

**N00A01**  
**Administration**  
**Department of Human Resources**

***Operating Budget Data***

(\$ in Thousands)

	<u>FY 11</u> <u>Actual</u>	<u>FY 12</u> <u>Working</u>	<u>FY 13</u> <u>Allowance</u>	<u>FY 12-13</u> <u>Change</u>	<u>% Change</u> <u>Prior Year</u>
General Fund	\$97,681	\$91,605	\$93,272	\$1,667	1.8%
<b>Adjusted General Fund</b>	<b>\$97,681</b>	<b>\$91,605</b>	<b>\$93,272</b>	<b>\$1,667</b>	<b>1.8%</b>
Special Fund	4,012	4,111	3,360	-751	-18.3%
<b>Adjusted Special Fund</b>	<b>\$4,012</b>	<b>\$4,111</b>	<b>\$3,360</b>	<b>-\$751</b>	<b>-18.3%</b>
Federal Fund	79,563	83,556	83,489	-68	-0.1%
<b>Adjusted Federal Fund</b>	<b>\$79,563</b>	<b>\$83,556</b>	<b>\$83,489</b>	<b>-\$68</b>	<b>-0.1%</b>
Reimbursable Fund	375	375	0	-375	-100.0%
<b>Adjusted Reimbursable Fund</b>	<b>\$375</b>	<b>\$375</b>	<b>\$0</b>	<b>-\$375</b>	<b>-100.0%</b>
<b>Adjusted Grand Total</b>	<b>\$181,631</b>	<b>\$179,647</b>	<b>\$180,121</b>	<b>\$474</b>	<b>0.3%</b>

- The fiscal 2013 allowance for the Department of Human Resources (DHR) Administration increases by \$473,650, or 0.3%, compared to the fiscal 2012 working appropriation. An increase of \$1.7 million in general funds, or 1.8%, is partially offset by decreases of \$750,554 in special funds (18.3%), \$375,000 in reimbursable funds, and \$67,578 in federal funds.
- Reimbursable funds from the Department of Health and Mental Hygiene which were used in support of the Rape Crisis Services program still appear in the fiscal 2012 working appropriation despite the program's transfer to the Governor's Office of Crime Control and Prevention (GOCCP) as a result of Chapter 356 of 2011. The fiscal 2013 allowance eliminates these funds in DHR, but the funds are available to the program in GOCCP.
- Significant changes in the fiscal 2013 allowance include an increase in the Maryland Emergency Food Program to support the Maryland Food Bank, a decrease in the major information technology development program due to the Enterprise Content Management

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

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System and Business Process Management System, and a reduction in the Maryland Legal Services Program primarily due to decreases in the foster care caseload and anticipated savings from the rebidding of contracts.

***Personnel Data***

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	<u>FY 11 Actual</u>	<u>FY 12 Working</u>	<u>FY 13 Allowance</u>	<u>FY 12-13 Change</u>
Regular Positions	935.00	896.00	889.00	-7.00
Contractual FTEs	<u>40.89</u>	<u>2.90</u>	<u>2.90</u>	<u>0.00</u>
<b>Total Personnel</b>	<b>975.89</b>	<b>898.90</b>	<b>891.90</b>	<b>-7.00</b>

***Vacancy Data: Regular Positions***

Turnover and Necessary Vacancies, Excluding New Positions	60.27	6.78%
Positions and Percentage Vacant as of 12/31/11	77.80	8.68%

- Section 47 of the fiscal 2012 budget bill required the abolition of 450 positions by January 1, 2012. DHR Administration's share of the reductions was 4.5 positions, which occurred in the Office of the Secretary (1.5 positions), the Office of Technology for Human Services (1.5 positions), the Office of Grants Management (0.5 positions), and the Division of Budget, Finance, and Personnel (0.5 positions).
- The fiscal 2013 allowance for DHR Administration abolishes 6 additional vacant positions (3 positions in the Office of Technology for Human Services, 2 positions in Local General Administration, and 1 position in the Office of the Secretary).
- One position is also transferred from the Office of the Secretary to the Governor's Office for Children (GOC). This position has been working in GOC and is now being budgetarily transferred.
- The turnover expectancy in DHR Administration decreases from 7.49 to 6.78% in the fiscal 2013 allowance.
- As of December 31, 2011, DHR Administration had a vacancy rate of 8.68%, or 77.80 positions. After accounting for the abolished positions and 1 transferred position, DHR Administration has a vacancy rate of 8.08%, or 71.8 positions. To meet the turnover expectancy of 6.78%, DHR needs to maintain 60.27 vacant positions in fiscal 2013.

## ***Analysis in Brief***

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### **Major Trends**

***Department Achieves Less Than Half of State Goal for Procurement Dollars with Minority Business Enterprises:*** DHR continues to achieve far fewer procurement dollars with Minority Business Enterprises (MBE) than the State goal of 25%. In fiscal 2011, only 6.7% of DHR procurement contract dollars were awarded to MBE. DHR explained that as a human services agency the ability to apply MBE goals to contracts is limited, which ultimately impacts the department's achievement in this area.

***Two of Three Measures of Citizen's Review Board for Children Exceed Goals:*** Beginning in the 2011 session, the Citizen's Review Board for Children began reporting new Managing for Results measures including three measures of whether youth's needs are being met by the local departments in reviewed cases. For two of three measures (children receiving appropriate educational services and children receiving appropriate physical and mental health services), local departments exceeded the outcome goals.

### **Issues**

***Implementation of Consolidation of Local Department Administrative Functions:*** Section 24 of the fiscal 2011 budget bill required DHR to develop a plan for the consolidation of local department administrative functions by June 1, 2010, including a schedule detailing the abolition of 15 positions by October 1, 2010. Although the positions were abolished, subsequent reports on the consolidation plan have provided limited information on additional actions taken to implement consolidation.

***Enterprise Content Management System/Business Process Management System Implementation:*** In fiscal 2011, DHR's budget included \$14.0 million of funds from the American Recovery and Reinvestment Act of 2009 to implement an enterprise content management system, a key component of which is a document imaging system, and a business process management system. The combined project received additional funding in the fiscal 2012 budget. The pilot phase of the combined project began December 12, 2011, in Anne Arundel and Charles counties. The project is expected to be implemented statewide in phases throughout fiscal 2012 and into 2013; however, no funding is provided in the fiscal 2013 allowance to support the project.

### **Recommended Actions**

1. Adopt committee narrative requesting additional information on the major information technology project related to health care reform.

## **Updates**

***Fiscal 2011 Information Technology Projects:*** The fiscal 2011 budget also funded two smaller information technology projects that were expected to modify the WORKS program to accommodate the Maryland Reaching Independence and Stability through Employment (MD RISE) initiative and provide a link to the Online Work Readiness Assessment (OWRA) Tool. These projects were initially expected to be completed by the end of fiscal 2011 and March 2011, respectively, but were delayed beyond that date. The MD RISE project was implemented in November 2011. The OWRA project has not yet been implemented due to a change in scope, but the project is expected to be implemented in April 2012.

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## ***Operating Budget Analysis***

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### **Program Description**

The Department of Human Resources (DHR) administers programs through a State-supervised and locally administered system. DHR Administration provides direction through four major units:

- Office of the Secretary;
- Operations Office;
- Office of Technology for Human Services (OTHS); and
- local department operations.

### **Office of the Secretary**

The Office of the Secretary provides overall direction and coordination for all programs and activities of DHR. The Office of the Secretary includes the offices of the attorney general; chief of staff; deputy secretary; communications; employment and program equity; inspector general; planning and performance; and government, corporate, and community affairs. Other programs contained within the Office of the Secretary are:

- the Citizen's Review Board for Children (CRBC);
- the Maryland Commission for Women;
- the Office of Grants Management; and
- the Maryland Legal Services Program.

The key goal of the Office of the Secretary is to comply with statewide requirements for agency performance. The four programs within the Office of the Secretary contain goals specific to the program's operations.

## **Operations Office**

The Operations Office consists of two divisions. The Division of Budget, Finance, and Personnel supports the programs of other units in the department through the management and control of fiscal and personnel systems. The Division of Administrative Services provides key administrative services including fleet management, records management, and risk management to DHR, as well as disaster relief and emergency response throughout the State. The key goals of the Operations Office are to improve business processes to better serve the DHR central office, local departments of social services (LDSS), and community partners to ensure a safe working environment for employees.

## **Office of Technology for Human Services**

OTHS is responsible for the overall management and direction of DHR's information systems. This includes responsibility for computer applications and systems; computer and communication equipment; computer peripheral equipment; ancillary facility and support equipment; and consumables and supplies. OTHS is responsible for the development and administration of DHR's information technology (IT) systems including:

- the Child Support Enforcement System (CSES);
- the Client Automated Resource and Eligibility System (CARES);
- the Office of Home Energy Programs system (OHEP);
- the Maryland Children's Electronic Social Services Information; and
- WORKS, the computer system for the Work Opportunities Program.

The key goal of OTHS is to ensure the delivery of high quality products and services that are responsive to the changing needs of the department and the department's customers.

## **Local General Administration**

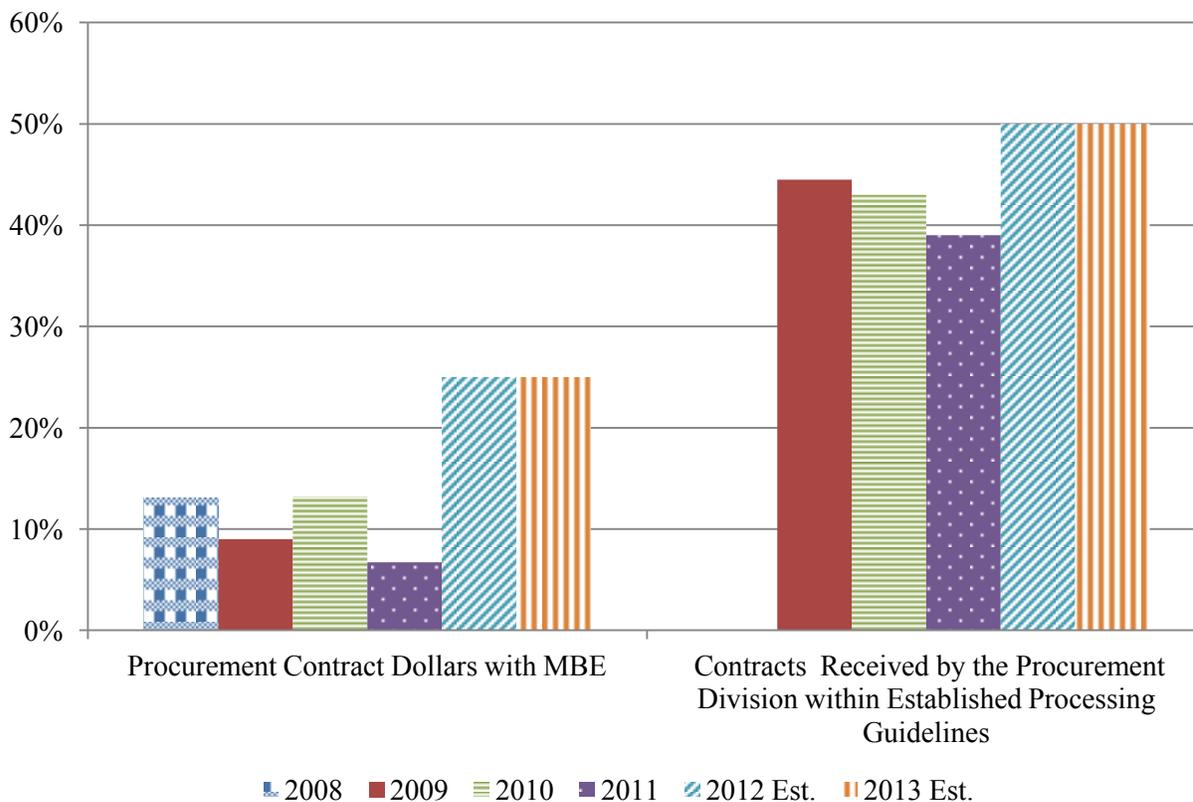
LDSS are situated in each county and Baltimore City; the administrative budgets of LDSS are combined into the local department operations unit for the purposes of the State budget.

The Local General Administration (LGA) program provides essential support services and staff to operate the 24 LDSS, including the management of staff, finance, statistical reporting, general services, central records, fleet operations, buildings and grounds, equipment, supplies, procurement, and inventory.

## Performance Analysis: Managing for Results

DHR’s goal for the Office of the Secretary is to comply with statewide requirements for agency performance. One of the measures for this goal is the percent of procurement dollars with Minority Business Enterprises (MBE); the statewide goal for this measure is 25%. As shown in **Exhibit 1**, DHR’s performance in this area has fluctuated between fiscal 2008 and 2011 but remains well below the goal in each year. According to the data as reported in the fiscal 2013 budget books, DHR achieved only 6.7% of procurement dollars with MBE; however, DHR indicates the actual level was 8.4%. The service related nature of many of DHR’s contracts limits the ability of the agency to set subcontracting MBE goals and, therefore, limits achievement in this area.

**Exhibit 1**  
**Procurement**  
**Fiscal 2008-2013**



MBE: Minority Business Enterprise

Source: Department of Human Resources; Governor’s Budget Books

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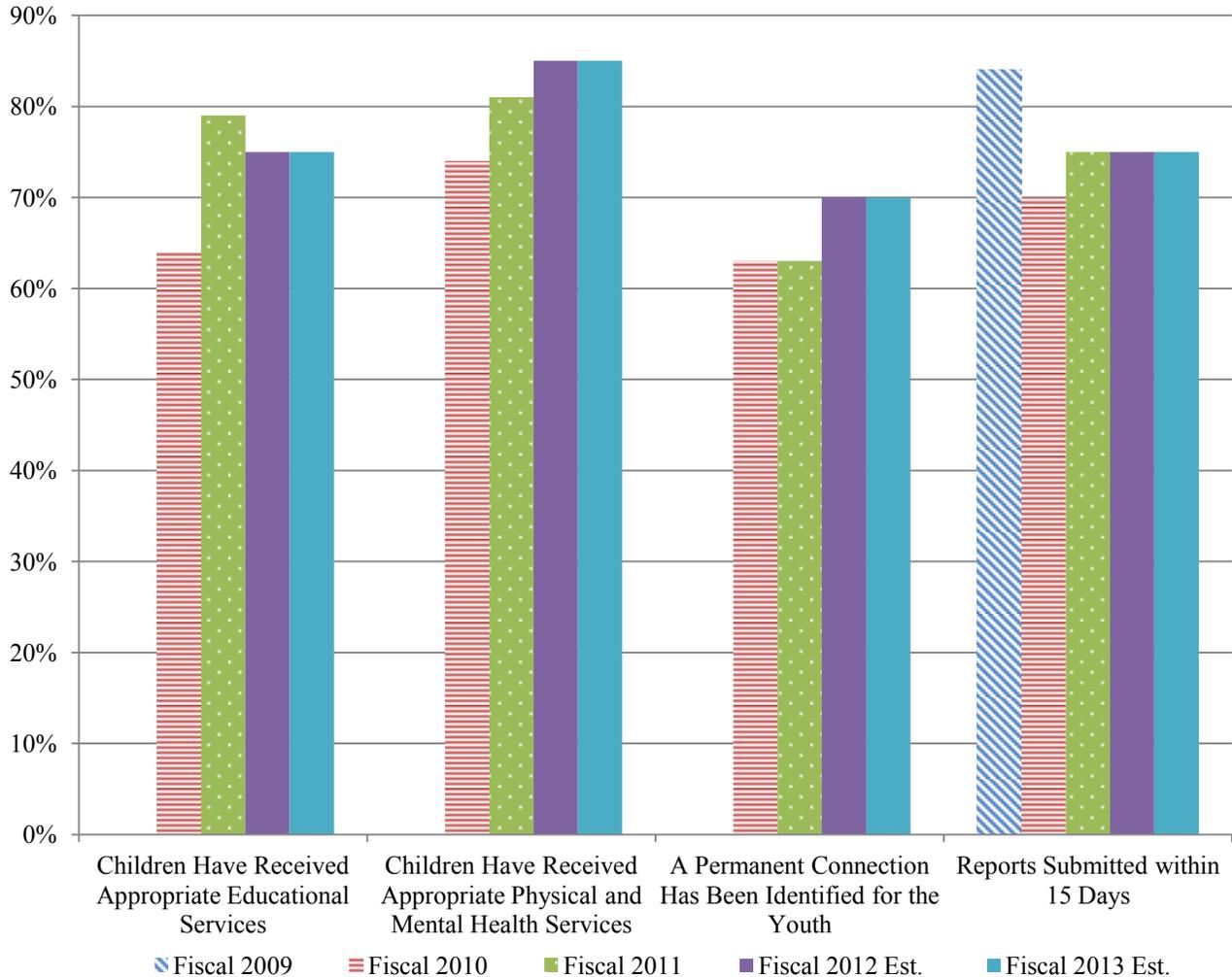
DHR continues to strive to achieve the MBE goal, and in fiscal 2011, when it began to competitively procure residential group homes, the agency placed a 5.0% MBE goal for this contract. The application of a goal to this contract is expected to improve the agency's overall performance in this area. In addition, DHR anticipates changes in the MBE program, resulting from Chapters 252 and 253 of 2011, could assist the agency. These chapters remove subgoals within the overall MBE goal, which DHR indicates may allow for additional participation, and clarifies that the establishment of MBE goals for each contract should be based on potential subcontracting opportunities, opportunities for certified MBEs to respond competitively, and new guidelines for establishing subgoals. DHR also indicates that a comparative study on the application of goals is planned. Despite the history of poor performance in this area and uncertainty regarding the impact of changes to the program and the competitive procurement for residential group homes, DHR projects it will meet the statewide goal in fiscal 2012 and 2013.

DHR has begun to report on the contracts received by the Procurement Division within established guidelines for the number of days required to process the contract. This measure is the first step in the achievement of a timely contract award. DHR's goal for this measure is 50%; however, in each of the three years for which data is available, performance has declined. In fiscal 2011, DHR's performance in this area was 39%. DHR has taken several steps to improve performance including providing additional information on procurement timelines on an internal website. DHR has also developed a timeline planning process which calculates the date by which the procurement process should begin in order to reach a timely completion.

In response to committee narrative in the 2010 *Joint Chairmen's Report* (JCR), the 2011 session MFR submission included new measures for CRBC. Three of these measures relate to the work of the local departments in cases reviewed by CRBC. CRBC reviews particular cases in accordance with an agreement with the Social Services Administration (SSA); the initial agreement included a review of cases with a plan of adoption and with a plan of Another Planned Permanent Living Arrangement (APPLA).

While these three outcome measures are not directly impacted by activities of CRBC, the measures provide a means of evaluating the local departments' child welfare activities. As shown in **Exhibit 2**, based on cases reviewed by CRBC, local departments are generally performing well (relative to the goals of 65% for education and 70% for health) in providing children with appropriate education and physical and mental health services. The percent of cases reviewed by CRBC in which children received appropriate education services and physical and mental health services exceeded the goal by 14 and 11 percentage points, respectively, in fiscal 2011. DHR attributes the high level of performance in these areas to a focus on these activities following a recent federal review of the program. However, the percent of applicable cases in which a permanent connection has been identified for the youth remains below the goal of 70%. In fiscal 2013, DHR plans to initiate two programs statewide which are currently in a pilot phase that are expected to assist in finding permanent connections for youth with a plan of APPLA.

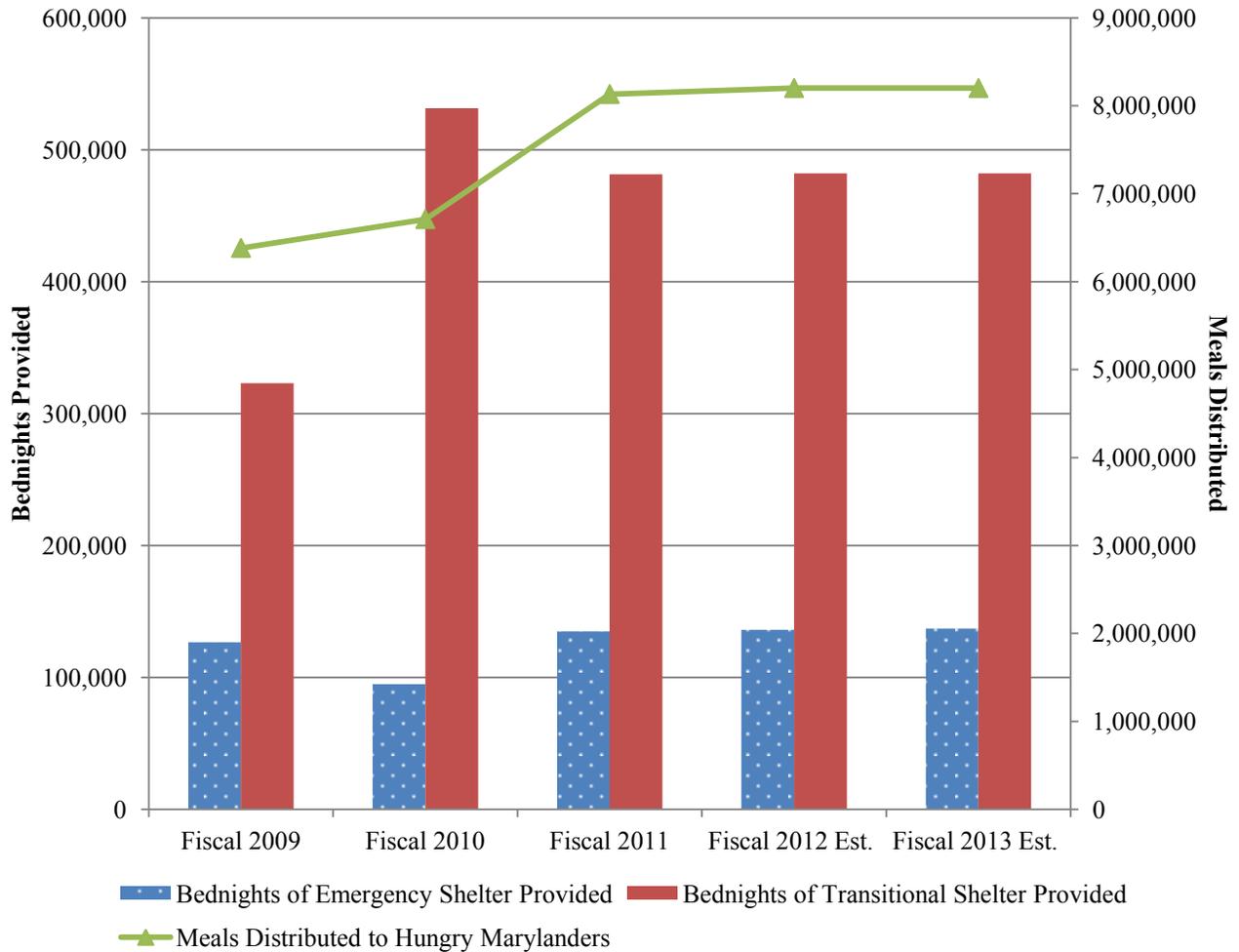
**Exhibit 2  
Citizen’s Review Board for Children  
Fiscal 2009-2013**



Source: Department of Human Resources; Governor’s Budget Books

**Exhibit 3** provides information on the number of meals distributed to hungry Marylanders and the numbers of bednights of emergency shelter and transitional housing provided as a result of funding available to organizations through the Office of Grants Management. DHR reports that changes shown between fiscal 2010 and 2011 in the number of meals and in the number of bednights are the result of changes in measurement. In fiscal 2011, DHR began to include the Meal Delivery to HIV/AIDS Patients program in the count of meals distributed to hungry Marylanders, which added 1.4 million meals distributed to the count. Also, DHR determined that in fiscal 2010, women served in the Homeless Women’s Crisis Shelter program were also inadvertently counted in the number of bednights of transitional housing provided.

**Exhibit 3  
Office of Grants Management  
Fiscal 2009-2013**



Source: Department of Human Resources; Governor’s Budget Books

**Fiscal 2012 Actions**

Section 47 of the fiscal 2012 budget bill required the Governor to abolish 450 positions as of January 1, 2012. DHR Administration’s share of the reduction was 4.5 positions. The annualized salary savings due to the abolition of these positions is expected to be \$177,502 (\$104,660 in general funds and \$72,842 in federal funds).

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### **Proposed Budget**

As shown in **Exhibit 4**, the fiscal 2013 allowance for DHR Administration increases by \$473,650, or 0.3%. General funds increase by \$1.7 million, or 1.8%, in the fiscal 2013 allowance. This increase is partially offset by a reduction of \$750,554 in special funds, \$375,000 in reimbursable funds, and \$67,578 in federal funds.

Reimbursable funds are eliminated in the fiscal 2013 allowance; however, the fiscal 2012 working appropriation overstates the reimbursable fund requirement in that year. Chapter 356 of 2011 transferred the Domestic Violence Program and Rape Crisis Services program from the Office of Grants Management in DHR to the Governor's Office of Crime Control and Prevention (GOCCP). Language in the fiscal 2012 budget transferred the general and federal funds associated with these programs from the Office of Grants Management to GOCCP contingent on the enactment of the legislation transferring the programs. However, the reimbursable funds also associated with the Rape Crisis Services program were not transferred. These funds which are unneeded in DHR Administration are eliminated from the fiscal 2013 allowance; however, these funds are available in the fiscal 2013 allowance to GOCCP.

Slightly more than half of the decrease in special funds is related to the Victim's of Crime Assistance (VOCA) program. Chapter 186 of 2009, as amended by Chapter 72 of 2010, transferred the administration of the federal grant funding under the VOCA program to GOCCP. The fiscal 2012 appropriation anticipated that LDSS' that received funding under the VOCA program would continue to receive funding through the grants or contracts from GOCCP. This grant funding would be received by the department as special funds. As a result, DHR Administration's fiscal 2012 legislative appropriation contained \$406,552 in special funds to primarily to support 5.5 positions in the local departments receiving these funds. The fiscal 2012 working appropriation removed the 5.5 positions originally available to this program, and the fiscal 2013 allowance virtually eliminates the special funds in this program in the Office of Grants Management. The funding instead is included in the budget of the SSA local child welfare program.

**Exhibit 4**  
**Proposed Budget**  
**DHR – Administration**  
**(\$ in Thousands)**

<b>How Much It Grows:</b>	<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>
2012 Working Appropriation	\$91,605	\$4,111	\$83,556	\$375	\$179,647
2013 Allowance	<u>93,272</u>	<u>3,360</u>	<u>83,489</u>	<u>0</u>	<u>180,121</u>
Amount Change	\$1,667	-\$751	-\$68	-\$375	\$474
Percent Change	1.8%	-18.3%	-0.1%	-100.0%	0.3%
 Contingent Reduction	 \$0	 \$0	 \$0	 \$0	 \$0
Adjusted Change	\$1,667	-\$751	-\$68	-\$375	\$474
Adjusted Percent Change	1.8%	-18.3%	-0.1%	-100.0%	0.3%
 <b>Where It Goes:</b>					
<b>Personnel Expenses</b>					
Employee retirement.....					\$584
Employee and retiree health insurance .....					513
Turnover expectancy decreases from 7.49 to 6.78% .....					494
Overtime, accrued leave payout, unemployment insurance, and Social Security contributions .....					-44
Reclassifications .....					-205
Abolition of 6 vacant positions and the transfer of 1 position to the Governor's Office for Children.....					-397
Remove funding for one-time bonus .....					-663
Regular earnings including annualization of positions abolished as part of the Voluntary Separation Program and Section 47 of the fiscal 2012 budget bill and other salary adjustments .....					-1,075
<b>Programmatic Changes</b>					
Maryland Emergency Food Program to provide additional support to the Maryland Food Bank .....					1,000
Reimbursable funds associated with the Rape Crisis Services program transferred to the Governor's Office of Crime Control and Prevention .....					-375

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**Where It Goes:**

Legal services contracts for children and adults due to reduced caseloads and anticipated savings from rebidding of contracts and declining costs for court appointed attorneys for guardianships and adoptions ..... -2,500

**Information Technology**

Fully fund information technology maintenance and enhancement contract including fiscal 2012 underfunding and incremental contract cost increase..... 680  
 Network engineering and technology integration contract to align with recent experience ... 480  
 Data carrier monthly charges ..... 410  
 Maintenance contracts to ensure network availability and replacement of hardware and computer maintenance contracts for hardware no longer supported by the manufacturer ..... 133  
 Increase in federal fund support for project to alter CARES and SAIL to accommodate the Affordable Care Act changes ..... 100  
 Voice communications contract to reflect cost of the new contract ..... 51  
 Increase in transaction fees for delivery of cash benefits due to increased caseload..... 42  
 Charges for the Annapolis Data Center based on recent usage ..... -60  
 Migration of the OHEP data system maintenance from a separate contract into the information technology maintenance and enhancement contract ..... -550  
 Reduced cost of various software licenses..... -848  
 Elimination of funding for Enterprise Content Management System and Business Process Management System project ..... -1,414

**Cost Allocations**

Statewide personnel system allocation ..... 3,102  
 Department of Information Technology Services Allocation..... 834  
 Retirement system administrative fee ..... 821  
 DBM paid telecommunications ..... 180  
 Office of the Attorney General administrative fee..... 51  
 Elimination of State agency charge for eMaryland Marketplace..... -6

**Administrative Expenses**

Supplies to reflect recent experience ..... 85  
 Grant to Montgomery County to align communication costs with recent experience and fringe benefit adjustments..... 44  
 Data cabling upgrades in DHR headquarters during office changes ..... -53  
 Printing due to efforts to reduce printed materials and communications..... -79  
 Telephone expenditures to align with recent experience partially offset by an increase in cell phone expenditures..... -173  
 Utilities, primarily in electricity, due to energy conservation efforts consistent with the intent of Section 49 of the fiscal 2012 budget bill ..... -281

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**Where It Goes:**

Rent primarily as a result of a relocation of CRBC, administrative staff relocations and reductions, and a cancellation of a new location partially offset by rent paid to the Department of General Services .....	-401
Other changes .....	-8
<b>Total</b>	<b>\$474</b>

CARES: Client Automated Resource and Eligibility System

CRBC: Citizens Review Board for Children

DBM: Department of Budget and Management

DHR: Department of Human Resources

OHEP: Office of Home Energy Programs

SAIL: Service Access and Information Link

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

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**Personnel**

Personnel expenditures decrease by \$792,849 in the fiscal 2013 allowance. Significant decreases occur in regular earnings (\$1.1 million) due to the annualized savings from previously abolished positions and as a result of the removal of the one-time \$750 bonus (\$662,958).

The fiscal 2013 allowance also decreases by \$397,301 as a result of abolished and transferred positions. The fiscal 2013 allowance abolishes 6 vacant positions from the following areas of DHR Administration:

- 3 positions from OTHS, which led the implementation of a project that is now completed, served as a telecommunications analyst, and served in a budget related position;
- 2 positions from LGA which provided computer support and participated in fiscal activities and;
- 1 position from the Office of the Secretary that served as the regulations coordinator.

DHR indicates that the abolition of these positions will not impact services in the department.

One additional position from the Office of the Secretary was transferred to the Governor's Office for Children (GOC). This position has been detailed to GOC for several fiscal years. The transfer of the position is not expected to impact services.

## **Information Technology**

The fiscal 2013 allowance contains one Major Information Technology Development Project for DHR. This project was also funded at \$1.0 million (\$100,000 in general funds and \$900,000 in federal funds) in fiscal 2012. This project is designed to integrate CARES and Service Access and Information Link (SAIL) with the new eligibility determination system that will be developed by the Health Benefit Exchange. In addition, the project is expected to assist in the management of eligibility following the Affordable Care Act implementation. The \$6.25 million funding for the project in the fiscal 2013 allowance includes \$1.0 million of federal funds from the Medical Assistance Program in the DHR Administration budget and an additional \$5.25 million in the Major Information Technology Development Project Fund. The nature of the project limits the use of federal funds in this project. Little is known about the project scope because the project is only in the initiation phase. Project implementation is not expected until October 1, 2014. **The Department of Legislative Services (DLS) recommends committee narrative requesting an update for the budget committees on the scope of the project and any additional costs anticipated beyond fiscal 2013.**

The fiscal 2013 allowance eliminates funding for the enterprise content management system (ECMS) and business process management system (BPMS). These projects received \$14.0 million in the fiscal 2011 budget; however, due to project delays, \$13.7 million of the appropriated funds were cancelled. An additional \$1.4 million was appropriated in fiscal 2012 for this project. Although the contract has been issued and a two-county pilot project is underway, no funds were provided in the fiscal 2013 allowance for this project. This is discussed further in Issue 2.

Although the Application Maintenance/Operations and Enhancement Services contract of DHR required \$24.9 million in fiscal 2012, only \$24.3 million was available to support the contract in the fiscal 2012 appropriation. The fiscal 2013 allowance fully funds the cost of the contract, an increase of \$650,000, and provides for the required incremental contract increases in that year, an increase of \$29,504.

In the past the OHEP data system had a maintenance contract separate from the department's contract serving the other major IT systems. DHR reports that effective January 1, 2012, the maintenance of the OHEP data system became part of the overall Maintenance/Operations and Enhancement Services contract in the department. This change led to a reduction of \$550,000 in the fiscal 2013 allowance.

## **Other Changes**

The Maryland Emergency Food Program provides grants to assist emergency food providers in purchasing food for needy individuals and families. In fiscal 2011, the program, which had previously been funded at approximately \$1.0 million, received a \$1.0 million increase to support the Maryland Food Bank to be used for Baltimore City residents who were unable to purchase food and were in crisis but whose needs could not be met through the Family Investment Administration or other resources in the community. After also receiving approximately \$2.0 million in fiscal 2012, the program again receives a \$1.0 million increase in the fiscal 2013 allowance to provide additional support to the Maryland Food Bank.

## ***Issues***

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### **1. Implementation of Consolidation of Local Department Administrative Functions**

LDSS are situated in each county and Baltimore City. For the purpose of the State budget, the administrative budgets of LDSS are combined into the local department operations unit, known as LGA.

LGA provides essential support services and staff to operate the 24 LDSS, including management, finance, statistical reporting, general services, central records, fleet operations, buildings and grounds, equipment, supplies, procurement, and inventory. This program supports the positions working in the various areas of LDSS (local child welfare services, local adult services, local family investment services, and local child support). However, LGA does not support the independent Offices of Child Support Enforcement that operate separately from LDSS in Anne Arundel, Baltimore, Montgomery, and Prince George's counties, and Baltimore City. Montgomery County's administrative functions are supported through LGA, but through a grant and with only one State position.

Section 24 of the fiscal 2011 budget bill contained a reduction of \$2.0 million to account for savings associated with consolidation of administrative functions throughout State government. DHR's share of the \$2.0 million reduction was \$450,000. Section 24 also specifically required that DHR develop a plan to consolidate local department administrative functions by June 1, 2010, including procurement, budget, and human resources and training functions. DHR was expected to provide a schedule for the abolition of at least 15 local department administrative functions by October 1, 2010.

#### **Plan for Implementation**

The 2010 JCR requested that DHR provide the budget committees with a copy of the required plan for the implementation of the consolidation of administrative functions. The plan, submitted in May 2010, provided few details on how the implementation of the consolidation would occur or the impact on local departments. However, the plan provided a timeframe for completion of certain activities and general areas of review. By August 1, 2010, DHR intended to have recommendations for the implementation of a resource sharing process between contiguous LDSS and, where considered geographically appropriate, the central office of DHR. In addition, by October 1, 2010, DHR sought to identify opportunities for administrative, programmatic, and system operational efficiencies (such as an automated payroll and leave accounting system, streamlining the procurement process, and centralizing recruitment and orientation of new staff). DHR intended to identify operational efficiencies in LGA that would not have an adverse impact on services, that aligned with the mission of DHR, and that aligned responsibility with authority. The plan also identified 15 vacant positions to be abolished.

Despite the planned timeline for actions, DHR felt it could not proceed with action on the resource sharing process until the final determinations of the positions to be abolished under Section 44 of the fiscal 2011 budget bill and Voluntary Separation Program were completed. As a result, as of the 2011 session, no additional action to implement consolidation had occurred. The 2011 JCR included committee narrative requesting a report on:

- the actions planned and completed to implement a consolidation of administrative functions in the local departments;
- the impact of this consolidation on the local departments; and
- operational savings resulting from the consolidation of administrative functions including any additional reduction in positions.

This report was submitted in August 2011; however, the report suggested only discussions and considerations of potential areas and strategies of consolidation had occurred. The report clearly suggests that no additional action has occurred beyond the abolition of the 15 vacant positions required in the fiscal 2011 budget bill language. The report notes a number of other positions have been abolished, including those related to the Voluntary Separation Program, and implies that it has led to some administrative savings and consolidations. While DLS acknowledges savings have been realized through abolishing positions, the intention of the language was to create efficiencies through the consolidation of functions that are similar across local departments. As little information has been provided by the department regarding the types of efficiencies that have been achieved, it is unclear the extent to which the department has been able to achieve operational efficiencies. **The department should explain the types of activities that have occurred, any activities that are planned including a timeline for action, and why more actions have not been undertaken to address potential operational efficiencies through the consolidation of certain local department administrative functions.**

## **2. Enterprise Content Management System/Business Process Management System Implementation**

DHR planned to use \$8.5 million of Temporary Assistance for Needy Families (TANF) funds available from the American Recovery and Reinvestment Act of 2009 (ARRA) to begin to incrementally modernize CARES, through a project referred to as BPMS. This project was expected to involve the development of a web-based front end (referred to as a common-access front-end) to improve the presentation layer and more closely match business processes. This project was expected to be driven by aspects of case management (intake, determination, management and maintenance, and redetermination) and focus on improving the access to relevant data, improving management of customer processes, and increasing the flexibility and functionality of current infrastructure.

A second project in fiscal 2011, referred to as ECMS, was to use \$5.5 million of TANF available from the ARRA to enable DHR to capture, maintain, manage, and share documentation and

information both within DHR and between DHR and its business partners. Primarily, DHR intended to implement a document imaging and storage system. At the time the project was funded, DHR had not determined the exact technology it would purchase. DHR also received a \$550,000 fiscal 2010 deficiency appropriation for consultant services to assist in the development of this system. This system was expected to be used by both the Family Investment Administration (FIA) and the Child Support Enforcement Administration (CSEA).

Although initially planned as separate projects, DHR later determined that much of the work required under BPMS was related to ECMS and, as a result, the two projects were combined. The combined project received an additional \$1.4 million of funding in fiscal 2012. The projects were initially expected to be completed by the end of fiscal 2011; information available during the 2011 session indicated the project would be completed by the end of fiscal 2012. As initially funded, the project was expected to cost \$15.4 million, however, the cost of the implementation and initial hosting is \$14.4 million, with additional funding likely required in the future for ongoing hosting and maintenance.

### **Project Status Update**

DHR issued a request for proposals for this project in November 2010, and the contract was awarded under a State Master Contract. DHR met the planned timeline for awarding a contract for this project (planned for the third or fourth quarter of 2011). The contract, awarded to Policy Studies, Inc. (PSI), was effective on June 28, 2011. The contract totaled \$11.7 million between fiscal 2011 and 2014. In addition to the contract with PSI, DHR amended its existing IT hosting contract to add hosting for the ECMS. This modification will cost \$2.7 million between fiscal 2012 and 2014, with an additional \$4.4 million required if the hosting contract is extended through a five-year option period.

The project began in early August 2011 with planning processes. The project is to be completed in three phases. The first phase began on December 12, 2011. The initial phase represents the pilot phase and was implemented in Anne Arundel County (in the FIA office) and Charles County (both in the FIA and CSEA offices). The pilot will extend through January 27, 2012. The pilot phase includes site support, application evaluation, evaluation of training materials, and certification of readiness for statewide deployment. During the second part of phase one, scheduled to begin in February 2012, the project workstations will be implemented in nearly all FIA and CSEA offices as well as DHR headquarter offices. Related applications will be available to FIA and CSEA workers in these offices. The roll-out will be phased by region, as shown in **Exhibit 5**.

The second phase of the project is also expected to begin in February 2012. During this phase, PSI will analyze the customized document imaging solutions available in some offices (Baltimore County – Towson office; Baltimore City Office of Child Support Enforcement (OCSE); Prince George’s County; and potentially Montgomery County) and propose a strategy for integrating the data into the Statewide Electronic Document Repository. The third phase of the project (expected to begin in late fiscal 2012) will implement reports and other features as well as determine any new or remote sites to be included in the project.

**Exhibit 5  
Implementation Timing**

<b><u>Region</u></b>	<b><u>Jurisdictions</u></b>	<b><u>Implementation Timeframe</u></b>
Southern	Calvert, Montgomery County Office of Child Support Enforcement (OCSE), St. Mary's, Anne Arundel OCSE, and Glen Burnie Office	February 2 – March 6, 2012
Northern	DHR headquarters, Department of Human Resources Information Systems, Baltimore City (except OCSE), Baltimore County (except Towson), Carroll, Harford, and Howard	March 12 – June 15, 2012
Eastern	Caroline, Cecil, Dorchester, Kent, Queen Anne's, Somerset, Talbot, Wicomico, and Worcester	June 18 – August 3, 2012
Western	Allegany, Human Resource Development Center, Frederick County, Garrett County, and Washington County	August 6 – August 31, 2012
Phase 2	Baltimore County Towson Office, Baltimore City OCSE, Prince George's County, and potentially Montgomery County	Beginning in February 2012

Source: Department of Human Resources

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Although the project is delayed somewhat from the time period indicated during the 2011 session, the project appears to be moving forward. DHR reports that no problems were experienced during the beginning of the pilot phase of the project. Delays in the project and the timing of the contract led DHR to cancel nearly all of the federal funds available for the project in fiscal 2011 (\$13.75 million). The necessary amount of funding was unchanged but was expected to be included in future budgets based on the contract cash flow.

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The contract with PSI requires approximately \$4.0 million in both fiscal 2012 and 2013. An additional \$883,698 is required to support hosting services in fiscal 2012 and 2013. However, the fiscal 2012 working appropriation contains only \$1.4 million for this project, and the fiscal 2013 allowance contains no funding this project. Although the project was initially expected to be funded entirely with TANF, the elimination of the fund balance has required a reprioritization of these funds. As a result, little, if any, TANF is likely to be available for this project. **DHR should comment on how it will fund the project in fiscal 2012 and 2013 with a limited appropriation for the project in fiscal 2012 and no appropriation in fiscal 2013. The department should also explain how the current funding situation will impact the ongoing pilot and the planned statewide roll-out.**

## ***Recommended Actions***

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1. Adopt the following narrative:

**Detail on Project Scope and Additional Costs:** The fiscal 2012 budget contained \$1.0 million to begin the implementation of changes required to the Client Automated Resource and Eligibility System (CARES) and Service Access Information Link (SAIL) to accommodate changes due to the federal Affordable Care Act. The fiscal 2013 allowance contains an additional \$6.25 million (\$1.0 million in the Department of Human Resources (DHR) and \$5.25 million in the Major Information Technology Development Project Fund) for these changes. Little is known about the scope of the project because the project is still in the initiation phase of the System Development Life Cycle. The new eligibility system with which CARES will be required to interface is also still under development, with a contract not yet awarded by the Health Benefit Exchange as of January 2012. Through fiscal 2013, additional refinement of the project scope is expected as the project moves through the planning process. The committees request that DHR in conjunction with the Department of Information Technology (DoIT) provide additional information on the project scope, including changes that will be made to CARES and SAIL, and funding that may be required beyond fiscal 2013 to complete these changes.

<b>Information Request</b>	<b>Authors</b>	<b>Due Date</b>
Report on project scope and additional costs for CARES and SAIL changes	DHR DoIT	December 1, 2012

## ***Updates***

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### **1. Fiscal 2011 Information Technology Projects**

In addition to the ECMS/BPMS project, the fiscal 2011 budget funded two other major IT projects for that year. These were smaller in scope and had a total funding of \$2.6 million. The projects did not meet the implementation dates originally proposed due to changes in scope; however, one project is nearing completion and the other has been implemented.

#### **Linking the Online Work Readiness Assessment Tool to WORKS**

One of the projects was initially planned to connect the online work readiness assessment tool (OWRA) to the WORKS system. OWRA is a set of tools used by the State in assessing the readiness of a customer to obtain employment. OWRA may also be used to assist caseworkers in identifying barriers to employment and develop a plan for education, training, and work activities. The change was expected to allow OWRA to automatically populate certain fields and allow the data to be stored on the server for WORKS. The \$1.5 million project was funded with TANF.

The scope of the project was later changed to add additional features including allowing for applications for redetermination of eligibility to be completed through SAIL, additional tracking of activities, and a system performance optimization. These changes support the timeliness in eligibility determination improvement required under the *Thompson v. Donald* court case, as well as improve tracking of work participation rates. No additional funds were required to support these changes.

Although originally expected to be completed in March 2011, the project did not begin until April 2011. The project design is in the final stages and implementation is now planned for April 20, 2012.

#### **WORKS for Maryland Reaching Independence and Stability through Employment**

The second project was to upgrade the WORKS system to be able to track and measure the success of the Maryland Reaching Independence and Stability through Employment (MD RISE) initiative. The project was also designed to improve the registration function for children in foster care and allow for the direct download of information from CSES for noncustodial parents participating in MD RISE. The \$1.1 million project was also funded with TANF.

Subsequent modifications for this project were to modify CARES to allow for the scheduling of group interviews, allow caseworkers to view and print the SAIL application from CARES, as well as enhance certain screens and eliminate an error message. No additional funds were required to complete these modifications.

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The project was due to be completed by the end of fiscal 2011. Although this timeline was not met, these enhancements were implemented by November 18, 2011. The department experienced no difficulties during implementation.

## *Current and Prior Year Budgets*

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

	<u>General Fund</u>	<u>Special Fund</u>	<u>Federal Fund</u>	<u>Reimb. Fund</u>	<u>Total</u>
<b>Fiscal 2011</b>					
Legislative Appropriation	\$95,879	\$2,558	\$103,766	\$375	\$202,577
Deficiency Appropriation	360	0	346	0	707
Budget Amendments	1,442	1,815	-341	0	2,916
Reversions and Cancellations	0	-361	-24,208	0	-24,569
<b>Actual Expenditures</b>	<b>\$97,681</b>	<b>\$4,012</b>	<b>\$79,563</b>	<b>\$375</b>	<b>\$181,631</b>
<b>Fiscal 2012</b>					
Legislative Appropriation	\$91,215	\$4,098	\$83,296	\$375	\$178,984
Budget Amendments	390	13	260	0	663
<b>Working Appropriation</b>	<b>\$91,605</b>	<b>\$4,111</b>	<b>\$83,556</b>	<b>\$375</b>	<b>\$179,647</b>

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

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## **Fiscal 2011**

Overall, DHR Administration's fiscal 2011 expenditures were approximately \$20.9 million lower than the legislative appropriation.

General fund expenditures were approximately \$1.8 million higher than the legislative appropriation. An increase of \$360,385 resulted from the general fund portion of a deficiency appropriation to fund fiscal 2010 rent for DHR headquarters. Other increases were due to:

- salary and wage adjustments throughout DHR Administration (\$5.2 million);
- salary and wage adjustments and model office improvements in various local departments in the Division of Administrative Services (\$1.3 million);
- the addition of the FIA and SSA to the call center contract in the Office of the Secretary (\$393,199); and
- salaries and wages and contractual positions associated with the processing of procurement contracts in the Division of Budget, Finance, and Personnel (\$15,437).

These increases were partially offset by decreases associated with:

- declining foster care caseloads resulting in lower than anticipated expenditures for Children in Need of Assistance (CINA) and Termination of Parental Rights (TPR) cases (\$3.3 million);
- communications and fixed charges for model office improvement in various local departments which were instead paid for in the Division of Administrative Services (\$1.1 million); and
- communication infrastructure upgrade costs and telephone expenditures in OTHS (\$1.0 million).

DHR Administration also reverted approximately \$300.

The fiscal 2011 special fund expenditures of DHR Administration were approximately \$1.5 million higher than the legislative appropriation. The majority of the increase (\$1.0 million) represented the special fund portion of the OHEP data system maintenance contract which was transferred to OTHS pursuant to language in the fiscal 2011 budget bill. Other increases resulted from:

- salary and wage adjustments in the Office of Grants Management and LGA (\$370,908);
- increased local government payments for the family day care food programs in Cecil and Frederick counties in LGA (\$269,538);

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- indirect costs associated with Electric Universal Service Program (\$70,542); and
- the use of Child Support Reinvestment Funds in the development of the ECMS (\$83,875).

DHR Administration cancelled \$360,636 of the special fund appropriation due to lower than expected expenditures for the OHEP data system maintenance contract and the enterprise project management office for the CSES.

The fiscal 2011 federal fund expenditures were approximately \$24.2 million lower than the legislative appropriation. An increase of \$346,253 resulted from the federal fund portion of a deficiency appropriation to fully fund the fiscal 2010 rent for DHR headquarters. Other increases were due to:

- the cost of commodities in the Temporary Emergency Food Assistance Program (TEFAP) (\$2.7 million);
- salary and wage adjustments, contractual positions associated with the processing of procurement contracts, and contractual positions related to data collection for claiming the Medicaid Rehabilitation Option in the Division of Budget, Finance, and Personnel (\$1.0 million);
- the federal fund portion of the OHEP data system maintenance contract which was transferred to OTHS pursuant to language in the fiscal 2011 budget bill (\$980,000);
- salary and wage adjustments in LGA (\$734,186);
- salary and wage adjustments and model office improvements in various local departments in the Division of Administrative Services (\$567,766);
- contractual services expenses associated with data collection for claiming the Medicaid Rehabilitation Option (\$484,500); and
- additional administrative funding for emergency food organizations and storage of food supplies in TEFAP available as a result of the ARRA of 2009 (\$346,110).

These increases were nearly offset by a transfer of \$7.2 million from the Office of Grants Management to the Governor's Office of Crime Control and Prevention due to the transfer of the VOCA Program pursuant to Chapter 186 as amended by Chapter 72.

DHR Administration also cancelled approximately \$24.2 million of the federal fund appropriation. The majority of the cancellation (approximately \$13.7 million) was the result of delays in the implementation of the ECMS and BPMS. A cancellation of \$3.5 million resulted from lower than expected TANF expenditures on salaries and wages, software licenses, telephone services,

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and a network integration contract in OTHS. A cancellation of \$3.2 million in LGA was associated with leases, telecommunications, utility expenses, and salaries and wages due to lower than expected availability of Title IV-E, Medical Assistance, and Mandatory and Matching Child Care funds. Other cancellations were in the following areas:

- salary and wage expenditures due to lower than anticipated availability of the Food Stamp Administrative Match, Title IV-E attainment, Medical Assistance, and Mandatory and Matching Child Care funds in the Office of the Secretary (\$1.3 million);
- salary and wage expenditures, rent for DHR headquarters, and contractual positions associated with the processing of procurement documents due to lower than expected Medical Assistance and Child Care Development funds in the Division of Budget, Finance, and Personnel (\$969,883);
- declining foster care caseload resulting in lower than expected expenditures in legal services contracts for CINA and TPR cases (\$835,846);
- salary and wage expenditures and expenditures associated with model office improvements in the Division of Administrative Operations due to lower than expected Medical Assistance funds availability (\$415,597); and
- salary and wage expenditures and leases in the CRBC due to lower than anticipated Title IV-E attainment (\$269,481).

**Fiscal 2012**

The fiscal 2012 appropriation of DHR Administration has increased by \$662,958 (\$389,869 general funds, \$13,132 special funds, and \$259,957 federal funds) as a result of the distribution of funds budgeted centrally to support the \$750 bonus provided to employees.

## Major Information Technology Projects

### Department of Human Resources CARES Changes/Health Care Reform

<b>Project Status<sup>1</sup></b>	Implementation.	<b>New/Ongoing Project:</b>	Ongoing.
<b>Project Description:</b>	Changes to the Client Automated Resource and Eligibility System (CARES) and the Service Access and Information Link (SAIL) required to accommodate the federal Affordable Care Act. These changes will be related to the management of program eligibility and the integration into the Healthcare Exchange being developed by the Health Benefit Exchange.		
<b>Project Business Goals:</b>	The overall project goal is to provide access to affordable health coverage following the full implementation of the federal Affordable Care Act. Benefits of the project described are primarily those related to the benefits of the federal Affordable Care Act in general.		
<b>Estimated Total Project Cost<sup>1</sup>:</b>	\$7.25 million (\$6.15 million in general funds and \$1.1 million in federal funds)	<b>Estimated Planning Project Cost<sup>1</sup>:</b>	N/A
<b>Project Start Date:</b>	July 1, 2011	<b>Projected Completion Date:</b>	October 1, 2014
<b>Schedule Status:</b>	Project is still in early phases; according to Information Technology Project Request, the project will be in the initiation phase until June 30, 2012. No information was provided in the 2012 <i>Mid-Year Report on the Major Information Technology Development Projects</i> on this project.		
<b>Cost Status:</b>	The fiscal 2013 allowance contains \$6.25 million for this project, \$1.0 million in federal funds and \$5.25 million in general funds. Total project funding, including the fiscal 2012 funding of \$1.0 million total funds, is \$7.25 million. The project is early in the planning stages and further refinement of the cost may continue as the project moves through the planning process. No information was provided in the 2012 <i>Mid-Year Report on the Major Information Technology Development Projects</i> on this project.		
<b>Scope Status:</b>	The project is early in the planning process and, therefore, only identified as changes that must be made to CARES and SAIL to accommodate the federal Affordable Care Act. Further refinement of the scope is expected as the project moves through the planning phases. No information was provided in the 2012 <i>Mid-Year Report on the Major Information Technology Development Projects</i> on this project.		
<b>Project Management Oversight Status:</b>	The fiscal 2013 allowance includes \$250,000 for project oversight.		
<b>Identifiable Risks:</b>	The Information Technology Project Request describes several risks for the project including financial risk and related factors that may affect the development or operations costs and influence the development, design, and operation of the proposed system and the need to define changes that will be required to the organization, schedule, accountability, personnel, and skill requirements. In some areas, risks are not defined because the architectural assessment is not complete and user interface issues cannot be determined until post deployment. Although not described in the Information Technology Project Request, presumably an additional risk would be the lack of detail available about the new eligibility determination system with which CARES will need to interface.		

<b>Additional Comments:</b>	Project received funding in fiscal 2012, although the Information Technology Project Request lists as a new project, the Major Information Technology Appendix in the budget books includes the fiscal 2012 funding; therefore, the Department of Legislative Services is treating it as an ongoing project.							
<b>Fiscal Year Funding (\$ in Thousands)</b>	<b>Prior Years</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Balance to Complete</b>	<b>Total</b>
Personnel Services	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Professional and Outside Services	1,000.0	6,250.0	0.0	0.0	0.0	0.0	0.0	7,250.0
Other Expenditures	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Funding</b>	<b>\$1,000.0</b>	<b>\$6,250.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$7,250.0</b>

<sup>1</sup> In calendar 2011, a two-step approval process was adopted. Initially, an agency submits a Project Planning Request. After the requirements analysis has been completed and a project has completed all of the planning required through Phase four of the Systems Development Lifecycle (Requirements Analysis), including a baseline budget and schedule, the agency may submit a Project Implementation Request and begin designing and developing the project when the request is approved. For planning projects, costs are estimated through planning phases. Implementation projects are required to have total development costs.

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

<u>Object/Fund</u>	<u>FY 11 Actual</u>	<u>FY 12 Working Appropriation</u>	<u>FY 13 Allowance</u>	<u>FY 12 - FY 13 Amount Change</u>	<u>Percent Change</u>
<b>Positions</b>					
01 Regular	935.00	896.00	889.00	-7.00	-0.8%
02 Contractual	40.89	2.90	2.90	0.00	0%
<b>Total Positions</b>	<b>975.89</b>	<b>898.90</b>	<b>891.90</b>	<b>-7.00</b>	<b>-0.8%</b>
<b>Objects</b>					
01 Salaries and Wages	\$ 65,691,867	\$ 66,243,802	\$ 65,450,953	-\$ 792,849	-1.2%
02 Technical and Spec. Fees	1,794,039	407,453	389,519	-17,934	-4.4%
03 Communication	8,326,889	7,812,629	8,241,095	428,466	5.5%
04 Travel	196,051	191,374	182,002	-9,372	-4.9%
06 Fuel and Utilities	524,626	725,413	445,336	-280,077	-38.6%
07 Motor Vehicles	344,511	380,258	393,461	13,203	3.5%
08 Contractual Services	76,126,956	82,521,932	83,341,966	820,034	1.0%
09 Supplies and Materials	1,509,619	1,157,650	1,248,441	90,791	7.8%
10 Equipment – Replacement	3,559,078	1,425,495	1,488,601	63,106	4.4%
11 Equipment – Additional	659,865	725,356	572,837	-152,519	-21.0%
12 Grants, Subsidies, and Contributions	13,352,426	8,295,875	8,942,070	646,195	7.8%
13 Fixed Charges	9,544,785	9,759,839	9,424,445	-335,394	-3.4%
<b>Total Objects</b>	<b>\$ 181,630,712</b>	<b>\$ 179,647,076</b>	<b>\$ 180,120,726</b>	<b>\$ 473,650</b>	<b>0.3%</b>
<b>Funds</b>					
01 General Fund	\$ 97,681,000	\$ 91,604,983	\$ 93,271,765	\$ 1,666,782	1.8%
03 Special Fund	4,012,183	4,110,725	3,360,171	-750,554	-18.3%
05 Federal Fund	79,562,529	83,556,368	83,488,790	-67,578	-0.1%
09 Reimbursable Fund	375,000	375,000	0	-375,000	-100.0%
<b>Total Funds</b>	<b>\$ 181,630,712</b>	<b>\$ 179,647,076</b>	<b>\$ 180,120,726</b>	<b>\$ 473,650</b>	<b>0.3%</b>

Note: The fiscal 2012 appropriation does not include deficiencies.

**Fiscal Summary  
DHR – Administration**

<u>Program/Unit</u>	<u>FY 11 Actual</u>	<u>FY 12 Wrk Approp</u>	<u>FY 13 Allowance</u>	<u>Change</u>	<u>FY 12 - FY 13 % Change</u>
01 Office of the Secretary	\$ 12,589,412	\$ 11,992,337	\$ 12,072,123	\$ 79,786	0.7%
02 Citizen’s Review Board for Children	936,467	1,106,187	846,471	-259,716	-23.5%
03 Commissions	186,930	180,753	190,229	9,476	5.2%
04 Legal Services Program Management	12,278,840	15,806,504	13,314,464	-2,492,040	-15.8%
05 Office of Grants Management	21,035,766	12,761,263	13,118,753	357,490	2.8%
01 Division of Budget, Finance and Personnel	17,654,319	17,217,890	22,393,621	5,175,731	30.1%
02 Division of Administrative Services	10,358,179	8,728,166	8,640,470	-87,696	-1.0%
02 Major Information Technology Development Projects	2,953,912	2,313,575	1,000,000	-1,313,575	-56.8%
04 Office of Technology for Human Services General Administration	63,866,836	67,441,538	67,443,908	2,370	0%
05 Local General Administration	39,770,051	42,098,863	41,100,687	-998,176	-2.4%
<b>Total Expenditures</b>	<b>\$ 181,630,712</b>	<b>\$ 179,647,076</b>	<b>\$ 180,120,726</b>	<b>\$ 473,650</b>	<b>0.3%</b>
General Fund	\$ 97,681,000	\$ 91,604,983	\$ 93,271,765	\$ 1,666,782	1.8%
Special Fund	4,012,183	4,110,725	3,360,171	-750,554	-18.3%
Federal Fund	79,562,529	83,556,368	83,488,790	-67,578	-0.1%
<b>Total Appropriations</b>	<b>\$ 181,255,712</b>	<b>\$ 179,272,076</b>	<b>\$ 180,120,726</b>	<b>\$ 848,650</b>	<b>0.5%</b>
Reimbursable Fund	\$ 375,000	\$ 375,000	\$ 0	-\$ 375,000	-100.0%
<b>Total Funds</b>	<b>\$ 181,630,712</b>	<b>\$ 179,647,076</b>	<b>\$ 180,120,726</b>	<b>\$ 473,650</b>	<b>0.3%</b>

Note: The fiscal 2012 appropriation does not include deficiencies.