

**NA.01**  
**Administration**  
**Department of Human Resources**

***Operating Budget Data***

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(\$ in Thousands)

	<b>FY 00</b>	<b>FY 01</b>	<b>FY 02</b>		<b>% Change</b>
	<b><u>Actual</u></b>	<b><u>Working</u></b>	<b><u>Allowance</u></b>	<b><u>Change</u></b>	<b><u>Prior Year</u></b>
General Fund	\$59,049	\$66,503	\$67,157	\$654	1.0%
Special Fund	3,501	3,052	3,313	261	8.6%
Federal Fund	<u>61,186</u>	<u>119,616</u>	<u>61,654</u>	<u>(57,962)</u>	<u>(48.5%)</u>
<b>Total Funds</b>	<b>\$123,736</b>	<b>\$189,172</b>	<b>\$132,125</b>	<b>(\$57,047)</b>	<b>(30.2%)</b>

- A \$63.3 million federal grant for the Baltimore City Empowerment Zone in the fiscal 2001 working appropriation drives a 30.2% decrease in the fiscal 2002 allowance. Excluding this federal grant, the fiscal 2002 allowance grows 5.0% over the fiscal 2001 working appropriation.
- Personnel expenses totaling \$8.6 million account for the largest increases in spending. Of this amount, \$1.5 million is attributed to 71 new regular positions.

***Personnel Data***

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	<b>FY 00</b>	<b>FY 01</b>	<b>FY 02</b>	
	<b><u>Actual</u></b>	<b><u>Working</u></b>	<b><u>Allowance</u></b>	<b><u>Change</u></b>
Regular Positions	898.00	1,098.40	1,169.40	71.00
Contractual FTEs	<u>173.23</u>	<u>71.58</u>	<u>5.58</u>	<u>(66.00)</u>
<b>Total Personnel</b>	<b>1,071.23</b>	<b>1,169.98</b>	<b>1,174.98</b>	<b>5.00</b>

***Vacancy Data: Regular***

Budgeted Turnover: FY 02	63.73	5.45%
Positions Vacant as of 12/31/00	102.90	9.37%

- The fiscal 2002 allowance includes 71 new regular positions. Of these, 66 are contractual conversions, half of which will be within the Office of Technology for Human Services.

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

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## Analysis in Brief

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### Issues

***New Contract for DHR's Data Processing Needs Will Not Begin Until November 2002:*** During the 2000 legislative session, the General Assembly required the Department of Human Resources (DHR) to pursue alternatives to the International Business Management Services/Global Systems contract, such as rebidding or transferring the data processing needs to the Annapolis Data Center. This issue will review the schedule the department has planned to rebid the data processing contract.

### Recommended Actions

	<u>Funds</u>	<u>Positions</u>
1. Add budget language to establish ceiling on contractual personnel hired by the Department of Human Resources at 196.		
2. Delete new human services specialist IV position in Office of the Secretary because it does not support the mission of the office	\$ 33,168	1.0
3. Reduce travel expenses to reflect actual expenditures.	254,000	
4. Delete position in Division of Administrative Services vacant for 18 months.	36,336	1.0
5. Delete position in Office of Technology for Human Services vacant for 64 months.	44,417	1.0
<b>Total Reductions</b>	<b>\$ 367,921</b>	<b>3.0</b>

### Updates

***Number of Contractual Positions Dips Below Legislatively Mandated Ceiling:*** DHR is currently maintaining a level of contractual positions in line with the ceiling mandated by the General Assembly in fiscal 2001.

**NA.01**  
**Administration**  
**Department of Human Resources**

***Operating Budget Analysis***

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**Program Description**

The Department of Human Resources (DHR) administers its programs through a State-supervised and locally-administered system. DHR's State Administration provides overall departmental direction. State Administration consists of three major units: the Office of the Secretary, the Office of Technology for Human Services (OTHS), and the Operations Office. Local departments of social services are situated in each county and Baltimore City. The Secretary of Human Resources and local government officials jointly appoint local directors. Administrative activities of the 24 local departments are combined into a local general administration unit for budgetary purposes.

**Office of the Secretary**

The Office of the Secretary provides overall direction and coordination for DHR programs and activities. The office includes the Secretary's immediate staff, the Office of the Attorney General, the Office of Communications, the Office of Corporate, Community, and Constituent Affairs, the Office of the Deputy Secretary for Operations, the Office of the Deputy Secretary for Planning, the Office of the Deputy Secretary for Programs and Local Operations, the Office of Employment and Program Equity, the Office of the Inspector General, the Office of Legislative Services, the Public Information Office, the Office of Policy, Planning, and Program Evaluation, the Office of Volunteer Services, and the Inspector General's Office. The Office of the Secretary also includes the Citizen's Review Board for Children. The board reviews the cases of children who have been in foster care for at least six months and reports to the juvenile courts on the status of efforts to secure permanent homes for these children.

**Operations Office**

The Operations Office consists of the Division of Administrative Service and the Division of Budget, Finance, and Personnel (DBFP). The Division of Administrative Services manages DHR facilities; enforces parking; oversees DHR's vehicles, mail room, warehouse operations, print shop, and inventory; and manages DHR's records. DBFP provides fiscal and personnel support to the other units of the department.

**Office of Technology for Human Services**

Formerly the Office of Information Management, the OTHS develops, designs, implements, and operates automated systems to support departmental activities. The office is responsible for computer applications, systems, equipment, support, and maintenance. Also, the OTHS is responsible for telephone

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systems and other communication equipment. The principal tasks of the office are to ensure production support, maintenance, and enhancements of DHR's electronic information systems. Major initiatives include the Client's Automated Resource and Eligibility System, the Child Support Enforcement System, and the Child Care Automated Management Information System, which is now in the process of being updated to include all new child care initiatives. The OTHS also oversees the operation of the Electronic Benefits Transfer System (EBTS). The EBTS provides electronic distribution of cash assistance, food stamp benefits, and child support for public assistance recipients.

### **Local General Administration**

Local general administration consists of the administrative staff and related expenses at the 24 local departments of social services. Administrative staff include personnel responsible for local management, maintenance, finance, statistics, and general record keeping. Related expenses include local rent, equipment, utilities, and supplies.

### **Governor's Proposed Budget**

**Exhibit 1** indicates changes in the fiscal 2002 budget. The fiscal 2002 allowance decreases by \$57.0 million, or 30.2% below the fiscal 2001 working appropriation. Excluding a federal grant added to the fiscal 2001 working appropriation, the allowance grows by 5.0%.

### **Fiscal 2001 Spending for Baltimore City Empowerment Zone Accounts for Large Decrease in Fiscal 2002**

The large decrease in the fiscal 2002 allowance is attributed to a \$63.3 million federal block grant added to the fiscal 2001 working appropriation. This amount is the remainder of a \$100 million grant awarded to Baltimore City in 1995 to develop an Empowerment Zone. DHR passes these funds through to Baltimore City when an invoice is presented for payment. Funds that had not been drawn down yet, however, were inadvertently removed from the books during an accounting and budgeting system conversion. Consequently, these funds had to be resubmitted through budget amendment to account for the computer error and process the invoice for Baltimore City.

### **Personnel Expenses Make Up Majority of Increased Spending**

Personnel expenses account for approximately \$8.6 million in increased spending. Of this amount, \$7.1 million is attributed to salary increases and enhanced benefits. An additional \$1.5 million will be spent on 66 contractual conversions and 5 new positions. Thirty-four of these conversions will provide administrative and data processing support within the OTHS. The remaining conversions are in the Office of Inspector General (23) to provide investigative support; Administrative Services (4) to provide machine maintenance support; the Citizen's Review Board for Children (2) to provide clerical support; and the Division of Budget, Finance, and Personnel (2) to provide administrative and fiscal support.

**Exhibit 1**

**Governor's Proposed Budget  
Administration  
(\$ in Thousands)**

<b>How Much It Grows:</b>	<b>General Fund</b>	<b>Special Fund</b>	<b>Federal Fund</b>	<b>Total</b>
2001 Working Appropriation	\$66,503	\$3,052	\$119,616	\$189,172
2002 Governor's Allowance	67,157	3,313	61,654	132,125
Amount Change	\$654	\$261	(\$57,962)	(\$57,047)
Percent Change	1.0%	8.6%	(48.5%)	(30.2%)

**Where It Goes:**

**Personnel Expenses**

Increments and other compensation . . . . .	\$5,065
66 contractual conversions throughout the department and 5 new regular positions in the Offices of the Secretary (1) and Budget, Finance, and Personnel (4) . . . . .	1,513
Employee and retiree health insurance . . . . .	1,047
General salary increase . . . . .	897
Turnover adjustments . . . . .	339
Other fringe benefit adjustments . . . . .	132
Retirement contribution rate reduction . . . . .	(368)

**Educating and responding to the public and monitoring department performance**

Interactive Voice Response System customer service hotline (\$670,000); an internal audit of five local offices (\$500,000); advertising and equipment needs (\$99,441); an updated DHR Fact Pack and Continuous Quality Improvement staff training (\$80,000); and summer student employment through the Baltimore City Foundation, Inc., Youth Works program (\$46,000) . . . . .	1,395
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**Coordinating department actions, creating and sustaining partnerships, and motivating co-workers**

Telecommunication costs to expand DHR's data communications network and expansion of port network; expansion of teleworking network in Anne Arundel County; and implementation of video teleconferencing service at headquarters offset by decreases in telephone usage. . . . .	618
In-state and out-of-state travel for conferences and networking with peers; reimbursements for meals and travel for volunteers; and costs to provide child care for volunteers . . . .	204

**Governor's Proposed Budget  
Administration  
(\$ in Thousands)**

**Headquarters and local operational expenses**

Administrative services for equipment rental, repairs and maintenance in State and local offices .....	1,176
Lease of Citizen's Review Board for Children's new Mondawmin office; rent to the Department of General Services for Saratoga State Center; and increased dues and subscriptions in the Office of the Secretary .....	560

**Information Technology Contract Changes**

International Business Management Services/Global Systems (IBM/GS) data processing contract increased to reflect anticipated contract cost .....	1,750
Andersen Consulting information technology assistance contract decreased to reflect past actual expenditures .....	(8,300)

**Remainder of \$100 million federal block grant for Baltimore City Empowerment Zone** (63,318)

**Other Expenses** 243

**Total** **(\$57,047)**

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

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The five additional positions are in DBFP (4) and the Office of the Secretary (1). Two positions will assist in the review and processing of solicitations, contracts, and amendments, as well as assure appropriate applications of Maryland procurement regulations and procedures. These positions will assist in the workload associated with welfare reform contracts. Two additional positions will be used to assist in the processing of personnel and payroll documents. The fifth position in the Office of the Secretary will support the management of Welfare to Work training projects and volunteer and community self-help projects.

**Performance Analysis: Managing for Results**

**Exhibit 2** shows a sample of performance measurement data for the administration and operation of DHR's services.

**Exhibit 2**

**Program Measurement Data  
Administration  
Fiscal Years**

	<b>Actual <u>1999</u></b>	<b>Est. <u>2000</u></b>	<b>Actual <u>2000</u></b>	<b>Est. <u>2001</u></b>	<b>Est. <u>2002</u></b>	<b>Ann. Chg. <u>00-02</u></b>
<b>Resolve critical agencywide issues</b>						
Number of audit findings	29	n/a	no audit	n/a	no audit	n/a
Number of repeat findings	15	n/a	no audit	n/a	no audit	n/a
Satisfactory evaluation	n/a	n/a	n/a	n/a	yes	n/a
<b>Provide professional, well-designed, and safe office space for State and local offices</b>						
Percentage of local departments in comfortable work space	82.0%	n/a	87.0%	92.0%	95.0%	4.5%
Deliver services to meet the operational needs of customers						
Percentage of scheduled time all systems are available	98.0%	95.0%	99.0%	99.0%	99.0%	0.0%
<b>Children in out-of-home placement receive timely administrative reviews according to laws and regulations</b>						
Percentage of children for whom federal administrative review requirements are met in recent six months	70.6%	95.0%	59.0%	90.0%	90.0%	23.5%

Note: n/a denotes not available

Source: The Department of Human Resources

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As one of its goals, the Office of the Secretary aims to resolve critical agencywide issues, such as achieving satisfactory performance evaluations for financial accounting and compliance. As Exhibit 2 demonstrates, in fiscal 1999 DHR had several audit findings. Although the Governor's budget books do not provide information on the satisfactory rating, it appears that about half of the findings were continuous problems. The department expects that by fiscal 2002 they will have satisfactory audit ratings. This indicator is critical for measuring the performance of DHR. It provides insight into the management of funds and long-term strategies used by the Office of the Secretary. Yet, the indicator does not include audits conducted throughout the entire department and local offices. Past audits have found serious problems in other areas, such as the Child Support Enforcement Administration and the Baltimore City local department of social services. Monitoring audit findings and ratings throughout all DHR administrations and local departments would provide a better perspective on DHR's fiscal accountability and management.

Other indicators of the department's operations and administration demonstrate success in completing goals and objectives. For example, one of the OTHS' goals is to provide reliable technology to customers by ensuring all systems are available 95% of scheduled time. The department has, and expects in the future to have, systems running well over this target. Also, the department aims to have 80% of all local departments in comfortable quality space. In fiscal 1999 and 2000, the department exceeded this target.

## Issues

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### 1. New Contract for DHR's Data Processing Needs Will Not Begin Until November 2002

During the 2000 legislative session, the General Assembly required the department to pursue alternatives to the IBM/GS contract, such as rebidding or transferring the data processing needs to the Annapolis Data Center (ADC). In addition, the General Assembly reduced funding for the existing contract by \$3.1 million as an incentive for DHR to renegotiate the terms of the agreement with IBM/GS or rebid the contract.

The Gartner Group, Inc. (Gartner), hired by the Comptroller of the Treasury to study the feasibility of transferring DHR's data processing needs to ADC, found that DHR was paying a premium for the IBM/GS contract. Using DHR's cost estimates, the Department of Legislative Services (DLS) estimated that the State would save \$34.3 million over six years by selecting ADC over IBM, and, therefore, recommended seeking an alternative contract.

The General Assembly accepted this recommendation, and consequently DHR is now in the process of rebidding its contract for data processing needs. By early February 2001, the department anticipates selecting a proposal by an outside consultant to evaluate its data processing needs and develop a Request for Proposal (RFP). The department estimates that by November 2002, or fiscal 2003, a new contractor will have been selected and begun phasing in its operations. **Exhibit 3** demonstrates the OTHS' preliminary schedule for rebidding the contract.

### Exhibit 3

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#### Data Center Outsourcing Request for Proposals Schedule

##### 2001

February - May	Consultant determines service levels and prepares RFP for data processing contractor
May - October	RFP Solicitations
October - January 2002	Proposal evaluation and selection of contractor, Board of Public Works approval

##### 2002

January - May	Contract processing by the Department of Budget and Management and DHR
May - November	New contractor set-up, parallel testing, and transition to new data center
November 3, 2002	Cutover to new data center

Source: Department of Human Resources

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According to the OTHS' schedule, DHR waited ten months before hiring a consultant to act upon the legislature's recommendation to evaluate its service needs and rebid the contract. It will take an additional 22 months until the new contractor will have begun operation. In that time, the department will have renewed the IBM/GS contract for fiscal 2001, 2002, and a portion of 2003 (if IBM/GS is not the selected contractor). **The department should be prepared to explain why it will take almost two years to evaluate its data processing needs, develop a Request for Proposals, and select a contractor.**

#### **Will DHR Continue to Pay a Premium for the IBM/GS Data Processing Contract Until a New Contractor Is Selected?**

The OTHS' schedule demonstrates that a new contractor will not be fully operational until four months into fiscal 2003. In that time, DHR will have continued to use IBM/GS to provide its data processing needs. The contract, which contains five one-year renewal options, was renewed for the second time in fiscal 2001. The OTHS will renew the contract with IBM/GS once again in fiscal 2002. All renewals will be under the same terms and conditions as the original contract.

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In its report, Gartner concluded that DHR would pay a premium of \$7.4 million and \$11.2 million in fiscal 2002 and 2003, respectively. Using DHR's cost estimates, DLS concluded that DHR would pay a \$3.3 million and \$6.7 million premium in fiscal 2002 and 2003, respectively. DHR is also planning a \$2.1 million transfer into the fiscal 2001 contract to compensate for the \$3.1 million cut made to the contract by the General Assembly during the 2000 session.

The fiscal 2002 allowance appropriated \$14.1 million for the IBM/GS contract for fiscal 2002, less than what Gartner and DHR estimated last year (\$16.0 million), but more than the estimated cost for transferring the contract to ADC (\$8.5 million). According to DHR, the cost of the contract for 2003 will be based on system utilization at the time and, therefore, is unknown.

**DHR should brief the committees on whether it believes DHR will continue to pay a premium for IBM/GS services through November 2002 (fiscal 2003), when the new contractor is phased in.**

## Recommended Actions

1. Add the following language:

Provided that the Department of Human Resources will be restricted to 196 contractual full-time equivalent positions at any one time consistent with existing funds in fiscal 2002. The department shall provide the budget committees with a quarterly report for review on the number and purpose of each contractual position above the maximum including the source of funds. The level of 196 contractual full-time equivalents may be exceeded only if the Department of Human Resources notifies the budget committees of the need for additional contractual personnel and the committees have 45 days to review and comment upon the request.

The level of 196 contractual full-time positions is exclusive of those established for the Baltimore City L.J. Consent Decree and contractual positions fully reimbursed from non-State funding (federal, local, foundation, endowment, etc.).

The Department of Human Resources shall provide the committees a report for their review on these excluded positions on a quarterly basis.

**Explanation:** A ceiling on the recommended number of contractual personnel which the Department of Human Resources (DHR) can employ at any one time is established. The ceiling exceeds the number of contractual positions included in the fiscal 2002 allowance by 17.44 or 10%. Contractual positions defined as “fully reimbursed” are time-limited, dedicated purpose positions funded to enhance services to DHR customers and should be considered outside those contractual positions provided in DHR’s budget appropriation.

<b>Information Request</b>	<b>Authors</b>	<b>Due Date</b>
Report providing: (1) the number, purpose, and fund source for each contractual position created above the maximum; and (2) information on excluded positions.	DHR	October 1, 2001 January 1, 2002 April 1, 2002 July 1, 2002

	<b><u>Amount Reduction</u></b>		<b><u>Position Reduction</u></b>
2. Delete new human services specialist IV position in Office of the Secretary because it does not support the mission of the office. DHR advises this position will be used to help volunteers throughout the department find permanent employment. The mission of the Office of	\$ 22,223	GF	1.0
	10,945	FF	

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	<u>Amount</u> <u>Reduction</u>		<u>Position</u> <u>Reduction</u>
the Secretary is to motivate co-workers; coordinate department actions; create and sustain partnerships; respond to the public; and monitor department performance. Responsibilities of the requested position would actually be under the Family Investment Administration, in local departments of social services, whose mission is to help individuals find and retain jobs and develop job opportunities.			
3. Reduce travel expenses to reflect past actual expenditures. The allowance provides a 41.5% increase (\$282,951) over the average actual expenditure of \$681,885 for the past three years. The recommended reduction will bring travel expenditures in line with actual expenditures and allow for 2% inflation for fiscal 2001 and 2002. Reductions should be allocated among the following: Office of the Secretary, Citizen’s Review Board for Children, Operations Office, Office of Technology for Human Services, and Local General Administration.	170,180	GF	
	83,820	FF	
4. Delete administrative specialist III position in Division of Administrative Services vacant for 18 months. This position within the technical services program has never been filled. Since the Division of Administrative Services has been able to function without an individual filling this position, the position should be abolished.	22,528	GF	1.0
	13,808	FF	
5. Delete data processing specialist I position in Office of Technology for Human Services that has been vacant for 64 months. Since the Office of Technology for Human Services has been able to function without an individual filling this position for over five years, the position should be abolished.	16,435	GF	1.0
	27,982	FF	
<b>Total Reductions</b>	<b>\$ 367,921</b>		<b>3.0</b>
<b>Total General Fund Reductions</b>	<b>\$ 326,131</b>		
<b>Total Federal Fund Reductions</b>	<b>\$ 41,790</b>		

## *Updates*

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### **1. Number of Contractual Positions Dips Below Legislatively Mandated Ceiling**

DHR is currently maintaining a level of contractual positions in line with the ceiling mandated by the General Assembly for fiscal 2001. The recommendation came out of concern that the department was hiring large numbers of unbudgeted contractual employees. Budget language required that DHR employ no more than 503 contractual positions at any one time. This ceiling exceeded the number of positions included in the fiscal 2001 allowance by 48, or 10%. As of January 2001, the department reported that the number of full-time equivalent contractual positions is at 302, of which 115 are "excluded" positions fully reimbursed from non-state funding sources.

## ***Current and Prior Year Budgets***

### **Current and Prior Year Budgets Administration (\$ in Thousands)**

	<b><u>General Fund</u></b>	<b><u>Special Fund</u></b>	<b><u>Federal Fund</u></b>	<b><u>Reimb. Fund</u></b>	<b><u>Total</u></b>
<b>Fiscal 2000</b>					
Legislative Appropriation	\$63,946	\$3,538	\$53,547	\$0	\$121,031
Deficiency Appropriation	0	0	0	0	0
Budget Amendments	(4,896)	999	10,805	0	6,908
Reversions and Cancellations	0	(1,036)	(3,166)	0	(4,202)
<b>Actual Expenditures</b>	<b>\$59,050</b>	<b>\$3,501</b>	<b>\$61,186</b>	<b>\$0</b>	<b>\$123,737</b>
<b>Fiscal 2001</b>					
Legislative Appropriation	\$66,503	\$3,052	\$56,298	\$0	\$125,853
Budget Amendments	0	0	63,318	0	63,318
<b>Working Appropriation</b>	<b>\$66,503</b>	<b>\$3,052</b>	<b>\$119,616</b>	<b>\$0</b>	<b>\$189,172</b>

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

In fiscal 2000, approximately \$6.9 million in net total funds were added to the working appropriation. Federal funds were added for a variety of purposes including: an upgraded telephone system in Baltimore City and personnel costs (\$3.4 million); substitution of federal funds for general funds for the Andersen Consulting client information systems contract (CIS) (\$3.1 million); consulting services for the OIM to replace general funds (\$2.0 million); and contractual costs associated with audits, Office of Operations salaries, and public relations contracts (\$.7 million). Additionally, \$999,000 in special funds were used toward personnel costs, communication expenses, and rent for general administration. Approximately

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\$9.7 million in general funds were replaced by \$5.1 million in federal funds for a net decrease of \$4.6 million in general funds, attributed to less than expected expenditures for the Andersen Consulting data processing contract. These general funds were reallocated to other programs throughout the department.

During fiscal 2000, \$1.0 million in special funds to be used for the DHRIS/Andersen contract were cancelled because actual expenditures were less than projected. These funds came from the Child Support Enforcement Administration's reinvestment fund. In addition, \$3.1 million in federal funds were cancelled and partially replaced with general funds as a result of indirect cost attainment which are based on filled positions within the local departments.

In fiscal 2001, DHR submitted a budget amendment for \$63.3 million, part of a \$100 million Baltimore City Empowerment Zone grant. These funds were inadvertently removed from the books during an accounting and budgeting system conversion. Therefore, the funds had to be resubmitted through budget amendment to account for the computer error.

**Object/Fund Difference Report  
DHR - Administration**

<u>Object/Fund</u>	FY01		<u>Allowance</u>	FY01 - FY02		<u>Percent Change</u>
	<u>FY00 Actual</u>	<u>Working Appropriation</u>		<u>Amount Change</u>		
<b>Positions</b>						
01 Regular	898.00	1098.40	1169.40	71.00	6.5%	
02 Contractual	173.23	71.58	5.58	(66.00)	(92.2%)	
<b>Total Positions</b>	<b>1071.23</b>	<b>1169.98</b>	<b>1174.98</b>	<b>5.00</b>	<b>0.4%</b>	
<b>Objects</b>						
01 Salaries and Wages	\$ 44,242,750	\$ 46,422,854	\$ 56,254,004	\$ 9,831,150	21.2%	
02 Technical & Spec Fees	5,741,586	2,175,022	970,160	(1,204,862)	(55.4%)	
03 Communication	6,679,635	6,818,177	7,435,683	617,506	9.1%	
04 Travel	731,521	794,482	964,836	170,354	21.4%	
06 Fuel & Utilities	157,901	183,425	188,892	5,467	3.0%	
07 Motor Vehicles	715,545	1,356,900	1,034,645	(322,255)	(23.7%)	
08 Contractual Services	50,122,299	53,029,917	49,645,043	(3,384,874)	(6.4%)	
09 Supplies & Materials	1,871,765	2,035,154	2,074,852	39,698	2.0%	
10 Equip - Replacement	426,664	1,515,508	758,189	(757,319)	(50.0%)	
11 Equip - Additional	6,992,029	3,522,401	3,952,388	429,987	12.2%	
12 Grants,Subsidies,Contr	609,689	65,348,988	2,317,424	(63,031,564)	(96.5%)	
13 Fixed Charges	5,444,446	5,968,684	6,528,506	559,822	9.4%	
<b>Total Objects</b>	<b>\$ 123,735,830</b>	<b>\$ 189,171,512</b>	<b>\$ 132,124,622</b>	<b>(\$ 57,046,890)</b>	<b>(30.2%)</b>	
<b>Funds</b>						
01 General Fund	\$ 59,049,469	\$ 66,503,127	\$ 67,157,385	\$ 654,258	1.0%	
03 Special Fund	3,500,607	3,052,176	3,313,410	261,234	8.6%	
05 Federal Fund	61,185,754	119,616,209	61,653,827	(57,962,382)	(48.5%)	
<b>Total Funds</b>	<b>\$ 123,735,830</b>	<b>\$ 189,171,512</b>	<b>\$ 132,124,622</b>	<b>(\$ 57,046,890)</b>	<b>(30.2%)</b>	

Note: Full-time and contractual positions and salaries are reflected for operating budget programs only.

**Fiscal Summary  
DHR - Administration**

<u>Unit/Program</u>	FY00	FY01	FY01	FY00 - FY01	FY02	FY01 - FY02
	<u>Actual</u>	<u>Legislative Appropriation</u>	<u>Working Appropriation</u>	<u>% Change</u>	<u>Allowance</u>	<u>% Change</u>
01 Office of the Secretary	\$ 8,593,718	\$ 8,293,906	\$ 8,293,906	(3.5%)	\$ 11,707,462	41.2%
02 Citizen's Review Board for Children	1,118,143	1,234,873	1,234,873	10.4%	1,478,370	19.7%
01 Division of Budget, Finance and Personnel	11,006,414	10,402,262	73,720,027	569.8%	12,629,360	(82.9%)
02 Division of Administrative Services	6,093,759	3,503,347	3,503,347	(42.5%)	4,799,716	37.0%
04 OTHS	60,337,532	65,178,119	65,178,117	8.0%	59,671,629	(8.4%)
05 General Administration	36,586,264	37,241,242	37,241,242	1.8%	41,838,085	12.3%
<b>Total Expenditures</b>	<b>\$ 123,735,830</b>	<b>\$ 125,853,749</b>	<b>\$ 189,171,512</b>	<b>52.9%</b>	<b>\$ 132,124,622</b>	<b>(30.2%)</b>
General Fund	\$ 59,049,469	\$ 66,503,127	\$ 66,503,127	12.6%	\$ 67,157,385	1.0%
Special Fund	3,500,607	3,052,176	3,052,176	(12.8%)	3,313,410	8.6%
Federal Fund	61,185,754	56,298,446	119,616,209	95.5%	61,653,827	(48.5%)
<b>Total Appropriations</b>	<b>\$ 123,735,830</b>	<b>\$ 125,853,749</b>	<b>\$ 189,171,512</b>	<b>52.9%</b>	<b>\$ 132,124,622</b>	<b>(30.2%)</b>