

D99A11
Office of Administrative Hearings

Operating Budget Data

(\$ in Thousands)

	FY 06	FY 07	FY 08	FY 07-08	% Change
	<u>Actual</u>	<u>Working</u>	<u>Allowance</u>	<u>Change</u>	<u>Prior Year</u>
General Fund	\$0	\$371	\$0	-\$371	-100.0%
Special Fund	11	36	48	12	33.9%
Reimbursable Fund	<u>11,361</u>	<u>11,914</u>	<u>12,338</u>	<u>425</u>	<u>3.6%</u>
Total Funds	\$11,372	\$12,321	\$12,386	\$66	0.5%

- The Office of the Administrative Hearings' (OAH) allowance increases by \$65,746, or 0.5% above the fiscal 2007 working appropriation. However, when you adjust the fiscal 2007 working appropriation to reflect the one-time health surplus, the fiscal 2008 allowance increases by \$470,298, or 3.9%.
- General funds decrease by \$371,000, or 100% below the fiscal 2007 working appropriation. In fiscal 2007, the General Assembly approved a one-grade salary increase for administrative law judges.
- Other notable increases include (1) \$61,406 in rent expenditures for OAH's Hunt Valley, Cumberland, and Wheaton Plaza locations; (2) \$49,000 in telephone system upgrade expenditures; and (3) \$28,500 in special education training and mediation expenditures.

Personnel Data

	FY 06	FY 07	FY 08	FY 07-08
	<u>Actual</u>	<u>Working</u>	<u>Allowance</u>	<u>Change</u>
Regular Positions	122.00	122.00	123.00	1.00
Contractual FTEs	<u>1.00</u>	<u>1.00</u>	<u>0.50</u>	<u>-0.50</u>
Total Personnel	123.00	123.00	123.50	0.50

Vacancy Data: Regular Positions

Turnover, Excluding New Positions	3.08	2.50%
Positions Vacant as of 12/31/06	0.50	0.41%

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

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- The allowance contains one additional receptionist/docket clerk to support OAH's clerk's office. The allowance also contains a 0.5 part-time staff attorney contractual full-time equivalent reduction.
- As of December 31, 2006, the vacancy rate for regular employees was 0.41%. Currently, OAH has no vacancies. OAH may have difficulty meeting its turnover rate of 2.5%. The turnover rate for regular employees has been reduced from 2.87 to 2.5%.

Analysis in Brief

Major Trends

Managing for Results Indicate Mixed Success: OAH reduces the amount of time between the receipt and disposition of Department of Health and Mental Hygiene cases by 6.4 days. By contrast, the amount of time between the receipt and disposition of Department of Labor, Licensing, and Regulation and Department of Human Resources cases increases by 48.6 and 1.7 days, respectively.

Issues

No Hearings Budgeted in Fiscal 2008 for the State Retirement Agency: The fiscal 2008 allowance does not include funding for administrative hearings conducted on behalf of the State Retirement Agency (SRA). OAH reports that SRA was inadvertently omitted from the fiscal 2008 cost allocation. **The Department of Legislative Services recommends that the Department of Budget and Management include funding for State Retirement Agency hearings in the fiscal 2008 supplemental budget and adjust the budgets of the other using agencies.**

Recommended Actions

1. Reduce allowance for telephone expense based on fiscal 2006 actual expenditures plus inflation.

Updates

Audit Findings: OAH reports that it has addressed the March 2006 audit findings.

Security: In fiscal 2007, OAH received \$75,000 to hire security personnel and equipment for its Hunt Valley location. In September 2006, OAH installed a walk-through metal detector. OAH reports that the overall response from the public has been positive and that there have been no instances of disorderly conduct since the agency implemented its new security protocol.

D99A11
Office of Administrative Hearings

Operating Budget Analysis

Program Description

The Office of Administrative Hearings (OAH) holds hearings in contested cases involving State agencies. The office was created in 1989 to centralize the hearing functions in various units of State government. Most cases originate from the Motor Vehicle Administration (MVA); the Inmate Grievance Office; the Department of Health and Mental Hygiene (DHMH); the Department of Human Resources (DHR); the Department of Labor, Licensing, and Regulation (DLLR); and the Department of Budget and Management (DBM). Funding primarily comes from those agencies that use OAH services. These agencies reimburse OAH based on the proportion of time spent on their cases.

OAH decisions may be appealed on the record to the circuit court. In certain cases, the OAH decision is advisory, and the originating agency may overrule or reject the OAH ruling. When an agency has rejected the OAH decision, recourse again is with the circuit court.

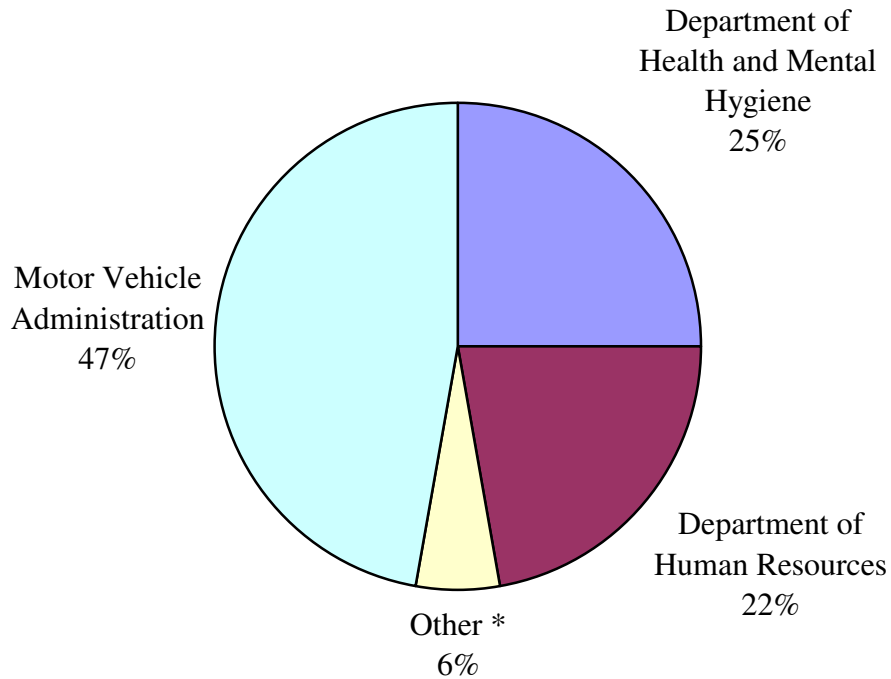
The Chief Administrative Law Judge (ALJ) is the administrative head of the agency. The State Advisory Council on Administrative Hearings oversees all activities of the agency and provides guidance and direction to the Chief ALJ.

Performance Analysis: Managing for Results

Overall, OAH's Managing for Results indicate mixed success. In fiscal 2006, OAH disposed of approximately 63,000 cases, most of which, as shown in **Exhibit 1**, were motor vehicle grievances. One of OAH's primary performance goals is to reduce the average number of days it takes to dispose of cases from various agencies such as DHMH. As shown in **Exhibit 2**, there was a significant decrease in the amount of time between the receipt and disposition of DHMH cases. OAH attributes this success to the institution of new settlement conference procedures for certain types of DHMH cases. By contrast, the amount of time between the receipt and disposition of DHR cases increased by 1.7 days to 61.3 days in fiscal 2006. OAH's goal is to dispose of DHR cases within 59 days from the date of receipt. OAH has indicated that due to the high volume of DHR cases, it is difficult to ascertain the true nature of the increase in fiscal 2006. However, OAH most likely attributes the increase to a statistical anomaly resulting from variations in the types of DHR cases heard by the administrative law judges.

The amount of time between the receipt and disposition of DLLR cases also increased in fiscal 2006. As shown in **Exhibit 3**, the number of days between the receipt and disposition of DLLR cases increased by 48.6 days to 254.2 days in fiscal 2006. OAH's goal is to dispose of DLLR cases within 230 days from the date of receipt. OAH has indicated that DLLR does not have sufficient staff to prosecute the same number of cases as in the past. Consequently, DLLR cases have remained opened for a longer period of time due to the agency's inability to schedule them for adjudication.

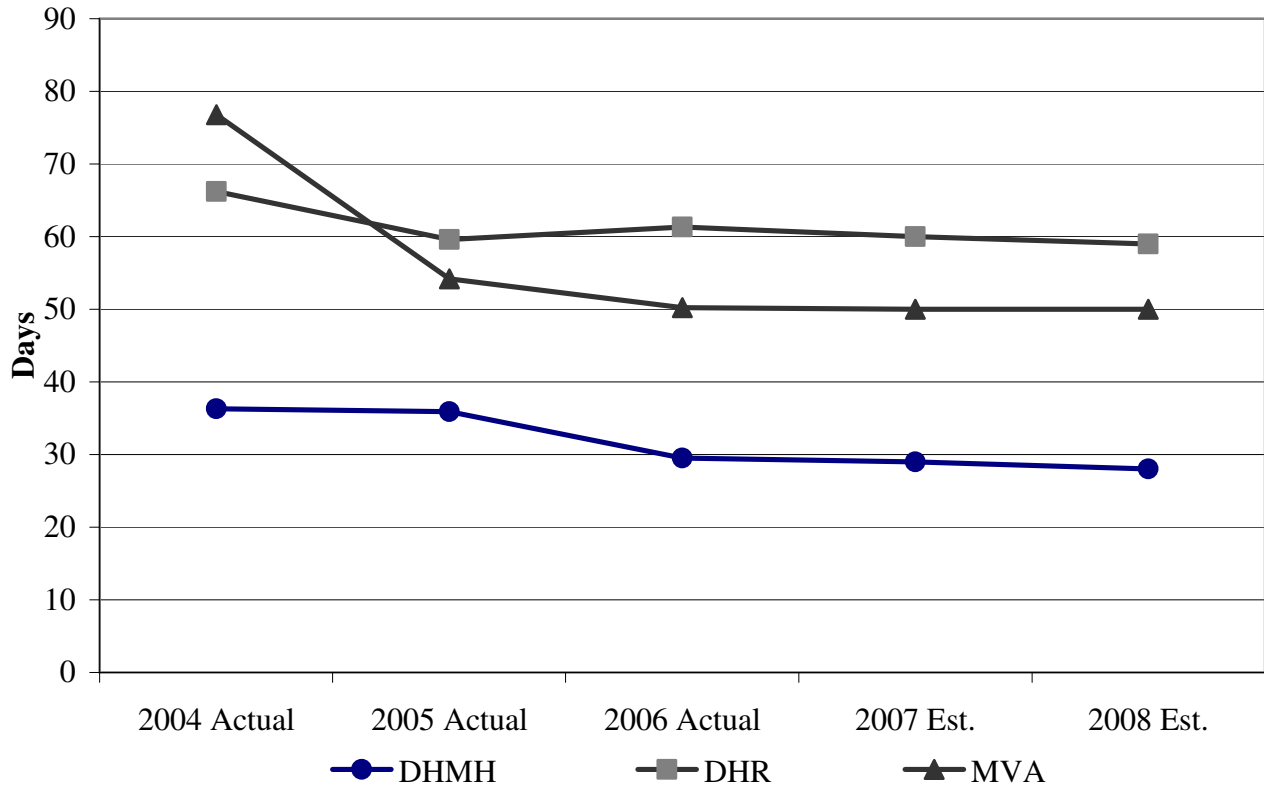
Exhibit 1
Fiscal 2006 Percentage of Cases Disposed by Agency



*Other is a combination of the Department of Labor, Licensing, and Regulation; the Department of Public Safety and Correctional Services; the Maryland State Department of Education; the Maryland Insurance Administration; Department of Budget and Management Personnel; and miscellaneous.

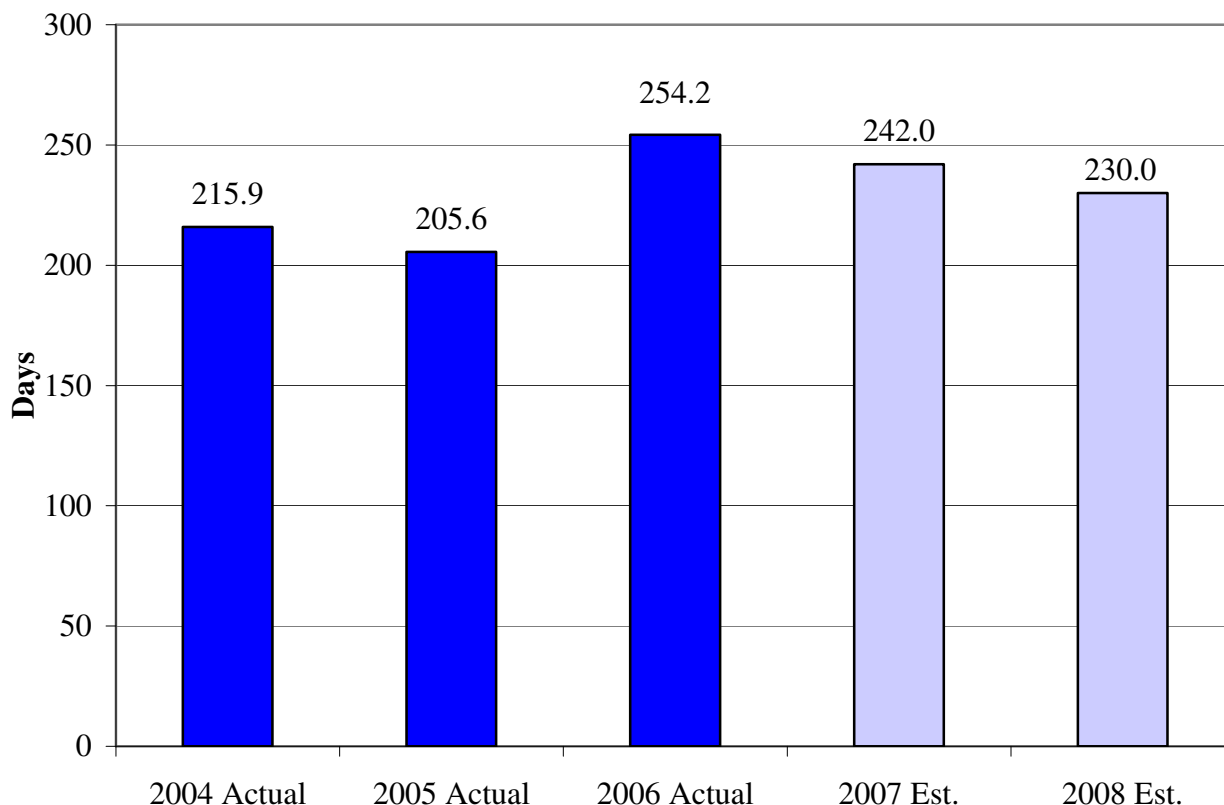
Source: Office of Administrative Hearings

Exhibit 2
Average Number of Days Between Receipt and Disposition of
DHMH, DHR, and MVA Cases
Fiscal 2004-2008



Source: Office of Administrative Hearings

Exhibit 3
Average Number of Days Between Receipt and Disposition of Department of Labor, Licensing, and Regulation Cases
Fiscal 2004-2008



Source: Office of Administrative Hearings

Governor's Proposed Budget

As illustrated in **Exhibit 4**, OAH's fiscal 2008 allowance increases by \$65,746, or 0.5% above the fiscal 2007 working appropriation. This increase is primarily driven by a \$2.65 increase in rent paid per square foot for OAH's Hunt Valley location. Other notable increases include (1) \$49,000 in lease payments to finance the second installment of OAH's telephone system upgrade; (2) \$34,735 for a new receptionist/docket clerk position; and (3) \$28,500 in reimbursable funds from the Maryland State Department of Education (MDSE) for special education training and mediation.

Exhibit 4
Governor’s Proposed Budget
Office of Administrative Hearings
(\$ in Thousands)

How Much It Grows:	<u>General</u> <u>Fund</u>	<u>Special</u> <u>Fund</u>	<u>Reimb.</u> <u>Fund</u>	<u>Total</u>
2007 Working Appropriation	\$371	\$36	\$11,914	\$12,321
2008 Governor’s Allowance	<u>0</u>	<u>48</u>	<u>12,338</u>	<u>12,386</u>
Amount Change	-\$371	\$12	\$425	\$66
Percent Change	-100.0%	33.9%	3.6%	0.5%

Where It Goes:

Personnel Expenses

New receptionist/docket clerk position.....	\$35
Increments and other compensation.....	177
Employees’ retirement system.....	197
Other fringe benefit adjustments.....	39
Net health insurance costs and one-time use of surplus.....	-466
Turnover adjustments	22

Other Changes

Net contractual FTE reduction.....	-24
Other contractual employee expenses.....	3
Rent.....	61
Telephone system upgrade.....	49
Maryland State Department of Education special education training.....	29
Security	15
New vehicle	11
Computer equipment.....	-79
Other	-3

Total **\$66**

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

Reimbursable Funds

OAH receives reimbursable funds from State agencies that have contested cases referred to OAH for resolution. DBM allocates funds to these agencies to cover the OAH assessment based on actual caseload data from the preceding fiscal year. The agency assessment continues to be based on the case formula methodology. A caseload formula is used to calculate the OAH agency assessment based on the average case time in hours for each agency case category in the prior year (fiscal 2006) multiplied by the projected caseload for each category in the allowance year. The percentage of the total caseload hours is applied to the total budget to calculate the individual agency assessment. Chapter 600 of 2006 amended the process for allocating funding for disciplinary actions. Pursuant to the Act, the principal unit employing an appellant is now responsible for paying the costs associated with disciplinary action appeals forwarded to OAH, rather than DBM. **Appendix 4** shows the average case times, number of cases, and total case hours for fiscal 2008.

Issues

1. No Hearings Budgeted in Fiscal 2008 for the State Retirement Agency

The fiscal 2008 allowance does not include funding for administrative hearings conducted on behalf of the State Retirement Agency (SRA). OAH reports that SRA was inadvertently omitted from the fiscal 2008 cost allocation. In fiscal 2006 and 2007, OAH received \$132,335 and \$247,226 in reimbursable funds to conduct SRA hearings, respectively. **The Department of Legislative Services recommends that the Department of Budget and Management (DBM) include funding for SRA hearings in the fiscal 2008 supplemental budget, which will also entail adjusting the contribution from other using agencies.**

Recommended Actions

1. Add the following section:

SECTION XX. AND BE IT FURTHER ENACTED, That:

- (1) a reduction of \$3,300 is made in this budget for Office of Administrative Hearings; (OAH) services (Comptroller subobject 0302);
- (2) the Governor shall develop a schedule for allocating this reduction across the various State departments and agencies that utilize OAH’s services and across all funds appropriated for the purpose of conducting administrative hearings based upon the percentage of cases referred to OAH by these departments and agencies; and
- (3) the reduction under this section shall equal at least the amounts indicated for the budgetary fund types listed:

<u>Fund</u>	<u>Amount</u>
<u>General</u>	<u>\$1,419</u>
<u>Special</u>	<u>1,452</u>
<u>Federal</u>	<u>396</u>
<u>Higher Education (current unrestricted funds)</u>	<u>33</u>

Explanation: Budget bill language reduces the OAH’s fiscal 2008 allowance by \$3,300 to reflect a reduction in telephone expenditures. The budget bill language directs the Governor to develop a schedule for reallocating funds resulting from this reduction to various State departments and agencies that refer administrative hearing cases to OAH for adjudication. This reallocation schedule should be based on the percent of cases that each department or agency contributes to OAH’s total caseload. Furthermore, the total reduction should be split as indicated above among general, special, federal, and higher education current unrestricted funds.

Updates

1. Audit Findings

OAH's March 2006 audit disclosed four findings: (1) OAH did not always collect the proper hearing fees as provided in State law for motor vehicle cases; (2) OAH lacked adequate segregation of duties over hearing and subpoena fee collections; (3) OAH did not fully use the security features available on the State's Financial Management Information System (FMIS) to restrict user access and to prevent unauthorized purchase and disbursement of transactions; and (4) caseload data maintained on OAH's automated case management system was inaccurate.

In response to finding number 1, OAH reports that while it is the repository for administrative hearing fees collected on behalf of motor vehicle cases, the Motor Vehicle Administration (MVA) is responsible for producing and distributing new motor vehicle forms that contain the correct hearing fee. OAH reports that instances of receiving a form with the incorrect fee have decreased significantly since last year.

OAH reports that findings number 2 and 3 were addressed by the time of the audit's conclusion. Finding number 2 was addressed by establishing a secondary review for all subpoena and fee waivers by the Director of Administration. With regard to finding number 3, OAH reports that it has reviewed the approval verifications in FMIS and has made changes to the approval paths for the processing of purchase and disbursement transactions.

In response to finding number 4, OAH reports that the agency will continue to aggressively review data maintained in the case management system to locate inaccuracies and to make corrections where necessary to ensure the integrity of the data in the case system.

2. Security

In fiscal 2007, OAH received \$75,000 to hire security personnel and equipment for its Hunt Valley location. In September 2006, OAH installed a walk-through metal detector. Since that time, OAH has uncovered two instances where weapons were found to be in possession of persons entering the building. OAH reports that the overall response from the public has been positive and that there have been no instances of disorderly conduct since the agency implemented its new security protocol.

Current and Prior Year Budgets

Current and Prior Year Budgets Office of Administrative Hearings (\$ in Thousands)

	<u>General Fund</u>	<u>Special Fund</u>	<u>Federal Fund</u>	<u>Reimb. Fund</u>	<u>Total</u>
Fiscal 2006					
Legislative Appropriation	\$0	\$6	\$0	\$11,090	\$11,096
Deficiency Appropriation	0	0	0	0	0
Budget Amendments	0	6	0	271	277
Reversions and Cancellations	0	-1	0	0	-1
Actual Expenditures	\$0	\$11	\$0	\$11,361	\$11,372
Fiscal 2007					
Legislative Appropriation	\$0	\$36	\$0	\$11,914	\$11,950
Budget Amendments	371	0	0	0	371
Working Appropriation	\$371	\$36	\$0	\$11,914	\$12,321

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

Fiscal 2006

In fiscal 2006, the total budget for the OAH increased by \$276,347. The reimbursable fund appropriation increased by \$271,274 due to the following: (1) \$150,000 in grant funding from the Maryland State Department of Education to reimburse OAH for conducting special education mediations; (2) \$118,474 cost-of-living adjustment (COLA) from DBM; and (3) \$2,800 for hearings conducted for the State Labor Relations Board and DBM. Additionally, there was a special fund increase of \$6,000. OAH received funding from local Boards of Education to conduct handicap accessibility hearings. Finally, OAH had a special fund cancellation of approximately \$1,000. The cancellation was due to an accounting adjustment made by OAH to estimate the total amount of special fund expenditure required for the fiscal year. OAH overestimated the amount of special fund expenditures required in fiscal 2006 by approximately \$1,000.

Fiscal 2007

The general fund appropriation increased by \$371,000 due to a one-grade pay increase for the Administrative Law Judges.

Audit Findings

Audit Period for Last Audit:	May 13, 2002 – November 3, 2005
Issue Date:	March 2006
Number of Findings:	4
Number of Repeat Findings:	2
% of Repeat Findings:	50%
Rating: (if applicable)	n/a

Finding 1: OAH did not always collect the proper motor vehicle hearing fees as specified in State law.

Finding 2: OAH lacked adequate segregation of duties over hearing and subpoena fee collections.

Finding 3: **Proper internal controls were not established over the processing of purchasing and disbursement transactions.**

Finding 4: **The office did not ensure that caseload data maintained on its case management system were accurate.**

*Bold denotes item repeated in full or part from preceding audit report.

**Object/Fund Difference Report
Office of Administrative Hearings**

<u>Object/Fund</u>	<u>FY06 Actual</u>	<u>FY07 Working Appropriation</u>	<u>FY08 Allowance</u>	<u>FY07-FY08 Amount Change</u>	<u>Percent Change</u>
Positions					
01 Regular	122.00	122.00	123.00	1.00	0.8%
02 Contractual	1.00	1.00	0.50	-0.50	-50.0%
Total Positions	123.00	123.00	123.50	0.50	0.4%
Objects					
01 Salaries and Wages	\$ 8,989,268	\$ 10,111,189	\$ 10,115,574	\$ 4,385	0%
02 Technical and Special Fees	104,073	79,300	57,748	-21,552	-27.2%
03 Communication	168,770	179,603	172,131	-7,472	-4.2%
04 Travel	128,881	112,100	112,100	0	0%
06 Fuel and Utilities	78,564	104,481	117,846	13,365	12.8%
07 Motor Vehicles	31,791	25,712	36,164	10,452	40.7%
08 Contractual Services	526,614	553,594	589,815	36,221	6.5%
09 Supplies and Materials	145,851	135,300	135,300	0	0%
10 Equipment – Replacement	217,608	78,854	0	-78,854	-100.0%
11 Equipment – Additional	135,863	12,000	61,000	49,000	408.3%
13 Fixed Charges	844,836	928,573	988,774	60,201	6.5%
Total Objects	\$ 11,372,119	\$ 12,320,706	\$ 12,386,452	\$ 65,746	0.5%
Funds					
01 General Fund	\$ 0	\$ 371,000	\$ 0	-\$ 371,000	-100.0%
03 Special Fund	11,079	36,000	48,213	12,213	33.9%
09 Reimbursable Fund	11,361,040	11,913,706	12,338,239	424,533	3.6%
Total Funds	\$ 11,372,119	\$ 12,320,706	\$ 12,386,452	\$ 65,746	0.5%

Note: The fiscal 2007 appropriation does not include deficiencies, and the fiscal 2008 allowance does not reflect contingent reductions.

Cost Allocation Fiscal 2008

<u>Agency</u>	<u>Type Of Cases</u>	<u>Avg. Case Hrs.</u>	<u>Est. No. of Cases</u>	<u>Total Case Hours</u>	<u>% of Total</u>
Department of Transportation	Motor Vehicle Administration	0.55	25,331	13,932	32.63%
	Personnel Grievances	7.07	16	113	0.26%
	Disciplinary Cases	7.07	73	516	1.21%
	Miscellaneous	<u>7.50</u>	<u>5</u>	<u>38</u>	<u>0.09%</u>
	Total		25,425	14,599	34.19%
Health and Mental Hygiene (Includes Deer's Head Center)	Not Criminally Responsible (NCR)	2.79	168	469	1.10%
	Involuntary Admissions (Iva)	0.94	1,555	1,462	3.42%
	Medical Assistance	1.53	431	659	1.54%
	Physician Quality Assurance	88.00	17	1,496	3.50%
	Patient Bill Of Rights	2.00	24	48	0.11%
	Disciplinary Cases	7.07	7	49	0.12%
	Personnel Grievances	<u>7.07</u>	<u>7</u>	<u>49</u>	<u>0.12%</u>
	Total		2,209	4,233	9.91%
Licensing and Regulation	Home Improvement Commission	24.00	172	4,128	9.67%
	Real Estate Commission	24.00	25	600	1.41%
	MOSH	15.00	5	75	0.18%
	Personnel Grievances	7.07	13	92	0.22%
	Misc.	<u>24.00</u>	<u>30</u>	<u>720</u>	<u>1.69%</u>
	Total		245	5,615	13.15%
Department of Budget and Management	Office of Personnel Services	7.07	1	7	0.02%
	Central Collections	<u>2.00</u>	<u>19</u>	<u>38</u>	<u>0.09%</u>
	Total		20	45	0.11%
Department of Human Resources	Child Support Enforcement	1.50	17	26	0.06%
	Income Maintenance	3.50	519	1,817	4.25%
	Child Abuse and Neglect	24.00	230	5,520	12.93%
	Disciplinary Cases	7.07	16	113	0.26%
	Personnel Grievances	<u>7.07</u>	<u>39</u>	<u>276</u>	<u>0.65%</u>
	Total		821	7,751	18.15%

<u>Agency</u>	<u>Type Of Cases</u>	<u>Avg. Case Hrs.</u>	<u>Est. No. of Cases</u>	<u>Total Case Hours</u>	<u>% of Total</u>
Department of Natural Resources	Hearings	20.00	7	140	0.33%
	Disciplinary Cases	7.07	1	7	0.02%
	Personnel Grievances	<u>7.07</u>	<u>1</u>	<u>7</u>	<u>0.02%</u>
	Total		9	154	0.36%
Department of Education	Mediations	3.23	222	717	1.68%
	Hearings	30.00	163	4,890	11.45%
	Disciplinary Cases	7.07	1	7	0.02%
	Personnel Grievances	<u>7.07</u>	<u>5</u>	<u>35</u>	<u>0.08%</u>
	Total		391	5,649	13.23%
Office of the Attorney General	Consumer Protection	20.00	7	140	0.33%
	Personnel Grievances	<u>7.07</u>	<u>1</u>	<u>7</u>	<u>0.02%</u>
	Total		8	147	0.34%
Department of the Environment (MDE)	Hearings	50.00	9	450	1.05%
	MDE – Personnel Grievances	<u>7.07</u>	<u>—</u>	<u>—</u>	<u>0.00%</u>
	Total		9	450	1.05%
Retirement and Pension		20.00	—	—	0.00%
Maryland State Police (MSP)	Hearings	5.88	6	35	0.08%
	Disciplinary Cases	7.07	1	7	0.02%
	MSP – Personnel Grievances	<u>7.07</u>	<u>1</u>	<u>7</u>	<u>0.02%</u>
	Total		8	49	0.12%
Public Safety and Correctional Services	Inmate Grievance Office	1.63	416	678	1.59%
	Disciplinary Cases	7.07	169	1,195	2.80%
	Personnel Grievances	<u>7.07</u>	<u>59</u>	<u>417</u>	<u>0.98%</u>
	Total		644	2,290	5.36%
Maryland Insurance Administration	Hearings	2.23	277	618	1.45%
	Personnel Grievances	7.07	1	7	0.02%

<u>Agency</u>	<u>Type Of Cases</u>	<u>Avg. Case Hrs.</u>	<u>Est. No. of Cases</u>	<u>Total Case Hours</u>	<u>% of Total</u>
Higher Ed Labor Relations Bd	Hearings	62.50	2	125	0.29%
Department of General Services	Personnel Grievances	7.07	5	35	0.08%
	Disciplinary Cases	7.07	1	7	0.02%
Department of Juvenile Justice	Personnel Grievances	7.07	1	7	0.02%
	Disciplinary Cases	7.07	11	78	0.18%
Dept of Housing and Community Development	Personnel Grievances	7.07	1	7	0.02%
Comptroller of the Treasury	Personnel Grievances	7.07	2	14	0.03%
	Disciplinary Cases	7.07	3	21	0.05%
Univ. MD Univ. System	Disciplinary Cases	7.07	8	57	0.13%
Univ. MD Univ. System	Personnel Grievances	7.07	12	85	0.20%
Military Department	Disciplinary Cases	7.07	1	7	0.02%
Military Department	Personnel Grievances	7.07	1	7	0.02%
Maryland Port Administration	Disciplinary Cases	7.07	1	7	0.02%
Maryland Port Administration	Personnel Grievances	7.07	1	7	0.02%
Mass Transit Authority	Disciplinary Cases	7.07	12	85	0.20%
	Personnel Grievances	7.07	2	14	0.03%
Maryland Aviation Division	Disciplinary Cases	7.07	2	14	0.03%
Maryland Aviation Division	Personnel Grievances	7.07	3	21	0.05%
State Board of Elections	Disciplinary Cases	7.07	1	7	0.02%
Bowie State University	Disciplinary Cases	7.07	1	7	0.02%
Coppin State University	Disciplinary Cases	7.07	1	7	0.02%
Coppin State University	Personnel Grievances	7.07	2	14	0.03%

<u>Agency</u>	<u>Type Of Cases</u>	<u>Avg. Case Hrs.</u>	<u>Est. No. of Cases</u>	<u>Total Case Hours</u>	<u>% of Total</u>
Frostburg State College	Personnel Grievances	7.07	2	14	0.03%
Morgan State University	Disciplinary Cases	7.07	2	14	0.03%
Morgan State University	Personnel Grievances	7.07	2	14	0.03%
Salisbury State University	Disciplinary Cases	7.07	6	42	0.10%
Salisbury State University	Personnel Grievances	7.07	6	42	0.10%
Towson State University	Disciplinary Cases	7.07	1	7	0.02%
University of Baltimore	Personnel Grievances	7.07	5	35	0.08%
Clifton T. Perkins Hospital	Personnel Grievances	7.07	1	7	0.02%
Eastern Shore Hospital Center	Disciplinary Cases	7.07	1	7	0.02%
Spring Grove Hospital	Personnel Grievances	7.07	1	7	0.02%
Springfield Hospital Center	Disciplinary Cases	7.07	4	28	0.07%
Springfield Hospital Center	Personnel Grievances	7.07	1	7	0.02%
Walter P. Carter Center	Disciplinary Cases	7.07	1	7	0.02%
Department of Assessments and Taxation	Disciplinary Cases	7.07	7	49	0.12%
Department of Assessments and Taxation	Personnel Grievances	7.07	6	42	0.10%
Metropolitan Transition Center	Disciplinary Cases	7.07	4	28	0.07%
Metropolitan Transition Center	Personnel Grievances	7.07	8	57	0.13%
Washington Suburban Sanitary Commission	Disciplinary Cases	<u>7.07</u>	<u>6</u>	<u>42</u>	<u>0.10%</u>
	Total		30,205	42,694	100%

Source: Department of Budget and Management