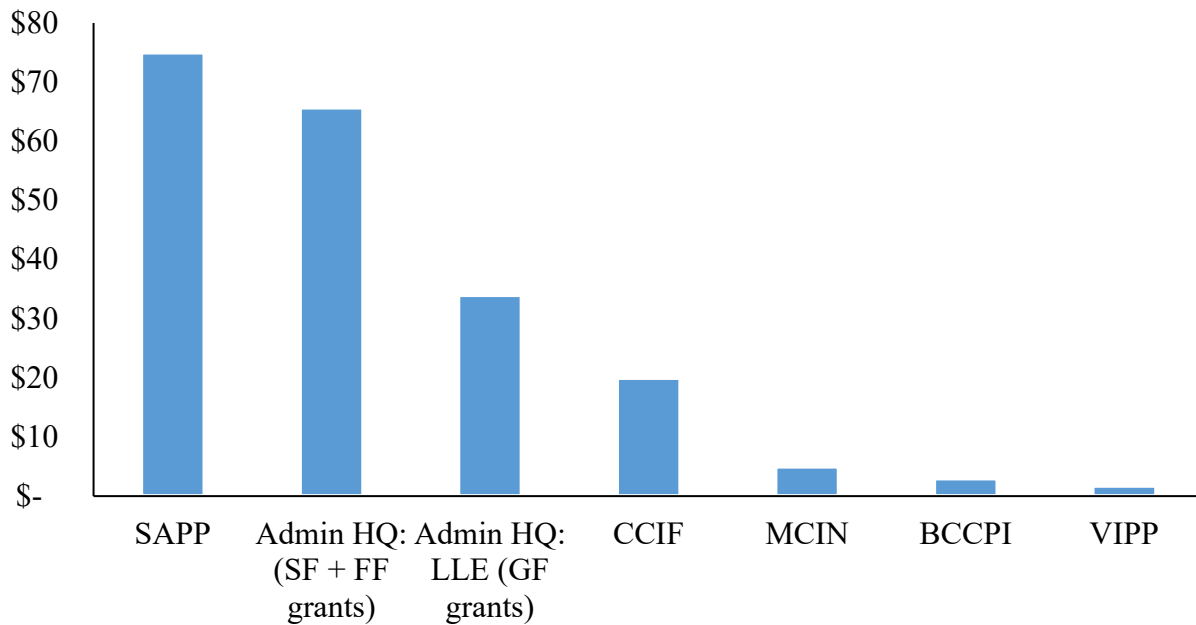
In its annual operating budget, the Department of Budget and Management has categorized the grants and programs administered by GOCPYVS as follows (and illustrated in **Exhibit 3.8**):

- **SAPP:** GOCPYVS administers the SAPP Fund, a formula-driven general fund grant program that supplements operational costs for about 110 local law enforcement agencies across the State. SAPP grants for fiscal 2020 total about \$75 million.
- **Administrative Headquarters:**
 - **Federal Fund and Special Fund Grants:** GOCPYVS administers about 30 federal fund and special fund grant programs ranging from witness protection to the Internet Crimes Against Children Task Force. For fiscal 2020, the grants grouped under this “Administrative Headquarters” category totaled over \$65 million, of which over half is from multi-year VOCA–VA federal formula grants to Maryland that, in turn, GOCPYVS awards competitively to subrecipients across the State.

- **General Fund LLE Grants:** GOCPYVS administers over 25 general fund grant programs in the LLE category. LLE grants support law enforcement, crime prevention, and victim services programs, especially at the local level. LLE grants for fiscal 2020 totaled about \$34 million.
- **CCIF:** GOCPYVS administers the CCIF on behalf of the Children’s Cabinet, which awards grants to the LMBs in all counties for services to children and families. The purpose of the Children’s Cabinet is to ensure effective, efficient, and comprehensive service delivery by coordinating the programs and policies of the State child-serving agencies. CCIF expenditures for fiscal 2020 totaled about \$20 million.
- **MCIN:** The MCIN program is a coalition of criminal justice agencies that coordinate tactics, resources, and intelligence to identify, disrupt, and dismantle gangs and violent criminal networks. MCIN expenditures for fiscal 2020 totaled \$5 million.
- **Baltimore City Crime Prevention Initiative (BCCPI):** GOCPYVS administers seven grant programs within BCCPI category. Their purpose is to prevent and reduce violent crime in Baltimore City. These general fund grants for fiscal 2020 totaled about \$3 million.
- **VIPP:** GOCPYVS administers six grant programs within the VIPP category. The purpose of VIPP is to support effective violence reduction strategies, especially gun violence, through evidence-based and/or evidence-informed health programs. VIPP grant programs for fiscal 2020 totaled almost \$2 million.

Chapter 7 provides case studies to illustrate the wide range of grants that GOCPYVS administers and how the office assesses the impact of its grant programs and awards. These case studies represent specific awards to subrecipients from among the grant categories listed above.

Exhibit 3.8
Categories of Grants Managed by GOCPYVS
Fiscal 2020
(\$ in Millions)



BCCPI: Baltimore City Crime Prevention Initiative
 CCIF: Children's Cabinet Interagency Fund
 FF: federal fund
 GF: general fund
 GOCPYVS: Governor's Office of Crime Prevention,
 Youth, and Victim Services

HQ: Headquarters
 LLE: local law enforcement
 MCIN: Maryland Criminal Intelligence Network
 SAPP: State aid for police protection
 SF: special fund
 VIPP: Violence Intervention and Prevention Program

Observations

Observation 3.1: GOCPYVS' core functions and policy areas have grown in recent years.

GOCPYVS has expanded from an office mainly administering grants into a larger multidisciplinary team covering several functions and policy areas. GOCPYVS now encompasses the prior GOCCP, the prior GOC, and a VSU. GOCPYVS' current operations can be categorized into four core functions and three policy areas, as follows:

Core functions:

1. Advise the Governor on planning, strategy, and priorities.
2. Coordinate agencies and resources across State and local government.
3. Administer grants, including State grants and federal pass-through grants.
4. Analyze crime data.

Core policy areas:

1. Criminal justice and law enforcement.
2. Children and youth.
3. Victim services.

Observation 3.2: The GOCPYVS budget is larger than 9 of Maryland's 20 principal departments, and its total staff size exceeds 2 of the principal departments.

Recommendation

Recommendation 3.1: The Maryland General Assembly should consider requiring that future GOCPYVS executive directors be appointed with advice and consent of the Senate.

Considering GOCPYVS' budget size, its critical role in allocating and monitoring grants across the State, and its organizational complexity, the Maryland General Assembly may wish to consider requiring that future executive directors of GOCPYVS be appointed with advice and consent of the Senate, as are the secretaries of other major State government departments.

Chapter 3: Endnotes

¹ *Maryland Manual On-Line*; retrievable from <https://msa.maryland.gov/msa/mdmanual/08conoff/coord/html/00list.html> and <https://governor.maryland.gov/governors-coordinating-office/>.

² *Legislative Handbook Series, Volume II: Government Services in Maryland* (Department of Legislative Services, 2018), Chap. 2, p. 15; retrievable from http://dls.maryland.gov/pubs/prod/RecurRpt/Handbook_Volume_2_Government_Services.pdf.

³ FY 2022 Managing for Results Strategic Plans (Maryland Department of Budget and Management); retrieved from https://dbm.maryland.gov/Pages/MFR_StrategicPlansFY22.aspx.

⁴ *Proposed (FY 2022) Operating Budget Detail (Volume 1)*, GOCPYVS Administrative Headquarters–D21A01.01 (p. 131); retrieved from <https://dbm.maryland.gov/budget/Documents/operbudget/2022/proposed/FY2022-Volume1.pdf>.

⁵ *Analysis of the Fiscal Year 2021 Maryland Executive Budget, 2020* (D21), Department of Legislative Services, p. 34; retrievable from <https://mgaleg.maryland.gov>.

⁶ GOCPYVS FY2022 Operating Budget Testimony, Feb. 18, 2021 (p. 1); retrievable from <https://dbm.maryland.gov/budget/FY2022Testimony1/D21A.pdf>.

⁷ Maryland Criminal Procedure Article, Sec. 11–1102; Chapter 422 of 2018 (House Bill 247) – An act concerning Criminal Procedures – Victim Services Unit – Victims’ Compensation.

⁸ Maryland Public Safety Article, Sec. 4–401(b); Chapter 508 of 2019 (House Bill 1268) – An act concerning Public Safety – Rape Kit Testing Grant Fund – Established.

Chapter 4. Core Planning Documents Guiding GOCPYVS Activities: The Comprehensive Crime Plan and the Children’s Cabinet Plan

By executive order, each year the Governor should receive two planning documents related to the Governor’s Office of Crime Prevention, Youth, and Victim Services (GOCPYVS):

- A Comprehensive State Crime Control and Prevention Three-Year Plan, to be updated annually, by December 1. The most recent Crime Plan is *Maryland’s Comprehensive State Crime Control and Prevention Plan for 2021–2023* (December 1, 2020).^{1,2}
- A Children’s Cabinet Three-Year Plan, updated annually. The most recent Children’s Cabinet Plan is *Maryland Children’s Cabinet Three-Year Plan 2021–2023* (March 9, 2021).³

In our interviews, GOCPYVS staff agreed these are guiding documents. This chapter reviews the content of these documents and how they align with other goals, priorities, and performance indicators set out by GOCPYVS.

Comprehensive State Crime Control and Prevention Three-Year Plan

For over 15 years, GOCPYVS (or its predecessor the Governor’s Office of Crime Control and Prevention (GOCCP)) has been required to provide the Governor with a Comprehensive State Crime Control and Prevention Plan (Crime Plan). The form and style of these Crime Plans has varied over the years. Substantively, all have set out key components and objectives for crime control and prevention efforts throughout the State.

Exhibit 4.1 lists the Crime Plans available on the GOCPYVS and Department of Legislative Services (DLS) websites, as of October 2021.

Exhibit 4.1
Maryland Comprehensive State Crime Control and Prevention Plans

<u>Plan Title</u>	<u>Date Published</u>	<u>Available on GOCOPYVS Website?⁴</u>	<u>Available in the DLS Library?⁵</u>
<i>Maryland's Comprehensive State Crime Control and Prevention Plan 2009-2011 (71 pages)</i>	undated	Yes	No
<i>Maryland's Comprehensive State Crime Control and Prevention Plan 2009 Annual Update (38 pages)</i>	undated	No	Yes
<i>Maryland's Comprehensive State Crime Control and Prevention Plan 2010 Annual Update (43 pages)</i>	June 29, 2011	No	Yes
<i>Maryland's Comprehensive State Crime Control and Prevention Plan 2012-2014 (64 pages)</i>	undated	Yes	Yes
<i>Maryland's Comprehensive State Crime Control and Prevention Plan 2013 Annual Update (98 pages)</i>	undated	No	Yes
<i>Maryland's Comprehensive State Crime Control and Prevention Plan 2014 Annual Update (99 pages)</i>	undated	Yes	Yes
<i>Maryland's Comprehensive State Crime Control and Prevention Plan 2015-2017 (65 pages)</i>	undated	Yes	Yes
<i>Maryland's Comprehensive State Crime Control and Prevention Plan 2016 Annual Update (30 pages)</i>	Dec. 31, 2016	No	Yes
<i>Maryland's Comprehensive State Crime Control & Prevention Plan 2018-2020 (15 pages)</i>	Dec. 1, 2017	No	Yes

<u>Plan Title</u>	<u>Date Published</u>	<u>Available on GOCPYVS Website?⁴</u>	<u>Available in the DLS Library?⁵</u>
<i>Maryland’s Comprehensive State Crime Control and Prevention Plan 2018 Annual Update (2 pages)</i>	Dec. 18, 2018	No	Yes
<i>Maryland’s Comprehensive State Crime Control & Prevention Plan 2021-2023 (15 pages)</i>	Dec. 1, 2020	No	Yes

DLS: Department of Legislative Services

GOCPYVS: Governor’s Office of Crime Prevention, Youth, and Victim Services

The most recent Crime Plan (2021-2023) has the following components:

- GOCPYVS Vision: A safer Maryland
- GOCPYVS Mission:
 - To serve as a coordinating office that advises the Governor on criminal justice strategies. GOCPYVS plans, promotes, and funds efforts with government entities, private organizations, and the community to advance public policy, enhance public safety, reduce crime and juvenile delinquency, and serve victims.
- GOCPYVS Responsibility:
 - GOCPYVS is the designated State Administering Agency (SAA) for Maryland. The Governor appointed GOCPYVS to this role in accordance with federal statute, making GOCPYVS responsible for “comprehensive criminal justice planning and policy development within the State.” As SAA, GOCPYVS allocates resources statewide and acts to “distribute, monitor, and report on spending” under many State and federal programs.
 - GOCPYVS is the Executive Branch agency designated to accept, plan, and distribute criminal justice funds and seeks to leverage State and federal grant dollars to address the needs of statewide and local criminal justice systems. GOCPYVS also serves as the primary coordinating body for State and local public safety issue identification, system collaboration, policy development, and system planning and implementation.

- GOCPYVS Objectives:
 - Develop criminal justice strategies that are coordinated at the local, State, and federal level
 - Improve victim services for Maryland residents
 - Improve the well-being for all Maryland children and youth
 - Maximize the public safety returns on Maryland's corrections spending
 - Increase the availability of data to support data-driven approaches to criminal justice issues in Maryland
- Strategies:
 - Enforcement initiatives:
 - Continue to support and improve data collection for criminal justice reform
 - Support and assist programs and entities through the Governor's Council on Gangs and Violent Criminal Networks
 - Coordinate with the special operations unit to disrupt and dismantle violent gangs and drug trafficking organizations in Baltimore City
 - Expand the Maryland Criminal Intelligence Network
 - Advance the development of police-led diversion and public health partnerships
 - Crisis Intervention Team Center of Excellence
 - Explore the potential expansion of the Heroin Coordinator Program
 - Children and Youth initiatives:
 - Develop, implement, and fund programs that reduce and/or prevent Adverse Childhood Experiences
 - Support evidence-based or promising programs and policies related to positive youth development

- Protect Maryland's children from abuse or neglect
- Ensure youth successfully re-enter their communities
- Support community-based programs and services
- Support the priorities of the Maryland Children's Cabinet which coordinates the child and family-focused service delivery system by emphasizing prevention, early intervention, and community-based services for all children and families
- Victim Services initiatives:
 - Continue to develop the Victim Services Unit within GOCPYVS
 - Improvements to statewide restitution collection efforts on behalf of crime victims
 - Evaluate the Regional Navigator pilot program for further expansion
 - Identify and establish resources throughout the State of Maryland
 - Better understand the needs of crime victims and allocate funds to provide a positive impact that can be measured for success
 - Increase knowledge of victims' rights in the community
 - Leverage resources across State and local agencies to comprehensively address underserved populations

Maryland Children's Cabinet Three-Year Plan

The Children's Cabinet develops coordinated policy recommendations to the Governor. The Children's Cabinet also oversees the Children's Cabinet Interagency Fund (CCIF). The CCIF supports child and family programs that reflect the priorities and policies of the Governor and Children's Cabinet. The CCIF designates grant funds to the Local Management Boards (LMB) that apply for money from the CCIF in accordance with procedures established by the Children's Cabinet.⁶

The GOCPYVS Executive Director chairs the seven-member Children's Cabinet, also comprised of five departmental secretaries and the State Superintendent of Schools. GOCPYVS staffs the Children's Cabinet and manages the CCIF on behalf of the Children's Cabinet.

Prior to 2018, the Governor's Office for Children (GOC) staffed the Children's Cabinet and managed the CCIF. In 2018, GOC and the Children's Cabinet moved to the Children and Youth Division within GOCPYVS, which continues these functions.

By executive order, the Children's Cabinet must prepare and annually update a three-year plan relating to services for children and families. The plan identifies the priorities to be advanced by the Children's Cabinet with support from the CCIF. Recent Children's Cabinet Plans are listed in **Exhibit 4.2**.

Exhibit 4.2

Recent Children's Cabinet Plans and Annual Status Reports

Children's Cabinet Three-Year Plans

Children's Cabinet Strategic Direction and Implementation Plan – 2015 (102 pages)

Maryland Children's Cabinet Three-Year Plan: Vision for Cross-Agency Collaboration to Benefit Maryland's Children, Youth and Families – March 2017 (49 pages)

Maryland Children's Cabinet Three-Year Plan 2021-2023 (Mar. 9, 2021; MSAR #12849; 20 pages)

Children's Cabinet Annual Status Reports on Children

Maryland's Results for Child Well-Being – Children's Cabinet and Governor's Office for Children – 2013 (undated; 14 pages)

Maryland's Results for Child Well-Being 2014-2019 (MSAR #6026)

Maryland's Results for Child Well-Being 2020 Annual Report (Dec. 31, 2020; MSAR #12652; 9 pages)

Also by executive order, the Children's Cabinet must report to the Governor annually (by December 15) on the status of children in Maryland.

For more than 20 years, the Children's Cabinet has used the Results-Based Accountability™ (RBA) framework to plan and budget for desired results and outcomes.⁷ The Children's Cabinet works closely with LMBs to use the RBA framework to identify, evaluate, and develop the programs and strategies needed to address local community needs and provide resources for children and families in their jurisdiction. Data collected under the RBA framework is available by county on the *Child Well-Being Scorecard* via the GOCPYVS website: <http://goccp.maryland.gov/child-well-being-scorecards-by-county/>.

Observations

Observation 4.1: The Crime Plan for 2021-2023 was not available to the public via the GOCPYVS/GOCCP website at the time of this report. It is available to the public via the DLS website.

Observation 4.2: In recent years, the Crime Plans have become less detailed. For example:

- From 2009 to 2016, annual Crime Plans varied in length from 30 pages to 99 pages. In contrast, from 2017 to 2020 the Crime Plans have varied from 2 pages to 15 pages. (There was no Crime Plan update for 2019 submitted to the Maryland General Assembly.)
- The 2009-2011 Crime Plan, the 2014 Annual Updated Crime Plan, and the 2015-2017 Crime Plan all provided data on trends in reported crimes and crime rates from the Uniform Crime Report (UCR). In contrast, the 2021-2023 Crime Plan does not discuss UCR data or trends.
- The 2009-2011 Crime Plan and the 2014 Annual Updated Crime Plan provided data and trends about serious assaults on staff and inmate-on-inmate assaults committed in Maryland's correctional facilities. In contrast, the 2021-2023 Crime Plan does not address this topic.

Observation 4.3: The Crime Plan for 2021-2023 virtually always states its goals qualitatively (as narrative) and does not define how progress toward its goals can or should be quantified.

Recommendation

Recommendation 4.1: GOCPYVS should include in future Crime Plans quantifiable measures for stated goals, to better assess progress over time.

Chapter 4: Endnotes

¹ Executive Order 01.01.2005.36 D(3); Executive Order 01.01.2020.01 II D.

² *Maryland's Comprehensive State Crime Control and Prevention Plan for 2021–2023* (GOCPYVS, Dec. 1, 2020; MSAR #12651); retrievable from http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/EXORD01.01.2020.01IID_2020.pdf.

³ *Maryland Children's Cabinet Three-Year Plan 2021–2023* (Children's Cabinet, March 9, 2021; MSAR #12849); retrievable from http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/EXORD01.01.2020.01.IV.C_2021-2023.pdf.

⁴ GOCPYVS website, Reports and Publications page: <http://goccp.maryland.gov/reports-publications/crime-plans/>.

⁵ Department of Legislative Services: <http://dls.maryland.gov/library/>.

⁶ Maryland Human Services article, Sec. 8–501 et seq.

⁷ Child Well-Being Results & Indicators: <http://goccp.maryland.gov/wp-content/uploads/Child-Well-being-Results-Indicators.pdf>.

Chapter 5. Tools to Assess GOCPYVS Efficiency and Effectiveness

A central question posed by this evaluation is whether the Governor’s Office of Crime Prevention, Youth, and Victim Services (GOCPYVS) and the grants it administers are effective in achieving a safer Maryland. This is difficult to evaluate because:

- GOCPYVS has not quantified most of its goals for achieving a safer Maryland; and
- GOCPYVS tracks outcomes for the hundreds of grant programs it administers, but it reports these outcomes inconsistently.

This chapter reviews current and potential tools to assess and monitor the efficiency and effectiveness of GOCPYVS on an ongoing basis and suggests how these can be made even more useful over time. This chapter is organized as follows:

Tool #1. Achieving a safer Maryland: setting quantifiable goals and indicators of progress

Tool #2. The Managing for Results (MFR) Process: goals, objectives, and performance measures

Tool #3. Performance measure data for subrecipient awards

Tool #4. Mandated reports

Tool #5. Data dashboards

Tool #6. Review by advisory groups

Tool #7. Legislative audits

Tool #8. Defining standards of evidence for program effectiveness

Tool #1. A Safer Maryland: Setting Quantifiable Goals and Indicators

The administration’s current vision for GOCPYVS is a safer Maryland.^{1,2} The *Maryland Comprehensive State Crime Control and Prevention Plan (Crime Plan) 2021-2023* commits to making Maryland safer by “reducing crime and promoting a safe, fair, and efficient criminal justice system across the State.”³ The Crime Plan does not define how progress toward most of these goals will be measured.

GOCPYVS should consider defining quantifiable measures for assessing whether Maryland is getting safer. This chapter discusses potential indicators of progress toward a safer Maryland and underlying factors and conditions likely to affect that progress as follows:

- Indicators of crime reduction in Maryland
- Indicators of safety and fairness in the criminal justice system in Maryland
- Indicators of an efficient criminal justice system in Maryland
- Tracking the underlying factors and conditions affecting progress toward a safer Maryland

Indicators of Crime Reduction in Maryland

Crime can be measured by the *number of crime incidents* and *crime rates*. The number of crime incidents is a count of the crimes that occurred in a jurisdiction in one year. It is highly dependent on the number of people in a jurisdiction. In general, jurisdictions with more residents will have more crime incidents.

Per Public Safety Article, Sec. 2-307 and 2-308, the Department of State Police (DSP) aggregates and disseminates crime data for Maryland. DSP reports State crime data in the Uniform Crime Reports (UCR). There is a typical lag in annual UCRs: DSP published the *Maryland 2019 UCR* in October 2020⁴ and the *Maryland 2020 UCR* in September 2021.⁵ DSP reports State crime data in accordance with federal standards that enable regional and jurisdictional comparisons.

Exhibit 5.1 and **Exhibit 5.2** show the annual *number* of violent crime incidents and property crime incidents in Maryland between 2000 and 2020. Over this period, the number of property crime incidents (approximately 3.6 million incidents) has far exceeded the number of violent crime incidents (approximately 700,000 incidents).

Exhibit 5.1
Violent Crime Incidents in Maryland
 (2000-2020)⁶

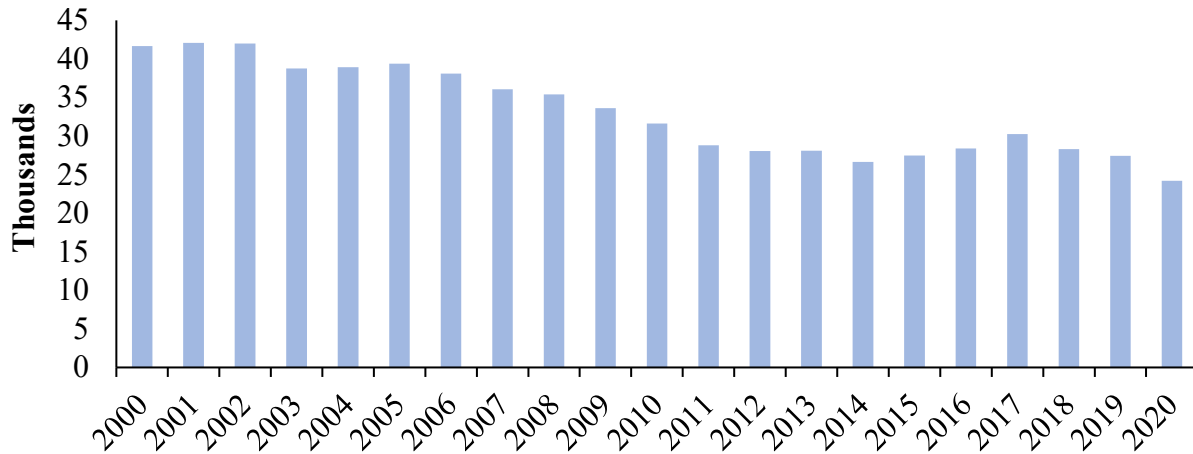
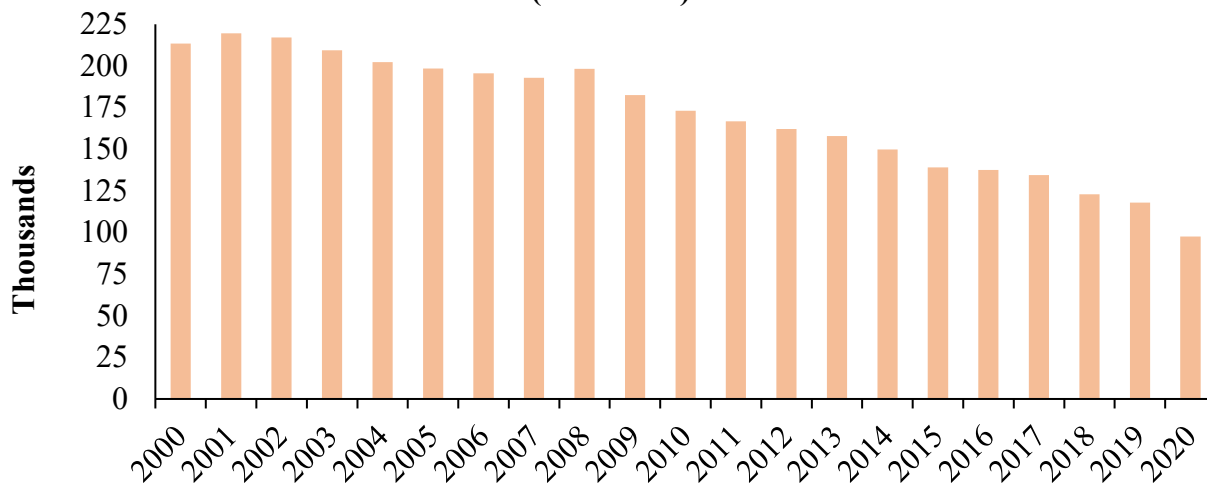


Exhibit 5.2
Property Crime Incidents in Maryland
 (2000-2020)⁷



Crime rates express the number of crimes per 100,000 residents in a jurisdiction. Crime rates standardize crime by population to allow comparisons across jurisdictions of different population sizes. To compare crime in Maryland to crime in other states, it is most useful to look at crime rates. **Exhibit 5.3** and **Exhibit 5.4** show that over the period 2000 through 2020, Maryland's property and violent crime rates declined faster than both the national crime rate and the crime rates in the region.

Exhibit 5.3
Violent Crime Rates for Maryland, the United States, and the Region.^{8,9}

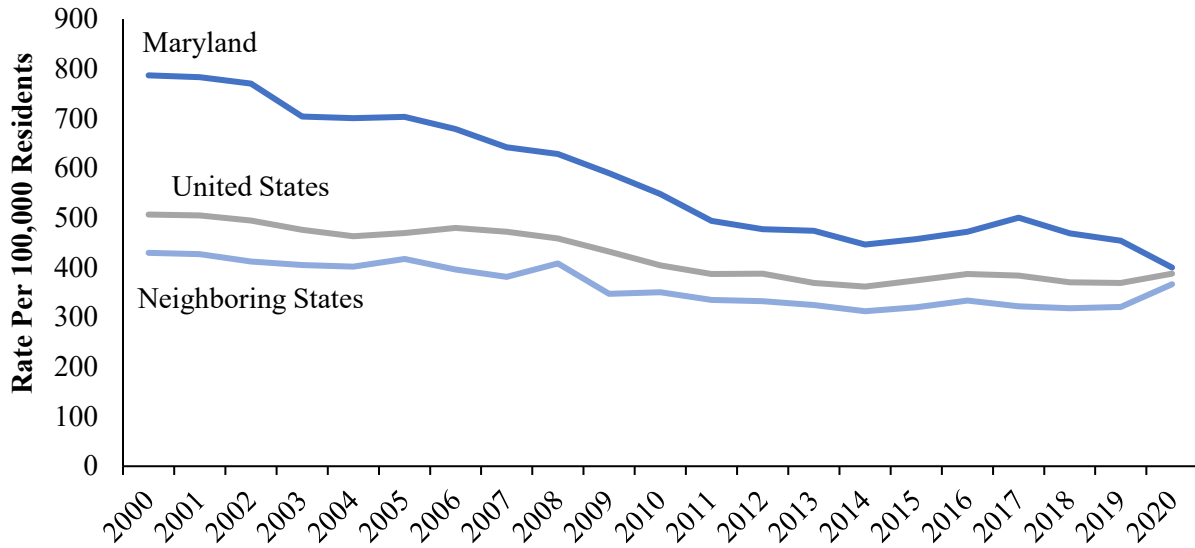
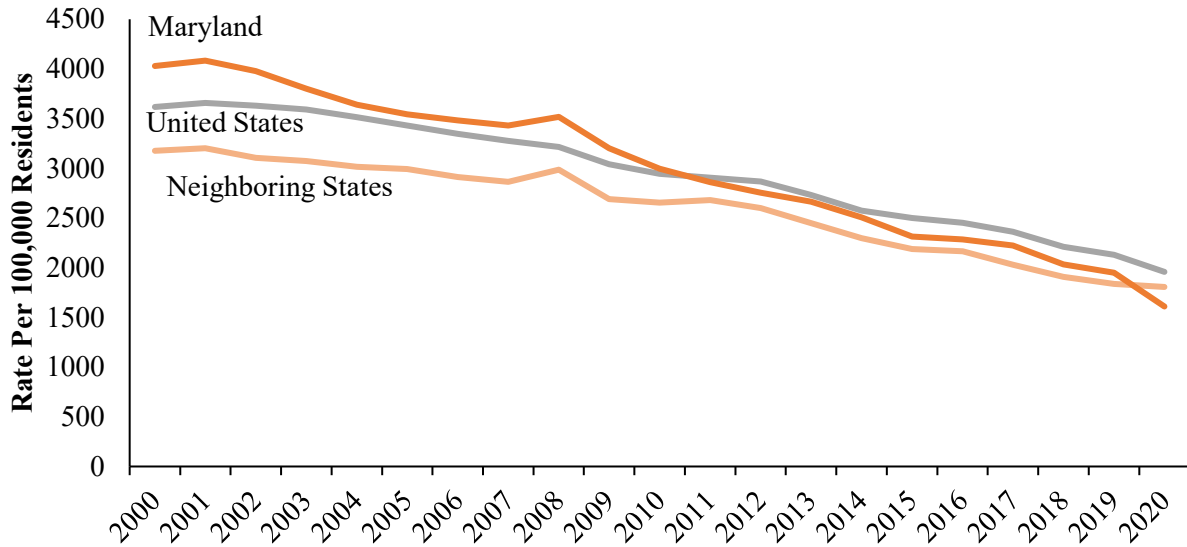


Exhibit 5.4
Property Crime Rates for Maryland, the United States, and the Region¹⁰
(2000-2020)



UCR crime data do not represent all crimes committed because not all crime is reported. The National Crime Victimization Survey (NCVS), prepared by the U.S. Department of Justice (DOJ) Bureau of Justice Statistics, is the nation's primary source of information on criminal victimization. The NCVS monitors the frequency, characteristics, and consequences of criminal victimization in the United States. NCVS data indicate that in 2019, less than half of all completed (that is, not just threatened or attempted) violent victimizations each year were not reported to police across the United States.¹¹

There are many reasons why an individual may choose not to report a crime to law enforcement. Common reasons victims give for not reporting include:¹²

- They dealt with it in another way or viewed it as a personal matter.
- It was not important enough to the victim to report.
- They did not believe the police would or could help.
- They feared reprisal or getting the offender in trouble.

Due to small sample sizes at the state level, NCVS data is only available regionally and cannot be used to compare states or localities. Nevertheless, crime victimization rates as reported in the NCVS could provide a more nuanced understanding of Maryland crime data.

In sum, while crime data are an essential performance measure for crime control efforts and the criminal justice system, they are also insufficient. They do not reflect all crimes committed nor do they reflect critical aspects of a safe, fair, and efficient criminal justice system. To fully reflect best practices in crime control and criminal justice requires a broader framework for measuring performance.^{13,14}

Indicators of Safety and Fairness in the Criminal Justice System in Maryland

The Maryland Crime Plan for 2021-2023 commits to promoting a safe and fair criminal justice system across the State, but it does not set out quantifiable measures to track progress toward these goals. GOCPYVS should consider stating in its Crime Plans quantifiable goals and indicators for safety and fairness in the criminal justice system. Potential quantifiable indicators include:

- Safety:
 - The number of serious assaults on staff and inmate-on-inmate assaults committed in Maryland's correctional facilities.

- Police use of force statistics.
- The number of law enforcement personnel killed in the line of duty.
- Fairness:
 - Disparity in traffic stops, arrests, convictions and sentencing by race and ethnicity.
 - Surveys of public trust in policing and the criminal justice system more broadly.

Data for many such indicators are already collected. For example:

- ***Assaults in Correctional Facilities:*** The Maryland Department of Public Safety and Correctional Services (DPSCS) tracks and reports data on the safety of those in custody and of law enforcement officers using the Facility Incident Reporting Manager system. DPSCS submits this data to the Governor's Office monthly for each of Maryland's prisons and jails.¹ The 2009-2014 Crime Plan and the 2014 Annual Updated Crime Plan included data on serious assaults in Maryland's correctional facilities.
- ***Deaths Involving a Law Enforcement Officer:*** GOCPYVS reports annually, as required by Public Safety Article, Sec. 3-507(e), on deaths involving a law enforcement officer.¹⁵
- ***Criminal Sentencing:*** As required by Criminal Procedure Article, Sec. 6-209, the Maryland State Commission on Criminal Sentencing Policy reports annually on rates of judicial compliance with State sentencing policies by race and type of case.¹⁶

Indicators of an Efficient Criminal Justice System in Maryland

A common measure of law enforcement effectiveness is the clearance rate. Under the Federal Bureau of Investigation's UCR Program, a law enforcement agency reports that an offense is cleared by arrest or otherwise solved for crime reporting purposes when specific conditions have been met. A crime may also be cleared by exceptional means. In certain situations, elements beyond law enforcement's control prevent the agency from arresting and formally charging the offender. When this occurs, the agency can clear the offense exceptionally.¹⁷

Exhibit 5.5 shows the 2020 clearance rates in Maryland for categories of violent crime and property crime.

¹ This data has historically been published on the Maryland Open Data Portal but was not updated at the time of this report. <https://opendata.maryland.gov/Public-Safety/DPSCS-Department-Wide-Totals-FIRM-Assaults-on-Staf/2374-gdgr>

Exhibit 5.5
Maryland Clearance Rates¹⁸
(2020)

<u>Crime</u>	<u>Clearance Rate</u>
Murder	50%
Rape	49%
Robbery	31%
Aggravated Assault	52%
Breaking or Entering	19%
Larceny-Theft	16%
Motor Vehicle Theft	12%

Clearance rates have limitations as measures of effectiveness. Researchers have cautioned that relying on clearance rates alone as a measure of effectiveness can create perverse incentives for law enforcement agencies to overarrest or falsify data.¹⁹ This can be mitigated by evaluating conviction rates along with clearance rates. Data on convictions is collected by the State's Attorneys. Conviction rates measure the proportion of cases brought to court that result in a conviction. As a metric of performance, conviction rates can be as complex as clearance rates. For example, they might be an indicator of police work, of prosecutorial work, of innocent people being arrested for crimes, or other factors. No one measure tells the full story, and each can add some understanding to the complex interplay of factors in the criminal justice system. GOCPYVS could collaborate with the Office of the Attorney General to develop measurable indicators to augment crime and clearance rate data and demonstrate progress toward a safer Maryland.

Tracking Factors and Conditions Affecting Progress Toward a Safer Maryland

Many factors and conditions influence the number, rate, and type of crimes reported to law enforcement, as well as how the justice system responds to crime, as DSP states in its annual UCRs and as summarized in **Exhibit 5.6**.

Exhibit 5.6

Factors and Conditions That Influence Crime Types and Amounts^{20,21}

Community Factors

- Population density and degree of urbanization.
- Variations in composition of the population, particularly youth concentration.
- Stability of the population with respect to residents; mobility, community patterns, and transient factors.
- Economic conditions, including median income, poverty level, and job availability.
- Modes of transportation and highway systems.
- Family conditions with respect to divorce and family cohesiveness.
- Climate and weather.

Justice System Factors

- Standards governing appointments to the police force.
- Policies of other components of the criminal justice system (*i.e.*, prosecutorial, judicial, correctional, and probational).
- Attitude of the public toward law enforcement problems and crime reporting practices.
- The administrative and investigative efficiency of the local law enforcement agency, including the degree of adherence to crime reporting standards.
- Organization and cooperation of adjoining and overlapping police jurisdictions.

Several activities in State Government affect these factors and conditions, and not all are funded through GOCPYVS. To illustrate:

- the Department of Human Services funds income and housing support;
- the Maryland State Department of Education (MSDE) works to improve educational attainment for youth; and
- the Maryland Department of Labor (MDL) funds job training.

GOCPYVS could publish quantifiable indicators that reflect progress across all factors contributing to public safety. GOCPYVS should consider developing a "Safety" Scorecard of indicators for each county and the State. This scorecard would indicate progress in addressing the underlying factors that affect public safety and progress in achieving GOCPYVS' quantifiable goals for safety in Maryland.

Data for many such indicators is already collected by Maryland State Government and federal agencies. For example:

- **Employment and Unemployment:** MDL tracks State and local employment and unemployment rates by age, gender, race, and ethnicity. The Maryland Department of Agriculture tracks the rural unemployment rate as a performance measure in the MFR.
- **Dropout Rates:** MSDE tracks this and related data as performance measures in MFR.
- **Population Density, Demographic Profiles, Poverty, and Median Family Income:** The U.S. Census Bureau provides data by state, metropolitan area, county, and other geographic units.
- **Access to Mental Health Treatment and Addiction Treatment:** The Maryland Department of Health tracks this data as MFR performance measures.

GOCPYVS already uses this structure for the *Child Well-Being Results and Indicators* that guide the work of the Children’s Cabinet and the Children and Youth Division. GOCPYVS uses this tool to track progress toward eight goals using over 40 indicators of child and family well-being across the state.

Other models also exist for such a scorecard. For example, Vermont’s Agency of Human Services uses a Vermont *Community Profiles of Health and Well-Being* to drive insights, foster cross-sector collaboration, and measure progress toward their goals.²

Recommendations

Recommendation 5.1: GOCPYVS should consider including in future Crime Plans quantifiable measures for its stated goals, such as crime rates, clearance rates, assaults in correctional facilities, equitable sentencing, and others.

As observed in Chapter 4, the Maryland *Comprehensive State Crime Control and Prevention Plan (Crime Plan) 2021-2023* does not define how progress toward most of its goals can or should be quantified. Chapter 4 concludes with a recommendation that GOCPYVS should define in future Crime Plans quantifiable measures for stated goals. As discussed in Chapter 5, some potential measures include crime rates, clearance rates, assaults in correctional facilities, equitable sentencing, and others to allow for clearer assessment over time of whether GOCPYVS is making progress toward its goals.

² For detail on the Vermont Community Profiles, see: <https://humanservices.vermont.gov/our-impact/community-profiles-health-and-well-being>.

Recommendation 5.2: Because multiple factors influence crime rates and crime reporting, GOCPYVS should consider creating a scorecard of quantifiable safety goals and indicators, to serve as an ongoing tool to assess progress toward a safer Maryland.

Tool #2. The Managing for Results Process

For over 20 years, Maryland State government has used MFR as part of the annual budget process. MFR is a strategic process designed to use resources to achieve measurable results, accountability, efficiency, and continuous program improvement. Each year, agencies work with the Department of Budget and Management (DBM) to set MFR goals, objectives, and performance measures (PM). Agencies (including GOCPYVS) develop the following components for all programs in the annual budget bill:²²

- ***Vision:*** A description of the preferred, ideal future.
- ***Mission:*** A statement of the reason for the organization's existence.
- ***Goals:*** The general ends toward which an organization directs its efforts. Goals clarify the mission and provide direction but do not state how to get there.
- ***Objectives:*** Specific and measurable targets toward the accomplishment of a goal. Agency objectives should be attainable and time bound.
- ***PMs:*** Indicators that let an organization know if it is meeting its goals and objectives. DBM publishes each agency's PMs in the annual State Budget Books. MFR categorizes all PMs as indicators of input, output, outcome, quality, or efficiency.
- ***Performance Discussion:*** An explanation of what the performance data reveals about agency performance in the past year.

The MFR process can offer insights into GOCPYVS in several ways. First, MFR PM data is designed to demonstrate GOCPYVS program activities, implementation, and impacts over time. Second, the indicators of performance chosen by GOCPYVS reflect its priorities.

Of note, GOCPYVS uses the term "performance measures" in two related but distinct contexts: (1) the MFR process, and (2) specific monitoring of subrecipients at the program level. GOCPYVS program managers collect performance measure data from subrecipients as part of the grant lifecycle, and in some cases, these data are aggregated to provide data for the MFR process. However, program-level performance measures are not always useful for understanding how a

collection of programs might be working together to improve outcomes for the whole community. This is because:

- program-level performance measures may be tailored for a specific program’s activities;
- program-level performance measures cannot be easily combined across programs with different purposes; and
- program-level performance measures only track data on the subset of the population who is receiving services.

Fiscal 2022 MFR Goals, Objectives, and Performance Measures for GOCPYVS

For fiscal 2022, GOCPYVS and DBM set out the following MFR vision, mission, goals, objectives, and PMs:

Vision: A safer Maryland.

Mission: Serve as a coordinating office that advises the Governor on criminal justice strategies. Plan, promote, and fund efforts with government entities, private organizations, and the community to advance public policy, enhance public safety, reduce crime and juvenile delinquency, and serve victims.

Goal 1: Monitor and measure agency funding and the number of audits performed to ensure compliance requirements and spending targets are met. **Exhibit 5.7** lists the performance measures for Goal 1.

Objective 1.1. Complete approximately 50 audits each year.

Objective 1.2. Return less than one (1) percent of grant funds.

Exhibit 5.7

Fiscal 2022 MFR for GOCPYVS – Goal 1 Performance Measures

<u>Performance Measures for Goal 1</u>	Type: Input, Output, Outcome, Quality, or Efficiency	<u>DBM Code</u>
Total Number of Audits Completed	Output	M107a
Percent of Unused Federal Funds Returned	Efficiency	M107
Percent of Unused State Funds Returned	Efficiency	M107b

Goal 2: Ensure/Enhance grant support for communities to address crime and coordinate public safety strategies. **Exhibit 5.8** lists the performance measures for Goal 2.

Objective 2.1. Provide effective program monitoring to include pre and post award, programmatic site visits, and desk reviews.

Objective 2.2. Provide technical support to potential applicants and sub-recipients regarding the application and reporting processes.

Objective 2.3. Develop outcome-based performance measures for all grants funded by GOCPYVS.

Objective 2.4. Increase the number of grant positions funded by the office to aid in the reduction of crime, and provision of services to victims and children/youth.

Exhibit 5.8
Fiscal 2022 MFR for GOCPYVS – Goal 2 Performance Measures

<u>Performance Measures for Goal 2</u>	<u>Type: Input, Output, Outcome, Quality, or Efficiency</u>	<u>DBM Code</u>
Ratio of grants to monitors	Output	M101
Percent of total grants receiving site visits	Output	M105
Number of active grants funded by GOCPYVS	Output	M106
Number of help desk tickets placed to subrecipients seeking assistance	Output	M108
Percent of grant fund streams with outcome-based performance measures	Output	M109
Number of grant positions funded by the office to aid in the reduction of crime, and provision of services to victims and children/youth	Output	M203

Goal 3: Increase child well-being across the State. **Exhibit 5.9** lists the performance measures for Goal 3.

Objective 3.1. Increase funding to programs designed to address adverse childhood experiences.

Objective 3.2. Increase the number of accredited Child Advocacy Centers in Maryland.

Objective 3.3. Increase statewide participation in the Handle with Care initiative.

Objective 3.4. Ensure that 70 percent of Children Cabinet funded programs improve outcomes for children and youth.

Objective 3.5. Enhance the juvenile justice system.

Exhibit 5.9
Fiscal 2022 MFR for GOCPYVS – Goal 3 Performance Measures

<u>Performance Measures for Goal 3</u>	Type: <u>Input, Output, Outcome, Quality, or Efficiency</u>	<u>DBM Code</u>
Number of juvenile programs funded to address adverse childhood experiences	Output	M303
Number of accredited Child Advocacy Centers in the State	Output	M306
Number of Handle with Care Notices sent to schools from law enforcement and first responders	Output	M311
Number of jurisdictions participating in the Handle with Care initiative	Output	M311a
Percentage of Children’s Cabinet funded programs demonstrating improvements in outcomes for children and youth	Outcome	M316
Percentage of facilities in compliance with the Juvenile Justice and Delinquency Prevention Act	Outcome	M316a
Relative Rate Index of Racial and Ethnic Disparities in the juvenile justice system	Outcome	M316b
Number of juvenile victims of homicide in Maryland	Outcome	M318

In addition to MFR, the GOCPYVS Children and Youth Division monitors progress on a separate set of measures called *Child Well-Being Results and Indicators*. These are population-level outcome measures of child, youth, and family wellbeing across the State. The measures were developed with input from community leaders, child advocates, academics, and policy experts to represent a statewide consensus on the outcomes GOCPYVS should be working

toward for children and youth. The *Child Well-Being Results and Indicators* are intended to give the Children's Cabinet an understanding of how all the programs are working together to affect the well-being of children and families in the State.

The eight *Child Well-Being Results and Indicators* are outlined in **Exhibit 5.10**.

Exhibit 5.10
Maryland's Child Well-Being Results and Indicators²³

Result	Indicators	Updated
Babies Born Healthy	Adolescent Birth Rate per 1,000 women (ages 15–19)	2018
	% of Low Birth Weight (<2500 g) Infants	2018
	Number of Deaths Occurring to Infants (<1 year) per 1,000 Live Births	2016
Healthy Children	% of Public School Students in Grades 9-12 Who Have Ever Had a Drink of Alcohol	2016
	% of Children Who Have Health Insurance Coverage	2017
	Number of Nonfatal Injury Hospitalizations for Assault Injuries to Children Ages 0-21	2014
	Nonfatal Injury Hospitalization Rate for Self-Inflicted Injuries to Children Ages 0-21 per 100,000 of the Population	2015
	Nonfatal Injury Hospitalization Rate for Unintentional Injuries to Children Ages 0-21 per 100,000 of the Population	2018
Communities are Safe for Children Youth, and Families	% of Maryland Public School Students in Grades 9-12 Who Are Overweight or Obese	2018
	Child Maltreatment: Indicated or Unsubstantiated Findings per 1,000	2018
	Juvenile Felony Offenses: 11 through 17: Rate of Referrals per 100,000	FY2016
	Recidivism: 12 Months: Rate for Department of Juvenile Services Committed Program Releases (Rearrest)	FY2015
	Recidivism: 12 Months: Rate for Department of Juvenile Services Committed Program Releases (Reconviction)	FY2015

Result	Indicators	Updated
	Recidivism: 12 Months: Rate for Department of Juvenile Services Committed Program Releases (Reincarceration)	FY2015
	Rate of Violent Crimes Committed per 1,000 Persons	2017
Youth Will Complete School	Educational Attainment: Bachelor's Degree or Higher	2017
	Educational Attainment: Some College or Associates Degree	2017
	Educational Attainment: High School Graduate (Includes Equivalency)	2017
	Educational Attainment: Less than High School Graduate	2017
	Program Completion of Students with Disabilities: % of Students with Disabilities Who Graduated with a Certificate	2018
	Program Completion of Students with Disabilities: % of Students with Disabilities Who Graduated with Diploma	2018
	High School Completion: % of High School Graduates Who Complete a Career & Technology Education Program, the Minimum Requirements to Enter the University System of Maryland, or Both	2017
	High School Completion: % of High School Graduates who Meet Minimum Requirements to Enter the University System of Maryland and Complete a Career and Technology Education Program	2017
	High School Completion: % of High School Graduates Who Complete a Career & Technology Education Program	2017
	High School Completion: % of High School Graduates Who Meet Minimum Requirements to Enter the University System of Maryland	2017
	Dropouts: % of Public School Students, Grades 9-12, Who Withdrew Before Graduation or Before Completing a Maryland-Approved Educational Program	2015
Children Enter School Ready to Learn	<u>Kindergarten Readiness Assessment: Emerging Readiness</u>	FY 2019
	<u>Kindergarten Readiness Assessment: Approaching Readiness</u>	FY 2019
	<u>Kindergarten Readiness Assessment: Demonstrating Readiness</u>	FY 2019

Result	Indicators	Updated
Children are Successful in School	<u>Truancy: % of Students Absent More Than 20 Days in an Academic Year</u>	2018
	<u>Bullying and Harassment: # of Bullying or Harassment Incidents Reported</u>	2018
	PARCC: Math: the average percent of public school students in grades 3 through 8 performing at or above performance level 4 on the Partnership for Assessment of Readiness for College and Career (PARCC)	2019
	<u>PARCC: Reading: the average percent of public school students in grades 3 through 8 performing at or above performance level 4 on the Partnership for Assessment of Readiness for College and Career (PARCC)</u>	2019
Youth Have Opportunities for Employment or Career Readiness	<u>Youth Employment: % of 16-24 Year Olds in the Labor Force</u>	2015
	Number of Youth Ages 16-24 Not in School and Not Working	2018
	<u>Percent of Youth Ages 16-24 Not in School and Not Working</u>	2018
	<u>Youth Employment: % of 16-24 Year Olds in Labor Force who are Unemployed</u>	2018
Families are Safe and Economically Stable	<u>Homelessness: % of Public School Children Homeless on September 30 of School Year</u>	2015
	<u>Child Poverty: % of Children Under 18 Living in Poverty</u>	2017
	Hunger: % of public school students eligible for free or reduced-price meals	2016
	<u>Out-of-Home Placements: Rate of New Placement Settings per 1,000 Children Ages 0-18</u>	2018

The fiscal 2022 MFR Objective 3.4 and related performance measures allude to the *Child Well-Being Results and Indicators*, but they do not directly correspond to them.

Goal 4: Increase public safety effectiveness while reducing crime. **Exhibit 5.11** lists the performance measures for Goal 4.

Objective 4.1. Increase the number of criminal justice officials receiving training in human trafficking by five (5) percent.

Objective 4.2. Provide training resources and equipment to aid law enforcement and criminal justice agencies to improve officer safety.

Objective 4.3. Increase law enforcement crime analysis/geospatial analysis positions by 10 percent.

Objective 4.4. Expand the use of police or first responder-led diversion.

Objective 4.5. Eradicate violent criminal networks.

Objective 4.6. Reduce the incarcerated population while reinvesting in programs to reduce recidivism.

Objective 4.7. Reduce the number of homicides and non-fatal shootings.

Exhibit 5.11
Fiscal 2022 MFR for GOCPYVS – Goal 4 Performance Measures

<u>Performance Measures for Goal 4</u>	<u>Type: Input, Output, Outcome, Quality, or Efficiency</u>	<u>DBM Code</u>
Number of people receiving training in human trafficking.	Output	M307
Funds provided to law enforcement and criminal justice agencies to provide training.	Input	M308
Number of crime analysts employed by GOCPYVS-funded agencies.	Output	M309
Number of law enforcement agencies engaged in LEAD programs.	Output	M310
Number of violent criminal networks disrupted or dismantled.	Output	M312
Total state sentenced prison population.	Output	M313
Total sentenced local jail population.	Output	M314
Total pretrial local jail population.	Output	M314a
Percentage of the jail population that is pretrial.	Output	M314b
Number of homicide victims in Maryland.	Outcome	M317
Number of non-fatal shooting victims in Maryland.	Outcome	M319
Number of guns seized by sub-recipients.	Output	M320

Goal 5: Victim Services: Enhance victim services and mitigate the effects of crime on victims. **Exhibit 5.12** lists the performance measures for Goal 5.

Objective 5.1. Promote crime victim safety in conjunction with criminal justice and victim services stakeholders.

Objective 5.2. Promote crime victim self-sufficiency in conjunction with criminal justice and victim services stakeholders.

Objective 5.3. Promote the awareness of available services and resources in conjunction with criminal justice and victim services stakeholders.

Exhibit 5.12
Fiscal 2022 MFR for GOCPYVS – Goal 5 Performance Measures

<u>Performance Measures for Goal 5</u>	<u>Type: Input, Output, Outcome, Quality, or Efficiency</u>	<u>DBM Code</u>
Number of victims who were provided services via Victim Service Providers funded through GOCPYVS	Output	M301
Number of trainings, meetings, site visits and other outreach events in which the Victim Services Unit participated.	Output	M403
Number of eligible claims processed by the Criminal Injuries Compensation Board (CICB).	Output	M404
Total dollar amount of all eligible claims processed by CICB.	Output	M405
Number of eligible claims processed by the Sexual Assault Reimbursement Unit (SARU).	Output	M409
Total dollar amount of all eligible claims processed by SARU.	Output	M410
Number of participants who successfully completed a certified abuse intervention program.	Output	M411
Number of site visits to comprehensive victim services providers in the state of Maryland completed annually by the Victim Services Unit.	Output	M412
Total dollar amount spent by GOCPYVS via Victim Service Providers.	Output	M413

<u>Performance Measures for Goal 5</u>	Type: <u>Input, Output, Outcome, Quality, or Efficiency</u>	<u>DBM Code</u>
Number of written materials pertaining to victims' rights and services distributed by the Victim Services Unit to increase awareness of services available to crime victims.	Output	M414

Observations

Observation 5.1: Of the 39 MFR performance measures for GOCPYVS for FY2022, about 80% (31 PMs) measure output and about 20% (8 PMs) measure outcomes or efficiency. Most MFR performance measures for GOCPYVS show data on output. Of the 39 MFR performance measures, 31 measure output, 2 measure efficiency and 6 measure outcomes. Three of the five MFR Goals (Goals #1, 2, and 5) have no measures of outcomes.

Observation 5.2: Over the last five years, GOCPYVS has discontinued over 100 MFR performance measures, many of which tracked community and public health factors that may directly or indirectly affect rates of crime and victimization. For example, dropped indicators of community and public health factors related to children and families include:

- Rates of infant mortality and low birthweight by race.
- Percentage of Maryland youth grades 9-12 who have reported using specific drugs.
- Percentage of youth who did not go to school because they felt unsafe in the last 30 days.
- Percentage of young adults 18 to 24 years old who have attained a high school diploma or equivalency.

Observation 5.3: The MFR reflects current programs so revisiting the MFR PMs was warranted following the 2018 reorganizations but switching PMs makes it harder to use the MFR process to assess performance over time.

Observation 5.4: Under MFR Goal 4 (Child well-being), the objectives lack enough context or specificity to clearly measure performance over time. For example:

- The Managing for Results Objective 3.2, “Increase the number of accredited Child Advocacy Centers (CAC) in Maryland,” does not specify what GOCPYVS sees as the optimal number of accredited CACs. It is also unclear whether increasing the number of “accredited” CACs would mean that more children would be served, or the same number of children would be served better because more of the centers now serving them had met accreditation standards.
- The Managing for Results Objective 3.4, “Ensure that 70 percent of Children’s Cabinet funded programs improve outcomes for children and youth,” is unclear because “improve” could mean “relative to outcomes from the year before” or “relative to what outcomes the children and youth would have had in the absence of the programs.” It is also unclear if this objective expects improvements across all outcome measures, or only some, to be sufficient.

Recommendations

Recommendation 5.3: GOCPYVS should consider modifying the MFR PMs to provide more context and insight into efficiency and effectiveness. Specific suggestions are as follows:

- Measure outcomes using more crime categories: At present, MFR performance measures include three crime statistics, categorized by DBM as measures of GOCPYVS outcomes: Number of homicide victims; number of juvenile homicide victims; and number of non-fatal shooting victims in Maryland. The Maryland General Assembly (MGA) could ask that GOCPYVS and DBM include long-term trends for all categories of violent crime and property crime, and their clearance rates, as additional performance measures for GOCPYVS.
- When possible, use percentages rather than absolute numbers to add context.
 - *Example:* Under Goal #1, a current PM states the number of subrecipient awards audited but not the percentage audited. Context matters here because the number of active grant awards grew from 789 in fiscal 2019 to 899 in fiscal 2020, an increase of 14% (110 grants) — yet despite that growth, the MFR goal for audits was unchanged (50), and the actual number of audits that GOCPYVS has completed has declined every year since 2016. Showing audits as a percentage would better reflect the changing need for auditing capacity within GOCPYVS.

- **Example:** Under Goal #4, a current PM states the number of staff trained in human trafficking. A more helpful measure would show the percentage of staff trained, or the percentage of staff still in need of such training. Without that context, the training number provides limited insight into progress toward training goals.
- **Example:** Under Goal #4, a current PM states the number of site visits to comprehensive victim services providers. As an alternative, data on the percentage of providers receiving site visits would better reflect the changing need for site visit capacity by GOCPYVS staff. Without such context, it is unclear how to interpret the performance measure.
- More directly incorporate Maryland’s Child Well-Being Results and Indicators into MFR Goal #4: Child Well-Being and its performance measures.

Tool #3. Performance Measure Data for Subrecipient Awards

GOCPYVS monitors hundreds of grant subrecipients across Maryland. As part of this grant management function, GOCPYVS staff monitor expenditures, activities, outputs, and outcomes of every grant subrecipient. GOCPYVS typically requires grantees to provide quarterly progress reports with specific measures of performance.

For federal grants, the performance measures to be reported by grantees are pre-defined under the federal grant agreement. For State grants, GOCPYVS defines the performance measures to be reported by grant subrecipients. Any grant reporting requirements are stated in the initial Notice of Funding Availability.

For example, DOJ defined the performance measures to be reported for the federal Sexual Assault Kit Initiative (SAKI) grant. In contrast, the performance measures for the related State Sexual Assault Kit Testing (SAKT) grant were defined by GOCPYVS in coordination with other State entities. In this example, the State SAKT performance measures are identical to the federal SAKI performance measures except that the State SAKT has two additional performance measures. (For more detail, see the SAKI case study in Chapter 7.)

To assign the best performance measures for a State grant, a GOCPYVS program manager may coordinate with other GOCPYVS staff with subject matter expertise, other State agencies, and related boards and commissions.

Performance data from subrecipients often form the basis for the MFR performance measures. Although GOCPYVS collects PM data from grant subrecipients, it does not always show that data in mandated reports for those grant programs. For example:

- Maryland Family Law Article, Sec. 4–516(a) requires that GOCPYVS report annually on the Domestic Violence Program (DOMV). The fiscal 2020 annual report did not show the

performance measure data GOVPYVS collects from its DOMV subrecipients.²⁴ GOCPYVS is not required to report that information but doing so would be helpful to decisionmakers.

- Maryland Public Safety Article, Sec. 4-401(d) requires that GOCPYVS report annually on the State SAKT grant program. In its September 2020 annual report, GOCPYVS listed the categories of performance measures it tracks for SAKT awards but not the resulting data reported by SAKT subrecipients. The report states that funds awarded will support the testing of 836 kits²⁵ but not what portion this represents of the kits eligible for testing under SAKT or a planned timeline for that testing. GOCPYVS is not required to report that information but doing so would be helpful to decisionmakers.
- Maryland Criminal Procedures Article, Sec. 11-1006(g) requires that GOCPYVS report annually on the Survivors of Homicide Grant (SOHG). In the *Survivors of Homicide Grant Program FY 2021 Annual Report*, GOCPYVS listed the subrecipient awards made in the preceding grant cycle. The report did not show the performance measures which GOCPYVS tracks for SOHG awards or the results reported by SOHG subrecipients. GOCPYVS is not required to report that information but doing so would be helpful to decisionmakers.

In contrast, in the *Performance Report on the Baltimore City Crime Prevention Initiative* (September 2020) GOCPYVS listed the specific performance measures that it collected and the resulting data.

Although GOCPYVS is not required to report all grant performance measure data in its mandated reports, consistently doing so would clarify how GOCPYVS monitors subrecipient performance as well as the outputs and outcomes of grant programs.

Observation

Observation 5.5: GOCPYVS collects program-level performance data from its subrecipients, but it does not always show this data in mandated reports nor is such performance measure data always requested by MGA in mandated reports.

Recommendation

Recommendation 5.4: GOCPYVS should ensure that its reports on grant programs include a summary of all collected performance measure data.

GOCPYVS collects hundreds of program-level performance measures on outputs and outcomes from its grant subrecipients, but it does not always report the performance data that it has collected. As a result, reports to MGA do not always reflect the full monitoring and oversight conducted by GOCPYVS staff or the full information available on the outputs and outcomes of programs. MGA could request that every report on a grant or program include a summary of the performance measures that GOCPYVS requires from its subrecipients, and the resulting performance measure data.

Tool #4. Mandated Reports

Reports are a key tool for MGA to understand the effectiveness of GOCPYVS and the grants and programs it manages. In a typical year, GOCPYVS provides the MGA with 55 to 60 reports on various subjects, grants, and programs related to crime prevention, youth, and victim services. Additional related reports are prepared by many boards on which GOCPYVS is a member and other agencies with which GOCPYVS coordinates.

Appendix F lists the reports mandated for GOCPYVS during calendar 2020 and 2021. Some are ongoing mandates established by statute or executive orders. Others are one-time requests from the budget committees, summarized by the *Joint Chairmen's Reports* (JCR) each year²⁶. At the time of this evaluation, some reports listed in Appendix F are not yet due, but others are overdue by as much as a year.²⁷

In 2021, GOCPYVS was required to publish 56 reports, as follows:

- 9 reports mandated by executive orders.
- 39 reports mandated by statute.
- 8 reports mandated in the fiscal 2022 budget process (as passed during the 2021 session and summarized in the 2021 JCR).

Overall, GOCPYVS staff stated to the Office of Program Evaluation and Government Accountability that the mandated reports are time-consuming to prepare.

Cumulatively, the reports published by GOCPYVS and related State entities give valuable insights into the programs and policy areas coordinated by GOCPYVS. However, the GOCPYVS website does not comprehensively list all its published reports. In addition, related reports often do not reference each other.

For example, two grant programs in Maryland fund efforts to eliminate the backlog of untested sexual assault evidence kits (SAEK): the federal Sexual Assault Kit Initiative (SAKI) and State-funded Sexual Assault Kit Testing (SAKT). Recent reports on these efforts have not referenced each other:

- The 2021 SAEK report mentions the federal SAKI program but not the related State SAKT.
- The 2020 SAKT report does not mention the related federal SAKI program.
- The 2020 Victim Services Unit Report mentions the federal SAKI but not the State SAKT.
- The 2019 Sexual Assault/Rape Crisis Program Annual Report mentioned neither SAKI nor SAKT.²⁸

Such reports are not required to reference each other or related grants or programs. The effect of not doing so, however, can be that those interested in the details for a policy area could miss valuable reports and be left with the impression that related activities are not being coordinated.

Observations

Observation 5.6: In a typical year, GOCPYVS provides MGA with 55 to 60 reports on various subjects, grants, and programs related to crime prevention, youth, and victim services.

Observation 5.7: The following reports requested by MGA budget committees from GOCPYVS were not submitted as of Dec. 1, 2021:

- 2020 JCR, p. 27-28: Report on the Victims of Crime Act (VOCA) spending and outcomes (FFY 2015, 2016, and 2017 fund cycles. (Due: December 1, 2020).
- 2020 JCR, p. 28: GOCPYVS grants (federal and State) to nonprofit organizations in Maryland, by County and by ZIP Code. (Due: January 1, 2021.)
- 2021 JCR, p. 20-24: Report on proposed VOCA grant awards. (Due: August 1, 2021.)
- 2021 JCR, p. 20-24: Letter on VOCA data publication. (Due: November 1, 2021.)
- 2021 JCR, p. 20-24: Report on VOCA funding, expenditures, and continuity of service. (Due: November 1, 2021.)

Observation 5.8: The GOCPYVS website does not comprehensively list all its current and prior reports. Overlapping subject areas for mandated reports can challenge an interested reader to find all current and prior reports relevant to a given topic or policy issue.

Observation 5.9: Related reports often do not reference each other, which can give the appearance that related programs or activities are not fully coordinated.

Recommendations

Recommendation 5.5: MGA should consider mandating an annual report from GOCPYVS and request that it list all other reports published by (or in consultation with) GOCPYVS since the prior annual report.

Although not currently required to do so, GOCPYVS typically publishes an agency annual report. For example, in August 2021, GOCPYVS published the *2019 Annual Report of Governor's Office of Crime Prevention, Youth, and Victim Services*.²⁹ These annual reports provide a useful overview of GOCPYVS activities, but they could be more comprehensive. MGA could consider mandating the GOCPYVS annual report, specifying an annual due date, and requesting that it include the following information:

- Reports:
 - A list of all reports published since the prior annual report that were prepared by:
 - GOCPYVS and its contractors;
 - another State entity in consultation with GOCPYVS; and
 - boards, commission, work group, task forces, or other advisory bodies with which GOCPYVS participates.
 - A list of mandated reports due, but not yet submitted to MGA, and their estimated publication date.
 - A categorization of mandated reports by the policy areas covered: criminal justice, children/youth, or victim services. Reports touching on multiple policy areas should be cross referenced as such.
- Boards and Commissions:
 - A complete list of the boards, commissions, task forces, and similar bodies of which GOCPYVS is a member, chairs, and/or provides staff support.

A comprehensive list of all relevant reports (whether mandated or not, and whether prepared pursuant to an executive order, statute, or budget committee request) would give a broad

view of GOCPYVS coordination efforts. Such a comprehensive list could also facilitate continuous efforts by the Executive branch and the MGA to streamline reporting and focus reported information on that most relevant to future decision-making.

Recommendation 5.6: GOCPYVS should ensure that related mandated reports reference each other, to demonstrate coordination and facilitate comprehensive review.

A specific example is discussed in Case Study #1 (Chapter 7), which recommends that: (1) GOCPYVS' mandated annual reports on SAKT should address all SAEK-related funding and how SAKT activities are planned and coordinated relative to them and (2) the SAEK Committee's mandated annual report should cover all activities of State government related to SAEK testing, procedures, and policies, including efforts funded by SAKI and SAKT.

Recommendation 5.7: GOCPYVS should submit all mandated reports timely.

If a report cannot be completed by the due date, GOCPYVS should provide by the due date a written explanation for the delay.

Tool #5. Data Dashboards

A data dashboard is an online tool that offers a centralized, interactive way to monitor, analyze, and extract insights from datasets. Ideally, a data dashboard provides filterable information in an intuitive and visual way. When used for business processes, data dashboards typically display key performance indicators (KPIs) such as sales or customer relationship management (CRM) data. The term "dashboard" can also be used to mean a "progress report" or "report" in the form a data visualization. Data dashboards are also sometimes called "scorecards."

At the time of this evaluation, the following data dashboards were available on the GOCPYVS, the Governor's Office of Crime Control and Prevention (GOCCP), and the Governor's Office for Children (GOC) websites:

- *Race-Based Traffic Stop Data Dashboard* (URL: <http://goccp.maryland.gov/reports-publications/data-dashboards/traffic-stop-data-dashboard/>). Dashboard shows data for 2016-2020. Data cannot be downloaded.

Chapters 625 and 626 of 2019 (House Bill 301/Senate Bill 417) require permanent data collection and reporting related to race-based traffic stops by law enforcement agencies in Maryland. Data for this dashboard is reported by law enforcement agencies to DSP. GOCPYVS must post the race-based traffic stop data in a location easily accessible to the public, and the public must be able to easily filter the data collected during the prior year. This dashboard is currently

posted on the GOCPYVS/GOCCP website. It includes traffic stop data from over 130 law enforcement agencies in the State collected over the period 2016–2020.

- *Violence Intervention and Prevention Program (VIPP) Dashboard* (URL: <http://goccp.maryland.gov/reports-publications/data-dashboards/vipp-program-dashboard/>). Dashboard shows data for fiscal 2021. Data cannot be downloaded.

Chapter 148 of 2018 (House Bill 432) established the Maryland Violence Intervention and Prevention Program (VIPP) Fund. VIPP is intended to support effective violence reduction strategies by providing competitive grants to local governments and nonprofit organizations to fund evidence-based health programs or evidence-informed health programs and to evaluate the efficacy of the funded programs. The law also required the establishment of outcome-based performance measures to track the performance of any activity or program supported by the VIPP fund. GOCPYVS must place on its website a filterable data display for all outcome-based performance measures for the previous fiscal year. The VIPP dashboard includes performance measure data from fiscal 2021.

Data on the VIPP dashboard is self-reported by the four grant awarded applicants: University of Maryland Medical System Foundation; Mayor’s Office of Neighborhood Safety & Engagement (MONSE, Baltimore City); University of Maryland Prince George’s Hospital Center (Dimensions Health Corporation); and Medstar Health Research Institute, Inc.

- *Handle with Care Maryland Dashboard*. (URL: <https://handlewithcaremd.org/hwc-data.php>.) At the time of this evaluation, dashboard data was available for Sept. 2018–Sept. 2019, and was current as of Sept. 30, 2019. Data cannot be downloaded.

The Handle with Care (HWC) Maryland initiative promotes school-community partnerships aimed at ensuring that children who have been exposed to trauma receive appropriate interventions through their school. Under HWC, police are trained to identify children at the scene of any traumatic event, find out where they go to school, and send the school a simple, confidential email that says, “Handle Johnny with care” (with no other details). Regardless of the source of trauma, the common thread for HWC intervention is the school.^{3,4}

The HWC dashboard maps statewide and by county the number of HWC notices sent to schools, as well as the rate per 1,000 students. The HWC dashboard also shows the number of students affected, mental health services provided, and the number of participating schools. Data can be analyzed by month and year. Data reflected in this dashboard is collected from schools, law enforcement agencies, and other public safety agencies participating in the State’s HWC initiative.

³ For more detail on Maryland’s Handle with Care initiative, see: <https://handlewithcaremd.org/index.php>.

⁴ Re: trauma-informed care, two mandated reports are forthcoming: 1.) Report from Commission on Trauma-Informed Care: Findings and Recommendations (due June 1, 2022; MSAR #13036); and 2.) Report from Commission on Trauma-Informed Care: Findings and Recommendations on the Development and Implementation of the Adverse Childhood Experiences (ACEs) Aware Program (due Oct. 1, 2022; MSAR #13037).

- *Child Well-Being Scorecards by County*. (URL: <http://goccp.maryland.gov/score-card-overview/>). Data updates vary by County. Data can be downloaded as image or PDF only.

As discussed in more detail in Case Study #6, Maryland's *Child Well-Being Scorecard* is comprised of 24 county scorecards that use the Results-Based Accountability™ (RBA) framework. RBA focuses on eight *Results*, which describe the general status of Maryland's children and families, and *Indicators* of progress toward those *Results*. Indicators are quantifiable proxies for progress. Scorecards are for counties; there is no statewide scorecard that aggregates *Results* and *Indicators* from across the county scorecards.

- *Governor's Office for Children Customer Service Scorecard* (URL: <https://embed.resultsscorecard.com/Program/Embed/41681>). Scorecard shows data for fiscal 2016 only. Data cannot be downloaded.

These data dashboards are posted on GOCPYVS/GOCCP/GOC websites.

Separate from these data dashboards, GOCPYVS has made more than 20 datasets from the Maryland Statistical Analysis Center available on the Maryland Open Data Portal and all Maryland Open Data Portal datasets can be downloaded as comma separated value (CSV) files.^{5,6} In contrast, GOCPYVS has not linked or posted its data dashboards to the Maryland Open Data Portal and dashboard data are not downloadable as CSV files.

The Maryland Council on Open Data was established in 2014 to recommend, coordinate, identify, advise, encourage, plan, promote, and advocate for Maryland's open data. This council recommends standards and procedures for open data portals, sound records management, and data preservation. The Maryland Council on Open Data has 37 members, including the GOCPYVS Executive Director.

Observations

Observation 5.10: Some data dashboards maintained by GOCPYVS are hard to find, the underlying data cannot be downloaded, and there is no permanent record of the data in the public archives. To illustrate:

- GOCPYVS data dashboards are not posted on or linked to the Maryland Open Data Portal, although that portal is the public facing access point for State Government datasets. For example, the *Race-Based Traffic Stop* data dashboard is on the website for GOCPYVS,

⁵ These datasets retain the name "GOCCP" as their source.

⁶ Open data portals facilitate public access to public sector datasets of interest without need to file a formal request. Maryland's Open Data Portal can be accessed here: <https://opendata.maryland.gov/>.

but that website's URL is still "GOCCP" (<https://goccp.maryland.gov/>), and it is not posted to the Maryland Open Data Portal.

- Data behind the GOCPYVS data dashboards is not downloadable as CSV files. In contrast, datasets posted to the Maryland Open Data Portal are downloadable as CSV files.
- Dashboard data can be changed at any time and dashboards have no point-in-time archival record to allow for data comparisons over time.

Data dashboards can serve as reports to MGA for some purposes, but their utility diminishes if the dashboard is hard to find, data is stale, data cannot be downloaded, and/or no permanent record is retained.

Recommendations

Recommendation 5.8: GOCPYVS should design its data dashboards to ensure that they are easy for the public to find, that the underlying data is downloadable, and that a permanent record of the data is regularly submitted to MGA for archiving.

GOCPYVS should adopt the following practices for all data dashboards:

- Include metadata on the data source and date of last update for all data dashboards, scorecards, online datasets, and maps.
- Allow the underlying data to be downloaded for all data dashboards, scorecards, online datasets, and maps using a common format (such as a CSV file or a PDF from Excel), so that data can be verified and reused by others. If underlying data cannot be made public due to privacy concerns, metadata should explain how the data was anonymized and make the anonymized dataset downloadable.
- For data dashboards serving as a mandated report to MGA, on a specified day each year provide the underlying dataset as an Excel file saved as a PDF (so that it can be later converted from a PDF to an Excel or other spreadsheet format) to be archived as a permanent record.
- Post data dashboards on the Maryland Open Data portal, which Maryland promotes as the public-facing source for State data.

Recommendation 5.9: The URL for the GOCPYVS website should reflect the current Office title.

Although GOCCP and GOC have been reorganized as GOCPYVS, URLs for GOCCP and GOC persist.

Tool #6. Review and Oversight by Advisory Bodies

In Maryland, the Governor and the Legislature often establish cabinets, commissions, committees, task forces, and other advisory boards and assign them a specific responsibility or area of inquiry. Such advisory bodies can draw on the expertise of many types of public servants and private citizens to help solve problems of government. Some are temporary and must complete their work by a certain date; others are ongoing. Such entities often receive staff and administrative support from an executive agency.

Currently, more than 20 State advisory bodies relate to criminal justice, crime prevention, youth, and/or victim services. The GOCPYVS Executive Director serves on or chairs many of these advisory bodies. Through all these bodies, the GOCPYVS Executive Director has a formal mechanism for coordinating and communicating with other State and local agencies and other stakeholders. For example:

- The Children's Cabinet is comprised of seven agency heads. The GOCPYVS Executive Director is Chair of the Cabinet. GOCPYVS administers the Children's Cabinet Interagency Fund (CCIF) on behalf of the Children's Cabinet. The CCIF provides grants to Local Management Boards across the State.
- The Cease Fire Council is comprised of 11 members. The Cease Fire Council administers the Cease Fire Council Grant Program to reduce firearms violence through innovative and collaborative initiatives. The Council reviews all applications for Gun Violence Reduction Grant funds. The GOCPYVS website posts the agendas, minutes, and electronic votes from the Cease Fire Council meetings.
- The Juvenile Grant Planning and Review Council (also known as the State Advisory Group, or SAG) has 33 appointed members. SAG serves in accordance with the U.S. Juvenile Justice and Delinquency Prevention Act and related federal Title II Formula Grant Program. SAG develops juvenile justice and delinquency prevention plans³⁰, reviews grant applications, and makes funding recommendations. SAG also focuses on four core protections:
 - deinstitutionalization of status offenders and juveniles not charged with any offense;

- sight and sound separation of juveniles from adult inmates;
- removal of juveniles from adult jails and lockups; and
- reduction of disproportionate minority contact with the juvenile justice system.

To ensure compliance with federal law, GOCPYVS, in partnership with SAG, visits and collects information from all secure facilities in the State and submits an annual compliance monitoring report to the federal Office of Juvenile Justice and Delinquency Prevention (OJJDP).³¹

- Pursuant to Maryland’s Justice Reinvestment Act (JRA) of 2016³², three oversight entities operate in the State:
 - The Justice Reinvestment Oversight Board (24 members; chaired by Judge Daniel M. Long; vice-chaired by GOCPYVS Executive Director);
 - The Justice Reinvestment Advisory Board (14 members; chaired by GOCPYVS Executive Director);
 - The Local Government Justice Reinvestment Commission (23 members).

The JRA, which took effect October 1, 2017, is designed to reform criminal justice in Maryland through changes to sentencing, corrections, parole, and the supervision of offenders. The JRA aims to reduce corrections spending and reinvest the savings in evidence-based strategies to reduce crime and recidivism. Many states are undertaking similar efforts.³³

The Justice Reinvestment Oversight Board, which receives staff support from GOCPYVS, is charged with monitoring implementation of the JRA. Among other duties, the Justice Reinvestment Oversight Board must annually estimate any savings from closure of a correctional unit, wing, or facility and recommend how to use those savings. For example, GOCPYVS made available \$3.4 million for the Performance Incentive Grant Fund through State dollars saved by the decrease in the number of individuals incarcerated in Maryland prisons.³⁴

The Oversight Board’s most recent report is the *2020 Report of the Justice Reinvestment Oversight Board* (GOCCP, December 31, 2020).³⁵ That report did not identify additional savings.

Appendix E describes the State advisory bodies related to criminal justice, crime prevention, youth, and/or victim services and GOCPYVS’ role with that advisory body. Members of these bodies typically serve on a voluntary basis, although they may be employees of State Government in another capacity. Consequently, members of these bodies serve a critical role in GOCPYVS operations and oversight but are not reflected in the personnel budget for GOCPYVS. **Exhibit 5.13** lists the advisory bodies described in Appendix E.

Exhibit 5.13
State Advisory Bodies Related to Crime Prevention, Youth, and Victim Services

Children's Cabinet
Advisory Council to the Children's Cabinet
Children's Justice Act Task Force
Juvenile Grant Planning and Review Council (State Advisory Group)
Juvenile Justice Reform Council
State Coordinating Council for Children
State Early Childhood Advisory Council
Maryland Youth Advisory Council
Governor's Family Violence Council
Workgroup to Study Safe Harbor Policy for Youth Victims of Human Trafficking
Commission on Trauma-Informed Care
Maryland State Board of Victim Services
Advisory Group to the State Law Enforcement Coordinating Council
Cease Fire Council
Maryland Violence Intervention and Prevention Advisory Council
Governor's Council on Gangs and Violent Criminal Networks
Task Force to Study Maryland's Criminal Gang Statutes
Task Force to Study Crime Classification and Penalties
Maryland State Commission on Criminal Sentencing Policy
Justice Reinvestment Oversight Board
Justice Reinvestment Advisory Board
Justice Reinvestment Coordinating Council
Local Government Justice Reinvestment Commission
Crisis Intervention Team Center of Excellence Collaborative Planning & Implementation Committee
Behavioral Health Advisory Council
Criminal Justice Information Advisory Board
Sexual Offender Advisory Board
Council on Open Data
Interagency Disabilities Board
Commission for Effective Community Inclusion of Individuals with Intellectual and Developmental Disabilities (Saylor Alliance)
Maryland Efficient Grant Application Council
Task Force to Study Erroneous Conviction and Imprisonment
Workgroup on Collateral Consequences of Convictions
Commission to Restore Trust in Policing
Washington/Baltimore High Intensity Drug Trafficking Area Executive Board

Observation

Observation 5.11: GOCPYVS annual reports and the GOCPYVS website do not list all the advisory bodies with which GOCPYVS participates.

Recommendation

Recommendation 5.10: GOCPYVS should regularly publish a complete list of all advisory bodies with which it participates to facilitate coordination and review.

Publishing a full list would facilitate a public understanding of the full range of GOCPYVS coordination efforts and activities across its functions and policy areas. Such a comprehensive list may also facilitate streamlining these efforts over time. (Note: This recommendation is also discussed in Recommendation 5.5.)

Tool #7. Legislative Audits

The Office of Legislative Audits (OLA), within the Maryland Department of Legislative Services, periodically audits all State agencies. For example, four OLA audits related to GOCPYVS (or its historical components) are as follows:⁷

- *Audit Report: Executive Department, Office of the Governor, Boards, Commissions, and Offices, Governor's Office for Children, Office of the Deaf and Hard of Hearing (November 2019).*

In this audit, which included GOCCP and GOC (now GOCPYVS), OLA disclosed that GOCCP did not have a clear methodology for awarding certain Local Law Enforcement grants. As a result, OLA could not determine the justification for certain grant awards, including two totaling \$381,000 that were awarded based on the discretion of GOCCP personnel without any competitive process. OLA also found that GOCCP did not have a comprehensive process to verify the appropriateness of expenditures and the attainment of established performance measures. GOCCP management advised OLA that support for grant expenditures was reviewed during grantee audits, these audits were only conducted triennially and were not performed for all grantees. For example, as of April 2019, GOCCP had not conducted audits of 57% of grantees, with grant awards of \$29.4 million during the period from January 2015 through November 2018. Furthermore, GOCCP did not verify performance data reported by grantees during these audits.

⁷ OLA audits are retrievable from www.ola.state.md.us/.

- *Audit Report: Department of Public Safety and Correctional Services, Criminal Injuries Compensation Board* (November 2018).

OLA's report noted that Chapter 515, Laws of Maryland 2016, required GOCCP to study and make recommendations about the restitution process. In its December 2016 report on Restitution Study, GOCCP recommended forming a new Victim Services Unit (VSU) within GOCCP to coordinate with State and local entities on restitution. Subsequently, Chapter 422, Laws of Maryland 2018, effective July 1, 2018, created the VSU under GOCCP (now GOCPYVS) to coordinate the State's victim services. This law also transferred the Criminal Injuries Compensation Board (CICB) from DPSCS to GOCCP (now GOCPYVS).

OLA's review found that CICB did not always make award determinations in the required timeframe. For example, OLA's review of 25 initial claims disclosed that three determinations had delays ranging from 43 to 287 days beyond the 90-day statutory time limit. OLA noted that a similar finding in its preceding audit report for CICB. OLA recommended that CICB make award determinations within 90 days, as required.

- *Special Report: Crime Scene DNA Collection and Analysis Reporting By Law Enforcement Agencies* (April 2015).

OLA's review disclosed a failure to obtain responses from all local law enforcement agencies (LLEA) for a certain reporting period. GOCCP (now GOCPYVS) indicated to OLA that significant turnover and vacancies at GOCCP impacted follow-up efforts for this reporting period, but that they intended to resume in-person contacts with non-compliant LLEAs for future reporting periods.

- *Audit Report: Department of Public Safety and Correctional Services, Criminal Injuries Compensation Board* (October 2014).

OLA's review found that CICB did not always make award determinations in a timely manner. The review found that six awards had delays ranging from 37 to 321 days beyond the 90-day statutory time limit. OLA recommended that CICB make award determinations within 90 days, as required.

Making the results of GOCPYVS competitive grant awards more transparent could curtail awards being made without a competitive process. GOCPYVS' grant award selection results are less transparent than the Federal grants process and that of some other states. Improved transparency about results could mitigate lapses such as found in the 2019 audit or make them more apparent without waiting for the next OLA audit.

Federal grant opportunities and awards, both current and archived, are searchable at www.grants.gov/web/grants/search-grants.html. In Massachusetts, state agencies must publicly post both grant opportunities and the results of grantee selections on COMMBUYS

(www.commbuys.com), the official procurement record system for the State. There is no comparable searchable access for the public to see GOCPYVS' competitive grant award selections.

Observation

Observation 5.12: Results of GOCPYVS competitive grant processes are less transparent than some other jurisdictions. The transparency of DOJ grant results or state grants in Massachusetts could serve as models for greater transparency on award results.

Recommendations

Recommendation 5.11: GOCPYVS should track the timeliness of award determinations on an ongoing annual basis, as well as the ratio of claims examiners to active claims.

The timeliness of CICB award determinations can change over time based on application and review processes, staffing levels, and caseloads. Considering the 2018 and 2014 OLA findings related to timeliness of award determinations, GOCPYVS and DBM could include in the MFR PMs the percentage of award determinations made within the 90-day statutory time limit. MGA could also request that GOCPYVS include this in its annual reports.⁸ Either option would provide an annual update on the timeliness of award determinations, rather than limited to periodic OLA audits. GOCPYVS should also report the ratio of claims examiners to active claims, to provide more context and an assessment of changing workload over time, which may affect the timeliness of award determinations.

Recommendation 5.12: GOCPYVS should track its audit capacity on an ongoing annual basis.

Each year, GOCPYVS should show (in the MFR and/or its annual reports) the portion of its grant awards it has audited, rather than only the number of audits completed. In addition, GOCPYVS should show the ratio of full-time equivalent audit staff to grant awards, to provide more context and an assessment of changing auditing capacity over time.

Recommendation 5.13: GOCPYVS should make more transparent the results of competitive grant awards.

⁸ The CICB Annual Report is required by Maryland Criminal Procedure Art. § 11-805(a)(8); HB 247/Ch. 422, 2018.

GOCPYVS should consider systematically posting the results of competitive grant award opportunities in one public database, to promote transparency in its competitive grants process. COMMBUYS, the Massachusetts procurement record system (which includes both grants and contracts) could be a model for this.

Tool #8. Defining Standards of Evidence of Program Effectiveness

A central question posed by this evaluation is whether GOCPYVS and the grants that it administers are effective in achieving a safer Maryland. As grant administrator and adviser to the Governor, GOCPYVS assesses how the programs it funds through grant awards are working. Outcomes from one grant cycle can inform the next round of strategic planning, budgeting, awards, and implementation. Based on its assessment of program outcomes, GOCPYVS may in the next grant cycle recommend programs for expansion, discontinuation, or replacement with other more effective programs.

From this perspective, the question of whether GOCPYVS is effective has two components:

1. Are the programs and practices funded through GOCPYVS efficient and effective?
2. Is GOCPYVS consistently and systematically assessing the programs and practices under its purview?

For every entity that funds efforts to improve public safety, showing causal evidence of outcomes is a challenge. Even if changes occur (such as lower crime rates) consistent with the goals of a program or practice, the changes cannot be characterized as “outcomes” or “impacts” of that program unless there is evidence that the program caused or contributed to those changes. Many desired outcomes take years to attain. The more time passes, the more external factors make causation ever harder to prove. Criminal justice, crime, and victimization involve some of the most complex systems faced by State government. The challenge of finding evidence of causal links can lead evaluators to add disclaimers or downplay the importance of causal analysis.

Efforts to formally define standards of evidence for what works is occurring at the federal level, in some other state governments, at the Pew Charitable Trust, and at the National Conference of State Legislatures, among others.³⁶³⁷³⁸ GOCPYVS is committed to data-driven and evidence-based approaches: *Maryland's Comprehensive State Crime Control and Prevention Plan 2021-2023* states that it “supports the development and implementation of evidence-based and results-driven policies, practices, and programs to make Maryland safer.” (p.1). To date, GOCPYVS has no formally defined standards of evidence.

Defining standards of evidence can inform the GOCPYVS grant cycle as follows:

- ***During Strategic Planning:*** When planning programs, standards of evidence can clarify the level of certainty about whether proposed programs and practices will be effective.
- ***During Program Design and Implementation:*** Standards of evidence can inform what data subrecipients should collect and report to show implementation fidelity and to enable later rigorous evaluation.
- ***After Program Completion:*** Standards of evidence can clarify the level of certainty about whether a program was effective.

Federal examples of formally defining standards evidence to more consistently and systematically show what is known about what works are in the U.S. Department of Education and DOJ.

Education. The federal Every Student Succeeds Act (ESSA) defines standards of evidence to prioritize which programs and practices to fund.³⁹⁴⁰⁴¹ ESSA’s definitions give school districts a framework to assess more consistently which programs, practices, strategies, and interventions are likely to work in which contexts and for which students. ‘Evidence-based interventions’ are those with evidence from formal studies and research showing they are likely to produce desired results when implemented with fidelity.

Under ESSA, five factors determine an intervention’s evidence rating. These factors are (1) study design; (2) study results; (3) findings from related studies; (4) sample size and setting of a study; and (5) match: how the students and setting in the study overlap with those in school considering the intervention. Using those factors, ESSA defines four tiers of evidence:⁴²

Tier 1 – Strong Evidence: supported by one or more well-designed and well-implemented randomized control experimental studies.

Tier 2 – Moderate Evidence: supported by one or more well-designed and well-implemented quasi-experimental studies.

Tier 3 – Promising Evidence: supported by one or more well-designed and well-implemented correlational studies (with statistical controls for selection bias).

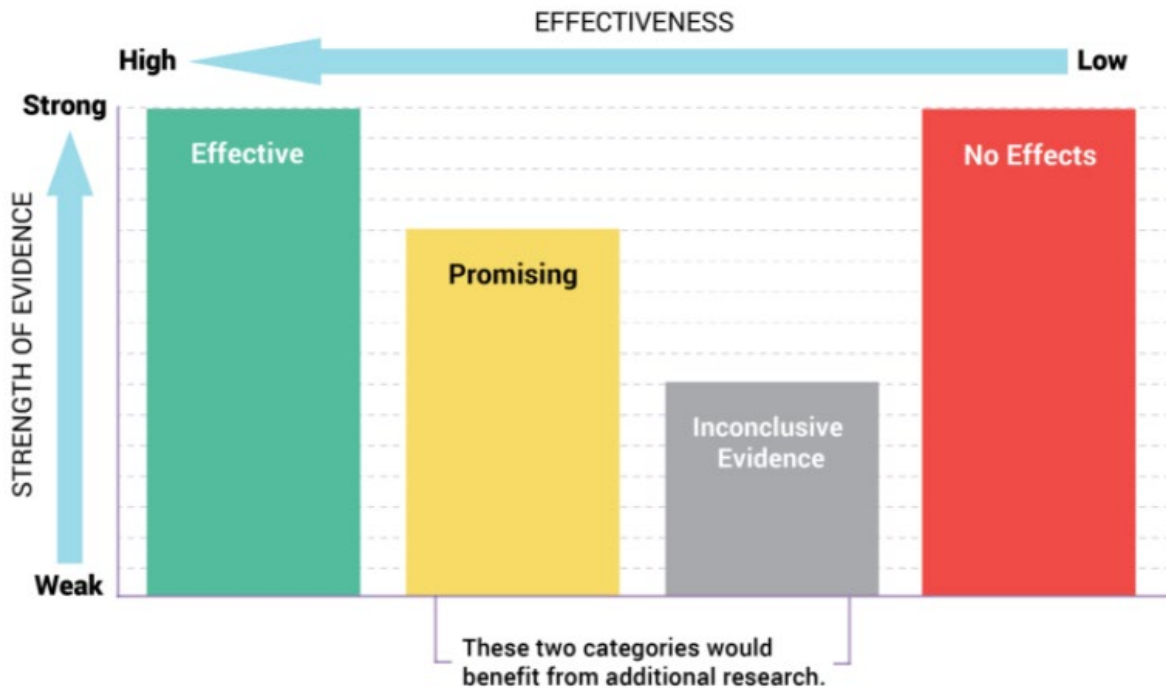
Tier 4 – Demonstrates a Rationale: practices that have a well-defined logic model or theory of action, are supported by research, and have some effort underway by a research organization to determine their effectiveness.

Tier 4 allows for innovative interventions and pilot programs. These have, as yet, little evidence of effectiveness. In Tier 4 cases, having defined standards of evidence helps in data collection planning so that later research can yield strong evidence of effectiveness.

Criminal Justice. The National Institute of Justice (NIJ) (DOJ's research, development and evaluation agency) runs a CrimeSolutions clearinghouse that rates programs and practices in criminal justice, juvenile justice, and victim services which have undergone evaluations and meta-analyses.⁴³ CrimeSolutions assesses the strength of the evidence about whether evaluated programs have met intended outcomes. It categorizes programs and practices by their level of effectiveness, defined as follows (and illustrated in **Exhibit 5.14**):

- ***Effective:*** Programs and practices rated as 'Effective' by DOJ have strong evidence to indicate that when implemented with fidelity they achieve the intended criminal justice, juvenile justice, and victim services outcomes.
- ***Promising:*** Programs and practices rated as 'Promising' by DOJ have some evidence to indicate they achieve their intended outcomes. This category includes new or emerging programs with some evidence of effectiveness.
- ***Inconclusive:*** Reviewers categorize a program, practice, or intervention as 'Inconclusive' if they find that the evidence was too inconclusive to assign a rating.
- ***No Effects:*** Programs rated as having 'No Effects' by DOJ have strong evidence that they had either no effects or harmful effects.

Exhibit 5.14
CrimeSolutions Continuum of Evidence.⁴⁴



Based on those categories, CrimeSolutions rates programs and practices on a Continuum of Evidence with two axes: effectiveness and strength of evidence, as illustrated in **Exhibit 5.15**.

For example, CrimeSolutions reviewed seven evaluations for programs implemented in Baltimore, Maryland. As listed in Exhibit 5.15, reviewers rated one program as having strong evidence of effectiveness, five programs as promising, and one program as having strong evidence of no effects.

Exhibit 5.15
Evidence Ratings Available for Programs in Baltimore, MD (CrimeSolutions)

<u>Program Title</u>	<u>Evidence Rating</u>	<u>Topics</u>	<u>Randomized Controlled Trial (RCT)</u>
Baltimore City (Md.) Drug Treatment Court	<i>Effective</i> – One study	Courts, Crime & Crime Prevention, Drugs & Substance Abuse	Randomized Controlled Trial
Baltimore City (Md.) Family Recovery Program	<i>Promising</i> – One study	Courts, Crime & Crime Prevention, Drugs & Substance Abuse, Juveniles, Victims & Victimization	None
Public Surveillance Cameras (Baltimore, Maryland)	<i>Promising</i> – One study	Crime & Crime Prevention, Law Enforcement, Technology & Forensics	None
Moving to Opportunity Demonstration Program	<i>No Effects</i> – One study	Crime & Crime Prevention, Drugs & Substance Abuse, Juveniles	Randomized Controlled Trial
Baltimore County (Md.) Juvenile Drug Court	<i>Promising</i> – One study	Courts, Crime & Crime Prevention, Drugs & Substance Abuse, Juveniles	None
Social Support Treatment with Drug Testing (Maryland)	<i>Promising</i> – One study	Corrections & Reentry, Crime & Crime Prevention, Drugs & Substance Abuse	Randomized Controlled Trial
Emotional and Behavioral Health Crisis Response and Prevention (EBH-CRP)	<i>Promising</i> – One study	Crime & Crime Prevention, Juveniles	None

Source: CrimeSolutions (NIJ, DOJ)

CrimeSolutions is intended to inform practitioners, policy makers, and researchers about what works, what does not work, and what is promising. It can be used in the following ways:⁴⁵

- Practitioners can improve their effectiveness by:
 - Becoming familiar with evaluated and rated programs and practices.
 - Replicating a program or practice.
 - Adapting an existing program or practice.

- Policymakers can:
 - Inform their funding decisions based on existing evidence of what works.
 - Create incentives to use evaluated and rated programs and practices.
- Evaluators and researchers can:
 - Become more informed on existing criminal justice research.
 - Consult the standards of evidence used by CrimeSolutions to strengthen their own program evaluation designs.
 - Focus on evaluating "Promising" programs to further build the body of evidence and increase confidence in program effectiveness.

New Mexico. As reported by the National Conference of State Legislatures (NCSL) and the Pew Charitable Trusts, in 2019 New Mexico defined standards of evidence in State statute. The law defines “evidence-based,” “research-based,” “promising,” or “lacking in evidence” and requires State agencies to inventory their programs against these standards of evidence.^{46,47} The New Mexico law aims to shift state spending from ineffective programs to programs that have demonstrated their effectiveness.^{48,49}

Using these models, Maryland could adopt similar standards of evidence. GOCPYVS could define more formally its standards of evidence and, based on those standards, systematically identify for every program the evidence available for how well it works.

Examples of efforts to formally define standards of evidence for what works are at the federal level, in some other state governments, at the Pew Charitable Trust, and at NCSL, among others.^{50,51,52}

Recommendation

Recommendation 5.14: GOCPYVS should consider defining standards of evidence and inventorying its grant programs based on these standards.

Defining standards of evidence would allow GOCPYVS to inventory programs more consistently and promote a culture of evidence based on the commonly understood standards. GOCPYVS could aspire to (1) prioritize existing programs and practices based on the strength of evidence of their effectiveness and (2) collect the data in future grant cycles to facilitate increasingly rigorous evaluations of effectiveness.

Chapter 5: Endnotes

¹ *Managing for Results FY 2022: GOCPYVS* (Department of Budget and Management); retrievable from https://dbm.maryland.gov/Documents/MFR_documents/2022/Exec-Office-of-Crime-Prevention-Youth-and-Victim-Services-MFR.pdf.

² *Maryland Comprehensive State Crime Control and Prevention Plan 2021-2023* (GOCPYVS, Dec. 1, 2020, MSAR #12651), p.3; retrievable from http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/EXORD01.01.2020.01IID_2020.pdf.

³ *Ibid. Crime Plan 2021-2023*, p. 1.

⁴ *Crime in Maryland: 2019 Uniform Crime Report*; (Central Records Div., Maryland Dept. of State Police, Oct. 6, 2020); retrieved from http://dlslibrary.state.md.us/publications/Exec/MDSP/PS2-309_2019.pdf.

⁵ *Crime in Maryland: 2020 Uniform Crime Report*; (Central Records Div., Maryland Dept. of State Police, Sep 28, 2021); retrieved from http://dlslibrary.state.md.us/publications/Exec/MDSP/PS2-309_2020.pdf.

⁶ *FBI Crime Data Explorer* (November 2021); <https://crime-data-explorer.app.cloud.gov/#>.

⁷ *FBI Crime Data Explorer* (November 2021); <https://crime-data-explorer.app.cloud.gov/#>.

⁸ *FBI Crime Data Explorer* (November 2021); <https://crime-data-explorer.app.cloud.gov/#>.

⁹ States included here are: Delaware, Pennsylvania, North Carolina, Virginia, West Virginia, and the District of Columbia

¹⁰ *FBI Crime Data Explorer* (November 2021); <https://crime-data-explorer.app.cloud.gov/#>

¹¹ For more detail see the NCVS Data Dashboard: <https://ncvs.bjs.ojp.gov/Home#hometopHome>.

¹² [vnrp0610.pdf](https://www.vnrp0610.pdf) (ojp.gov) (Oct. 6, 2021).

¹³ *Ibid.*, p. 4.

¹⁴ M.K. Sparrow, *Measuring Performance in a Modern Police Organization* (New Perspectives in Policing, Harvard Kennedy School and the National Institute of Justice, March 2015) p. 3; retrievable from www.ojp.gov/pdffiles1/nij/248476.pdf.

¹⁵ *Sixth Report to the State of Maryland – Deaths Involving a Law Enforcement Officer* (GOCPYVS, June 30, 2021); retrievable from [http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS3-507\(e\)_2020.pdf](http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS3-507(e)_2020.pdf).

¹⁶ *Maryland State Commission on Criminal Sentencing Policy Annual Report 2020* (Jan. 25, 2021; MSAR #9278). Accessible here: [http://dlslibrary.state.md.us/publications/EXEC/MSCCSP/CP6-209\(a\)_2020.pdf](http://dlslibrary.state.md.us/publications/EXEC/MSCCSP/CP6-209(a)_2020.pdf).

¹⁷ FBI: UCR, Offenses Cleared; retrieved from <https://ucr.fbi.gov/crime-in-the-u.s/2017/crime-in-the-u.s.-2017/topic-pages/clearances>.

¹⁸ *Crime in Maryland: 2020 Uniform Crime Report* (Central Records Div., Maryland Dept. of State Police, Sept. 28, 2021) p. 9; retrieved from http://dlslibrary.state.md.us/publications/Exec/MDSP/PS2-309_2020.pdf.

¹⁹ Baughman, S., "How Effective Are Police? The Problem of Clearance Rates and Criminal Accountability" (2020). Utah Law Faculty Scholarship. 213; retrieved from <https://dc.law.utah.edu/scholarship/213>.

²⁰ *Crime in Maryland: 2020 Uniform Crime Report*; (Central Records Div., MD Dept. of State Police, Sept. 28, 2021) pp.6-7.

²¹ *Uniform Crime Reporting Statistics: Their Proper Use*; (FBI UCR Program); retrieved from <https://ucr.fbi.gov/ucr-statistics-their-proper-use>.

²² *Maryland Managing for Results (MFR) Guidebook* (undated); retrievable from <https://dbm.maryland.gov/Pages/ManagingResultsMaryland.aspx>.

²³ *Maryland's Child Well-Being Scorecard: Tracking Outcomes for Maryland's Children and Families*; retrieved on 11/22/2021 from <https://goc.maryland.gov/wellbeingscorecard/>.

²⁴ *Domestic Violence Program FY 2020 Annual Report* (GOCPYVS, Dec. 31, 2020, MSAR #8611, 11 pages); retrievable from [http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/FL4-516\(a\)_2020.pdf](http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/FL4-516(a)_2020.pdf).

²⁵ *Sexual Assault Kit Testing (SAKT)* (GOCPYVS, Sept. 1, 2020, MSAR #12674, 6 pages); retrievable from [http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS4-401\(d\)_2020.pdf](http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS4-401(d)_2020.pdf).

²⁶ The Joint Chairmen's Report (JCR) refers to the Chairs of the Senate Budget and Taxation Committee and House Appropriations Committee. The JCR report is titled by the Session year; for example, the "2021 JCR" lists the reports required by the FY 2022 Budget Bill as passed during the 2021 Regular Session.

²⁷ The DLS library and the GOCPYVS website do not list unpublished or overdue mandated reports.

²⁸ *Sexual Assault/Rape Crisis Program FY 2019 Annual Report* (GOCPYVS, Dec. 31, 2019, MSAR #11137; 10 pages); retrievable from [http://dlslibrary.state.md.us/publications/Exec/GOCCP/CP11-923\(g\)_2019.pdf](http://dlslibrary.state.md.us/publications/Exec/GOCCP/CP11-923(g)_2019.pdf).

²⁹ *2019 Annual Report of Governor's Office of Crime Prevention, Youth, and Victim Services* (Aug. 6, 2021; 20 pages); retrievable from http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/Annual_2019.pdf.

³⁰ *Juvenile Grant Planning and Review Council 2021–2023 Three-Year Plan* is referenced on page 9 of the *Juvenile Grant Planning and Review Council 2019–2020 Annual Report* (June 1, 2019, MSAR 10675)).

³¹ *Annual Report 2019–2020: Juvenile Grant Planning and Review Council* (GOCCP; June 1, 2019; MSAR #10675); retrievable from http://dlslibrary.state.md.us/publications/Exec/GOCCP/EX_ORD01.01.2014.15E_2019-2020.pdf.

³² Chap. 515 of 2016 (Senate Bill 1005), Justice Reinvestment Act; https://mgaleg.maryland.gov/2016RS/chapters_noln/Ch_515_sb1005E.pdf.

³³ *35 States Reform Criminal Justice Policies Through Justice Reinvestment* (Pew Fact Sheet, July 11, 2018); retrievable from www.pewtrusts.org/en/research-and-analysis/fact-sheets/2018/07/35-states-reform-criminal-justice-policies-through-justice-reinvestment.

³⁴ *FY 2020 Performance Incentive Grant Fund (PIGF) Program, Notice of Funding Availability (NOFA) Application Guidance Kit* (p.3); retrievable from <http://goccp.maryland.gov/wp-content/uploads/PIGF-FY2020-NOFA.pdf>.

³⁵ *2020 Report of the Justice Reinvestment Oversight Board* (Dec. 31, 2020; MSAR #10907); retrievable from http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/SG9-3212_2020.pdf.

³⁶ *Standards for evidence in policy decision-making*, by K. Ruggeri et al., June 5, 2020; retrievable from <https://socialsciences.nature.com/posts/standards-for-evidence-in-policy-decision-making>.

³⁷ *Defining Levels of Evidence*: A fact sheet from the Pew-MacArthur Results First Initiative (Nov. 2015); retrievable from www.pewtrusts.org/~media/assets/2015/11/defininglevelsevidence.pdf.

³⁸ “What do we mean by standards of evidence?” NHS 2013; retrievable from <https://nhsevaluationtoolkit.net/wp-content/uploads/2021/03/12.-Standards-of-Evidence-Guide-published-Summer-2013-2.pdf>.

³⁹ Text of EVERY STUDENT SUCCEEDS ACT; Congressional Record Vol. 161, No. 178 (Senate – Dec. 09, 2015); retrievable from www.congress.gov/congressional-record/.

⁴⁰ “Using the What Works Clearinghouse to find ESSA standards of evidence”; <https://ies.ed.gov/ncee/wwc/essa>.

⁴¹ California Department of Education, www.cde.ca.gov/re/es/evidence.asp.

⁴² See Institute of Education Sciences (IES) video on “Using the What Works Clearinghouse (WWC) to Identify ESSA Evidence Ratings” (4 min); retrievable from <https://youtu.be/hu4XnpyiKxw>.

⁴³ “How CrimeSolutions Works”, National Institute of Justice, U.S. DOJ; retrievable from <https://crimesolutions.ojp.gov/how-crimesolutions-works>.

⁴⁴ Source: NIJ/DOJ: <https://crimesolutions.ojp.gov/about/crimesolutionsgov-evidence-continuum>.

⁴⁵ Crime Solutions: About (website for NIJ, DOJ); <https://crimesolutions.ojp.gov/about>.

⁴⁶ NCSL report: *The ABCs of Evidence-Informed Policymaking*; retrievable from www.ncsl.org/research/labor-and-employment/the-abcs-of-evidence-informed-policymaking.aspx.

⁴⁷ New Mexico SB58: Evidence and Research Based Funding Requests (enacted 2019); retrievable from <https://nmlegis.gov/Sessions/19%20Regular/final/SB0058.pdf>

⁴⁸ *New Mexico Law to Support Evidence-Based Policy*, MacArthur Foundation, March 7, 2019; retrievable from www.macfound.org/press/grantee-news/new-mexico-law-support-evidence-based-policy.

⁴⁹ *Minnesota and New Mexico Demonstrate the Power of Evidence in Policymaking: How research guides spending decisions and improves program results in two states*, ISSUE BRIEF, Pew Trusts, Nov. 5, 2019; retrievable from www.pewtrusts.org/en/research-and-analysis/issue-briefs/2019/11/minnesota-and-new-mexico-demonstrate-the-power-of-evidence-in-policymaking.

⁵⁰ *Standards for evidence in policy decision-making*, by K. Ruggeri et al., June 5, 2020; retrievable from <https://socialsciences.nature.com/posts/standards-for-evidence-in-policy-decision-making>.

⁵¹ *Defining Levels of Evidence*: A fact sheet from the Pew-MacArthur Results First Initiative (Nov. 2015); retrievable from www.pewtrusts.org/~media/assets/2015/11/defininglevelsevidence.pdf.

⁵² “What do we mean by standards of evidence?” NHS 2013; retrievable from <https://nhsevaluationtoolkit.net/wp-content/uploads/2021/03/12.-Standards-of-Evidence-Guide-published-Summer-2013-2.pdf>.

Chapter 6. Lifecycle of a GOCPYVS Grant

This chapter describes a typical Governor’s Office of Crime Prevention, Youth, and Victim Services (GOCPYVS) grant award lifecycle and several current developments in the public grant process.

Three Phases of a Grant

Grant awards follow a typical lifecycle. The lifecycle refers to the entire process from inception and planning through implementation to closeout. Actions along the lifecycle can be grouped into three main phases:

Phase 1: Pre-award – Funding Opportunities and Application Review

Phase 2: Award Phase – Award Decisions and Notifications

Phase 3: Post Award – Implementation, Reporting, Closeout, and Evaluation

As noted in the final step of Phase 3, some grantors finish the grant lifecycle with an independent evaluation of outcomes. For example, Chapter 148 of 2018 (House Bill 432) required that GOCPYVS contract for an independent third-party evaluation of the Violence Intervention and Prevention Program (VIPP). GOCPYVS was also planning an independent third-party program evaluation of the Maryland Criminal Intelligence Network (MCIN) Initiative at the time of this report. Such evaluations can provide insights to refine funding strategies for future grant cycles and contribute to the evidence base about what works. Identifying which programs are most effective can over time improve efficiency in achieving desired results.

The following phases are typical of federal and State grants, with additional notes specific to GOCPYVS where applicable.¹

Phase 1: Pre-award – Funding Opportunities and Application Review

The pre-award phase includes the grantor planning the program, announcing the funding opportunity, and reviewing grant applications. Steps in the pre-award phase are generally as follows:

Step 1. Planning

A grant-making entity will plan and develop a funding program based on their mission, goals, budget, priorities, and (for State and federal government) related statute.

For some grants administered by GOCPYVS, the U.S. Department of Justice or another federal agency is the primary grantor, and as the State Administering Agency (SAA), GOCPYVS

administers the federal grant as a pass-through to subrecipients in the State. For other grants administered by GOCPYVS, the State is the primary grantor.

In the planning stage for federal grants, potential applicants, including GOCPYVS, choose which competitive grants to apply for, with consideration for how that potential grant aligns with their goals and priorities. Where GOCPYVS is the SAA for a federal formula grant (such as Victims of Crime Act – Victim Assistance), at the planning stage, GOCPYVS must determine how it will allocate federal funds among subrecipients in the State.

In the planning stage for State grants, GOCPYVS may advise the Governor on programs to develop, expand, or eliminate based on the goals and priorities articulated in the Crime Plan, as well as evidence of the effectiveness of grant awards made in prior years.

Step 2. Solicitation Documents

The grant-making entity announces the funding opportunity to applicant communities with a solicitation document. Solicitation documents (which may be called: Notice of Funding Availability (NOFA), or Funding Opportunity Announcement) list all pertinent information and requirements necessary for an applicant to assess their eligibility and interest. Among the requirements, grant applicants are typically asked to identify expected outcomes and specify the measurable indicators, with targets, that will be used to determine whether the outcomes have been achieved.

- For federal grants, opportunities and requirements are published on Grants.gov.
- For grants in Maryland, the Governor's Grants Office (URL: <https://grants.maryland.gov/pages/stategrants.aspx>) posts all grant opportunities (including those offered by GOCPYVS) by organization, grant title, and due date.
- In some other states, state contract opportunities and state grant opportunities are listed in the same place. For example, COMMBUYS, the official procurement system for the Commonwealth of Massachusetts' Executive Departments, lists all grant opportunities as well as contract opportunities (URL: <https://www.mass.gov/how-to/find-grant-and-contract-opportunities-on-commbuys-procurement-system>).

Step 3. Potential Applicants Identify Funding Opportunities

Potential applicants look for funding opportunities for which they are eligible and which match the mission of their organization.

Step 4. Applicants Complete the Application

It can take applicants weeks to draft an application and submit it to the grantor by the application deadline. Therefore, grantors usually offer as much lead time as possible for potential grant applicants to prepare their applications.

Step 5. Application Screening and Reviews

The grant-making entity screens and reviews applications. Typically, applicants can track the status of their application by communicating with the grant-making entity. The review process varies by grant type, and a range of program stakeholders may participate in the application review. General elements of the review process are initial screening for compliance, followed by assessment of the substance of the applications, and financial review.

Initial Screening for Compliance: Applicants are notified if their application passes the initial screening and proceeds to the next level of consideration.

Programmatic Review and Assessment of the Substance of the Applications: Applications are thoroughly assessed for technical and programmatic quality and competency. The review may be conducted by independent experts who assess the applications using a uniform rating or scoring system established by the grantor.

A common review format is peer review by at least three people. Peer reviewers are usually volunteers who apply to GOCPYVS to participate. Peer reviewers independently assess and score each application, followed by the panel convening to discuss the merits of the applications. The grantor may establish policies and assurances to maintain a fair, objective process based on material facts in the applications and without conflicts of interest for the peer reviewers. Staff from the grant-making entity monitor and participate in the review process.

A peer reviewer for GOCPYVS is usually assigned about 10 applications to review and score. Before beginning their review, peer reviewers may attend an orientation to understand their role and responsibilities and the background and purpose of the grant program for which the potential grantees have applied. Based on our interview with one peer reviewer, GOCPYVS used to follow independent peer reviews with a convening of the peer reviewers to discuss and seek consensus on their independent scores, but several years ago GOCPYVS stopped the convening portion of the peer review process.

Financial Review of Proposed Budgets: A grant application must include a budget that documents and reflects the requirements of the grant program. Grantors conduct a detailed cost analysis to ensure compliance with statutory and financial regulations. Financial review also considers the overall budget for the grant program relative to the funds requested by each applicant.

Step 6. Awards Are Decided

Final award decisions rest solely in the hands of the grant-making entity who hold fiduciary responsibility and legal authority to enter binding agreements. The grantor staff review and make award recommendations based on the programmatic and financial reviews described in the steps above. Staff recommendations are further reviewed within the grant-making entity to ensure high-quality, fair, and unbiased decisions.

Phase 2: Award Phase – Award Decisions and Notifications

The award phase begins when the grant-making entity notifies successful applicants, and the grant becomes legally binding. Steps in the award phase are generally as follows:

Step 1. Award Decision and Announcement

Once final award decisions are made, the awarding entity notifies the applicants selected for funding. This formal notice is the official, legally binding issuance of the award.

Step 2. The Grantor Reviews with the Award Recipient the Details of the Funding Agreement

If an applicant accepts the grant, such as by signing the grant agreement or by drawing down funds, the applicant becomes legally obligated to carry out the full terms and conditions of the grant.

Step 3. The Grantor Disperses Funds to the Grantee**Step 4. The Grantee Begins the Project**

The grantee is responsible for meeting the administrative, financial, and programmatic reporting requirements of the grant award.

Phase 3: Post Award – Implementation, Reporting, Closeout, and Evaluation

The final post-award phase includes implementation of the grant program, all reporting, audits, closeout processes, and in some cases, an evaluation of the outcomes. Steps in the post-award phase are generally as follows:

Step 1. Once a Grant is Awarded, a Grant Manager at the Funding Entity Oversees Compliance and Implementation

During award implementation, the grant program manager will:

- Review reports submitted by the grantee.
- Review reimbursement requests from the grantee.
- Conduct on-site visits, providing an opportunity for two-way communication between the grantor and the grantee.
- Provide technical assistance to ensure that the grantee is complying with grant requirements.
- Audit the grantee at any time.

Step 2. Grantees Submit Regular Reports

Scheduled reports inform the grantor about the overall financial status and program performance of the grant project. Grantees typically submit two types of reporting to the funding entity:

- financial reporting with expense–related data, and
- programmatic reporting with qualitative and sometimes quantitative information about the project’s impact.

Step 3. Closeout

The closeout step is where the grant lifecycle process ends.

To complete a closeout, the award recipient must submit final financial, programmatic, and performance reports. The grantor reviews these reports to ensure compliance with all grant terms and conditions and to ensure that funds were spent appropriately. A grant is officially over when the grantor confirms that the grant recipient has completed all required grant work and related administrative tasks.

Grant closeout procedures ensure that grantees have met all financial requirements, provided their final reports, and returned any undisbursed balances. Undisbursed balances are funds that the grantor obligated for a grant agreement, but the grantee has not drawn down (“disbursed”). After a grant’s period of availability to the grantee has expired, the grantor may close out the grant and de-obligate any remaining funds.

The closeout process can take several months if there are financial concerns or questions to reconcile. Grantees are typically required to retain grant records for at least three years from the date of the final expenditure report.

Step 4. Independent Evaluation of Grant Outcomes

Some grant-making entities set aside funds for program evaluations to assess the impact of individual grants. Such evaluations, conducted by independent evaluators, are designed to offer equal insight into successes and failures. These insights can refine funding strategies and identify new opportunities for future grant cycles. These evaluations can also contribute to the evidence base about what works.

This step in the grant lifecycle is sometimes used in Maryland. For example, as required by Chapter 148 of 2018 (House Bill 432), GOCPYVS contracted for an independent third-party evaluation of VIPP. The NOFA for the VIPP program evaluation contract stated:

The third-party researcher shall conduct an implementation and outcome evaluation of Maryland's Violence Intervention and Prevention Program (VIPP). As such, information will be gathered from a cross-section of up to 10 participating service providers with regard to perceived strengths and benefits of VIPP-funded programs. The third-party researcher will provide the grantor with an organizing framework for the evaluation such as evaluation goals, methods to be used (quantitative and /or qualitative methods), procedures and blueprint of the evaluation approach. *The results of this evaluation will serve as the basis of recommendations for potential broader dissemination of violence intervention programming throughout Maryland as well as inform future funding opportunities requirements for evaluation methods.* [emphasis added]

Johns Hopkins University completed this VIPP program evaluation in summer 2021; it had not been released publicly at the time of this report. A NOFA for an independent third-party program evaluation of the MCIN Initiative was also being drafted at the time of this report.

Current Developments in Public Grant Processes

There have been several developments in recent years at the federal and state level related to public grant processes.

Office of Management and Budget Has Set Uniform Guidance for Federal Grants²

In 2014, the federal Office of Management and Budget (OMB) issued *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). OMB has characterized the Uniform Guidance as a “government-wide framework for grants management.” The Uniform Guidance aims to reduce administrative burden

on award recipients while also guarding against waste and misuse of funds. OMB's Uniform Guidance covers the following components:

- Use of standard language in grants
- Cost reporting guidelines for award recipients
- Goals for standardized data processing
- A process to direct the focus of audits on areas identified as at risk for waste, fraud, and abuse

Illinois Has Aligned Its Grant Management Rules with OMB Uniform Guidance³

In 2014, Illinois enacted the Grant Accountability and Transparency Act (GATA). The GATA adopted statewide lifecycle grant management rules to align with the federal OMB's Uniform Guidance described above. The GATA aims to develop a more effective and efficient process for selecting and monitoring grant recipients; ensure quality programs; limit fraud, waste, and abuse; and define responsibilities in the grant lifecycle. Illinois applies the same life cycle grant rules regardless of funding source.

Examples of changes in Illinois related to the GATA implementation:

- Prior to implementing the GATA, Illinois agencies could not share information on debarred or suspended entities, increasing the risk of fraud and abuse. Illinois implementing a Unified Debarred and Suspended List and Stop Payment System.
- Prior to implementing the GATA, each Illinois agency was responsible for audit report review and approval of corrective action plans for its grantees. Most (over 75%) of Illinois grantees received grants from more than one Illinois state entity, and some entities required duplicative audits of the grantees. The GATA centralized audit report reviews to eliminate such duplication of effort.

The Office of Legislative Audits Has Recommended Instituting Statewide Policies and Procedures for State Grants

In November 2021, the Office of Legislative Audits (OLA) published a performance audit of the State's policies and guidance for advertising, awarding, and monitoring State-funded grants.⁴ The audit noted that there was no control agency established in State law with the authority to promulgate statewide grant-related regulations, policies and procedures; engage in grant oversight; or monitor State agency's grant-related activities to ensure accountability with grant terms and conditions. The audit also noted that Governor's Grants Office provides resources, training, and guidance to agencies but lacks the legal authority to implement formal policies or

enforce agency compliance with its guidance. The OLA report recommended establishing statewide policies and procedures over the awarding and administering of grants, such as requiring competition when making awards, and use of standardized grant agreements that contain provisions to protect the State's interests.

The Maryland Efficient Grant Application Council Is Studying Grant Administration in Maryland⁵

In July 2020, Maryland enacted Senate Bill 630 /House Bill 1539, which established the Maryland Efficient Grant Application Council (MEGAC). The goal of the Act is to improve efficiency, streamline redundant processes, reduce administrative burdens on granting agencies and grantees, and facilitate a centralized grants management system.

MEGAC is charged with studying and making recommendations on grant management across Maryland government. Areas of study include a uniform grant application form; uniform financial controls; and uniform financial, performance, and progress reporting requirements for grantees.

A final report by MEGAC is due to the Maryland General Assembly in July 2024, with annual reports starting December 2021. MEGAC membership includes the Executive Director of GOCPYVS.

Chapter 6: Endnotes

¹ Adapted from *Federal Grants Lifecycle: Grants 101* (Grants.gov, managed by the U.S. Department of Health and Humans Services, Program Management Office); retrievable from www.grants.gov/learn-grants/grants-101/grant-lifecycle.html.

² Adapted from *A Short History of Federal Grants Policy* (Grants.gov, managed by the U.S. Department of Health and Humans Services, Program Management Office); retrievable from www.grants.gov/web/grants/learn-grants/grant-policies.html.

³ www2.illinois.gov/sites/GATA/Documents/Resource%20Library/GATA-is-Good-Government-Brief.pdf.

⁴ *Performance Audit Report: State Grants* (Office of Legislative Audits, November 2021); retrievable from www.ola.state.md.us/Search/Report.

⁵ Website for Governor's Grants Office; <https://grants.maryland.gov/Pages/Legislative-Updates.aspx>.

Chapter 7. Grant Award Case Studies

This chapter provides case studies of specific grant awards managed by the Governor's Office of Crime Prevention, Youth, and Victim Services (GOCPYVS) to illustrate a range of programs under its purview, as follows:

Case Study #1: Sexual Assault Kit Initiative: SAKI-2018-0001

Case Study #2: State Aid for Police Protection: SAPP-2019-0020

Case Study #3: Victims of Crime Act: VOCA-2017-0090

Case Study #4: Project Safe Neighborhoods Maryland: PSNM-2018-0001

Case Study #5: Baltimore City Crime Prevention Initiative: BCPD-2019-0001

Case Study #6: Local Management Boards: XLMB-2020-0022

Case Study #1: SAKI-2018-0001

Overview of Funds Available for Sexual Assault Evidence Kit Testing in Maryland

Nationwide, there is a backlog of untested sexual assault evidence kits (SAEK), also called sexual assault collection kits (SAK) or rape test kits. In Maryland, two grant programs fund efforts to eliminate this backlog and build system capacity to avoid future backlogs, as follows:

- ***Sexual Assault Kit Initiative (SAKI):*** In 2018, the U.S. Department of Justice (DOJ) awarded Maryland \$2.6 million in federal funds under the National SAKI.^a The purpose of the federal SAKI grant includes inventorying and testing SAEKs collected on or before April 30, 2018, developing a tracking system, and providing victim services.^b As of June 7, 2021, 25% (\$641,779) of the SAKI funds had been awarded and 13% (\$337,277) had been expended.
- ***Sexual Assault Kit Testing (SAKT):*** In 2019, the Maryland General Assembly provided \$3.5 million in a special nonlapsing fund called SAKT. The purpose of the State SAKT is to pay for testing of SAEKs collected after May 1, 2018.^{c,d} As of June 7, 2021, 55% (\$1.9 million) of SAKT funds had been awarded and 18% (\$638,983) had been expended.

Exhibit 7.1 summarizes all awards made under the SAKI and SAKT grant programs. This case study focuses on the federal SAKI grant awarded to the Office of the Attorney General (OAG): SAKI-2018-0001.

^a The National SAKI Training and Technical Assistance (TTA) team supports SAKI sites in their efforts to track metrics for sexual assault response reform and disseminate findings from research about testing of previously unsubmitted sexual assault kits. For more detail on national SAKI metrics, see: "Performance Metrics & Research," <https://sakitta.org/metrics/>.

^b For more detail on federal SAKI in Maryland, see the following mandated report: *Maryland Sexual Assault Evidence Kit Policy and Funding Committee Annual Report* (Jan. 1, 2021; Office of the Attorney General; MSAR #11139); retrievable from [http://dlslibrary.state.md.us/publications/AG/CP11-927\(i\)_2020.pdf](http://dlslibrary.state.md.us/publications/AG/CP11-927(i)_2020.pdf).

^c For more detail on the State of Maryland's SAKT, see the following mandated report: *Sexual Assault Kit Testing (SAKT)* (Sept. 1, 2020; GOCPYVS; MSAR #12674); retrievable from [http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS4-401\(d\)_2020.pdf](http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS4-401(d)_2020.pdf).

^d Nomenclature: Although Ch. 508 & 509 of 2019 (HB1268/SB569; Public Safety Article §4-401 et. Seq.) created a "Rape Kit Testing Grant Fund," the GOCPYVS grant management system (GMS) and notice of funding availability (NOFA) refer to this fund as "Sexual Assault Kit Testing (SAKT)"; this report also uses the acronym SAKT.

Exhibit 7.1
SAKI and SAKT Grantees
As of June 7, 2021

<u>Grant Award Number</u>	<u>Grantee</u>	<u>Project Title</u>	<u>Grant Funds Available</u>	<u>Grant Funds Awarded (as of June 7, 2021)</u>	<u>Grant Funds Expended (as of June 7, 2021)</u>
SAKI-2018-0001*	Office of the Attorney General (OAG)	OAG Sexual Assault Kit Initiative		\$333,033	\$108,821
SAKI-2018-0002	Maryland Coalition Against Sexual Assault (MCASA)	Sexual Assault Kit Initiative		308,746	228,456
Subtotal: SAKI		Federal Funds:	\$ 2,600,000	\$641,779	\$337,277
SAKT-2020-0001	Baltimore County Police Dept.	SAKT Program		\$186,450	\$0
SAKT-2020-0002	Montgomery County Police Dept.	Sexual Assault Kit Testing		550,069	231,414
SAKT-2020-0003	Maryland State Police	Sexual Assault Kit Testing Grant Program		669,661	25,379
SAKT-2020-0004	Prince George's County Police Dept.	Analysis of Sexual Assault Kits		196,421	186,955
SAKT-2020-0005	Baltimore Police Department	Baltimore Police Department's Sexual Assault Kit Testing Program		314,698	195,235
Subtotal: SAKT Program		State Funds:	\$3,500,000	\$1,917,299	\$638,983
Total for SAKI + SAKT			\$6,100,000	\$2,559,078	\$976,260

SAKI: National Sexual Assault Kit Initiative

SAKT: Maryland Sexual Assault Kit Testing

*Case study

Source: Governor's Office of Crime Prevention, Youth, and Victim Services

Background on SAEK Testing

A SAEK is used to collect evidence from a victim for later analysis by a forensic laboratory. Analysis of swabs and other material in a kit may result in a DNA profile of the suspected perpetrator. According to the Federal Bureau of Investigation (FBI), this DNA profile is valuable because it can be searched against databases of convicted offenders, arrestee profiles, and crime scene DNA profiles. If there is a confirmed DNA match, the forensic laboratory can obtain the identity of the suspected perpetrator and/or link it to other crimes. Law enforcement agencies (LEA) involved in these cases can then share the information obtained and possibly develop new leads. The Combined DNA Index System (CODIS) is the generic term for the FBI's program to support criminal justice DNA databases and the software used to run them.¹

In 2015, the Maryland General Assembly passed legislation requiring LEAs to audit their untested SAEKs and report results to OAG.² The ensuing report³ and investigation estimated that 6,000 SAEKs, dating as far back as 1986, remained untested in Maryland. Maryland has no statute of limitations on felony sexual assault.

Subsequent OAG research found that a lack of understanding among LEAs about the value of submitting and testing SAEKs drove the high number of unsubmitted kits. Because Maryland had no uniform standards, jurisdictions implemented varying policies for SAEK testing and retention.

Federal SAKI grants were first awarded to states in 2015.⁴ In 2017, the Maryland General Assembly (MGA) passed legislation establishing the Sexual Assault Evidence Kit Policy and Funding Committee (SAEK Committee) to create statewide policies for SAEK collection, testing, and retention and increase access to justice for assault victims.⁵ The following year, MGA passed additional legislation directing the SAEK Committee to recommend a statewide SAEK tracking system and apply for federal grant funds to support the effort.⁶

Bureau of Justice Assistance Awarded Maryland \$2.6 Million in Federal SAKI Funds in 2018

In 2018, Maryland applied for SAKI, a competitive federal grant program administered by the DOJ Bureau of Justice Assistance (BJA). Federal SAKI grants are designed to address the many untested or partially tested SAEKs in law enforcement custody nationwide. SAKI funds can also be used to help provide resolution for victims and to help jurisdictions implement best practices and comprehensive reform in the handling of sexual assault cases.

As the federally designated State administering agency (SAA) for criminal justice grants, GOCPYVS applied to BJA for a SAKI grant. Maryland's SAKI application was for the following purposes.

1. ***Inventory:*** Design and implement a plan to inventory the unsubmitted SAEKs
2. ***Prioritization:*** Establish and implement a testing prioritization system for SAEKs

3. **Testing:** Test a portion of the unsubmitted SAEKs collected before May 1, 2018
4. **Tracking:** Select and implement a statewide tracking system
5. **Uniform Policies Statewide:** Develop and implement statewide policies for collecting, testing, and retaining medical forensic evidence in sexual assault cases; in addition, develop statewide policies and procedures for case investigation, prosecution, and victim notification
6. **Providing Victim Services**

In September 2018, BJA awarded Maryland \$2.6 million in federal SAKI funds.⁷ (Nationwide under the 2018 SAKI grant, BJA awarded a total of \$42.9 million to 32 sites in 26 states.) BJA's SAKI grant was pre-allocated between two Maryland subrecipients: OAG and the Maryland Coalition Against Sexual Assault (MCASA). Therefore, GOCPYVS did not issue a notice of funding availability (NOFA) for federal SAKI funds.

Under the terms of the federal SAKI grant agreement, GOCPYVS administers the grant and OAG oversees the grant. Specific responsibilities are assigned as follows:

- GOCPYVS administration:
 - The GOCPYVS program manager for SAKI reviews the periodic performance measure and progress reports from SAKI subrecipients (OAG and MCASA) and submits required data to BJA. The GOCPYVS program manager is also responsible for submitting grant modification requests to BJA.
 - The GOCPYVS fiscal specialist for SAKI reviews financial reports from subrecipients and approves their reimbursement requests under the grant.
- OAG oversight of grant implementation, involving several entities:
 - OAG is responsible for conducting a statewide inventory of unsubmitted SAEKs.⁸
 - The Department of State Police (DSP) Forensic Sciences Division, working with local forensic laboratories, is responsible for facilitating the kit testing and uploading qualifying DNA into CODIS.
 - MCASA is responsible for developing and implementing the victim notification protocol and providing victim services.

- The SAEK Committee^e is responsible for selecting a statewide tracking system.
- GOCPYVS will host the statewide tracking system once the system is selected.

SAKI Implementation Was Delayed in Maryland, and BJA Has Extended It to 2022

BJA phased Maryland's allowable spending of federal SAKI dollars based on meeting implementation milestones. Both the inventory and testing of SAEKs is phased under SAKI. Because of implementation delays, BJA did not release Maryland's full 2018 SAKI award until early 2021. For the first 18 months, BJA capped Maryland's spending at 25% of the SAKI award, pending completion of the SAEK inventory. In April 2020, BJA raised Maryland's cap to 50% of the award. In February 2021, BJA made available Maryland's full SAKI award.

Maryland was delayed in meeting the SAKI implementation milestones for several reasons.

- Misunderstanding by some LEAs that in addition to untested SAEKs, partially tested SAEKs must also be inventoried under SAKI.
- Some partially tested SAEKs were in LEA case files unavailable to SAKI-funded investigators. For example, the inventory room in the Salisbury Police Department was off limits to SAKI-funded investigators, requiring involvement by DSP.
- Onset of COVID-19 in early 2020 temporarily halted the inventory and testing.

Delays have also occurred in other states, due to labor shortages, the COVID-19 pandemic, and limited testing capacity at labs also working to eliminate backlogs of DNA evidence from other crimes^{9,10,11}

According to the SAEK Committee annual report (January 2021),

Each SAKI grant recipient must conduct an inventory of unsubmitted kits as a condition to access the full SAKI grant funding. Maryland began its inventory in March 2019, hiring six investigators to travel to each law enforcement agency [LEA] in possession of one or more unsubmitted SAEKs to capture all data required under the grant. [...] OAG submitted its original Phase I inventory for certification in September 2019. The original Phase I inventory did not include partially tested kits. BJA advised that they would not be able to certify the inventory without the partially tested kit information. OAG reengaged each LEA to ensure that this information would be included in all future submissions.¹²

At the time of this report, fewer than 20 SAEKs remain to be inventoried at the Salisbury Police Department. GOCPYVS closed out the OAG subaward as of June 30, 2021. To complete

^e The Maryland SAEK Committee was established by State statute: Criminal Procedure Article, Sec.11-927. By law, the SAEK Committee is staffed by an Assistant Attorney General and its members include a GOCPYVS representative.

the remaining activities under the 2018 SAKI award, GOCPYVS applied to BJA for an extension, which has been granted until September 30, 2022.¹³

Each year, BJA announces a new SAKI grant solicitation open to both non-SAKI grant recipients and current SAKI grant recipients. In its 2021 annual report, the SAEK Committee stated its intention to apply for additional SAKI grant funding.¹⁴ At the time of this report, a competitive process for federal fiscal 2021 SAKI grants was underway.¹⁵

Efficiency and Effectiveness

With regard to SAKI and GOCPYVS, a review of efficiency and effectiveness can be categorized into the following related but distinct questions:

1. How efficiently and effectively has GOCPYVS administered the federal SAKI grant?

Such assessment examines how GOCPYVS did the following.

- coordinated and communicated with SAKI grant administrators in OAG and with subrecipients and other State and local entities to identify and resolve and implementation delays;
 - processed reimbursements to subrecipients from the SAKI grant;
 - tracked and reviewed required data and documents from subrecipients; and
 - reported data and documents to BJA, per the federal SAKI grant agreement.
2. How efficiently and effectively has the federal SAKI grant improved justice and support for victims of sexual assault?

Exhibit 7.2 lists the performance measures for Maryland reported to BJA under the federal SAKI grant.

Exhibit 7.2
Performance Measures Required under the
National Sexual Assault Kit Initiative Grant

	April 16, 2019 Initial Progress Report	April 15, 2021 Progress Report
Unsubmitted SAKs Identified*	957	6,724
Previously Tested SAKs Identified*	0	616
SAKs Determined Not to Require Testing*	179	1,133
SAKs that Required DNA Testing*	0	230
SAKs sent out for DNA Testing*	0	230
DNA Profiles from Forensic Analysis Entered into CODIS	0	34
CODIS Hits	0	10

CODIS: Combined DNA Index System

SAK: sexual assault kit

*Limited to sexual assault evidence kits collected in Maryland on or before April 30, 2018.

Source: Progress Reports prepared by the Office of the Attorney General and submitted to Governor's Office of Crime Prevention, Youth, and Victim Services for reporting to the Bureau of Justice Assistance.

In January 2021, the SAEK Committee reported a total of 6,721 untested kits across 50 LEAs, but that inventory excluded a count of partially tested kits.¹⁶ The SAEK Committee updates the inventory on OAG's website.¹⁷

Other than the count of untested kits, the SAEK Committee's report did not provide all the performance measures for SAKI that the State reports to BJA. Data in Exhibit 7.2 is compiled from OAG Progress Reports to GOCPYVS, copies of which the Department of Legislative Services requested for this report.

The SAEK Committee annual report (January 2021) did not discuss the State's Rape Kit Testing Grant Fund, described below.

Rape Kit Testing Grant Fund/Sexual Assault Kit Testing

In addition to the federal SAKI grant, there is a State-funded grant program (SAKT) to reduce the backlog of unsubmitted SAEKs. In 2019, MGA established the Rape Kit Testing Grant fund for DSP and local law enforcement agencies to pay forensic labs to test SAEKs collected after May 1, 2018. Statute authorizes GOCPYVS to administer this special, nonlapsing fund.¹⁸

In the NOFA and the grant management system (GMS), GOCPYVS refers to the Rape Kit Testing Grant fund program as ‘Sexual Assault Kit Testing’. In budget documents, however, the Department of Budget and Management (DBM) continues to call SAKT the ‘Rape Kit Testing Grant fund.’

Although SAKT subrecipients do report performance measures to GOCPYVS¹⁹, in its SAKT annual report GOCPYVS did not report in full those performance measures to the Maryland General Assembly.²⁰ Moreover, the SAKT annual report does not discuss the SAKT expenditures and activities in the larger context of the federal SAKI award or the overall SAEK Committee efforts.

Recommendations

Recommendation 7.1: State entities should use consistent acronyms for GOCPYVS grants, aligned with the GMS and NOFAs, for more clarity and transparency.

As illustrated by this case study, basic nomenclature can obscure transparency on grants. State law established the ‘Rape Kit Testing Grant fund,’ which is also the name used in DBM budget documents; however, GOCPYVS uses the acronym SAKT in its NOFA, in its grant management system^f, and in its annual report title. As SAKI and SAKT are similar acronyms and the title ‘Sexual Assault Kit Testing’ is not used in the authorizing statute, differentiating these grants across documents can be challenging.

All State documents that refer to SAKI and SAKT should use consistent acronyms and include both the statutory name and the four-letter GMS code used by GOCPYVS to improve coordination, clarity, and transparency.

Recommendation 7.2: SAEK Committee annual reports should address all SAEK-related funding, including SAKI and SAKT, available to State entities and LEAs.

MGA established the SAEK Committee before Maryland was awarded a federal SAKI grant, and SAEK Committee activities extend beyond SAKI implementation. For example, the SAEK Committee reported that in fiscal 2020 it:

- published guidance documents on updated SAEK policies and procedures;

^f The term “grant management system” can refer generally to software designed to facilitate grants management and transparency in managing grant programs, or to a specific system. Depending on context, “Grants Management System (GMS)” may refer specifically to [the Maryland GMS used by GOCPYVS](#), [the federal GMS previously used by the U.S. Department of Justice](#) (now replaced by [JustGrants](#)), or other specific systems used by agencies, states, foundations, and other grantors.

- supported legislation to protect the privacy of sexual assault victims; and
- assisted GOCPYVS in implementing the HIV nPEP Pilot Program.²¹

Despite its broad duties related to SAEK policy, however, the SAEK Committee's annual report did not mention the State's SAKT program, which is a sizeable resource available to test SAEKs in Maryland.

MGA could review its requirements²² for SAEK Committee annual reports as follows.

- Request that the SAEK Committee summarize all SAEK-related funding (federal and State) and describe how the committee has planned and coordinated its activities with these resources in mind. Such a summary would, by design, overlap with the SAKT annual report by GOCPYVS discussed in Recommendation 7.3.
- Request that the SAEK Committee include a table summarizing all performance measures reported to the federal government for SAKI.

Recommendation 7.3: GOCPYVS annual reports on SAKT should address how it is coordinated with the other SAEK-related funding available to State entities and LEAs.

In its September 2020 annual report on SAKT, GOCPYVS stated: “[GOCPYVS] actively participates on both the Sexual Assault Evidence Kit Committee and the Testing and Tracking Subcommittee, providing policy, funding, and other critical input. Both committees work to provide input into all aspects of sexual assault forensic kit evidence collection, kit retention, kit tracking, kit testing, and victim notification.”²³ Despite GOCPYVS' participation in SAEK policy, however, its SAKT annual report did not mention the federal SAKI program, which represents significant SAEK-related funding in Maryland.

MGA could consider revising its requirements²⁴ for SAKT annual reports as follows.

- Request that GOCPYVS summarize all SAEK-related funding available (federal and State) and describe how it plans and coordinates SAKT activities relative to these resources. This summary would demonstrate how GOCPYVS is coordinating SAKT efforts with SAKI funds and the SAEK Committee.
- Request that GOCPYVS include a table summarizing all the performance measures, whether positive or negative, reported by its SAKT subrecipients.

Case Study #2: SAPP-2019-0020

Overview

State Aid for Police Protection (SAPP) is a State formula grant to supplement the cost of providing police protection in qualifying jurisdictions throughout Maryland. SAPP grants typically represent about 40% of all the grant dollars administered by GOCPYVS each year.

For fiscal 2019, GOCPYVS awarded SAPP grants to 110 jurisdictions. Final awards totaled \$74.8 million. This case study focuses on the SAPP grant to the Town of Ocean City for \$524,354 (SAPP-2019-0020).

Background

Primary responsibility for funding local LEAs lies with local governments. SAPP is a formula-driven funding program that supplements the operational costs of local and county police agencies with State dollars. As an entitlement grant program, all qualifying jurisdictions will receive an annual SAPP award. Allowable expenditures by SAPP grantees include salaries and wages, certain capital outlays, and debt service related to police protection.

SAPP funds are distributed among the qualifying counties, subdivisions, and municipalities based on a formula set out in Public Safety Article § 4-506. The formula is driven primarily by population, plus other factors including number of police officers in the agency, jurisdictional taxable income, and the prior year's operational costs. DBM calculates the distributions to be made under the SAPP formula.

Beginning in fiscal 1992, Baltimore City was excluded from the SAPP program when the State assumed responsibility for housing detainees in Baltimore. Baltimore City receives State support for police protection through other grants, such as local law enforcement grants.^{25,26}

In 2008, State law²⁷ transferred SAPP administration from DSP to the Governor's office of Crime Control and Prevention (GOCCP) (now GOCPYVS). According to GOCPYVS staff, when the transfer occurred, all SAPP-related documents from jurisdictions were submitted and tracked in paper form. A major initiative for GOCCP/GOCPYVS was to transition jurisdictions to submit documents electronically. That paper-to-digital transition has required the GOCPYVS program manager to provide ongoing training and technical assistance to many jurisdictions.

The Annual SAPP Grants Process Takes Over 18 months.

GOCPYVS administration of the annual SAPP grants falls generally into two rounds stretching over more than 18 months.

- **Round One:** Application and estimation. The first round involves SAPP applications and budget estimation for a given fiscal year. GOCPYVS issues the NOFA specifying the documents that jurisdictions must provide to qualify for SAPP. Required documentation includes certifications related to the jurisdiction's police personnel and operational

expenditures. GOCPYVS staff collect and review these documents. When documents are complete, GOCPYVS forwards it to DBM to estimate the SAPP allocations across qualifying jurisdictions per the statutory formula. If jurisdictions do not submit these documents to GOCPYVS in a timely manner, then the GOCPYVS program manager must work with the jurisdictions to ensure they do so in time for DBM prepare for the next budget cycle.

- **Round Two:** Close out and reporting. The second round closes out the SAPP grants and determines their final, actual expenditures. Jurisdictions must submit an audit report in the fourth quarter of the fiscal year (April to June) certifying their actual expenditures, which may be below or above the estimated allocations. GOCPYVS typically publishes the annual report on SAPP in November.

GOCCP (now GOCPYVS) issued the *FY 2019 State Aid for Police Protection (SAPP) NOFA Application Guidance Kit* in fall 2017, with an application due date of November 8, 2017; expenditures began July 1, 2018, and concluded June 30, 2019. Jurisdictions submitted audit reports certifying their final, actual expenditures in the fourth quarter of fiscal 2019 (April 1 to June 30, 2019). GOCCP issued the fiscal 2019 SAPP annual report on November 1, 2019.

More recently, GOCPYVS issued the *FY 2022 State Aid for Police Protection (SAPP) NOFA Application Guidance Kit* in fall 2020 with a due date of October 15, 2020. Expenditures under the fiscal 2022 SAPP began July 1, 2021, and will end June 30, 2022. The SAPP annual report for fiscal 2022 has no statutory due date but is typically published in November following the close of that fiscal year.

In this case study, the Town of Ocean City's SAPP application for fiscal 2019 included certifications of the following:

- the number of full-time and part-time sworn officers;
- the roster of police personnel from the Maryland Police Training and Standards Commission (MPTSC);
- actual police protection expenditures for fiscal 2018;
- an auditor's report; and
- the town's Comprehensive Annual Financial Report for fiscal 2018.

DBM's budget estimate for the formula-driven SAPP grant to the Town of Ocean City for fiscal 2019 was \$524,354. Following the Town's required audit report to GOCPYVS in the fourth quarter of fiscal 2019, the Town's actual expenditure for fiscal 2019 was unchanged.

Eligibility for SAPP Requires Minimum Officer Qualifications and Timely Crime Data Reports

Minimum Officer Qualifications: Under State law, LEAs must demonstrate police officer qualifications to receive their full SAPP grant. Statute requires the GOCPYVS executive director to apply minimum standards for police officer qualifications, as set by MPTSC. MPTSC is an independent commission within the Department of Public Safety and Correctional Services. If a jurisdiction fails to meet minimum police qualification, GOCPYVS must withhold SAPP payments. In this case study, the Town of Ocean City met all SAPP required police qualifications.

Timely Crime Data Reports: MGA has included language in the annual operating budget bill requiring that, as a condition of receiving their full SAPP grant allocation, jurisdictions must provide timely crime data to DSP for inclusion in the *Uniform Crime Report*.^{28,29,30} In this case study, the Town of Ocean City met all SAPP required crime data reporting and there were no SAPP allocations reductions for the Town of Ocean City (or any other jurisdiction) for fiscal 2019.

Annual Reports on SAPP

State law mandates an annual report from GOCPYVS on SAPP expenditures.³¹ Regarding this case study, for example, the annual report provided the SAPP formula calculation for the Town of Ocean City, in Worcester County, as shown in **Exhibit 7.3** below.³²

Exhibit 7.3 SAPP Formula Computations for the Town of Ocean City, Worcester County Fiscal 2019

<u>County & Municipality</u>	<u>Fiscal 2018 Actual Expenditures</u>	<u>Expenditure Distribution</u>	<u>DC Proximity</u>	<u>Population Estimates</u>	<u>Population Distribution</u>
Berlin	\$3,342,925	8.4%	0	4,608	8.96%
Ocean City	22,257,848	55.8%	0	6,999	13.61%
Pocomoke City	1,557,103	3.9%	0	4,101	7.97%
Snow Hill	654,031	1.6%	0	2,071	4.03%
Worcester County	12,099,350	30.3%	0	33,665	65.44%
Worcester County Total	\$39,911,267	100%		51,444	100%

<u>County & Municipality</u>	<u>Municipal Grant</u>	<u>Supplemental Grant</u>	<u>Final Allocation</u>	<u>SAPP Support to Operating Expenditures</u>
Berlin	\$27,300	\$11,520	\$62,521	1.87%
Ocean City	349,050	17,498	524,354	2.36%
Pocomoke City	29,250	10,253	50,543	3.25%
Snow Hill	11,700	5,178	21,515	3.29%
Worcester County	0	84,163	169,946	1.40%
Worcester County Total	\$417,300	\$128,610	\$828,879	2.08%

SAPP: State Aid for Police Protection

Source: State Aid for Police Protection Fund Fiscal 2019 (GOCCP, November 1, 2019. MSAR #10111) pp. 12–13.

State law stipulates that in administering SAPP, the executive director must work to establish adequate standards of police protection and report periodically to MGA on progress in meeting those standards.

The SAPP annual reports fiscal 2020 and 2019 were published in November following the close of that fiscal year, whereas the SAPP annual report for fiscal 2018 was not published until April of the following year (or about six months later). Therefore, GOCPYVS has improved the timeliness of its SAPP annual reporting.

Efficiency and Effectiveness

With regard to SAPP and GOCPYVS, assessment of efficiency and effectiveness can be grouped in two related but distinct categories:

1. How efficiently and effectively does *GOCPYVS* administer *SAPP*?

For example, questions could address whether GOCPYVS:

- issued clear and timely instructions for submitting SAPP application documents;
- provided efficient and effective technical assistance to jurisdictions and applying for and complying with the SAPP grants;
- tracked and reviewed all submitted documents and forwarded them to DBM in an efficient and effective manner; and
- submitted annual reports per statutory requirements.

2. How efficiently and effectively does *SAPP* support adequate police protection?

This type of inquiry revolves around SAPP policy, and GOCPYVS' function as advisor to the Governor. For example, questions could address whether GOCPYVS:

- reviews the impact of annual SAPP grants on police protection and, based on the review,
- recommends to the Governor changes to:
 - the SAPP formula;
 - conditions for SAPP eligibility; and/or
 - total funding for SAPP.

Measures of Effectiveness

For fiscal 2019 SAPP grants, GOCPYVS required no performance measures or progress reports from subrecipients other than the fourth quarter audit reports. This is to be expected, as SAPP is a formula grant.

Starting in 2021, GOCPYVS has added a special condition to SAPP grants asking that all subrecipients provide the following narrative two weeks after the close of the grant fiscal year:

Year-end Report Instructions

Consider the year-end report as a final report that we are requesting on the successes/accomplishments of the agency's fiscal 2021 program. The special condition instructions should be used as a guide to provide the required information in a detailed narrative format. Once completed, please upload the report under your agency's fiscal 2021 award for review. Thereafter, if there are any questions related to the information that is provided in the agency's year-end report, someone will reach out to you.

SAPP Year-end Report Special Conditions

All awardees will be required to submit a detailed fiscal year-end report that reflects the overall successes that were accomplished through the use of these grant funds. The report must be in a written narrative format that describes in detail how law enforcement staffing has changed and provide a comparison of the State Aid for Police Protection efforts over the previous year. This fiscal year-end report will be due by July 15 and must also be uploaded into the online grants management system.

Case Study #3: VOCA-2017-0090

Overview of Federal VOCA Grants to States

The 1984 Victims of Crime Act (VOCA) established the federal Crime Victims Fund (CVF). Deposits to the CVF come from offenders convicted of federal crimes. DOJ makes grants from the CVF for victim assistance programs. The CVF, and VOCA grants from it, are administered by DOJ's Office for Victims of Crime (OVC).

The largest of the VOCA grants are the annual VOCA – Victim Assistance (VOCA–VA) formula grants to states.³³ Additional federal grants from the CVF include VOCA victim compensation formula grants and some VOCA discretionary grants.³⁴

In Maryland, GOCPYVS (as the SAA) applies to OVC for federal VOCA–VA dollars. In turn, GOCPYVS makes competitive VOCA–VA grant awards to subrecipients across the State.

Annually, OVC awards every state a multi-year VOCA–VA grant.³⁵ Thus, for any given year, a state is administering multiple federal VOCA–VA grants with overlapping periods of performance. Using these multi-year federal grants, states may opt to make annual or multi-year grants to subrecipients in that state. In Maryland, this has varied by year. For example:

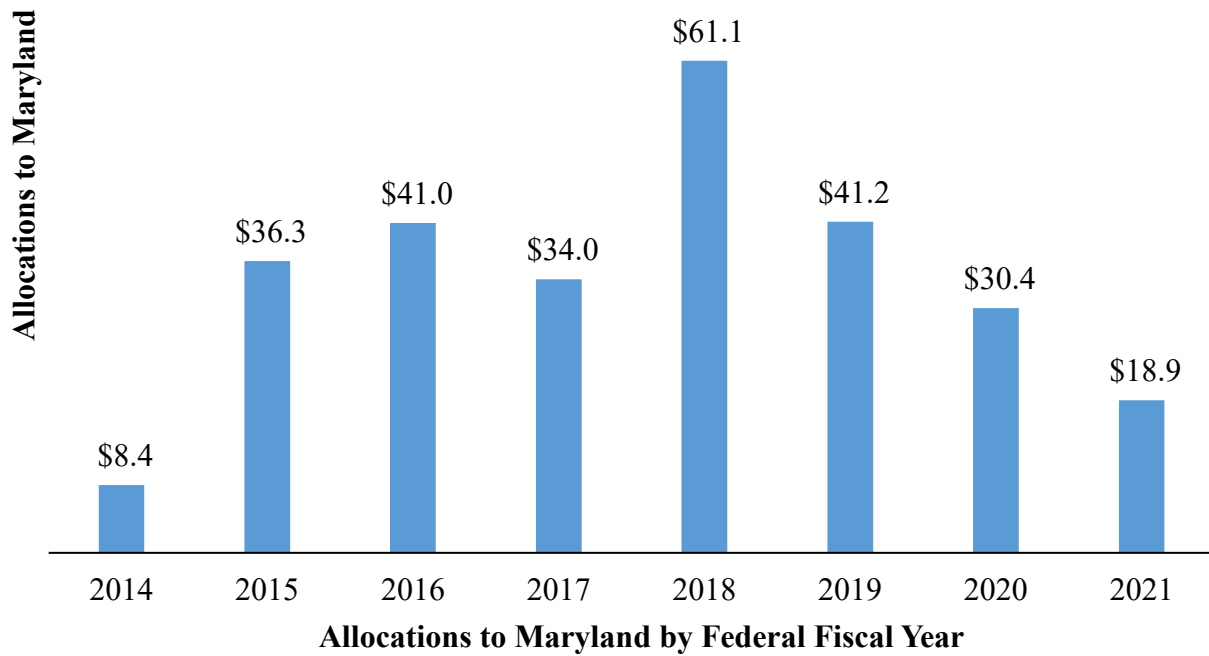
- In 2016, GOCCP/GOCPYVS allowed applicants to apply for two-year awards (October 1, 2016 through September 30, 2018).
- In 2018, GOCCP/GOCPYVS granted one-year awards that guaranteed a second year of same-level funding if the program was in good standing.
- In 2019, GOCCP/GOCPYVS invited regular cycle subrecipients to apply for a third year of continuation funding at the same level plus 10% (excluding personnel salaries) if the program demonstrated positive outcomes.

As is typical among states, Maryland uses VOCA–VA funds to award competitive grants to local public agencies and community service providers.³⁶ GOCPYVS directly manages these competitive grant awards to subrecipients. In contrast, some other states (including Illinois and New Hampshire) award the VOCA–VA dollars to a statewide coalition for sexual assault victims or domestic violence victims, and that coalition directly manages awards to subrecipients within the coalition.³⁷ Under either state funding model, VOCA–VA dollars support direct services to crime victims. Local programs funded by federal VOCA–VA dollars help individuals, families, and communities recover from both the initial trauma and the long-term effects of victimization. Services include providing information and referrals, crisis counseling, temporary housing, criminal justice advocacy support, and other assistance needs.³⁸

Deposits into the CVF have fluctuated significantly over the years. As a result, federal VOCA grants to states have also fluctuated. Nationally, VOCA grants to states were relatively static between 2006 and 2014, drastically increased in 2015, peaked in 2018, and have declined

each year since. Fluctuations in federal VOCA–VA grants to Maryland are shown in **Exhibit 7.4** and **Exhibit 7.5**.³⁹⁴⁰

Exhibit 7.4
VOCA-VA Formulas
Federal Fiscal 2014-2021
(\$ in Millions)



VOCA-VA: Victims of Crime Act – Victim Assistance

Exhibit 7.5
Federal VOCA-VA Allocations to Maryland
Federal Fiscal 2014-2022

Federal Fiscal Year	Federal VOCA-VA Allocation to MD	% Change from Prior Federal Fiscal Year	Start Project Date	End Project Date
2014	\$8,438,961	7%	Oct. 1, 2013	Sept. 1, 2017
2015	36,267,251	330%	Oct. 1, 2014	Sept. 1, 2018
2016	40,977,191	13%	Oct. 1, 2015	Sept. 1, 2019
2017 ⁴¹	33,984,124	-17%	Oct. 1, 2016	Sept. 1, 2020
2018	61,140,519	80%	Oct. 1, 2017	Sept. 1, 2021*
2019	41,161,674	-33%	Oct. 1, 2018	Sept. 1, 2022
2020	30,398,592	-26%	Oct. 1, 2019	Sept. 1, 2023
2021	18,937,787	-38%	Oct. 1, 2020	Sept. 1, 2023
2022	TBA 2022		Oct. 1, 2021	Sept. 1, 2024

TBA: to be announced

VOCA-VA: Victims of Crime Act – Victim Assistance

Note: This table lists VOCA-VA awards only; additional funds were awarded to Maryland and others in the State under other VOCA grant categories. (eg., Office for Victims of Crime awarded Maryland a federal fiscal 2021 \$1.6 million VOCA Victim Compensation grant.)

*GOCPYVS had requested an extension at the time of this report.

Source: *Report on the Continuity of Victims of Crime Act (VOCA) Services* (Nov. 1, 2020; GOCPYVS); and DOJ-OVC website (<https://ovc.ojp.gov/funding/awards>).

OVC awards its annual VOCA-VA formula grants to states as multi-year awards.⁴² As a result, in any given year state administering entities like GOCPYVS manage multiple federal VOCA-VA grants with overlapping periods of performance. For example, VOCA-VA dollars granted to Maryland in the federal fiscal 2014, federal fiscal 2015, and federal fiscal 2016 awards were still available to be expended when OVC awarded Maryland the federal fiscal 2017 VOCA-VA grant.

The state entities to which DOJ awards VOCA-VA formula grants vary widely. The following list shows a sampling of these state entities, ranked in descending order of the state's VOCA-VA formula grant from DOJ:

California: Governor's Office of Emergency Services

Texas: Office of the Governor

Florida: Department of Legal Affairs

New York: Office of Victim Services

Pennsylvania: Commission on Crime and Delinquency

Illinois: Criminal Justice Information Authority

Ohio: Attorney General

Georgia: Criminal Justice Coordinating Council⁴³

North Carolina: Department of Public Safety

Michigan: Department of Health and Human Services

New Jersey: Department of Law and Public Safety

Virginia: Department of Criminal Justice Services

Washington: Department of Commerce

Arizona: Public Safety

Massachusetts: Executive Office of the Commonwealth

Tennessee: Department of Finance and Administration

Indiana: Judiciary Courts of the State

Missouri: Department of Social Services

Maryland: GOCPYVS

Wisconsin: Department of Justice

Colorado: Department of Public Safety

Minnesota: Bureau of Criminal Apprehension

South Carolina: Attorney General

GOCPYVS Awards VOCA–VA Grant Dollars to Subrecipients Competitively

Maryland uses its federal VOCA–VA funds to award competitive grant awards to local public agencies and community service providers serving crime victims.⁴⁴ States can choose to make these competitive awards as one-year or multi-year awards.

In this case study, GOCPYVS awarded \$2.4 million (award #VOCA-2017-0090) to For All Seasons, Inc. (FAS) to run its Mid-Shore Victim Services program for one year. Based on lifecycle documents provided to the Office of Program Evaluation and Government Accountability (OPEGA) by GOCPYVS, this specific subrecipient award was funded out of the OVC federal fiscal 2018 VOCA–VA formula grant.

FAS is a licensed behavioral health and rape crisis center serving residents (men, women, and children) of Maryland's Mid-Shore region, which comprises five counties: Kent; Caroline; Queen Anne's; Talbot; and Dorchester. The FAS administrative office is located in Easton in Talbot County. The period of performance for this award was October 1, 2018, through September 30, 2019. FAS expended all funds for this award, which is now closed out.

The FAS Mid-Shore Victim Services program funded with this award was designed to assist victims of crime. The program provided supportive and mental health services for primary and secondary victims of rape/sexual assault, domestic violence, and child physical abuse/neglect. FAS provided this through a continuum of trauma-informed services to address safety, assistance with the criminal justice system and the mental health and well-being of English and Spanish speaking victims of all ages in the five rural counties of Maryland's Mid-Shore. FAS could use funds for personnel, travel, contractual services, equipment, and other expenses.

The FAS Mid-Shore Victim Services program (#VOCA–2017–0090) was one of 132 awards designated in the GOCPYVS grants management system as “VOCA–2017” awards (#VOCA–2017–0001 thru #VOCA–2017–132). As of June 7, 2021, all “VOCA–2017” awards, which totaled \$33,107,074, were fully expended and closed out.⁴⁵ These “VOCA–2017” awards may have been funded from one or more of the federal multi-year VOCA–VA awards to Maryland.

OPEGA requested all lifecycle documents from GOCPYVS for the VOCA-2017-0090 award. These documents show that the FAS application listed 11 goals ranging from providing support for victims of crime in Maryland's Mid–Shore region (Goal #1) to providing coordinated response to human trafficking victims through the FAS Human Trafficking Regional Navigator and the “Coordinated Action Against Sex Trafficking – CAAST” initiative with MCASA (Goal #11). FAS categorized its performance measures for all goals as measures of output or outcome. The outcome-based performance measures were as follows.

- Number of clients that feel informed about their options for mental health/psychiatric treatment.
- Number of clients who feel informed about their reporting and legal options.

- Number of victims who feel safer as a result of the program.
- Number of victims who felt their mental health needs were met as a result of the program.
- Staff will feel more informed about issues as measured by a survey.
- Staff will feel more informed about how eye movement desensitization and reprocessing can assist victims of trauma as measured by a survey.
- Track the number of staff who feel more informed about current community resources for victims through a survey.
- Number of community members that feel more aware of the services provided by FAS.
- Number of victims that felt safer as a result of having food, shelter, and transportation options.
- Agency staff will feel informed and aware of current issues in understanding how adverse childhood experiences (ACE) impact children youth and families.
- Human trafficking victims supported by FAS' Regional Navigator will feel safer as a result of the services provided.

Programmatic progress reports provided by GOCPYVS included quantifiable measures of the services provided (outputs) and the impacts of those services (outcomes), as well as qualitative (narrative) answers to questions about success, challenges, and impacts of program implementation.

Efficiency and Effectiveness

With regard to GOCPYVS management of VOCA–VA awards, questions of efficiency and effectiveness fall into following related but distinct categories:

- a. How efficiently and effectively has GOCPYVS administered the federal VOCA grants?

This category focuses on GOCPYVS' grant management function. For example, how effectively did GOCPYVS:

- coordinate and communicate with subrecipients about the large year-to-year fluctuations in federal VOCA–VA awards to states and how it would manage allocations at the State level;
- publish NOFAs with sufficient time for applicants to prepare applications;
- process reimbursements requests to VOCA subrecipients;

- track and review the required data and documents from subrecipients;
 - identify any subrecipients who may have needed technical assistance and provide the help needed; and
 - report to OVC the data and documents required under the federal VOCA–VA grant agreement.
- b. How efficiently and effectively have the VOCA–VA grants to subrecipients improved justice and support for victims of crime in Maryland?

This category focuses on the outcomes of the grant program awards. For example:

- Were the subrecipient programs that GOCPYVS funded using the federal VOCA-VA dollars well designed?
- Did the subrecipients implement their programs with fidelity to the program designs?
- Have the VOCA–VA subrecipient awards shown positive outcomes, both by subrecipient and aggregated across all subrecipient awards?

Joint Chairmen's Report (JCR) requests and other reporting requests from MGA suggest that in recent years, MGA has been concerned primarily with the first category: the efficiency and effectiveness with which GOCPYVS has managed the federal VOCA–VA formula grants. This primary concern stemmed from huge fluctuations in federal VOCA–VA grants to Maryland and other states, which has presented a management challenge for GOCPYVS and other states, as well as their subrecipients. Some GOCPYVS responses to JCR requests have lacked specificity that might have allayed legislative concerns. In addition, GOCPYVS has yet to respond to four 2020 JCR reporting requests regarding VOCA.

The second category of efficiency and effectiveness – improved outcomes for victims of crime resulting from the VOCA–VA grants – is monitored in two ways: by the performance measures that subrecipients provide in progress report to GOCPYVS directly; and by the performance measures that subrecipients report to OVC directly. To illustrate the quantifiable measures, **Exhibit 7.6** shows that the subrecipient reported the following data to GOCPYVS in the fourth quarter of its award.

Exhibit 7.6 Performance Measures

Victim-related Individuals Served	43
Victims Who Felt More Self-sufficient as a Result of this Program	43
Victims Who Felt More Aware and Informed of Available Victim Services and Resources	43
Victims Who Felt More Informed of Their Rights as a Result of this Program	43
Victims Who Felt Safer as a Result on this Program	43
Human Trafficking Victims Served	0
New Human Trafficking Victims Served	0
Additional Quarterly Reporting Was Completed Directly to the Office for Victims of Crime Via Their Performance Measurement Tool. Calendar Day (1-15) Reporting Was Complete.	15

Observations

Observation 7.1: The Victims of Crime Act Funding Requirement Report (December 1, 2018) did not summarize how much of each federal VOCA–VA award to Maryland GOCCP had awarded to subrecipients or how much remained from each federal grant.

In response to the 2018 JCR p. 17-18, GOCCP published the *Victims of Crime Act (VOCA) Funding Requirement Report* (December 1, 2018). The report did not state how much from each federal VOCA–VA award GOCCP had awarded to Maryland subrecipients; how much of each federal award remained; and how much of the federal awards GOCCP held in reserve in a “rainy day fund.” Providing that information was not mandated but doing so would have made clearer how GOCCP was managing the federal VOCA–VA dollars.

Observation 7.2: The Report on the Continuity of Victims of Crime Act Services (November 1, 2020) did not summarize how much of each of federal VOCA–VA award to Maryland GOCPYVS had awarded to subrecipients or how much of each federal grant remained.

In response to the 2020 JCR p. 26-27, GOCPYVS published the *Report on the Continuity of Victims of Crime Act (VOCA) Services* (November 1, 2020). This report summarized OVC’s VOCA–VA awards to Maryland by federal fiscal year and all VOCA–VA awards to subrecipients active as of January 1, 2020. The report did not state how much from each federal VOCA–VA award GOCPYVS had awarded to Maryland subrecipients, how much of each federal award remained, or how much of the federal awards GOCPYVS held in reserve in a “rainy day fund.” Providing that information was not mandated but doing so would have made clearer how GOCPYVS was managing the federal VOCA–VA dollars.

Observation 7.3: GOCPYVS has not yet submitted to MGA four JCR-requested reports related to VOCA funds. The following JCR requests related to VOCA funds were overdue to MGA at the time of this report (as also noted under Observation 5.7.):

- 2020 JCR, p. 27-28: Report on VOCA spending and outcomes (federal fiscal 2015, 2016, and 2017 fund cycles. (Due: December 1, 2020).
- 2021 JCR, p. 20-24: Report on proposed VOCA grant awards. (Due: August 1, 2021.)
- 2021 JCR, p. 20-24: Letter on VOCA data publication. (Due: November 1, 2021.)
- 2021 JCR, p. 20-24: Report on VOCA funding, expenditures, and continuity of service. (Due: November 1, 2021.)

Recommendation

Recommendation 7.4: MGA should consider requesting specific information in the annual reports on VOCA grants, as follows:

- the amount of each federal VOCA–VA formula grant award to Maryland and the period of performance for each award;
- how much of each federal award to Maryland GOCPYVS has expended through awards to subrecipients;
- the amount of federal VOCA–VA dollars that Maryland holds in reserve in a “rainy day fund”;
- the amount of all other federal VOCA awards (excluding VOCA–VA awards listed above) awarded to Maryland, to avoid confusion between the VOCA–VA awards to Maryland and other VOCA awards to Maryland; and
- all outcome-based performance measure data reported to GOCPYVS, aggregated across subrecipients, to demonstrate the impact of VOCA–VA subrecipient awards in Maryland.

Case Study #4: PSNM-2018-0001

Overview: Project Safe Neighborhoods Is a Nationwide Initiative Customized Locally

Project Safe Neighborhoods (PSN) is a nationwide, federally funded initiative to reduce violent crime.^g The PSN initiative is coordinated by the U.S. Attorney's Offices in all 50 states and U.S. territories. This initiative aims to bring federal, state, local, and tribal law enforcement officials, prosecutors, community leaders, and other stakeholders together to identify pressing violent crime problems in a community and develop comprehensive solutions to address them.

First established in 2001, PSN has followed four key design elements: community engagement; prevention and intervention; focused and strategic enforcement; and accountability. PSN is customized for local violent crime problems and resources. As part of PSN, an interagency task force is established to collect data and analyze patterns of gun violence in a community.⁴⁶

In May 2021, DOJ launched a revised violent crime reduction strategy for PSN with the following core principles.

- Fostering trust and legitimacy in communities
- Supporting community-based organizations that help prevent violence from occurring in the first place
- Setting focused and strategic enforcement priorities
- Measuring the results of efforts

According to DOJ, a fundamental goal for PSN is “to reduce violent crime, not to increase the number of arrests or prosecutions as if they were ends in themselves.”⁴⁷ PSN aims to incorporate research and data analysis and lessons learned from other violent crime reduction initiatives to inform its decision-making on the most effective violence reduction strategies.

The federal fiscal 2018 PSN funding allocation consisted of an initial \$50,000 base amount with remaining funds allocated proportionate to the size of the district's population and the district's share of the most recent three-year average number of part 1 violent crimes. Federal fiscal 2018 PSN calculations used crime data from the period 2014 through 2016. Population estimates were from the U.S. Census Bureau. For the fiscal 2018 PSN, Maryland was allocated \$627,225.⁴⁸

^g PSN is also referred to as the Violent Gang and Gun Crime Reduction Program (source: FY18 PSN Grant Announcement, June 18, 2018, OMB #1121-0329, U.S. Dept. of Justice).

PSN in Maryland: PSNM

Over the last five years, GOCCP/GOCPYVS has administered the Project Safe Neighborhoods Maryland (PSNM) subawards shown in **Exhibit 7.7**. This case study focuses on the PSNM subaward to the Mayor's Office of Neighborhood Safety and Engagement (MONSE), entitled "Project Safe Neighborhoods" (#PSNM-2018-0001).

Exhibit 7.7 Project Safe Neighborhoods Subawards by GOCPYVS As of June 7, 2021

<u>Grant Number</u>	<u>Project Title</u>	<u>Implementing Agency</u>	<u>Start Date</u>	<u>End Date</u>	<u>Grant Funds</u>	<u>Remaining \$</u>	<u>Status</u>
PSNM-2018-0001	Project Safe Neighborhoods	Mayor's Office of Neighborhood Safety and Engagement	10/1/2019	9/30/2021	\$624,472	\$501,697	Award In Compliance
PSNM-2017-0003	Project Safe Neighborhoods	University of Maryland – Office of Research Administration and Advancement	10/1/2017	9/30/2020	\$102,494		Award Closed
PSNM-2017-0002	Project Safe Neighborhoods	Prince George's County Police Department	10/1/2017	9/30/2020	\$208,116		Award Closed
PSNM-2017-0001	Project Safe Neighborhoods	Prince George's County State's Attorney's Office	10/1/2017	9/30/2020	\$136,750		Award Closed
PSNM-2016-0038	Research Partner Orientation Training	Johns Hopkins Bloomberg School of Public Health	4/1/2017	6/30/2017	\$1,791		Award Closed
PSNM-2016-0003	Project Safe Neighborhoods	Johns Hopkins Bloomberg School of Public Health	3/1/2019	9/30/2019	\$97,171		Award Closed
PSNM-2016-0002	Project Safe Neighborhoods	Baltimore Police Department	10/1/2016	9/30/2019	\$174,158		Award Closed
PSNM-2016-0001	Project Safe Neighborhoods	Office of the State's Attorney for Baltimore City	10/1/2016	9/30/2019	\$191,423		Award Closed

GOCPYVS: Governor's Office of Crime Prevention, Youth, and Victim Services

This grant cycle had two applicants to GOCPYVS: The Baltimore City MONSE; and the Wicomico/Salisbury Police Department. Grant application reviewers recommended the Baltimore City application as best meeting the requirements of the federal funding.

The MONSE application summarized its proposed project as follows: ⁴⁹

The Mayor's Office on Criminal Justice's [MOCJ] Project Safe Neighborhoods Program will build on its current collaborative efforts to combat violent crime, specifically gang and gun violence in the most violent neighborhood in Baltimore City. The goal of this project is to identify a target neighborhood and prioritize its offenders, facilitate continuous information sharing and coordination among agencies, use training and technical assistance to determine and execute appropriate investigative and enforcement strategies, outreach and community engagement that guides stabilization and revitalization, and prosecute priority offenders from the target neighborhood. Grant funds provide salary support, travel costs and contractual services.

The MONSE application further stated,

"Baltimore City continues to see excessive levels of gun violence persist in Baltimore City and remains among the highest rates of violence across the nation. According to the Baltimore Police Department [BPD] Victim-Based Crime, from 2016–2018 victims between the ages of 24–32 have been the most frequently targeted age group across all major violent crime categories.

Overall, African American males make up the vast majority of homicide and shooting victims in Baltimore, accounting for over 80% of all homicides and non-fatal shootings from 2016-2018. An analysis of the trends from 2016–2018 indicates that victims targeted between the ages of 15-23 have seen the greatest reduction across all violent crime categories in comparison to the other age groups. In contrast, victims over the age of 50 have seen significant increases in every category except robberies, which has seen a minimal reduction of 1.73% from 2016–2018.

From 1/1/2016–12/31/2018, firearms have been used in nearly 40% of all violent crimes in Baltimore City. Over 87% of all homicides have been executed through the use of a firearm as well as over half of all robberies." (MONSE Application)

[...] This strategy also coordinates our place-based approaches with BPD's micro-zones. Overall, these zones comprise roughly 5% of the city's geography but account for approximately 33% of the all the city's gun violence in the past five years. By prioritizing our deployment of services and community-based programs alongside BPD's increased patrol and engagement in these areas, we will ensure a coordinated approach to violence." (MONSE Application)

“Evaluating Impact: [...] MOCJ will partner with a research team to conduct a third-party, ongoing evaluation. Key research questions for that evaluation include:

- What is the impact of the program on gun violence in the targeted neighborhood(s)?
- What is the impact of the program on violent crime involving specific individuals and groups targeted by the intervention?
- How many were victims of gun violence or suspects in shootings?
- Were rates of involvement in gun violence among targeted individuals and groups lower than expected based on comparison groups?
- How were high-risk individuals and groups targeted by the intervention impacted by it?
- How many were offered and used services?
- How many were arrested and for what violations were they arrested?
- How many report receiving assistance from Safe Streets with peacefully resolving a conflict?” (MONSE Application)

“Estimating Program Effects on Community Violence: Program effects on violent crime will be assessed using a comparative interrupted time-series design and two principal analytic methods for estimating program impacts. Using monthly totals for gun violence (homicides and nonfatal shootings) and other aggravated assaults within police posts or census block groups as the units of analysis, we will restrict our analyses to the posts or block groups that have baseline levels of gun violence similar to the baseline levels in the intervention zone. General linear regression models appropriate for count data (e.g., negative binomial) will be used to estimate program effects on outcomes that include homicides, nonfatal shootings, and aggravated assaults after controlling for other interventions and law enforcement activities (e.g., arrests for illegal gun possession, major busts of criminal organizations). Outcome variables will be stratified based on incidents believed to involve group members and those that did not involve group members. We will also explore several methods for identifying the most appropriate comparison area(s) for the intervention area including propensity score matching, synthetic control models, and augmented synthetic control models to estimate program effects on violent crime outcomes. [...] Those models will be used to forecast levels the counterfactual for the intervention area – the levels of gun violence expected had there been no PSN intervention. [...] Using these multiple methods we will determine whether estimated program effects are robust across

estimation project Safe Neighborhood Maryland methods. We have used these techniques in prior and ongoing studies of place-based strategies to reduce neighborhood violence in Baltimore. [...] Research partners will share data from our statistical models with MOCJ program leaders monthly.” (MONSE Application)

Performance Measures in the GOCPYVS Grant Agreement

The key research questions proposed to evaluate impact, as described by MONSE in its grant application, only loosely align with the performance measures and progress report questions required by GOCPYVS in the final grant agreement packet. The GOCPYVS grant award packet sent to the Baltimore Mayor’s Office on Criminal Justice on February 27, 2020, included the following programmatic reporting requirements.

Performance Measures:

- While utilizing grant funds during this reporting period, how many guns were seized? DO NOT report guns seized that have been, or will be, reported under another sub-award.
- While utilizing grant funds during this reporting period, how many gun arrests were there? DO NOT report gun arrests that have been, or will be, reported under another sub-award.
- While utilizing grant funds during this reporting period, how many gun cases were referred for federal prosecution?
- Provide the number of violent gun crimes that occurred during this reporting period.
- Provide the number of violent gun offenders apprehended during this reporting period.
- Day that additional required quarterly reporting was emailed to PSN program manager.

Progress Report Questions:

- Every quarterly report should provide a brief narrative assessment of the project’s effectiveness thus far. The brief narrative should include qualitative and quantitative evidence, as available, and also highlight factors that the author considers to have facilitated or impaired the project’s effectiveness.
- Please explain the activities that have been planned for the upcoming quarter to include dates and a brief summary of each.
- Please provide a brief narrative describing how the quarterly performance measures data is collected and what method or system is currently used to track the required measures for this award.

- Please list any successes and/or best practices developed through this GOCCP funded program.
- Please explain how this award helped reduce crime and/or improve public safety in your jurisdiction.
- Identify any emerging issues or notable trends impacting crime victims in your jurisdiction.
- Describe barriers/challenges to implementing or completing any of the objectives. Include corrective actions taken or planned to overcome described barriers (include timeline). Are there any obstacles or barriers that could prevent you from expending all grant funds? Please include any requests for technical assistance needed.
- If no funds or minimal funds (less than 25%) were expended during this reporting period, please provide explanation as to why and when you anticipate requesting funds. Your detailed explanation should address each budget category.

Efficiency and Effectiveness

With regard to this grant award and GOCPYVS, questions of efficiency and effectiveness fall into following related but distinct categories:

1. How efficiently and effectively has GOCPYVS administered the PSNM grant award? This category focuses on GOCPYVS' grant management function.
2. How efficiently and effectively has the PSNM award reduced violent crime in the targeted areas? This category focuses on the outcomes of the grant programs.

At the time of this evaluation, this PSNM award was only partially expended, and GOCPYVS provided no progress reports to OPEGA.

Recommendation

Recommendation 7.5: GOCPYVS should publicize the results of the third-party, ongoing evaluation of the Violence Intervention and Prevention Program's effects on community violence.

Case Study #5: BCPD-2019-0001

Overview

Exhibit 7.8 lists the block grants to the Baltimore City Police Department over the period fiscal 2017 through 2021. This case study focuses on the fiscal 2019 award: #BCPD-2019-0001,

project title “Crime Reduction Strategy.” The full title for this grant project is “Baltimore City Police Department – Consolidation of Foot Patrol, Community Policing, and Violent Crime Control grants.”

Exhibit 7.8
Baltimore City Police Department Grants
Fiscal 2017-2021

<u>Grant Number</u>	<u>Project Title</u>	<u>Start Date</u>	<u>End Date</u>	<u>Grant Funds</u>	<u>Spent Funds</u>	<u>Remaining Funds (as of 6/7/21)</u>	<u>% Remaining</u>	<u>Award Status</u>
BCPD-2017-0001	Crime Reduction	7/1/2016	6/30/2017	\$7,180,112	\$7,180,112	\$0	0%	Closed
BCPD-2018-0001	Crime Reduction	7/1/2017	6/30/2018	9,180,112	9,180,112	\$0	0%	Closed
BCPD-2019-0001	Crime Reduction Strategy	7/1/2018	6/30/2019	9,180,112	9,180,112	0	0%	Closed
BCPD-2020-0001	BPD Block Grant	7/1/2019	6/30/2020	9,065,272	9,065,272	0	0%	Closed
BCPD-2021-0001	FY21 Block Grant-Continuation	7/1/2020	6/30/2021	9,180,112	5,471,965	3,708,147	40%	In Compliance

BCPD: Baltimore City Police Department
BPD: Baltimore Police Department

*For all BCPD grants, BPD was both the applicant and the implementing agency.

The Baltimore Police Department (BPD) application to GOCPYVS for this grant award stated that it would be used to fund four activities.

- ***Violent Crime Reduction Initiative:*** The goal of this initiative was to combat violent crime and drug-related violence by decreasing the occurrence of open-air drug markets that have contributed to the violent crime rate.
- ***Neighborhood Foot Patrol Program:*** The goals of the foot patrol portion of this award were to prevent crime using foot patrols at locations frequented by criminal activity and strengthening public confidence by engaging the community and developing stronger partnerships.

- **Community Policing Program:** The goal of this program was to prevent and reduce crime by creating and supporting neighborhood-based block watch and citizen patrol programs.
- **Technological Improvements:** The grant funded three technological improvements to aid BPD, as follows:
 - The DNA section of BPD's Forensic Laboratory requested funds to upgrade equipment to analyze forensic DNA evidence from homicides, sex offenses, and other violent crimes. Instruments to be upgraded included six thermocycler systems (to amplify small amounts of DNA) and two genetic analyzers. The application stated that both types of instruments are mandated as "critical" by external laboratory accreditation standards.
 - BPD's Advanced Tactical Team requested funds to purchase cellular tracking equipment that enables locating phones on the Spark Network.
 - BPD's Information and Technology Section requested funds to improve network security and disaster recovery.⁵⁰

Outputs and Outcomes

OPEGA requested complete lifecycle documents for this award. The lifecycle documents provided included four quarterly updates reporting the activity undertaken for the three-month period. For example, the "CCD Recap" for the period October through December 2018 (memo dated January 4, 2019; 1 page), reported the following activities:

Meetings: 143 meetings were attended.

Events: 86 events were hosted.

Community Walks: 7 walks were attended.

Community/Police Training: 14 training were given.

Teaching High School: 192 Explorers class.

Each Pillar:

Re- Entry: 19 meetings, 13 jail visits, 14 home visit, and 11 events.

Faith Based: 34 meetings, 25 faith-based events, 7 prayer walks, 4 trainings, and 2 school visits.

Youth/ Explorers: 192 teaching in school, 22 meetings/ training, and 11 events.

LGBT Liaison: 38 meetings, 15 events and 10 training.

Auxiliary Police: 3 meeting, 22 events.⁵¹

The “CCD Recap” memorandums state outputs only. The lifecycle documents did not include a review of outcomes from these outputs.

Efficiency and Effectiveness

With regard this grant award, questions of efficiency and effectiveness fall into following related but distinct categories:

1. How efficiently and effectively has GOCPYVS administered the BCPD grant? This category focuses on GOCPYVS’ grant management function.
2. How efficiently and effectively did the BCPD grant award achieve its intended goals? This category focuses on the outcomes of the grant programs.

Based on the lifecycle documents provided by GOCPYVS, the subrecipient performance measure data demonstrating reduction in violent crime, improvement in public confidence, or completion of technical upgrades to improve forensic analysis capacity or network security, as the original grant application had described. There is also no document indicating that GOCPYVS expected the subrecipient to provide performance measures of outcomes.

As a result, OPEGA cannot determine from the lifecycle documents whether BPD achieved its intended goals for this grant award.

Recommendation

Recommendation 7.6: For future awards, GOCPYVS should also request outcome-based performance measures, rather than only output measures, from BPD to show the impact of the grant award relative to the goals intended under the initial grant application.

Case Study #6: XLMB-2020-0022**Overview**

MGA established Local Management Boards (LMB) in the 1990s as a mechanism for increasing local authority to plan, implement, and monitor children and family services.⁵² Each Maryland county has an LMB. LMBs are responsible for administering funds to initiatives and programs aligned with both statewide and locally decided priorities for children and families.

LMBs have received annual awards through the Children's Cabinet Interagency Fund (CCIF). GOCPYVS (previously the Governor's Office for Children, or GOC) administers the CCIF on behalf of the Children's Cabinet. The Children's Cabinet is chaired by the GOCPYVS Executive Director.

CCIF expenditures in fiscal 2020 totaled \$20.3 million. Of that amount, \$18.1 million was awarded directly to LMBs to implement their Community Partnership Agreements (CPA); GOCPYVS allocated the remainder of the CCIF to Local Care Team Coordinators for the LMBs, the Governor's Young Readers Program, and administrative costs. (The CCIF does not cover all expenditures by LMBs to implement their CPAs; in fiscal 2020, LMBs obtained \$4.6 million from sources outside of the CCIF to fund CPA implementation.)

Exhibit 7.9 summarizes the GOCPYVS awards made directly to LMBs from the CCIF in fiscal 2020. This case study focuses on the CCIF award to the Washington County Local Management Board: XLMB-2020-0022.

Exhibit 7.9
GOCPYVS Awards to Local Management Boards from the
Children's Cabinet Interagency Fund
Fiscal 2020

Grant Management System Number	Local Management Board / Implementing Agency	Award
XLMB-2020-0001	Local Management Board of Allegany County, Inc.	\$462,798
XLMB-2020-0002	Anne Arundel County Partnership for Children, Youth and Families	1,241,252
XLMB-2020-0003	Baltimore County Local Management Board	1,396,916
XLMB-2020-0004	Family League of Baltimore City, Inc.	2,921,102
XLMB-2020-0005	Calvert County Family Network	357,067
XLMB-2020-0006	Caroline Human Services Council, Inc.	563,425
XLMB-2020-0007	Carroll County Local Management Board	513,102
XLMB-2020-0008	Cecil County Department of Community Services	527,429
XLMB-2020-0009	Charles County Advocacy Council for Children, Youth and Families	383,826
XLMB-2020-0010	Dorchester Community Partnership	433,413
XLMB-2020-0011	Frederick County Office for Children and Families)	393,603

Grant Management System Number	Local Management Board / Implementing Agency	Award
XLMB-2020-0012	Garrett County Local Management Board	530,263
XLMB-2020-0013	Harford County Department of Community Services	570,994
XLMB-2020-0014	Howard County Office of Local Children's Board	448,049
XLMB-2020-0015	Kent County Local Management Board	376,358
XLMB-2020-0016	Montgomery Co. Collaboration Council for Children, Youth & Families, Inc.	1,527,169
XLMB-2020-0017	Prince George's County Commission for Children, Youth and Families	1,724,396
XLMB-2020-0018	Queen Anne's County Community Partnerships for Children and Families	335,286
XLMB-2020-0019	Somerset County Local Management Board, Inc.	288,755
XLMB-2020-0020	St. Mary's County Department of Aging & Human Services	401,718
XLMB-2020-0021	Talbot Family Network	470,478
XLMB-2020-0022	Washington County Office of Community Grant Management	674,447
XLMB-2020-0023	Wicomico Partnership for Families and Children	764,487
XLMB-2020-0024	Worcester County Initiative to Preserve Families	779,918
Total		\$18,086,251

GOCPYVS: Governor's Office of Crime Prevention, Youth. And Victim Services

Source: Governor's Office of Crime Prevention, Youth. And Victim Services Grants Management System, June 2021

Background

Maryland's LMBs are part of the State's child and family services infrastructure. State law enacted in 1990 required every jurisdiction to establish a LMB by 1998.⁵³ The establishment of LMBs was part of an effort to restructure child and family services within the State for the following purposes.

- Move toward more comprehensive, home and community-based, and family focused services.
- Shape the process of decision-making to be more locally driven, collaborative, and results based.
- Redirect State funds away from expensive out-of-home placement services toward more cost-efficient prevention and early intervention efforts.⁵⁴

Maryland Human Services Article, Sec. 8 governs LMBs. Per Human Services Art., Sec. 8-302, members of an LMB are "public and private community representatives who share the responsibility for implementing a community-based, interagency, family-focused service delivery system for children, youth, and families." Membership includes:

- a senior representative or department head of:

- the local health department;
 - the local office of the Department of Juvenile Services;
 - the core service agency or local behavioral health authority;
 - the local school system; and
 - the local department of social services;
- family members or family advocates; and
 - youth or youth advocates.

Each jurisdiction chooses how to operationalize its LMB. An LMB can be either a county governmental body or a quasi-governmental nonprofit corporation. As of 2020, 17 LMBs were part of the county government, and 7 LMBs were quasi-governmental nonprofit corporations.

The purpose of LMBs is to strengthen the decision-making capacity for children, youth, and family services at the local level. LMBs act as a neutral convener of residents, State and local government, and public and private providers to:

- build local partnerships to coordinate children, youth, and family services within the county to eliminate fragmentation and duplication of services;
- support the implementation of a community-led strategic planning process for children, youth, and families;
- maintain standards of accountability for locally agreed-upon results for children, youth, and families;
- lead resource development to fund community's strategic plan;
- influence the allocation of resources across systems as necessary to accomplish the desired results; and
- create an effective system of services, supports, and opportunities that improve outcomes for all children, youth, and families.

LMBs also serve as the administrative home for Local Care Teams. Local Care Teams perform two core functions. First, they act as a coordinated case management body for families seeking services. Second, they act as a forum for families of children with intensive needs to receive support.

Local government staff, parents, and community advocates serve on the Local Care Team. Each Local Care Team is staffed by a coordinator, who is housed within the LMB.

The Children’s Cabinet Regulates Local Management Boards

Per Maryland Human Services Article, Sec. 8-101, the Children’s Cabinet has seven members: the Secretary of Budget and Management, the Secretary of Disabilities, the Secretary of Health, the Secretary of Human Services, and the Secretary of Juvenile Services; the State Superintendent of Schools; and the GOCPYVS Executive Director, who is the Chair.

Per Maryland Human Services Article, Sec. 8-304, the Children’s Cabinet is responsible for adopting regulations that:

- specify the roles and responsibilities of LMBs;
- establish minimum standards for the composition of LMBs;
- establish fiscal and program accountability in the implementation of community partnership agreements and the use of other State resources by LMBs;
- establish procedures to ensure the confidentiality of information shared by LMB members and employees in accordance with State and federal law; and
- generally relate to the operation of LMBs.

The Children’s Cabinet designates an Implementation Team composed of the deputy secretaries of member agencies and the Assistant State Superintendent of Schools. The Implementation Team provides technical assistance, monitoring, and oversight to LMBs. It is also responsible for supporting ongoing performance monitoring, evaluation, and program improvement initiatives. The GOCYPVS Children and Youth Division (previously, GOC) provides staff support to the Children’s Cabinet Implementation Team.

The LMB Policies and Procedures Manual, which is available on the GOCPYVS/GOCCP website, outlines the most recent Children’s Cabinet Regulations.⁵⁵

LMBs Can Receive Annual Funding Through the Children’s Cabinet Interagency Fund

MGA established the CCIF to support the priorities, policies, and procedures adopted by the Children’s Cabinet. The GOCPYVS Children and Youth Division (previously GOC) administers the CCIF on behalf of the Children’s Cabinet. GOCPYVS assists the Children’s Cabinet in allocating funds to LMBs, other State agencies, local governments, nonprofits, and private organizations.⁵⁶ GOCPYVS also partners with LMBs to “plan, coordinate, and monitor the delivery of integrated services” for children, youth, and families.⁵⁷ **Exhibit 7.10** shows appropriations to the CCIF in Fiscal 2020.

Exhibit 7.10
Appropriations to the Children's Cabinet Interagency Fund
Fiscal 2020

Funding SourceGeneral Fund: **\$18,529,901**Reimbursable Fund: **\$1,800,000**

- M00A01 Maryland Department of Health: \$300,000
- N00G00 Department of Human Services – Local Department Operations: \$1,200,000
- R00A01 Maryland State Department of Education – Headquarter: \$300,000

CCIF: Children's Cabinet Interagency Fund

LMB: local management board

GOCPYVS: Governor's Office of Crime Prevention, Youth, And Victim Services

Allowable Use

GOCPYVS uses general fund contributions to the CCIF to fund:

- Awards to LMBs for Community Partnership Agreement implementation.
- LMB training and technical assistance.
- An online application to publish LMB outcomes.

GOCPYVS also allocated a portion of CCIF general funds for the Governor's Young Readers program.⁵⁸

GOCPYVS can use CCIF reimbursable funds for Local Care Team Coordinators within each LMB.

Appendix G shows the total funds made available through the CCIF for fiscal 2003 through 2022.

Community Partnership Agreements Govern CCIF Grants to LMBs

Community Partnership Agreements are negotiated contracts between LMBs and the Children's Cabinet that outline each LMB's goals for children and families in their jurisdiction. LMBs develop Community Partnership Agreements using the *Results-Based Accountability (RBA) Framework*⁵⁹ to facilitate community discussions, build consensus, and establish a strategic plan.

Under the RBA Framework, social programs should address the needs of participants *and* reflect the factors that affect the well-being of the wider population. Communities can use *performance measures* to understand the impact that a program is having on participants. Under the RBA Framework, however, performance measures for a specific program do not necessarily reflect how a collection of programs might be working together to shape the lives of the whole community because:

- performance measures are tailored for a specific program;
- program-specific performance measures cannot be easily combined across programs; and
- performance measures only track data on a subset of the population that receives services.

Under the RBA Framework, an *indicator* is a statistic that reflects the well-being of all individuals within a given population. In Maryland, community leaders working in child, youth, and family services have identified a set of eight *results* and accompanying indicators to measure progress toward those results that they wanted to achieve for children in the State.

By defining a set of indicators to track across the state, the Children's Cabinet and GOCPYVS can understand how all programs work together to shape children and family well-being. All of Maryland's *Child Well-Being Results and Indicators* can be accessed on the Governor's Office for Children website (the URL remains <https://goc.maryland.gov/wellbeingscorecard/>), although GOC is now the Children and Youth Division within GOCPYVS.⁶⁰ Each result and its associated indicators are tracked in Maryland's electronic *Child Well-Being Scorecards* for the counties (URL: <https://goc.maryland.gov/reportcard/>).

Each Community Partnership Agreement has the following sections:

- i. Standard Provisions – Including the scope of the agreement and standard legal clauses such as term, termination, and general provisions and conditions of agreement;
- ii. The Program Description Chart that uses the RBA Framework to detail the specific programs/strategies to be implemented by the board including the results to be addressed, the indicators to be used to measure progress, and the performance measures for each program/strategy;
- iii. The annual budget for the funds awarded to the board by GOC/GOCPYVS and/or the Children's Cabinet; and
- iv. The multi-year budget, as applicable.

When LMBs apply for funding from the CCIF, they submit a proposed CPA. A State Review Team composed of representatives of Children's Cabinet agencies and other partners review and score the programs and strategies proposed using the rubric outlined in the annual NOFA.⁶¹

As outlined in the fiscal 2020 NOFA, members of the State Review Team review and score each proposed program and strategy separately and rank them according to the average reviewer score. The State Review Team will collectively assess the merits of the proposed program/strategy and consider the following when making funding recommendations.

- The final average score assigned to the program/strategy
- Geographic diversity
- Crime rates for programs proposed to address the “safer Maryland” priority
- How the proposed program/strategy expands/enhances/complements existing programs/services/needs identified
- The incorporation of a two-generation approach
- The proposal for an evidence-based home visiting program
- Impact on racial equity

The Children’s Cabinet requires that GOCPYVS only release funds to programs that directly impact one or more of the Strategic Goals outlined in *Maryland’s Children’s Cabinet Three Year Plan for 2021–2021*.⁶² These priorities are as follows:⁶³

1. reducing the impact of parental incarceration on children, youth, families, and communities;
2. reducing youth homelessness;
3. improving outcomes for disconnected/opportunity youth;
4. reducing childhood hunger;
5. juvenile justice diversion;
6. trauma-informed care and reducing ACEs; and/or
7. preventing out-of-State placements.

If LMBs propose a program that falls outside of the priorities set by the Children’s Cabinet, the LMB may request a waiver if:⁶⁴

- the program has been identified as a critical need in the community plan;
- no other similar service exists in the jurisdiction to meet the need;

- the LMB has received no less than three letters of rejection for funding for the program from a public sector, charitable trust, or foundation funder; and
- the LMB can demonstrate that the loss of service will have a significant negative impact on vulnerable children or families in the jurisdiction.

For example, in fiscal 2020, GOCPYVS approved two programs that did not address a Children’s Cabinet Priority. GOCPYVS granted a waiver for the Community Schools Program in Baltimore City (allocated \$748,286) and the School Based Mental Health Services Program in Washington County (allocated \$211,560).⁶⁵

Upon completion of the review process, GOCPYVS staff notifies the LMB of the score for each program/strategy, shares documentation summarizing the proposed and the questions, concerns, comments provided by the State Review Team, and releases preliminary funding decisions.

Each LMB must meet with the State Review Team to address the questions, concerns, and comments raised for each program/strategy. At the conclusion of the meeting, the score given to each program/strategy may increase or decrease. GOCPYVS releases final award notifications following the conclusion of these meetings.

The Children’s Cabinet plans to make the Community Partnership Agreement grantmaking process fully competitive, as outlined in the *2015 Children’s Cabinet Strategic Plan*. That plan stated that between fiscal 2017 and 2019 GOC would “complete the transition to accountability for results” in CCIF grantmaking. This would be achieved by GOC providing intensive technical assistance and training to LMBs on implementation strategies under the Strategic Goals and Results Scorecard utilization. During that time, award allocation was planned to shift as follows:

- ***Fiscal 2016:*** Separate pools of funding for LMB programs and administration, each allocated based on the previous years’ funding. Initially, funding was allocated based on a formula accounting for child population, child poverty, and an index of risk factors.⁶⁶
- ***Fiscal 2017:*** Separate pools of funding for LMB programs and administration, each allocated based the previous years’ funding. The Children’s Cabinet allocates an additional pool of reprogrammed funds to support the four strategic goals competitively.
- ***Fiscal 2018:*** One pool of funding for LMB programs and administration, with an option for LMBs to determine allocation internally. The additional pool of reprogrammed funds to support the four strategic goals is allocated competitively based on progress toward selected Results for Child-Wellbeing achieved in fiscal 2016 and 2017.
- ***Fiscal 2019:*** All funding to the LMBs will be based on progress toward selected Results for Child Well-being achieved between fiscal 2016 through 2018 and will only be used to support the four Strategic Goals through services or administration.

According to the report on LMB Funding prepared by GOC in response to the 2016 JCR, implementation of this shift was delayed a year due to funding restrictions.⁶⁷ Thus, the additional pool of funding to support the four strategic goals was competitively allocated beginning in fiscal 2018 and the final transition to the “accountability for results” model was targeted for fiscal 2020. It does not appear that this shift happened as planned.

Exhibit 7.11 shows Children’s Cabinet awards to LMBs for programmatic funding between fiscal 2013 and 2021. Between fiscal 2013 and 2017, the Children’s Cabinet maintained the same level and distribution of funding to LMBs. Allocations to LMBs were determined based on the previous years’ allocations.

Exhibit 7.11
Children’s Cabinet Interagency Fund
Local Management Board Awards by Fiscal Year
Fiscal 2013-2020

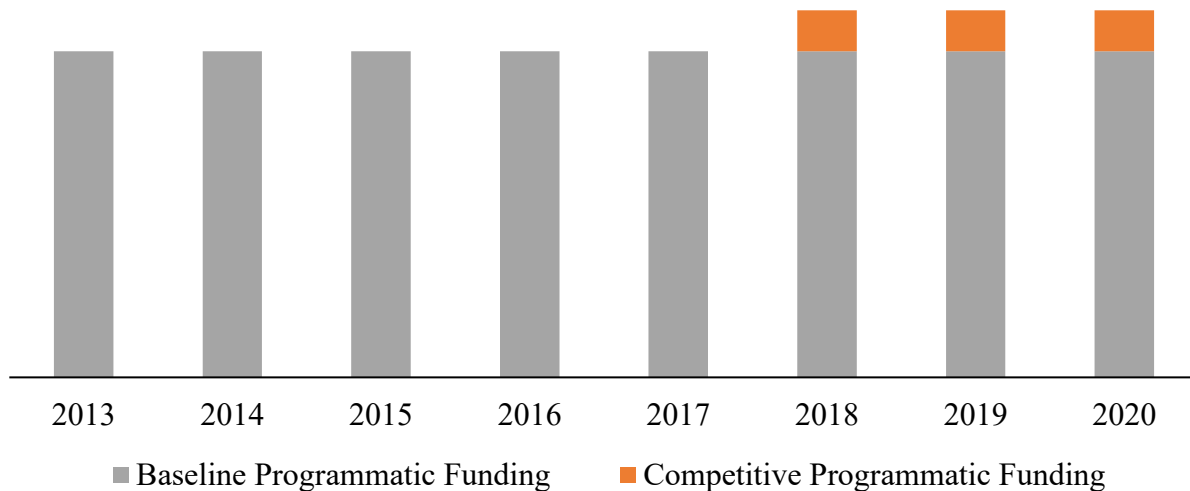
LMB	2013	2014	2015	2016	2017	2018	2019	2020
Allegany	\$462,798	\$462,798	\$462,798	\$462,798	\$462,798	\$462,798	\$462,798	\$462,798
Anne Arundel	1,114,752	1,114,752	1,114,752	1,114,752	1,114,752	1,241,252	1,241,252	1,241,252
Baltimore City	2,478,978	2,478,978	2,478,978	2,478,978	2,478,978	2,921,102	2,921,102	2,921,102
Baltimore County	1,101,963	1,101,963	1,101,963	1,101,963	1,101,963	1,396,916	1,396,916	1,396,916
Calvert	249,422	249,422	249,422	249,422	249,422	357,067	357,067	357,067
Caroline	563,425	563,425	563,425	563,425	563,425	563,425	563,425	563,425
Carroll	513,102	513,102	513,102	513,102	513,102	513,102	513,102	513,102
Cecil	377,865	377,865	377,865	377,865	377,865	527,429	527,429	527,429
Charles	383,826	383,826	383,826	383,826	383,826	383,826	383,826	383,826
Dorchester	433,413	433,413	433,413	433,413	433,413	433,413	433,413	433,413
Frederick	393,603	393,603	393,603	393,603	393,603	393,603	393,603	393,603
Garrett	530,263	530,263	530,263	530,263	530,263	530,263	530,263	530,263
Harford	482,994	482,994	482,994	482,994	482,994	570,994	570,994	570,994
Howard	448,049	448,049	448,049	448,049	448,049	448,049	448,049	448,049
Kent	376,358	376,358	376,358	376,358	376,358	376,358	376,358	376,358
Montgomery	1,087,701	1,087,701	1,087,701	1,087,701	1,087,701	1,527,169	1,527,169	1,527,169

LMB	2013	2014	2015	2016	2017	2018	2019	2020
Prince George's	1,724,396	1,724,396	1,724,396	1,724,396	1,724,396	1,724,396	1,724,396	1,724,396
Queen Anne's	335,286	335,286	335,286	335,286	335,286	335,286	335,286	335,286
St. Mary's	401,718	401,718	401,718	401,718	401,718	401,718	401,718	401,718
Somerset	288,755	288,755	288,755	288,755	288,755	288,755	288,755	288,755
Talbot	333,643	333,643	333,643	333,643	333,643	443,418	470,478	470,478
Washington	674,447	674,447	674,447	674,447	674,447	674,447	674,447	674,447
Wicomico	764,487	764,487	764,487	764,487	764,487	764,487	764,487	764,487
Worcester	537,947	537,947	537,947	537,947	537,947	779,918	779,918	779,918
Total	\$16,059,191	\$16,059,191	\$16,059,191	\$16,059,191	\$16,059,191	\$18,059,191	\$18,086,251	\$18,086,251

For fiscal 2018 through 2020, GOCPYVS (on behalf of the Children's Cabinet) competitively allocated \$2 million in additional programmatic funding to nine LMBs: Anne Arundel, Baltimore, Calvert, Cecil, Harford, Montgomery, Talbot, and Worcester counties and Baltimore City. This funding was in addition to the baseline allocations LMBs had received each year since 2013.

Exhibit 7.12 summarizes the programmatic funding distribution model used for fiscal 2013 through 2020.

Exhibit 7.12
Summary of CCIF Allocation Model to LMBs
Fiscal 2013-2020



CCIF: Children's Cabinet Interagency Fund
 LMB: local management board

GOCPYVS Monitors LMB Award Spending During the Annual Period of Performance

In fiscal 2020, the Washington County Local Management Board (WCLMB) spent \$674,447 in CCIF funds. GOCPYVS initially awarded WCLMB \$723,447 in fiscal 2020, later adjusted to \$674,447.⁶⁸

WCLMB applies annually for CCIF funding through the procedure laid out in each fiscal year's NOFA. On January 25, 2018, GOC (which subsequently became part of GOCPYVS) released the revised *FY 2020 Community Partnership Agreement Notice of Funding Availability*.

CCIF grants to LMBs include three funding tranches:

1. Funding for the Local Care Team Coordinator

As of January 1, 2018, LMBs administer Local Care Teams. Local Care Teams serve two core functions. First, they are a coordinated case management body for families and children seeking services within their jurisdiction. Second, they act as a forum for families of children with intensive needs to receive support. Each LMB can request funds to cover costs associated with Local Care Team staffing and administration.

In fiscal 2020, WCLMB was awarded \$49,000⁶⁹ to fund a Local Care Team coordinator position, but this funding was not disbursed to WCLMB because the position was unfilled in fiscal 2020.⁷⁰

2. Funding for Board Support (CPA Administration)

Prior to fiscal 2020, GOC used a formula to allocate a fixed amount to support the administrative needs of the LMBs. The initial fiscal 2020 NOFA issued on December 31, 2018, included a table outlining these fixed amounts.⁷¹ To obtain these funds, LMBs were asked to provide a Board Support budget and indicate any additional funding sources available.

In alignment with the 2015 Children’s Cabinet Strategic Plan, GOCPYVS (the successor to GOC) revised the NOFA to indicate that the amount of funding for Board Support may be adjusted within the total fiscal 2019 grant allocation for CPA implementation.⁷²

In fiscal 2020, WCLMB was awarded \$121,400 for Board Support. This is the same amount that was awarded in fiscal 2019. The WCLMB year-end expenditure report for fiscal 2020 indicates that all these funds were disbursed and spent.

3. Funding for Community Partnership Agreement Programs and Strategies

In December 2017, GOC⁷³ released the *Notice of Base Funding Availability Fiscal Year 2019: Three-Year Community Partnership Agreement (FY19-FY21)*, which asked each LMB to develop a three-year CPA. For fiscal 2020, GOCPYVS (the successor to GOC) instructed LMBs to apply for total funding allocation equal to the board’s fiscal 2019 allocation.⁷⁴ In the fiscal 2020 application, GOCPYVS required that LMBs justify any proposed changes to programs and strategies from those included in each LMB’s fiscal 2019 award letter.

Recognizing that their CPA would be locked in for three years, WCLMB reviewed its ongoing programs and strategies in fiscal 2018. In the fiscal 2018 budget, WCLMB requested funding for a consultant to collect and analyze local data on disconnected youth. The Board’s Community Planning and Review Committee also reviewed performance measures and collected stakeholder feedback for each funded program. As a result of the fiscal 2018 review process, WCLMB decided to retain their current programming for fiscal 2019 through 2021 but track additional performance measures.⁷⁵ In January 2019, WCLMB approved the plan to fund the same programs as fiscal 2019 to stay consistent with the three-year CPA.⁷⁶

GOCPYVS (the successor to GOC) initially awarded WCLMB \$553,047 to fund five programs in fiscal 2020. On August 3, 2020, WCLMB submitted a modification to their fiscal 2020 budget in response to the COVID-19 pandemic and shifting community needs.

In their modification request, WCLMB sought \$10,000 in additional funding from the CCIF and proposed a reduction in the funding allocated to the True Opportunities Program by \$3,640. This would make \$13,640 available “to provide funding to the Maryland Food Bank operations in Washington County” and “allow for safe distribution of food items to the most vulnerable”.⁷⁷ GOCPYVS approved the requested modification on August 11, 2020. **Exhibit 7.13**

outlines the initial award to WCLMB for fiscal 2020, the proposed changes, and the modified Fiscal 2020 expenditures.

Exhibit 7.13
Washington County Local Management Board Funded Programs
Fiscal 2020

<u>Program</u>	<u>2020 Award</u>	<u>Proposed Change</u>	<u>2020 Modified</u>
Family Centered Support Services	\$69,060		\$69,060
Family Strong	100,000		100,000
Maryland Food Bank		\$13,640	13,640
School Based Mental Health Services ⁷⁸	211,560		211,560
True Opportunities	119,740	-3,640	116,100
Western Maryland Consortium Disconnected Youth Services	52,687		52,687
Total	\$553,047	\$10,000	\$563,047

WCLMB expended all budgeted funds for Family Centered Support Services, Family Strong, Maryland Food Bank, School Based Mental Health Services, and True Opportunities. The Western Maryland Consortium Disconnected Youth Services Program funding was underspent by \$9,433; these funds were recovered by the CCIF.

Efficiency and Effectiveness

Regarding the CCIF grants and GOCPYVS, a review of efficiency and effectiveness can be categorized into the following questions.

1. How efficiently and effectively has GOCPYVS administered the CCIF CPA awards to LMBs?

Such assessment examines how GOCPYVS did the following:

- collaborated with LMBs to apply for the CCIF grant;
- coordinated and communicated with LMBs and other state and local entities to identify and resolve any grant implementation issues;
- processed payments to LMBs from the CCIF grant;
- tracked and reviewed required data and documents from LMBs; and
- reported to the Children's Cabinet program performance measures and progress toward Maryland's Child Well-Being Results

2. How efficiently and effectively have the CCIF CPA awards delivered services for children and families in Maryland?

Each CCIF grant tracks a standardized set of results and indicators across all programs that can be used to understand how LMB programs are improving outcomes across the State. LMBs are required to provide performance measure updates through the online Scorecard system on a semiannual basis, as outlined in the LMB Manual:

- Data for the period July 1 through December 31 is to be entered by the third Friday of February.
- Data for the period January 1 through June 30 is to be entered by the third Friday of September.
- In addition to the data above, required reporting includes completion of Scorecard narratives; including, but not limited to the “Story Behind,” program descriptions, etc.

Project performance measures updated through fiscal 2021 are available in each county’s Scorecard on the GOCPYVS/GOCCP website.⁷⁹

The LMB Manual (2021) indicates that GOCPYVS and the Children’s Cabinet are responsible for the routine collection of data for Indicators of child well-being under the RBA Framework and that the data is publicly available on the web-based Scorecard by clicking on “Results and Indicators” at: <http://goccp.maryland.gov/score-card-overview/>.⁸⁰ Indicator data has not been updated past 2018.

An explanation of each indicator continues to be posted using the GOC website (URL: <https://goc.maryland.gov/wellbeingscorecard/>), although GOC is now the Children and Youth Division within GOCPYVS.

Recommendations

Recommendation 7.7: GOCPYVS should ensure all relevant materials from the GOC website are also available through the GOCPYVS website, as GOC is now the Children and Youth Division within GOCPYVS.

Recommendation 7.8: GOCPYVS should ensure that Indicator data in the county *Child Well-Being Scorecards* are current.

Chapter 7: Endnotes

¹ Federal Bureau of Investigation: *Frequently Asked Questions on CODIS*; retrieved from www.fbi.gov/services/laboratory/biometric-analysis/codis/codis-and-ndis-fact-sheet.

² Chapter 37 of 2015 (SB498); retrievable from <https://mgaleg.maryland.gov/mgawebsite/Search/Legislation>.

³ *Statewide Accounting of Untested Sexual Assault Evidence Kits in the State of Maryland* (Office of the Attorney General, Jan. 1, 2017); retrievable from www.marylandattorneygeneral.gov/Reports/Rape_Kit_Report.pdf.

⁴ Bureau of Justice Assistance Sexual Assault Kit Initiative (SAKI) Archives; retrievable from <https://bja.ojp.gov/program/sexual-assault-kit-initiative-saki/archives>.

⁵ SB734 (2017), Chap. 659, the Sexual Assault Victims Resources Act of 2017; retrievable from <https://mgaleg.maryland.gov/mgawebsite/Search/Legislation>.

⁶ HB1124 (2018), Chap. 429, Criminal Procedure – Statewide Sexual Assault Evidence Collection Kit Tracking System – Recommendations; retrievable from <https://mgaleg.maryland.gov/mgawebsite/Search/Legislation>.

⁷ Maryland award: BJA-2018-13622. 2018 SAKI Award Information, Bureau of Justice Assistance, DOJ; retrieved from <https://bja.ojp.gov/sites/g/files/xyckuh186/files/media/document/fy-2018-sexual-assault-kit-initiative-awards.pdf>.

⁸ *Maryland Sexual Assault Evidence Kit (SAEK) Policy & Funding Committee Annual Report* (January 2021), p. 9.

⁹ Delays in Oklahoma: *Efforts to end rape kit backlog lead to new delays*, by K. McClung (The Frontier, Oklahoma, Jun 28, 2021); retrieved from www.normantranscript.com/news/efforts-to-end-rape-kit-backlog-lead-to-new-delays/article_c5ce94de-d873-11eb-b5dd-1f1d17935df4.html.

¹⁰ Delays in Alaska: *2020 Report on Untested Sexual Assault Examination Kits*; retrievable from <https://dps.alaska.gov/getmedia/035dc0cb-e40a-45c8-94c9-f5613ac4d49f/2020-Report-on-Untested-Sexual-Assault-Examination-Kits.pdf>.

¹¹ *Rape Kit Backlogs Continue to Delay Justice For Victims*, by S. Martinson (Law360, August 30, 2020); retrieved from <https://www.law360.com/articles/1297939/rape-kit-backlogs-continue-to-delay-justice-for-victims>.

¹² *Maryland Sexual Assault Evidence Kit (SAEK) Policy & Funding Committee Annual Report* (January 2021), p. 10.

¹³ DLS interview with Jacqueline Adams, GOCPYVS Program Manager for SAKI and SAKT, on Sept. 1, 2021.

¹⁴ *Maryland Sexual Assault Evidence Kit (SAEK) Policy & Funding Committee Annual Report* (January 2021), p. 18.

¹⁵ *Federal FY 2021 National Sexual Assault Kit Initiative*, Opportunity ID: O-BJA-2021-94003 (Closed July 6, 2021); <https://bja.ojp.gov/funding/opportunities/o-bja-2021-94003>.

¹⁶ *Maryland Sexual Assault Evidence Kit (SAEK) Policy & Funding Committee Annual Report* (Jan. 2021), pp. 12–13.

¹⁷ Website for Maryland Attorney General SAKI data and results: www.marylandattorneygeneral.gov/Pages/SAKI/data.aspx.

¹⁸ Chapter 508 of 2019 (House Bill 1268) – AN ACT concerning Public Safety – Rape Kit Testing Grant Fund – Established; https://mgaleg.maryland.gov/2019RS/Chapters_noln/CH_508_hb1268t.pdf.

¹⁹ List of performance measures used in the grant management system (GMS) for awards active during the period Jan–Mar. 2021, provided to DLS by GOCPYVS.

²⁰ *Sexual Assault Kit Testing (SAKT)*, Sept. 1, 2020; GOCPYVS; MSAR #12674 (pp.4 and 6); retrievable from [http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS4-401\(d\)_2020.pdf](http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS4-401(d)_2020.pdf).

²¹ *Maryland Sexual Assault Evidence Kit (SAEK) Policy & Funding Committee Annual Report* (Jan. 2021), p. 19.

²² Maryland Criminal Procedures Article §11–927(i).

²³ *Sexual Assault Kit Testing (SAKT)*, Sept. 1, 2020; GOCPYVS; MSAR #12674 , p. 6.

²⁴ Maryland Public Safety Article, §4–401(d)(5).

²⁵ *State Aid for Police Protection Fund FY 2020 Annual Report* (Nov. 6, 2020; GOCPYVS; MSAR #10111); retrievable from http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS4-504_2020.pdf.

²⁶ Chapter 515 of 2008 (House Bill 707).

²⁷ Chapter 515 of 2008 (House Bill 707), effective July 1, 2008.

²⁸ See: Sec. 23 of the enacted FY 2022 Operating Budget (HB 588, 2021 Regular Session).

²⁹ See: Sec. 39 of the enacted FY 2018 Operating Budget (HB 150, 2017 Regular Session).

³⁰ See: Sec. 42 of the enacted FY 2019 Operating Budget (SB 185, 2018 Regular Session)..

³¹ Public Safety Article, Sec. 4–504(c).

³² *State Aid for Police Protection Fund FY 2019* (GOCPYVS) pp. 12–13; retrievable from http://dlslibrary.state.md.us/publications/Exec/GOCCP/PS4-504_2019.pdf.

³³ 42 U.S.C. § 10603(a) and (b)

³⁴ *Office for Victims of Crime (OVC) Performance Measure Dictionary and Terminology Resource* (p. 3); retrievable from <https://ovc.ojp.gov/sites/g/files/xyckuh226/files/media/document/ovc-performance-measure-dictionary-terminology-resource-winter-2020.pdf>.

³⁵ OVC website: <https://ovc.ojp.gov/about>.

³⁶ OVC website: <https://ovc.ojp.gov/funding/awards/2017-va-gx-0071>.

³⁷ In Illinois, the Criminal Justice Information Authority manages the VOCA–VA award as a pass-through to the state coalition; in New Hampshire, the state’s Department of Justice manages the VOCA–VA award as a pass-through to the state coalition. In general, states vary widely in the type of state agency that manages the federal VOCA–VA awards.

³⁸ *The Crime Victims Fund: Federal Support for Victims of Crime* (Updated April 2, 2020; Congressional Research Service, Report #R42672) p. 11; retrievable from <https://crsreports.congress.gov/product/pdf/R/R42672>.

³⁹ For a full discussion of fluctuating revenue into the CVF, and the impact on VOCA awards to states, see: *The Crime Victims Fund: Federal Support for Victims of Crime* (Updated April 2, 2020; Congressional Research Service, Report #R42672); retrievable from <https://crsreports.congress.gov/product/pdf/R/R42672>.

⁴⁰ Sources: *Report on the Continuity of Victims of Crime Act (VOCA) Services* (Nov. 1, 2020; GOCPYVS); and DOJ-OVC website (<https://ovc.ojp.gov/funding/awards>).

⁴¹ Federal Opportunity ID: OVC-2017-11152; retrievable from <https://ovc.ojp.gov/funding/opportunities/ovc-2017-11152>.

⁴² <https://ovc.ojp.gov/about>.

⁴³ Website: *About CJCC*: “Created by the Georgia General Assembly in 1981 as an executive branch agency, the Criminal Justice Coordinating Council (CJCC) is a statewide body established to build consensus and unity among the State’s diverse and interdependent criminal justice system components. CJCC is legislatively charged with twelve areas of criminal justice coordination. Among those responsibilities is to serve as the statewide clearinghouse for criminal justice information and research, develop criminal justice legislative and executive policy proposals, and serve in an advisory capacity to the governor on issues impacting the criminal justice system.”; retrieved from <https://cjcc.georgia.gov/organization/criminal-justice-coordinating-council>.

⁴⁴ <https://ovc.ojp.gov/funding/awards/2017-va-gx-0071>.

⁴⁵ Source: GOCPYVS data in the Grants Management System (GMS) as of June 7, 2021.

⁴⁶ *Program Profile: Project Safe Neighborhoods (National Evaluation)* (Feb. 9, 2016, CrimeSolutions); retrieved from <https://crimesolutions.ojp.gov/ratedprograms/448#em>.

⁴⁷ U.S. Department of Justice website: “Project Safe Neighborhoods”; retrieved from www.justice.gov/psn.

⁴⁸ Bureau of Justice Assistance; <https://bja.ojp.gov/sites/g/files/xyckuh186/files/media/document/FY-2018-Project-Safe-Neighborhoods-Funding-Allocation-Amounts-rev.pdf>.

⁴⁹ Grant Application Form, Project Safe Neighborhoods – 2019 (PSNM), Grant Applicant: Mayor’s Office of Neighborhood Safety and Engagement (MONSE), submitted 8/5/2019.

⁵⁰ Grant application form: Baltimore Police Department, Project Title: Crime Reduction Strategy, Application #2018–BD–0001, submitted to GOCPYVS on 5/31/2018.

⁵¹ CCD Recap: Oct.–Dec. 2018 (memorandum from Sgt. Kevin Bailey to Colonel Melvin Russell, dated Jan. 4, 2019; 1 page).

⁵² *Local Management Boards* (GOCPYVS Website, October 29, 2021); Accessible here: <http://goccp.maryland.gov/local-management-boards/>.

⁵³ *Legislative Handbook Series Volume II: Government Services in Maryland* (Department of Legislative Services) p. 216; retrievable from http://dls.maryland.gov/pubs/prod/RecurRpt/Handbook_Volume_2_Government_Services.pdf.

⁵⁴ *Maryland's Local Management Boards: Making a Difference for Children and Families (1990–2010)*. (Phyllis Rozansky, Pathways to Results LLC); Accessible here: https://communitypartnerships.info/wp-content/uploads/2014/05/MD_LMB_Jan_2011.pdf.

⁵⁵ *The State of Maryland Policies & Procedures Manual for Local Management Boards*. (GOCPYVS on behalf of the Children's Cabinet, July 1, 2021). <http://goccp.maryland.gov/wp-content/uploads/LMB-Manual-07-01-2021.pdf>.

⁵⁶ *Ibid.*, *The State of Maryland Policies & Procedures Manual for Local Management Boards*. (GOCPYVS on behalf of the Children's Cabinet, July 1, 2021). f

⁵⁷ *Ibid.*, *The State of Maryland Policies & Procedures Manual for Local Management Boards*. (GOCPYVS on behalf of the Children's Cabinet, July 1, 2021). f

⁵⁸ GOCPYVS partners with the Banneker-Douglass Museum Foundation (BDMF) and Dolly Parton's Imagination Library to administer the Governor's Young Readers Program in Baltimore City. The program provides a free book each month to all children from birth to age five, regardless of income, who register for the program. The Governor's Young Readers program began in 2016. ([The Governor's Young Readers Program - Governor's Office of Crime Prevention, Youth, and Victim Services \(maryland.gov\)](#) Accessed 10/15/2021).

⁵⁹ *The Results-Based Accountability Guide*. Clear Impact. Accessed from: <https://clearimpact.com/results-based-accountability/>

⁶⁰ *Maryland's Child Well-Being Scorecard – Tracking Outcomes for Maryland's Children and Families Overview*. (GOC Website). Accessible here: <https://goc.maryland.gov/wellbeingscorecard/>.

⁶¹ FY 2020 Revised NOFA, provided by GOCPYVS

⁶² While the NOFA language indicates that LMBs are “encouraged” to target one of the goals, the 2015 Strategic Plan required GOC to use CCIF money only for program/strategies that directly impact the Strategic Goals. https://goc.maryland.gov/wp-content/uploads/sites/8/2013/11/CC_Strategic_Plan_FINAL.pdf.

⁶³ *Children's Cabinet Three Year Plan 2021–2023* (Children's Cabinet) Accessed from <http://goccp.maryland.gov/wp-content/uploads/Childrens-Cabinet-Three-Year-Plan-2021-2023.pdf>.

⁶⁴ *The State of Maryland Policies & Procedures Manual for Local Management Boards*. (GOCPYVS on behalf of the Children's Cabinet, January 1, 2018). Accessed from: <https://goc.maryland.gov/wp-content/uploads/sites/8/2018/03/LMB-Manual-01-01-2018.pdf>.

⁶⁵ *Report on Children's Cabinet Interagency Fund (CCIF) Grant Allocations* (GOCCP, Nov. 1, 2019) prepared in response to 2019 Joint Chairmen's Report, pp. 23-24. Accessed from: http://dlslibrary.state.md.us/publications/JCR/2019/2019_23-24.pdf.

⁶⁶ *Maryland Local Management Boards Allocation Funding Formula*. Maryland LMB Association (August 25, 2009).

⁶⁷ *Local Management Board Funding* (Governor's Office for Children, December 2016, prepared in response to the 2016 Joint Chairmen's Report, pp. 117-118); accessed Oct. 20, 2021, from http://dlslibrary.state.md.us/publications/JCR/2016/2016_117-118.pdf.

⁶⁸ Washington County Local Management Board Award Letter FY 2020.

⁶⁹ Washington County Local Management Board FY20 Community Partnership Agreement Award Notice.

⁷⁰ Washington County Local Management Board FY20 Reconciliation Summary.

⁷¹ FY2020 NOFA (December 31, 2018).

⁷² FY2020 NOFA (January 25, 2019).

⁷³ Note, the Governor's Office for Children (GOC) became the Children and Youth Division (CYD) in GOCPYVS in 2019.

⁷⁴ Governor's Office for Children FY 2020 NOFA Updates. Dated January 18, 2019.

⁷⁵ Washington County Local Management Board FY20 NOFA Application, Revised.

⁷⁶ Washington County Local Management Board FY20 NOFA Application, Revised.

⁷⁷ FY20 Washington Mod #1 Executed.

⁷⁸ This program received a waiver to operate because it did not align with the priorities outlined by the Children's Cabinet.

⁷⁹ Child Well-Being Scorecards by County – GOCPYVS website; Accessible here: <http://goccp.maryland.gov/child-well-being-scorecards-by-county/>.

⁸⁰ *The State of Maryland Policies & Procedures Manual for Local Management Boards*. (GOCPYVS on behalf of the Children’s Cabinet, July 1, 2021) p. 19; retrievable from <http://goccp.maryland.gov/wp-content/uploads/LMB-Manual-07-01-2021.pdf>.

Appendix A – Response from the Governor’s Office of Crime Prevention, Youth, and Victim Services



GOVERNOR'S COORDINATING OFFICES

Community Initiatives · Service & Volunteerism · Deaf & Hard of Hearing
Crime Prevention, Youth, & Victim Services · Small, Minority, & Women Business Affairs
Banneker-Douglass Museum · Volunteer Maryland

FROM: Governor's Office of Crime Prevention, Youth, and Victim Services
January 11, 2022

Mr. Michael Powell, Director
Office of Program Evaluation and Government Accountability (OPEGA)
Department of Legislative Services
90 State Circle
Annapolis, Maryland 21401

Dear Mr. Powell:

Please accept this correspondence as a response to the final Program Evaluation Report of the Governor's Office of Crime Prevention, Youth, and Victim Services (Office), which was conducted by the Office of Program Evaluation and Government Accountability. Thank you for the time and effort put forth by OPEGA in conducting their review.

We appreciate this overview; however, it is important to note that the analysis presented by the report may represent only part of an extremely complex and multifaceted grants management and policy process. Our office works diligently to manage and disburse hundreds of millions of dollars in grants from various sources, with the goal of building a safer Maryland. Below you'll find the Office's itemized responses and concerns to the observations and recommendations included in the report, as well as additional comments pertaining to different sections of the report.

I want to note that I remain proud of this Office's commitment and work, especially amidst the ongoing COVID-19 pandemic, to utilize data-driven and evidence-based policy decisions that enhance public safety, reduce crime, mitigate adverse childhood experiences for youth, and serve victims of crime.

If you have any questions regarding this response, please contact our Office. Thank you for the opportunity to respond to this program evaluation.

Sincerely,

V. Glenn Fueston, Jr.
Executive Director

Attachment

cc: Mr. Walter Landon, Deputy Chief of Staff

Governor's Office of Crime Prevention, Youth, and Victim Services (GOCPYVS) Responses to the Observations and Recommendations Included in OPEGA Report of GOCPYVS

Please find the below agency responses to certain thematic content areas that were included in the report's recommendations.

Section 1: Legislative Reports/Dashboards

Recommendation 5.4. GOCPYVS should ensure that its reports on grant programs include a summary of all collected performance measure data.

Recommendation 5.5. MGA should consider mandating an annual report from GOCPYVS and request that it list all other reports published by (or in consultation with) GOCPYVS since the prior annual report.

Recommendation 5.6. GOCPYVS should ensure that related mandated reports reference each other, to demonstrate coordination and facilitate comprehensive review.

Recommendation 5.7. GOCPYVS should submit all mandated reports timely.

Recommendation 5.8. GOCPYVS should design its data dashboards to ensure they are easy for the public to find, that the underlying data is downloadable, and that a permanent record of the data is regularly submitted to the MGA for archiving.

Agency Response:

The Governor's Office of Crime Prevention, Youth, and Victim Services (Office) puts forth a lot of effort and takes great pride in fulfilling the requirements of all legislatively mandated reports. Currently there are roughly 70 legislative reports that the Office is required to write each year. The Office does the best it can to ensure all reports are completed on time with its current resources. In fact, the five reports mentioned in this report as being overdue have all been submitted. The Office agrees with DLS's recommendation to provide a list of all legislative mandates on its website as it will provide transparency to the 70+ reports that the Office completes each year. In an effort to streamline reports with limited resources, GOCPYVS is proposing to replace many of its legislative mandated reports with interactive data dashboards. These dashboards will be made publicly available on the agency's website and will provide downloadable datasets when possible.

Section 2: Managing for Results (MFR)

Recommendation 5.3. GOCPYVS should consider modifying the MFR performance measures to provide more context and insight into efficiency and effectiveness. Specific suggestions made in Chapter 5 are as follows: • Measure outcomes using more crime categories • When possible, use percentages rather than absolute numbers to add context. • More directly incorporate Maryland's

Child Well-Being Results and Indicators into MFR Goal #4: Child Well-Being and its performance measures.

Agency Response:

Over the past 4-5 years, the Governor's Office of Crime Prevention Youth and Victim Services has gone through a lot of personnel and organization changes. As a result, the performance measures collected for the annual tracking of the Managing for Results (MFR) report have also changed accordingly. The Office has moved away from tracking the performance of our sub-recipients in the MFR (which we do not have direct control over) to the performance and efficiency of our different divisions through the use of various output measures. For the first time in over 5 years, the Office made no changes to its agency's MFR this past year to ensure consistency with prior years measures in an effort to track progress over time.

Section 3: Crime Plan

Observation 4.1. The Crime Plan for 2021–2023 was not available to the public via the GOCPYVS/GOCCP website at the time of this report.

Observation 4.2. Recent State Comprehensive Crime Control and Prevention Plans have become less detailed. For example:

- As compared to prior years, the Crime Plan for 2021-2023 is less detailed and no longer provides data on crime trends or serious assaults in State correctional facilities.

Observation 4.3: The Crime Plan for 2021–2023 virtually always states its goals qualitatively (as narrative) and does not define how progress toward its goals can or should be quantified.

Recommendation 4.1. GOCPYVS should include in future Crime Plans quantifiable measures for its stated goals, to better assess progress over time.

Recommendation 5.1. GOCPYVS should consider including in future Crime Plans measures such as crime rates, clearance rates, assaults in correctional facilities, equitable sentencing, and others.

Agency Response:

The 2021-2023 Crime Plan was submitted internally and will be made publicly available by the end of January. Much of the information that was previously included in the Crime Plan is now spread out into the various other legislative reports that our office produces, including many of the measures that DLS recommended for inclusion in the Crime Plan (crime rates, deaths in custody etc.). These are already tracked by the Office in various data dashboards, and assist with determining grant funding decisions and helps to explain why the Crime Plan has shortened in detail.

Section 4: Grants/Auditing

Recommendation 5.11. GOCPYVS should track the timeliness of award determinations on an ongoing annual basis, as well as the ratio of claims examiners to active claims.

Recommendation 5.12. GOCPYVS should track its audit capacity on an ongoing annual basis.

Recommendation 5.13. GOCPYVS should make more transparent the results of competitive grant awards. The transparency of DOJ grant results or state grants in Massachusetts could serve as models for greater transparency on award results.

Agency Response:

SB 630/HB 1539, effective July 1, 2020, established the Maryland Efficient Grant Application (MEGA) Council to study and make recommendations to the Governor’s Grants Office and the Department of Budget and Management regarding the management of grants across the state of Maryland. The Office is working with the Governor’s Grants Office to implement the Enterprise Grants Management System (EGMS) for GOCPYVS, once the project is approved by the Board of Public Works. The Office supports the statewide effort to increase transparency, optimize dashboard and visualization features utilizing historic application and award data available in the Governor’s Office of Crime Prevention, Youth, and Victim Service’s online Grants Management System (GMS).

Recommendation 5.14. GOCPYVS should consider defining standards of evidence and inventorying its grant programs based on these standards.

Recommendation 7.5. GOCPYVS should publicize the results of the third-party, ongoing evaluation of the Violence Intervention and Prevention Program’s effects on community violence. (This recommendation is discussed in Case Study #4.)

Recommendation 7.6. For future awards, GOCPYVS should also request outcome-based performance measures, rather than only output measures, from the Baltimore Police Department to show the impact of the grant award relative to the goals intended under the initial grant application.

Agency Response:

Eligible applicants are required to expand on causal analysis in a descriptive narrative form based on the Notice of Funding Availability (NOFA) generally outlined as program requirements. Standards of evidence vary based on chosen strategy for geographical locations in Maryland, program design and implementation factors for various policy areas: criminal justice and law enforcement; children and youth; and victim services.

The Office continues to provide technical assistance and references to assist subrecipients to rely on standards of evidence such as NIJ resources available at <https://crimesolutions.ojp.gov/> . This is evident in the most recent NOFA released for FY 21 Project Safe Neighborhood NOFA <http://goccp.maryland.gov/wp-content/uploads/FY2021-PSNM-NOFA.pdf> and <http://goccp.maryland.gov/wp-content/uploads/FY2022-BJAG-NOFA.pdf> . See Section III - Program Requirements NOFA and additional application instructions available at <http://goccp.maryland.gov/wp-content/uploads/NOFA-application-instructions.pdf>

Maryland is also home to several esteemed academic institutions committed to improve evaluation tools namely the University System of Maryland, and The Institute for Innovation and

Implementation. As stated in chapter 3 of the DLS report, the Office has undertaken multiple evaluation efforts, and to govern activities to improve agency-wide effectiveness and transparency. See sample VIPP evaluation available at <http://goccp.maryland.gov/wp-content/uploads/MD-VIPP-Evaluation-Report.pdf>

Recommendation 7.1. State entities should use consistent acronyms for GOCPYVS grants, aligned with the Grant Management System and notices of funding availability, for more clarity and transparency.

Agency Response:

The Office is engaged with the Department of Information Technology (DoIT) and Governor’s Grants Office to continuously develop and secure an Enterprise based Grants Management System. Until a statewide system is deployed, the Office will perform all grants administration lifecycle tasks within its electronic Grants Management System (GMS). Therefore, the Office will not proceed with any new technology development and support contracts to reconfigure GMS, but will continue to ensure compliance with legislative requirements and update website acronyms.

Section 5: SAEK

Recommendation 7.2. The Sexual Assault Evidence Kit (SAEK) Policy and Funding Committee Annual Reports should address all SAEK-related funding, including Sexual Assault Kit Initiative (SAKI) and Sexual Assault Kit Testing (SAKT) funds, available to State entities and law enforcement agencies.

Recommendation 7.3. GOCPYVS Annual Reports on SAKT should address how it is coordinated with the other SAEK-related funding available to State entities and law enforcement agencies.

Agency Response:

The Office of the Attorney General is the lead agency responsible for the preparation of the SAEK reports. It is the OAG who determines the content. While the Governor’s Office of Crime Prevention, Youth, and Victim Services works with the committee, we lack the overall authority to make changes to the structure and content of the reports issued by the SAEK committee.

Appendix B – Request Letter for Evaluation of GOCPYVS



THE MARYLAND GENERAL ASSEMBLY
ANNAPOLIS, MARYLAND 21401-1991

JOINT AUDIT AND EVALUATION COMMITTEE

April 28, 2021

Michael Powell
Director, Office of Program Evaluation and Government Accountability
Department of Legislative Services
90 State Circle
Annapolis, Maryland 21401

Dear Director Powell:

Consistent with § 2-1234 of the State Government Article, we are directing that the Office of Program Evaluation and Government Accountability conduct a performance evaluation of the Governor's Office of Crime Prevention, Youth, and Victim Services.

Thank you for your attention to this matter, and please let us know if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Clarence K. Lam".

Senator Clarence K. Lam
Senate Chair

A handwritten signature in black ink, appearing to read "Carol L. Krimm".

Delegate Carol L. Krimm
House Chair

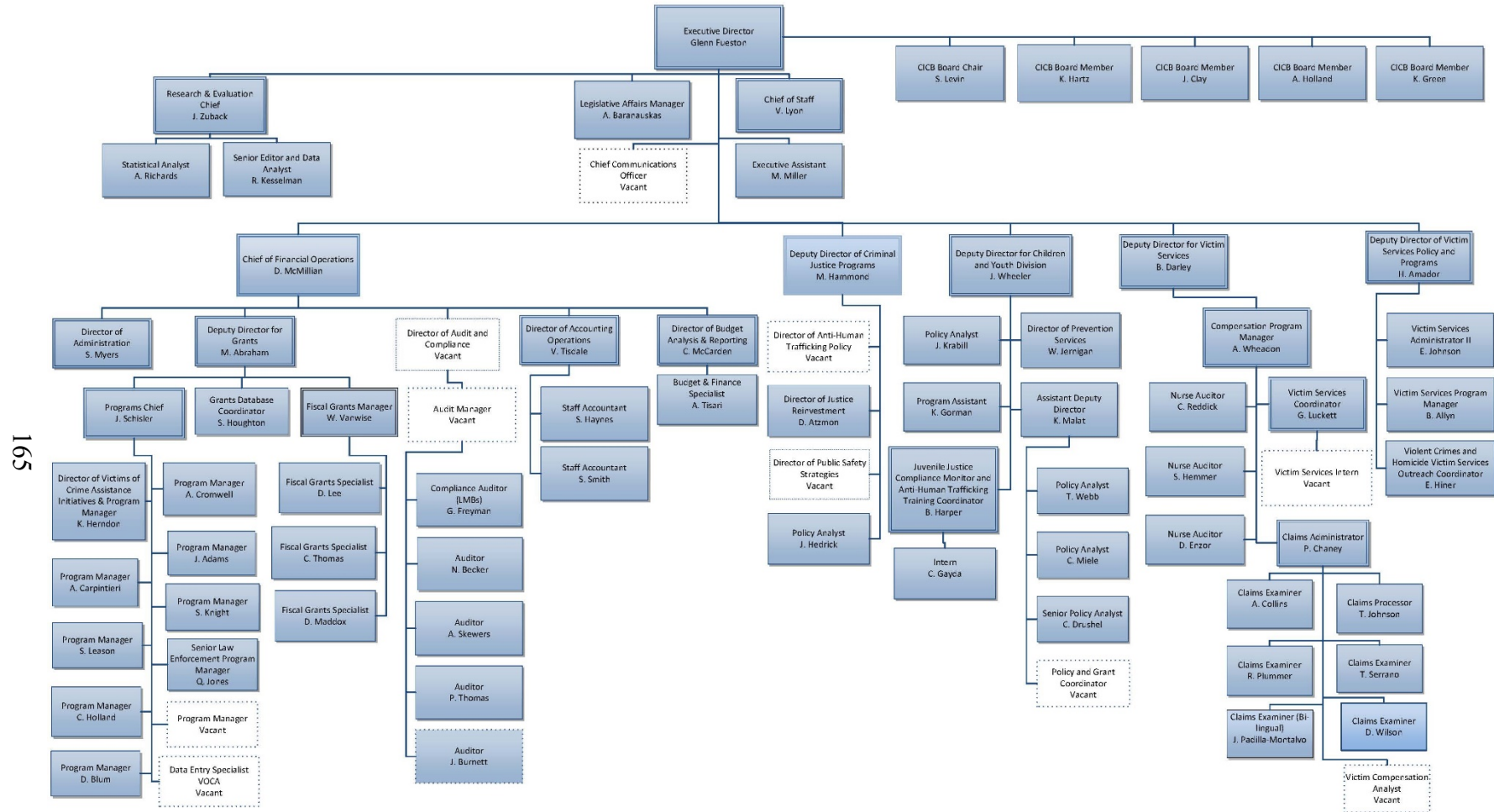
CKL:CLK/MP:EJA/dw

cc: Members, Joint Audit and Evaluation Committee
Ms. Victoria L. Gruber

Appendix C – Organizational Chart for GOCPYVS as of June 2021

Figure 1

Governor's Office of Crime Prevention, Youth, and Victim Services (D21) – Organizational Chart



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**Appendix D – Grants and Programs Administered by the
Governor’s Office of Crime Prevention, Youth, and
Victim Services**

Grant/Program¹	GMS Code	Budget Code
Administrative Headquarters – Special Fund (SF) + Federal Fund (FF)		D21A01.01
Animal Abuse Emergency Compensation (SF)		
Criminal Justice Improvement and Recidivism Reduction (SF)		
Legal Services for Crime Victims (SF)	LSCV	
Victims of Crime (SF)		
School Bus Safety Enforcement (SF)	SBSE	
Victim Witness Protection Fund (SF)	VWPF	
Children’s Justice Grants to States (FF)		
Community Based Violence Prevention (FF)		
Comprehensive Opioid Abuse Site-Based Program (FF)	COAP	
Crime Victim Assistance (FF)	VOCA	
Crime Victim Assistance – Discretionary (FF)		
Edward J. Byrne Memorial Justice Assistance (FF)	BJAG	
Family Violence Prevention and Services (FF)	FVPS	
Title II Juvenile Justice Delinquency Prevention (FF)	JJAC	
National Sexual Assault Kit Initiative (FF)	SAKI	
Paul Coverdell National Forensic Sciences Improvement (FF)	PFSI	
Project Safe Neighborhoods (FF)	PSNM	
Residential Substance Abuse Treatment for State Prisoners (FF)		
Second Chance Act (FF)	SCIP	
Sexual Assault Services Formula Program (FF)		
STOP School Violence Prevention & Mental Health Training Program (FF)		
Violence Against Women Formula Grants (FF)	VAWA	
Coronavirus Emergency Supplemental Funding (FF)	CESF	D21A01.01
Family Violence Prevention & Services COVID-19 Supp. Funding (FF)		(cont.)
Children’s Justice Grants to States (RF)		
Community Sexual Assault Prevention (RF)		
MDH Health Improvement (RF)		
Rape Crisis Intervention (RF)		
Vivitrol Reentry Program (RF)		
Administrative HQ – Local Law Enforcement – General Fund Grants		D21A01.02
Baltimore City Police Department Technology	BCPT	
Baltimore City Police Department	BCPD	
Baltimore City Safe Streets	BCSS	
Baltimore City State’s Attorney’s Office		
Body Armor for Local Law Enforcement	BARM	
Child Advocacy Center Services	CACS	
Washington County Adult Day Reporting Center	DRCE	

Grant/Program¹	GMS Code	Budget Code
Domestic Violence Prevention	FVPS + MVOC	
Domestic Violence Unit Pilot	DVUP	
Juvenile State Match Requirements	JSMR	
Prince George's County Drug Grant	PGDG	
Prince George's County State's Attorney's Office Strategic Investigative and Charging Unit grant program	PGSI	
Prince George's County Violent Crime Grant	VIP2	
Protecting Against Hate Crime	PAHC	
Sexual Assault Kit Testing (Rape Kit Testing)	SAKT	
Roper Victim Assistance Academy	RVAA	
Sexual Assault Rape Crisis	SARC	
Sex Offender Compliance and Enforcement	SOCM	
State's Attorney's Coordinating Council	SACC	
STOP Gun Violence Reduction Grant	GVRG	
Survivors of Homicide Grant	SOHG	
War Room – Baltimore City	WRBC	
Community [Grant] Program Fund (Special Nonlapsing)	CGPF	
Internet Crimes Against Children (Special Nonlapsing)	ICAC	
Performance Incentive Grant Fund (JRA) (Special Nonlapsing)	PIGF	
Pretrial Services Program (Special Nonlapsing)	PSPG	
Student Peer Mediation Program (Special Nonlapsing)		
Youth Crime Prevention and Diversion Parole (Special Nonlapsing)		
State Aid for Police Protection Grants	SAPP	D21A01.03
Violence Intervention and Prevention Program (VIPP)		D21A01.04
Violence Intervention and Prevention Program – Multiple Projects	VIPP	
Baltimore Chesapeake Bay Outward Bound School–Police Youth Challenge	VIP2 + VIPA	
Baltimore City Law Enforcement Assisted Diversion/LEAD	VIP2	
Baltimore City State's Attorney's Office Victim-Witness Relocation VWPF	VIP2 + VIPC	
Children and Parent Resource Group, Inc. – Life Changing Experiences Community Education Project	VIP2	
Prince George's County Criminal Apprehension and Suppression Team	VIP2	
Strategic Decision Support Center – Baltimore City Police Department	VIP2 + VIPE	
Baltimore City Crime Prevention Initiative		D21A01.05
Baltimore Child Abuse Center's Child Witness Services	SOHG	

Grant/Program¹	GMS Code	Budget Code
Baltimore City State's Attorney's Office Victim-Witness Protection/VWPF	VIPC	
Boys & Girls Clubs and Police Athletic Leagues	MDSS + BCCI + BCC3 + BJAG + BJNT	
Handle with Care	BCCI + BCC5	
Police Recruitment and Retention	PRAR	
Special Assistant United States Attorneys	MDSS + PSNM	
Choice Program at the University of Maryland Baltimore County	BCC4	
Maryland Criminal Intelligence Network (MCIN)		D21A05.01
Maryland Criminal Intelligence Network projects	MCIN + MDSS + BJAG + BJNT	
Maryland Safe Streets	MDSS	
Victims Services Unit		D21A03.01
Sexual Assault Reimbursement Unit (GF)		
Criminal Injuries Compensation Board (SF)		
Crime Victims Compensation Fund (FF)		

BARM: Body Armor for Local Law Enforcement

Description: Body Armor for Local Law Enforcement (BARM) is a State-funded reimbursement grant to non-State agencies for the sole purpose of purchasing bullet-resistant body armor for sworn law enforcement officers. The program reimburses non-State agencies 50% of the cost of the body armor vest purchased.

BJAG: Edward J. Byrne Memorial Justice Assistance Grants

Description: Byrne Justice Assistance Grants (BJAG) support a broad range of State and local criminal justice initiatives critical to Maryland's ultimate goal of safe communities. Funds are intended to reduce existing gaps in service that impact violent crime, crime victims, enforcement, prosecution, adjudication, detention, and rehabilitation.

BJAG-NIBRS: NIBRS Statewide Compliance Initiative

Description: The purpose of Maryland's National Incident-Based Reporting System (NIBRS) Statewide Compliance Initiative is for local law enforcement agencies to become compliant with the Federal Bureau of Investigation's NIBRS reporting system.

CACS: Child Advocacy Center Services

Description: Child Advocacy Centers stress coordination of investigative and intervention services by bringing together professionals and agencies as a multi-disciplinary team to create a child-focused approach to child abuse cases. The main goal of all Child Advocacy Centers is to ensure that children are not traumatized by the very system designed to protect them.

CCIF: Children's Cabinet Interagency Fund²

Description: Local jurisdictions, through their Local Management Boards (LMB), bring together public and private agencies, local government, faith-based and civic organizations, families, youth, and community members to develop, implement, and review a community plan with strategies to improve outcomes for one or more Child Well-Being Results (see <https://goc.maryland.gov/wellbeingscorecard/>). LMBs apply for funding for a Community Partnership Agreement from the Children's Cabinet Interagency Fund (CCIF), administered by the Governor's Office of Crime Prevention, Youth, and Victim Services (GOCPYVS) on behalf of the Children's Cabinet. The funds provide resources at the local level to strengthen community-based services to children, youth, and families with a focus on increasing childhood well-being, with intentional efforts to address childhood trauma and Adverse Childhood Experiences (ACE), as well as race equity.

CESF: Coronavirus Emergency Supplemental Funding Program

Description: The Coronavirus Emergency Supplemental Funding (CESF) Program is funded through the fiscal 2020 CESF Program formula allocation from the federal Office of Justice Programs, Bureau of Justice Assistance.

The primary purpose of this program is to (1) identify short- and long-term barriers that impact communities' abilities to address the needs of vulnerable children and youth and their families; (2) identify short- and long-term law enforcement needs, including corrections, reentry, and courts; and (3) identify short- and long-term barriers that impact victim service providers, inclusive of domestic violence and sexual assault service providers, as well as child advocacy centers in preventing, preparing for, and responding to COVID-19.

CFSI: Paul Coverdell National Forensic Sciences Improvement Program

Description: The Paul Coverdell National Forensic Sciences Improvement (CFSI) Act provides federal funding to crime laboratories and medical examiner's offices to improve the quality and timeliness of forensic science and medical examiner services. Funds are intended to eliminate backlogs in the analysis of forensic evidence, the purchase of equipment, trainings to keep forensic staff abreast to new techniques, accreditation and supplies for the crime laboratories.

CGPF: Community Grant Program Fund

Description: The purpose of the Community Grant Program Fund (CGPF) is to assist local law enforcement agencies with establishing community programs and local government agencies with establishing violence intervention programs. CGPF programs support the objective of developing criminal justice strategies that are coordinated at the local, State, and federal level. The program also seeks to enhance the relationship between law enforcement and youth and aligns with the GOCPYVS Children and Youth Division's goals of increasing the wellbeing of Maryland's children and youth as well as addressing ACEs and the impact of childhood trauma.³ CGPF is referred to as the "Community Program Fund" in the Department of Budget and Management documents.

CJAC: Children's Justice Act Committee

Description: The Children's Justice Act Committee (CJAC) provides federal grants to states to improve the investigation, prosecution, and judicial handling of cases of child abuse and neglect, particularly child sexual abuse and exploitation, in a manner that limits additional trauma to the child victim.

COAP: Comprehensive Opioid Abuse Program

Description: The federal Comprehensive Opioid, Stimulant, and Substance Abuse Program (COSSAP), formerly the Comprehensive Opioid Abuse Program (COAP), was developed as part of the Comprehensive Addiction and Recovery Act legislation. COSSAP's purpose is to provide financial and technical assistance to states, units of local government, and Indian tribal governments to develop, implement, or expand comprehensive efforts to identify, respond to, treat, and support those impacted by illicit opioids, stimulants, and other drugs of abuse.

DOMV: Maryland Domestic Violence Program

Description: The Maryland Domestic Violence Program (DOMV) is a statewide program that makes temporary shelter environments and supportive services available through a network of local domestic violence services programs. Programs provide comprehensive services to meet the specific needs of domestic violence victims and their families. Providing these services locally increases the likelihood that victims will benefit from these services and that there shall be appropriate linkages to other community-based services as needed. Additionally, provision of services fosters a coordinated community approach to serving domestic violence victims that includes partnerships with law enforcement, courts, hospitals, local departments of social services, and other related support agencies.

DRCE: Day Reporting Centers Program

Description: The Adult Day Reporting Center program (DRCE) enables a local jurisdiction to implement a Day Reporting Center to provide community based services and treatment to offenders under parole/probation or pretrial supervision in order to reduce recidivism, jail/prison populations, and corrections related costs.

DVUP: Domestic Violence Unit Pilot Program

Description: The Domestic Violence Unit Pilot Program (DVUP) offers law enforcement the resources to meet District and circuit court guidelines for efficient and timely serving of protective orders, reducing and minimizing the time between the issuance of ex partes and protective orders and their entry into the MILES/NCIC database.

GVRG: Gun Violence Reduction Grant⁴

Description: Grant funds assist law enforcement agencies and/or prosecutors who have a demonstrated need, combined with a viable plan to address firearms related violence in their jurisdictions. Priority is given to requests that support the goal of disrupting and dismantling criminal organizations through coordinated criminal justice strategies such as the Maryland Criminal Intelligence Network (MCIN). GOCPYVS collaborates with the Ceasefire Council to evaluate Gun Violence Reduction Grant (GVRG) applications.

[Also see MCIN]

ICAC: Internet Crimes Against Children

Description: The federal Internet Crimes Against Children Task Force Program (ICAC program) helps state and local law enforcement agencies develop an effective response to technology-facilitated child sexual exploitation and Internet crimes against children. This help encompasses forensic and investigative components, training and technical assistance, victim services, and community education.

Senate Bill 864 (2016) established the Internet Crimes Against Children (ICAC) Task Force Fund, administered by GOCPYVS, to:

1. provide grants to local law enforcement agencies for salaries, training, and equipment to be used for the investigation and prosecution of Internet Crimes Against Children;
2. support the ongoing operations of the Maryland ICAC Task Force established by the Department of State Police; and
3. provide grant funds to designated child advocacy centers for salaries, training, and equipment to be used for the investigation and prosecution of Internet Crimes Against Children.

JJAC: Title II Juvenile Justice Delinquency Prevention Formula Grant^{5,6}

Description: The federal Title II Formula (JJAC) Grant Program provides funding to the State of Maryland to address juvenile delinquency through technical assistance, training, and effective programs for improving the juvenile justice system. The Title II Formula (JJAC) funds support reform in Maryland's juvenile justice system and focus on initiatives and strategies that support the hallmarks of the Developmental Approach to Juvenile Justice Reform, which are:

- Accountability without Criminalization;
- Alternatives to Justice System Involvement;
- Individualized Response Based on Assessment of Needs and Risks;

- Confinement Only When Necessary for Public Safety;
- A Genuine Commitment to Fairness;
- Sensitivity to Disparate Treatment; and
- Family Engagement.

[Also see JSMR]

JSMR: Juvenile State Match Requirements Program

Description: GOCOPYVS and the Juvenile Review Council, Maryland’s State Advisory Group, for the Title II Formula Grant, administer grant funding for Title II (JJAC) and the Juvenile State Match Requirements (JSMR) program.

[Also see JJAC]

LETS: Law Enforcement Training Scholarship Program

Description: The Law Enforcement Training Scholarship (LETS) Program provides scholarships up to \$5,000 per recipient to attend specialized law enforcement trainings. Grant funds may be used to attend nondegree-related courses and cover travel, lodging, course fees, and training material costs. The program is open to all eligible law enforcement agencies.

LSCV: Legal Services for Crime Victims Fund

Description: The Legal Services for Crime Victims (LSCV) Fund, administered by the State Board of Victim Services, provides Maryland crime victims the opportunity to have legal representation in the court system. The fund uses money obtained from unclaimed restitution for annual grants to provide legal counsel for victims of crime.

MATP: Medication Assisted Treatment Program

Description: The purpose of the Medication Assisted Treatment program (MATP) is to develop and implement Medication Assisted Treatment programs using Vivitrol, enhance and expand existing programs using Vivitrol, and to increase capacity and provide accessible, effective, and coordinated care as part of the Vivitrol-based Medication Assisted Treatment program.

MCIN: Maryland Criminal Intelligence Network

Description: The Maryland Criminal Intelligence Network (MCIN) program is a coalition of criminal justice agencies that collaborates and coordinates tactics, resources, and intelligence through comprehensive data sharing, cross-jurisdictional partnerships, effective policies, and supporting technologies.

MCIN focuses on identifying, disrupting, and dismantling gangs and violent criminal networks involved in the distribution of illegal drugs, the use of firearms in crimes of violence, human trafficking, or other inherently violent criminal enterprises, through enforcement, prevention, intervention, and information sharing. MCIN seeks to reduce violent crime by facilitating the

formation of information technology-enabled partnerships that lead to the improved investigation and prosecution of violent criminals and their networks.

MCIN funds are used to improve intelligence infrastructure and support strategies for collecting information that lead to investigations that identify, disrupt, and dismantle criminal networks, to employ subject matter experts trained to investigate such networks, and/or pay for expert prosecutors to prosecute these cases at the federal and State levels.

MVOC: Maryland Victims of Crime Fund

Description: The Maryland Victims of Crime (MVOC) Fund, administered by the State Board of Victim Services under the authority of GOCPYVS, provides for advocacy and support services to victims of crime.

PAHC: Protecting Against Hate Crimes⁷

Description: The Protecting Against Hate Crimes Grant Program (PAHC) provides one-time security enhancements for nonprofit organizations, including faith-based organizations, with facilities and membership that can be targeted for a hate crime. Enhancements may include equipment, software purchases, and physical security enhancements.⁸

PIGF: Performance Incentive Grant Fund⁹

Description: Funding for this grant program comes from savings resulting from reforms under the Justice Reinvestment Act (JRA) in Maryland. The JRA was enacted in Maryland in 2016. JRA reforms are focused on safely reducing Maryland's prison population by incorporating more evidence-based programming to improve reentry outcomes, reduce impacts of incarceration on communities, provide more resources to victims of crime, and connect nonviolent offenders with behavioral health needs to community treatment and support. Outcomes of Performance Incentive Grant Fund (PIGF) funded programs are monitored by the Justice Reinvestment Oversight Board, and performance measures are set by the Local Government Justice Reinvestment Commission.

PGSI: Prince George's County Strategic Investigative and Charging Unit Grant Program

Description: The Prince George's County State's Attorney's Office Strategic Investigative and Charging Unit (PGSI) grant program helps reduce existing gaps in services and foster collaboration and cooperation among the partnering agencies and stakeholders. The program is intended to increase the number of successful prosecutions of violent and nonviolent, repeat, and chronic offenders to enhance and ensure safer communities in Prince George's County. Grant funds support personnel.

PRAR: Police Recruitment & Retention

Description: The Police Recruitment & Retention (PRAR) program provides funding to local law enforcement agencies to recruit and retain qualified sworn police officers.

PSNM: Project Safe Neighborhoods (Maryland)¹⁰

Description: Project Safe Neighborhoods (PSNM) grants develop, implement, and support anti-gang prevention and violent crime enforcement strategies in Maryland through dedicated partnerships forming a PSN task force. Funds are intended to help create and foster safer neighborhoods through a sustained reduction in violent crime, including, but not limited to, addressing criminal gangs and the felonious possession and use of firearms.

PSPG: Pretrial Services Program Grant

Description: This program assists counties in the development, implementation, and improvement of pretrial services programs that reduce the size and cost of pretrial detention populations on the county level, reduce recidivism, and improve public safety outcomes, specifically the safety of victims and witnesses. Additionally, the program is intended to establish a consistent standard of best practices across all grant-funded pretrial release services.

RFCI: [See SARC]

RFPA: Community Sexual Violence Prevention & Awareness (RFPA) Initiative

Description: The statewide Community Sexual Violence Prevention & Awareness (RFPA) initiative provides education, training and support services for victims, health professionals, and the public about sexual violence and early intervention. RFPA supports the State's 17 Rape Crisis Centers for prevention, education and awareness services administered in the community. The Rape Crisis Centers provide educational seminars, hotline services, training programs for professionals, print materials and other resources to increase awareness regarding rape and sexual assault prevention. RFPA programs may consist of private, nonprofit, and/or governmental agencies.¹¹

RNPG: Child Sex Trafficking Screening and Services Act Regional Navigator Program

Description: This grant fund is used to maintain Regional Navigator Program Grant (RNPG) services in the pilot jurisdictions (Cecil, Montgomery, and Washington counties) and expand programming projects in up to nine additional jurisdictions requiring victim service agencies, law enforcement, and local departments of social services, who have reason to believe a child is a victim of sex trafficking, to notify a Regional Navigator in their jurisdiction to obtain services for the child.

RSAT: Residential Substance Abuse Treatment

Description: The Residential Substance Abuse Treatment (RSAT) for State Prisoners Program assists state, local, and tribal governments in the development and implementation of substance abuse treatment programs in state, local, and tribal correctional and detention facilities. Funds are also available to create and maintain community reintegration services for offenders after they are released from incarceration. RSAT funds may be used to implement three types of programs: residential, jail-based, and aftercare. Community-based substance abuse treatment programs are given priority consideration.

The goal of the RSAT Program is to break the cycle of drugs and violence by reducing the demand for, use, and trafficking of illegal drugs. RSAT enhances the capability of states and units of local and tribal government to provide residential substance abuse treatment for incarcerated inmates; prepares offenders for their reintegration into the communities from which they came by incorporating reentry planning activities into treatment programs; and assists offenders and their communities through the reentry process through the delivery of community-based treatment and other broad-based aftercare services. Treatment practices/services should be, to the extent possible, evidence based.

RVAAM: Roper Victim Assistance Academy of Maryland

Description: Roper Victim Assistance Academy of Maryland (RVAAM) is a 40-hour, academically based education and training program that covers a broad array of topics in victimology, victim's rights and services and victim advocacy throughout the criminal and juvenile processes.¹²

The mission of RVAAM is to provide a broad basic advocacy training that will standardize the training for crime victim service providers in Maryland, thereby expanding and enhancing the professionalism of the victim services field. The academy strives to increase participants' knowledge of national, state, and local resources, and to provide an opportunity to network with other victim service providers.¹³

SACC: State's Attorneys' Coordination Council¹⁴

Description: The State's Attorneys' Coordination Council (SACC) grant funds the Office of the State's Attorneys' Coordinator. For each county and Baltimore City, the State's Attorney prosecutes and defends, on the part of the State, all cases in which the State may be interested (Maryland Criminal Procedure Article, Sec. 15-102). The State's Attorneys' coordinator coordinates legal education and services for State's Attorneys and their professional staffs, implements uniform reporting procedures for State's Attorneys. The coordinator serves as a liaison between Maryland's State's Attorneys and local, State, and federal law enforcement agencies and organizations.

SACC, created by Maryland Chapter 710 of 1977, appoints the State's Attorneys' coordinator. In consultation with the State Board of Victim Services, the SACC formulates regulations to administer the Victim and Witness Protection and Relocation Program (Maryland Criminal Procedure Article, Sec. 11-902).

SAKT: Sexual Assault Kit Testing Grant Program

Description: The State Sexual Assault Kit Testing (SAKT) Grant Program provides grant funding to the Maryland State Police and local law enforcement agencies to pay for the testing of sexual assault evidence collection kits (SAK) by forensic laboratories. Funding is limited to the testing of sexual assault evidence kits collected on or after May 1, 2018. SAKT also supports in-house personnel and supplies for testing.

[Also see federal **SAKI**]

SAPP: State Aid for Police Protection Fund

Description: The State Aid for Police Protection (SAPP) Fund is a formula-driven funding program to supplement resources for police protection in local communities. State funds augment the operational costs of local and county police agencies. Funds are distributed based on a formula derived through a subdivision's population, number of police officers in the agency, and the total jurisdictional taxable income. Annual distributions are calculated according to the previous year's operations costs.

SARC: Sexual Assault/Rape Crisis Grant Program¹⁵

Description: The Sexual Assault/Rape Crisis Grant Program (SARC) and Rape Crisis Intervention (RFCI) are statewide programs that make counseling and support services available through a network of local, community-based rape crisis service programs in every jurisdiction in Maryland. Programs provide comprehensive services to meet the specific needs of adult and child victims of rape and other sexual offenses and family members affected by the abuse.¹⁶ Services to victims include a 24-hour hotline, counseling, medical accompaniment, and assistance in accessing and using other support services such as legal assistance. The SARC/RFCI grant program is funded through State general funds.

SASP: Sexual Assault Services Program

Description: The Sexual Assault Services Program (SASP) provides intervention, advocacy, accompaniment (*i.e.*, accompanying victims to court, medical facilities, police departments, *etc.*), support services, and related assistance for adult, youth, and child victims of sexual assault, family and household members of victims, and those collaterally affected by the sexual assault.

SBSE: School Bus Safety Enforcement

Description: Grants from the School Bus Safety Enforcement program target drivers who fail to stop for school buses that are loading or unloading passengers, proactive measures such as increasing patrols in known problem areas, public service announcement campaigns, and salary support for overtime.

SCIP: Second Chance Act Addressing the Needs of Incarcerated Parents with Minor Children¹⁷

Description: The Second Chance Act Addressing the Needs of Incarcerated Parents with Minor Children (SCIP) grant program provides federal funds for services delivered in detention and correctional facilities to incarcerated parents with minor children under the age of 18. Funds are also intended to reduce the impact of incarceration on children, families, and communities by strengthening the relationships between justice system-involved parents and their minor children.

Programs funded under SCIP must align with the following objectives:

- Implement Parenting Inside Out (PIO), an evidence-based, cognitive-behavioral parent management skills training program for incarcerated parents.

- Implement Parent-Child Interaction Therapy (PCIT) (for children between the ages of 2 and 7) and Functional Family Therapy (FFT) (for children 8 and older).
- Track enrollment in and completion of participants in the PIO training, PCIT, and FFT.
- Use pre- and post-tests to measure changes in knowledge, attitudes, and beliefs about parenting; self-concept; and parenting practices.

SOCM: Sex Offender and Compliance Enforcement in Maryland

Description: The Sex Offender and Compliance Enforcement (SOCM) program funds efforts to ensure compliance by persons who must register or re-register with the Maryland Sex Offender Registry. Funds assist law enforcement agencies implement sex offender registration, compliance verification, and enforcement. In 2011, Maryland became compliant with the federal Sex Offender Registration and Notification Act, passed by Congress in 2006.

SOHG: Survivors of Homicide Victims Grant Program¹⁸

Description: The Survivors of Homicide Grant (SOHG) program helps to establish and expand statewide programs for survivors of homicide victims throughout Maryland. This grant program provides victim assistance, advocacy, support, and other coordinated justice system responses and ensures survivors of homicide victims can exercise their legal rights. Maryland Chapter 223 of 2014 (House Bill 355) established the grant program within GOCPYVS to address the specific needs of family members and other survivors of homicide victims.

SPMP: Student Peer Mediation Grant Program

Description: The Student Peer Mediation Program provides grants to schools and community-based organizations in Baltimore City to establish student peer mediation programs to reduce juvenile violence. Maryland Chapter 736 of 2019 (HB1346) provided that this grant fund to be administered by GOCPYVS.

STOP VAWA: STOP (Services*Training*Officers*Prosecutors) Violence Against Women Formula Grant Program

Description: GOCPYVS administers the federally funded STOP (Services*Training*Officers*Prosecutors) Violence Against Women Formula Grant Program (STOP VAWA) program under the authority of the U.S. Department of Justice, Office on Violence Against Women, to strengthen effective, victim-centered law enforcement, prosecution, and court strategies to combat violent crimes against women in Maryland. The STOP VAWA program, which is a portion of the Violence Against Women Formula Grant Program funding, is distributed among victim-centered law enforcement, prosecution, courts, and nonprofit victim service providers. STOP VAWA also supports criminal justice entities in holding offenders accountable.

SVTA: School Safety Tip Line

Description: The Maryland Center for School Safety’s (MCSS) School Safety Tip Line project prevents school safety threats from occurring by providing schools and communities with a tool for reporting potential threats. The tip line provides a single point of entry across the State of Maryland for students, parents, school staff, community members and professionals in public safety, public health, and emergency management to report and respond to student safety threats. Program funds provide contractual services.

MCSS serves as an independent unit of the State government that provides grants, training, and support to public, nonpublic special education, and private schools throughout Maryland. MCSS was established in 2013 to provide a coordinated and comprehensive approach to school safety in Maryland. MCSS promotes collaboration among students, parents, educators, mental health practitioners, law enforcement, and crime prevention practitioners with a focus on the physical and emotional well-being of Maryland students.¹⁹

VIPP: Violence Intervention and Prevention Program

Description: House Bill 432 (2018) established the Violence Intervention and Prevention Program fund. VIPP is intended to support effective violence reduction strategies, specifically gun violence, through evidence-based and/or evidence-informed health programs. Evidence-informed health programs are approaches or initiatives that are:

- based on public health principles;
- capable of being studied and evaluated through research and data collection;
- for the purpose of reducing gun violence; and
- directed to influence factors determined to affect gun violence.

VIPP: Project Titles

<u>GMS Code</u>	<u>Project Titles</u>
VIPP-2019-0010	Violence Intervention Project – Center for Children
VIPP-2019-0011	Youth Case Management – EveryMind
VIPP-2019-0008	Violence Intervention Program – Family & Children’s Services of Central MD.
VIPP-2019-0006	Early Intervention Program – Family Crisis Center of Baltimore County, Inc.
VIPP-2019-0009	Trauma Intervention & Prevention Services – Generations Family Services, Inc. (FY19)
VIPP-2019-0012	Third-Party Evaluation of the Violence Intervention and Prevention Program (VIPP) Intervention – JHU Center for Research and Reform in Education (FY21).
VIPP-2019-0007	Safe Streets Baltimore (SSB) Program – Mayor’s Office on Criminal Justice.
VIPP-2019-0004	Community Violence Intervention Program (CVIP) – Medstar Wash. Hosp. Ctr. (MWHC)

- VIPP-2019-0002 Baltimore Trauma Response Team – Reaching the Unreachable, Inc.
- VIPP-2019-0003 Violence Intervention Program – Sinai Hospital of Baltimore, Inc.
- VIPP-2019-0001 R. Adams Cowley Shock Trauma Violence Prevention – UMMS Foundation (Baltimore City)
- VIPP-2019-0005 Capital Region Violence Intervention Program (CAP–VIP) – Univ. of Md. Prince George’s Hospital Center

VIP2: Project Titles

- Baltimore Chesapeake Bay Outward Bound School’s (Baltimore City) Police Youth Challenge (FY20).
- Baltimore City Police Department’s Strategic Decisions Support Centers Program (FY20).
- Law Enforcement Assisted Diversion (LEAD) Program in Baltimore City (FY20).
- Life Changing Experiences Community Education Project (FY20).
- Victim-Witness Relocation – Office of the State’s Attorney for Baltimore City’s Victim/Witness Relocation program (FY20).
- Violence Intervention and Prevention (FY20) – Prince George’s County Police Department.

VIPA: Project Title – Chesapeake Bay Outward Bound’s (Baltimore City) Police Youth Challenge program (FY21).

VIPB: Project Title – Law Enforcement Assisted Diversion (LEAD) – (FY21 – continuation).

VIPC: Project Title – Victim-Witness Relocation – Office of the State’s Attorney for Baltimore City’s Victim/Witness Relocation program (FY21 – continuation).

VIPE: Project Title – Baltimore City Police Department’s (BPD’s) Strategic Decisions Support Centers Program- (FY21 – continuation).

VIPF: Project Title – Violence Intervention and Prevention (FY21 – continuation) – Prince George’s County Police Department.

VOCA: Victims of Crime Act

Description: The purpose of the federal Victims of Crime Act (VOCA) program is to improve the treatment of victims of crime by providing victims with the assistance and services necessary to aid their restoration after a violent criminal act, and to support and aid them as they move through the criminal justice process. Victim assistance includes services such as crisis intervention,

counseling, emergency transportation to court, temporary housing and criminal justice support and advocacy.

The Crime Victims Fund (CVF), established in 1984, is a major funding source for victim services throughout the U.S. In 2015, Congress more than tripled the annual amount of nontaxpayer funds distributed to states from the national CVF.

The largest of the VOCA grants are the annual VOCA – Victim Assistance (VOCA-VA) formula grants to states. Additional federal grants from the CVF include VOCA victim compensation formula grants and some VOCA discretionary grants.

VOCT: Victim Assistance Discretionary Grant Training Program for Victim Assistance (VOCA-VA) Grantees.

Description: The Victim Assistance Discretionary Grant (VOCT) program supports training and technical assistance to VOCA victim assistance service providers and others who work with crime victims. Uses for these funds include, but are not limited to, enhancing existing State Victim Assistance Academies (SVAA) or establishing new SVAAAs; and supporting statewide training initiatives, crime victim related conferences, basic training for new programs for underserved victims, and scholarships to service providers and others who work with crime victims.²⁰

YCPD: Markell Hendricks Youth Crime Prevention and Diversion Parole Grant Program

Description: The Markell Hendricks Youth Crime Prevention and Diversion (YCPD) Parole Grant program provides assistance to local law enforcement agencies for diversion programs or youth engagement programs in high-crime areas. Chapter 738 of 2019 (HB1348) provided that GOCPYVS administer this grant fund.

Endnotes

¹ *FY 2022 Proposed Operating Budget Detail* (Vol. 1, pp. 131-138), Department of Budget and Management (DBM); retrievable from <https://dbm.maryland.gov/budget/Pages/operbudhome.aspx>.

² <http://goccp.maryland.gov/grants/programs/ccif/>.

³ *FY 2022 CGPF NOFA* (GOCOPYVS); <http://goccp.maryland.gov/wp-content/uploads/FY2022-CGPF-NOFA.pdf>.

⁴ <http://goccp.maryland.gov/grants/programs/gvrg/>.

⁵ <http://goccp.maryland.gov/wp-content/uploads/FY2022-JJAC-NOFA.pdf>.

⁶ <http://goccp.maryland.gov/governors-office-of-crime-prevention-youth-and-victim-services-announces-title-ii-formula-grant-awards-to-improve-outcomes-for-juvenile-justice-system/>.

⁷ <http://goccp.maryland.gov/grants/programs/pahc/>

⁸ <http://goccp.maryland.gov/wp-content/uploads/FY2021-PAHC-NOFA.pdf>.

⁹ <http://goccp.maryland.gov/grants/programs/pigf/>.

¹⁰ <http://goccp.maryland.gov/wp-content/uploads/FY2020-PSNM-NOFA.pdf>.

¹¹ GOCCP Annual Report 2012; <https://msa.maryland.gov/megafile/msa/speccol/sc5300/sc5339/000113/018000/018664/unrestricted/20132727e.pdf>.

¹² <http://goccp.maryland.gov/victims/rights-resources/victim-resources/>.

¹³ <https://www.rvaam.us/>.

¹⁴ Maryland Manual On-Line; <https://msa.maryland.gov/msa/mdmanual/26excom/html/33statt.html>.

¹⁵ <http://goccp.maryland.gov/grants/programs/sarc/>.

¹⁶ http://goccp.maryland.gov/wp-content/uploads/FY20-SARC_RFCI-NOFA.pdf.

¹⁷ <http://goccp.maryland.gov/grants/programs/scip/>.

¹⁸ <http://goccp.maryland.gov/wp-content/uploads/FY2022-SOHG-NOFA.pdf>.

¹⁹ <https://schoolsafety.maryland.gov/Pages/MCSSS-About.aspx>.

²⁰ <https://goccp.maryland.gov/wp-content/uploads/VOCT-NOFA-2016.pdf>.

Source: Department of Budget and Management; Governor's Office of Crime Prevention, Youth, and Victim Services
GOCOPYVS

Appendix E – State Advisory Bodies Related to Crime Prevention, Youth, and Victim Services

Boards, Cabinets, Commissions, Workgroups, and Other Advisory Bodies Related to GOCPYVS.

<u>Title of Body</u>	<u>Description / Purpose</u>	<u>GOCPYVS Policy Area</u>	<u>GOCPYVS Role</u>	<u>Reports</u>
Children’s Cabinet (7 members)	Coordinates child and family-focused service delivery system through prevention, early intervention, and community-based services. Members are the Secretaries from the Department of Budget and Management (DBM); Disabilities; Health; Human Services; Juvenile Services; State Superintendent of Schools; and the Governor’s Office of Crime Prevention, Youth, and Victim Services (GOCPYVS) Exec. Dir.	Children & Youth	GOCPYVS Exec. Director is the Chair. GOCPYVS staffs Cabinet, supports preparation of annual plans, and administers the Children’s Cabinet Interagency Fund.	<i>Maryland Children’s Cabinet Three-Year Plan – 2021-2023;</i> <i>Maryland’s Results for Child Well-Being 2020 Annual Report (MSAR #12652)</i>
Advisory Council to the Children’s Cabinet (15 members)	The Advisory Council recommends to the Children’s Cabinet ways for the State to meet the policy and program goals of its own programs for children and families and how those programs can be coordinated with programs operated by local governments, local management boards, and private agencies.	Children & Youth	GOCPYVS Exec. Director is the Chair.	
Children’s Justice Act Task Force (CJAC) (9 members)	The CJAC Task Force Committee is a standing committee of the State Council on Child Abuse and Neglect.	Children & Youth	GOCPYVS provides staff support.	
Juvenile Grant Planning and Review Council (also known as the State Advisory Group) (5-33 members)	Develops a juvenile justice and delinquency prevention three-year plan, reviews grant applications, and makes funding recommendations. Serves as the State Advisory Group per the U.S. Juvenile Justice & Delinquency Prevention Act (Act) of 1974, as amended in 2002.	Children & Youth Criminal Justice	GOCPYVS staff provide support to ensure compliance with federal requirements, and preparation of annual reports.	<i>Juvenile Grant Planning and Review Council 2019-2020 Annual Report (June 1, 2019; MSAR #10675)</i>
Juvenile Justice Reform Council [29 members]	Chap. 252/253 of 2019; Chap. 596 of 2021.	Children & Youth	GOCPYVS Exec. Director is the Chair.	Final report Jan. 2021; Supplemental report Oct. 2021

<u>Title of Body</u>	<u>Description / Purpose</u>	<u>GOCYVVS Policy Area</u>	<u>GOCYVVS Role</u>	<u>Reports</u>
State Coordinating Council for Children (10 members, of which 3 appointed by Children's Cabinet)	First authorized in 1982 as the State Coordinating Council for Residential Placement of Handicapped Children, renamed the State Coordinating Council in 1993. The council has developed procedures for local care teams to ensure that children with disabilities in residential placement receive a complete plan of care. The council monitors services for children with disabilities who may need or are in residential placement. It also maintains an information system that assures agency accountability and enables State planning for needed services.	Children & Youth	GOCYVVS Exec. Director is a member. Chair rotates among ex officio voting members, including the GOCYVVS Executive Director.	
State Early Childhood Advisory Council (ECAC) (≤40 members)	ECAC responsibilities set by federal HR 1429, Improving Head Start for School Readiness Act of 2007; MD Ex Ord. 01.01.2008.09; and MD Education Art., Secs. 7-1601 through 1608. ECAC coordinates early childhood care + education programs, conducts periodic needs assessments, and develops a statewide strategic plan.	Children & Youth	GOCYVVS Exec. Director (or designee) is a member. (Previously, GOC Executive Director)	
Maryland Youth Advisory Council (MYAC) (25 members)	Addresses relevant issues by influencing legislation, spreading public awareness, and serving as a liaison between youth and policymakers.	Children & Youth	GOCYVVS provides staff support.	MYAC 2020-2021 Annual Report (Aug. 31, 2021; MSAR #10854)
Governor's Family Violence Council (28 members)	Through GOCYVVS Executive Director, advises the Governor on issues related to family violence, and ways to reduce family violence, protect victims, and punish perpetrators. The council considers what State policies and programs are effective in preventing family violence; and the relationship between family violence and juvenile delinquency, alcohol and substance abuse.	Children & Youth Victim Services	GOCYVVS Exec. Director is a member. GOCYVVS staff support preparation of annual reports.	<i>Governor's Family Violence Council 2020 Annual Report</i> (Dec. 1, 2020; GOCYVVS; MSAR #9421)
Workgroup to Study Safe Harbor Policy for Youth Victims of Human Trafficking (24 members)	Workgroup charged with compiling existing information on, and identifying the needs of, youth victims of human trafficking, and the public and private-sector programs and resources available to meet those needs.	Children & Youth Victim Services	GOCYVVS staff was member of workgroup.	<i>Maryland Safe Harbor Workgroup 2018 Final Report</i> (May 2, 2019, MSAR #11228)

<u>Title of Body</u>	<u>Description / Purpose</u>	<u>GOCYVVS Policy Area</u>	<u>GOCYVVS Role</u>	<u>Reports</u>
Commission on Trauma-Informed Care (29 members)	In July 2021, MGA authorized the Commission on Trauma-Informed Care as an independent unit within the Department of Human Services to coordinate a statewide initiative to prioritize services for children, youth, families, and older adults affected by trauma.	Children & Youth Victim Services	GOCYVVS Exec. Director is the Chair.	Reports due annually on June 30, Oct 1 (Human Services Art., Sec. 8-1309)
Maryland State Board of Victim Services (22 members)	Ensures all crime victims in the State of Maryland receive justice and are treated with dignity and compassion through comprehensive victim services. Manages the Maryland Victims of Crime Fund.	Victim Services	GOCYVVS Exec. Director is a member. GOCYVVS staff support preparation of annual reports.	<i>Maryland State Board of Victim Services 202 Annual Report</i> (Dec. 31, 2020; GOCYVVS; MSAR #12676 + #12143)
Advisory Group to the State Law Enforcement Coordinating Council	Created Feb. 2021 (Exec. Order 01.01.2012.03) in the Department of State Police. The council works to prevent and reduce crime by coordinating and focusing State resources and strengthening interagency communications and intelligence-sharing. A comprehensive crime plan for the State or regions of the State is to be prepared by the council and revised as needed.	Criminal Justice	GOCYVVS Exec. Director is a member.	
Cease Fire Council (11 members)	The council administers the Cease Fire Council Grant Program to reduce firearms violence through support for innovative and collaborative initiatives; reviews all applications for Gun Violence Reduction Grant funds to help local education agencies and prosecutors develop and implement strategies to reduce gun related crime. Chapter 217 (2005) transferred council from MD Department of State Police to GOCYVVS as of July 1, 2005.	Crime Prevention	GOCYVVS Exec. Director is a member.	E-votes, minutes, and agendas posted to http://goccp.maryland.gov/councils-commissions-workgroups/cease-fire-council/
Maryland Violence Intervention and Prevention Advisory Council (13 members)	Established by Chapter 148 (2018) to consult with GOCYVVS Executive Director on the administration of the MD Violence Intervention and Prevention Program (VIPP) Fund; assists the Executive Director in establishing procedures for local governments to apply for VIPP funding and distribute funds; advises the Governor and the Executive Director on	Crime Prevention	GOCYVVS Exec. Director serves as Chair.	

<u>Title of Body</u>	<u>Description / Purpose</u>	<u>GOCPYVS Policy Area</u>	<u>GOCPYVS Role</u>	<u>Reports</u>
	implementing gun violence prevention programs. For nonsuppression-based VIPPs, the council is to review and publish reports on their success or failure.			
Governor's Council on Gangs and Violent Criminal Networks (GCGVCN)	Provides leadership, policy oversight, and coordinates operational strategies to collect and share relevant data related to violent crime and victimization.	Criminal Justice	GOCPYVS Exec. Director is a member.	
Task Force to Study Maryland's Criminal Gang Statutes (19 members)		Criminal Justice	GOCPYVS Exec. Director is a member.	
Task Force to Study Crime Classification and Penalties ([14 members) Auth. ended 6/30/2021	Chapter 372 of 2019 created the task force to review penalties for all criminal and civil violations throughout the Maryland Code, and other duties,	Criminal Justice	Designee of GOCPYVS Exec. Director is ex officio member.	MSAR #12093; Dec. 2020: http://dlslibrary.state.md.us/publications/OPA/TF/HB542Ch372(2019)_2020el.pdf
Maryland State Commission on Criminal Sentencing Policy (MSCCSP) (19 voting members)	The Maryland General Assembly (MGA) created the MSCCSP in 1999 as an independent agency to support fair and proportional sentencing policy and to monitor the State's voluntary sentencing guidelines for criminal cases sentenced in the circuit courts.	Criminal Justice	Not applicable.	Annual reports; common offense reports; research reports; <i>etc.</i> , retrievable from https://msccsp.org/reports/
Justice Reinvestment Oversight Board (25 members)	Est. in 2016, within GOCPYVS. The board's mission is to ensure the continued success of the Justice Reinvestment Act (JRA) and its associated reforms. The board is the primary oversight body charged with implementing changes to criminal justice practices, calculating and reinvesting savings, and leading future reform. Among other duties, the board is charged with creating performance measures that gauge the effectiveness	Criminal Justice	GOCPYVS Exec. Director is Vice Chair. GOCPYVS staff support preparation of annual reports.	The board is charged with reducing Maryland prison population, reducing spending on corrections, and reinvesting public

<u>Title of Body</u>	<u>Description / Purpose</u>	<u>GOCPYVS Policy Area</u>	<u>GOCPYVS Role</u>	<u>Reports</u>
	of grants from the <i>Performance Incentive Grant Fund</i> (Code: State Gov't Art., secs. 9-3201-3212).			fun
Justice Reinvestment Advisory Board (12 members)	Established to provide advice to the oversight board. The advisory board is made up of stakeholders in the criminal justice system who assist in analyzing the efficacy and outcomes of JRA's implementation. They participate in ongoing study and refer topics for policy development to the oversight board.	Criminal Justice		fun
Justice Reinvestment Coordinating Council		Criminal Justice	GOCPYVS Exec. Director is the Chair.	
Local Government Justice Reinvestment Commission	Provides local input and representation of JRA impacts and guides local reinvestment performance measurement. For local grant funds, the commission will lead the development of consistent outcome measures for each grant funding category that all awards will be measured against.	Criminal Justice		
Crisis Intervention Team Center of Excellence (CITCE)- Collaborative Planning & Implementation Committee (10 members)	SB 305 (2020) est. CITCE in GOCPYVS to (1) provide technical support to local governments, law enforcement, public safety agencies, behavioral health agencies, and crisis service providers and (2) develop and implement a "crisis intervention model program."	Criminal Justice	Members are appointed by GOCPYVS; the GOCPYVS Deputy Director for Criminal Justice is a member.	
Behavioral Health Advisory Council (BHAC)	The council promotes and advocates for planning, policy, workforce development, and a coordinated, quality system of care that integrates prevention, recovery, evidence-based practices, and cost-effective strategies that enhance behavioral health services across the State; and a culturally competent and comprehensive approach to publicly funded prevention, early intervention, treatment and recovery services that support wellness, recovery, resiliency, and health for individuals with behavioral health disorders and their family.	Criminal Justice Children & Youth	GOCPYVS Exec. Director is a member.	<i>The 2018 Annual Report of the Maryland Behavioral Health Advisory Council</i> (Oct. 30, 2018; MDH)

<u>Title of Body</u>	<u>Description / Purpose</u>	<u>GOCYVVS Policy Area</u>	<u>GOCYVVS Role</u>	<u>Reports</u>
Criminal Justice Information Advisory Board	The board is within the Department of Public Safety and Correctional Services (DPSCS), which runs the <i>Criminal Justice Information System Central Repository</i> to collect, store, and disseminate criminal history record information. All criminal justice agencies must report criminal history record information to the Repository. The board advises DPSCS and the Court of Appeals on Criminal Justice Information System development, operation, and procedures for using criminal history records in crime research and analysis. The board also advises on compatibility and interoperability of the systems.	Criminal Justice	GOCYVVS Exec. Director is a member.	Annual Report to the Governor and MGA on interoperability due Dec. 1 (Code Criminal Procedure Art., Sec. 10-210)
Sexual Offender Advisory Board (SOAB) (17 members)	SOAB was established within DPSCS in 2006 and restructured as a unit separate from DPSCS in 2010 (Chapter 4, Acts of 2006 Special Session; Chapters 178 & 179, Acts of 2010). SOAB reviews State laws and laws of other states and jurisdictions that concern sexual offenders and the practices and procedures for supervising and monitoring sexual offenders used by the Maryland Parole Commission and Community Supervision. SOAB evaluates technology that tracks offenders; reviews developments in assessing and treating sexual offenders; formulates treatment standards based on best practices; and certifies treatment programs that comply with the standards. SOAB is working to develop criteria to measure an individual's risk for re-offending. SOAB considers how to increase interstate cooperation in registering and monitoring sexual offenders.	Criminal Justice	GOCYVVS Exec. Director is a member.	<i>Maryland Sexual Offender Advisory Board 2019 Report to the Maryland General Assembly (MSAR #8425)</i>
Council on Open Data (37 members)	Established by the Open Data Act (State Govt. Art., Secs. 10-1501 through 1504), the council duties are to recommend, coordinate, identify, advise, encourage, plan, promote, and advocate for Maryland's open data. Relates to GOCYVVS public datasets, data dashboards, and scorecards.	Criminal Justice	GOCYVVS Exec. Director is a member.	<i>2021 Council on Open Data Annual Report (Jan. 10, 2021)</i>
Interagency Disabilities Board (16 members)	Established in 2004 to develop the State Disabilities Plan, revised every four years.	Criminal Justice	GOCYVVS Exec. Director is a member.	

<u>Title of Body</u>	<u>Description / Purpose</u>	<u>GOCPYVS Policy Area</u>	<u>GOCPYVS Role</u>	<u>Reports</u>
Commission for Effective Community Inclusion of Individuals with Intellectual and Developmental Disabilities	Executive Order 01.01.2013.04 established the commission to address issues concerning statewide policies, guidelines, or best practices; statewide training standards; a comprehensive strategy; and other matters to improve the lives of all Marylanders, including those with intellectual and developmental disabilities.	Criminal Justice	(Saylor Alliance within Department of Disabilities.)	GOCCP submitted a final report in 2015. At present, work continues through the Ethan Saylor Alliance for Self-Advocates as Educators
Maryland Efficient Grant Application Council (MEGAC)	SB 630/HB 1539, the Grant Applications and Reporting – Uniform Forms and Requirements Act (2020) established MEGAC to study and make recommendations to the Governor’s Grants Office and DBM on grant management in the State.	All grants	GOCPYVS Exec. Director is a member.	Final report is due to MGA in 2024; annual reports due starting Dec. 2021
Task Force to Study Erroneous Conviction and Imprisonment	Established to study the State’s process for determining whether a conviction was made in error and for determining the innocence of a person erroneously convicted and make recommendations on a new process.	Criminal Justice	GOCPYVS staff was a member.	<i>2018 Final Report of the Task Force to Study Erroneous Conviction and Imprisonment</i> (Dec 2018)
Workgroup on Collateral Consequences of Convictions (14 members)		Criminal Justice	GOCPYVS Exec. Director was a member.	<i>Final report of the Collateral Consequences Workgroup</i> (Dec. 1, 2016)
Commission to Restore Trust in Policing (7 members) Authorization expired Jan. 15, 2021	Investigation of the Gun Trace Task Force scandal within the Baltimore Police Department (BPD). (Related to GOCPYVS because GOCPYVS makes grants to BPD.)	Criminal Justice	Not applicable.	Final report: <i>Commission to Restore Trust in Policing</i> (Dec. 2, 2020; 184 pages)
Washington/Baltimore High Intensity Drug	There are 33 designated HIDTAs in the United States. Each HIDTA region is governed by its own Executive Board with	Criminal Justice	GOCPYVS Exec. Director is a member.	<i>W/B HIDTA Annual Report 2020</i>

<u>Title of Body</u>	<u>Description / Purpose</u>	GOCYVS <u>Policy Area</u>	<u>GOCYVS Role</u>	<u>Reports</u>
Trafficking Area (W/B HIDTA) Executive Board (34 members)	discretion to design and implement initiatives for specific drug trafficking threats in their regions.			(https://www.hidta.org/about-hidta/annual-reports/)

**Appendix F – Reports to the Legislature from the
Governor’s Office of Crime Prevention, Youth, and Victim
Services (Alone, or in Cooperation with Other State Entities)**

Maryland State Agency Report (MSAR) #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library.	Legal Reference	Mandated by Statute, Budget Bill, and/or Executive Order
5650	GOCYVS	Criminal Justice	Protective Body Armor Fund (BARM)	Annual: Sept. 1	<i>Protective Body Armor Fund (BARM) FY 2021</i> (Sept. 1, 2021); http://dlslibrary.state.md.us/publications/Exec/GOCYVS/PS4-107_2021.pdf	Public Safety Article § 4-107; HB325/ Ch. 311, 2006	Statute
7521	GOCYVS	Youth	Programs for Children in Out-of-Home Placement – Standards for Staff and System for Outcomes Evaluation	Annual: Oct. 1	<i>Report to the Legislature on Programs for Children in Out-of-Home Placement – Standards for Staff and System for Outcomes Evaluation FY 2021</i> (Oct. 1, 2021); http://dlslibrary.state.md.us/publications/Exec/GOCYVS/HU8-1004(g)_2021.pdf	Human Services Article § 8-1004(g); SB690/ Ch. 591, 2009; HB713/ Ch. 592, 2009	Statute
8611	GOCYVS	Victim Services	Domestic Violence Program (DOMV) Annual Report	Annual: day unspecified	<i>Domestic Violence Program FY 2019 Annual Report</i> (Dec. 31, 2019); http://dlslibrary.state.md.us/publications/Exec/GOCCP/FL4-516(a)_2019.pdf	Family Law Article § 4-516(a); HB739/ Ch. 356, 2011	Statute
9421	GOCYVS	Criminal Justice + Youth	Governor’s Family Violence Council Annual Report	Annual: Dec. 1	<i>Governor’s Family Violence Council 2019 Annual Report</i> (Dec. 1, 2019); http://dlslibrary.state.md.us/publications/Exec/GOCCP/EXORD_01.01.2012.05_2019.pdf	EX ORD 01.01.2012.05 F	E.O.

Maryland State Agency Report (MSAR) #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library.	Legal Reference	Mandated by Statute, Budget Bill, and/or Executive Order
9960	GOCYVS	Criminal Justice	Report of the Commission for Effective Community Inclusion of Individuals with Intellectual and Developmental Disabilities	Annual: Dec. 3.	Letter from GOCYVS to MGA (Dec. 28, 2020) RE: Report required by Executive Order 01.01.2013.04 I (MSAR #9960); http://dlslibrary.state.md.us/publications/Exec/GOCYVS/EX_ORD01.01.2013.04I_2020.pdf	EX ORD 01.01.2013.04 I	E.O.
10111	GOCYVS	Criminal Justice	State Aid for Police Protection (SAPP) Annual Report	Periodically, unspecified	<i>State Aid for Police Protection Fund FY 2020 Annual Report</i> (Nov. 6, 2020); http://dlslibrary.state.md.us/publications/Exec/GOCYVS/PS4-504_2020.pdf	Public Safety Article § 4-504; HB999/Ch. 106, 2014	Statute
10675	GOCYVS	Youth	Juvenile Grant Planning and Review Council Annual Report	Annual: June 1	<i>Juvenile Grant Planning and Review Council 2019-2020 Annual Report</i> (June 1, 2019); http://dlslibrary.state.md.us/publications/Exec/GOCCP/EX_ORD01.01.2014.15E_2019-2020.pdf	EX ORD 01.01.2014.15 E	E.O.
10854	GOCYVS	Youth	Maryland Youth Advisory Council Annual Report	Annual: Aug. 31, on or before last day of the Council Year	<i>Maryland Youth Advisory Council 2020-2021 Annual Report</i> (Aug. 31, 2021); http://dlslibrary.state.md.us/publications/Exec/GOCYVS/MYAC/SG9-2701(m)_2020-2021.pdf	State Government Article § 9-2701(m); HB446/Ch. 620, 2016	Statute

Maryland State Agency Report (MSAR) #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library.	Legal Reference	Mandated by Statute, Budget Bill, and/or Executive Order
10907	GOCPYVS	Criminal Justice	Report of the Justice Reinvestment Oversight Board	Annual: Dec. 31	<i>2019 Report of the Justice Reinvestment Oversight Board</i> (Dec. 31, 2019); http://dlslibrary.state.md.us/publications/Exec/GOCCP/SG9-3212_2019.pdf	State Government Article § 9-3212; SB1005/Ch. 515(3), 2016	Statute
11139	SAEK Committee/ OAG	Criminal Justice Victim Services	Sexual Assault Evidence Kit (SAEK) Funding & Policy Committee: Annual Report	Annual: Jan. 1	<i>Sexual Assault Evidence Kit (SAEK) Funding & Policy Committee: Annual Report January 2021</i> (Dec. 31, 2020); http://dlslibrary.state.md.us/publications/AG/CP11-927(i)_2020.pdf	State Criminal Procedures Article § 11-927(i)	Statute
11410	GOCPYVS	Criminal Justice	Governor's Council on Gangs and Violent Criminal Networks Annual Report	Annual: Nov. 1	Letter from GOCPYVS to MGA (Nov. 10, 2020) RE: Report required by Exec. Order 01.01.2017.30 (MSAR #11410); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/EXORD01.01.2017.30A_2020.pdf	EX ORD 01.01.2017.30 A	E.O.
11640	GOCPYVS	Victim Services	Criminal Injuries Compensation Board Annual Report	Annual: day unspecified	<i>Criminal Injuries Compensation Board FY 2020 Annual Report</i> (Nov. 1, 2020); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/CP11-805(a)(8)_2020.pdf	Criminal Procedure Article § 11-805(a)(8); HB247/Ch. 422, 2018	Statute
11842	GOCPYVS	Victim Services	Statewide Human Trafficking Response Director	Annual: Dec. 1	<i>Statewide Human Trafficking Response Director 2019 Annual Report</i> (Dec. 1, 2019); http://dlslibrary.state.md.us/publications/Exec/GOCCP/EX_OR_D01.01.2018.19_2019.pdf	EX ORD 01.01.2018.19 B	E.O.

Maryland State Agency Report (MSAR) #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library.	Legal Reference	Mandated by Statute, Budget Bill, and/or Executive Order
11868	GOCYVS	Youth	Office of Education Accountability* Letter (*Office eliminated effective July 1, 2020)	Annual: Dec. 31	Letter from GOCYVS to MGA (Feb. 1, 2020) re: Report required by Executive Order 01.01.2018.21B (MSAR #11868); http://dlslibrary.state.md.us/publications/Exec/GOCYVS/EXORD01.01.2018.21B_2020.pdf	EX ORD 01.01.2018.21 B	E.O.
11900	GOCYVS	Youth	At-Risk Youth Prevention and Diversion Programs Annual Report	Annual: Dec. 31	<i>At-Risk Youth Prevention and Diversion Programs Annual Report FY 2020</i> (Dec. 31, 2020); http://dlslibrary.state.md.us/publications/Exec/GOC/HU8-605_2020.pdf	Human Services Article § 8-605; SB112/Ch. 6, 2019	Statute
12432	GOCYVS	ALL	Annual Report for GOCYVS (not mandated)	Not mandated; therefore, no due date	<i>2019 Annual Report of Governor's Office of Crime Prevention, Youth, and Victim Services</i> (Aug. 6, 2021); http://dlslibrary.state.md.us/publications/Exec/GOCYVS/Annual_2019.pdf	Report not mandatory; distributed to MGA as set out in State Government Article § 2-1257(b)	Not mandated
12651	GOCYVS	ALL	Maryland's Comprehensive State Crime Control and Prevention Plan	Annual: Dec. 1	<i>Maryland's Comprehensive State Crime Control and Prevention Plan 2021-2023</i> (Dec. 1, 2020); http://dlslibrary.state.md.us/publications/Exec/GOCYVS/EXORD01.01.2020.01IID_2020.pdf	EX ORD 01.01.2020.01 II D	E.O.

Maryland State Agency Report (MSAR) #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library.	Legal Reference	Mandated by Statute, Budget Bill, and/or Executive Order
12652	GOCYVS	Youth	Maryland's Results for Child Well-Being/ Children's Cabinet	Annual: Dec. 15	Maryland's Results for Child Well-Being 2020 Annual Report (Dec. 31, 2020); http://dlslibrary.state.md.us/publications/Exec/GOCYVS/EXORD01.01.2020.01VIE_2020.pdf	EX ORD 01.01.2020.01 VIE	E.O.
12653	GOCYVS	Criminal Justice	Opioid Use Disorder Examinations and Treatment Annual Report	Annual: Nov. 1	Opioid Use Disorder Examinations and Treatment 2020 Annual Report (Nov. 1, 2020); http://dlslibrary.state.md.us/publications/Exec/GOCYVS/COR9-603(j)_2020.pdf	Correctional Services Article § 9-603(j); EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.
12654	GOCYVS	Criminal Justice	Restrictive Housing Report	Annual: Dec. 31	Letter from GOCYVS to MGA (Dec. 31, 2020) Re: Report required by Correctional Services Art. § 9-614(b) (MSAR #12654); http://dlslibrary.state.md.us/publications/Exec/GOCYVS/COR9-614(b)_2020.pdf	Correctional Services Article § 9-614(b); EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.

Maryland State Agency Report (MSAR) #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library.	Legal Reference	Mandated by Statute, Budget Bill, and/or Executive Order
12655	GOCYVS	Criminal Justice	Progress of Jurisdictions and the Department of State Police in Establishing Interrogation Rooms Capable of Creating Audiovisual Recordings of Custodial Interrogations	Annual: Dec. 31	<i>Progress of Jurisdictions and the Department of State Police in Establishing Interrogation Rooms Capable of Creating Audiovisual Recordings of Custodial Interrogations 2019 Report</i> (Jan. 9, 2020); http://dlslibrary.state.md.us/publications/Exec/GOCCP/CP2-404_2019.pdf	Criminal Procedure Article § 2-404; EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.
12656	GOCYVS	Youth	Juveniles Charged as Adults in Maryland	Semiannual: Dec. 31/June 30	<i>Juveniles Charged as Adults in Maryland (7/1/2020 - 12/31/2020)</i> (June 30, 2021); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/CP10-219(b)(6)_2021(6).pdf	Criminal Procedure Article § 10-219(b)(6); EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.
12657	GOCYVS	Victim Services	Sexual Assault/Rape Crisis Program and Rape Crisis Intervention Annual Report (SARC/RFCI)	Annual: day unspecified	<i>Sexual Assault/Rape Crisis Program FY 2019 Annual Report</i> (Dec. 31, 2019); http://dlslibrary.state.md.us/publications/Exec/GOCCP/CP11-923(g)_2019.pdf	Criminal Procedure Article § 11-923(g); EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.
12659	GOCYVS	Victim Services	Survivors of Homicide Grant Annual Report (SOHG)	Annual: Oct. 1	<i>Survivors of Homicide Grant Program FY 2021 Annual Report</i> (Sept. 30, 2021); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/CP11-1006(g)_2021.pdf	Criminal Procedure Article § 11-1006(g); EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.

Maryland State Agency Report (MSAR) #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library.	Legal Reference	Mandated by Statute, Budget Bill, and/or Executive Order
12662	GOCPYVS	Criminal Justice	Seizure and Forfeiture (re: noncompliance)	Trigger Report (if seizing authority fails to comply)	Not triggered	Criminal Procedure Article § 12-602(g)(2); EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.
12663	GOCPYVS (GOC/CYD)	Youth	Report on the Implementation and Outcomes of State-Funded Home Visiting Programs in Maryland	Biennial: Dec. 1, 2013, and at least every two years thereafter	<i>Report on the Implementation and Outcomes of State-Funded Home Visiting Programs in Maryland</i> (Dec. 1, 2019); http://dlslibrary.state.md.us/publications/Exec/GOC/HU8-507(c)_2019.pdf	Human Services Article § 8-507(c); EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.
12664	GOCPYVS	Criminal Justice + Victim Services	Crime Scene DNA Collection and Analysis Report	Annual: day unspecified	<i>2019 Crime Scene DNA Collection and Analysis Report</i> (Mar. 22, 2021); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS2-514(b)_2019.pdf	Public Safety Article § 2-514(b);0 EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.
12665	GOCPYVS	Criminal Justice	Deaths Involving a Law Enforcement Officer	Annual: June 30	<i>Sixth Report to the State of Maryland – Deaths Involving a Law Enforcement Officer</i> (June 30, 2021); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS3-507(e)_2020.pdf	Public Safety Article § 3-507(e); EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.
12667	GOCPYVS	Criminal Justice	Violence Intervention and Prevention Program (Data Dashboard)	Annual: Oct. 1	Letter from GOCPYVS to MGA (Oct. 23, 2020) re: Report required by Public Safety Article § 4-1009(c)(2) (MSAR #12667); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS4-1009(c)(2)_2020.pdf	Public Safety Article § 4-1009(c)(2); EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.

Maryland State Agency Report (MSAR) #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library.	Legal Reference	Mandated by Statute, Budget Bill, and/or Executive Order
12674	GOCPYVS	Victim Services	Sexual Assault Kit Testing (SAKT)	Annual: Sept. 1	<i>Sexual Assault Kit Testing (SAKT)</i> (Sept. 1, 2020); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS4-401(d)_2020.pdf	Public Safety Article § 4-401(d); EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.
12675	GOCPYVS	Criminal Justice	Race-Based Traffic Stop Data Analysis & Race-Based Traffic Stop Data Dashboard	Annual: Sept. 1	Letter from GOCPYVS to MGA (Sept. 1, 2021) re: Notification required by Transp. Article § 25-113(f)(2) (MSAR #12675); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/TR25-113(f)(2)_2021.pdf	Transportation Article § 25-113(f)(2)(iv); EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.
12677	GOCPYVS	Victim Services	VOCA/RNPG: Independent Evaluation Report on Services for Victims of Sex Trafficking/ Regional Navigator Grant Program (RNPG-VOCA)	Biennial: Dec. 1, every two years	Letter from GOCPYVS to MGA (Dec. 3, 2019) re: Family Law Article §5-704.4(g)(1), GOCCP, Independent Evaluation Report on Services for Victims of Sex Trafficking (MSAR #12139); http://dlslibrary.state.md.us/publications/Exec/GOCCP/FL5-704.4(g)(1)_2019.pdf	Family Law Article § 5074.4(g)(1); EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.
12678	GOCPYVS	Victim Services	Report on the Operation and Results of the Pilot Program (HIV Postexposure Prophylaxis) (nPEP)/ Preventing HIV Infection for Rape Victims	One-time: Dec. 1, 2021	One-time: Dec. 1, 2021	Criminal Procedure Article § 11-1008(e); EX ORD 01.01.2020.02/ Ch. 11, 2020	Statute + E.O.

Maryland State Agency Report (MSAR) #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library.	Legal Reference	Mandated by Statute, Budget Bill, and/or Executive Order
12751	GOCPYVS	ALL	Maryland Efficient Grant Application Council	One-time: July 1, 2024	One-time: July 1, 2024	State Finance & Procurement Article § 2-210(c); SB630/ Ch. 485, 2020; HB1539/ Ch. 484, 2020	Statute
12784	GOCPYVS	Youth	Child Advocacy Center Services Annual Report	Annual: June 1	<i>Child Advocacy Center (CAC) Services FY 2020 Annual Report</i> (June 1, 2021); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/CP11-928(f)_2020.pdf	Criminal Procedure Article § 11-928(f); SB748/Ch. 627, 2020	Statute
12797	GOCPYVS	Criminal Justice	Crisis Intervention Team Center of Excellence Report	Annual: Dec. 1	Letter from GOCPYVS to MGA (Dec. 1, 2020) re: Report required by Public Safety Article § 3-522(e) (MSAR #12797); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/PS3-522(e)_2020.pdf	Public Safety Article § 3-522(e); SB305/ Ch. 547, 2020	Statute
12849	GOCPYVS	Youth	Maryland Children's Cabinet Three-Year Plan	Annual: Dec. 1	<i>Maryland Children's Cabinet Three-Year Plan 2021-2023</i> (Mar. 9, 2021); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/EXORD01.01.2020.01.IV.C_2021-2023.pdf	EX ORD 01.01.2020.01 IV C	E.O.
12981	GOCPYVS	Criminal Justice	Report on State Assets Being Deployed to Prevent Crime	Biannual: Jan. 1/ July 1	N/A	SB 907, 2020/ Ch. 19(2), 2021	Statute

Maryland State Agency Report (MSAR) #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library.	Legal Reference	Mandated by Statute, Budget Bill, and/or Executive Order
13018	GOCYVS	Criminal Justice	Forensic Genetic Genealogical DNA Analysis and Search Report	Annual: June 1	New (First due June 1, 2022)	Criminal Procedure Article § 17-105; SB187/Ch. 682, 2021; HB240/Ch. 681, 2021	Statute
13036	GOCYVS	Youth Victim Services	Commission on Trauma-Informed Care: Findings & Recommendations	Annual: June 30	New (First due: June 30, 2022)	Human Services Article § 8-1309; SB 299/Ch. 723, 2021; HB 548/Ch. 722, 2021	Statute
13037	GOCYVS	Youth Victim Services	Commission on Trauma-Informed Care: Findings and Recommendations on the Development and Implementation of the Adverse Childhood Experiences Aware Program	Annual: Oct. 1	New (First due: Oct. 1, 2022)	Human Services Article § 8-1309; SB299/Ch. 723, 2021; HB548/Ch. 722, 2021	Statute
13122	GOCYVS	Criminal Justice	Report on Workgroup to Study Partial Expungement	One-time: Jan. 5, 2022	One-time: Jan. 5, 2022	SB 874/Ch. 377, 2021; HB 882/Ch. 376, 2021	Statute
13131	GOCYVS	Criminal Justice	Maryland Behavioral Health and Public Safety Center of Excellence: Multiyear Strategic Plan to Implement the Recommendations of the Report of the Annual State Sequential Intercept Model Summit	Annual: Dec. 1	New (First due: Dec. 1, 2022)	Health General Article § 13-4204; SB857/Ch. 68, 2021; HB1280/Ch. 69, 2021	Statute

Maryland State Agency Report (MSAR) #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library.	Legal Reference	Mandated by Statute, Budget Bill, and/or Executive Order
13159	GOCYVS	Criminal Justice	No-Knock Search Warrants and SWAT Team Usage: Summarize and Analyze the Reports of Law Enforcement Agencies (submitted under subsection (d) ... SWAT related)	Annual: Sept. 1	New (First due: Sept. 1, 2022)	Public Safety Article § 3-523(e); SB178/Ch. 62, 2021	Statute
13161	GOCYVS	Criminal Justice	SWAT Team Deployment: Summarize and Analyze the Reports of Law Enforcement Agencies (submitted under subsection (d) ... SWAT related).	Annual: Sept. 1	New (First due: Sept. 1, 2022)	Public Safety Article § 3-508(e); HB670/Ch. 59, 2021	Statute
13282	GOCYVS	Criminal Justice	Use of Force Incident (Civil Monetary Settlement)	Annual: June 30	New (First due: June 30, 2022)	Public Safety Article § 3-523(d); HB1248/Ch. 391, 2021	Statute
13380	GOCYVS	Criminal Justice	P.R.O.T.E.C.T. (Public Resources Organizing to End Crime Together)/ High-crime micro-zones	Annual: Dec. 31	Letter from GOCYVS to MGA (June 28, 2021) re: Report required by Public Safety Article § 4-1504; SB929, 2020/Ch. 20, 2021 (MSAR #13380); http://dlslibrary.state.md.us/publications/Exec/GOCYVS/PS4-1504_2020.pdf	Public Safety Article § 4-1504; SB 929, 2020/Ch. 20, 2021	Statute

Maryland State Agency Report (MSAR) #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library.	Legal Reference	Mandated by Statute, Budget Bill, and/or Executive Order
12143 12676	GOCPYVS	Victim Services	Maryland State Board of Victim Services Annual Report	Annual: day unspecified	<i>Maryland State Board of Victim Services 2020 Annual Report</i> (Dec. 31, 2020); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/CP11-914(1)_2020.pdf	Criminal Procedure Article §§ 11-914(1) and 11-915(b)(5); SB 1/Ch. 10(2), 2001; EX ORD 01.01.2020.02/Ch. 11, 2020	Statute
12660 12661	GOCPYVS	Criminal Justice	Seizure and Forfeiture Annual Report	Annual: Sept. 1	<i>Seizure and Forfeiture 2020 Annual Report (Fourth Report to the State of Maryland)</i> (Sept. 1, 2021); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/CP12-602_2020.pdf	Criminal Procedure Article §§ 12-602(e)(2) and 12-602(f); EX ORD 01.01.2020.02/Ch. 11, 2020	Statute
6523 (MSAR #); 2021 JCR, p. 230-231 (Sec. 22).	GOCPYVS with contributors: DHS, MDH, DJS, MSDE.	Youth	Report on the State Resource Plan for Residential Child Care Programs (Plan findings and recommendations)	Annual: Jan. 1. (Also see JCRs)	<i>FY 2020 State of Maryland Out-of-Home Placement and Family Preservation Resource Plan</i> (Dec. 31, 2020) (GOCPYVS-CYD on behalf of the Children's Cabinet); http://dlslibrary.state.md.us/publications/Exec/GOCPYVS/HU8-703(e)_2020.pdf	Human Services Article § 8-703(e); SB6/Ch. 3(2), 2007; 2021 JCR_p. 230 (Sec. 22)	Statute + Budget Bill

JCR Page #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library	Legal Reference	Mandated by Statute, Budget Committees, and/or Executive Order
2021 JCR, p. 230-231 (Sec. 22); MSAR #6523	GOCPYVS with contributors: DHS, MDH, DJS, MSDE	Youth	Report on the State Resource Plan for Residential Child Care Programs (Plan findings and recommendations)	Jan 1, 2022. (Also see Human Services Article § 8-703)	2021 not yet submitted. Prior report: <i>FY 2020 State of Maryland Out-of-Home Placement and Family Preservation Resource Plan</i> (Dec. 31, 2020) (GOCPYVS - CYD, on behalf of the Children's Cabinet)	Human Services Article § 8-703(e); SB6/Ch. 3(2), 2007; 2021 JCR p. 230 (Sec. 22).	Statute + Budget Committees
2020 JCR, p. 26-27	GOCPYVS	Victim Services	VOCA: Report on the continuity of VOCA services	One-time: Nov. 1, 2020	<i>Report on the Continuity of Victims of Crime Act (VOCA) Services</i> (Nov. 1, 2020)	2020 JCR, p. 26-27; Fiscal 2021 State Op. Budget (SB190)	Budget Committees
2020 JCR, p. 27-28	GOCPYVS	Victim Services	VOCA: Report on VOCA Spending and Outcomes (Federal fiscal 2015, 2016, and 2017 fund cycles)	One-time: Dec. 1, 2020	Not submitted	2020 JCR, p. 27-28; Fiscal 2021 State Op. Budget (SB190)	Budget Committees
2020 JCR, p. 28	GOCPYVS	ALL	GOCPYVS grants (federal + State) to nonprofit organizations in Maryland, by County & ZIP Code	One-time: Jan. 1, 2021	Not submitted	2020 JCR, p. 28; Fiscal 2021 State Op. Budget (SB190)	Budget Committees

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2020 JCR, p. 28-29	GOCPYVS	Criminal Justice	Local Law Enforcement (LLE) grants: Crime reduction strategy update	One-time: Oct. 1, 2020	(See correspondence)	2020 JCR, p. 28-29; Fiscal 2021 State Op. Budget (SB190)	Budget Committees
2020 JCR, p. 28-29	GOCPYVS	Criminal Justice	LLE grants: Quarterly performance reports	4 reports: Dec. 31, 2020; April 1, 2021; July 1, 2021; Oct. 1, 2021	(See correspondence)	2020 JCR, p. 28-29; Fiscal 2021 State Op. Budget (SB190)	Budget Committees
2020 JCR, p. 29-30	GOCPYVS	Criminal Justice, Victim Services	PAHC: Report on Fiscal 2020 Protecting Against Hate Crimes (PAHC) grant	One-time: Sept. 15, 2020	<i>Report on Fiscal 2020 Protecting Against Hate Crimes Grant</i> (Sept. 15, 2020)	2020 JCR, p. 29-30; Fiscal 2021 State Op. Budget (SB190)	Budget Committees
2020 JCR, p. 32	GOCPYVS	Youth	Local Management Board (LMB) Funding Report	One-time: Oct. 15, 2020	<i>Report on Local Management Board (LMB) Funding</i> (Nov. 1, 2020)	2020 JCR, p. 32; Fiscal 2021 State Op. Budget (SB190)	Budget Committees
2020 JCR, p. 241	MD Dept. of State Police (MDSP) and GOCPYVS	Criminal Justice	BCCPI: Performance Report on Baltimore City Crime Prevention Initiative (BCCPI) & update on Baltimore Regional Intelligence Center	One-time: Sept. 15, 2020	<i>Performance Report on the Baltimore City Crime Prevention Initiative</i> (Sept. 17, 2020)	2020 JCR, p. 241; Fiscal 2021 State Op. Budget (SB190)	Budget Committees

JCR Page #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library	Legal Reference	Mandated by Statute, Budget Committees, and/or Executive Order
2020 JCR, pp. 218-219	MDSP and GOCPYVS	Criminal Justice	Baltimore enhanced visibility patrol report	2 reports: Dec. 1, 2020, and June 15, 2021	Letter to MGA from MDSP (June 21, 2021) re: Baltimore Enhanced Visibility Patrol (in consultation with GOCPYVS)	2020 JCR, p. 218-219; Fiscal 2021 State Op. Budget (SB190)	Budget Committees
2020 JCR, pp. 29-30	GOCPYVS	Victim Services	nPEP: Report of the Pilot Program for Preventing HIV Infection for Rape Victims (nPEP)	One-time: Dec. 1, 2020	<i>Report of the Pilot Program for Preventing HIV Infection for Rape Victims</i> (Dec. 1, 2020)	2020 JCR, p. 33-34; Fiscal 2021 State Operating Budget (SB190)	Budget Committees
2021 JCR, p. 155	DPSCS/MPCTC in consultation with GOCPYVS	Criminal Justice	Report on Dementia Response Training (for law enforcement and other first responders)	One-time: Aug. 15, 2021	<i>Dementia Response Training Report</i> (Aug. 15, 2021) (DPSCS & MPCTC, in consultation with GOCPYVS)	2021 JCR, p. 155; Fiscal 2022 State Operating Budget (HB588)	Budget Committees
2021 JCR, p. 20-24	GOCPYVS	Victim Services	VOCA: Report on Proposed VOCA Grant Awards	One-time: Aug. 1, 2021	Not submitted. [overdue]	2021 JCR, p. 20-24; Fiscal 2022 State Op. Budget (HB588)	Budget Committees

JCR Page #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library	Legal Reference	Mandated by Statute, Budget Committees, and/or Executive Order
2021 JCR, p. 20-24	GOCPYVS	Victim Services	VOCA: Letter on VOCA Data Publication	One-time: Nov. 1, 2021	Not yet submitted	2021 JCR, p. 20-24; Fiscal 2022 State Op. Budget (HB588)	Budget Committees
2021 JCR, p. 20-24	GOCPYVS	Victim Services	VOCA: Report of VOCA funding, expenditures, and continuity of service	One-time: Nov. 1, 2021	Not yet submitted	2021 JCR, p. 20-24; Fiscal 2022 State Operating Budget (HB588)	Budget Committees
2021 JCR, p. 24-25	GOCPYVS	ALL	Fiscal 2020 and 2021 Audit Report on GOCPYVS grants management processes and all fiscal 2020 and fiscal 2021 budgeted grants	One-time: Dec. 31, 2021	Not yet submitted	2021 JCR, pp. 24-25; Fiscal 2022 State Operating Budget (HB588)	Budget Committees
2021 JCR, p. 25	GOCPYVS	Victim Services	Rape Kit Testing Grant Expenditures (Sexual Assault Kit Testing/ SAKT)	One-time: Dec. 15, 2021	Not yet submitted	2021 JCR, p. 25; Fiscal 2022 State Operating Budget (HB588)	Budget Committees
2021 JCR, pp. 230-231 (Sec. 22)	GOCPYVS with contributors: DHS, MDH, DJS, MSDE	Youth	Report on out-of-home placements of children or youth	Jan 1, 2022	Not yet submitted	2021 JCR, p. 230-231 (Sec. 22); Fiscal 2022 State Op. Budget (HB588); Human Services Article 8-703(e)	Budget Committees + Statute

JCR Page #	Agency Assigned	Policy Area: Criminal Justice, Youth, or Victim Services	Deliverable/Topic	Due Date	Latest Report Title and Link to DLS Library	Legal Reference	Mandated by Statute, Budget Committees, and/or Executive Order
2021 JCR, p. 232 (Sec. 23)	MDSP, in consultation with GOCPYVS	Criminal Justice	Report on Uniform Crime Reporting crime data not received from local education agencies and any SAPP funding withheld	Nov. 1, 2021	Letter to MGA from MDSP (Oct. 12, 2021) re: crime data not received and amount of SAPP funding withheld from each jurisdiction. (1 page)	2021 JCR, p. 23 (Sec. 23); Fiscal 2022 State Op. Budget (HB588)	Budget Committees

DHS: Department of Human Services

DJS: Department of Juvenile Services

DPSCS: Department of Public Safety and Correctional Services

E.O.: executive order

GOC/CYD: Governor's Office of Crime////

GOCPYVS: Governor's Office of Crime Prevention, Youth, and Victim Services

JCR: *Joint Chairmen's Report*

MDH: Maryland Department of Health

MGA: Maryland General Assembly

MPCTC: Police and Correctional Training Commissions

MSDE: Maryland State Department of Education

UCR: Uniform Crime Reporting

VOCA: Victims of Crime Act

**Appendix G. Funds Administered by the Governor's Office
of Crime Prevention, Youth, and Victim Services, Its
Predecessors the Governor's Office of Children and the
Governor's Office of Crime Control and Prevention,
2003-2022**

Budget Codes administered by GOCPYVS and its predecessors GOC and GOCCP.		State Fiscal Year																			
		Actual (nominal \$, in millions)																		Est.	
Budget Code	Title	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
D14A1401	Office for Children, Youth and Families (OCYF)	6.2	4.7	5.0	1.3																
D18A1801	Governor's Office for Children (GOC)				1.6	2.0	2.5	2.8	2.5	1.5	2.0	1.8	1.5	1.8	1.6	1.8	1.4				
D21A0201	Children and Youth Division (CYD) in GOCPYVS																	1.4	1.0	0.8	1.1
D15A0516	Governor's Office of Crime Control and Prevention (GOCCP)	50.9	33.7	41.6	42.0	39.8	37.6	103.5	91.6	100.8	102.4	97.4	117.5	119.2	122.4	131.4	147.4				
D21A0101	Administrative Headquarters (GOCPYVS)																	55.9	69.6	69.9	57.5
D21A0501	Maryland Criminal Intelligence Network (MCIN)																	6.7	5.2	5.3	6.8
D21A0102	Local Law Enforcement Grants (LLE)																	27.4	34.1	42.5	43.7
D21A0103	State Aid for Police Protection (SAPP)																	74.5	74.8	74.5	74.6
D21A0104	Violence Intervention and Prevention Program (VIPP)																	5.0	1.8	1.5	1.7
D21A0105	Baltimore City Crime Prevention Initiative (BCCPI)																	-	3.0	5.0	5.0
D21A0106	Maryland Statistical Analysis Center (MSAC) in GOCPYVS																	0.1	0.2	0.1	0.1
D21A0301	Victim Services Unit (VSU) in GOCPYVS																	3.9	4.8	6.3	6.0
	Governor's Office of Crime Prevention, Youth & Victim Services (GOCPYVS)																	174.8	194.5	206.0	196.4
	Total: GOC + GOCCP + GOCPYVS	50.9	33.7	41.6	43.6	41.7	40.1	106.3	94.1	102.3	104.4	99.2	119.0	121.0	124.0	133.2	148.9	174.8	194.5	206.0	196.4
R00A0401	Children's Cabinet Interagency Fund (CCIF) / LMB Fund																				
	Local Management Board (LMB) Fund	73.9	59.0																		
	CCIF administered by GOC			61.2	55.8	53.6	55.8	42.6	32.6	23.9	24.5	22.6	23.6	20.7	22.5	16.6	19.3				
	CCIF administered by CYD in GOCPYVS																	20.0	20.3	22.0	22.0
	Total: GOC + GOCCP + GOCPYVS + CCIF	124.8	92.7	102.8	99.4	95.3	96.0	148.9	126.6	126.2	128.9	121.8	142.6	141.6	146.5	149.8	168.2	194.8	214.9	228.0	218.5
Notes:																					
~ OCYF was reorganized as GOC in 2006; GOC later became part of GOCPYVS.																					
~ SAPP formula grants transferred from State Police to GOCCP in 2009; SAPP grants prior to 2009 are not shown in this table.																					
~ The CICB was transferred from DPSCS to VSU in GOCPYVS in 2019; CICB expenditures prior to 2019 are not shown in this table.																					
~ The Local Management Board Fund was a predecessor to the CCIF.																					

