# HUMAN RESOURCES

# **Department Description and Mission**

The Human Resources (HR) Department is a customer service driven support branch of the City of Houston that recruits highly qualified employees to serve Houston residents every day. We provide opportunities for transformational public service careers that create a meaningful impact on the job and in the community. HR embraces technology and strives for continual improvement to streamline procedures and enhance efficiency of service delivery. HR values transparency, encourages innovation, and recognizes achievement within our workforce. We support approximately 22,000 employees and retirees by providing comprehensive benefits and top-tier safety, wellness, and career development training.

In FY2024, the Human Resources Department will manage the Hire Houston Youth Program (HHY), which is the first citywide collective impact postsecondary and workforce effort bringing together dozens of unique, outstanding partners from our diverse city. Youth, ages 16–24, are offered seven-weeks paid summer jobs and internships at the City of Houston, the public, private, and philanthropic sectors. HHY serves as the facilitator to connect youth to local jobs where they are empowered with an "earn and learn" opportunity in Houston's dynamic economy.

Houston's future is dependent on the educational success of our local youth. There is no greater predictor to the health and well-being of our city than the educational level of our population. The City of Houston and its many partners recognize the need for a collective, community-driven solution to this complex problem. Our youth deserve educational opportunities that connect them to the local workforce and career exploration, so they can make informed choices about their future career path in Houston's dynamic economy.

# Mission

To link government institutions, businesses, community organizations, and schools to offer internships, apprenticeships, and job opportunities to youth ages 16 to 24.

#### Vision

By 2024, Hire Houston Youth will offer a citywide, year-round, youth workforce development program that offers learning, training, experience, and resources to successfully navigate the educational, business, and neighborhood systems to empower youth to enter and succeed in Houston's dynamic economy.

# **Business Area Program Summary**

Business Area:Human ResourcesBus. Area No :8000

# Budget By Program (\$ in thousands):

Program	FY2022	Actual	FY2023 Estimate		FY2024 Budget	
Fiogram	Revs	Exps	Revs	Exps	Revs	Exps
Contingent Workforce Management	10,510	10,510	14,216	14,216	18,329	18,329
Employee Benefits Administration	401,571	402,359	419,114	412,266	430,176	432,110
Hire Houston Youth	0	743	0	1,216	0	1,500
HR Client Services	18,239	19,909	22,675	22,675	25,128	25,128
Long Term Disability Program	798	-6,062	1,357	1,101	1,360	1,201
Risk Management	37,597	37,349	38,237	37,877	43,665	43,295
Talent & Organizational Development	1,666	1,666	2,287	2,287	2,421	2,421
Total	470,380	466,475	497,886	491,638	521,079	523,983

# FTEs by Program:

Program	FY2022	Actual	FY2023	Estimate	FY2024	Budget
Frogram	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Contingent Workforce Management	1.9	0.0	2.0	0.0	2.0	0.0
Employee Benefits Administration	38.3	0.0	48.0	0.0	45.0	0.0
Hire Houston Youth	21.9	0.0	38.9	0.0	50.9	0.0
HR Client Services	169.7	0.0	163.0	0.0	168.0	0.0
Long Term Disability Program	0.0	0.0	0.0	0.0	0.0	0.0
Risk Management	44.5	0.0	50.7	0.0	60.0	0.0
Talent & Organizational Development	13.2	0.0	13.2	0.0	19.0	0.0
Total:	289.5	0.0	315.8	0.0	344.9	0.0

# FISCAL YEAR 2024 BUDGET -

# **Business Area Program Detail**

#### Business Area : Human Resources

Bus Area No. : 8000

#### Contingent Workforce Management

# Description:

This program is utilized by all departments as a vital component of the staffing strategy for peak load, pilot programs, grants, citywide events, and special needs. The City uses more than 500 temporary employees at any given time in diverse classifications (professional/technical, IT, administrative, and service/maintenance). Workforce Management is a strategic initiative designed to deliver cost and process efficiencies by automating the acquisition of contract labor.

Goal:

Provide continuity of operations to City departments for special projects that require temporary staffing.

Mayor's Priority: Sound Financial Management

(\$ in thousands)

	FY2022	Actual	FY2023	Estimate	FY2024	Budget
Fund	Revs	Exps	Revs	Exps	Revs	Exps
Central Service Revolving Fund	10,510	10,510	14,216	14,216	18,329	18,329

#### Staffing:

	FY20	22 Actual	FY2023	Estimate	FY2024	4 Budget
Fund	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Central Service Revolving Fund	1.9	0.0	2.0	0.0	2.0	0.0

Performance	FY2022 Actual	FY2023 Target	FY2023 Estimate	FY2024 Target
Monthly program run rate for special projects requiring contingent workers	\$844,575	\$1,158,604	\$1,158,604	\$1,491,624
Number of contingent workers hired	1,418	1,195	1,195	1,500

#### Business Area : Human Resources

Bus Area No. : 8000

#### **Employee Benefits Administration**

#### Description:

Design, procure, implement, maintain, communicate, administer, and monitor all benefits plans, with comprehensive oversight of the Healthcare Delivery System that has an annual budget that exceeds \$400 million for 65,000 active and retired employees and covered dependents. The Benefits programs include health, dental, vision, long-term disability, life insurance, dependent care reimbursement, healthcare flexible spending account, accrued leave donation, and other benefits.

# Goal:

Facilitate multiple Request for Proposals (RFPs) for health benefits services and administer the related contracts, promote wellness initiatives, enhance analytical reporting and self-insured accounting, reporting, and internal controls in the fiscal aspects of the plan, and educate members on plan designs and use.

## Mayor's Priority: Sound Financial Management

#### (\$ in thousands)

	FY2022 Actual		FY2023 Estimate		FY2024 Budget	
Fund	Revs	Exps	Revs	Exps	Revs	Exps
Health Benefits Fund	401,571	402,359	419,114	412,266	430,176	432,110

## Staffing:

Fund		22 Actual		Estimate		4 Budget
Fund	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Health Benefits Fund	38.3	0.0	48.0	0.0	45.0	0.0

Performance	FY2022 Actual	FY2023 Target	FY2023 Estimate	FY2024 Target
Number of EAP employee training attendees (employee attendance)	4,136	4,250	6,246	7,000
Number of wellness events (Health Education Series, Wellness on Wheels, Departmental Classes/ events, Health Fair & Tabling Events)	N/A	50	125	150
Rate of active employee participation in Wellness Program for discounted rate (participation in health maintenance activities defined as completion of health assessment and physical exam)	57%	75%	75%	75%
Rate of spousal participation in Wellness Program for discounted rate (participation in health maintenance activities defined as completion of health assessment and physical exam)	48%	65%	63%	65%

#### Business Area : Human Resources

Bus Area No. : 8000

#### Hire Houston Youth

# Description:

Citywide program that offers youth workforce development, training, experience, and resources to successfully navigate the educational, business, and neighborhood systems. It empowers youth to enter and succeed in Houston's dynamic economy.

# Goal:

Continue to actively support a summer youth employment program that provides educational opportunities that connect them to the local workforce and career exploration, so they can make informed choices about their future career path in Houston's dynamic economy.

# Mayor's Priority: Resilient Houston

(\$ in thousands)

Fund	FY2022	Actual	FY2023	Estimate	FY2024	Budget
	Revs	Exps	Revs	Exps	Revs	Exps
General Fund	0	743	0	1,216	0	1,500

#### Staffing:

<b>-</b> .	FY20	22 Actual	FY2023	8 Estimate	FY202	4 Budget
Fund	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
General Fund	21.9	0.0	38.9	0.0	50.9	0.0

Performance	FY2022 Actual	FY2023 Target	FY2023 Estimate	FY2024 Target
Hire Houston Youth interns hired as of the end of summer session	254	500	500	500
Job-readiness training completion	N/A	100%	100%	100%

#### Business Area : Human Resources

## Bus Area No. : 8000

#### **HR Client Services**

#### Description:

A program that originates and leads Human Resources practices and objectives by facilitating the acquisition and maintenance of an experienced, competitive workforce and by providing employee relations, medical separation, recruiting, position reconciliation, drug testing, ADA, FMLA, onboarding, offboarding, background investigations, classified testing, and others.

#### Goal:

Ensure compliance with all applicable laws, regulations, and codes so that they City of Houston is able to acquire and maintain a competitive and experienced work force as well as ensuring timely processing of all new hires, promotions, transfers, demotions, and any salary actions. Track applicants and analyze staffing trends. Develop and administer classified promotional exams for Fire and Police Chapter 143 positions in 120 days of receipt of the source material. Assist Fire and Police in timely hiring of trainees through cooperative efforts in scheduling and administering entrance exams.

## Mayor's Priority: Sound Financial Management

#### (\$ in thousands)

Eved	FY2022 Actual		FY2023 Estimate		FY2024 Budget	
Fund	Revs	Exps	Revs	Exps	Revs	Exps
Central Service Revolving Fund	17,936	17,936	22,675	22,675	25,128	25,128
General Fund	303	1,973	0	0	0	0
Total	18,239	19,909	22,675	22,675	25,128	25,128

#### Staffing:

	FY20	22 Actual	FY2023	Estimate	FY2024	4 Budget
Fund	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Central Service Revolving Fund	155.1	0.0	163.0	0.0	168.0	0.0
General Fund	14.6	0.0	0.0	0.0	0,0	0.0
Total	169.7	0.0	163.0	0.0	168.0	0.0

Performance	FY2022 Actual	FY2023 Target	FY2023 Estimate	FY2024 Target
Number of veterans hired annually	427	450	450	450
Time to fill (days) - Average number of days from requisition posting to job offer for a fiscal year	99	<90	<90	<90
Turnover rate - Percentage of employees that separated during the twelve month period	7.5%	<10%	<10%	<10%

#### Business Area : Human Resources

Bus Area No. : 8000

#### Long Term Disability Program

#### Description:

The Long Term Disability (LTD) Plan is a self-insured program accounted for as an internal service fund. Established in 1985 and revised in 1996 as a part of the Income Protection Plan (renamed the Compensable Sick Leave Plan (CSL) in October, 1996), the plan provides paid long-term sick leave for City employees. Employees hired after September 1, 1985 are automatically covered under CSL. In October 1985, employees hired prior to September 1, 1985 had an opportunity to select the LTD plan or stay with Modified Sick Plan (MSP). Effective September 1, 2001 the Meet and Confer Agreement established Paid Time Off (PTO) for police classified officers. This replaces their participation in the LTD plan.

## Goal:

This plan is paid for by the City in order to protect the income of employees who become disabled.

# Mayor's Priority: Sound Financial Management

#### (\$ in thousands)

	FY2022 Actual		FY2023 Estimate		FY2024 Budget	
Fund	Revs	Exps	Revs	Exps	Revs	Exps
Long Term Disability Fund	798	-6,062	1,357	1,101	1,360	1,201

#### Staffing:

	FY202	22 Actual	FY2023	Estimate	FY2024	4 Budget
Fund	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Long Term Disability Fund	0.0	0.0	0.0	0.0	0.0	0.0

Performance	FY2022	FY2023	FY2023	FY2024
	Actual	Target	Estimate	Target
Average number of claimants per month (Employees on Long Term Disability receiving claim payments)	101	108	100	106

#### Business Area : Human Resources

## Bus Area No. : 8000

#### **Risk Management**

#### Description:

Risk Management provides oversight and direction to Workers' Compensation (WC) and Safety programs by administering salary continuation program; reviewing injury leave in accordance with the Work Ability Guidelines; monitoring claims data; coordinating accident prevention activities; identifying the training requirements as well as the best training methodologies that help reduce both frequency and severity of injuries of the city of Houston employees; inspect workplaces and job sites to eliminate safety hazards, compile reports to meet requirements of state law, and train employees in all areas of safety.

#### Goal:

Train departments in Work Ability Guidelines, Medical Disability Guidelines, and WC. Maintain employee/employer relationship by contacting injured workers telephonically and by letters; facilitate earliest return to work (RTW) possible and supervise this process to ensure success; advise department personnel regarding modifications for transitional return to work. Process and monitor incurred claim losses. Reduce the number and severity of employee/vehicle accidents as well as increase employee awareness and behavior by enhancing ZIP program.

#### Mayor's Priority: Sound Financial Management

#### (\$ in thousands)

	FY2022 Actual		FY2023 Estimate		FY2024 Budget	
Fund	Revs	Exps	Revs	Exps	Revs	Exps
Workers' Compensation Fund	37,597	37,349	38,237	37,877	43,665	43,295

## Staffing:

Fund	FY20 FTEs	22 Actual OT FTEs	-	Estimate OT FTEs	FY2024 FTEs	4 Budget OT FTEs
Workers' Compensation Fund	44.5	0.0	50.7	0.0	60.0	0.0

Performance	FY2022 Actual	FY2023 Target	FY2023 Estimate	FY2024 Target
Facility safety inspections and work site observations to identify and ensure the remediation of safety hazards	N/A	N/A	1,300	1,500
Return to work within 7 days of injury - Number of employees who return to work within seven days of a Workers' Compensation injury as a percentage of employees with a Workers' Compensation case	84%	85%	85%	85%
Return to work within maximum disability guideline - Number of employees who return to work within the maximum disability guideline as a percentage of employees with a Workers' Compensation case	73%	70%	70%	77%

#### Business Area : Human Resources

Bus Area No. : 8000

#### Talent & Organizational Development

## Description:

A strategic development and employee performance improvement program that offers comprehensive training solutions that significantly affect performance and institutional outcomes.

Goal:

Become a nationally recognized learning center for its diverse educational excellence and its commitment to adapting the workforce to a dynamic environment.

# Mayor's Priority: Sound Financial Management

(\$ in thousands)

	FY2022	Actual	FY2023	Estimate	FY2024	Budget
Fund	Revs	Exps	Revs	Exps	Revs	Exps
Central Service Revolving Fund	1,666	1,666	2,287	2,287	2,421	2,421

Staffing:

Fund	FY20 FTEs	22 Actual OT FTEs		Estimate OT FTEs	FY2024 FTEs	4 Budget OT FTEs
Central Service Revolving Fund	13.2	0.0	13.2	0.0	19.0	0.0

Performance	FY2022 Actual	FY2023 Target	FY2023 Estimate	FY2024 Target
Learning Application: learners 'likely' or 'very likely' to apply their new learning to their job based on the standard learning evaluation survey responses	N/A	90%	97%	98%
Learning Engagement: learners 'agree' or 'strongly agree' that their learning needs were met based on the standard learning evaluation survey responses	N/A	90%	98%	98%
Learning hours facilitated per year	N/A	NA	NA	2,800
Number of Organizational Development sessions (Engage with and provide support for departments on their employee engagement action plan)	N/A	N/A	N/A	50

# - FISCAL YEAR 2024 BUDGET-

Fund Name Business A Fund No. /E		FY2022 Actual	FY2023 Current Budget	FY2023 Estimate	FY2024 Budget
	Personnel Services	2,461,153	1,339,417	1,055,722	1,441,492
	Supplies	16,783	21,411	21,411	3,500
	Other Services and Charges	236,413	139,172	139,036	55,008
	Equipment	364	0	0	0
	Non-Capital Equipment	1,861	0	0	0
Expenditure	s Total M & O Expenditures Debt Service & Other Uses	2,716,574 0	1,500,000 0	1,216,169 0	1,500,000 0
	Total Expenditure	2,716,574	1,500,000	1,216,169	1,500,000
Revenues		302,670	0	0	0
	Full-Time Equivalents - Civilian	36.5	48.3	38.9	50.9
Ctoffin -	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
Staffing	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	36.5	48.3	38.9	50.9
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights					
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Budget Changes and	interns and liaison between the inte	rns, their superviso General Fund	ors, and HR.		
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Budget Changes and Highlights	Interns and liaison between the internet           Vear ove           0.0%           0.0%           0.0%           0.0%           0.0%           0.0%           0.0%           0.0%           0.0%	rns, their superviso General Fund Human Resource	s		
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Fund Nan	ne : Central Service R	levolving Fund			
Business Fund No.	s Area : Human Resource /Bus. Area No. : 1002 / 8000	FY2022 Actual	FY2023 Current Budget	FY2023 Estimate	FY2024 Budget
	Personnel Services	16,380,051	20,172,878	19,406,135	21,575,290
	Supplies	88,346	115,153	110,280	181,453
	Other Services and Charges	13,595,395	18,758,177	19,550,091	24,097,311
	Equipment	8,635	4,438	4,438	0
Expenditu	Non-Capital Equipment	39,618	128,132	107,834	23,895
	Total M & O Expenditures Debt Service & Other Uses	30,112,045 0	39,178,778	39,178,778 0	45,877,949 0
	Total Expenditure	30,112,045	39,178,778	39,178,778	45,877,949
Revenue	es	30,112,045	39,178,778	39,178,778	45,877,949
	Full-Time Equivalents - Civilian	170.2	185.0	178.2	189.0
o. 7	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
Staffing	<sup>g</sup> Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	170.2	185.0	178.2	189.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significa Budget Change and Highligh	t o The FY2024 Budget includes a Engagement initiative that will f	funding increase of \$5 focus on overall employ f the HROne initiatives. transfer of 3 FTEs from	38,813 due to the En ree communication, a the Human Resourc	nployee Recognit and the purchase	ion and of a Grievance
Budget Change and	ant t es o The FY2024 Budget includes fu o The FY2024 Budget includes a Engagement initiative that will f and Arbitration Portal as part of o The FY2024 Budget reflects a f to support citywide employee e	funding increase of \$5 focus on overall employ f the HROne initiatives. transfer of 3 FTEs from	38,813 due to the En ree communication, a the Human Resourc nition.	nployee Recognit and the purchase	ion and of a Grievance
Budget Change and	ant t es o The FY2024 Budget includes fu o The FY2024 Budget includes a Engagement initiative that will f and Arbitration Portal as part of o The FY2024 Budget reflects a f to support citywide employee e	funding increase of \$5 focus on overall employ f the HROne initiatives. transfer of 3 FTEs from ingagement and recogn ntral Service Revolvin Human Resource	38,813 due to the En ree communication, a the Human Resourc nition.	nployee Recognit and the purchase	ion and of a Grievance
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Juainea		a Budget Summary				
Fund Na Busines	s Area					
<sup>-</sup> und No	). /Bus	s. Area No. : 1011 / 8000	FY2022 Actual	FY2023 Current Budget	FY2023 Estimate	FY2024 Budget
		Personnel Services	5,426,034	6,920,706	5,754,957	7,028,115
		Supplies	42,425	70,046	70,053	76,893
		Other Services and Charges	31,851,681	38,046,796	31,978,010	36,090,390
Expenditure		Equipment	22,122	47,129	47,129	90,500
		Non-Capital Equipment	6,529	26,347	26,918	8,717
	ures	Total M & O Expenditures	37,348,791	45,111,024	37,877,067	43,294,615
		Debt Service & Other Uses	0	0	0	0
		Total Expenditure	37,348,791	45,111,024	37,877,067	43,294,615
Revenu	Jes		37,596,834	45,503,579	38,236,601	43,665,472
		Full-Time Equivalents - Civilian	44.5	60.0	50.7	60.0
Staffin		Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
Jann	שי	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
		Total	44.5	60.0	50.7	60.0
		Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Change and Highligh		<ul> <li>claims from FY2023 not materializin</li> <li>The Workers' Compensation Fund's projected program administrative cand ancillary service costs. The pro</li> <li>The FY2024 Budget includes funding</li> </ul>	s administrative ra osts including third posed FY2024 rat	te (per employee per -party administrative e will continue to be	fees, startup/mai	ntenance costs
and		<ul> <li>The Workers' Compensation Fund's projected program administrative or and ancillary service costs. The pro</li> <li>The FY2024 Budget includes funding workers</li> </ul>	s administrative ra osts including third posed FY2024 rat ng for three safety rs' Compensation luman Resource	te (per employee per -party administrative e will continue to be vehicles. n Fund	fees, startup/mai	ntenance costs
and		<ul> <li>The Workers' Compensation Fund's projected program administrative or and ancillary service costs. The proprior</li> <li>The FY2024 Budget includes funding Worke</li> <li>Worke</li> <li>Hard State of the second secon</li></ul>	s administrative ra osts including third posed FY2024 rat ng for three safety <b>rs' Compensatio</b>	te (per employee per -party administrative e will continue to be vehicles. n Fund	fees, startup/mai	ntenance costs
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and Highligh	24.0%	The Workers' Compensation Fund's projected program administrative co and ancillary service costs. The pro     The FY2024 Budget includes fundir     Worke     FY2024 Budget includes fundir	s administrative ra osts including third posed FY2024 rat ng for three safety rs' Compensation luman Resource	te (per employee per -party administrative e will continue to be vehicles. n Fund	fees, startup/mai	ntenance costs
and Highligh	hts 24.0% 20.0% 16.0%	The Workers' Compensation Fund's projected program administrative co and ancillary service costs. The pro     The FY2024 Budget includes fundir     Worke     FY2024 Budget includes fundir	s administrative ra osts including third posed FY2024 rat ng for three safety rs' Compensation luman Resource	te (per employee per -party administrative e will continue to be vehicles. n Fund	fees, startup/mai	ntenance costs
and Highligh	hts 24.0% 20.0% 16.0%	The Workers' Compensation Fund's projected program administrative of and ancillary service costs. The pro     The FY2024 Budget includes fundir     Worke     H Year over	s administrative ra osts including third posed FY2024 rat ng for three safety rs' Compensation luman Resource	te (per employee per -party administrative e will continue to be vehicles. n Fund	fees, startup/mai	ntenance costs
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Fund Name Business Aı Fund No. /B			FY2023 Current Budget	FY2023 Estimate	FY2024 Budget
	Personnel Services	4,467,723	5,686,381	4,468,587	5,111,706
	Supplies	51,419	119,679	114,503	75,846
	Other Services and Charges	397,797,043	421,929,638	407,660,806	426,913,237
	Equipment	0	6,657	0	0
	Non-Capital Equipment	43,181	24,139	21,688	9,301
Expenditures			427,766,494 0	412,265,584 0	432,110,090
	Total Expenditure	402,359,366	427,766,494	412,265,584	432,110,090
Revenues		401,570,905	433,383,076	419,113,740	430,175,783
	Full-Time Equivalents - Civilian	38.3	51.0	48.0	45.0
01 55	Full-Time Equivalents - Classifier	d 0.0	0.0	0.0	0.0
Staffing	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	38.3	51.0	48.0	45.0
	Full-Time Equivalents - Overtime	.00	0.0	0.0	0.0
Changes and Highlights	wellness programs. o Services increase of \$5 millio - \$4 million increase in Heal offset by 3% decrease in e - \$1.1 million increase for Be o The FY2024 Budget reflects a Revolving Fund to support cit	th Benefit programs drive nrollment, enefitplace, as part of the a transfer of 3 FTEs to th	en by 5.6% increase City of Houston's H e Human Resource	in Cigna medical ROne initiative. Department Cent	
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# - FISCAL YEAR 2024 BUDGET-

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-800.0%	2020 2024	2002	2022*	k	2024**
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# **Business Area Revenues Summary**

# Business Area : Human Resources

Business Area No. : 8000

Category	FY2022 Actual	FY2023 Current Budget	FY2023 Estimate	FY2024 Budget
Charges for Services	17,942,938	23,555,945	23,048,388	25,617,012
Direct Interfund Services	50,255,819	62,353,216	55,590,481	65,150,653
Interest	517,502	747,940	1,164,439	1,032,310
Miscellaneous/Other	401,663,830	432,723,076	418,082,524	429,279,031
Grand Total	470,380,089	519,380,177	497,885,832	521,079,006