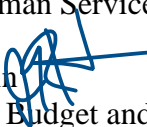





April 20, 2023

MEMORANDUM

TO: Krystal Oriadha, Chair
Health, Human Services and Public Safety Committee

THRU: Josh Hamlin 
Director of Budget and Policy Analysis

FROM: David Williams 
Budget and Policy Analyst

RE: Department of Family Services
Fiscal Year 2024 Budget Review

Budget Overview

- In FY 2023 the Department does not anticipate a need for a supplemental budget request.
- The FY 2024 budget for the Department of Family Services is \$20,529,800, an increase of \$1,621,600 or 8.6% over the FY 2023 approved budget.
- The increases in the FY 2024 Proposed Budget are driven by a \$371,100 (5.2%) increase in general funds and a \$1,251,500 (10.9%) increase in grant funds from FY 2023.
- Representing \$12,701,600 out of the proposed \$20,529,800, 61.9% of the proposed budget is to be grant funded.

Actual Fiscal Year 2022 to Proposed Fiscal Year 2024

Fund	FY 2022 Actual	FY 2023 Approved	FY 2023 Estimated	% Change - Est vs App	FY 2024 Proposed	\$ Change, Prop vs App	% Change
General Fund	\$ 5,864,346	\$ 7,068,100	\$ 6,533,100	-7.6%	\$ 7,438,200	\$ 370,100	5.2%
Grants	9,487,703	11,450,100	11,599,900	1.3%	12,701,600	1,251,500	10.9%
Special Revenue Funds	365,000	390,000	390,000	0.0%	390,000	-	0.0%
Total	\$ 15,717,049	\$ 18,908,200	\$ 18,523,000	-2.0%	\$ 20,529,800	\$ 1,621,600	8.6%

Budget Comparison-General Fund

Category	FY 22 Actual	FY 23 Approved	FY 23 Estimated	FY 24 Proposed	Change Amount	Percentage Change (Approved Budget)	Percentage Change (Estimated Budget)
Compensation	\$ 2,239,704	\$ 2,835,800	\$ 2,731,700	\$ 3,033,000	\$ 197,200	7.0%	11.0%
Fringe Benefits	665,502	983,600	773,000	1,053,300	69,700	7.1%	36.3%
Operating Expenses	2,959,140	3,248,700	3,028,400	3,351,900	103,200	3.2%	10.7%
Total	\$ 5,864,346	\$ 7,068,100	\$ 6,533,100	\$ 7,438,200	370,100	5.2%	13.9%

- The Department's General Fund proposed FY 2024 spending is comprised of 40% for compensation, 22% for fringe benefits, and 38% for operating expenses.
- FY 2024 General Fund Budget is proposed to be \$7,438,200, representing \$370,100, or 5.2%, above the FY 2023 approved General Fund budget (or 13.9% above the FY 2023 estimated level of the General Fund spending). The proposed increases are driven by the funding of a previously unfunded Human Resources Assistant 3G position, salary adjustments, increases in fringe benefits, mandated countywide Office of Information Technology charges, and increased funding for the Disability Community Needs Assessment program.

Compensation

- In FY 2024, General Fund compensation is anticipated to increase \$197,200 or 7.0% above the FY 2023 approved level.
- In FY 2024 the authorized staff complement is proposed to increase by one (1) full time position from 28 to 29.

General Fund Authorized Staffing Count

	FY 2023 Approved	FY 2024 Proposed	Change Amount	Percentage Change
Full-Time Civilian	28	29	1	3.6%
Total	28	29	1	3.6%

Fringe Benefits

Fringe Benefits Historical Trend				
	FY 2022 Actual	FY 2023 Budget	FY 2023 Estimated	FY 2024 Proposed
Compensation	\$ 2,239,704	\$ 2,835,800	\$ 2,731,700	\$ 3,033,000
Fringe Benefits Expenditures	\$ 665,502	\$ 983,600	\$ 773,000	\$ 1,053,300
Fringe as a % of Total Employee Compensation	22.9%	25.8%	22.1%	25.8%

- In FY 2024 fringe benefits expenditures are proposed to increase by \$69,700, or 7.1%, above the FY 2023 approved level (or 36.3% above the FY 2023 estimated level of fringe expenditures).

Operating Expenses

- In FY 2024 General Fund operating expenses are proposed to increase by \$103,200 or 3.2%, from FY 2023 (or 10.7% above the FY 2023 estimated level of expenditures).
- A comprehensive list of proposed operating expenses is provided in *Attachment D* in response to the *FY 2024 First Round Budget Review Questions*.
 - The largest increases are proposed for the Operating Contracts category (\$150,800) reflecting the addition of the Disability Community Needs Assessment contract.
 - The largest spending reduction is in the category of General Office Supplies (\$76,100) to align with historical spending trends.

Domestic Violence Special Revenue Fund

Category	FY 2021 Actual	FY 2022 Actual	FY 2023 Approved	FY 2024 Proposed	Change Amount	Percentage Change
Operating Expenses	\$348,000	\$365,000	\$390,000	\$390,000	\$0	0.0%
Total	\$348,000	\$365,000	\$390,000	\$390,000	\$0	0.0%

- The Domestic Violence Fund supports the Family Crisis Center operations; shelter assistance for victims of domestic violence including: a specialized training program for shelter residents, crisis intervention for families affected by domestic violence, counseling, a 24-hour hotline, a safe visitation center, community education, anger management, and legal assistance.
- FY 2024 operating expenses remain unchanged from FY 2023 approved level of \$390,000.

Grants

Category	FY 2021 Actual	FY 2022 Actual	FY 2023 Approved	FY 2023 Estimated	FY 2024 Proposed	Change Amount	Percentage Change
Compensation	\$3,408,941	\$4,101,427	\$5,070,500	\$5,185,900	\$5,410,000	\$339,500	6.7%
Fringe Benefits	\$667,321	\$879,576	\$1,087,400	\$1,163,700	\$1,260,100	\$172,700	15.9%
Operating Expenses	\$5,206,452	\$4,591,529	\$5,676,400	\$5,634,500	\$6,420,900	\$744,500	13.1%
Total	\$9,282,714	\$9,572,532	\$11,834,300	\$11,984,100	\$13,091,000	\$1,256,700	10.6%

- The Department's Children, Youth, and Families Division (CYF) returned \$114,103 to the Department of Juvenile Services in FY 2022 due to challenges in onboarding and filling vacant grant funded positions. The CYF Division also returned \$46,625 to the Maryland Department of Health. The Agency does not anticipate any grant funding to be returned in FY 2023.

- The proposed grant funds of \$13,091,000 represent an increase of 10.6% above the FY 2023 Approved Budget. The primary reason for the increase is the addition of the Hope Project Training Academy and Nutrition Program Income Grants.
- Out of 57 grant funded programs included in the FY 2024 proposed budget, the following four (4) have the largest budgets:
 - \$1,350,000 is included in the FY 2024 Proposed Budget for the *Community Options Waiver* grant. The Maryland Department of Health provides funding to enable adults 18 years of age or older to remain in a community setting even though their advanced age or disability would warrant placement in a long-term care facility. The waiver allows services that are typically covered by Medicaid in a long-term care facility to be provided to eligible persons in their own homes or in assisted living facilities. This program is funded by Medicaid reimbursement.
 - \$1,337,000 is included in the FY 2024 Proposed Budget for the *Senior Care* grant. The Maryland Department of Aging provides funding for coordinated, community-based, in-home services to seniors with disabilities who may be at risk of nursing home placement. Senior Care clients are provided with case managed access to existing publicly and privately financed services. When needed services are not available through other means, Senior Care will provide gap filling services that may include personal care, chore service, adult day care, medical supplies, emergency response systems, nutritional supplements and other services.
 - \$1,077,500 is included in the FY 2024 Proposed Budget for the *Title III-C1: Nutrition for the Elderly Program Congregate Meals*. The U.S. Department of Health and Human Services, through the Older Americans Act of 1965, under Title IIIC1 provides funding for nutrition programs for the elderly. The County uses these grant funds to provide meals to residents aged 60 and over at locations throughout the County. The program partners with the Department of Public Works and Transportation for necessary transportation to and from the sites. In addition to mandated services, the program provides nutrition screening, social, recreational, health and fitness activities.
 - \$935,200 is included in the FY 2024 Proposed Budget for the *Home Visiting-Families (MDH) Program*. The Home Visiting-Healthy Families Program utilizes the Healthy Families strength-based model to provide high quality home visiting services to 60 at-risk families residing in one of the identified catchment areas for services (Bladensburg, District Heights, Hyattsville, Mount Rainier, Riverdale, Suitland or Upper Marlboro). The program incorporates a central intake component that utilizes community partnerships and interagency collaborations to provide access to multiple services across the spectrum of needs.
 - Information about grant funded programs are available on pages 474-478 of the *FY 2024 Proposed Budget Book*.

- The FY 2024 grant funds budget proposes a staff complement of 150 positions composed of 27 full-time, 74 part-time, and 49 limited-term positions. This represents no changes from the FY 2023 authorized grant funded staffing level.

Grant Program Funds Authorized Staffing Count

	FY 2022 Approved	FY 2023 Approved	FY 2024 Proposed	Change Amount	Percentage Change
Full-Time Civilian	27	27	27	0	0.0%
Part-Time	74	74	74	0	0.0%
Limited Term	47	49	49	0	0.0%
Total	148	150	150	0	0.0%

- The following grant programs provide funding for most of the grant funded positions:
 - *Foster Grandparent* program is authorized one (1) full-time grant funded and 70 part-time positions in the FY 2024 Proposed Budget (unchanged from the FY 2023 level). The Foster Grandparents, volunteers aged 55 and over, work with physically, mentally and emotionally handicapped children in schools and special centers in the County, supporting their development through individual attention they may otherwise not receive.
 - *Community Options Waiver* program is authorized three (3) full-time grant funded and 19 LTGF positions in the FY 2024 Proposed Budget (unchanged from FY 2023 level). This program enables adults 18 years of age or older to remain in a community setting (their own homes or assisted living facilities) although their age or disability would warrant placement in a long-term care facility.
 - *Title III C1: Nutrition for the Elderly Congregate Meals* program is authorized two (2) full-time grant funded, four (4) part-time, and eight (8) LTGF positions in the FY 2024 Proposed Budget (unchanged from FY 2023 level). This program provides meals to residents aged 60 and over at various locations throughout the County, and funds additional services such as nutrition screening and fitness activities.
 - Additional details on grant funded staffing allocation are available on pages 469-470 of the *FY 2024 Proposed Budget Book*.

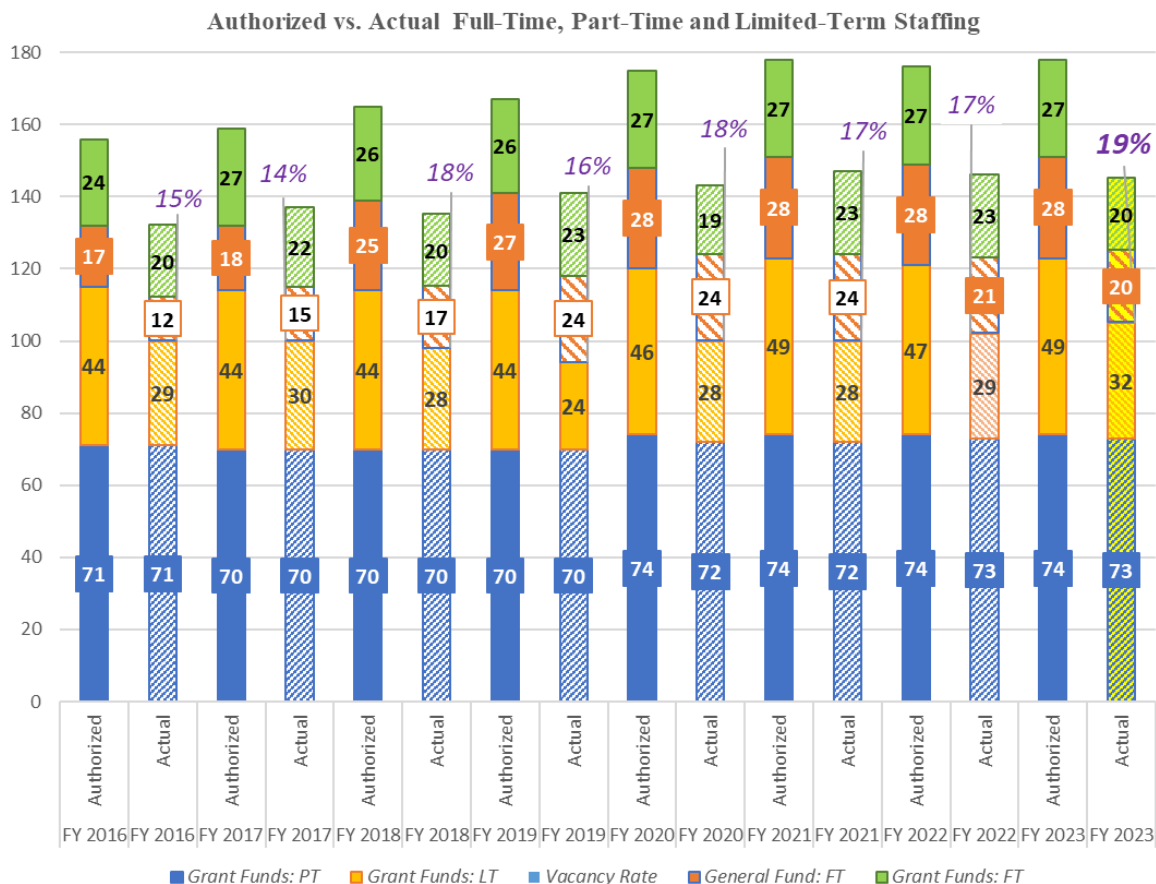
Staffing

- In proposed FY 2024 the Department's General Fund full-time authorized staffing level is 29 positions. Grant funds provide funding for 150 positions composed of 27 full-time positions, 74 part-time positions, and 49 limited-term.
 - As of March 2023, the Department reported eight (8) General Fund full-time vacancies, representing a vacancy rate of 29%.
 - As of March 2023, the Department reported seven (7) full-time grant funded vacancies, representing a full-time grant funded vacancy rate of 26%.

- As of March 2023, the Department reported one (1) grant funded part-time vacancy, representing a Grant funded part-time vacancy rate of less than 1%
- As of March 2023, the Department reported seventeen (17) limited term grant funded vacancies, representing a grant funded limited term vacancy rate of 35%
- There have been no improvements in the Department’s ability to fill vacant positions in FY 2023: The total number of vacant positions in FY 2023, as of March 2023, is 33 positions, which is three (3) position more than the number of vacancies reported a year ago.

	<i>FY 2021 Vacancies</i>	<i>FY 2022 Vacancies</i>	<i>FY 2023 Vacancies</i>	<i>Change</i>
General Fund: full-time	4	7	8	1
Grant Funds: full-time	2	4	7	3
Grant Funds: part-time	4	1	1	0
Grant Funds: limited term	21	18	17	-1
Total	31	30	33	3

- A review of the Department’s actual staffing complement (General Fund and Grant Funded combined) since FY 2016 shows that over the past years the Department *did not* attain its authorized level for either General Fund or Granted Funded positions. The Department has operated with double digit vacancy rates, with the peak of 19% vacancy rate in FY 2023, as can be seen from the accompanying graph:



- *Employee retention and attrition:*
 - In FY 2023 the Department lost a total of nine (9) employees (3 General Fund and 4 grant funded) to attrition. Seven (7) of these positions were due to resignations and two (2) were due to retirement.
 - The position most affected by attrition is the Community Developer 1 position due to its status as a contract position that lacks robust benefit packages.
 - According to the Department, the *Community Options Waiver* program is most affected by vacancies.
 - The Department continues to explore employee retention mechanisms. Most limited term grant funded employees seek merit positions with full benefits.
- *Recruitment and hiring process:*
 - The Department has worked with the Office of Human Resources Management (OHRM) and the Office of Management and Budget (OMB) to expedite the hiring process and adopt best practices.
 - The Department has filled a vacant Human Resources Analyst position and is in the process of seeking an Assistant.
 - The Department has a bi-monthly meetings with OHRM, which seek to reduce vacancies and the hiring timeline.
- The Department reports that 90% of its staff have a telework arrangement. The Department has successfully integrated a hybrid telework model from the pandemic into their standard operations. This has resulted in increased productivity, fewer leave requests, and higher staff morale.
- For additional details on the Department's compensation, recruitment, retention and other staffing-related matters, please refer to responses to the *FY 2024 First Round Budget Review Questions No. 6-15 (pages 3-9)*.

Workload and Program Management

- With regards to organizational changes, two (2) lead Office of Veterans Affairs positions have been reassigned from the Department to the Office of the County Executive to support the Administration's programs and services for the County's Veterans.
- Domestic Violence and Human Trafficking Division has seen an increased need for resources, safety planning, and stabilization support. Access to food and affordable safe housing are the top needs. There has also been an increased need for behavioral health services and service requests from male victims.
- In FY 2023 the Aging and Disabilities Division has seen a rise in walk-in clients as COVID rates have declined and public interaction becomes more commonplace.
- The Senior Nutrition Home Delivered Meal Program has a waitlist due to the decrease in funding due to the end of the Coronavirus, Aid, Relief, and Economic Security (CARES). The

Department is in the process of using American Rescue Plan (ARP) funding to ameliorate this gap, however, requests for service are being prioritized based on the need as there is not enough resources to serve all who request assistance.

- In response to the *FY 2024 First Round Budget Review Question No. 23 (pages 12-15)* the Department identifies all programs and services that it provides, which are mandated either by the State or by the Federal government.
- The needs assessment for the elderly is in the planning phase with work anticipated to begin in April/May of 2023 and the assessment is expected to be completed by June 2024.
- The Department's achievements in FY 2023 are discussed in response to the *FY 2024 First Round Budget Review Question No. 26*.
- A comprehensive list and a brief description of 29 programs under the Aging and Disabilities Services Division is provided in response to the *FY 2024 First Round Budget Review Question No. 30 (pages 18-23)*.
- An overview of 17 programs under the Children, Youth and Families Division, and additional information on the Division's operations, is provided in response to the *FY 2024 First Round Budget Review Questions No. 31-32 (pages 23-27)*.
- A comprehensive list and a brief description of the Domestic Violence and Human Trafficking Division is provided in response to the *FY 2024 First Round Budget Review Questions No. 33-35 (pages 27-30)*.
- Operations of the Office of Veterans' Affairs are discussed in response to the *FY 2024 First Round Budget Review Question No. 36 (pages 30-32)*.

Information Technology

- The Department does not anticipate any new IT initiatives in FY 2024.
- The Department's use of information technology is discussed in the response to the *FY 2024 First Round Budget Review Questions No. 39-42 (pages 33-37)*.

Facilities

- The Department has two primary facilities. Most of the staff members reside in the Harriet Hunter Building in Camp Springs, MD. The Medicaid Waiver Program is located at the Dyer Regional Health Center in Clinton, MD. The Department partners with MNCPPC to provide senior meals throughout the County. All programs have returned to full service.
- The Regional Health and Human Services Center, included in the Health Department's CIP Budget, will serve as a centralized location for the administrative functions of the Health Department, the Department of Social Services, and the Department of Family Services. The Health Department reported that this project should be completed by the summer/fall of 2024.