



PRINCE GEORGE'S COUNTY GOVERNMENT

Office of Audits and Investigations

April 25, 2019

MEMORANDUM

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

THRU: David H. Van Dyke, County Auditor *DHV*

FROM: Larry Whitehurst, Audit Manager *LW*

RE: Office of the Sheriff
Fiscal Year 2020 Budget Review

Budget Overview

- The FY 2020 Proposed Budget for the Office of the Sheriff is approximately \$55.7 million, an increase of \$3.4 million, or 6.5%, above the FY 2019 Approved Budget. The General Fund budget is proposed to increase by \$2.8 million, primarily due to an increase in compensation for cost-of-living and merit adjustments, three (3) new Deputy Sheriff positions, and increases in operating expenses. Grant funding is proposed to increase by \$554,700, due to increases in the Child Support Enforcement and Edward Byrne Justice grants. Approximately 95% of the Office's expenditures are funded by the General Fund.

Approved Fiscal Year 2019 to Proposed Fiscal Year 2020

Fund	FY 2018 Actual	FY 2019 Approved	FY 2019 Estimated	% Change - Est vs App	FY 2020 Proposed	\$ Change Prop vs App	% Change Prop vs App
General Fund	\$ 46,665,289	\$ 50,064,800	\$ 49,840,200	-0.4%	\$ 52,906,400	\$ 2,841,600	5.7%
Grants	1,821,943	2,213,000	2,272,000	2.7%	2,767,700	554,700	25.1%
Total	\$ 48,487,232	\$ 52,277,800	\$ 52,112,200	-0.3%	\$ 55,674,100	\$ 3,396,300	6.5%

Authorized Staffing - All Classifications

	FY 2019 Approved	FY 2020 Proposed	Change
General Fund	353	356	3
Grants	23	25	2
Total	376	381	5

Budget Comparison – General Fund

Approved Fiscal Year 2019 to Proposed Fiscal Year 2020

Category	FY 2018 Actual	FY 2019 Approved	FY 2019 Estimated	FY 2020 Proposed	Change Amount	% Change
Compensation	\$ 26,335,418	\$ 27,450,000	\$ 27,430,600	\$ 28,337,800	\$ 887,800	3.2%
Fringe Benefits	16,068,213	16,305,200	16,105,200	17,626,100	1,320,900	8.1%
Operating Expenses	4,257,044	6,309,600	6,304,400	6,942,500	632,900	10.0%
Capital Outlay	18,749	-	-	-	-	0.0%
Subtotal	\$ 46,679,424	\$ 50,064,800	\$ 49,840,200	\$ 52,906,400	\$ 2,841,600	5.7%
Recoveries	(14,135)	-	-	-	-	0.0%
Total	\$ 46,665,289	\$ 50,064,800	\$ 49,840,200	\$ 52,906,400	\$ 2,841,600	5.7%

Authorized Staffing Count - General Fund

	FY 2019 Approved	FY 2020 Proposed	Change Amount	% Change
Full-Time Civilian	105	105	0	0.0%
Full-Time Sworn	248	251	3	1.2%
Total	353	356	3	0.8%

General Fund Budget and Staffing by Division

Division	FY 2018 Actual	FY 2019 Approved	FY 2019 Estimated	% Change - Est vs App	FY 2020 Proposed	Change Amount	% Change
Office of the Sheriff	\$ 5,647,848	\$ 6,300,600	\$ 6,327,900	0.4%	\$ 6,747,600	\$ 447,000	7.1%
Bureau of Admin. Services	9,042,618	11,972,300	11,746,300	-1.9%	13,251,200	1,278,900	10.7%
Bureau of Field Ops	17,803,419	17,943,300	17,990,600	0.3%	18,573,100	629,800	3.5%
Bureau of Court Services	14,171,404	13,848,600	13,775,400	-0.5%	14,334,500	485,900	3.5%
Agency Total	\$ 46,665,289	\$ 50,064,800	\$ 49,840,200	-0.4%	\$ 52,906,400	\$ 2,841,600	5.7%

	FY 2019 Approved		FY 2020 Proposed		Change Amount		% Change	
	FT	PT	FT	PT	FT	PT	FT	PT
Office of the Sheriff	21	0	21	0	0	0	0.0%	0.0%
Bureau of Admin. Services	103	0	103	0	0	0	0.0%	0.0%
Bureau of Field Ops	129	0	129	0	0	0	0.0%	0.0%
Bureau of Court Services	100	0	103	0	3	0	3.0%	0.0%
Total	353	0	356	0	3	0	0.8%	0.0%

Staffing and Compensation

- In FY 2020, General Fund compensation expenditures are proposed to increase by \$887,800, or 3.2%, above the FY 2019 Approved Budget due to mandatory salary adjustments, and three (3) new Deputy Sheriff positions.
- The FY 2020 Proposed Budget increases the FY 2019 authorized staffing level by three (3) full-time positions, raising the General Fund authorized staffing complement to 356 positions (251 are sworn and 105 are civilian). The three (3) positions are newly created sworn Deputy Sheriff positions that will be assigned to the Bureau of Court Services.
- As of March 2019, the Office had 24 General Fund vacant positions, of which 14 are civilian and 10 are sworn. This is an increase of six (6) positions when compared to last year at the point in time.
- The Office currently has identified thirteen (13) administrative and support functions staffed by sworn personnel that could be staffed by qualified civilian personnel. With the increased funding in the FY 2020 Proposed Budget, coupled with lower than normal attrition experienced in FY 2019 (to date), the Office hopes to re-assign some of its sworn personnel currently occupying civilian duties back to sworn activities.
- In FY 2019 to date, the Office currently has an attrition rate of 5.9 %, or roughly 2.76 employees per month (1.13 sworn officers and 1.63 civilian employees). Sworn attrition is primarily driven by resignations, which accounted for 33% of employee separations from the Office in FY 2019, through March 2019. The Office anticipates attrition in FY 2020 to be nearly three (3) employees per month for both civilian and sworn personnel. The following table provides the Office's rate of attrition for the last five fiscal years.

Attrition Rate - Historical Trend					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 (YTD)
# of Separations	31	24	30	21	22
# of Authorized Positions	369	370	369	375	376
Rate of Attrition	8.4%	6.5%	8.1%	5.6%	5.9%

Source: Responses to 1st Round Question 16 provided to A&I during budget reviews.

- The Office is currently conducting one (1) recruiting class which is expected to produce two (2) graduates at the end of FY 2019. Other classes are scheduled for May and July of 2019, which are expected to produce ten (10) graduates in FY 2020. These classes, along with unscheduled future classes and the anticipated hiring of experienced police officers, are expected to produce 23 new sworn Deputies in FY 2020. Given the additional sworn officers from recruiting classes, and the monthly attrition rate of one (1) sworn officer, the Office will still be unable to attain the current authorized sworn staffing level of 267 positions (251 general funded, 16 grant funded). The projected shortage of sworn positions for FY 2019 and FY 2020 are 17 and 9, respectively, as indicated in the table on the following page. However, the Office has made improvement in reaching its authorized sworn staffing level.

Details	FY 2019 Projected Sworn Staffing Level	Details	FY 2020 Projected Sworn Staffing Level
Current Sworn Level (As of March 2019)	248	Beginning Sworn Level	247
April-June Est. Attrition	(3)	FY 2020 Est. Attrition	(12)
*Anticipated Graduates	2	*Anticipated Graduates	23
Projected FY 2019 Ending Sworn Level	247	Projected FY 2020 Ending Sworn Level	258
Authorized Level	264	Authorized Level	267
Estimated Shortage	(17)	Estimated Shortage	(9)

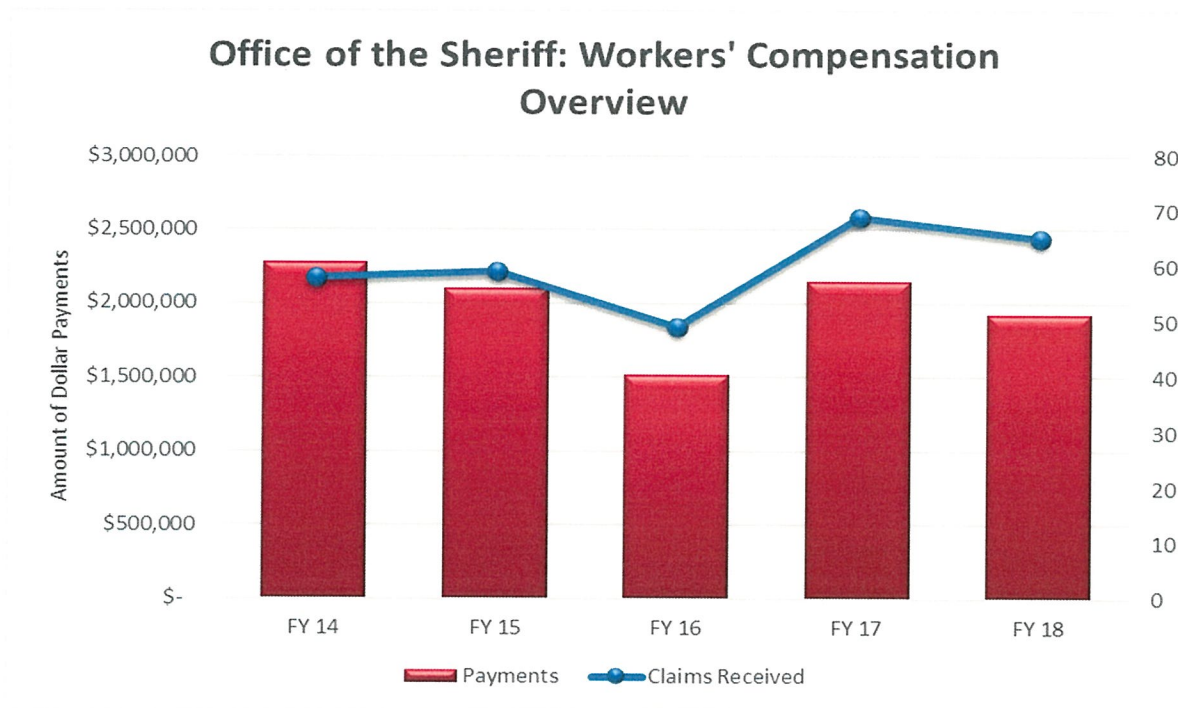
* The Office has utilized various sources, such as the Prince George's County Municipal Police Academy classes conducted at Prince George's County Community College, and certified Maryland Police Officers to fill sworn Deputy vacancies. These efforts will continue as indicated by the anticipated increase in the projected ending sworn level in FY 2020.

- At the end of FY 2019, there will be 36 sworn personnel eligible to retire.
- The Office reports that three (3) staff members are assigned outside of the Office of the Sheriff in FY 2019 (Public Safety Investigations, FBI Task Force, and U.S. Marshals) and these assignments are expected to continue in FY 2020. No staff members from other County agencies are assigned to the Office.
- The Office has 14 certified bilingual employees, eleven (11) sworn and three (3) civilian.

Overtime

- The Office projects FY 2019 overtime expenses to exceed the budgeted amount of \$2.5 million by approximately \$113,600. However, the Office reports that the overage will be managed with existing salary lapse. In FY 2020, the Office's proposed budget includes \$2.5 million for overtime expenditures. The Office strictly monitors overtime use and carefully deploys its personnel to ensure greater efficiency. (*Attachment 1 provides a historical trend comparison of budgeted versus actual overtime for FY 2014 through proposed FY 2020*) Please see response to the *FY 2020 First Round Budget Review Questions No. 21-28* for more information related to overtime that include the key components, a description of the Office's efforts to manage overtime expenditures, and the challenges the Office has in this area.
- The main components of FY 2019 overtime expenditures, as of March 2019, are activities related to Courthouse Security, and Landlord and Tenant activities. A detailed listing of the key components of overtime expenditures can be found in the response to *Question No. 22 of the FY 2020 First Round Budget Review Responses*.

▪ Risk Management: Workers' Compensation:



- In FY 2018, Office of the Sheriff employees filed 65 (a decrease of 5.8% below FY 2017 filings) Workers' Compensation claims totaling approximately \$1.9 million (a decrease of 10.5% below FY 2017 payments) in payments.
- Overall, since FY 2014, the number of claims received have increased by 12.0% while the payments made for Workers' Compensation claims have decreased by 15.6%.

Fringe Benefits

Fringe Benefits Historical Trend					
	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed
Fringe Benefits Expenditures	\$ 13,926,616	\$ 15,189,889	\$ 16,068,213	\$ 16,105,200	\$ 17,626,100
As a % of Compensation	60.3%	59.7%	61.0%	58.7%	62.2%
Annual % Change		9.1%	5.8%	0.2%	9.4%

- In FY 2020, fringe benefits expenditures are proposed to increase by approximately \$1,320,900, or 8.1%, above the FY 2019 Approved Budget level to align with actual costs.

Operating Expenses

- FY 2020 operating expenditures are proposed at approximately \$6.9 million and are comprised of the following major items:
 - Office Automation \$2,049,600
 - Vehicle Equipment Repair/Maintenance 1,497,300
 - Grants/Contributions (Grant Cash Match) 1,217,700
 - Gas and Oil 690,000
 - General Office Supplies 400,000
- Overall, operating costs are increasing by \$632,900, or 10%, above the FY 2019 Approved Budget level.
- The accompanying table compares the FY 2020 Proposed Budget operating expenditures with the FY 2019 Approved Budget operating expenditures. In two (2) of the categories, the FY 2020 Proposed Budget reduces planned spending from the FY 2019 Approved Budget. In six (6) of the categories, the FY 2020 Proposed Budget level remains unchanged compared to the FY 2019 Approved Budget. FY 2020 expenditures increase in eight (8) categories.

Operating Objects	FY 2019 Budget	FY 2020 Proposed	FY 2019 - FY 2020	
			\$ Change	% Change
Office Automation	1,685,900	2,049,600	363,700	21.6%
Grants/Contributions	1,052,600	1,217,700	165,100	15.7%
Vehicle Equipment Repair/Maintenance	1,413,400	1,497,300	83,900	5.9%
Mileage Reimbursement	140,000	189,700	49,700	35.5%
Equipment Lease	56,800	92,300	35,500	62.5%
Office & Building Rental/Lease	68,700	96,600	27,900	40.6%
Telephone	199,000	220,000	21,000	10.6%
General & Administrative Contracts	78,300	97,500	19,200	24.5%
General Office Supplies	400,000	400,000	-	0.0%
Training	206,000	206,000	-	0.0%
Building Repair/Maintenance	30,000	30,000	-	0.0%
Allowances	15,000	15,000	-	0.0%
Other Operating Equipment Repairs/Maintenance	10,000	10,000	-	0.0%
Gas & Oil	690,000	690,000	-	0.0%
Printing	21,700	15,000	(6,700)	-30.9%
Office and Operating Equipment Non-Capital	242,200	115,800	(126,400)	-52.2%
TOTAL	\$ 6,309,600	\$ 6,942,500	\$ 632,900	10.0%

- The most significant reduction (\$126,400) between the FY 2020 Proposed Budget and the FY 2019 Approved Budget is in Office and Operating Equipment (Non-capital) costs due to the alignment of these costs with actual expenses.
- The most significant increase (\$363,700) between the FY 2020 Proposed Budget and the FY 2019 Approved Budget is in Office Automation and is based on the Office of Information Technology (OIT) schedule charge for these expenditures.

- Other proposed increases are outlined below:
 - Vehicle Equipment Repair/Maintenance- due to scheduled vehicle maintenance charge;
 - Grants/Contributions- increase in grant cash match;
 - Mileage Reimbursement- to align these costs with historical actuals.

Budget Comparison – Grant Funds

Category	FY 2018 Actual	FY 2019 Approved	FY 2019 Estimated	FY 2020 Proposed	Change Amount	% Change
Compensation	\$ 1,521,737	\$ 1,904,100	\$ 1,760,000	\$ 2,215,500	\$ 311,400	16.4%
Fringe Benefits	634,993	311,600	298,000	378,200	66,600	21.4%
Operating Expenses	165,288	1,049,900	1,266,600	1,391,700	341,800	32.6%
Capital Outlay	18,749	-	-	-	-	0.0%
Total	\$ 2,340,767	\$ 3,265,600	\$ 3,324,600	\$ 3,985,400	\$ 719,800	22.0%

Authorized Staffing Count - Grant Funds

	FY 2019 Approved	FY 2020 Proposed	Change Amount	% Change
Full-Time Civilian	4	4	0	0.0%
Full-Time Sworn	16	16	0	0.0%
Part-Time	0	0	0	0.0%
Limited Term	3	5	2	66.7%
Total	23	25	2	8.7%

Grant Highlights

- In FY 2020, the proposed Grant Fund Budget is approximately \$4 million, an increase of \$719,800, or 22.0%, above the FY 2019 Approved Budget. This increase is primarily attributed to an increase in anticipated funding from both the Child Support Enforcement and Edward Byrne Justice Assistance grants. The proposed grant budget includes a \$1,217,700 grant cash match from the General Fund, which is an increase of \$165,100 over the FY 2019 approved cash match of \$1,052,600.
- The FY 2019 estimated Grant Fund budget is \$59,000 above the FY 2019 Approved Grant Budget due to anticipated funding from the Stop the Violence Against Women (VAWA) grant.
- The Office's proposed grant funded staffing includes twenty (20) full-time and five (5) limited term grant funded positions (LTGF). This proposed staffing level is an increase of two (2) limited term positions, as compared to the FY 2019 staffing level. The increase in staffing will be directed to the Special Victims Advocate (VOCA) and Stop the Violence Against Women (VAWA) grant programs.
- FY 2020 operating expenditures are proposed to increase by \$341,800, or 32.6%, above the FY 2019 approved level. This increase is due to anticipated increases in various grant related operational categories.

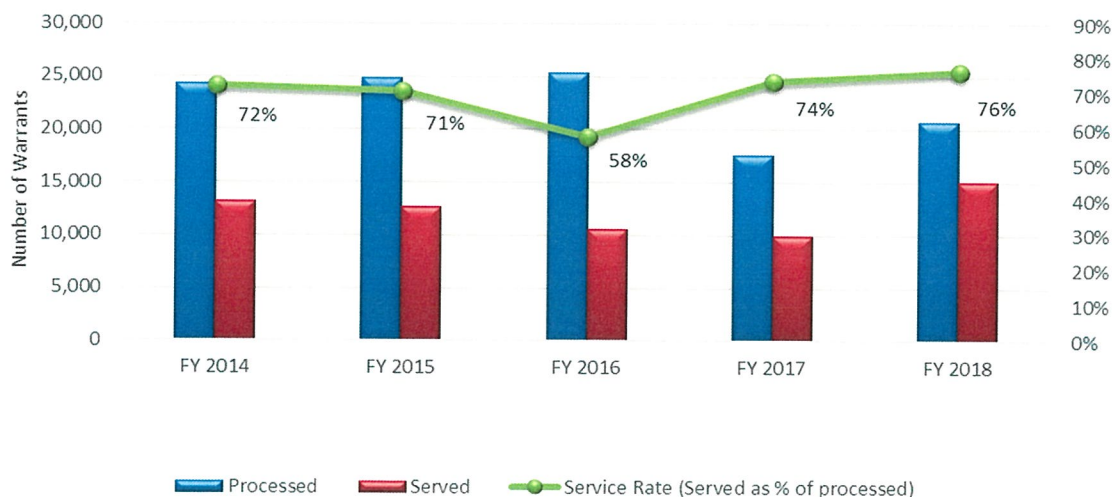
Highlights

- The Office is currently in its eighth year of conducting its middle school mentoring program called Positive Deputies Assisting Youth (Positive D.A.Y.). This program, which is run by four (4) full-time Deputies, is designed to enrich the lives of the participating cadets through education in such areas as etiquette, bullying, gangs, cultural diversity, substance abuse, conflict resolution, anger management, and positive self-image. The program has expanded from operating in fourteen (14) to sixteen (16) County Middle Schools with approximately 450 students enrolled. Expansion to other middle schools would cost the equivalent of one (1) Deputy's salary per school.
- The Office had another successful year with its Positive D.A.Y. Summer Camp. The program is an extension of the program conducted during the school year with over 75% of its participants having had some association with the Positive D.A.Y. Middle School program. The program was able to accommodate a maximum of 60 participants and has reported a waiting list of over 150 individuals. In previous years, the Office has expressed interest in expanding the program to reduce or eliminate the waiting list but has reported that it would require the assignment of four (4) additional Deputies in addition to four (4) fifteen passenger vans at a total cost of over \$435,000. *For more information on the Positive D.A.Y. programs refer to FY 2020 First Round Question No.42.*

Workload and Program Management

- Warrant/Fugitive Division:

Warrant Processing, FY 2014 - FY 2018



- Information provided by the Office of the Sheriff indicates that the warrant service rate increased from 74% in FY 2017, to 76% in FY 2018. This service rate includes all warrants that were served by arrest from all agencies including warrants that were closed as a direct result of the Maryland Motor vehicle interface program. The Office anticipates the service rate to increase by 3% by the end of FY 2019 due to Maryland Motor vehicle interface and

Maryland Tax Intercept programs. The number of warrants processed has decreased by 15% between FY 2014 and FY 2018, however the number of “on hand” warrants have also decreased by 23% during the same period. The reduction in “on hand” warrants can be attributed to Deputies being assigned on an overtime basis to increase the number of permanently closed warrants.

- To improve service rates, the Office continues to utilize electronic investigative databases to locate wanted persons. Senate Bill 496, passed in October 2012, has provided guidelines for the disposal of old and non-prosecutable misdemeanor warrants. The Office continues to work with the Office of the State’s Attorney (SAO) and the Courts to address disposal of these warrants without overburdening other agencies. The Office has the ability to forward a greater number of these old warrants, to both the SAO and the Courts, than they are currently able to review. Both the SAO and the Courts have a limited number of resources to allocate to this initiative. To date, the Office has disposed of 1,463 of these old and non-prosecutable misdemeanor warrants.
 - To comply with the Maryland State Police and the Federal Bureau of Investigation, the Office needs to validate felony warrants on a prescribed basis. Failure to validate these warrants within guidelines leads to an automatic revocation of these warrants, which could hinder the Office’s ability to apprehend offenders. In January 2019, the open warrant validations work was restructured back to civilian administrative personnel within the Fugitive section of the Warrant Division. This restructuring not only removed a large piece of administrative work from the responsibility of a squad of sworn personnel, but also ensured that the Office remained compliant with requirements to maintain the Office’s certification.
 - Please see the Office’s response to *FY 2020 First Round Budget Review Question No. 33* for additional Warrant/Fugitive Division workload indicators.
- Domestic Violence Intervention Division (DVID):
- The Office responds to 9-1-1 domestic calls for service in Police District III and serves domestic violence related court orders throughout the County. There is currently a staff of 49 sworn and 10 civilian individuals dedicated to this Division. In FY 2018, the Office processed 19,267 domestic violence related court orders, 9,692 of which, or 50%, were served. In addition, in FY 2018, the Office responded to 5,239 domestic calls for service in Police District III and made 242 arrests.
 - To provide a holistic response to domestic violence, after Deputies respond to a domestic violence call, the Office’s Domestic Violence Advocates (DVA) contact the victims/complainants of the domestic violence incident and offer a variety of services. Services include victim advocacy, accompanying the victim to court, and providing referral services. See the chart on the following page for a comparison of other key workload indicators from FY 2015- FY 2019 (estimated).

Domestic Violence Intervention Division						
		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Estimate
Court Orders	Processed	15,245	19,348	21,930	19,267	18,800
	Served	9,870	11,124	9,884	9,692	9,956
Response & Arrests	911 Calls	6,017	5,919	5,775	5,706	5,582
	911 Calls-Sheriff Response	5,095	4,930	5,279	5,239	4,964
	Arrests	272	239	212	242	272
Advocacy Services	U.M. Courthouse	1,134	1,443	1,327	1,282	1,349
	Hyattsville Courthouse	788	897	1,263	1,150	1,128
	Headquarters	1,164	827	1,012	690	833
	Family Justice Center			55	301	50
	Non-Intimate Partners	1,813	1,827	2,366	2,312	3,048

Other Workload Demands:

- In FY 2018, there were reductions in the Civil/Landlord and Tenant Division District/Circuit Court writs and tack-ups on hand when compared to FY 2017. For a complete assessment of workload indicators for this Division refer to *FY 2020 First Round Budget Review Questions No. 35a*.
 - The number of civil writs received for the Child Support Enforcement Unit is estimated to increase in FY 2019 when compared to FY 2018, while warrants received are estimated to decrease during the same period of comparison. For a complete assessment of workload indicators for this division refer to *FY 2020 First Round Budget Review Questions No. 35b*.
 - Please see the Office's response to the *FY 2020 First Round Budget Review Questions No. 35c, and 36* for a more detailed overview of the Office's workload indicators, workload changes, including workload indicators for the Teletype/Records Division and the Bureau of Court Services.
- The Office provides a detailed description of various factors, trends and conditions that have affected its workload in FY 2019 in response to the *FY 2020 First Round Budget Review Question No. 39*. The factors include, but are not limited to the following:
 - inclement weather conditions, which causes increased workload due to a compressed work schedule;
 - an overall decrease in personnel due to retirements and injuries on the job;
 - and, an increase in the paper service volume specifically in the servicing of peace and protective orders.
 - Some workload challenges the Office anticipates for FY 2020 are the increasing needs to use overtime to address its workload demands that experienced by all its divisions and units.
 - On March 24, 2018, the Office was granted unanimous approval by the Commission on Accreditation for Law Enforcement Agencies (CALEA) to receive their accreditation. The Office has reported that the ability to maintain compliance with its accreditation will require an annual cost ranging from \$5,625 to \$15,625 to cover obligations such as annual dues/fees, and conference travel costs.

- The Office reports that *public safety, securing an office headquarters, records management, and staffing resources* are the most significant critical issues that the Office will continue to face over the next five (5) years. Please refer to the response to the *FY 2020 First Round Budget Review Question No. 43* for an in-depth description of these issues.

Equipment & Information Technology (IT)

- As of March 2019, the Office reports that 141 vehicles out of 348, or 41% of its fleet, have met the replacement criteria of exceeding 100,000 miles. With the anticipated replacement of 45 vehicles by the end of FY 2019, the Office projects 155 vehicles, or 40% of the current fleet, will meet the replacement criteria. There is a Certificate of Participation purchase tentatively scheduled in FY 2020 totaling \$25 million. However, the allocation of this funding for County wide vehicle purchases has yet to be finalized.
- The Office has completed the body-worn pilot program, which resulted in the testing of several different body-worn cameras, and the preparation of draft policies. The Office has a total of 150 body-worn cameras, of which 22 are currently in operation. The Office of Homeland Security (OHS) has been assigned the responsibility for the centralized management of video storage for all public safety agencies. The Office remains responsible for providing internal requirements for their program, the management and retrieval of their video for investigations, chain of custody processes, Court purposes etc. Currently, the Office is using a 1,000-hour employee to help with the program, but in previous discussions has mentioned its vision of having the program being managed by two (2) Systems Analyst I/II positions at a total compensation cost of \$106,960.
- The Office outlined two (2) key *unfunded* IT needs and they include: (1) the digitization and storage of current paper records/file (estimated at \$92,000); and (2) driving simulator (estimated at \$120,000).

Facilities

- The Office, through the Office of Central Services, recently completed negotiations to continue using its current location. The negotiations, which culminated into a lease agreement with a March 2022 expiration date, included several security enhancements. However, when the landlord received cost bids to commence the security enhancement work they were higher than anticipated. As a result, the Office states that further negotiations may be required to ensure that the security enhancements can be completed.

ATTACHMENT No. 1
Table 1: Overtime Overview

Fiscal Year	Budgeted Overtime	Actual Overtime	Budget vs. Actual Difference
FY 2014	\$1,182,000	\$2,253,241	(\$1,071,241)
FY 2015	\$1,182,000	\$2,904,009	(\$1,722,009)
FY 2016	\$1,090,200	\$2,189,513	(\$1,099,313)
FY 2017	\$1,500,000	\$2,881,990	(\$1,381,990)
FY 2018	\$1,800,000	\$3,103,564	(\$1,303,564)
FY 2019 Projected	\$2,500,000	\$2,613,600	(\$113,600)
FY 2020 Proposed	\$2,500,000		

Graph 1: Overtime Comparison

