



THE PRINCE GEORGE'S COUNTY GOVERNMENT
Office of Audits and Investigations

March 11, 2019

M E M O R A N D U M

TO: Calvin S. Hawkins, Chair
 Health, Human Services, and Public Safety (HHSPS) Committee

THRU: David H. Van Dyke, County Auditor *DHV*
 Turkessa M. Green, Deputy County Auditor *AMG*

FROM: Deneen Mackall, Auditor

RE: Department of Family Services
 Fiscal Year 2019 Mid-Year Budget Review

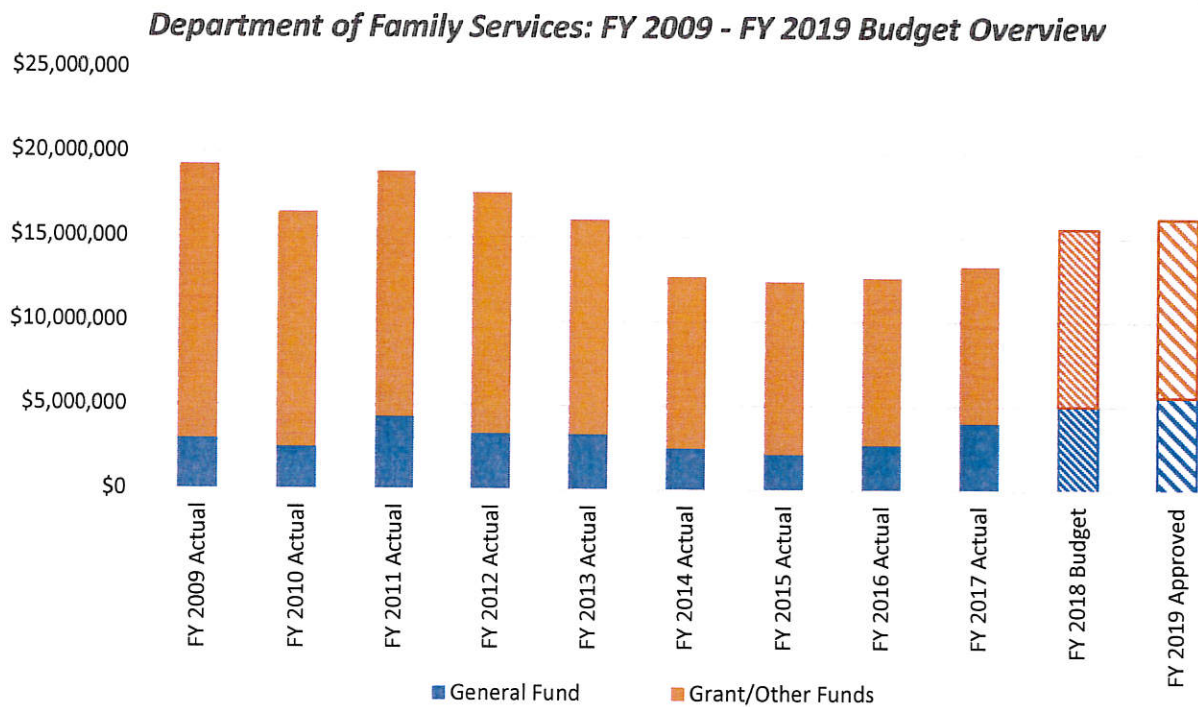
Background:

The Department of Family Services provides programs and services that strengthen families and individuals to help them realize their full potential and contribute to their communities in order to enhance their quality of life. Core services provided by the Department include information and referral assistance, intervention services, home and community-based services, and advocacy.

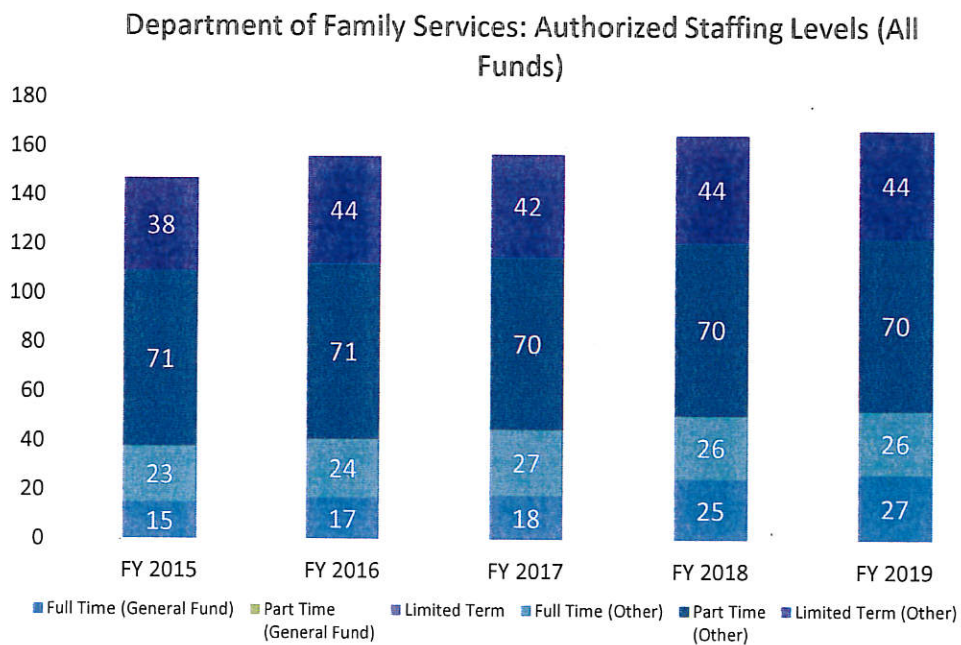
The Department's overall budget has decreased by 16.0%, or \$3.1 million, since FY 2009. The General Fund portion has increased by 86.4, while Grant funds have decreased by 34.9%. The accompanying table and chart depict the budget history of the Department of Family Services since FY 2009.

Department of Family Services: Budget Overview						
	Amount (\$)			Distribution (%)		Total All Funds Annual Change (%)
	General Fund	Grant/Other Funds	Total All Funds	General Fund	Grant/Other Funds	
FY 2009 Actual	\$2,993,928	\$16,248,670	\$19,242,598	15.56%	84.44%	N/A
FY 2010 Actual	\$2,506,034	\$13,930,212	\$16,436,246	15.25%	84.75%	-14.58%
FY 2011 Actual	\$4,287,394	\$14,536,627	\$18,824,021	22.78%	77.22%	14.53%
FY 2012 Actual	\$3,316,240	\$14,271,239	\$17,587,479	18.86%	81.14%	-6.57%
FY 2013 Actual	\$3,276,434	\$12,741,075	\$16,017,509	20.46%	79.54%	-8.93%
FY 2014 Actual	\$2,467,812	\$10,175,427	\$12,643,239	19.52%	80.48%	-21.07%
FY 2015 Actual	\$2,125,534	\$10,247,409	\$12,372,943	17.18%	82.82%	-2.14%
FY 2016 Actual	\$2,678,781	\$9,927,116	\$12,605,897	21.25%	78.75%	1.88%
FY 2017 Actual	\$3,985,872	\$9,320,550	\$13,306,422	29.95%	70.05%	5.56%
FY 2018 Budget	\$5,009,300	\$10,534,600	\$15,543,900	32.23%	67.77%	16.82%
FY 2019 Approved	\$5,581,700	\$10,585,300	\$16,167,000	34.53%	65.47%	4.01%

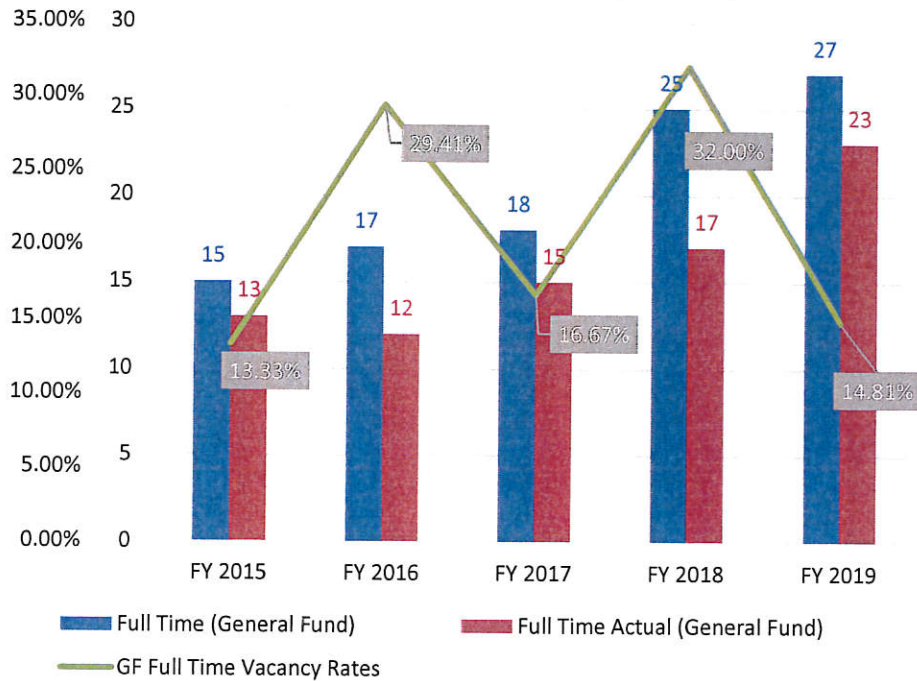
Data Source: Approved Budget books



The General Fund full-time staffing composition for the Department has increased by twelve (12) positions from 15 to 27 since FY 2015 (or 80% increase). However, the actual data shows an increase of only ten (10) employees (77%), from 13 to 23 between FY 2015 and FY 2019 (as of December 31, 2018). The following charts depict the full-time, part-time, and limited term grant funded positions (LTGF), as well as the full-time authorized compared to full-time actual General Fund positions for the same period:



Department of Family Services: Authorized Vs. Actual Staffing Levels (General Fund, Full Time positions)



Data source: Budget Books and Budget Review Office of Audits and Investigations Responses.

FY 2019 Approved Budget:

The approved FY 2019 operating budget for the Department of Family Services is \$16,167,000, of which \$5,581,700 (34.5%) is from the General Fund. The remaining \$10,585,300 (65.5%) is funded through grants and other funds.

Fund	FY 2018 Approved	FY 2018 Estimated	% Change - Est vs App	FY 2019 Approved	\$ Change FY18 App vs FY19 App	Percentage Change
General Fund	\$ 5,009,300	\$ 4,724,000	-5.7%	\$ 5,581,700	\$ 572,400	11.4%
Domestic Violence Fund	390,000	390,000	0.0%	390,000	-	0.0%
Grants	10,144,600	10,002,800	-1.4%	10,195,300	50,700	0.5%
Total	\$ 15,543,900	\$ 15,116,800	-2.7%	\$ 16,167,000	\$ 623,100	4.0%

General Fund Comparison and Year-to-Date Expenditures

Category	FY 2018 Approved*	FY 2018 Estimated*	FY 2019 Approved*	FY 2019 Actual YTD**	FY 2019 Remaining	YTD % Expended
Compensation	\$ 2,313,900	\$ 2,089,500	\$ 2,423,300	\$ 2,727,023	\$ (303,723)	112.5%
Fringe Benefits	615,500	564,400	647,000	635,807	\$ 11,193	98.3%
Operating Expenses	2,238,900	2,229,100	2,561,400	1,075,293	\$ 1,486,107	42.0%
Total	<u>\$ 5,168,300</u>	<u>\$ 4,883,000</u>	<u>\$ 5,631,700</u>	<u>\$ 4,438,122</u>	<u>\$ 1,193,578</u>	78.8%
Recoveries	(159,000)	(159,000)	(50,000)	-	(50,000)	100.0%
Total	<u>\$ 5,009,300</u>	<u>\$ 4,724,000</u>	<u>\$ 5,581,700</u>	<u>\$ 4,438,122</u>	<u>\$ 1,143,578</u>	79.5%

*Data Source: FY 2019 Approved Budget Book

**Data Source: SAP FY19 Budget to Actual Report (General Fund) as of January 31, 2019

Grant Funds Comparison and Year-to-Date Expenditures

Category	FY 2018 Approved*	FY 2018 Estimated*	FY 2019 Approved*	FY 2019 Actual YTD**	FY 2019 Remaining	YTD % Expended
Compensation	\$ 3,795,600	\$ 4,073,400	\$ 4,307,400	\$ 146,573	\$ 4,160,827	3.4%
Fringe Benefits	818,600	793,400	864,400	13,922	\$ 850,478	1.6%
Operating Expenses	5,914,600	5,520,200	5,407,700	1,469,561	\$ 3,938,139	27.2%
Total	<u>\$ 10,528,800</u>	<u>\$ 10,387,000</u>	<u>\$ 10,579,500</u>	<u>\$ 1,630,056</u>	<u>\$ 8,949,444</u>	15.4%

*Data Source: FY 2019 Approved Budget Book

**Data Source: SAP FY19 Budget to Actual Report (Grants) as of January 31, 2019

Domestic Violence Fund Comparison and Year-to-Date Expenditures

Category	FY 2018 Approved*	FY 2018 Estimated*	FY 2019 Approved*	FY 2019 Actual YTD**	FY 2019 Remaining	YTD % Expended
Compensation	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Fringe Benefits	-	-	-	-	\$ -	N/A
Operating Expenses	347,468	390,000	390,000	108,768	\$ 281,232	27.9%
Total	<u>\$ 347,468</u>	<u>\$ 390,000</u>	<u>\$ 390,000</u>	<u>\$ 108,768</u>	<u>\$ 281,232</u>	27.9%

*Data Source: FY 2019 Approved Budget Book

**Data Source: SAP FY19 Budget to Actual Report (Domestic Violence Fund) as of January 31, 2019

In response to mid-year budget questions provided by Audits & Investigations, the Department reported that it anticipates an increase of approximately \$1.4 million in grant funding above the Approved FY 2019 budget.

Issues:

Staff reviewed the responses provided to mid-year budget questions, and noted the following issues that Committee members may wish to discuss with representatives of the Department of Family Services:

- The Department reported that it has experienced delays in filling its vacant General Fund positions but is actively recruiting and working closely with the Office of Human Resources Management to expedite the hiring process for these positions. The Department has expressed that while they have utilized temporary staff to fill current vacancies, the continued reliance on the use of temporary staff has had a major impact on operations. The vacancies have also impacted the Department's ability to maximize the use of County General Funds and Grant dollars.
- The Department has also reported difficulties it has experienced in retaining Limited Term Grant Funded (LTGF) employees. Reasons LTGF employees have provided for leaving include a lack of benefits, as well as high caseloads.
- Additionally, the use of temporary staff within the Department's largest grant-funded program (CFC Options Counseling) has resulted in utilization of staff that carry lower caseloads than current full-time staff. This results in a reduction in billing for case management and a reduction in revenue.
- Although the Department reported that they experienced delays with the start-up of the Disabilities Apprenticeship Program, the program, which began its first day of service on October 15, 2018, is now fully operational. The program has 10 participants and includes assignments to seven County agencies.
- In FY 2019 the Department is piloting the Safe Return Program, which provides 24/7 Wandering and Emergency Response Services for persons diagnosed with Alzheimer's disease or other dementia related illnesses.
- Utilizing the \$250,000 of funding provided by the County Council in the FY 2019 Approved Budget, the Department, in collaboration with the Department of Social Services, the Department recommended a two-prong approach to assist survivors of human trafficking, sexual assault, and domestic violence.
 1. Expand direct services provided by the Department of Social Services (Rapid-Rehousing program) and the Department of Family Services (Survivor Resiliency Fund). Both of these services provide trauma informed interventions to support survivors and their children in their transition to housing stability and safety.
 2. Through the acquisition of a national victim system expert, conduct a County-wide analysis of victim services, focusing on the development of a County-wide strategic plan for improved integration of divergent partners and funding sources and provide recommendations for building out sustainability.