

OREGON DEPARTMENT OF REVENUE

2013–2015

Agency Request Budget



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Agency Request Budget

2013-15

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CERTIFICATION

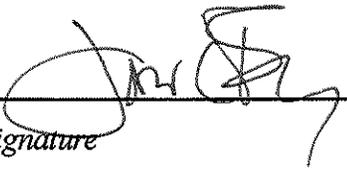
I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the arithmetic accuracy of all numerical information has been verified.

Department of Revenue

955 Center Street NE, Salem, OR 97310

Agency Name

Agency Address


Signature

Director

Title

Notice: Requests of those agencies headed by a board or commission must be approved by those bodies of official action and signed by the board or commission chairperson. The requests of other agencies must be approved and signed by the agency director or administrator.

Agency Request

Governor's Recommended

Legislatively Adopted

Budget Page

**76th OREGON LEGISLATIVE ASSEMBLY – 2011 Regular Session
BUDGET REPORT AND MEASURE SUMMARY**

MEASURE: HB 5040-A

JOINT COMMITTEE ON WAYS AND MEANS

**Carrier – House: Rep. Eyre Brewer
Carrier – Senate: Sen. Whitsett**

Action: Do Pass as Amended and as Printed A-Engrossed

Vote: 25 – 0 – 0

House – Yeas: Beyer, Buckley, Cowan, Freeman, Garrard, Komp, Kotek, McLane, Nathanson, Nolan, Richardson, G. Smith, Thatcher, Whisnant
– Nays:
– Exc:

Senate – Yeas: Bates, Devlin, Edwards, Girod, Johnson, Monroe, Nelson, Thomsen, Verger, Whitsett, Winters
– Nays:
– Exc:

Prepared By: Jim Carbone, Department of Administrative Services

Reviewed By: Laurie Byerly, Legislative Fiscal Office

Meeting Date: June 15, 2011

Agency
Department of Revenue
Emergency Fund

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Biennium
2011-13

Budget Summary*

	2009-11		2011-13		Committee Change from		
	Legislatively Approved Budget (1)	Current Service Level	Governor's Budget	2011-13 Committee Recommendation	2009-11 Leg Approved	\$ Change	% Change
<u>Department of Revenue</u>							
General Fund	\$ 143,053,692	\$ 167,090,664	\$ 151,329,855	\$ 146,632,440	\$ 3,578,748	+2.5%	
Other Funds	37,750,575	41,424,261	44,962,544	34,286,317	(3,464,258)	-9.2%	
Other Funds - Non Limited	263,830	270,162	1,945,006	1,945,006	1,681,176	+637.2%	
Total:	\$ 181,068,097	208,785,087	198,237,405	182,863,763	1,795,666	+1.0%	

Position Summary

Department of Revenue

Authorized Positions	1,109	1,086	1,053	1,051	-58
Full-time Equivalent (FTE) Positions	1,027.14	1,019.40	992.84	990.84	-36.30

(1) Includes adjustments through March 2011.

* Excludes Capital Construction expenditures

Emergency Fund

General Fund - Special Purpose Appropriations
Department of Revenue ERA-NPH

2,900,000

Summary of Revenue Changes

The Department of Revenue (DOR) administers the state's income tax and property tax programs. In addition, the Department collects revenue from a variety of sources and transfers it to various state and local agencies. These revenue sources include taxes on: a) cigarettes and other tobacco products; b) amusement devices; c) payroll (for local mass-transit); d) timber, oil, and gas severance; and e) the harvesting of forest products. The Department also collects and distributes hazardous substance fees, court fines and assessments, and taxpayer check-off donations; serves as the collection agency for fines, forfeitures, and assessments owed to state agencies; and administers property tax relief programs for senior citizens and persons with disabilities. The agency will need to reconcile revenue accounts to align with adjustments to these revenue streams consistent with updated revenue forecasts and legislative changes.

The recommended budget includes a policy package that will increase the state's General Fund revenue stream:

- Package 199 – Audits, Filing Enforcement & Collections adds capacity for filing enforcement, audits, collections, and taxpayer assistance effort. In 2011-13, these resources will generate \$14.7 million in General Fund revenue above the December 2010 forecast amount.

The Legislative Revenue Office's fiscal impact statement is consistent with this adjustment.

Summary of General Government Subcommittee Action

For the 2011-13 biennium, the Subcommittee approved a budget of \$182,863,763 total funds and 1,051 positions (990.84 FTE). This funding level is 1.0 percent above the 2009-11 Legislatively Approved Budget.

The Subcommittee approved the following budget adjustments across all agency divisions:

- Package 085, Package 086, and Package 087, which continue the June 2010 General Fund allotment reductions, eliminate inflation, and decrease projected personal services costs by 5.5 percent.
- Package 801 – Targeted Statewide Adjustments. This package implements a statewide reduction included in the Co-Chairs' Budget, which is a 6.5 percent reduction from total General Fund Services and Supplies expenditures in the Governor's Recommended Budget. This is in addition to Package 086, which eliminated most Services and Supplies inflation originally built into the budget.
- Package 819 – Supplemental Statewide Ending Balance. This 3.5 percent across-the-board General Fund reduction is intended to be applied against spending levels in the second year of the biennium and not to affect program delivery in the first year. To reinforce that intent, the agency's budget bill includes specific language allowing the agency to expend up to 54 percent of its total biennial General Fund appropriation in the first year of the biennium.

The amount of the reduction for the supplemental ending balance may be restored to the agency during the February 2012 session for the second year of the biennium depending on economic conditions. Therefore, the Co-Chairs of the Joint Committee on Ways and Means expect the agency director to closely monitor the quarterly revenue forecast and other economic indicators to gauge adequacy of funding in the second year and manage the budget accordingly.

The Subcommittee made other adjustments specific to each division; these are detailed below along with items of note from the standard package adjustments described above.

Executive Section

Only standard package adjustments were made by the Subcommittee in this division; carrying forward the 2009-11 allotment reductions resulted in the elimination of one clerical position and one public affairs specialist position.

General Services Section/Strategic Policy Division

In addition to standard adjustments, the Subcommittee approved Package 090, Budget and Management Analyst Adjustments. This package shifts the cost of third-party charges for collection activities away from the General Fund and to delinquent taxpayers. The agency will continue to incur these costs, but will pay them with revenue from a fee passed on to the delinquent taxpayer, as allowed under ORS 293.231. The fees cannot exceed the actual collection fee of the private collection agency or other third-party service provider.

The Subcommittee did not approve Policy Package 121 – Core System Replacement, which requested \$10.7 million Other Funds expenditure limitation for the first phase of an extensive systems replacement project. The project, which is expected to take seven years to complete, is estimated to require an initial one-time investment of approximately \$92 million. The project is expected to generate a three to one return on investment, or about \$315 million, over the first eight-year period. The Department anticipates taking advantage of that return by using a “benefits-based” contract to complete the project. This type of funding model would allow the agency to pay for the project out of the additional funds collected and directly attributable to the project.

In order to further refine both project costs and the specifics of the funding model, the Department plans to issue a Request for Proposal (RFP) in June 2011. With that information obtained and analyzed, the agency would likely bring forward a budget request during the 2012 Legislative Session. In addition, the Department acknowledged that there is some additional work to do on the project’s business case and foundational planning documentation. With that discussion in mind, the Subcommittee adopted the following budget note:

Budget Note

The Department of Revenue is directed to further develop its foundational project planning for the Core Systems Replacement Project. While a significant amount of work has already gone into the initial business case, DOR needs to complete additional foundational work to ensure project readiness prior to seeking final legislative project and funding approval. By January 1, 2012, the Department shall submit a report on the updated foundational project planning documentation, business case, and funding plan to the Legislative Fiscal Office (LFO) for review and approval. In addition, prior to seeking funding approval, the Department will submit a report on the project to the Joint Legislative Audits and Information Management and Technology Committee for its review and approval. The foundational planning documents and business case updates should include the following:

Foundational Requirements	Products
1. Requirements Analysis	A detailed requirements document (i.e. functional, non-functional, operational, security, data, legal, design, performance, etc.) based upon quality use cases, needs to be developed to clearly define the scope and needs related to replacing DOR’s current core application systems and related databases. This document will be a key component of DOR’s RFP process
2. Key Strategies and Assumptions Document	A document describing the key project strategies, assumptions, and mitigation strategies (i.e. customization strategy, etc.) needs to be developed to help mitigate major risks related to the Core System Replacement Project.

3. Architectural Models	A set of high-level conceptual “as-is” and “to-be” architectural (i.e. business, data, information, applications, and security domains) models needs to be developed to help guide COTS product selection. A set of architectural principles needs to be established for each architectural domain.
4. Business Models	A robust “as-is” business model for the major business functions, business rules, application, data, security, interfaces, and infrastructure of DOR’s current environment that are going to be replaced by the solution selected for the Core System Replacement Project.
5. Best Practices	A more detailed analysis of “IT best practices” and associated “lessons learned” from similar projects in other states needs to be conducted.
6. Legal Analysis	A legal analysis of key legal questions/issues that may result from a major reengineering of DOR’s core business, application, and data environment.
7. RFP Development, Execution, and Evaluation	A detailed RFP based upon a quality set of requirements (#1 above) needs to be developed. Vendor proposals need to be evaluated via a well-defined selection methodology and criteria. Key risks associated with each vendor proposal need to be identified and included in the selection methodology
8. COTS Package Review	A review of the results of the RFP to evaluate the most promising candidates among Commercial-Off-The-Shelf (COTS) products needs to be conducted.
9. Conduct Site Visits	Formal visits of the higher-ranking COTS package vendors need to be conducted to review results, best practices, implementation approaches, and data conversion strategies.
10. Business Case Update	The actual Core Systems Replacement Project Business Case documentation needs to be updated with the findings from items #1-#9 above.
11. High-Level Risk Analysis and Mitigation Plan	As part of the update of the Business Case, a detailed risk analysis, plus an associated risk mitigation plan needs to be developed to focus on all major risks that have been identified for the project.
12. Revised High-Level Work Plan and Budget	A work plan and budget for the proposed solution (covering development, maintenance, implementation, and operational elements) including a work breakdown structure (WBS), schedule, estimates, resource/staffing plan, and financial plan needs to be developed.

The Subcommittee approved Package 802 – Vacant Position Savings, abolishing one position (1.00 full-time equivalent). The eliminated position is a management Operations and Policy Analyst 3 position located in the Strategic Policy Division.

Another budget note, which reflects discussion around the agency’s core systems replacement project and how it fits within DOR’s overall strategy to improve business processes and performance outcomes, was approved:

Budget Note

The Subcommittee expects the Agency Management Team and Strategic Planning Division (SPD) at the Department of Revenue to demonstrate its leadership and effectiveness across all aspects of the Department of Revenue's programs; not only those supporting the core systems replacement project. Accordingly, the Department is directed to report their progress to the Joint Committee on Ways and Means during the 2012 Legislative Session on the following:

1. Results from actions led by SPD to improve the agency's business practices and processes. What activities or steps have been taken to make the agency more effective and efficient? What process improvement activities have you accomplished? What training and tools have been implemented to continually improve the organization? What metrics have informed operational decisions to improve efficiency and effectiveness of the major programs?
2. Enhancing and improving voluntary compliance which includes strategies to address tax gap. How is SPD guiding the agency to develop strategic plans, tools, and measures to identify the tax gap? What is SPD doing to identify reasons for noncompliance and taxpayer trends? What measures are in place to measure the gap and how agency activities influence it? What are the next steps for SPD in this area? How is SPD implementing the lessons learned in the agency?
3. Efforts to ensure that frontline staff are being listened to and are engaging in the agency's strategic plan. What deliverables from frontline staff and managers are implemented on time and within budget? What are employee survey results telling agency management? What training has SPD and HR given managers to improve employee engagement? Is it reflected in the performance management system?

Administrative Services Division

In this division a total of 28 positions are eliminated in Package 085 – Allotment Reduction Roll-ups. Thirteen of the positions are in information technology job classifications, 13 are in clerical and administrative support classifications and 2 are management/policy positions. These positions were held vacant during 2011-13 to help balance the statewide budget.

The Subcommittee approved Package 199 - Audits, Filing Enforcement and Collections. Similar packages are included in Personal Tax and Compliance Division, and the Business Division. Collectively they will generate an additional \$14.7 million in General Fund revenue above the December 2010 revenue forecast amount. In this division, the package adds two information systems specialist positions, which will provide the technical assistance and system expertise to support audit and collection efforts. Also approved was Package 802 – Vacant Position Savings, abolishing one position (1.00 full-time equivalent). The eliminated position is an Information Systems Specialist 2 position in the Production Control Unit.

Property Tax Division

In this division a total of 11 positions are eliminated in Package 085 – Allotment Reduction Roll-ups. About half the positions perform appraiser analyst functions, while the rest are program and technical support positions.

The Subcommittee approved Package 090 - Budget and Management Analyst Adjustments. This package eliminates two Appraiser Analyst 3 positions (2.00 full-time equivalents).

Personal Tax and Compliance Division

In this division, a total of 22 positions were eliminated in Package 085 (Allotment Reduction roll-Ups). Please note that 21 of these positions, or their equivalents, are reauthorized in Package 199 (see below).

The Subcommittee approved Package 090 - Budget and Management Analyst Adjustments. This package restores one Administrative Specialist 1 position that was eliminated in Package 085 (Allotment Reduction Roll-Ups). The position was not held vacant for allotment reductions so it is restored. The cost of the position is offset by a corresponding reduction in Services and Supplies, so there is no net cost for this package.

The Subcommittee approved Package 152 - Audit Revenue Reprioritization. This package, included in the Governor's Budget, uses General Fund to continue funding two audit units that were funded in 2009-11 with Other Funds from the Tax Amnesty program. Amnesty revenue will not be available in 2011-13, so General Fund is used to support the units. The additional revenue that is generated by these units previously funded the Building Opportunities for Oregon Small Business Today (BOOST) program. However, the Subcommittee approved directing the additional \$18 million in gross revenue generated by these units in 2011-13 to the General Fund to support more critical budget priorities. There is a companion package in the Business Division; authorizing legislation will be part of a budget program change bill.

The Subcommittee approved Package 199 - Audits, Filing Enforcement and Collections. Similar packages are included in Administrative Services Division and the Business Division. Collectively they will generate an additional \$14.7 million in General Fund revenue above the December 2010 revenue forecast amount. In this division, the package adds 21 positions: five Revenue Agent 1's for revenue collections; four Tax Auditor 1's; one Tax Auditor 2 for more complex audits; one Operations Analyst for program processes and reporting; one Administrative Specialist 1 for filing enforcement; four Office Specialist 1's to support audit and collections efforts; one Office Specialist 2 for customer service and payment processing in the Eugene field office; and four Public Service Representatives 3's for telephone and in person taxpayer help.

Business Division

The Subcommittee's recommendation for Package 086 – Allotment Reduction Roll-ups included the elimination of 16 positions. Ten of these, or their equivalents, are reauthorized in Package 199 (see below).

The Subcommittee approved Package 090 - Budget and Management Analyst Adjustments. This package restores one Office Specialist 2 position that was eliminated in Package 085 (Allotment Reduction Roll-Ups). The position was not held vacant for allotment reductions so it is restored. The cost of the position is offset by a corresponding reduction in Services and Supplies, so there is no net cost for this package.

The Subcommittee approved Package 152 - Audit Revenue Reprioritization. This package, also included in the Governor's Budget, uses General Fund to continue funding two audit units that were funded in 2009-11 with Other Funds from the Tax Amnesty program; amnesty revenue will not be available in 2011-13. Previously, the revenue generated by these units funded the BOOST program. However, the Subcommittee

recommends that the additional \$18 million in gross revenue generated by these units in 2011-13 be redirected to the General Fund to support more critical budget priorities. There is a companion package in the Personal Tax and Compliance Division; authorizing legislation will be part of a budget program change bill.

The Subcommittee approved Package 163 - Other Agency Accounts Permanent Funding. This package, included in the Governor's Budget, continues 13 limited duration positions as permanent for collections activities on behalf of other agencies. These positions were initially approved as limited duration in 2009-11 primarily due to uncertainty about a Judicial Department proposal to expand its in-house collection efforts. That proposal did not go forward and, instead, Judicial increased the number of accounts being sent to the Department of Revenue for collection from about 12,000 new account assignments per month up to 16,000-20,000 new accounts per month.

The Subcommittee approved Package 199 - Audits, Filing Enforcement and Collections. Similar packages are included in Administrative Services Division and Personal Tax and Compliance Division. Collectively they will generate an additional \$14.7 million in General Fund revenue above the December 2010 revenue forecast amount. In this division, the package adds ten positions: four Revenue Agent 1's to collect liabilities for withholding and corporate tax programs; two Tax Auditor 1's for audits of domestic and multi-state/limited corporations; two Tax Auditor 2's for more complex audits of multi-jurisdictional corporations; one Senior Economist for tax policy analysis; and one Operations and Policy Analyst.

The Subcommittee discussed the agency's efforts to improve its collection and audit efforts and increase the state's return on its investment in the Department. The agency explained actions it is taking to implement guidance from a Secretary of State audit report issued in August 2010 that focused on strategies for increasing income tax compliance and revenue collections. The Subcommittee adopted the following budget note:

Budget Note

The Department of Revenue is directed to work with the Office of Economic Analysis and the Legislative Revenue Office to develop a methodology to determine what portions of the state's personal and corporate income tax receipts are attributable to the enforcement work (audit and collection efforts) performed at the Department of Revenue. The intent is to quantify the return on investments made in the agency's enforcement resources and to use that information to help inform decisions about potential future investments. In addition, a baseline calculation for enforcement efforts can be used to delineate between enforcement revenues and revenues from voluntary collections within the context of the quarterly revenue forecast.

Prior to formally adopting a methodology, the Department will report on its proposed methodology to the House and Senate Revenue Committees (either interim or session). In addition, the Department will report to the Joint Committee on Ways and Means during the 2012 Legislative Session on the methodology and a plan for integrating it into budget development for the 2013-15 biennium.

Elderly Rental Assistance

The Subcommittee approved Package 085 - Allotment Reduction Roll-Ups and Package 090 - Analyst Adjustments. However, these packages, which eliminated the program, were subsequently restored in Package 811.

The Subcommittee approved Package 811 - Mitigate GRB Reductions in ERA-NPH. This package restores \$3 million General Fund, which is intended to cover the Elderly Rental Assistance and Non-Profit Homes for the Elderly programs for the first year of the biennium. Payments are usually made in October and, under statute, can be prorated if funding is insufficient.

Special Purpose Appropriation

Another \$2.9 million General Fund is recommended for a Special Purpose Appropriation in the Emergency Fund, to be used in the second half of the biennium. A budget note was also adopted directing the Department to work with state agencies to evaluate potential program changes and funding requirements. A report from this workgroup is due during the February 2012 Legislative Session and is expected to inform decision makers on how best to plan for the future of these programs and eventually allocate funding from the Special Purpose Appropriation.

Budget Note

The Department of Revenue together with Oregon Housing and Community Services and the Department of Human Services shall convene a workgroup to review and report on the Elderly Rental Assistance and the Non-profit Homes for the Elderly programs. The overall charge of the workgroup is to provide the Legislature enough information to determine whether or how the programs should be continued beyond the 2011-13 biennium.

The review and report should include an analysis of each program's purpose and performance outcomes, along with current and future funding requirements. The work group should also identify to what extent other state or federal services to the elderly overlap or duplicate these two programs.

The work group shall develop a range of service delivery and funding options for the programs. These should include, but are not limited to, complete program elimination, consolidation with other existing programs, or maintenance of the current structure.

The agencies shall provide a report to the Joint Committee on Ways and Means during the February 2012 Legislative Session.

Summary of Performance Measure Action

See attached Legislatively Adopted 2011-13 Key Performance Measures form.

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

HB 5040-A

Department of Revenue
Jim Carbone -- (503) 378-3619

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
2009-11 Legislatively Approved Budget at March 2011 *	\$ 143,053,692	\$ 0	\$ 37,750,575	\$ 263,830	\$ 0	\$ 0	\$ 181,068,097	1,109	1,027.14
2011-13 ORBITS printed Current Service Level (CSL)*	\$ 167,090,664	\$ 0	\$ 41,424,261	\$ 270,162	\$ 0	\$ 0	\$ 208,785,087	1,086	1,019.40
2011-13 Governor's Recommended Budget*	\$ 151,329,855	\$ 0	\$ 44,962,544	\$ 1,945,006	\$ 0	\$ 0	\$ 198,237,405	1,053	992.84
<u>SUBCOMMITTEE ADJUSTMENTS (from GRB)</u>									
SCR 001 - Executive Section									
Package 801 - Targeted Statewide Adjustment									
Services and Supplies	\$ (71,153)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (71,153)	0	0.00
Package 819 - Supplemental Statewide Ending Balance									
Personal Services	\$ (85,868)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (85,868)	0	0.00
Services and Supplies	\$ (38,309)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (38,309)	0	0.00
SCR 002 - General Services Section/Strategic Policy Division									
Package 121 - Core System Replacement - DENIED									
Services and Supplies	\$ 0	\$ 0	\$ (10,650,000)	\$ 0	\$ 0	\$ 0	\$ (10,650,000)	0	0.00
Package 801 - Targeted Statewide Adjustment									
Services and Supplies	\$ (244,985)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (244,985)	0	0.00
Package 802 - Vacant Position Savings									
Personal Services	\$ (170,690)	\$ 0	\$ (14,842)	\$ 0	\$ 0	\$ 0	\$ (185,532)	(1)	(1.00)
Package 819 - Supplemental Statewide Ending Balance									
Personal Services	\$ (61,566)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (61,566)	0	0.00
Services and Supplies	\$ (131,916)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (131,916)	0	0.00
SCR 003 - Administrative Services Division									
Package 801 - Targeted Statewide Adjustment									
Services and Supplies	\$ (944,001)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (944,001)	0	0.00
Package 802 - Vacant Position Savings									
Personal Services	\$ (130,926)	\$ 0	\$ (11,385)	\$ 0	\$ 0	\$ 0	\$ (142,311)	(1)	(1.00)
Package 819 - Supplemental Statewide Ending Balance									
Personal Services	\$ (1,176,486)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (1,176,486)	0	0.00
Services and Supplies	\$ (508,267)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (508,267)	0	0.00
Capital Outlay	\$ (6,087)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (6,087)	0	0.00

*E js Capital Construction Expenditures

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE	
			LIMITED	NONLIMITED	LIMITED	NONLIMITED				
SCR 004 - Property Tax Division										
Package 801 - Targeted Statewide Adjustment										
Services and Supplies	\$ (183,842)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (183,842)	0	0.00	
Package 819 - Supplemental Statewide Ending Balance										
Personal Services	\$ (407,172)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (407,172)	0	0.00	
Services and Supplies	\$ (98,983)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (98,983)	0	0.00	
Capital Outlay	\$ (152)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (152)	0	0.00	
SCR 005 - Personal Tax and Compliance										
Package 801 - Targeted Statewide Adjustment										
Services and Supplies	\$ (467,687)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (467,687)	0	0.00	
Package 819 - Supplemental Statewide Ending Balance										
Personal Services	\$ (1,775,945)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (1,775,945)	0	0.00	
Services and Supplies	\$ (251,831)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (251,831)	0	0.00	
Capital Outlay	\$ (12,170)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (12,170)	0	0.00	
SCR 006 - Business Division										
Package 801 - Targeted Statewide Adjustment										
Services and Supplies	\$ (187,586)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (187,586)	0	0.00	
Package 819 - Supplemental Statewide Ending Balance										
Personal Services	\$ (639,500)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (639,500)	0	0.00	
Services and Supplies	\$ (101,032)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (101,032)	0	0.00	
Capital Outlay	\$ (1,261)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (1,261)	0	0.00	
SCR 019 - Elderly Rental Assistance										
Package 811 - Mitigate Reductions in ERA-NPH										
Special Payment Acct. 6060	\$ 3,000,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,000,000	0	0.00	
TOTAL ADJUSTMENTS	\$ (4,697,415)	\$ 0	\$ (10,676,227)	\$ 0	\$ 0	\$ 0	\$ (15,373,642)	(2)	(2.00)	
SUBCOMMITTEE RECOMMENDATION *	\$ 146,632,440	\$ 0	\$ 34,286,317	\$ 1,945,006	\$ 0	\$ 0	\$ 182,863,763	1,051	990.84	
% Change from 2009-11 Leg Approved Budget	2.5%	0.0%	-9.2%	637.2%	0.0%	0.0%	1.0%	-5.2%	-3.5%	
% Change from 2011-13 Current Service Level	-12.2%	0.0%	-17.2%	619.9%	0.0%	0.0%	-12.4%	-3.2%	-2.8%	
% Change from 2011-13 Gov's Recommended Budget	-3.1%	0.0%	-23.7%	0.0%	0.0%	0.0%	-7.8%	-0.2%	-0.2%	
EMERGENCY BOARD										
Special Purpose Appropriation										
ERA/NPH Second Year	\$ 2,900,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,900,000			

*Excludes Capital Construction Expenditures

Legislatively Approved 2011-2013 Key Performance Measures

Agency: REVENUE, DEPARTMENT of

Mission: We make tax systems work to fund the public service that preserve and enhance the quality of life for all citizens.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2012	Target 2013
1 - Dollars Collected Per Revenue Agent Per Month (Personal Income Tax)		Approved KPM	118,265.00	121,000.00	123,000.00
2 - Percent of Property Taxes Collected.		Approved KPM	93.40	93.80	93.80
3 - Percent of Assessor's Maps Digitized in a GIS Format.		Approved KPM	69.00	95.00	95.00
5 - Personal Income Tax Nonfiler Assessments Issued Per Employee Per Month.		Approved KPM	49.00	45.00	45.00
6 - Personal Income Tax and Corporation Tax Cases Closed Per Revenue Agent Per Month.		Approved KPM	159.00	170.00	170.00
7 - Delinquent Returns Filed After Compliance Contact Per Filing Enforcement Employee Per Month.		Approved KPM	25.00	26.00	26.00
8 - Average Days to Process Personal Income Tax Refund.		Approved KPM	12.00	12.00	12.00
9 - Percent of Personal Income Tax Returns Filed Electronically		Approved KPM	67.00	71.00	72.00
10 - Employee Work Environment (based upon a scale of 1-6)		Approved KPM	4.34	5.00	5.00
11 - Employee Training Per Year (percent receiving 20 hours per year).		Approved KPM	38.00	60.00	60.00
12 - Customer Service: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.		Approved KPM		96.00	96.00
12 - Customer Service: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.	Accuracy	Approved KPM	91.21	96.00	96.00

Agency. REVENUE, DEPARTMENT of

Mission: We make tax systems work to fund the public service that preserve and enhance the quality of life for all citizens.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2012	Target 2013
12 - Customer Service: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.	Availability of Information	Approved KPM	86.34	96.00	96.00
12 - Customer Service: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.	Expertise	Approved KPM	93.34	96.00	96.00
12 - Customer Service: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.	Helpfulness	Approved KPM	95.73	96.00	96.00
12 - Customer Service: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.	Overall	Approved KPM	86.65	96.00	96.00
12 - Customer Service: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.	Timeliness	Approved KPM	88.84	96.00	96.00
13 - Effective Taxpayer Assistance: Provide the most effective taxpayer assistant services by a data-driven combination of direct assistance and electronic self-help services.		Approved KPM			

LFO Recommendation:

1. Approve the Key Performance Measures as proposed by the Department of Revenue. 2. If the agency is unable to provide data for KPM #13 (Effective Taxpayer Assistance) by the 2013 Legislative Session, the agency needs to develop an alternative KPM or KPMs to capture its performance in this area.

Sub-Committee Action:

The Subcommittee approved the Legislative Fiscal Office recommendation.

**76th OREGON LEGISLATIVE ASSEMBLY – 2011 Regular Session
BUDGET REPORT AND MEASURE SUMMARY**

MEASURE: SB 5508-A

JOINT COMMITTEE ON WAYS AND MEANS

**Carrier – House: Rep. Richardson
Carrier – Senate: Sen. Devlin**

Action: Do Pass as Amended and as Printed A-Engrossed

Vote: 24 – 0 – 1

House – Yeas: Beyer, Buckley, Cowan, Freeman, Garrard, Komp, Kotek, McLane, Nathanson, Nolan, Richardson, G. Smith, Thatcher, Whisnant
– Nays:
– Exc:

Senate – Yeas: Bates, Devlin, Edwards, Girod, Johnson, Monroe, Nelson, Thomsen, Whitsett, Winters
– Nays:
– Exc: Verger

Prepared By: Sheila Baker, Legislative Fiscal Office

Reviewed By: Daron Hill, Legislative Fiscal Office

Meeting Date: June 29, 2011

<u>Agency</u>	<u>Budget Page</u>	<u>LFO Analysis Page</u>	<u>Biennium</u>
Emergency Board	L-1	263	2011-13
Various Agencies			2009-11

2011-13 Budget Summary*

	<u>2009-11 Legislatively Approved Budget</u>	<u>2011-13 Legislatively Adopted Budget</u>	<u>2011-13 Committee Recommendation</u>	<u>Committee Change</u>
<u>Emergency Board</u>				
General Fund - General Purpose	-	-	\$ 25,000,000	\$ 25,000,000
General Fund - Special Purpose Appropriations				
Department of Human Services/ Oregon Health Authority			\$ 8,000,000	\$ 8,000,000
Department of Justice			\$ 2,000,000	\$ 2,000,000
<u>Various Agencies -- see Attachment A</u>				
General Fund	-	-	\$ (3,802,558)	\$ (3,802,558)
General Fund Debt Service	-	-	\$ (17,335,341)	\$ (17,335,341)
Lottery Funds	-	-	\$ (72,114)	\$ (72,114)
Lottery Funds Debt Service	-	-	\$ (24,405,711)	\$ (24,405,711)
Other Funds	-	-	\$ (8,304,448)	\$ (8,304,448)
Other Funds Debt Service	-	-	\$ (25,605,072)	\$ (25,605,072)
Federal Funds	-	-	\$ (2,633,061)	\$ (2,633,061)
<u>ADMINISTRATION PROGRAM AREA</u>				
<u>Department of Administrative Services</u>				
General Fund	-	-	\$ 1,325,000	\$ 1,325,000
Lottery Funds Debt Service	-	-	\$ 903,119	\$ 903,119
Other Funds	-	-	\$ 19,514,631	\$ 19,514,631
<u>Office of the Governor</u>				
General Fund	-	-	\$ 3,000,000	\$ 3,000,000
Federal Funds	-	-	\$ 825,616	\$ 825,616
<u>Secretary of State</u>				
General Fund	-	-	\$ 80,000	\$ 80,000
Other Funds	-	-	\$ 380,312	\$ 380,312
Federal Funds	-	-	\$ 634,419	\$ 634,419

*Excludes Capital Construction

2011-13 Budget Summary*

	<u>2009-11 Legislatively Approved Budget</u>	<u>2011-13 Legislatively Adopted Budget</u>	<u>2011-13 Committee Recommendation</u>	<u>Committee Change</u>
<u>CONSUMER AND BUSINESS SERVICES PROGRAM AREA</u>				
<u>Oregon Health Licensing Agency</u>				
Other Funds	-	-	\$ 46,356	\$ 46,356
<u>Real Estate Agency</u>				
Other Funds	-	-	\$ 496,400	\$ 496,400
<u>ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAM AREA</u>				
<u>Oregon Business Development Department</u>				
Lottery Funds	-	-	\$ 1,300,000	\$ 1,300,000
Other Funds	-	-	\$ 106,207	\$ 106,207
Other Funds Nonlimited	-	-	\$ 10,000,000	\$ 10,000,000
<u>Housing and Community Services Department</u>				
Other Funds	-	-	\$ (4,879,057)	\$ (4,879,057)
<u>Department of Veterans' Affairs</u>				
General Fund	-	-	\$ 800,000	\$ 800,000
<u>EDUCATION PROGRAM AREA</u>				
<u>Department of Education</u>				
General Fund	-	-	\$ 2,327,153	\$ 2,327,153
Lottery Funds	-	-	\$ 2,822,847	\$ 2,822,847
Other Funds	-	-	\$ 625,000	\$ 625,000
<u>Department of Community Colleges and Workforce Development</u>				
General Fund	-	-	\$ 3,900,000	\$ 3,900,000
General Fund Debt Service	-	-	\$ (363,510)	\$ (363,510)
<u>Oregon University System</u>				
General Fund	-	-	\$ (8,974,046)	\$ (8,974,046)
General Fund Debt Service	-	-	\$ 5,660,047	\$ 5,660,047
Other Funds	-	-	\$ 1,753,642	\$ 1,753,642

*Excludes Capital Construction

2011-13 Budget Summary*

	<u>2009-11 Legislatively Approved Budget</u>	<u>2011-13 Legislatively Adopted Budget</u>	<u>2011-13 Committee Recommendation</u>	<u>Committee Change</u>
<u>HUMAN SERVICES PROGRAM AREA</u>				
<u>Department of Human Services</u>				
General Fund	-	-	\$ 2,753,263	\$ 2,753,263
Federal Funds	-	-	\$ 5,077,079	\$ 5,077,079
<u>Oregon Health Authority</u>				
General Fund	-	-	\$ 600,000	\$ 600,000
Other Funds	-	-	\$ 14,205,000	\$ 14,205,000
Federal Funds	-	-	\$ 23,360,000	\$ 23,360,000
<u>JUDICIAL BRANCH</u>				
<u>Judicial Department</u>				
General Fund	-	-	\$ 30,497,095	\$ 30,497,095
General Fund Debt Service	-	-	\$ (486,738)	\$ (486,738)
Other Funds	-	-	\$ (28,627,911)	\$ (28,627,911)
<u>LEGISLATIVE BRANCH</u>				
<u>Legislative Counsel Committee</u>				
Other Funds	-	-	\$ (275,000)	\$ (275,000)
<u>NATURAL RESOURCES PROGRAM AREA</u>				
<u>State Department of Agriculture</u>				
Lottery Funds	-	-	\$ 543,000	\$ 543,000
<u>State Department of Energy</u>				
Other Funds	-	-	\$ 500,000	\$ 500,000
<u>State Department of Fish and Wildlife</u>				
Other Funds Debt Service	-	-	\$ 726,928	\$ 726,928

*Excludes Capital Construction

2011-13 Budget Summary*

	<u>2009-11 Legislatively Approved Budget</u>	<u>2011-13 Legislatively Adopted Budget</u>	<u>2011-13 Committee Recommendation</u>	<u>Committee Change</u>
<u>State Forestry Department</u>				
Other Funds	-	-	\$ 114,881	\$ 114,881
<u>Water Resources Department</u>				
General Fund	-	-	\$ 487,062	\$ 487,062
<u>PUBLIC SAFETY PROGRAM AREA</u>				
<u>Oregon Criminal Justice Commission</u>				
Other Funds	-	-	\$ 176,384	\$ 176,384
<u>Department of Justice</u>				
General Fund	-	-	\$ 600,000	\$ 600,000
<u>Oregon Military Department</u>				
General Fund Debt Service	-	-	\$ 618,000	\$ 618,000
Other Funds	-	-	\$ 7,657,737	\$ 7,657,737
<u>Oregon Youth Authority</u>				
General Fund	-	-	\$ 300,000	\$ 300,000
<u>TRANSPORTATION PROGRAM AREA</u>				
<u>Department of Transportation</u>				
General Fund	-	-	\$ 2,000,000	\$ 2,000,000
Other Funds	-	-	\$ 13,053,627	\$ 13,053,627
<u>2011-13 Budget Summary</u>				
General Fund Total	-	-	\$ 58,985,427	\$ 58,985,427
Lottery Funds Total	-	-	\$ (18,908,859)	\$ (18,908,859)
Other Funds Total	-	-	\$ 1,665,617	\$ 1,665,617
Federal Funds Total	-	-	\$ 27,264,053	\$ 27,264,053

*Excludes Capital Construction

2009-11 Supplemental Appropriations

	<u>2009-11 Legislatively Approved Budget</u>	<u>2009-11 Committee Recommendation</u>	<u>Committee Change</u>
<u>Public Utility Commission</u>			
Other Funds	-	\$ 10,000	\$ 10,000
<u>Oregon University System (Department of Higher Education)</u>			
Federal Funds	-	\$ 3,550	\$ 3,550
<u>Judicial Department</u>			
General Fund	-	\$ 499,999	\$ 499,999
<u>Public Defense Services Commission</u>			
General Fund	-	\$ 802,570	\$ 802,570
<u>Oregon Watershed Enhancement Board</u>			
Federal Funds	-	\$ 800,000	\$ 800,000
<u>Department of Transportation</u>			
Lottery Funds Debt Service	-	\$ 2	\$ 2

2011-13 Position Summary

	<u>2009-11 Legislatively Approved Budget</u>	<u>2011-13 Legislatively Adopted Budget</u>	<u>2011-13 Committee Recommendation</u>	<u>Committee Change</u>
<u>Office of the Governor</u>				
Authorized Positions	-	-	3	3
Full-time Equivalent (FTE) positions	-	-	2.50	2.50
<u>Secretary of State</u>				
Authorized Positions	-	-	1	1
Full-time Equivalent (FTE) positions	-	-	0.50	0.50
<u>Department of Community Colleges and Workforce Development</u>				
Authorized Positions	-	-	1	1
Full-time Equivalent (FTE) positions	-	-	1.00	1.00
<u>Department of Education</u>				
Authorized Positions	-	-	1	1
Full-time Equivalent (FTE) positions	-	-	1.00	1.00
<u>State Commission on Children and Families</u>				
Authorized Positions	-	-	0	0
Full-time Equivalent (FTE) positions	-	-	(0.25)	(0.25)
<u>State Department of Energy</u>				
Authorized Positions	-	-	2	2
Full-time Equivalent (FTE) positions	-	-	2.00	2.00
<u>Water Resources Department</u>				
Authorized Positions	-	-	2	2
Full-time Equivalent (FTE) positions	-	-	2.00	2.00

Summary of Revenue Changes

The General Fund appropriations made in the bill are within resources available as projected in the May 2011 economic and revenue forecast by the Department of Administrative Services Office of Economic Analysis, supplemented by transfers from various agency accounts to the General Fund for general governmental purposes as authorized in Senate Bill 939, plus other actions to reduce state agency expenditures.

Summary of Capital Construction Subcommittee Action

Senate Bill 5508 appropriates General Fund to the Emergency Board for general purpose and targeted special purpose appropriations, and makes other adjustments to individual agency budget and position authority as described below.

Emergency Board

The Emergency Board allocates General Fund and provides Lottery Funds, Other Funds, and Federal Funds expenditure limitation to state agencies for unanticipated needs in approved agency budgets when the Legislature is not in session. The Subcommittee appropriated \$25 million General Fund to the Emergency Board for general purposes.

Senate Bill 5508 makes two special purpose appropriations to the Emergency Board, totaling \$10 million General Fund:

- \$8 million General Fund for the Department of Human Services and/or the Oregon Health Authority for caseloads or costs for programs and services. This appropriation is in addition to the resources, and the special purpose appropriation to the Emergency Board, included in the budget bills for the Department of Human Services (House Bill 5030) and the Oregon Health Authority (Senate Bill 5529).
- \$2 million General Fund for the Department of Justice for: 1) the on-going legal costs associated with the state's defense of the revenue stream generated from the Master Settlement Agreement entered into with major tobacco companies; and 2) the Defense of Criminal Convictions program. This appropriation is in addition to the resources included in the budget bill for the Department of Justice (Senate Bill 5518).

If these special purpose appropriations are not allocated by the Emergency Board before December 1, 2012, any remaining funds become available to the Emergency Board for general purposes.

Adjustments to Approved 2011-13 Budgets

OMNIBUS ADJUSTMENTS

Omnibus adjustments reflect savings in multiple agencies based on reductions in Department of Administrative Services' assessments and charges for services, including the State Data Center; Secretary of State audit assessments; and Office of Administrative Hearings charges. Agencies will need to reconcile these changes in the appropriate line items with consideration for the 6.5% overall reduction in services and supplies applied to most agency budgets and reductions in uniform/self-support rent charges. Debt service costs are also adjusted based on

updated bonding information, including a net \$24.4 million reduction in Lottery Funds debt service costs. The combined results of these changes on individual agency budgets are shown in Attachment A. Total savings are \$21.1 million General Fund, \$24.5 million Lottery Funds, \$33.9 million Other Funds, and \$2.6 million Federal Funds.

ADMINISTRATION

Oregon Department of Administrative Services

Senate Bill 5508 includes General Fund appropriations to the Department for the following programs:

- \$100,000 for the Confluence Project, a collaborative effort of Pacific Northwest tribes, civic groups from Washington and Oregon, artists, architects, and landscape designers. Each of its seven sites along the Columbia River features an art installation interpreting the area's ecology and history.
- \$400,000 for the Boardman Health Clinic, which gives Columbia River Community Health Services the amount needed to complete the funding package for this project. The new 15,000 square foot medical facility replaces a 5,000 square foot building that can no longer expand with the existing footprint.
- \$400,000 for Southwestern Oregon Community College's Curry Campus project. The money will help finish equipping and furnishing the facility.
- \$425,000 for Port Orford to purchase a building for the planned marine reserve research and interpretive center.

The Subcommittee added \$19,514,631 Other Funds for costs of issuance and special payments associated with the distribution of proceeds from several Lottery Bond sales; projects are detailed below and approved in the Lottery Bond bill (House Bill 5036). Also included is \$903,119 Lottery Funds to cover the 2011-13 debt service on those bonds.

- \$3,251,756 Other Funds for disbursement to the Port of Morrow for the purpose of Willow Creek/Sage Center Improvements, including construction of sidewalks or other walkways. For debt service, \$173,981 Lottery Funds is approved.
- \$6,478,890 Other Funds for disbursement to the City of Hermiston for the purpose of acquiring, developing, constructing and equipping the Eastern Oregon Trade Center. For debt service, \$346,294 Lottery Funds is approved.
- \$2,950,809 Other Funds for disbursement to the Milton-Freewater Water Control District for public infrastructure improvements, including levee restoration/repair projects and bridge projects in Milton-Freewater and surrounding areas. For debt service, \$157,711 Lottery Funds is approved.
- \$2,549,322 Other Funds for disbursement to the Oregon Historical Society for payment of mortgage costs associated with the society's storage facility in Gresham. For debt service, \$225,133 Lottery Funds is approved.
- \$4,283,854 Other Funds for disbursement to the Lane Transit District for the West Eugene EmX Extension; this project supports the acquisition, construction and procurement of the components of an extension of the bus rapid transit system in west Eugene. Debt service for this project was included as part of the omnibus adjustments mentioned previously.

Office of the Governor

The Subcommittee appropriated \$3 million General Fund and increased Federal Funds expenditure limitation by \$825,616 for the purpose of implementing Senate Bill 909, which creates the Oregon Education Investment Board and the Early Learning Council. Three positions (2.50 FTE) were also approved: a Chief Investment Officer and Early Learning Systems Director (both Principal Executive/Manager G) and one half-

time Executive Support Specialist 2. An estimated \$354,067 General Fund will be spent on Personal Services and services and supplies. The Governor's Office anticipates expending the balance of the General Fund resources for professional services contracts for change management, development of a school-readiness assessment tool, and development of a comprehensive early childhood education and care budget. The federal funds, from the federal State Early Childhood Advisory Council grant received during the 2009-11 biennium, will support the Early Learning System Director, the half-time executive support position, associated services and supplies and Professional Services costs for the work of the Early Learning Council.

Secretary of State

The budget for the Secretary of State is increased by \$80,000 General Fund for House Bill 2257, which expands electronic filing requirements of statements to the Elections Division; by \$380,312 Other Funds for House Bill 3247, which requires the agency to establish the "One Stop Shop for Oregon Business" internet portal; and by \$634,419 Federal Funds for two federal grants, with the understanding that the Department of Administrative Services will unschedule the Federal Funds expenditure limitation pending award of the grants. One limited-duration Operations and Policy Analyst 2 position (0.50 FTE) is also established for development of the internet portal. The General Fund appropriation is to finance one-time costs and will be phased out in development of the agency's 2013-15 biennium budget. All but \$75,000 of the Other Funds for the internet portal will also be phased out in the development of the 2013-15 biennium budget. The remaining \$75,000 is projected to cover the ongoing maintenance costs of the internet portal.

CONSUMER AND BUSINESS SERVICES

Oregon Health Licensing Agency

The Subcommittee approved \$46,356 Other Funds expenditure limitation to support licensing and regulatory oversight of Polysomnographic Technologists within the Respiratory Therapist and Polysomnographic Technologist Licensing Board, as established in Senate Bill 723. The Other Funds revenue results from applications, licensure, renewals, and other fees associated with licensing the Polysomnographic Technologists.

Real Estate Agency

The Other Funds expenditure limitation for the agency is increased by \$496,400 to cover expenses for an online licensing system. The agency received a \$500,000 limitation for this project during the 2009-11 biennium. However, due to delays in project implementation, vendor payments will not be made until the first quarter of the 2011-13 biennium.

ECONOMIC AND COMMUNITY DEVELOPMENT

Oregon Business Development Department

Senate Bill 5508 establishes \$1.3 million in new Lottery Funds expenditure limitation for the Department. Of this amount, \$1 million is established for identifying regional governance solutions to improve economic development opportunities and for developing a West Coast strategy to create jobs while reducing carbon emissions and the costs of doing business by retrofitting and redesigning the built environment. The remaining \$300,000 is established for a pilot project providing economic gardening services. An additional \$106,207 Other Funds expenditure limitation is provided for payment of costs to issue lottery revenue bonds for the Department. Bond proceeds will provide the source

of these Other Funds. These bonds are associated with the authorization in House Bill 5036 of \$10,000,000 of lottery revenue bond proceeds for infrastructure financing. A total of \$10,000,000 of lottery revenue bond proceeds will be deposited into the Special Public Works Fund and the Water/Waste Water Fund, where they will be used to provide loans and grants to municipalities with eligible infrastructure projects. The Department is authorized to make these loans and grant payments as Nonlimited Other Funds. The Lottery Funds, Other Funds, and Nonlimited Other Funds expenditures are one-time expenditures that will be phased out in the development of the Department's 2013-15 biennium budget.

Of the Lottery Funds available to the Department in the 2011-13 biennium budget, the amount of \$20,000 is designated for the purpose of promoting Oregon businesses at the 2011 and 2012 China International Fairs for Investment & Trade in Xiamen, China.

Housing and Community Services Department

Other Funds expenditure limitation for the Housing and Community Services Department is reduced by \$4,879,057 to reconcile the amount of Lottery Bond proceeds approved in the Capital Construction budget for the purpose of preserving low income housing with expiring federal subsidies. The low income housing preservation package is anticipated to provide gap financing to preserve about 125 units of affordable housing. The total amount approved is \$5,000,000 Other Funds for project costs and \$120,943 Other Funds for costs of issuance.

Department of Veterans' Affairs

Senate Bill 5508 appropriates a total of \$800,000 General Fund to the Department of Veterans' Affairs for the following purposes:

- \$350,000 to augment payments to county veterans' service organizations for the 2011-13 biennium.
- \$350,000 in one-time funding for interim operation of the Military HelpLine service for veterans until federal funding is secured for the service by the Oregon Military Department.
- \$100,000 in one-time funding to provide assistance with medical transportation to veterans who use wheelchairs.

EDUCATION

Department of Education

The State School Fund is adjusted in Senate Bill 5508 to reflect a rebalance of statewide resources, decreasing General Fund and increasing Lottery Funds expenditure limitation by \$2,822,847.

The Subcommittee approved a one-time appropriation of \$150,000 General Fund for the For Inspiration and Recognition of Science and Technology (FIRST) program.

The Oregon Court of Appeals affirmed a ruling against the Department of Education for breach of contract with Vantage Learning which provided standardized testing in Oregon schools. The resulting judgments total \$3.5 million plus accrued interest at 9% per annum from October 2006 to date of payment, which will exceed \$5 million in total. The Subcommittee approved \$5 million General Fund to assist in covering this liability. The Department estimates that approximately \$2.4 million may be available within its existing 2009-11 legislatively approved budget that would otherwise be reverted to the General Fund. The Department is to first utilize its 2009-11 legislatively approved budget to the greatest

extent possible to address the payments due to Vantage Learning; any remaining balance due may be paid from this new appropriation. Any remaining funds from the \$5 million will be disappropriated when the Legislature convenes in 2012.

One position (1.00 FTE) is established for the Director of the Office of Regional Educational Services approved in Senate Bill 250.

The Subcommittee approved an increase of \$625,000 Other Funds expenditure limitation for the Oregon School for the Deaf (OSD) to support building improvements, repairs and maintenance costs, with the understanding that the Department of Administrative Services (DAS) will unschedule \$450,000 pending a joint report from DAS Facilities Division and OSD. The \$175,000 that is not uncheduled is for replacing carpet in the elementary/middle school building and the building used for the infirmary, food service and administration, as the old carpet is a safety hazard for children. Consistent with the direction provided by the Emergency Board in December 2010, the agency and DAS shall bring forward a five-year maintenance plan that is inclusive of funding available within the existing operating budget, community donations, proceeds from the sale of the School for the Blind, and any resources available from other state agencies. The report should also include an update on facility utilization with the improvements sponsored by the Extreme Makeover: Home Edition program. This report shall be considered in conjunction with the work of a legislative interim work group to review deferred maintenance needs and sustainability of the OSD and the staffing model prepared by ODE in response to a budget note adopted with House Bill 5020 (2011) prior to rescheduling the balance of the expenditure limitation.

Department of Community Colleges and Workforce Development

The Subcommittee approved a net increase of \$3.54 million General Fund for the following purposes:

- \$3.4 million General Fund for Oregon's National Career Readiness Certificate (NCRC) and on-the-job training programs which support the Governor's "Getting Oregon Back to Work" initiative. The Subcommittee also approved establishing one limited duration Program Analyst position (1.00 FTE) to support the NCRC. The position is grant funded and the Department has sufficient Federal Funds expenditure limitation.
- \$500,000 General Fund for a one-time expenditure of \$100,000 to the Trucking Solutions Consortium for administration and \$400,000 for a loan program for students participating in commercial driver license training. These loans are not part of a State program and funding is provided only to establish the private program.
- Decreased debt service by \$363,510 to reflect updated principal and interest payments following the April 2011 sale of Article XI-G bonds.

Oregon University System

The Oregon University System (OUS) budget is adjusted in Senate Bill 5508 to reflect the fiscal impact of Senate Bill 242. The OUS budget was reduced \$7,440,000 General Fund to reflect the System now retaining interest on all monies it receives. The interest on tuition and other revenues was previously deposited in the General Fund. To mitigate the impact of this change on the General Fund, OUS agreed to a reduction in its base budget to offset the lost General Fund revenues. OUS is further directed to phase-out an additional \$14,603,000 General Fund during development of its 2013-15 budget request to reflect the 2013-15 lost General Fund revenue estimate of \$22,043,000. Additional changes due to approval of Senate Bill 242 include a \$1,947,230 General Fund reduction to eliminate funding included in the budget to pay Department of Justice costs now that OUS will no longer be represented by the State. OUS estimates it will cost more to retain outside legal counsel, however, so the budget was increased by \$2,307,230 Other Funds to accommodate the increase in legal costs. Reductions of \$236,816 General Fund and

\$1,018,168 Other Funds are made to reflect OUS not paying DAS assessments after July 1, 2012. Additional Other Funds adjustments related to the fiscal impact of Senate Bill 242 include adding \$250,000 for a risk management consultant, \$200,000 for a study on alternative health plans, and \$14,580 due to increasing the membership of the Board of Higher Education to 15 people. Overall, these changes reduce the OUS budget for education and general services by \$9.6 million General Fund and add \$1.8 million Other Funds expenditure limitation. For complete details on the fiscal effects of Senate Bill 242, see the fiscal impact statement issued for Senate Bill 242-C.

Senate Bill 5508 also appropriates \$5,660,047 General Fund for debt service on outstanding Article XI-Q general obligation bonds. The budget for OUS included no debt service for these bonds, which have largely replaced the use of Certificates of Participation.

The Subcommittee approved an additional \$500,000 General Fund for Dispute Resolution services at the University of Oregon and an additional \$150,000 General Fund for the Labor Education Research Center at the University of Oregon. Both increases were made as one time additions in General Fund support for the 2011-13 biennium only.

HUMAN SERVICES

Oregon Health Authority

The Subcommittee approved an additional \$13.9 million Other Funds and \$23.3 million Federal Funds expenditure limitation for the increased hospital benefits for clients in the Oregon Health Plan Standard program. These increased benefits were part of the hospital provider tax expansion, but were contingent on the passage of Senate Bill 204. For this reason the limitation was not included in Senate Bill 5529, the budget bill for the Oregon Health Authority. The Subcommittee also approved the addition of \$600,000 General Fund to mitigate the reduction to the reimbursement rate for durable medical equipment.

In addition, \$300,000 Other Funds expenditure limitation was added to Public Health to restore funding to the Oregon Trauma System. The Seniors Farmers Market Program was increased by \$5,000 Other Funds and \$60,000 Federal Funds expenditure limitation. Revenues from increased medical marijuana fees will fund the state portion of these two items.

The Subcommittee directed the following budget note related to contracts for managed care plans:

BUDGET NOTE

The Oregon Health Authority (OHA) priority shall be to renew contracts of prepaid managed care plans under contract January 1, 2011 within budgetary constraints. The OHA shall not use a competitive bid process or similar process in the renewal of the contracts for prepaid managed care organizations. OHA will work cooperatively with plans to develop capitation rates using realistic pricing structures which are actuarially sound and which address the fiscal viability of the plans given the budget reductions. This structure should reflect the legislatively approved budget and its reductions as well as the need for federal approval in the most expeditious and fiscally prudent manner.

Department of Human Services

The Subcommittee added \$1.5 million Federal Funds expenditure limitation to the Children, Adults and Families budget, based on a federal bonus for Oregon's low negative error rate in administering the Supplemental Nutrition Assistance Program (SNAP/food stamps). The agency expects to use the one-time federal award to offset General Fund expenditures in program administration. The General Fund will be shifted to the Temporary Assistance to Needy Families (TANF) program budget to continue, for at least the first year of the biennium, the \$50 monthly Post-TANF payments for families who are transitioning from TANF cash assistance to employment. House Bill 5030, the department's budget bill, anticipated eliminating these payments for the full 2011-13 biennium as a budget savings action.

The Subcommittee approved an additional \$500,000 General Fund for Oregon Project Independence. Together with funding in House Bill 5030, this brings program funding to \$9.5 million General Fund for the 2011-13 biennium.

After completion of the DHS budget in House Bill 5030, DHS discovered that the budgeted funding level for Type B Area Agencies on Aging (AAAs), who determine long-term care service and financial eligibility and provide adult protective services for seniors and people with physical disabilities, was not sufficient to fund the AAAs at 85% equity relative to state office costs as was intended. The funding level in House Bill 5030 would instead fund Type B AAAs at 83.7% equity. The Subcommittee approved \$279,161 General Fund and \$260,139 Federal Funds to fund the AAAs at 85% equity through February 2012. This allows time for DHS and the AAAs to review the funding allocation model, overall costs, revenues and caseload trends, with the intent that DHS and the AAAs make a recommendation to the 2012 Legislative Assembly for addressing this issue for the balance of the 2011-13 biennium.

An additional \$2 million General Fund and \$3.3 million Federal Funds was approved to partially restore rate reductions slated for certain providers of developmental disability (DD) comprehensive services. The budget continues the DD provider rate reductions implemented as part of the DHS allotment reductions for the 2009-11 biennium, but the added funding will avoid, at least through February 2012, further reductions otherwise expected for the 2011-13 biennium. The added funding will delay the October 1, 2011 4% comprehensive services rate reduction through February 2012 for Adult Supportive Living Services, Adult and Children's 24-Hour DD Residential Services, Employment Services and Children's Proctor Care; and fund brokerage administration at 89% of equity. The funding will not impact the following reductions set to take effect October 1, 2011: 10% reduction to Adult DD Foster Care providers and Community Developmental Disability Programs; a further 4% reduction in Children's DD Foster Care; and a 4% reduction to non-Alternatives to Employment program transportation.

State Commission on Children and Families

An additional 0.25 FTE reduction is made as a technical adjustment to reflect the Commission's final staffing plan to implement its legislatively adopted budget in Senate Bill 5550.

JUDICIAL BRANCH

Judicial Department

The Subcommittee approved adjustments to the budget for the Judicial Department as follows:

- House Bill 2710 transfers funding of the Collection and Revenue Management Program from Other Funds back to the General Fund. This results in a \$28.2 million Other Funds expenditure limitation reduction, with General Fund appropriations of \$9.3 million for third party debt collection fees and \$18.9 million for Personal Service and services and supplies costs. This action does not result in any change to the Department's positions or FTE.
- A General Fund appropriation of \$2 million for Trial and Appellate level operations costs.
- General Fund appropriations for payments to the Oregon Law Commission (\$223,000) and the Council on Court Procedures (\$52,000).
- An Other Funds reduction of \$405,816 for the costs of issuance for Oregon eCourt Program Article XI-Q bonds. The Department's budget will retain \$100,000 for the \$6 million of Article XI-Q bonds approved in House Bill 5005.
- A General Fund Debt Service reduction of \$486,738, which reflects a lower Article XI-Q bond issuance for the Oregon eCourt Program than was assumed in the Governor's recommended budget.

LEGISLATIVE BRANCH

Legislative Counsel Committee

The Other Funds expenditure limitation for the Legislative Counsel Committee is decreased by \$275,000 for payments to the Oregon Law Commission (\$223,000) and the Council on Court Procedures (\$52,000). For the 2011-13 biennium, these two entities will receive a General Fund appropriation through the Oregon Judicial Department (see the Judicial Branch program area narrative above).

NATURAL RESOURCES

State Department of Agriculture

Lottery funds expenditure limitation is increased by \$543,000 on a one-time basis to accommodate 2009-11 carry forward for weed control activities. Due to the excessively wet spring, the Department was unable to complete all the weed control projects originally planned for the 2009-11 biennium.

State Department of Energy

Senate Bill 5508 increases the Department's Other Funds expenditure limitation by \$100,000 for financing and technical assistance to school districts for investments in energy efficiency in the 2011-13 biennium; this includes one limited-duration finance position (1.00 FTE). It also increases Other Funds by \$400,000 for the expenses of one limited-duration Governor's energy policy advisor position (1.00 FTE), for supporting the development of a 10-year plan for energy, and for coordinating other activities related to energy policy within the Office of the Governor and the Department.

The following budget note was approved:

BUDGET NOTE

The Department of Energy will establish a work group to develop policy recommendations to be provided to the Legislature during the February 2012 session relating to large single load customers that result in small utilities being re-designated as large utilities under the renewable portfolio standard. Members of the workgroup shall consist of nine members, appointed as follows:

- The Department of Energy shall appoint:
 - two representatives of the Umatilla Electric Cooperative;
 - one representative of the environmental community;
 - one representative of the natural resource community; and
 - one representative of consumer owned utilities.
- The Co-Speakers of the House of Representatives shall appoint two members, one from each caucus, who shall serve as ex-officio members.
- The Senate President shall appoint two members, one from each caucus, who shall serve as ex-officio members.

A representative of the Governor's office, designated by the Governor, is also invited to participate.

The work group shall:

- examine issues and develop policy recommendations relating to small utilities that have large single load customers, which result in the utilities being reclassified as large utilities under the renewable portfolio standard;
- examine complications resulting from contract requirements between the Bonneville Power Administration and preferred energy customers for Tier II energy contracts, and make recommendations for potential rule or policy changes; and
- submit a report, including findings and recommendations, to the Department of Energy and the interim legislative committees relating to energy and consumer protection no later than February 1, 2012.

Department of Environmental Quality

The Subcommittee approved the following budget note relating to the implementation of new water quality standards:

BUDGET NOTE

By February 15, 2013, DEQ shall report to the Seventy-seventh Legislative Assembly on the status of the water quality standards rules proposed for adoption in June 2011, including whether the rules were adopted by the Environmental Quality Commission (EQC) and approved by the Environmental Protection Agency (EPA). If the standards are adopted and approved, the report shall also include, but need not be limited to:

- the number and types of variances granted;
- a summary of the conditions contained in the variances;
- for each variance application received by DEQ, the cost incurred by a permittee to prepare the variance application as made available by the applicant; and,
- information provided by permittees who applied for a variance on the estimated costs associated with implementing the pollution prevention plan required by the variance and other related fiscal impacts.

By February 15, 2015, DEQ shall report to the Seventy-eighth Legislative Assembly on the status and implementation of the human health toxics standards and any related standards adopted by the EQC and approved by EPA after June 2011. The report shall also include but not be limited to the information listed above.

State Department of Fish and Wildlife

Senate Bill 5508 establishes \$726,928 Other Funds expenditure limitation for State Department of Fish and Wildlife debt service payments for the agency's headquarters building project to be financed with Article XI-Q bonds authorized in HB 5005.

State Forestry Department

The Subcommittee approved an increase of \$414,881 Other Funds for the cost of issuance related to the sale of lottery bonds (\$1.9 million) authorized in House Bill 5036 for the purchase of land in the Gilchrist Forest. The Subcommittee reduced the Private Forests Other Funds expenditure limitation by \$300,000 to remove limitation related to contract services funded by the harvest tax revenue. These services will be accommodated within the Department's total budget authorization for the 2011-13 biennium.

Water Resources Department

Senate Bill 5508 appropriates \$487,062 General Fund to restore a Water Availability Modeler position (\$152,972), a Groundwater Hydrogeologist position (\$159,090) and groundwater research funds (\$125,000) that the Governor's recommended budget proposed to eliminate, and provide \$50,000 services and supplies to contract data systems maintenance and software applications related to the program. Restoring the two positions (2.00 FTE) enables the department to maintain water availability models and hydrographic data needed to make decisions when water right applications, permits, and transfers are evaluated; and identify aquifer boundaries, define water budgets, document the interaction between surface water and groundwater and quantify the impacts of future allocations on senior users and the water resource.

PUBLIC SAFETY

Oregon Criminal Justice Commission

Other Funds expenditure limitation for the Criminal Justice Commission is increased by \$176,384 to provide sufficient limitation for payment to drug courts to comply with the 2005 law that requires the Commission pay 20% of forfeiture collections to drug courts.

Department of Justice

The Subcommittee appropriated \$600,000 General Fund to the Department of Justice for two Crime Victims' programs. The Child Abuse Multidisciplinary Account (CAMI) is to receive \$458,940 General Fund and the Oregon Domestic and Sexual Violence Abuse program is to receive \$141,060 General Fund. These appropriations are in addition to the resources included in the budget bill for the Department of Justice (Senate Bill 5518).

Oregon Military Department

The Subcommittee approved \$7.5 million Other Funds expenditure limitation for the expenditure of Article XI-M seismic rehabilitation bonds approved in House Bill 5005. Additionally, the Subcommittee appropriated \$618,000 in General Fund debt service for the Article XI-M bonds and added \$114,000 Other Funds expenditure limitation for the cost of issuance.

The Subcommittee approved a \$43,737 Other Funds expenditure limitation increase for the cost of issuance of The Dalles Readiness Center's Article XI-Q bonds, as approved in House Bill 5005. This issuance, which will occur late in the 2011-13 biennium, does not have any associated General Fund debt service during the biennium.

Oregon Youth Authority

An additional \$300,000 General Fund is appropriated to the Oregon Youth Authority to enhance funding for east Multnomah County gang intervention services.

TRANSPORTATION

Department of Transportation

The Subcommittee added \$2 million General Fund for Senior and Disabled Transportation operating grants in the Oregon Transportation Department's Public Transit division. Public transit activities include offering mobility grants to communities to ensure equality of opportunity to access transportation systems and services for seniors and individuals with disabilities.

The Subcommittee approved an increase of \$12,503,912 Other Funds expenditure limitation to implement provisions of House Bill 5036 authorizing issuance of lottery bonds for Connect Oregon IV for multimodal transportation projects. This amount includes the cost of issuance and the amount of bond proceeds that is anticipated to be distributed during the biennium.

An additional \$549,715 Other Funds expenditure limitation was approved to correct a calculation error in vacancy savings for Motor Carrier Transportation (\$193,815), Transportation Program Development (\$334,957), and the Transportation Safety Program (\$20,943).

Adjustments to 2009-11 Budgets

Public Utility Commission

Senate Bill 5508 increases the Commission's Other Funds expenditure limitation by \$10,000 for the Board of Maritime Pilots related to Attorney General charges associated with rate cases.

Oregon University System (Department of Higher Education)

Federal Funds expenditure limitation for the Oregon University System is increased by \$3,550. Unallocated federal American Recovery and Reinvestment Act funding is added for 2009-11 to ensure the correct distribution of these funds is maintained between the education sectors as required by the granting authority.

Judicial Department

The Judicial Department budget is increased with a \$499,999 General Fund appropriation for operations. The amount of the appropriation is to ensure that the Department receives seven quarters of House Bill 2287 revenues (\$22,002,005) as anticipated in the Department's 2009-11 legislatively approved budget.

Public Defense Services Commission

The Subcommittee approved a supplemental General Fund appropriation of \$802,570 for the Public Defense Services Account for trial-level public defense. The amount of the appropriation is to ensure that the agency receives seven quarters of House Bill 2287 revenues (\$12,380,573) as anticipated in the Commission's 2009-11 legislatively approved budget.

Oregon Watershed Enhancement Board

Expenditure limitation for this Board is increased by \$800,000 Federal Funds to pay out federal land acquisition grants that the agency expects to expend late in the current biennium.

Department of Transportation

The Subcommittee added \$2 Lottery Funds expenditure limitation for debt service payments for Connect Oregon II for multimodal transportation projects and the Southeast Metro Milwaukie Extension bonds.

Agency Name	Appropriation Description	Bill Number	Section/ Sub	Fund	General Fund	Lottery Funds	Other Funds	Federal Funds
ADMINISTRATION								
ADVOCACY COMMISSIONS OFFICE	Operating Expenses	HB 5001	01	GF	(229)	-	-	-
DEPT OF ADMIN SERVICES	Mill Creek Debt Service	SB 5502	01-02	GF	(114,267)	-	-	-
DEPT OF ADMIN SERVICES	Operating Expenses	SB 5502	02-01	OF	-	-	(1,039,691)	-
DEPT OF ADMIN SERVICES	Debt Service (Other)	SB 5502	02-05	OF	-	-	(625,330)	-
DEPT OF ADMIN SERVICES	Debt Service - OPB	SB 5502	03-01	LF	-	(311,063)	-	-
DEPT OF ADMIN SERVICES	Debt Service - Tillamook FEMA Match	SB 5502	03-06	LF	-	(559,068)	-	-
DEPT OF ADMIN SERVICES	Debt Service - Lane Transit District EmX	SB 5502	03-07	LF	-	238,158	-	-
OREGON STATE TREASURY	Administrative Expenses - Operations	HB 5048	01-01	OF	-	-	(92,844)	-
OREGON STATE TREASURY	Administrative Expenses - College Savings	HB 5048	01-02	OF	-	-	(3,362)	-
RACING COMMISSION	Operating Expenses	SB 5543	01	OF	-	-	(48,788)	-
PUB EMPLOYEES RETIREMNT SYSTEM	Administrative and operating expenses	HB 5039	01-01	OF	-	-	(34,511)	-
SECRETARY OF STATE	Executive Office, BSD, ISD, HRD	HB 5041	01-01	GF	(249)	-	-	-
SECRETARY OF STATE	Elections Division	HB 5041	01-02	GF	(6,360)	-	-	-
SECRETARY OF STATE	Archives Division	HB 5041	01-03	GF	(404)	-	-	-
SECRETARY OF STATE	Executive Office, BSD, ISD, HRD	HB 5041	02-01	OF	-	-	(2,390)	-
SECRETARY OF STATE	Audits Division	HB 5041	02-03	OF	-	-	(4,419)	-
SECRETARY OF STATE	Archives Division	HB 5041	02-04	OF	-	-	(122)	-
SECRETARY OF STATE	Corporation Division	HB 5041	02-05	OF	-	-	10,191	-
SECRETARY OF STATE	Help America Vote Act	HB 5041	03	FF	-	-	-	(45)
LIQUOR CONTROL COMMISSION	Administrative expenses	SB 5522	01-01	OF	-	-	6,755	-
DEPT OF REVENUE	Administrative Expenses	HB 5040	01	GF	(259,006)	-	-	-
DEPT OF REVENUE	Operating Expenses	HB 5040	02	OF	-	-	(56,229)	-
EMPLOYMENT RELATIONS BOARD	Assessments of agencies transferred to DAS	SB 5510	03	OF	-	-	(1,811)	-
OFFICE OF THE GOVERNOR	Operating Expenses	HB 5025	01	GF	(8,746)	-	-	-
OFFICE OF THE GOVERNOR	Economic Revitalization Team	HB 5025	03	LF	-	(943)	-	-
OFFICE OF THE GOVERNOR	Operating Expenses	HB 5025	04	OF	-	-	(862)	-
GOVERNMENT ETHICS COMMISSION	Other Funds	HB 5024	01	OF	-	-	(1,354)	-
OREGON STATE LIBRARY	Operating Expenses	SB 5521	01	GF	(1,859)	-	-	-
OREGON STATE LIBRARY	Operating Expenses - Assessments	SB 5521	03	OF	-	-	(2,711)	-
OREGON STATE LIBRARY	Operating Expenses - Non-Assessment	SB 5521	02	OF	-	-	(71)	-
OREGON STATE LIBRARY	Operating Expenses	SB 5521	04	FF	-	-	-	(1,776)
CONSUMER AND BUSINESS SERVICES								
STATE BOARD OF ACCOUNTANCY	Operating Expenses	SB 5501	01	OF	-	-	(9,129)	-
TAX PRACTITIONERS BOARD	Operating Expenses	HB 5044	01	OF	-	-	(3,095)	-
CONSTRUCTION CONTRACTOR BOARD	Operating Expenses	HB 5012	01	OF	-	-	(10,154)	-
COUNSELORS AND THERAPISTS BRD	Operating Expenses	HB 5015	01	OF	-	-	1,195	-
PSYCHOLOGISTS EXAMINERS BOARD	Operating Expenses	HB 5038	01	OF	-	-	(42,775)	-
CHIROPRACTIC EXAMINERS BOARD	Operating Expenses	HB 5007	01	OF	-	-	3,255	-
CLINICAL SOCIAL WORKERS BOARD	Operating Expenses	HB 5008	01	OF	-	-	(441)	-
OREGON BOARD OF DENTISTRY	Operating Expenses	HB 5017	01	OF	-	-	(7,473)	-
HEALTH RELATED LICENSING BRDS	State Mortuary and Cemetary Board	HB 5028	02	OF	-	-	10,034	-
HEALTH RELATED LICENSING BRDS	Board of Naturopathic Examiners	HB 5028	03	OF	-	-	11,026	-
HEALTH RELATED LICENSING BRDS	Occupational Therapy Licensing Board	HB 5028	04	OF	-	-	(207)	-
HEALTH RELATED LICENSING BRDS	Board of Medical Imaging	HB 5028	05	OF	-	-	(4,822)	-
HEALTH RELATED LICENSING BRDS	State Board of Examiners for Speech-Language Pathology and Audiology	HB 5028	06	OF	-	-	1,452	-

SENATE BILL 5508-A
ATTACHMENT A: 2011-13 Agency Adjustments

Agency Name	Appropriation Description	Bill Number	Section/ Sub	Fund	General Fund	Lottery Funds	Other Funds	Federal Funds
HEALTH RELATED LICENSING BRDS	Oregon State Veterinary Medical Examining Board	HB 5028	07	OF	-	-	4,633	-
OREGON HEALTH LICENSING AGENCY	Operating Expenses	HB 5026	01	OF	-	-	(19,614)	-
BUREAU OF LABOR AND INDUSTRIES	Operating Expenses	SB 5519	01	GF	(10,650)	-	-	-
BUREAU OF LABOR AND INDUSTRIES	Operating Expenses	SB 5519	02	OF	-	-	(3,637)	-
BUREAU OF LABOR AND INDUSTRIES	Operating Expenses	SB 5519	04	FF	-	-	-	(819)
PUBLIC UTILITY COMMISSION	Utility program	SB 5542	01-01	OF	-	-	(5,168)	-
PUBLIC UTILITY COMMISSION	Residential Service Protection Fund	SB 5542	01-02	OF	-	-	(286)	-
PUBLIC UTILITY COMMISSION	Administration	SB 5542	01-03	OF	-	-	(17,065)	-
PUBLIC UTILITY COMMISSION	Board of Maritime Pilots	SB 5542	01-04	OF	-	-	(71)	-
PUBLIC UTILITY COMMISSION	Operating Expenses	SB 5542	02	FF	-	-	-	(36)
DEPT OF CONSUMER/BSN SERVICES	Operating Expenses	HB 5013	01	OF	-	-	(506,788)	-
DEPT OF CONSUMER/BSN SERVICES	Operating Expenses	HB 5013	02	FF	-	-	-	(2,438)
REAL ESTATE AGENCY	Operating Expenses	SB 5544	01	OF	-	-	(33,430)	-
BOARD OF NURSING	Operating Expenses	SB 5527	01	OF	-	-	(55,413)	-
OREGON MEDICAL BOARD	Operating Expenses	SB 5526	01	OF	-	-	(2,002)	-
PHARMACY, OREGON BOARD OF	Operating Expenses	SB 5536	01	OF	-	-	2,463	-
ECONOMIC DEVELOPMENT								
OREGON BUSINESS DEVELOPMENT DEF Arts		SB 5528	01	GF	(1,316)	-	-	-
OREGON BUSINESS DEVELOPMENT DEF Business, Innovation and Trade		SB 5528	02-01	OF	-	-	(912)	-
OREGON BUSINESS DEVELOPMENT DEF Infrastructure Financing		SB 5528	02-02	OF	-	-	(9,335)	-
OREGON BUSINESS DEVELOPMENT DEF Shared Services		SB 5528	02-03	OF	-	-	(1,923)	-
OREGON BUSINESS DEVELOPMENT DEF Arts & Cultural Trust		SB 5528	02-04	OF	-	-	(1,614)	-
OREGON BUSINESS DEVELOPMENT DEF Debt Service		SB 5528	02-05	OF	-	-	-	-
OREGON BUSINESS DEVELOPMENT DEF Business, Innovation and Trade		SB 5528	03-01a	LF	-	(8,976)	-	-
OREGON BUSINESS DEVELOPMENT DEF Shared Services		SB 5528	03-01b	LF	-	(11,753)	-	-
OREGON BUSINESS DEVELOPMENT DEF Debt service on lottery bonds		SB 5528	03-01d	LF	-	(7,636,301)	-	-
OREGON BUSINESS DEVELOPMENT DEF Business, Innovation and Trade		SB 5528	04-01	FF	-	-	-	(8)
OREGON BUSINESS DEVELOPMENT DEF Infrastructure Financing		SB 5528	04-02	FF	-	-	-	(158)
DEPT OF HOUSING/COMMUNITY SVCS	Operating Expenses	SB 5515	01	GF	822	-	-	-
DEPT OF HOUSING/COMMUNITY SVCS	Operating Expenses	SB 5515	02-01	OF	-	-	140,692	-
DEPT OF HOUSING/COMMUNITY SVCS	Debt service on lottery bonds	SB 5515	03	LF	-	(893,958)	-	-
DEPT OF HOUSING/COMMUNITY SVCS	Operating Expenses	SB 5515	04	FF	-	-	-	26,833
DEPT OF VETERANS AFFAIRS	Vets' Services Organizations Payments	SB 5546	01-03	GF	(572)	-	-	-
DEPT OF VETERANS AFFAIRS	Vets' Services Organizations Payments	SB 5546	02-01	OF	-	-	(39,377)	-
DEPT OF EMPLOYMENT	Operating budget	SB 5509	02-01	OF	-	-	1,204,757	-
DEPT OF EMPLOYMENT	Operating budget	SB 5509	05	FF	-	-	-	(365,884)
EDUCATION								
TEACHER STANDARDS/PRACTICES	Operating Expenses	SB 5545	01	OF	-	-	7,367	-
STUDENT ASSISTANCE COMMISSION	Office of Degree Authorization	HB 5043	01-04	GF	(359)	-	-	-
STUDENT ASSISTANCE COMMISSION	Operations	HB 5043	02	OF	-	-	(5,890)	-
STUDENT ASSISTANCE COMMISSION	Operations	HB 5043	01-03	GF	(3,546)	-	-	-
DEPARTMENT OF HIGHER EDUCATION	Education and general services of higher education	SB 5532	01-01	GF	(79,021)	-	-	-
DEPARTMENT OF HIGHER EDUCATION	Agricultural Experiment Station and the branch experiment stations of Oregon State University	SB 5532	01-02	GF	(6,578)	-	-	-
DEPARTMENT OF HIGHER EDUCATION	Extenson Service of Oregon State University	SB 5532	01-03	GF	(6,176)	-	-	-
DEPARTMENT OF HIGHER EDUCATION	Forest Research Laboratory of Oregon State University	SB 5532	01-04	GF	(760)	-	-	-

SENATE BILL 508-A
ATTACHMENT A: 2011-13 Agency Adjustments

Agency Name	Appropriation Description	Bill Number	Section/ Sub	Fund	General Fund	Lottery Funds	Other Funds	Federal Funds
DEPARTMENT OF HIGHER EDUCATION	Debt service on outstanding general obligation bonds	SB 5532	01-05-a	GF	(4,613,989)	-	-	-
DEPARTMENT OF HIGHER EDUCATION	Debt service for COPs	SB 5532	01-05-b	GF	(8,483,611)	-	-	-
DEPARTMENT OF HIGHER EDUCATION	Repayment to Dept of Energy (Debt Service)	SB 5532	01-05-c	GF	2,085,658	-	-	-
DEPARTMENT OF HIGHER EDUCATION	Education and general services of higher education	SB 5532	02-01	OF	-	-	(247,055)	-
DEPARTMENT OF HIGHER EDUCATION	Agricultural Experiment Station and the branch experiment stations of Oregon State University	SB 5532	02-02	OF	-	-	(2,191)	-
DEPARTMENT OF HIGHER EDUCATION	Extenslon Service of Oregon State University	SB 5532	02-03	OF	-	-	(1,361)	-
DEPARTMENT OF HIGHER EDUCATION	Forest Research Laboratory of Oregon State University	SB 5532	02-04	OF	-	-	(1,466)	-
DEPARTMENT OF HIGHER EDUCATION	Debt service on lottery bonds	SB 5532	04	LF	-	(2,450,028)	-	-
COMMUNITY COLLEGES DEPARTMENT	Operations	HB 5011	01-01	GF	(9,475)	-	-	-
COMMUNITY COLLEGES DEPARTMENT	Operations	HB 5011	02-01	OF	-	-	(4,956)	-
COMMUNITY COLLEGES DEPARTMENT	Oregon Youth Conservation Corps	HB 5011	02-02	OF	-	-	(67)	-
COMMUNITY COLLEGES DEPARTMENT	Operations	HB 5011	03	FF	-	-	-	(18,423)
COMMUNITY COLLEGES DEPARTMENT	Debt service on lottery bonds	HB 5011	08	LF	-	(586,989)	-	-
DEPT OF EDUCATION	Operations	HB 5020	01-01	GF	(242,493)	-	-	-
DEPT OF EDUCATION	Operations	HB 5020	03-01	OF	-	-	(95,444)	-
DEPT OF EDUCATION	Oregon State Schools for the Deaf	HB 5020	03-02	OF	-	-	(2,358)	-
DEPT OF EDUCATION	Youth Corrections Education Program	HB 5020	03-05	OF	-	-	(1,229)	-
DEPT OF EDUCATION	Operations	HB 5020	04-01	FF	-	-	-	(75,881)
DEPT OF EDUCATION	Debt service on lottery bonds	HB 5020	07	LF	-	(935,761)	-	-
DEPT OF EDUCATION	Debt service on lottery bonds (OEF)	HB 5020	08	LF	-	(322,502)	-	-
HUMAN SERVICES								
LONG TERM CARE OMBUDSMAN	Operating Expenses	SB 5524	01	GF	(1,439)	-	-	-
LONG TERM CARE OMBUDSMAN	Operating Expenses	SB 5524	02	OF	-	-	(183)	-
COMMISSION FOR THE BLIND	Operating Expenses	SB 5503	01	GF	(1,512)	-	-	-
COMMISSION FOR THE BLIND	Operating Expenses	SB 5503	02	OF	-	-	(5,298)	-
COMMISSION FOR THE BLIND	Operating Expenses	SB 5503	03	FF	-	-	-	(41,149)
PSYCHIATRIC REVIEW BOARD	Operating Expenses	SB 5539	01	GF	(552)	-	-	-
PSYCHIATRIC REVIEW BOARD	Operating Expenses	SB 5539	02	OF	-	-	-	-
DEPT OF HUMAN SERVICES	Central Services	HB 5030	01-01	GF	(5,183)	-	-	-
DEPT OF HUMAN SERVICES	Children, Adults and Families	HB 5030	01-02	GF	(693,929)	-	-	-
DEPT OF HUMAN SERVICES	Seniors and People with Disabilities	HB 5030	01-03	GF	(250,138)	-	-	-
DEPT OF HUMAN SERVICES	Debt Service	HB 5030	01-04	GF	(73,213)	-	-	-
DEPT OF HUMAN SERVICES	Central Services	HB 5030	02-01	OF	-	-	(946)	-
DEPT OF HUMAN SERVICES	Children, Adults and Families	HB 5030	02-02	OF	-	-	(38,928)	-
DEPT OF HUMAN SERVICES	Seniors and People with Disabilities	HB 5030	02-03	OF	-	-	(6,453)	-
DEPT OF HUMAN SERVICES	Shared Services	HB 5030	02-04	OF	-	-	(175,921)	-
DEPT OF HUMAN SERVICES	Central Services	HB 5030	03-01	FF	-	-	-	30,542
DEPT OF HUMAN SERVICES	Children, Adults and Families	HB 5030	03-02	FF	-	-	-	(824,071)
DEPT OF HUMAN SERVICES	Seniors and People with Disabilities	HB 5030	03-03	FF	-	-	-	(400,838)
COMMISSION ON CHILDREN/FAMILIES	General Fund	SB 5550	01	GF	(5,608)	-	-	-
OREGON HEALTH AUTHORITY	Programs	SB 5529	01-01	GF	(578,758)	-	-	-
OREGON HEALTH AUTHORITY	Central Services	SB 5529	01-02	GF	(8,386)	-	-	-
OREGON HEALTH AUTHORITY	Debt Service	SB 5529	01-04	GF	96,134	-	-	-
OREGON HEALTH AUTHORITY	Programs	SB 5529	02-01	OF	-	-	(164,642)	-
OREGON HEALTH AUTHORITY	Central Services	SB 5529	02-02	OF	-	-	(2,149)	-
OREGON HEALTH AUTHORITY	Shared Services	SB 5529	02-03	OF	-	-	(306,791)	-

SENATE BILL 5508-A
ATTACHMENT A: 2011-13 Agency Adjustments

Agency Name	Appropriation Description	Bill Number	Section/ Sub	Fund	General Fund	Lottery Funds	Other Funds	Federal Funds
OREGON HEALTH AUTHORITY	Debt Service	SB 5529	02-04	OF	-	-	(7,053,790)	-
OREGON HEALTH AUTHORITY	Programs	SB 5529	04-01	FF	-	-	-	(412,885)
OREGON HEALTH AUTHORITY	Central Services	SB 5529	04-02	FF	-	-	-	57,432
JUDICIAL BRANCH								
JUDICIAL FIT OR DISABILITY COM	Operations	SB 5517	01-01	GF	(45)	-	-	-
JUDICIAL DEPARTMENT	Operations	SB 5516	01-02	GF	(136,824)	-	-	-
JUDICIAL DEPARTMENT	Mandated payments	SB 5516	01-03	GF	(272)	-	-	-
JUDICIAL DEPARTMENT	Debt Service	SB 5516	01-05	GF	(2,790,843)	-	-	-
JUDICIAL DEPARTMENT	Operations	SB 5516	02-01	OF	-	-	(801)	-
JUDICIAL DEPARTMENT	Operations	SB 5516	04	FF	-	-	-	(7)
PUBLIC DEFENSE SERVICES	Appellate Division	SB 5540	01-01	GF	(12,289)	-	-	-
PUBLIC DEFENSE SERVICES	Contract and Business Services Division	SB 5540	01-03	GF	(3,410)	-	-	-
LEGISLATIVE BRANCH								
LEGISLATIVE ADMIN COMMITTEE	General program	SB 5520	01-01	GF	(17,594)	-	-	-
LEGISLATIVE ASSEMBLY	Presiding Officers, caucuses, desks	SB 5520	04-01	GF	(24,066)	-	-	-
LEGISLATIVE ASSEMBLY	Assembly - interim	SB 5520	05-01	GF	(1,624)	-	-	-
LEGISLATIVE ASSEMBLY	Assembly - session	SB 5520	05-02	GF	(2,375)	-	-	-
LEGISLATIVE COUNSEL COMMITTEE	Operating Expenses	SB 5520	09	GF	(5,286)	-	-	-
LEGISLATIVE FISCAL OFFICER	Operating Expenses	SB 5520	12	GF	(2,667)	-	-	-
LEGISLATIVE REVENUE OFFICE	Operating Expenses	SB 5520	13	GF	(756)	-	-	-
INDIAN SERVICES COMMISSION	Operating Expenses	SB 5520	14	GF	(201)	-	-	-
NATURAL RESOURCES								
MARINE BOARD	Administration and education	SB 5525	01-01	OF	-	-	(11,610)	-
MARINE BOARD	Administration and education	SB 5525	02-01	FF	-	-	-	(466)
DEPARTMENT OF ENERGY	Operations	SB 5511	01	OF	-	-	(14,134)	-
DEPARTMENT OF ENERGY	Operations	SB 5511	03	FF	-	-	-	(181)
DEPT OF GEOLOGY AND INDUSTRIES	General Fund	SB 5514	01	GF	(2,846)	-	-	-
DEPT OF GEOLOGY AND INDUSTRIES	Other funds	SB 5514	02	OF	-	-	(663)	-
DEPT OF GEOLOGY AND INDUSTRIES	Federal funds	SB 5514	03	FF	-	-	-	(927)
DEPT OF PARKS AND RECREATION	Central Services	SB 5534	01-02	OF	-	-	(50,836)	-
DEPT OF PARKS AND RECREATION	Central Services	SB 5534	02-02	LF	-	(32,312)	-	-
LAND USE APPEALS BOARD	General Fund	HB 5034	01	GF	(597)	-	-	-
LAND USE APPEALS BOARD	Other funds	HB 5034	02	OF	-	-	(24)	-
DEPT OF WATER RESOURCES	Water resources program	HB 5049	01	GF	(15,771)	-	-	-
DEPT OF WATER RESOURCES	Debt service on lottery bonds	HB 5049	02	LF	-	152,455	-	-
DEPT OF WATER RESOURCES	Water resources program	HB 5049	03-01	OF	-	-	(2,485)	-
DEPT OF WATER RESOURCES	Water development fund	HB 5049	03-02	OF	-	-	(31)	-
DEPT OF WATER RESOURCES	Operating Expenses	HB 5049	04	FF	-	-	-	(22)
WATERSHED ENHANCEMENT BOARD	Watershed Improvement Operating Fund	SB 5547	05	LF	-	(8,025)	-	-
WATERSHED ENHANCEMENT BOARD	Operations - Oregon Plan Activities	SB 5547	06	FF	-	-	-	(133)
WATERSHED ENHANCEMENT BOARD	Operations - Oregon Plan Activities	SB 5547	07	OF	-	-	(15)	-
DEPARTMENT OF STATE LANDS	Common School Fund programs	HB 5042	01-01	OF	-	-	(33,568)	-
DEPARTMENT OF STATE LANDS	Oregon Removal-Fill Mitigation Fund	HB 5042	01-02	OF	-	-	(44)	-
DEPARTMENT OF STATE LANDS	Natural Heritage Advisory Council	HB 5042	01-03	OF	-	-	(10)	-
DEPARTMENT OF STATE LANDS	South Slough National Estuarine Research Reserve operations	HB 5042	01-04	OF	-	-	(1,056)	-

Agency Name	Appropriation Description	Bill Number	Section/ Sub	Fund	General Fund	Lottery Funds	Other Funds	Federal Funds
DEPARTMENT OF STATE LANDS	Common School Fund programs	HB 5042	02-01	FF	-	-	-	(24)
DEPARTMENT OF STATE LANDS	South Slough National Estuarine Research Reserve operations	HB 5042	02-03	FF	-	-	-	(1,020)
DEPT OF AGRICULTURE	Food Safety	HB 5002	01-02	GF	(4,323)	-	-	-
DEPT OF AGRICULTURE	Natural Resources	HB 5002	01-03	GF	(2,085)	-	-	-
DEPT OF AGRICULTURE	Agricultural Development	HB 5002	01-04	GF	(2,506)	-	-	-
DEPT OF AGRICULTURE	Administrative and Support Services	HB 5002	02-01	OF	-	-	(2,243)	-
DEPT OF AGRICULTURE	Food Safety	HB 5002	02-02	OF	-	-	(11,003)	-
DEPT OF AGRICULTURE	Natural Resources	HB 5002	02-03	OF	-	-	(12,017)	-
DEPT OF AGRICULTURE	Agricultural Development	HB 5002	02-04	OF	-	-	(8,294)	-
DEPT OF AGRICULTURE	Parks and Natural Resources Fund	HB 5002	03	LF	-	(4,557)	-	-
DEPT OF AGRICULTURE	Food Safety	HB 5002	04-01	FF	-	-	-	(47)
DEPT OF AGRICULTURE	Natural Resources	HB 5002	04-02	FF	-	-	-	(475)
DEPT OF AGRICULTURE	Agricultural Development	HB 5002	04-03	FF	-	-	-	(487)
DEPT OF ENVIRONMENTAL QUALITY	Air quality	HB 5022	01-01	GF	(507)	-	-	-
DEPT OF ENVIRONMENTAL QUALITY	Water quality	HB 5022	01-02	GF	(1,856)	-	-	-
DEPT OF ENVIRONMENTAL QUALITY	Land quality	HB 5022	01-03	GF	(54)	-	-	-
DEPT OF ENVIRONMENTAL QUALITY	Cross program	HB 5022	01-04	GF	(23)	-	-	-
DEPT OF ENVIRONMENTAL QUALITY	Air quality	HB 5022	02-01	OF	-	-	(7,575)	-
DEPT OF ENVIRONMENTAL QUALITY	Water quality	HB 5022	02-02	OF	-	-	(4,865)	-
DEPT OF ENVIRONMENTAL QUALITY	Land quality	HB 5022	02-03	OF	-	-	(4,227)	-
DEPT OF ENVIRONMENTAL QUALITY	Cross program	HB 5022	02-04	OF	-	-	(6)	-
DEPT OF ENVIRONMENTAL QUALITY	Agency management	HB 5022	02-05	OF	-	-	(125,857)	-
DEPT OF ENVIRONMENTAL QUALITY	Parks and Natural Resources Fund	HB 5022	03	LF	-	(856)	-	-
DEPT OF ENVIRONMENTAL QUALITY	Air quality	HB 5022	05-01	FF	-	-	-	(814)
DEPT OF ENVIRONMENTAL QUALITY	Water quality	HB 5022	05-02	FF	-	-	-	(1,188)
DEPT OF ENVIRONMENTAL QUALITY	Land quality	HB 5022	05-03	FF	-	-	-	(1,348)
DEPT OF ENVIRONMENTAL QUALITY	Cross program	HB 5022	05-04	FF	-	-	-	(97)
DEPT OF FISH AND WILDLIFE	Fish Division	SB 5513	01-01	GF	(257)	-	-	-
DEPT OF FISH AND WILDLIFE	Wildlife Division	SB 5513	01-02	GF	(35)	-	-	-
DEPT OF FISH AND WILDLIFE	Administration Division	SB 5513	01-03	GF	(22,619)	-	-	-
DEPT OF FISH AND WILDLIFE	Fish Division	SB 5513	02-01	OF	-	-	(4,106)	-
DEPT OF FISH AND WILDLIFE	Wildlife Division	SB 5513	02-02	OF	-	-	(3,552)	-
DEPT OF FISH AND WILDLIFE	Administrative Services Division	SB 5513	02-03	OF	-	-	(99,257)	-
DEPT OF FISH AND WILDLIFE	Capital Improvement	SB 5513	02-04	OF	-	-	(172)	-
DEPT OF FISH AND WILDLIFE	Fish Division	SB 5513	04-01	FF	-	-	-	(3,120)
DEPT OF FISH AND WILDLIFE	Wildlife Division	SB 5513	04-02	FF	-	-	-	(987)
DEPT OF FISH AND WILDLIFE	Administrative Services Division	SB 5513	04-03	FF	-	-	-	(57)
DEPT OF FORESTRY	Fire Protection	HB 5023	01-01	GF	(25,985)	-	-	-
DEPT OF FORESTRY	Private forests	HB 5023	01-02	GF	(6,436)	-	-	-
DEPT OF FORESTRY	Debt Service	HB 5023	01-03	GF	(48,018)	-	-	-
DEPT OF FORESTRY	Agency administration	HB 5023	02-01	OF	-	-	(81,246)	-
DEPT OF FORESTRY	Protection from fire	HB 5023	02-02	OF	-	-	(66,576)	-
DEPT OF FORESTRY	State forests	HB 5023	02-03	OF	-	-	(61,666)	-
DEPT OF FORESTRY	Private forests	HB 5023	02-04	OF	-	-	(7,257)	-
DEPT OF FORESTRY	Debt Service	HB 5023	02-06	OF	-	-	(19,077)	-
DEPT OF FORESTRY	Equipment pool	HB 5023	02-07	OF	-	-	(26,752)	-
DEPT OF FORESTRY	Facilities maintenance and management	HB 5023	02-08	OF	-	-	(64)	-
DEPT OF FORESTRY	Debt service on lottery bonds	HB 5023	03	LF	-	175,837	-	-

SENATE BILL 5508-A
ATTACHMENT A: 2011-13 Agency Adjustments

Agency Name	Appropriation Description	Bill Number	Section/ Sub	Fund	General Fund	Lottery Funds	Other Funds	Federal Funds
DEPT OF FORESTRY	Agency administration	HB 5023	04-01	FF	-	-	-	(472)
DEPT OF FORESTRY	Protection from fire	HB 5023	04-02	FF	-	-	-	(5,779)
DEPT OF FORESTRY	Private forests	HB 5023	04-04	FF	-	-	-	(2,808)
DEPT OF LAND CONSERVTN/DEVELOP	Planning program	HB 5032	01-01	GF	(8,499)	-	-	-
DEPT OF LAND CONSERVTN/DEVELOP	Operating expenses	HB 5032	02	OF	-	-	(55)	-
DEPT OF LAND CONSERVTN/DEVELOP	Planning program	HB 5032	03	FF	-	-	-	(3,008)
COLUMBIA RIVER GORGE COMMISSION	Operating Expenses	HB 5010	01	GF	(54)	-	-	-
PUBLIC SAFETY								
BOARD OF PAROLE/POST PRISON	General Fund	SB 5535	01	GF	(1,693)	-	-	-
OREGON STATE POLICE	Patrol services, criminal investigations and gaming enforcement	SB 5537	01-01	GF	(121,630)	-	-	-
OREGON STATE POLICE	Fish and wildlife enforcement	SB 5537	01-02	GF	(3,867)	-	-	-
OREGON STATE POLICE	Forensic services and State Medical Examiner	SB 5537	01-03	GF	(20,086)	-	-	-
OREGON STATE POLICE	Administrative Services, Criminal Justice information services and Office of the State Fire Marshal	SB 5537	01-04	GF	(38,137)	-	-	-
OREGON STATE POLICE	Fish and wildlife enforcement	SB 5537	02-02	OF	-	-	(14,755)	-
OREGON STATE POLICE	Forensic services and State Medical Examiner	SB 5537	02-03	OF	-	-	(195)	-
OREGON STATE POLICE	Administrative Services, Criminal Justice information services and Office of the State Fire Marshal	SB 5537	02-04	OF	-	-	(30,270)	-
OREGON STATE POLICE	Fish and wildlife enforcement	SB 5537	03-02	FF	-	-	-	(737)
OREGON STATE POLICE	Administrative Services, Criminal Justice information services and Office of the State Fire Marshal	SB 5537	03-04	FF	-	-	-	(458)
OREGON STATE POLICE	Fish and wildlife enforcement	SB 5537	04-00	LF	-	(4,692)	-	-
DEPT OF CORRECTIONS	Operations and health services	SB 5505	01-01	GF	(45,050)	-	-	-
DEPT OF CORRECTIONS	Administration, public services, general services and human resources	SB 5505	01-02	GF	(781,145)	-	-	-
DEPT OF CORRECTIONS	Transitional services	SB 5505	01-03	GF	(11,505)	-	-	-
DEPT OF CORRECTIONS	Debt Service	SB 5505	01-05	GF	(3,022,038)	-	-	-
DEPT OF CORRECTIONS	Operations and health services	SB 5505	02-01	OF	-	-	(4,402)	-
DEPT OF CORRECTIONS	Administration, public services, and general services	SB 5505	02-02	OF	-	-	(85,615)	-
DEPT OF CORRECTIONS	Transitional services	SB 5505	02-03	OF	-	-	(13)	-
CRIMINAL JUSTICE COMMISSION	General Fund	SB 5507	01	GF	(1,421)	-	-	-
CRIMINAL JUSTICE COMMISSION	Other funds	SB 5507	02	OF	-	-	(50)	-
CRIMINAL JUSTICE COMMISSION	Federal funds	SB 5507	03	FF	-	-	-	(191)
DISTRICT ATTORNEYS/DEPUTIES	Department of Justice for District Attorneys	HB 5019	01	GF	(3,060)	-	-	-
DEPT OF JUSTICE	Operating Expenses	SB 5518	01	GF	(107,062)	-	-	-
DEPT OF JUSTICE	Operating Expenses	SB 5518	02	OF	-	-	(460,491)	-
DEPT OF JUSTICE	Operating Expenses	SB 5518	03	FF	-	-	-	(514,045)
DEPT OF MILITARY	Administration	HB 5037	01-01	GF	(8,530)	-	-	-
DEPT OF MILITARY	Operations	HB 5037	01-02	GF	(17,641)	-	-	-
DEPT OF MILITARY	Emergency Management	HB 5037	01-03	GF	(388)	-	-	-
DEPT OF MILITARY	Community Support	HB 5037	01-04	GF	(513)	-	-	-
DEPT OF MILITARY	Capital Debt Service and Related Costs	HB 5037	01-05	GF	(211,996)	-	-	-
DEPT OF MILITARY	Administration	HB 5037	02-01	OF	-	-	(466)	-
DEPT OF MILITARY	Operations	HB 5037	02-02	OF	-	-	(1,066)	-
DEPT OF MILITARY	Emergency Management	HB 5037	02-03	OF	-	-	(3,495)	-
DEPT OF MILITARY	Community Support	HB 5037	02-04	OF	-	-	(17)	-
DEPT OF MILITARY	Operations	HB 5037	03-01	FF	-	-	-	(26,146)

SENATE BIL J8-A
ATTACHMENT A: 2011-13 Agency Adjustments

Agency Name	Appropriation Description	Bill Number	Section/ Sub	Fund	General Fund	Lottery Funds	Other Funds	Federal Funds
DEPT OF MILITARY	Emergency Management	HB 5037	03-02	FF	-	-	-	(2,475)
DEPT OF MILITARY	Community Support	HB 5037	03-03	FF	-	-	-	(1,647)
PUBLIC SAFETY/STDS/TRAINING	Operations	SB 5541	02	OF	-	-	(40,497)	-
OREGON YOUTH AUTHORITY	Operations	SB 5549	01-01	GF	(156,486)	-	-	-
OREGON YOUTH AUTHORITY	Debt Service	SB 5549	01-02	GF	(159,158)	-	-	-
OREGON YOUTH AUTHORITY	Operations	SB 5549	03	FF	-	-	-	(4,584)
TRANSPORTATION								
AVIATION DEPARTMENT	Operations	HB 5004	01-01	OF	-	-	(2,668)	-
OREGON DEPT OF TRANSPORTATION	Maintenance and emergency relief program	HB 5046	02-02	OF	-	-	(562,909)	-
OREGON DEPT OF TRANSPORTATION	Preservation program	HB 5046	02-03	OF	-	-	(6,613)	-
OREGON DEPT OF TRANSPORTATION	Bridge program	HB 5046	02-04	OF	-	-	(21,791)	-
OREGON DEPT OF TRANSPORTATION	Operations program	HB 5046	02-05	OF	-	-	(76,146)	-
OREGON DEPT OF TRANSPORTATION	Modernization program	HB 5046	02-06	OF	-	-	(3,562)	-
OREGON DEPT OF TRANSPORTATION	Special programs	HB 5046	02-07	OF	-	-	(625,605)	-
OREGON DEPT OF TRANSPORTATION	Local government program	HB 5046	02-08	OF	-	-	(7,778)	-
OREGON DEPT OF TRANSPORTATION	Driver and motor vehicle services	HB 5046	02-09	OF	-	-	(1,862,141)	-
OREGON DEPT OF TRANSPORTATION	Motor carrier transportation	HB 5046	02-10	OF	-	-	(92,287)	-
OREGON DEPT OF TRANSPORTATION	Transportation program development	HB 5046	02-11	OF	-	-	(103,298)	-
OREGON DEPT OF TRANSPORTATION	Public transit	HB 5046	02-13	OF	-	-	(3,625)	-
OREGON DEPT OF TRANSPORTATION	Rail	HB 5046	02-14	OF	-	-	(11,201)	-
OREGON DEPT OF TRANSPORTATION	Transportation safety	HB 5046	02-15	OF	-	-	(14,980)	-
OREGON DEPT OF TRANSPORTATION	Central services	HB 5046	02-16	OF	-	-	(1,903,041)	-
OREGON DEPT OF TRANSPORTATION	Debt Service	HB 5046	02-17	OF	-	-	(17,906,875)	-
OREGON DEPT OF TRANSPORTATION	Motor carrier transportation	HB 5046	03-02	FF	-	-	-	(1,123)
OREGON DEPT OF TRANSPORTATION	Transportation program development	HB 5046	03-03	FF	-	-	-	(2,272)
OREGON DEPT OF TRANSPORTATION	Public transit	HB 5046	03-04	FF	-	-	-	(5,164)
OREGON DEPT OF TRANSPORTATION	Transportation safety	HB 5046	03-06	FF	-	-	-	(21,148)
OREGON DEPT OF TRANSPORTATION	Debt service on lottery bonds	HB 5046	04-01	LF	-	(11,276,491)	-	-
TOTAL					(21,137,899)	(24,477,825)	(33,909,520)	(2,633,061)

ORBITS Budget Narrative

Department of Revenue

Agency Summary

The agency administers more than 30 tax programs. The Personal Income Tax, Corporation Excise Tax, Property Tax, Cigarette and Other Tobacco Tax, and Inheritance Tax programs are the largest programs we administer, in terms of our budget and of revenue generated.

The main functions for the **Personal Income; Corporation Excise; Cigarette and Other Tobacco; and Inheritance Tax** programs include:

- processing returns
- accounting for and banking payments
- assisting and educating taxpayers
- performing audits
- enforcing filing requirements
- collecting delinquent taxes
- policy development

The **Cigarette and Other Tobacco Tax** programs also work with tobacco retailers and distributors to ensure they comply with laws that govern tobacco taxes.

The **Property Tax** program is responsible for the overall supervision of the statewide system and support of county property tax administration. Our responsibilities include appraisal of large industrial properties with values of more than \$1 million, and appraisal of utilities and companies designated by ORS 308.515. These include airlines, telecommunications, railroads, and gas and electric companies.

The program also sets and monitors statewide standards for county implementation of the assessment and collection of property taxes, and tax lot mapping and maintenance. The property tax program also collects payments in lieu of property taxes, such as timber and electric co-op taxes.

We collect and distribute taxes and fees for other state agencies and local governments. These include such programs as 911 emergency communications tax, transit district taxes, and court fines and fees. We also serve as the primary collection agency for more than 280 state agencies and local governments through the **Other Agency Accounts** program.

ORBITS Budget Narrative

Our work is carried out through six sections/divisions:

The **Executive Section** directs the activities of the other divisions and coordinates our legislative, rulemaking, communications, human resources, and internal audit activities.

The **Administrative Services Division** provides support services through its four sections: IT Services, Processing Center, Finance and Budget, and Procurement.

The **Program Management/General Services Division** leads and facilitates the ongoing transformation of people, processes and technology, and manages certain agency-wide expenditures and fees for efficiency.

The **Personal Tax and Compliance Division** directs and manages the state's personal income tax program, including developing tax policy, collection, and audit functions.

The **Business Division** performs collection and audit functions with corporations, partnerships, or entities other than individuals for income taxes and other miscellaneous programs.

The **Property Tax Division** administers the property tax program and several miscellaneous programs.

These sections and divisions are described more fully under their individual tabs.

The Oregon Department of Revenue provides services for the general public, tax preparation professionals, counties, local taxing districts, and other state agencies through these program units:

Administration:

- 001 – Executive Section
- 002 – Strategic Planning/General Services Section
- 003 – Administrative Services Division
- 004 – Property Tax Division
- 005 – Personal Tax and Compliance Division
- 006 – Business Division
- 007 – Multistate Tax Commission

ORBITS Budget Narrative

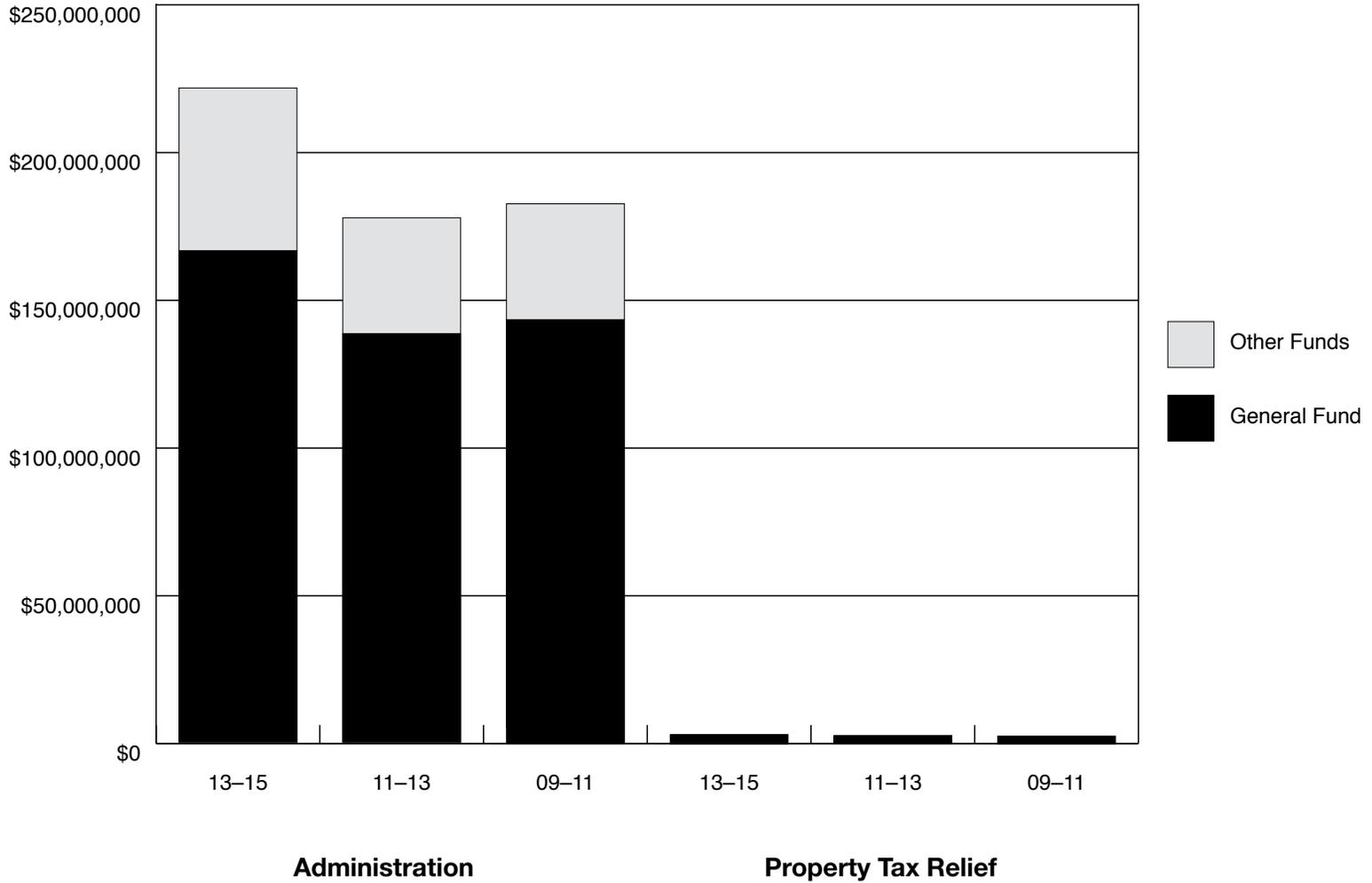
Property Tax Relief:

019 – Elderly Rental Assistance (ERA)/Nonprofit Homes for the Elderly (NPH)

025 – Senior and Disabled Citizen Property Tax Deferral

The Agency Request Budget is \$220,677,471 for administration and \$2,072,000 for property tax relief.

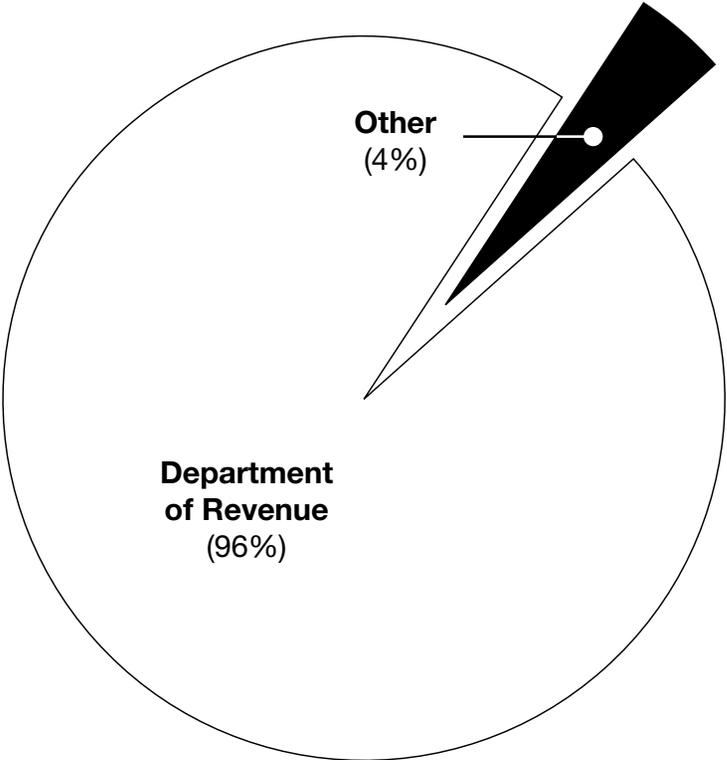
**Department of Revenue
2013–2015 Agency Request Budget Compared to
2011–2013 and 2009–2011 Legislatively Approved**



General Fund and Local Tax Revenue

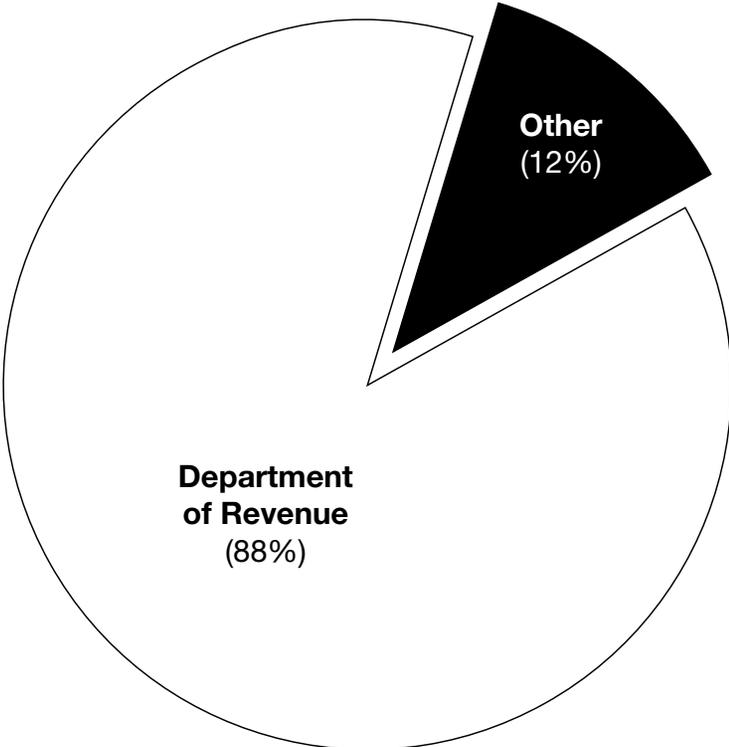
**General Fund Revenue Sources
Administered by Department of Revenue**

*2013–2015 Biennium—\$15.1 billion est.



**Local Oregon Tax Revenue Sources Partially or
Fully Administered by Department of Revenue**

*2011–2013 Biennium—\$10 billion

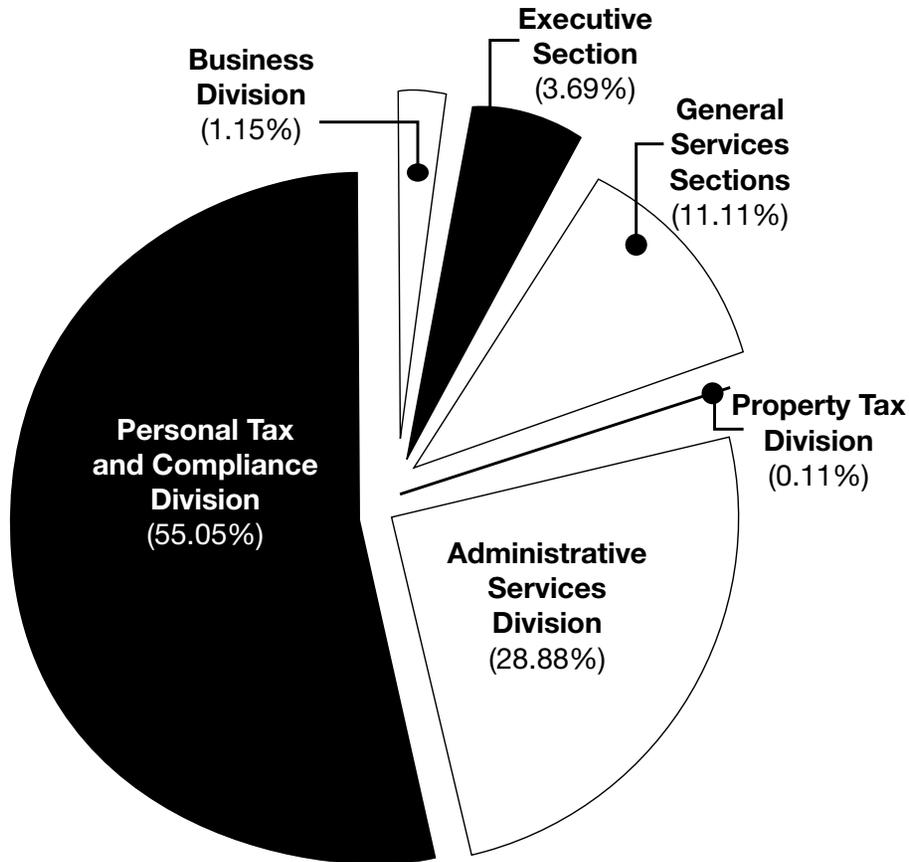


* Estimated for 2013–15 from June 2012 forecast.

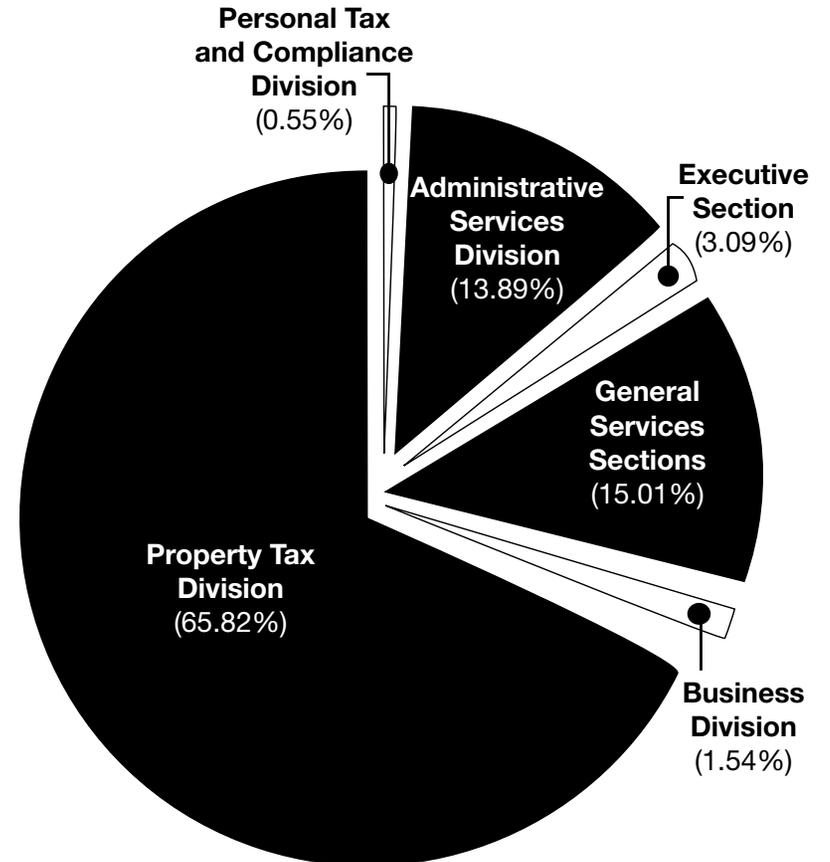
** Actuals for 2011–12 from Property Tax Statistics Report.

Percentage of Program Cost by Division/Section

Income Tax Program (2011–2012)



Property Tax Program (2011–2012)



ORBITS Budget Narrative

Mission Statement & Statutory Authority

Mission: “We make revenue systems work to fund the public services that preserve and enhance the quality of life for all citizens.”

Statutory Authority: ORS 305.015 provides that, “It is the intent of the Legislative Assembly to place in the Department of Revenue and its director the administration of the revenue and tax laws of this state, except as specifically otherwise provided in such laws.”

2011–17 Agency Strategic Plan

Our vision: *We are a model of 21st century tax administration through the strength of our people, technology, innovation, and service.*

Tax administration across the country is changing dramatically. Taxpayers are demanding ways of doing business at times that are convenient to their schedules using tools that are commonplace in the private sector. Businesses are changing, and more are using complex and sophisticated practices to reduce or avoid paying taxes. State agencies must partner together to address issues that affect citizens.

Meeting expectations and demands is difficult even in a strong economy. Solutions do not lie simply in adding more staff doing more of the same work. What is needed is business transformation. The Department of Revenue is re-engineering business practices to meet the changing needs of the public. We are looking to technology to help us meet the challenges of tax administration in the 21st century.

We achieve our vision through seven strategic goals. Each goal is a building block that provides clarity to our vision:

1. Maintain and Enhance a Talented, Forward-Looking Workforce

- We strengthen our human resource capital and remove barriers that impede employees from maximizing their productivity and opportunities for career development.
- We’ll recruit the most qualified employees.
- We’ll encourage innovation and provide the training and development our employees need to reach their full potential.

2. Create a Culture of Constant Improvement

- We’ll become more performance based and data driven, and modernize our technology and business processes portfolio.
- We’ll constantly explore and implement ways to improve our operational efficiencies and increase the overall quality of what we do.

ORBITS Budget Narrative

3. Deliver High Quality Business Results

- We'll use data from our programs to make informed business decisions regarding the best allocation of resources to ensure that we achieve the results expected of us.

4. Become a Customer-Focused Organization

- We'll make it easier for taxpayers to participate in the tax system by routinely gathering customer input and responding to it through the design and enhancement of the services we provide.
- We're committed to providing our customers with excellent service options.

5. Partner With Others to Achieve Our Mission

- We'll seek opportunities to develop and strengthen our professional relationships with organizations and groups, including tax practitioners, taxpayer organizations, and service providers.

6. Preserve and Enhance Public Confidence

- We'll help taxpayers understand their rights and obligations, and ensure the privacy and security of taxpayer information by developing appropriate safeguards.
- We understand that privacy and security is essential to maintaining taxpayer confidence and support.
- Our focus will be on doing "the right thing," with an emphasis on communicating in a timely, clear, and understandable manner.
- We'll make our information and processes more accessible and understandable to taxpayers.

7. Enhance Voluntary Compliance and Collection of Taxes Due Under the Law

- We'll make it easier for taxpayers to resolve their tax obligations, and for those who aren't self-correcting, we'll bring effective, efficient, and equitable enforcement measures to bear to ensure that all are paying their fair share under Oregon's tax laws.

We identified 12 key performance measures linked to our mission and to our vision.

Our 2011–17 Agency Strategic Plan outlines specific department initiatives and actions to realize our agency vision and meet the benchmark. Execution of the plan requires coordination across the agency, transformation within our systems and processes, and partnerships among agencies and other governments. Each biennium, we will review and update the plan and extend it for the ensuing two-year period.

ORBITS Budget Narrative

2013–15 Two-year Agency Plan

Agency Programs: We administer tax programs that generate 96 percent of the state's General Fund revenue and 88 percent of all local government revenue (based on 2013–2015 biennial estimates). We manage more than 30 programs that can be divided into six categories. All numbers are based on 2013–15 Essential Budget Level.

- **Personal Income and Corporation Taxes:** Generates \$13.6 billion in General Fund revenues from 535 FTE in the areas of taxpayer assistance and education, processing, banking, auditing, collecting, and filing enforcement.
- **Property Taxes:** We provide essential support and oversight to the system of property taxation that generates \$10 billion in local government revenues from 102 FTE in the areas of utility and transportation valuation, industrial property valuation, mapping, county administrative oversight, and forestland valuation.
- **Cigarette and Other Tobacco Taxes:** Generates \$485 million for the Health Plan, General Fund, local government, Stop Smoking Education, and public transit funding. Department staff are responsible for processing, banking, conducting audits, inspections, and referring appropriate matters to the Department of Justice and Oregon State Police for criminal investigations.
- **Other Taxes:** The department provides administrative support for Estate Tax, Amusement Device Tax, Petroleum Load Fee, State Lodging Tax, Hazardous Substance Fee, Small Owner Severance Tax, Forest Product Harvest Tax, and Emergency Communication Tax (911). These programs generate approximately \$310 million total in revenues for the General Fund, 911 System, Tourism Commission, local government, schools, Forestry, and Toxic Waste Reduction.
- **Partnerships:** The department has partnerships with other agencies, the courts, and local government for the administration, tracking, and collection of funds. For Other Agency Accounts, the department collects approximately \$90 million in debt owed to agencies that they have not been able to collect. The department works with the state and municipal courts in collecting, tracking, and disbursing Court Fines and Assessments of about \$129 million. The department works under an interagency agreement with the TriMet and Lane Transit Districts to administer their Transit Taxes, and we collect and remit approximately \$477 million back to the transit districts each biennium. (this is using 13–15 biennium estimates)
- **Assistance Programs:** The department is responsible for the administration of the Elderly Rental Assistance/NPH and Senior and Disabled Citizen Property Tax Deferral programs. Elderly Rental Assistance/NPH (\$3,000,000 in the LAB) provides direct property tax relief to elderly low-income renters and funds property tax exemptions granted to non-profit homes for the elderly. The Senior and Disabled Citizen Property Tax Deferral program (\$28 million) allows homeowners age 62 and older or disabled with low income to defer property tax payments. The State pays the tax which is repaid, with interest, when the home is sold. The 2011 (HB 2543) and 2012 (HB 4039) Legislative Sessions resulted in major changes in eligibility for the Senior and Disabled Citizen Property Tax Deferral programs to bring property tax payments into alignment with available program funding.

ORBITS Budget Narrative

Environmental Factors: The current economic forecast projects modest population growth, and slow economic recovery and growth in the 2013–15 biennium. Though the forecast is showing some growth, the agency will still be challenged in the 2013–15 biennium to meet expectations from policymakers to bring in all available revenues under current law.

Agency Initiatives: Our most important initiative is transforming our agency to become a model of 21st century tax administration. While this starts with replacing our 20-year-old automated accounting and tracking systems, it touches every aspect of the organization, including our processes and our people.

We're currently looking at every one of our core business processes for efficiencies and waste. We've mapped over a 100 of our core business processes in the 2011–13 biennium. We're continuing process improvement strategies so that how we do day-to-day business with our customers aligns strategically and tactically with more modern core systems.

Using data to guide our efforts, more sophisticated technology and more efficient processes will modernize our business so we can focus our resources in the most cost-effective way.

Taxpayers will benefit because they'll be able to pay their taxes more easily and conveniently with our new technology and streamlined service.

Other initiatives we're continuing or implementing for the 2013–15 biennium include:

- Allowing businesses to register online for multiple state programs through one website, using the multiagency Central Business Registry.
- Modernizing payment processing to maintain peak processing of checks, and increase the number of payments processed within 24 hours of receipt.
- Partnering with counties to develop a statewide digital tax lot system that will satisfy many public and private needs.
- Implementing iWire, the electronic submission of W-2 data from businesses and payroll providers.
- Optimizing the collections process. This includes streamlining revenue agent workflow, enhancing coordination with private collection firms, and continuing to explore and test advanced collection-research tools.
- Delivering web-based services to taxpayers so that they have access to their tax accounts, and can pay all or part of their tax debts online.

ORBITS Budget Narrative

Criteria for 2013–15 Budget Development

The budget reflects funding needed to allow us to collect revenue in an equitable and efficient manner, and maintain funding for state and local government services.

Key Performance Measure Criteria

The agency has 12 performance measures that relate to the agency's mission and vision.

Tax Administration and Service:

1. *Dollars Collected per Revenue Agent per Month (Personal Income Tax)*: measures the effectiveness of collection staff in the collection of delinquent tax debt.
2. *Percent of Property Taxes Collected*: measures the degree to which counties are able to collect identified property taxes.
3. *Percent of Assessors' Maps Digitized in Geographic Information Format (GIS)*: measures the effectiveness of staff in providing accurate property tax map information to external partners for administration of the program, as well as for access by other stakeholders, employees, and citizens.
5. *Personal Income Tax Non-Filer Assessments Issued per Employee per Month*: measures effectiveness of filing enforcement program in identifying non-filing taxpayers and achieving greater compliance.
6. *Personal Income Tax and Corporation Tax Cases Closed per Revenue Agent per Month*: measures the effectiveness of collection staff in resolving collection cases.
7. *Delinquent Returns Filed after Compliance Contact per Filing Enforcement Employee per Month*: measures the effectiveness of filing enforcement program in identifying non-filing taxpayers and encouraging greater voluntary compliance.
12. *Percent of Customers Rating their Overall Satisfaction with the Agency Above Average or Excellent*.
13. *Effective Taxpayer Assistance*: Provide the most effective taxpayer services by a data-driven combination of direct assistance and electronic self-help services.

Operational Excellence:

8. *Average Days to Process Personal Income Tax Refund*: measures whether we meet taxpayer expectations of a timely refund.
9. *Percent of Personal Income Tax Returns Filed Electronically*: measures taxpayers' acceptance and use of electronic filing.

Work Environment:

10. *Employee Work Environment*: measures employee satisfaction with environment and training/developmental opportunities.
11. *Employee Training Per Year*: measures the importance placed on employee development and the commitment of resources toward training.

REVENUE, DEPARTMENT of
Annual Performance Progress Report (APPR) for Fiscal Year (2010-2011)

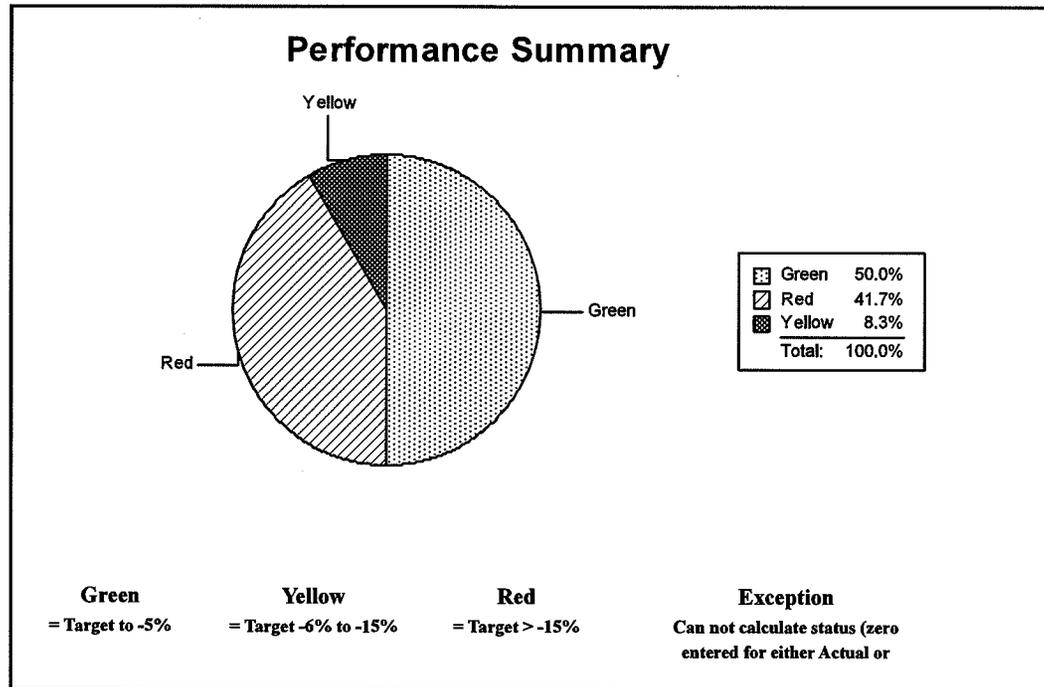
Original Submission Date: 2011

Finalize Date: 10/10/2011

2010-2011 KPM #	2010-2011 Approved Key Performance Measures (KPMs)
	Effective Taxpayer Assistance: Provide the most effective taxpayer assistant services by a data-driven combination of direct assistance and electronic self-help services.
1	Dollars Collected Per Revenue Agent Per Month (Personal Income Tax)
2	Percent of Property Taxes Collected.
3	Percent of Assessor's Maps Digitized in a GIS Format.
5	Personal Income Tax Nonfiler Assessments Issued Per Employee Per Month.
6	Personal Income Tax and Corporation Tax Cases Closed Per Revenue Agent Per Month.
7	Delinquent Returns Filed After Compliance Contact Per Filing Enforcement Employee Per Month.
8	Average Days to Process Personal Income Tax Refund.
9	Percent of Personal Income Tax Returns Filed Electronically
10	Employee Work Environment (based upon a scale of 1-6)
11	Employee Training Per Year (percent receiving 20 hours per year).
12	Customer Service: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2011-2013
	Title: Rationale:

REVENUE, DEPARTMENT of		I. EXECUTIVE SUMMARY	
Agency Mission: We make tax systems work to fund the public service that preserve and enhance the quality of life for all citizens.			
Contact: Karen Gregory		Contact Phone: 503-945-8288	
Alternate: Rick L. Gardner		Alternate Phone: 503-798-7823	



1. SCOPE OF REPORT

The agency's Key Performance Measures (KPM's) are intended to represent our major business outcomes in the income tax and property tax programs. These measures address the agency's major functions that include collecting revenue, auditing returns, and assisting taxpayers.

2. THE OREGON CONTEXT

The Department of Revenue is a key strategic and operational partner in providing healthy tax systems and long-term revenue stability for the State of Oregon.

Our mission of making revenue systems work to fund public services includes strong work values around operational excellence and fiscal responsibility. The experience and skills required to support our mission significantly contributes to the governor and the legislature providing the best possible future for all Oregonians.

Our performance is guided by the agency's vision that emphasizes the importance of tax administration and service, operational excellence, and a safe and positive work environment. We currently have 13 department performance measures that tell us how well we are doing in these areas. Our organizational strategic vision is designed to move and motivate the department for many years. To continue making this vision a reality we are committed to innovating, streamlining, and using the most appropriate tools and technology available to us.

In pursuing these goals, department programs contribute to Oregon Benchmark # 33 (Percentage of Oregonians who understand the Oregon tax system and where tax money is spent). We assist the State in making progress on this historical benchmark by issuing messages on tax refund check stubs explaining how tax dollars are spent and distributing written materials to the public and to other government bodies that describe how tax dollars are used to fund public services. The agency continually collects, analyzes, and communicates information from and to stakeholders to build healthy relationships, better understand stakeholder needs, and drive continuous improvement in our operations.

3. PERFORMANCE SUMMARY

The department has identified 13 key measures of performance linked to its mission and vision. Significant successes within these 13 measured areas during the past year include: remaining within a 5% variance in the dollars collected per revenue agent per month for the personal income tax program; meeting target for Percent of Property Taxes collected; and exceeding targets for non-filer assessments per employee. The productivity of staff continues to increase with additional automated tools (KPM #1). We've seen accelerated growth in the number of personal income tax returns filed electronically. Increasing numbers of taxpayers of all kinds are filing electronic returns improving the speed and efficiency of processing and reducing costs (KPM #9). Taxpayers are also taking greater advantage of department electronic systems (such as the web-based "look-up" function) to be more self-sufficient. There has been a decrease in the average days to process personal income tax refunds (KPM #8).

However, we faced challenges in meeting some targets. Perhaps most distressing was not meeting our target for Personal and Corporation Tax cases closed (KPM#6). The combination of a delayed tax filing season (and the resulting increase in taxpayer inquiries) with the difficult economic climate presented significant constraints. We are working to balance addressing taxpayer inquiries and other essential work more effectively. We saw a marked decline in delinquent returns filed after compliance contact (KPM #7). We are working to better understand and respond to this decline. Employee Work Environment Satisfaction (KPM #10) remains below the agency goal. We provide training, developmental opportunities, job rotation programs, and flexible work schedules to support employees and maintain a healthy and safe workplace. We also struggle to balance mission-critical training needs with providing all staff with essential training (KPM #11) during a continuing time of high workloads and increasing budget challenges.

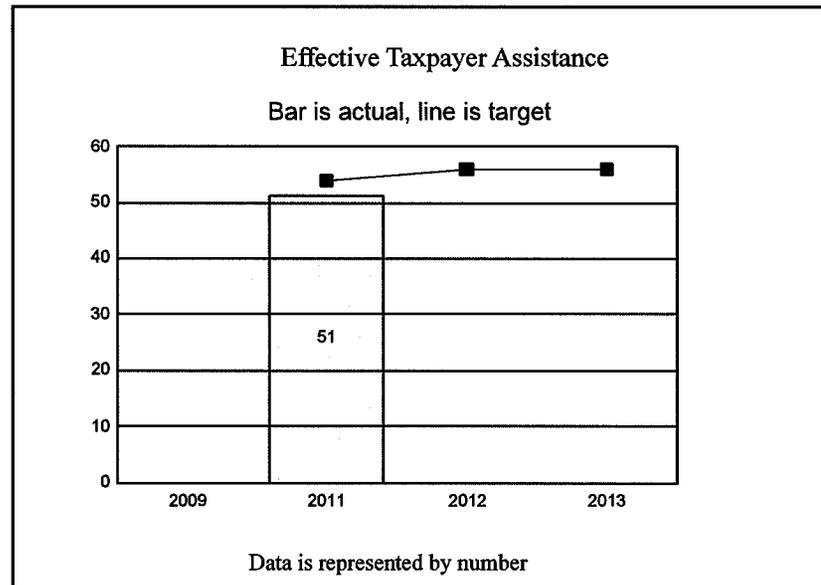
4. CHALLENGES

As we look to the future, we anticipate continued tight budget resources and growing demand for the services we provide the public. As the private sector increasingly provides Internet/Web-based business solutions to their customers we will be challenged to find similarly modern and innovative ways of delivering services, collecting tax revenues, training our employees, and modernizing the infrastructure needed to efficiently process and manage information. We are proud of the accomplishments we've made in this challenging time. Thanks to the quality of our workforce we continue to strive for excellence each and every day.

5. RESOURCES AND EFFICIENCY

The agency's Legislatively Approved budget for the 2011-13 biennium is \$181,068,097; which represents a slight decrease from the previous biennium. The department made progress on its key measures, including its efficiency measures, over the last year. As we prepare the Business Case to modernize our core systems, virtually the entire agency has been engaged in various improvement activities including: process analysis, the increased use of the tools of quality, and building a better understanding of how our work can be improved. We are continually expanding the use of data-based inquiry, analysis, and understanding; and application of what we are learning through various collaborative test projects (such as the Interagency Compliance Network joint auditing and HB-3082 Licensee Compliance projects).

KPM #	Effective Taxpayer Assistance: Provide the most effective taxpayer assistant services by a data-driven combination of direct assistance and electronic self-help services.
Goal	Effective Taxpayer Assistance: Provide excellent service to taxpayers through web and direct contact in the most expeditious and cost effective manner possible, helping taxpayers meet their commitments with education, self-help and direct assistance, to help ensure compliance.
Oregon Context	This goal links directly to the department's mission and to the Oregon benchmark for citizens understanding the tax system.
Data Source	Web site, Interactive Voice Response (IVR), Phone system, and Customer Satisfaction surveys.
Owner	Marvin Rhodes, Personal Tax and Compliance Division Administrator.



1. OUR STRATEGY

Our strategy is four-fold: The first part of our strategy is to increasingly provide web-based, self-help options to help taxpayers to expedite answers to inquiries on common issues (e.g., "Where is my refund?"). The second part of our strategy is to contain/reduce costs and more effectively control taxpayer call wait-time by shifting increasing numbers of taxpayer inquiries that would have traditionally gone to the call-center to the web. The third part of the strategy is to produce call wait-times that will serve to encourage tax payers to use net-based self-options, while **not** being an undue burden on those who lack access to the web, or for whom direct contact is the only/preferred contact method. The overall strategy of increasingly shifting to electronic methods is in common (and increasing) use in financial institutions of all kinds. The fourth part of the strategy is to use customer service surveys as "check" within the structure of the composite measure to insure that taxpayers don't feel adversely impacted by these changes.

2. ABOUT THE TARGETS

The department is using a complex, true performance outcome measure that "rolls up" individual results from three more specific, component operational measures: call wait times, IVR/Internet self help, and customer service surveys. We are measuring the combination/interaction of phone wait times, the successful use of the Internet for self help, and customer service levels. Individually, these are significant operational measures; in aggregate they form a more complete picture of the desired outcome than any single-element KPM could do. Together, the three components of the measure tell us the degree to which we are providing efficient, effective taxpayer services. While "placeholder" targets and actuals were provided when this measure was originally put forward for approval by the legislature, this will be the first reporting cycle with concrete targets and actuals. Since each portion of the measure is weighted differently (Wait time = 40% of the measure, Percentage of "successful IVR look ups = 50%, and Customer Service ratings = 10%) and the data forms are somewhat different, measurement targets and actuals are "normalized" into a common expression ... a scale of 1-100, with a higher aggregate score being better. The call-wait time element has a sub-target of 80% of all calls at less than five minutes. This is because we are trying to motivate taxpayers to use faster and less expensive web self-help alternatives for common inquiries, without producing excessive call wait-times that those who lack Internet access, or for whom direct contact is the only or preferred method of contact.

3. HOW WE ARE DOING

Wait-Time: Calls with less than five minutes wait time = 33% of total (total non-normalized mean = 12.8 minutes): N = 302,605. 25,542 calls (a little over 8% of all calls) required a Spanish speaking interpreter. Calls requiring an interpreter averaged nearly four minutes longer; this is a function of the time required to determine the need for an interpreter, call-transfer to a Spanish speaking Representative (the Department having only 2-3 interpreters available) and the intrinsic complication of translated calls. Currently, statistics are not kept on taxpayers requiring interpretive assistance other than Spanish. Wait-Times during the baseline period were adversely impacted by a number of external and internal factors. Filing season was delayed in both 2009 and 2010 (related to a special election and issues with several IRS credits). Additional factors included: Amnesty returns; issues associated with the implementation of an Automated Call Distribution system (ACD); a shift in self-assessed notices to Collections; the loss of eight full-time, experienced representative (for various reasons); a

hiring freeze, which prevented filling those vacancies until Feb. of 2011 and the resulting "training lag" before the new hires were able to work independently. In addition there were policy changes resulting in higher numbers of returns with a large number of personal exemptions moving to Suspense in order to obtain additional taxpayer information and verify that information. These factors increased both call volumes and call times, resulting in higher than optimal wait times.

Percentage of Successful Web "Look-ups:" = 59% (N = 230,962). As with wait-time statistics, IVR "look-ups" were adversely impacted by several "special causes" of variation. There were delays in the start of the filing season in two of the baseline years. Taxpayers who did not observe those delays would not have produced a successful look-up on their returns within the time frames, within which they might reasonably have expect their return to be processed. The delays in the start of the tax processing season created an immediate backlog in processing, which also resulted in unsuccessful look-ups as a result. Additionally, the IVR system was not operational for the 2010 filing season until Feb. 1st of 2011 due to technical issues. It is important to note, however, that the ease of using the look-up process resulted in multiple inquiries from taxpayers with an average frequency per user of 2.3 inquiries (irrespective of whether or not the look-up was successful). **Percentage of Customer Service Ratings of "Good" or "Excellent"** = 86%: In spite of the significant changes in both the internal and external environment and the multiple, special causes of variation noted above, Department of Revenue employees have continued to deliver consistently high degrees of customer service. The slight percentage decline from 2009 is well within the normal variation and error rates of the survey process.

4. HOW WE COMPARE

Do to the unique nature of this measure, comparable data is not available.

5. FACTORS AFFECTING RESULTS

The primary factors impacting this new, and complex measure for this baseline period are largely within the general category of "special" causes of variation (those types of variation, which are statistically outside normal process control limits). However, in each case, the Department engaged in considerable analysis and discussion about how these kinds of variation might be responded to more effectively in the future within resource and time constraints.

6. WHAT NEEDS TO BE DONE

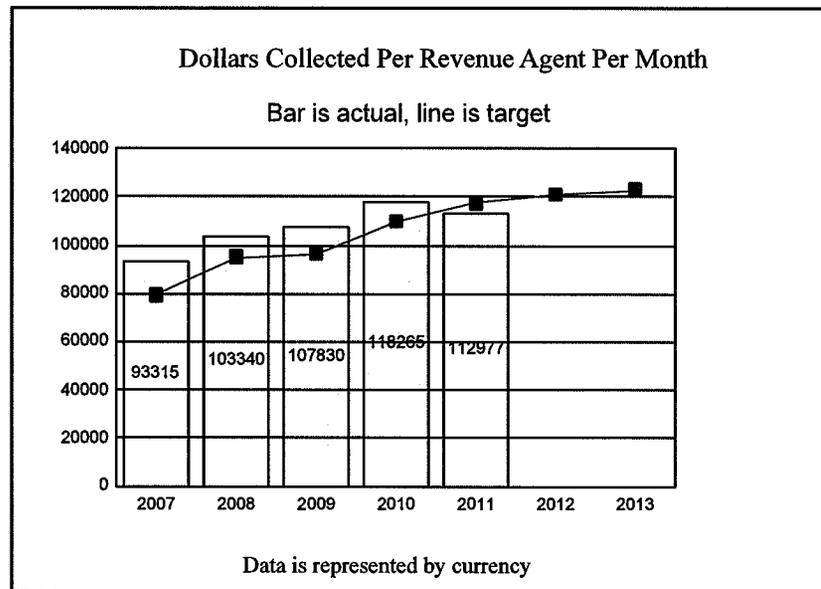
The Department will continue in its ongoing process re-engineering and improvement efforts. There is little doubt a more integrated and modern core tax system will reduce or eliminate a number of processing bottlenecks that occur in manual and non-integrated automated processes when extraordinary events occur. As we have examined the way in which this new type of measure has functioned, we have re-visited the logic model used to set the weighting for the three components. While customer service originally had the lowest percentage rating in the measure, in practical terms the other two components (call wait-time, and taxpayer self-sufficiency through IVR look-ups) are essential **operational** activities which drive customer service, which in turn drives the

outcome this measure is intended to inform (Effective Taxpayer Assistance). We will be asking our BAM and LFO Analysts to approve an administrative change to allow us to re-weight the measure (50% customer service, and 25% each for wait-time and look-ups) for the next two reporting years. If successful, we will re-assess the progress made in taxpayer self-sufficiency and determine if further adjustments are necessary to make certain the measure remains relevant and applicable. We will also use a more varied approach to obtaining and analyzing customer service data to make certain this data is as representative and as valid as possible, as well as to have more "real time" customer service feedback data, from which to make strategic and operational decisions.

7. ABOUT THE DATA

Reporting cycle is the Oregon Fiscal year. Website information is taken from Oregon.gov and IVR data gathered by the department. IVR data includes results showing the number of callers that hang up after listening to information on the IVR. It also includes results showing the number of times the response to an inquiry to the "Where's My Refund?" area of the department's website is something other than "not found." Wait time data is gathered from the phone system. Customer Service data is taken from the standard Customer Service KPM survey process. Since this composite measure has not been reported previously, "Wait Time" data is compiled for 2009 - 2011, ""Successful look ups" from 2010 - 2011, and Customer Service 2011. This is done in order to form a "baseline" from which the measure can more appropriately be compared in subsequent reporting.

KPM #1	Dollars Collected Per Revenue Agent Per Month (Personal Income Tax)	2000
Goal	Tax Administration: Provide excellent service, helping taxpayers meet their commitments with education, assistance and compliance.	
Oregon Context	This goal has no direct link to an Oregon Benchmark; it links directly to the department's mission.	
Data Source	Agent Production Reports ACTF007, PTAC Performance Measures, Cost Allocation System (CAS); based on productivity per position.	
Owner	Marvin Rhodes, Personal Tax and Compliance Division Administrator	



1. OUR STRATEGY

Our strategy is to maintain a workforce of skilled employees who are provided with essential collection tools and technology. We evaluate the effectiveness of collection staff in collecting delinquent tax debt; analyze the type and age of delinquent debt; and evaluate the use of additional collection tools.

2. ABOUT THE TARGETS

The target measures the productivity of collection staff, based on the dollars collected per position. The higher the level achieved, the greater the productivity.

3. HOW WE ARE DOING

For 2010 we collected \$118,265 per agent (target was \$110,000). Actuals for 2011, again exceeding target (\$117,700. at \$112,977. This was well within the 5% variance range for this measure, basically indicating collections held their ground through some very difficult economic times.

4. HOW WE COMPARE

It is difficult to compare Oregon's performance with other states, given the widely diverse tax structures of different states. The department is currently working with a group of states to develop a way to compare results from state to state and develop and share best practice information state to state.

5. FACTORS AFFECTING RESULTS

There is very little doubt external economic conditions and our continuing struggles with aging core systems (and the resultant system integration "workarounds" made necessary), have had an adverse impact on this measure for some time. Additionally, internal organizational changes were made that have affected the reported productivity. Collections units which have been used in the sampling for this measure in the past are now comprised of a different "mix" of staff. Therefore, the employees being measured for FY 2011 are dissimilar from prior years' reporting. It would be prudent to adjust the sampling in future years, to reflect these differences.

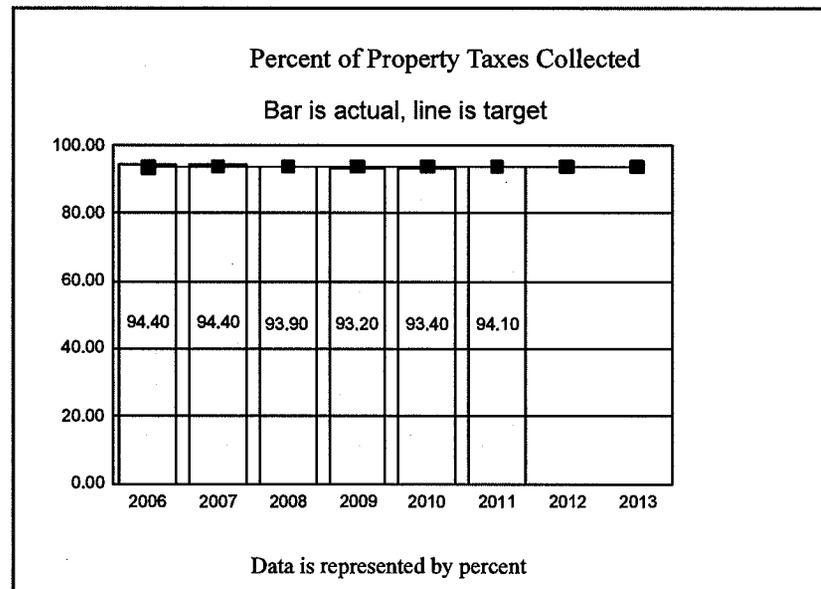
6. WHAT NEEDS TO BE DONE

With ongoing turnover of staff due to promotion and retirement, recruiting and training new staff is a constant challenge. We need to continue to evaluate how to streamline our technical training.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. The departments internal auditor reviewed the measure and reported that the calculations appear to be accurate, documented, and repeatable.

KPM #2	Percent of Property Taxes Collected.	2000
Goal	Tax Administration: Partner with local governments to promote a healthy and consistent property tax system.	
Oregon Context	This goal has no direct link to Oregon benchmark; it links directly to the department's mission.	
Data Source	Oregon Property Tax Statistics (various years); Property Tax certified, Property Tax Collection, and Total Uncollected report.	
Owner	Jim Bucholz, Property Tax Division Administrator	



1. OUR STRATEGY

Our strategy is to provide training of county collection staff, and develop and maintain support materials to help counties collect identified property taxes.

2. ABOUT THE TARGETS

The target measures the degree to which counties are able to timely collect identified property taxes. The higher the percentage of taxes collected, the better, as most units of local government rely heavily on property taxes to fund local services.

3. HOW WE ARE DOING

The 2011 target was 93.8%. Actual measured performance was slightly better than the target at 94.1%, which does not represent a statistically significant change from the previous reporting year.

4. HOW WE COMPARE

Comparable data is not available.

5. FACTORS AFFECTING RESULTS

Data reveals the counties are collecting a high percentage of the total property taxes that are due and, are managing their accounts receivable well. Additional research has shown that, by the end of the third year following the initial billing, the counties have received about 99.7 percent of the taxes due for that year. The statistics show a high degree of effectiveness in maintaining timely collection activities for the property tax year.

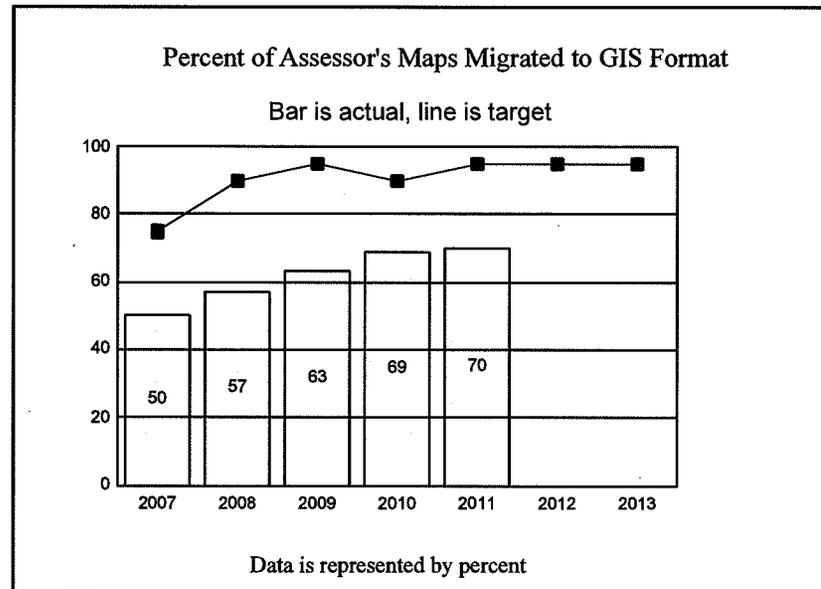
6. WHAT NEEDS TO BE DONE

Continue partnerships with county collection offices.

7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year. The data is self-reported by each of the 36 counties and uses the same methodology as is used for the Health of the Property Tax System publication.

KPM #3	Percent of Assessor's Maps Digitized in a GIS Format.	2004
Goal	Operational Excellence: Adopt best business practices, taking advantage of technology to improve our system and processes.	
Oregon Context	This goal has no direct link to Oregon benchmark; it links directly to the department's mission	
Data Source	Oregon Map Project (ORMAP).	
Owner	Jim Bucholz, Property Tax Division Administrator	



1. OUR STRATEGY

Our strategy is to partner with counties to migrate digitized property tax maps into GIS format, providing employees and business partners with easy access to accurate property tax map information.

2. ABOUT THE TARGETS

The ORMAP Advisory Committee (as provided under ORS 306.135), has established a target of 70% for the 2011 reporting year. This target is being met. The agency will be coming forward in the next Agency Request Budget to formally request that KPM targets for this measure are changed to be consistent with those of the state-wide Advisory Committee. The long-term target is to have a totally digital statewide property tax map by the year 2016. This will require transforming all the county assessor maps into a GIS format by that date. The higher the percentage, the better the performance.

3. HOW WE ARE DOING

As of June 2011, we have completed 70% of the tax maps, and 79% of the tax lots. We are meeting the ORMAP Advisory Committee targets.

4. HOW WE COMPARE

This measure is difficult to evaluate across jurisdictions because of differing technology and terminology. Jurisdictions in many states are in the process of converting their tax lot base data to GIS-enabled format. Few, however, are doing it from the statewide level.

5. FACTORS AFFECTING RESULTS

Funding challenges and a scarcity of skilled staff at both the state and local level present ongoing challenges, but Advisory Committee targets are being met.

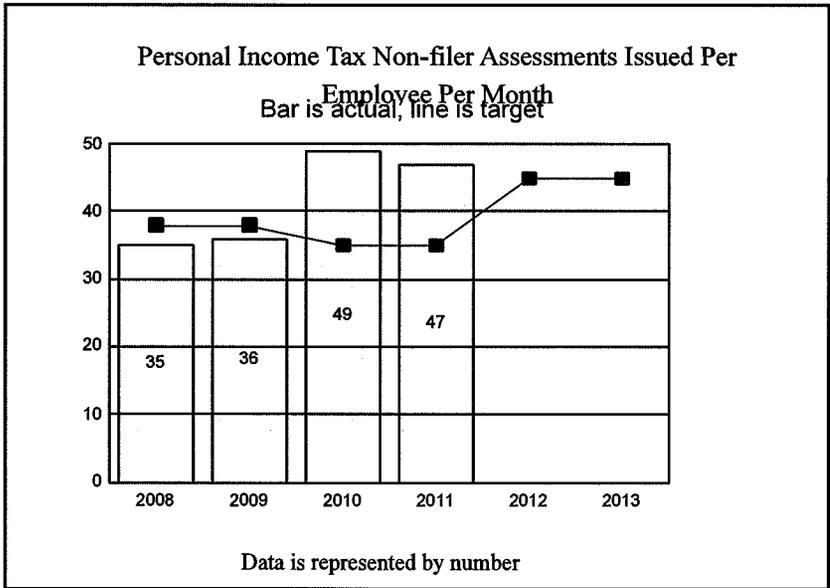
6. WHAT NEEDS TO BE DONE

The department needs to continue to partner with counties to manage and fund remapping efforts aimed at improving access to assessor map information.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. The department internal auditor reviewed this measure for fiscal years 2006 and 2007. The results of that audit were adopted into how this measure is currently being managed and reported.

KPM #5	Personal Income Tax Nonfiler Assessments Issued Per Employee Per Month.	2000
Goal	Tax Administration: Provide excellent service, helping taxpayers meet their commitments with education, assistance and compliance.	
Oregon Context	This goal links to the departments mission and an Oregon benchmark.	
Data Source	Cost Allocation System (CAS) and Filing Enforcement Monthly Reports, based on productivity per position.	
Owner	Marvin Rhodes, Personal Tax and Compliance Division Administrator	



1. OUR STRATEGY

Our strategy is to develop filing enforcement tools, techniques and data sources that will improve the accuracy of our information and help the department assist taxpayers in filing.

2. ABOUT THE TARGETS

The department is continuing to emphasize voluntary filing of tax returns by taxpayers (KPM#7). As that effort increases, we should not be sending as many assessments of tax due to taxpayers. As a result, we are projecting the number of assessments per employee should peak, and then decline over time.

3. HOW WE ARE DOING

We exceeded the 2011 Target. We changed our filing enforcement strategy and processes in late 2010. These process changes allow staff to work cases more efficiently, resulting in more assessments being done. This may seem contradictory. Improved enforcement is an integral part of our larger strategy of voluntary compliance. This is similar to increasing police patrols as school begins, as an integral strategy of achieving declining accident rates in school zones.

4. HOW WE COMPARE

Comparable data is not available.

5. FACTORS AFFECTING RESULTS

We are continuing to refine the tools and skills needed to encourage and assist taxpayers to file their returns voluntarily.

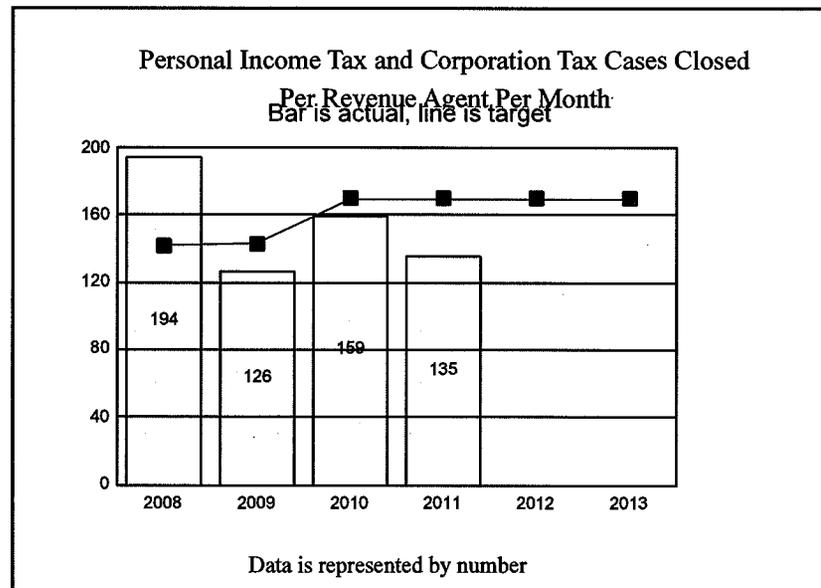
6. WHAT NEEDS TO BE DONE

It will take some time for the strategic changes the Department is making to produce the desired outcomes. We need to continue what we are doing, while refining and constantly improving our practices, based on data.

7. ABOUT THE DATA

The reporting cycle is Oregon fiscal year.

KPM #6	Personal Income Tax and Corporation Tax Cases Closed Per Revenue Agent Per Month.	2000
Goal	Tax Administration: Provide excellent service, helping taxpayers meet their commitments with education, assistance, and compliance.	
Oregon Context	This goal has no direct link to Oregon benchmark; it links directly to the department's mission.	
Data Source	Data from Agent Production Reports ACTF007 and FTE from Cost Allocation System (CAS), based on productivity per position.	
Owner	Marvin Rhodes, Personal Tax and Compliance Division Administrator	



1. OUR STRATEGY

Our strategy is to provide collection staff with tools and training to resolve collection cases quickly. The measure evaluates the effectiveness of staff in working with taxpayers to close cases.

2. ABOUT THE TARGETS

The target reflects steady growth in cases closed per revenue agent. A higher number is better.

3. HOW WE ARE DOING

For 2011, the number of cases closed per agent dropped slightly to 135 but it is at 80% of target.

4. HOW WE COMPARE

Comparable data is not available.

5. FACTORS AFFECTING RESULTS

It is reasonable to anticipate the extraordinary economic conditions in which we now (and since 2009) live has contributed to fewer taxpayers being able to pay off their debts in a timely manner, thus leading to fewer closed cases per revenue agent. Also, the volume of in-bound calls coming in through a newly acquired inbound automated call distributor has adversely impacted agents' ability to work their assigned queues of accounts.

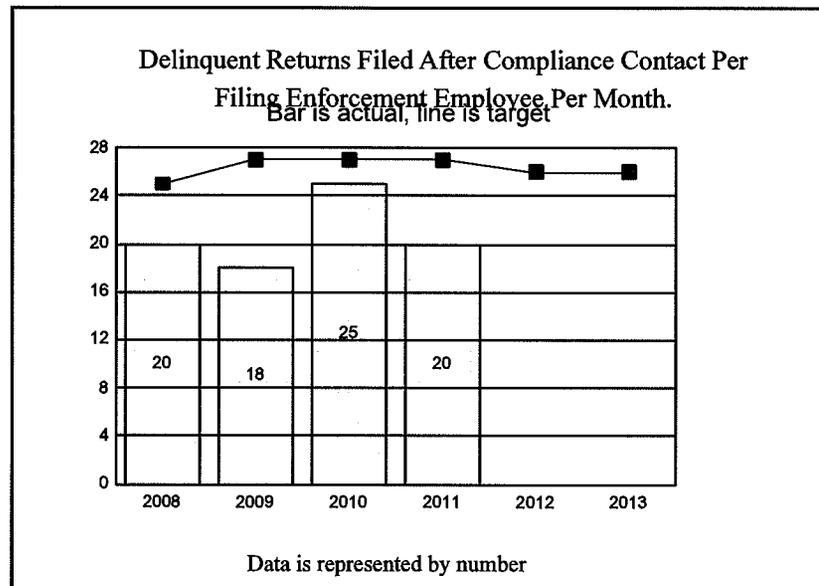
6. WHAT NEEDS TO BE DONE

We are working on changes to the staffing model with our revenue agents to more effectively balance fielding incoming calls from taxpayers by using more effective call-queue management. This should facilitate a higher number of cases closed per month in the future. As to the impact of the continuing economic crisis, this is difficult to assess.

7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year.

KPM #7	Delinquent Returns Filed After Compliance Contact Per Filing Enforcement Employee Per Month.	2001
Goal	Tax Administration: Provide excellent service, helping taxpayers meet their commitments with education, assistance and compliance.	
Oregon Context	This goal links to the departments mission and Oregon benchmark 33.	
Data Source	Cost Allocation System (CAS) and Filing Enforcement Monthly Reports, based on productivity per position	
Owner	Marvin Rhodes, Personal Tax and Compliance Division Administrator	



1. OUR STRATEGY

Our strategy is to identify non-filing taxpayers and encourage them to file their own returns. If taxpayers voluntarily comply by filing their own returns, we believe there is a higher likelihood of their future tax compliance.

2. ABOUT THE TARGETS

The department is emphasizing voluntary filing of tax returns by taxpayers as a key long-term strategic objective. As that effort increases to produce positive results we will most probably produce fewer assessments of tax due (as measured in KPM#5). We will continue, through various means, to encourage taxpayers to file after compliance contact with the department. Higher is better.

3. HOW WE ARE DOING

We did not meet the 2011 target for this measure. This strategy has not been in place long enough to produce the desired outcomes. We will continue to monitor, analyze and refine our activities in this area.

4. HOW WE COMPARE

Comparable data is not available.

5. FACTORS AFFECTING RESULTS

The department has provided training for employees, emphasizing the need to contact taxpayers quickly and work toward voluntary compliance.

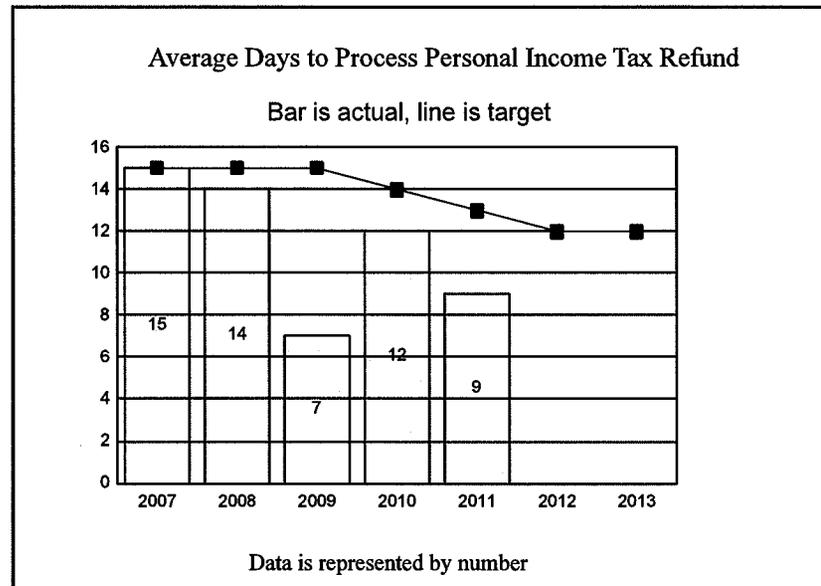
6. WHAT NEEDS TO BE DONE

The department has recently introduced new strategies, which will require some time to have the desired impact. We will continue to monitor, analyze and make necessary adjustments and improvements.

7. ABOUT THE DATA

The reporting cycle is Oregon fiscal year.

KPM #8	Average Days to Process Personal Income Tax Refund.	1999
Goal	We adopt best business practices to make tax systems work better, and take full advantage of opportunities presented by new technology.	
Oregon Context	This Goal has no direct link to Oregon benchmark; it links directly to the department's mission.	
Data Source	Personal income tax return processing system.	
Owner	J. P. Jones, ASD Administrator	



1. OUR STRATEGY

Our strategy is to generate Personal Income Tax refunds in a timely manner, through the efficient use of staff and systems.

2. ABOUT THE TARGETS

The targets are based on generating refunds within a 13-day period in the future. This target is aggressive and demands careful planning. Lower is better for this measure.

3. HOW WE ARE DOING

In 2011, the target was 13 days; actual performance for 2011 was 9 days.

4. HOW WE COMPARE

Oregon's targets and usual performance are comparable with other states.

5. FACTORS AFFECTING RESULTS

The Department's ability to move more taxpayers to electronic filing or bar code (2D) returns; bringing in additional staff during tax processing season, and process improvements.

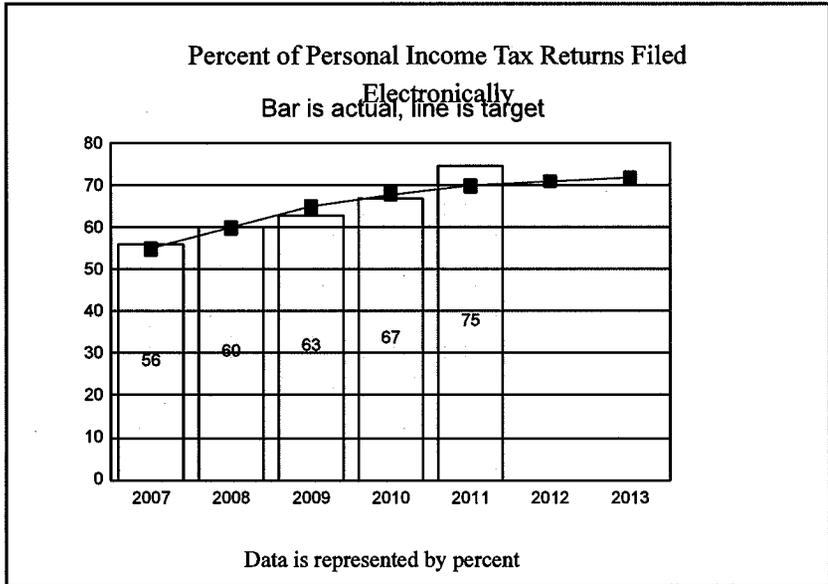
6. WHAT NEEDS TO BE DONE

Continued process improvement efforts, and the bringing in of additional staff during tax processing season.

7. ABOUT THE DATA

The reporting cycle is calendar year, in which returns for the preceding tax year are processed. Note: The data does not include amended returns (12% in 2010 and 9% in 2011), because amended returns require extensive manual processing and as such are considered "outliers" in normal return processing. The methodology used to calculate actuals for 2011 was changed to more accurately reflect true process performance.

KPM #9	Percent of Personal Income Tax Returns Filed Electronically	2002
Goal	Operational Excellence: Adopt best business practices, taking advantage of technology to improve our system and processes.	
Oregon Context	This goal has no direct link to an Oregon benchmark; it links directly to the department's mission.	
Data Source	Personal income tax return processing system statistics for electronically filed returns.	
Owner	Marvin Rhodes, Personal Tax and Compliance Administrator	



1. OUR STRATEGY

Our strategy is to improve customer service and efficiency by increasing the percent of personal income tax returns filing electronically. Electronically filed returns are faster and less expensive to process.

2. ABOUT THE TARGETS

The targets were recently revised upward to reflect the strong growth in e-filing at the state and federal level. Higher is better.

3. HOW WE ARE DOING

Data for this measure is reported by calendar year. We have seen a significant increase in e-filing for this reporting period (74.8%) bettering both the previous year, and the Legislatively approved target (70%).

4. HOW WE COMPARE

Oregon's rate of electronic filing is comparable with other states.

5. FACTORS AFFECTING RESULTS

Since Oregon's electronic filing is tied with the federal return, we benefit as more taxpayers choose to file their federal tax returns electronically.

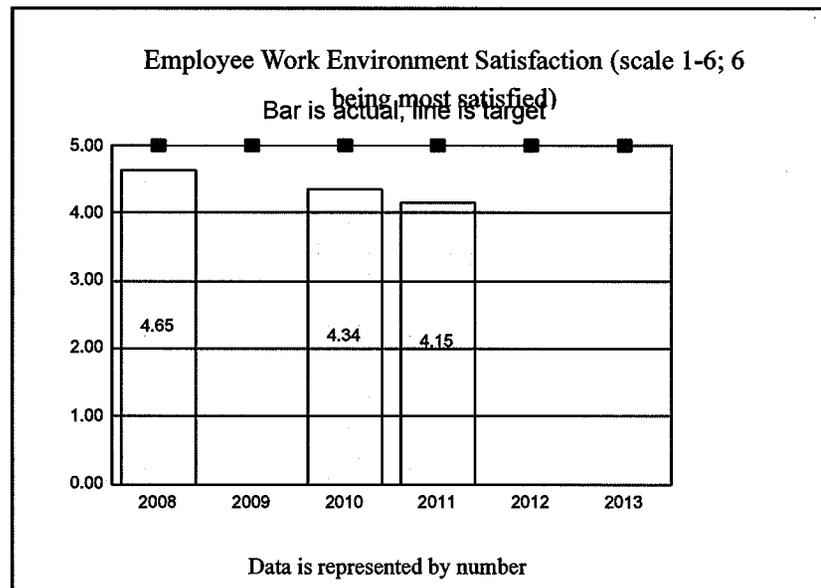
6. WHAT NEEDS TO BE DONE

The department needs to continue emphasizing and marketing the benefits of electronic filing. In addition, we will continue to work with software vendors to provide easy methods to add state electronic filing to federal electronic filing of returns. In addition, we are working to better understand taxpayers who choose not to use e-filing, in order to identify and eliminate/mitigate constraints, over which we have reasonable control.

7. ABOUT THE DATA

The reporting cycle is the Oregon calendar year. Data for this measure is taken from the ITX Run Report from Suspense and includes suspended returns. Data is limited to Personal Income Tax (PIT) returns. The Department internal auditor has previously reviewed the measure and reported that the calculations appear to be accurate, documented, and repeatable.

KPM #10	Employee Work Environment (based upon a scale of 1-6)	2002
Goal	Work Environment: Provide a positive, productive, and welcoming work environment.	
Oregon Context	This goal has no direct link to Oregon benchmark; it links directly to the department's mission.	
Data Source	Employee survey conducted by the agency's Workforce Environment Council (WEC). All Department employees have access to an electronically generated survey via posting on the Department's web page. The WEC survey was distributed, data collected and analyzed, and reported by the Strategic Planning Division Metrics Manager to the WEC Committee, which then did additional analysis and presented survey results to the agency Director and Administrators. Results of the WEC survey were published on the Department's web page.	
Owner	Kimberly Dettwyler, Human Resources Section Manager	



1. OUR STRATEGY

Our strategy is to provide employees with the physical environment, support and resources needed to do their jobs well.

2. ABOUT THE TARGETS

Employees rate their work environment on a scale of 1-6, with 1=very dissatisfied to 6=very satisfied. The target is an average of all quantitative elements of the survey of 5.25, reflecting a rating above satisfied. Higher rating is better.

3. HOW WE ARE DOING

The 2011 target was 5.25; actual 2011 performance was 4.15. Although overall results are lower than in the previous year, the quantitative results indicate that people are generally satisfied with their overall work environment, in spite of the ongoing high levels of uncertainty and significant changes taking place both within the Department, and state Government as a whole.

4. HOW WE COMPARE

Comparable data is not available.

5. FACTORS AFFECTING RESULTS

We provide training and developmental opportunities, job rotation programs, and flexible work schedules to support employees. Physical environment has been less of an issue, since the installation of ergonomic furniture on the last two floors within the Revenue Building. The Department has recently developed an internal skills assessment database (base on employee self-assessment) to better understand and utilize the knowledge and expertise of the workforce. There are numerous Work out of Class opportunities being made available, and increasing numbers of employees are engaged in process mapping and improvement efforts.

6. WHAT NEEDS TO BE DONE

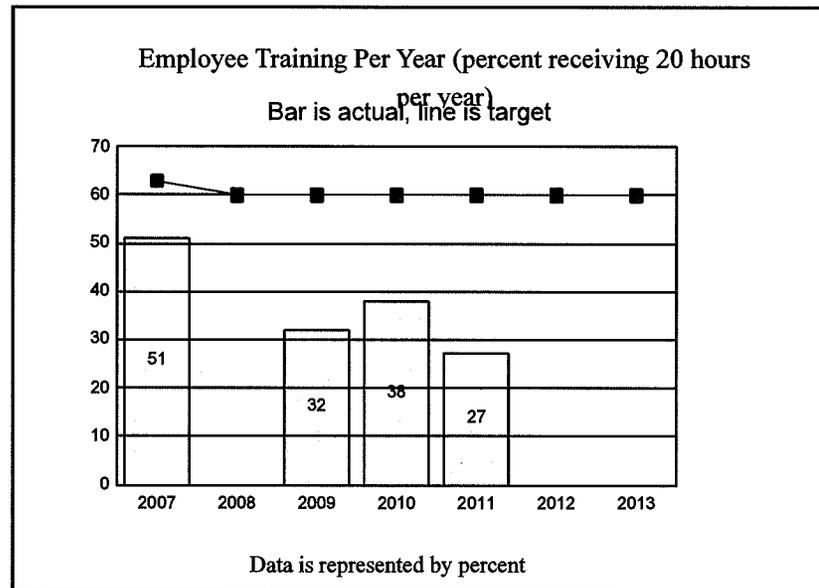
The Department needs to continually emphasize it's commitment to the personal and professional welfare of its employees through: addressing the the need for

improved safety and comfort issues; more effective and timely communication, and higher levels of engagement on the part staff throughout the Department.

7. ABOUT THE DATA

The reporting cycle is Oregon fiscal year. Data was collected through an agency-wide electronic survey. All employees had the opportunity to respond anonymously. The survey was distributed and results tabulated by the Strategic Planning Division survey specialist. The return rate was 51%, which results in a slightly better than a 95% overall confidence level for the survey. The average confidence range for all individual qualitative survey questions was 4.03 - 4.26 (90%). Although the standard 5% error rate is asserted, because both data collection and quantitative calculations were done through an automated system, the actual error rate is probably lower than 5%.

KPM #11	Employee Training Per Year (percent receiving 20 hours per year).	2000
Goal	To engage in formal and informal staff and management development activities, in order to grow and maintain a workforce with the necessary skills, knowledge and abilities to perform their jobs well. To provide formal and informal career and professional development opportunities to as many employees who seek them as possible, within resource limitations.	
Oregon Context	This goal links to the department's mission and Oregon benchmark 29.	
Data Source	Agency Cost Allocation System (CAS).	
Owner	Kimberly Dettwyler, Human Resources Manager	



1. OUR STRATEGY

To identify key staff and management skills, knowledge and abilities and use a variety of formal and informal training and development activities to meet those

needs within the available resources.

2. ABOUT THE TARGETS

Oregon Benchmark 29: Labor Force Skills Training – measures percentage of Oregonians in the labor force who received at least 20 hours of skills training the past year. Our target is based on the percentage of employees who receive that training. Higher is better.

3. HOW WE ARE DOING

The Department averaged 32.4 hours of training per employee for this fiscal year, at a total cost of \$461,873. Because of specific training needs, in many cases limited resources were directed toward critical job skills training for limited numbers of employees. Additionally, under-reporting of training has been, and continues to be, a perennial issue. The Department has migrated to an electronic-based time sheet system and we are hoping this will provide more accurate data on training over time.

4. HOW WE COMPARE

It would be useful for DAS to provide agencies with a system-wide mean for hours of training per employee, for use as a benchmark.

5. FACTORS AFFECTING RESULTS

Ongoing budget challenges and critical job skills training needs have made it difficult to provide the 20 hours minimum, for each of our employees.

6. WHAT NEEDS TO BE DONE

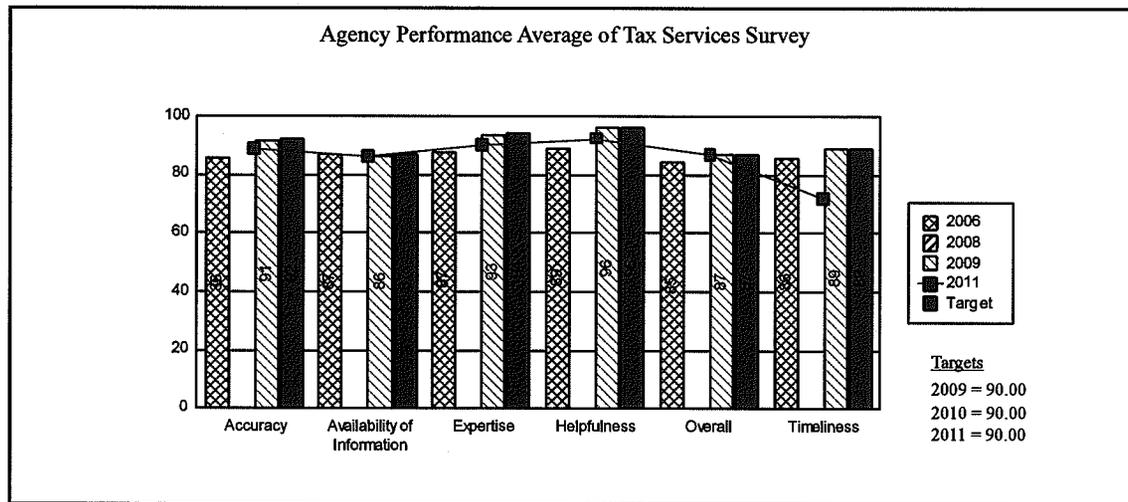
The department will continue to place a high priority on training and development, and continue to seek creative, low-cost ways to deliver the training. Additionally, we are providing more development opportunities to our employees through participation in specific projects, process improvement teams, Leadership Revenue, and work out of class assignments.

7. ABOUT THE DATA

The reporting cycle is Oregon fiscal year. Data comes from coding on time sheets. The department has the automated system iLearn Oregon in place, which

should help with the under-reporting problem. Managers are responsible for insuring the accuracy of reporting training with limited review for accuracy by payroll or Human Resources.

KPM #12	Customer Service: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.	2006
Goal	Tax Administration: Provide excellent service to taxpayers in a timely manner.	
Oregon Context	This goal links to department's mission.	
Data Source	Surveys of representatively selected tax payers, at the conclusion of their interaction with the Department.	
Owner	Marvin Rhodes, Personal Tax and Compliance Division Administrator	



1. OUR STRATEGY

Our strategy is to provide the best possible customer service to taxpayers who visit our field offices or call our Tax Services Unit for assistance, as measured by surveys of our customers.

2. ABOUT THE TARGETS

We have set the targets for all components at 90%. Higher percentage is better.

3. HOW WE ARE DOING

Since the 2009 APPR Oregon has seen significant declines in our economy, and we continue to see macro-level economic forecasts suggesting our economy will remain flat or perhaps even decline, at least for a time. In spite of this, customer service ratings have remained relatively positive, remaining within a 5% variation from the previous report. Because we are, who we are, this speaks highly for the Department's ability to maintain positive service levels through chaotic and trying times.

4. HOW WE COMPARE

It would be helpful if DAS could provide an overall mean from all state agencies for each of the customer service elements, we could use as a benchmark in comparing our results.

5. FACTORS AFFECTING RESULTS

To maintain customer service levels through all of the changes and challenges the state and the Department has faced over the past few years should be considered a compliment to the commitment and professionalism of our employees who serve the people of the state of Oregon.

6. WHAT NEEDS TO BE DONE

The department will continue to emphasize the importance of customer service in all areas, including timeliness, accuracy, helpfulness, expertise and availability of information, through increasing availability of self-help options, and direct customer service.

7. ABOUT THE DATA

The data for this report was collected in September and October of 2011, using a representative sample of tax payers who had just completed some type of transaction with the Department. Results were entered and tabulated electronically, and analyzed and reported by the Strategic Planning Division survey specialist, using SurveyTracker software. The error rate is presumed to within 5%.

REVENUE, DEPARTMENT of	III. USING PERFORMANCE DATA
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Agency Mission: We make tax systems work to fund the public service that preserve and enhance the quality of life for all citizens.

Contact: Karen Gregory	Contact Phone: 503-945-8288
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Alternate: Rick L. Gardner	Alternate Phone: 503-798-7823
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The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1. INCLUSIVITY</p>	<p>* Staff: Staff are increasingly involved in reviewing our agency mission, vision and values, which are supported by these Key Performance Measures. There is increasing participation and input on review and requests for modifying and/or changing measures.</p> <p>* Elected Officials: Elected Officials review the performance measures as part of the legislative process.</p> <p>* Stakeholders: Stakeholders are consulted regarding the measures as appropriate.</p> <p>* Citizens: Citizens review the performance measures on the department's Web site and submit questions and comments.</p>
<p>2 MANAGING FOR RESULTS</p>	<p>Performance measures are used as key indicators of the agency's progress toward achievement of its long-term vision. They are also used as indicators of progress made in projected efficiency gains as a result of automation. The agency uses additional internal measures and division and agency level dashboards to track internal indicators to assist in using output data to more effectively manage to identified outcomes.</p>
<p>3 STAFF TRAINING</p>	<p>Management Team members and managers involved in preparing and updating the department's performance measures attended training and informational sessions sponsored by the Progress Board, the Legislative Fiscal Office (LFO) and The Department of Administration (BAM). Various agency managers have previously, and continue to attend targeted training classes, with topics related to public sector performance measurement and have brought the knowledge gained at those classes back to the agency. In addition, managers have reviewed training and information posted on the Department of Administration Website. The department has begun offering internal training on process performance metrics and the tools of quality.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff: Staff have the capability to review Key Performance Measures on the department's internal Web site. Managers are engaged in multiple levels of review of each updated Annual Performance Progress Report. Based upon their reviews, work processes may be changed or problems/trends identified, which are then addressed.</p>

* **Elected Officials:** Elected Officials review the performance measures and evaluate the department's effectiveness as part of the department's budget process. The measures are also included in the Agency Business Plan provided to the legislature and other elected officials.

* **Stakeholders:** Stakeholders review the measures on the department's external Web site and may ask questions or make suggestions.

* **Citizens:** Citizens review the measures on the department's external Web site and may ask questions or make suggestions.

ORBITS Budget Narrative

Information Technology Projects \$500,000+

Core Systems Replacement

We're requesting a 2013–15 policy option package (\$4.2 million General Fund Appropriation and \$17.3 million Other Fund Limitation) to invest in technology that will replace our aging core systems.

Oregon's tax administration programs are supported by a technical architecture that was designed in the 1980s. Our core processes rely on a myriad of disparate, aging software applications and databases. For example, our Integrated Tax Accounting (ITA) system, on which all of the other core systems depend, is nearly 20 years old. We process \$7.5 billion a year and over 90 percent of the state's General Fund revenue through this aging system. Each year we manage the risks associated with this outdated technology while also working to get as much out of it as we can.

At the same time, tax administration across the country is undergoing sweeping change. Taxpayers demand ways of doing business that are convenient for them, in the same way they pay bills or do their online banking.

Taxpayers across the country are changing, too. For example, more individuals and businesses are using complex and sophisticated practices to reduce or avoid paying taxes, and Oregon is facing similar challenges.

An assessment of our current business practices identified:

- Our core information technology solutions are primarily based upon obsolete or outdated applications, and the risk of system failure is critical.
- Many business processes are inefficient and redundant because we must “work around” existing technology barriers.
- We don't have the necessary tools to support analytical decision making using all of the data available to us. New technology solutions will allow us to be more effective, more efficient and improve taxpayer compliance.
- Too many processes and technologies are dependent on a single employee for operation. If these individuals leave the agency, it would present a significant risk to our business continuity.

ORBITS Budget Narrative

Information Technology Projects <\$150,000

Central Business Registry

Since the 2007–09 biennium, the Central Business Registry has been the state’s single entry point for businesses that need to register with state agencies, and with federal and local governments.

Central Business Registry (CBR) is the State of Oregon’s vision for simplifying the process of registering a business in Oregon by providing a single online application for businesses to register with multiple state agencies as well as federal and local government agencies. Oregon Secretary of State (SOS) provides oversight of the CBR project and is responsible for coordinating ongoing development of the project, as well as the design and implementation of the CBR system. The Department of Revenue (DOR) must design and implement a system that receives electronic registration data from CBR, processes the registration data, and returns the data to the CBR system with a Business Identification Number (BIN) and any changes to the data necessary during processing.

This project is currently broken into four phases. Phases 1 and 2 are complete. Phase 3 allows those employers that have registered through CBR to make updates to their common registration information. “Common” registration information is defined as a business name, address, telephone number, state-generated common identification number (the CBR identification number), and the nature of the business and type of entity conducting the business.

Phase 3 is currently being tested and is scheduled for completion in the next 90 days. Phase 4 focuses on the “change in status” form. This form is submitted for various reasons, most commonly closing a business, changing entities, now doing business in the transit areas, etc. We are in the early planning stages of this phase.

The Secretary of State, Department of Revenue, Employment Department, and Department of Consumer and Business Services, in cooperation with other state, federal, and local government agencies, are building the registry system so that agencies can connect when ready.

E-government

We continue to partner with the Department of Administrative Services and the Chief Information Officer Council to identify areas where we can improve online services to taxpayers through E-government solutions.

ORBITS Budget Narrative

Fed/State E-filing

The IRS has implemented an electronic filing system that's based on more current technology than its old e-filing system. The IRS required states to switch to this new e-filing method by January 2013. Oregon has successfully made this transition and it is in place for future tax filing years.

We are successfully offering this new filing method to corporate and personal income tax filers, and plan to expand this capability to other tax programs.

Lifecycle Replacement Plan

We submitted our Lifecycle Replacement Plan to DAS. It's available in a supplemental document under the same name.

Regulatory Streamlining

2013–15 Regulatory Streamlining Plan

We continue to focus on creating and identifying opportunities to streamline regulations as we work through such processes as rules and legislative development.

Our enhanced homepage on Oregon.gov is completely customer-centered, making it easier and more intuitive for taxpayers to find what they need, when they need it. Taxpayers also may access their tax accounts online to find out how much they owe and then pay all or part of their tax debt. We'll develop more web-based taxpayer self-service features in the next biennium.

Our burgeoning social media presence also provides our customers with more opportunities to communicate with us in ways that are meaningful, modern, and helpful to them.

Reviewing needed changes to rules and statutes is an ideal time to look for specific ways we can lessen the burden on taxpayers and others we regulate. A department committee made up of staff from throughout the agency initially reviews proposed rules and legislation from all perspectives, especially customer impact. To strengthen this process, we present our proposed rules and legislation to external stakeholders asking for their ideas on how to make implementation less cumbersome for them.

ORBITS Budget Narrative

Reduction Options

The Department of Revenue's 2013–15 Continuous Service Level Total Fund budget totals \$203.6 million. The following two packages achieve a reduction of \$20.355 million total funds (10 percent), and \$16.601 million General Fund (10.1 percent) from the base 2013–2015 budget.

Reduction Package #1

- Income Tax Program Reduction, Local Government Assistance, ERA/NPA

\$8,076,743 General Fund; \$2,221,551 Other Funds; 71 Positions, 67.14 FTE
Revenue Loss of \$22 million General Fund

The department's mission is "We make revenue systems work to fund the public services that preserve and enhance the quality of life for all citizens." A key piece of this mission is safeguarding the state's major General Fund revenue sources. For example, of the \$13 billion that flows into the state biennially from personal income tax, about 98% is paid because taxpayers are voluntarily paying their taxes through withholding, estimated tax, and annual payments. It is critical that we support and assist these taxpayers.

Most of these positions collect delinquent taxes and identify taxpayers who are not filing or paying personal and corporate income taxes. Some of these positions audit returns, or appraise industrial or utility properties for local property tax purposes. Some of these positions are in the Processing Center and are used for data entry and processing returns.

The reduction option package reduces compliance activity but allows the department to maintain the basic infrastructure to administer these programs that generate General Fund dollars. Long term compliance would be compromised with these reductions. The department is not able to reduce these programs to this level without affecting the 2013–15 General Fund revenue streams.

The package also reduces the Other Funds limitation for the ORMAP program by \$672,000 to better reflect actual levels of expenditures. ORMAP provides grants to county and state agencies for the development of digitized tax lot maps in Geographic Information Systems (GIS) format.

ORBITS Budget Narrative

Reduction Package #2

- Income Tax Program, Local Government Valuation and support, IT Infrastructure and Ripple;
\$8,525,056 General Fund; \$1,531,200 Other Funds; 54 Positions, 54.00 FTE
Revenue Loss of \$18.2 million General Fund

Most of these positions collect delinquent taxes and identify taxpayers who are not filing or paying personal and corporate income taxes.

The property tax reductions will cause inconsistencies in the administration of the program from county to county. The department will eliminate or reduce work in functions such as setting and enforcing standards, training, and researching new valuation challenges such as new technology facilities. Businesses will be confronted by inconsistencies in the administration of property taxes as they operate across county lines.

The package also contains the “ripple” effect within the department of the reductions taken in the previous two packages. With 125 fewer staff, there will be reduced need for infrastructure support, managers, and facilities rent.

10% REDUCTIONS OPTIONS (ORS 291.216)

ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2011-13 AND 2013-15)	(GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
<p>Reduction Package #1. The department's mission is "We make tax systems work to fund the public services that preserve and enhance the quality of life for all citizens." A key piece of this mission is safeguarding the state's major General Fund revenue sources. For example, of the \$13 billion that flows into the state biennially from personal income tax, about 98% is paid because taxpayers are voluntarily paying their taxes through withholding, estimated tax, and annual payments. It is critical that we support and assist these taxpayers.</p> <p>Most of these positions collect delinquent taxes and identify taxpayers who are not filing or paying personal and corporate income taxes. Some of these positions audit returns, appraise industrial or utility properties for local property tax purposes. Some of these positions are in the Processing Center and are used to for data entry and processing returns.</p>	<p>THE CUT WILL IMPACT ALL PARTS OF THE DEPARTMENT'S BUSINESS, INCLUDING EMPLOYER WITHHOLDING, TAX COLLECTIONS, AUDITING, FILING ENFORCEMENT AND TAXPAYER SUPPORT. PROCESSING CENTER REDUCTIONS IN DATA ENTRY, SUPPORT, AND SEASONAL STAFF WILL EXTEND TAX RETURN PROCESSING SEASON, DELAYING REFUNDS AND CORRECTION OF RETURNS. LESS CAPACITY TO PROVIDE SUPPORT AND ASSISTANCE TO LOCAL PROPERTY TAX OFFICES. REDUCES TRAINING AND COUNTY SUPPORT. REVENUE LOSS IS PROJECTED TO BE \$22 MILLION GENERAL FUND BASED UPON CURRENT PRODUCTION RATES. POS 71 FTE 67.14</p>	<p>SAVINGS: \$8,076,743 GF \$2,221,551 OF</p> <p>71 POSITIONS AND 67.14 FTE</p>	<p>Revenue Loss of \$22 million General Fund.</p>

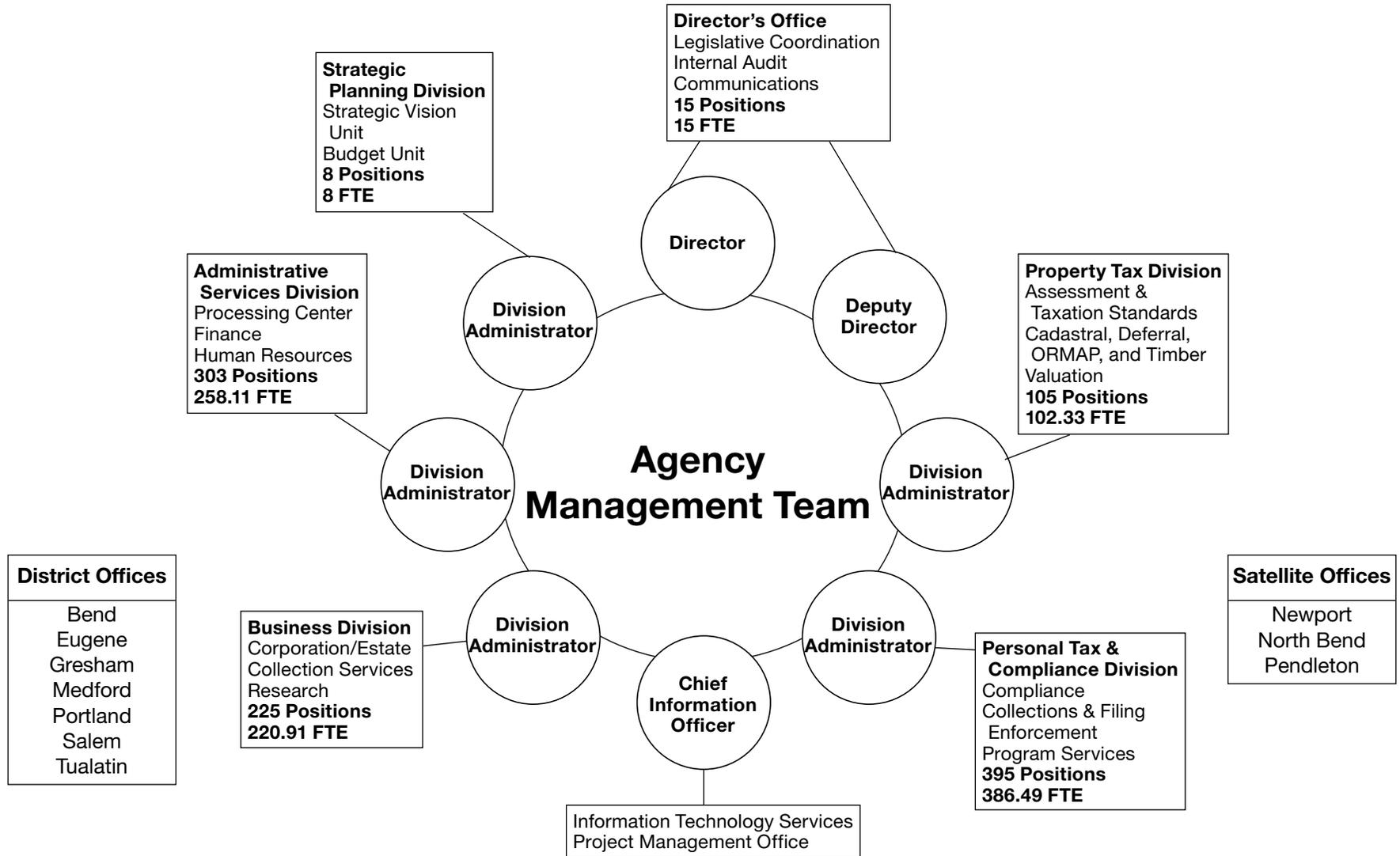
10% REDUCTIONS OPTIONS (ORS 291.216)

<p>The reduction option package reduces compliance activity but allows the department to maintain the basic infrastructure to administer these programs that generate General Fund dollars. Long term compliance would be compromised with these reductions. The department is not able to reduce these programs to this level without affecting the 2013-15 General Fund revenue streams.</p> <p>The package also reduces the Other Funds limitation for the ORMAP program by \$672,000. ORMAP provides grants to county and state agencies for the development of digitized tax lot maps in Geographic Information Systems (GIS) format.</p>			

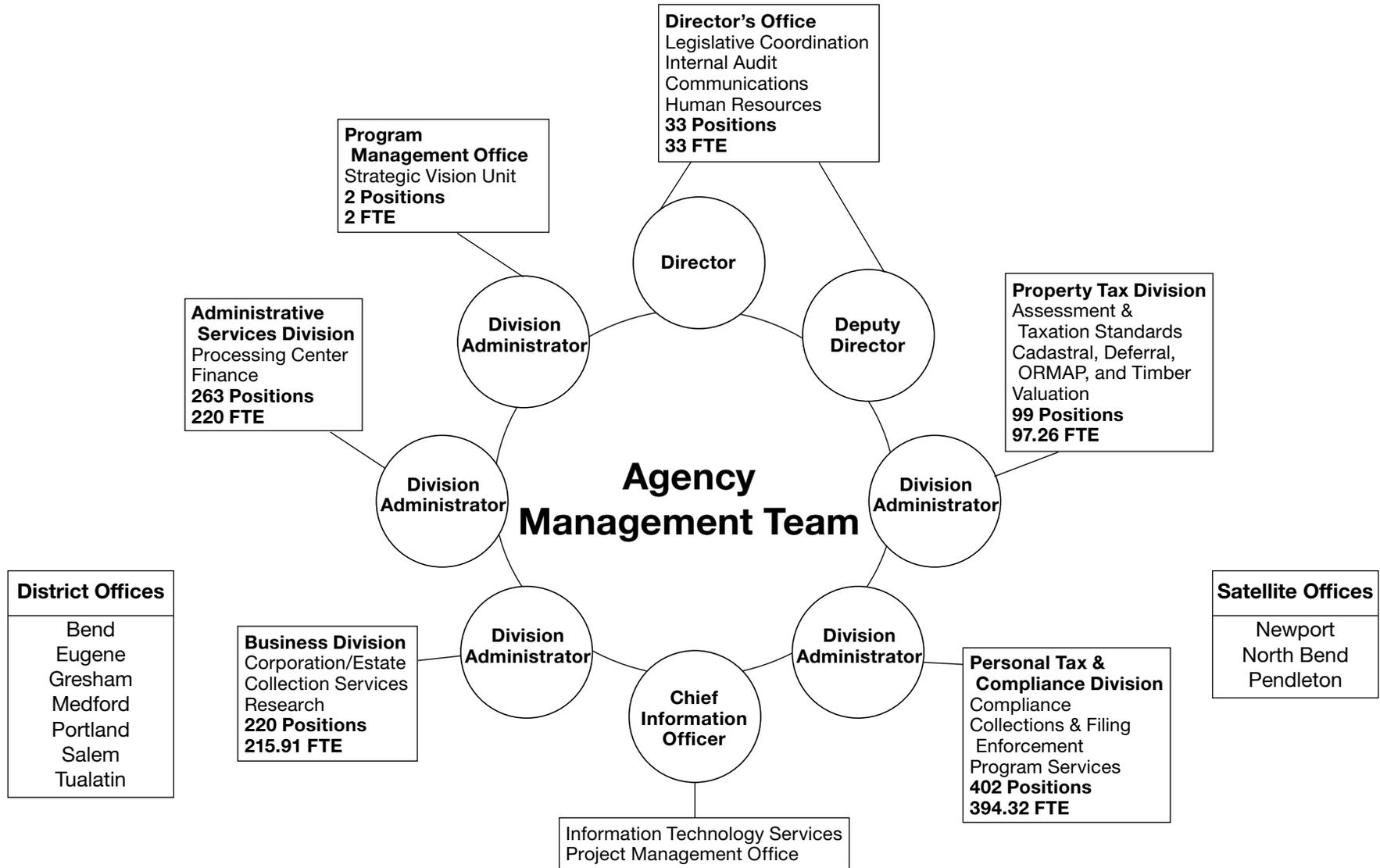
10% REDUCTIONS OPTIONS (ORS 291.216)

<p>Reduction Package #2.</p> <p>Most of these positions collect delinquent taxes and identify taxpayers who are not filing or paying personal and corporate income taxes.</p> <p>The property tax reductions will cause inconsistencies in the administration of the program from county to county. The department will eliminate or reduce work in functions such as setting and enforcing standards, training, and researching new valuation challenges such as new technology facilities. Businesses will be confronted by inconsistencies in the administration of property taxes as they operate across county lines.</p> <p>The package also contains the “ripple” effect within the department of the reductions taken in the previous two packages. With 125 fewer staff, there will be reduced need for infrastructure support, managers, and facilities rent.</p>	<p>THE CUT WILL IMPACT ALL PARTS OF THE DEPARTMENT'S BUSINESS, INCLUDING EMPLOYER WITHHOLDING, TAX COLLECTIONS, AUDITING, FILING ENFORCEMENT AND TAXPAYER SUPPORT. REDUCTIONS IN IT SERVICES WILL AFFECT IT TRANSFORMATION AND SUPPORT FOR BUSINESS OPERATIONS. REDUCTIONS IN FINANCE WILL ALSO REDUCE SUPPORT TO BUSINESS OPERATIONS.</p> <p>REVENUE LOSS IS PROJECTED TO BE \$18.2 M GENERAL FUND BASED UPON CURRENT PRODUCTION RATES.</p> <p>POS 54 FTE 54.00</p>	<p>SAVINGS: \$8,525,056 GF \$ 1,531,200 OF</p> <p>54 POSITIONS AND 54.00 FTE</p>	<p>REVENUE LOSS IS PROJECTED TO BE \$18.2 MILLION GENERAL FUND BASED UPON CURRENT PRODUCTION RATES</p>

Oregon Department of Revenue 2011-2013



Oregon Department of Revenue 2013–2015



Summary of 2013-15 Biennium Budget

Revenue, Dept of
Revenue, Dept of
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2011-13 Leg Adopted Budget	1,051	990.84	182,548,528	146,373,434	-	34,230,088	-	1,945,006	-
2011-13 Emergency Boards	-	-	(1,175,191)	(1,175,191)	-	-	-	-	-
2011-13 Leg Approved Budget	1,051	990.84	181,373,337	145,198,243	-	34,230,088	-	1,945,006	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(1)	0.22	18,395,556	15,679,962	-	2,715,594	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			46,680	-	-	-	-	46,680	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	1,050	991.06	199,815,573	160,878,205	-	36,945,682	-	1,991,686	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	517,633	497,099	-	20,534	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	390,187	425,411	-	(35,224)	-	-	-
Subtotal	-	-	907,820	922,510	-	(14,690)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	1,676,087	1,325,277	-	350,810	-	-	-
State Gov't & Services Charges Increase/(Decrease)			1,226,564	1,016,398	-	210,166	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Revenue, Dept of
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	2,902,651	2,341,675	-	560,976	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2013-15 Current Service Level	1,050	991.06	203,626,044	164,142,390	-	37,491,968	-	1,991,686	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Revenue, Dept of
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2013-15 Current Service Level	1,050	991.06	203,626,044	164,142,390	-	37,491,968	-	1,991,686	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	1,050	991.06	203,626,044	164,142,390	-	37,491,968	-	1,991,686	-
080 - E-Boards									
081 - May 2012 E-Board	(13)	(13.00)	(1,439,573)	(1,225,623)	-	(213,950)	-	-	-
Subtotal Emergency Board Packages	(13)	(13.00)	(1,439,573)	(1,225,623)	-	(213,950)	-	-	-
Policy Packages									
101 - Service and Supplies True-up	(18)	(15.57)	-	-	-	-	-	-	-
104 - ERA Transfer to OHCS	-	-	(1,000,000)	(1,000,000)	-	-	-	-	-
121 - Core System Replacement	-	-	21,563,000	4,217,000	-	17,346,000	-	-	-
Subtotal Policy Packages	(18)	(15.57)	20,563,000	3,217,000	-	17,346,000	-	-	-
Total 2013-15 Agency Request Budget	1,019	962.49	222,749,471	166,133,767	-	54,624,018	-	1,991,686	-
Percentage Change From 2011-13 Leg Approved Budget	-3.00%	-2.90%	22.80%	14.40%	-	59.60%	-	2.40%	-
Percentage Change From 2013-15 Current Service Level	-3.00%	-2.90%	9.40%	1.20%	-	45.70%	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Executive Section
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-001-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2011-13 Leg Adopted Budget	15	15.00	3,790,084	3,303,764	-	486,320	-	-	-
2011-13 Emergency Boards	-	-	-	-	-	-	-	-	-
2011-13 Leg Approved Budget	15	15.00	3,790,084	3,303,764	-	486,320	-	-	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	19	19.00	3,200,631	2,906,203	-	294,428	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	34	34.00	6,990,715	6,209,967	-	780,748	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	17,971	23,700	-	(5,729)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	121,214	109,703	-	11,511	-	-	-
Subtotal	-	-	139,185	133,403	-	5,782	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	11,935	10,910	-	1,025	-	-	-
State Gov't & Services Charges Increase/(Decrease)			1,627	1,320	-	307	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Executive Section
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-001-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	13,562	12,230	-	1,332	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2013-15 Current Service Level	34	34.00	7,143,462	6,355,600	-	787,862	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Executive Section
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-001-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2013-15 Current Service Level	34	34.00	7,143,462	6,355,600	-	787,862	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	34	34.00	7,143,462	6,355,600	-	787,862	-	-	-
080 - E-Boards									
081 - May 2012 E-Board	(1)	(1.00)	(164,039)	(131,231)	-	(32,808)	-	-	-
Subtotal Emergency Board Packages	(1)	(1.00)	(164,039)	(131,231)	-	(32,808)	-	-	-
Policy Packages									
101 - Service and Supplies True-up	-	-	8,433	8,433	-	-	-	-	-
104 - ERA Transfer to OHCS	-	-	-	-	-	-	-	-	-
121 - Core System Replacement	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	8,433	8,433	-	-	-	-	-
Total 2013-15 Agency Request Budget	33	33.00	6,987,856	6,232,802	-	755,054	-	-	-
Percentage Change From 2011-13 Leg Approved Budget	120.00%	120.00%	84.40%	88.70%	-	55.30%	-	-	-
Percentage Change From 2013-15 Current Service Level	-2.90%	-2.90%	-2.20%	-1.90%	-	-4.20%	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
General Services Section
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-002-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2011-13 Leg Adopted Budget	8	8.00	7,893,613	4,918,892	-	1,299,877	-	1,674,844	-
2011-13 Emergency Boards	-	-	-	-	-	-	-	-	-
2011-13 Leg Approved Budget	8	8.00	7,893,613	4,918,892	-	1,299,877	-	1,674,844	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(4)	(4.00)	(659,855)	(585,112)	-	(74,743)	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			40,196	-	-	-	-	40,196	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	4	4.00	7,273,954	4,333,780	-	1,225,134	-	1,715,040	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(9,195)	(6,283)	-	(2,912)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(42,568)	(38,327)	-	(4,241)	-	-	-
Subtotal	-	-	(51,763)	(44,610)	-	(7,153)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	113,947	86,553	-	27,394	-	-	-
Subtotal	-	-	113,947	86,553	-	27,394	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
General Services Section
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-002-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2013-15 Current Service Level	4	4.00	7,336,138	4,375,723	-	1,245,375	-	1,715,040	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
General Services Section
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-002-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2013-15 Current Service Level	4	4.00	7,336,138	4,375,723	-	1,245,375	-	1,715,040	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	4	4.00	7,336,138	4,375,723	-	1,245,375	-	1,715,040	-
080 - E-Boards									
081 - May 2012 E-Board	(2)	(2.00)	(455,439)	(393,629)	-	(61,810)	-	-	-
Subtotal Emergency Board Packages	(2)	(2.00)	(455,439)	(393,629)	-	(61,810)	-	-	-
Policy Packages									
101 - Service and Supplies True-up	-	-	866,339	815,801	-	50,538	-	-	-
104 - ERA Transfer to OHCS	-	-	-	-	-	-	-	-	-
121 - Core System Replacement	-	-	17,346,000	-	-	17,346,000	-	-	-
Subtotal Policy Packages	-	-	18,212,339	815,801	-	17,396,538	-	-	-
Total 2013-15 Agency Request Budget	2	2.00	25,093,038	4,797,895	-	18,580,103	-	1,715,040	-
Percentage Change From 2011-13 Leg Approved Budget	-75.00%	-75.00%	217.90%	-2.50%	-	1,329.40%	-	2.40%	-
Percentage Change From 2013-15 Current Service Level	-50.00%	-50.00%	242.00%	9.60%	-	1,391.90%	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Administrative Services Division
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-003-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2011-13 Leg Adopted Budget	303	258.11	52,214,292	45,333,737	-	6,880,555	-	-	-
2011-13 Emergency Boards	-	-	(48,504)	(48,504)	-	-	-	-	-
2011-13 Leg Approved Budget	303	258.11	52,165,788	45,285,233	-	6,880,555	-	-	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(32)	(31.61)	626,778	508,420	-	118,358	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	271	226.50	52,792,566	45,793,653	-	6,998,913	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	99,351	118,693	-	(19,342)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(131,121)	(126,560)	-	(4,561)	-	-	-
Subtotal	-	-	(31,770)	(7,867)	-	(23,903)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	414,757	313,130	-	101,627	-	-	-
State Gov't & Services Charges Increase/(Decrease)			1,224,937	1,015,078	-	209,859	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
 Administrative Services Division
 2013-15 Biennium

Agency Request Budget
 Cross Reference Number: 15000-003-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	1,639,694	1,328,208	-	311,486	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2013-15 Current Service Level	271	226.50	54,400,490	47,113,994	-	7,286,496	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
 Administrative Services Division
 2013-15 Biennium

Agency Request Budget
 Cross Reference Number: 15000-003-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2013-15 Current Service Level	271	226.50	54,400,490	47,113,994	-	7,286,496	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	271	226.50	54,400,490	47,113,994	-	7,286,496	-	-	-
080 - E-Boards									
081 - May 2012 E-Board	(3)	(3.00)	(634,672)	(583,899)	-	(50,773)	-	-	-
Subtotal Emergency Board Packages	(3)	(3.00)	(634,672)	(583,899)	-	(50,773)	-	-	-
Policy Packages									
101 - Service and Supplies True-up	(5)	(3.50)	478,814	385,982	-	92,832	-	-	-
104 - ERA Transfer to OHCS	-	-	-	-	-	-	-	-	-
121 - Core System Replacement	-	-	4,217,000	4,217,000	-	-	-	-	-
Subtotal Policy Packages	(5)	(3.50)	4,695,814	4,602,982	-	92,832	-	-	-
Total 2013-15 Agency Request Budget	263	220.00	58,461,632	51,133,077	-	7,328,555	-	-	-
Percentage Change From 2011-13 Leg Approved Budget	-13.20%	-14.80%	12.10%	12.90%	-	6.50%	-	-	-
Percentage Change From 2013-15 Current Service Level	-3.00%	-2.90%	7.50%	8.50%	-	0.60%	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Property Tax Division
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-004-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2011-13 Leg Adopted Budget	105	102.33	24,430,322	13,775,755	-	10,654,567	-	-	-
2011-13 Emergency Boards	-	-	-	-	-	-	-	-	-
2011-13 Leg Approved Budget	105	102.33	24,430,322	13,775,755	-	10,654,567	-	-	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	2,261,199	1,546,350	-	714,849	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	105	102.33	26,691,521	15,322,105	-	11,369,416	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	161,013	142,498	-	18,515	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(3,569)	(27,205)	-	23,636	-	-	-
Subtotal	-	-	157,444	115,293	-	42,151	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	378,287	243,291	-	134,996	-	-	-
Subtotal	-	-	378,287	243,291	-	134,996	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Property Tax Division
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-004-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2013-15 Current Service Level	105	102.33	27,227,252	15,680,689	-	11,546,563	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Property Tax Division
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-004-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2013-15 Current Service Level	105	102.33	27,227,252	15,680,689	-	11,546,563	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	105	102.33	27,227,252	15,680,689	-	11,546,563	-	-	-
080 - E-Boards									
081 - May 2012 E-Board	(3)	(3.00)	(570,077)	(516,360)	-	(53,717)	-	-	-
Subtotal Emergency Board Packages	(3)	(3.00)	(570,077)	(516,360)	-	(53,717)	-	-	-
Policy Packages									
101 - Service and Supplies True-up	(3)	(2.07)	(391,370)	(384,426)	-	(6,944)	-	-	-
104 - ERA Transfer to OHCS	-	-	-	-	-	-	-	-	-
121 - Core System Replacement	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	(3)	(2.07)	(391,370)	(384,426)	-	(6,944)	-	-	-
Total 2013-15 Agency Request Budget	99	97.26	26,265,805	14,779,903	-	11,485,902	-	-	-
Percentage Change From 2011-13 Leg Approved Budget	-5.70%	-5.00%	7.50%	7.30%	-	7.80%	-	-	-
Percentage Change From 2013-15 Current Service Level	-5.70%	-5.00%	-3.50%	-5.70%	-	-0.50%	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
 Personal Tax and Compliance Division
 2013-15 Biennium

Agency Request Budget
 Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2011-13 Leg Adopted Budget	395	386.49	57,021,577	55,776,536	-	1,245,041	-	-	-
2011-13 Emergency Boards	-	-	(1,126,687)	(1,126,687)	-	-	-	-	-
2011-13 Leg Approved Budget	395	386.49	55,894,890	54,649,849	-	1,245,041	-	-	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	16	16.83	8,882,474	8,660,218	-	222,256	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	411	403.32	64,777,364	63,310,067	-	1,467,297	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	171,713	154,213	-	17,500	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	280,195	349,255	-	(69,060)	-	-	-
Subtotal	-	-	451,908	503,468	-	(51,560)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	412,062	401,294	-	10,768	-	-	-
Subtotal	-	-	412,062	401,294	-	10,768	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
 Personal Tax and Compliance Division
 2013-15 Biennium

Agency Request Budget
 Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2013-15 Current Service Level	411	403.32	65,641,334	64,214,829	-	1,426,505	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
 Personal Tax and Compliance Division
 2013-15 Biennium

Agency Request Budget
 Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2013-15 Current Service Level	411	403.32	65,641,334	64,214,829	-	1,426,505	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	411	403.32	65,641,334	64,214,829	-	1,426,505	-	-	-
080 - E-Boards									
081 - May 2012 E-Board	(3)	(3.00)	530,871	542,788	-	(11,917)	-	-	-
Subtotal Emergency Board Packages	(3)	(3.00)	530,871	542,788	-	(11,917)	-	-	-
Policy Packages									
101 - Service and Supplies True-up	(6)	(6.00)	(522,099)	(511,080)	-	(11,019)	-	-	-
104 - ERA Transfer to OHCS	-	-	-	-	-	-	-	-	-
121 - Core System Replacement	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	(6)	(6.00)	(522,099)	(511,080)	-	(11,019)	-	-	-
Total 2013-15 Agency Request Budget	402	394.32	65,650,106	64,246,537	-	1,403,569	-	-	-
Percentage Change From 2011-13 Leg Approved Budget	1.80%	2.00%	17.50%	17.60%	-	12.70%	-	-	-
Percentage Change From 2013-15 Current Service Level	-2.20%	-2.20%	-	-	-	-1.60%	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Business Division
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2011-13 Leg Adopted Budget	225	220.91	33,928,478	20,264,750	-	13,663,728	-	-	-
2011-13 Emergency Boards	-	-	-	-	-	-	-	-	-
2011-13 Leg Approved Budget	225	220.91	33,928,478	20,264,750	-	13,663,728	-	-	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	4,084,329	2,643,883	-	1,440,446	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	225	220.91	38,012,807	22,908,633	-	15,104,174	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	76,780	64,278	-	12,502	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	166,036	158,545	-	7,491	-	-	-
Subtotal	-	-	242,816	222,823	-	19,993	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	273,099	198,099	-	75,000	-	-	-
Subtotal	-	-	273,099	198,099	-	75,000	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Business Division
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2013-15 Current Service Level	225	220.91	38,528,722	23,329,555	-	15,199,167	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Business Division
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-006-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2013-15 Current Service Level	225	220.91	38,528,722	23,329,555	-	15,199,167	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	225	220.91	38,528,722	23,329,555	-	15,199,167	-	-	-
080 - E-Boards									
081 - May 2012 E-Board	(1)	(1.00)	(146,217)	(143,292)	-	(2,925)	-	-	-
Subtotal Emergency Board Packages	(1)	(1.00)	(146,217)	(143,292)	-	(2,925)	-	-	-
Policy Packages									
101 - Service and Supplies True-up	(4)	(4.00)	(440,117)	(314,710)	-	(125,407)	-	-	-
104 - ERA Transfer to OHCS	-	-	-	-	-	-	-	-	-
121 - Core System Replacement	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	(4)	(4.00)	(440,117)	(314,710)	-	(125,407)	-	-	-
Total 2013-15 Agency Request Budget	220	215.91	37,942,388	22,871,553	-	15,070,835	-	-	-
Percentage Change From 2011-13 Leg Approved Budget	-2.20%	-2.30%	11.80%	12.90%	-	10.30%	-	-	-
Percentage Change From 2013-15 Current Service Level	-2.20%	-2.30%	-1.50%	-2.00%	-	-0.80%	-	-	-

Summary of 2013-15 Biennium Budget

**Revenue, Dept of
Multistate Tax Commission
2013-15 Biennium**

**Agency Request Budget
Cross Reference Number: 15000-015-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2011-13 Leg Adopted Budget	-	-	270,162	-	-	-	-	270,162	-
2011-13 Emergency Boards	-	-	-	-	-	-	-	-	-
2011-13 Leg Approved Budget	-	-	270,162	-	-	-	-	270,162	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	6,484	-	-	-	-	6,484	-
Capital Construction	-	-	-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	-	-	276,646	-	-	-	-	276,646	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Multistate Tax Commission
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-015-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2013-15 Current Service Level	-	-	276,646	-	-	-	-	276,646	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Multistate Tax Commission
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-015-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2013-15 Current Service Level	-	-	276,646	-	-	-	-	276,646	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	-	-	276,646	-	-	-	-	276,646	-
080 - E-Boards									
081 - May 2012 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - Service and Supplies True-up	-	-	-	-	-	-	-	-	-
104 - ERA Transfer to OHCS	-	-	-	-	-	-	-	-	-
121 - Core System Replacement	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	-	-	-	-	-	-	-
Total 2013-15 Agency Request Budget	-	-	276,646	-	-	-	-	276,646	-
Percentage Change From 2011-13 Leg Approved Budget	-	-	2.40%	-	-	-	-	2.40%	-
Percentage Change From 2013-15 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Elderly Rental Assistance
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-019-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2011-13 Leg Adopted Budget	-	-	3,000,000	3,000,000	-	-	-	-	-
2011-13 Emergency Boards	-	-	-	-	-	-	-	-	-
2011-13 Leg Approved Budget	-	-	3,000,000	3,000,000	-	-	-	-	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	-	-	3,000,000	3,000,000	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	72,000	72,000	-	-	-	-	-
Subtotal	-	-	72,000	72,000	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Elderly Rental Assistance
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-019-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2013-15 Current Service Level	-	-	3,072,000	3,072,000	-	-	-	-	-

Summary of 2013-15 Biennium Budget

Revenue, Dept of
Elderly Rental Assistance
2013-15 Biennium

Agency Request Budget
Cross Reference Number: 15000-019-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2013-15 Current Service Level	-	-	3,072,000	3,072,000	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	-	-	3,072,000	3,072,000	-	-	-	-	-
080 - E-Boards									
081 - May 2012 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - Service and Supplies True-up	-	-	-	-	-	-	-	-	-
104 - ERA Transfer to OHCS	-	-	(1,000,000)	(1,000,000)	-	-	-	-	-
121 - Core System Replacement	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	(1,000,000)	(1,000,000)	-	-	-	-	-
Total 2013-15 Agency Request Budget	-	-	2,072,000	2,072,000	-	-	-	-	-
Percentage Change From 2011-13 Leg Approved Budget	-	-	-30.90%	-30.90%	-	-	-	-	-
Percentage Change From 2013-15 Current Service Level	-	-	-32.60%	-32.60%	-	-	-	-	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
LIMITED BUDGET (Excluding Packages)						
General Fund	140,240,842	146,373,434	145,198,243	160,878,205	-	-
Other Funds	30,667,149	34,230,088	34,230,088	36,945,682	-	-
All Funds	170,907,991	180,603,522	179,428,331	197,823,887	-	-
AUTHORIZED POSITIONS	1,100	1,051	1,051	1,050	-	-
AUTHORIZED FTE	1,016.10	990.84	990.84	991.06	-	-
LIMITED BUDGET (Essential Packages)						
010-NON-PICS PSNL SVC / VACANCY FACTOR						
General Fund	-	-	-	922,510	-	-
Other Funds	-	-	-	(14,690)	-	-
All Funds	-	-	-	907,820	-	-
031-STANDARD INFLATION						
General Fund	-	-	-	2,341,675	-	-
Other Funds	-	-	-	560,976	-	-
All Funds	-	-	-	2,902,651	-	-
TOTAL LIMITED BUDGET (Essential Packages)						
General Fund	-	-	-	3,264,185	-	-
Other Funds	-	-	-	546,286	-	-
All Funds	-	-	-	3,810,471	-	-
LIMITED BUDGET (Current Service Level)						
General Fund	140,240,842	146,373,434	145,198,243	164,142,390	-	-
Other Funds	30,667,149	34,230,088	34,230,088	37,491,968	-	-
All Funds	170,907,991	180,603,522	179,428,331	201,634,358	-	-
AUTHORIZED POSITIONS	1,100	1,051	1,051	1,050	-	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
AUTHORIZED FTE	1,016.10	990.84	990.84	991.06	-	-
LIMITED BUDGET (Policy Packages)						
081-MAY 2012 E-BOARD- RANK 0 - 001-00-00-00000						
General Fund	-	-	-	(131,231)	-	-
Other Funds	-	-	-	(32,808)	-	-
All Funds	-	-	-	(164,039)	-	-
Authorized Positions	-	-	-	(1)	-	-
Authorized FTE	-	-	-	(1.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 002-00-00-00000						
General Fund	-	-	-	(393,629)	-	-
Other Funds	-	-	-	(61,810)	-	-
All Funds	-	-	-	(455,439)	-	-
Authorized Positions	-	-	-	(2)	-	-
Authorized FTE	-	-	-	(2.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 003-00-00-00000						
General Fund	-	-	-	(583,899)	-	-
Other Funds	-	-	-	(50,773)	-	-
All Funds	-	-	-	(634,672)	-	-
Authorized Positions	-	-	-	(3)	-	-
Authorized FTE	-	-	-	(3.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 004-00-00-00000						
General Fund	-	-	-	(516,360)	-	-
Other Funds	-	-	-	(53,717)	-	-
All Funds	-	-	-	(570,077)	-	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Authorized Positions	-	-	-	(3)	-	-
Authorized FTE	-	-	-	(3.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 005-00-00-00000						
General Fund	-	-	-	542,788	-	-
Other Funds	-	-	-	(11,917)	-	-
All Funds	-	-	-	530,871	-	-
Authorized Positions	-	-	-	(3)	-	-
Authorized FTE	-	-	-	(3.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 006-00-00-00000						
General Fund	-	-	-	(143,292)	-	-
Other Funds	-	-	-	(2,925)	-	-
All Funds	-	-	-	(146,217)	-	-
Authorized Positions	-	-	-	(1)	-	-
Authorized FTE	-	-	-	(1.00)	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 001-00-00-00000						
General Fund	-	-	-	8,433	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 002-00-00-00000						
General Fund	-	-	-	815,801	-	-
Other Funds	-	-	-	50,538	-	-
All Funds	-	-	-	866,339	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 003-00-00-00000						
General Fund	-	-	-	385,982	-	-
Other Funds	-	-	-	92,832	-	-
All Funds	-	-	-	478,814	-	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Authorized Positions	-	-	-	(5)	-	-
Authorized FTE	-	-	-	(3.50)	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 004-00-00-00000						
General Fund	-	-	-	(384,426)	-	-
Other Funds	-	-	-	(6,944)	-	-
All Funds	-	-	-	(391,370)	-	-
Authorized Positions	-	-	-	(3)	-	-
Authorized FTE	-	-	-	(2.07)	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 005-00-00-00000						
General Fund	-	-	-	(511,080)	-	-
Other Funds	-	-	-	(11,019)	-	-
All Funds	-	-	-	(522,099)	-	-
Authorized Positions	-	-	-	(6)	-	-
Authorized FTE	-	-	-	(6.00)	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 006-00-00-00000						
General Fund	-	-	-	(314,710)	-	-
Other Funds	-	-	-	(125,407)	-	-
All Funds	-	-	-	(440,117)	-	-
Authorized Positions	-	-	-	(4)	-	-
Authorized FTE	-	-	-	(4.00)	-	-
104-ERA TRANSFER TO OHCS- RANK 0 - 019-00-00-00000						
General Fund	-	-	-	(1,000,000)	-	-
121-CORE SYSTEM REPLACEMENT- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	17,346,000	-	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
121-CORE SYSTEM REPLACEMENT- RANK 0 - 003-00-00-00000						
General Fund	-	-	-	4,217,000	-	-
TOTAL LIMITED BUDGET (Policy Packages)						
General Fund	-	-	-	1,991,377	-	-
Other Funds	-	-	-	17,132,050	-	-
All Funds	-	-	-	19,123,427	-	-
AUTHORIZED POSITIONS	-	-	-	(31)	-	-
AUTHORIZED FTE	-	-	-	(28.57)	-	-
TOTAL LIMITED BUDGET (Including Packages)						
General Fund	140,240,842	146,373,434	145,198,243	166,133,767	-	-
Other Funds	30,667,149	34,230,088	34,230,088	54,624,018	-	-
All Funds	170,907,991	180,603,522	179,428,331	220,757,785	-	-
AUTHORIZED POSITIONS	1,100	1,051	1,051	1,019	-	-
AUTHORIZED FTE	1,016.10	990.84	990.84	962.49	-	-
NONLIMITED BUDGET (Excluding Packages)						
Other Funds	251,521	1,945,006	1,945,006	1,991,686	-	-
NONLIMITED BUDGET (Current Service Level)						
Other Funds	251,521	1,945,006	1,945,006	1,991,686	-	-
TOTAL NONLIMITED BUDGET (Including Packages)						
Other Funds	251,521	1,945,006	1,945,006	1,991,686	-	-
OPERATING BUDGET (Excluding Packages)						
General Fund	140,240,842	146,373,434	145,198,243	160,878,205	-	-
Other Funds	30,918,670	36,175,094	36,175,094	38,937,368	-	-
All Funds	171,159,512	182,548,528	181,373,337	199,815,573	-	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
AUTHORIZED POSITIONS	1,100	1,051	1,051	1,050	-	-
AUTHORIZED FTE	1,016.10	990.84	990.84	991.06	-	-
OPERATING BUDGET (Essential Packages)						
010-NON-PICS PSNL SVC / VACANCY FACTOR						
General Fund	-	-	-	922,510	-	-
Other Funds	-	-	-	(14,690)	-	-
All Funds	-	-	-	907,820	-	-
031-STANDARD INFLATION						
General Fund	-	-	-	2,341,675	-	-
Other Funds	-	-	-	560,976	-	-
All Funds	-	-	-	2,902,651	-	-
TOTAL OPERATING BUDGET (Essential Packages)						
General Fund	-	-	-	3,264,185	-	-
Other Funds	-	-	-	546,286	-	-
All Funds	-	-	-	3,810,471	-	-
OPERATING BUDGET (Current Service Level)						
General Fund	140,240,842	146,373,434	145,198,243	164,142,390	-	-
Other Funds	30,918,670	36,175,094	36,175,094	39,483,654	-	-
All Funds	171,159,512	182,548,528	181,373,337	203,626,044	-	-
AUTHORIZED POSITIONS	1,100	1,051	1,051	1,050	-	-
AUTHORIZED FTE	1,016.10	990.84	990.84	991.06	-	-
OPERATING BUDGET (Policy Packages)						
081-MAY 2012 E-BOARD- RANK 0 - 001-00-00-00000						
General Fund	-	-	-	(131,231)	-	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds	-	-	-	(32,808)	-	-
All Funds	-	-	-	(164,039)	-	-
Authorized Positions	-	-	-	(1)	-	-
Authorized FTE	-	-	-	(1.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 002-00-00-00000						
General Fund	-	-	-	(393,629)	-	-
Other Funds	-	-	-	(61,810)	-	-
All Funds	-	-	-	(455,439)	-	-
Authorized Positions	-	-	-	(2)	-	-
Authorized FTE	-	-	-	(2.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 003-00-00-00000						
General Fund	-	-	-	(583,899)	-	-
Other Funds	-	-	-	(50,773)	-	-
All Funds	-	-	-	(634,672)	-	-
Authorized Positions	-	-	-	(3)	-	-
Authorized FTE	-	-	-	(3.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 004-00-00-00000						
General Fund	-	-	-	(516,360)	-	-
Other Funds	-	-	-	(53,717)	-	-
All Funds	-	-	-	(570,077)	-	-
Authorized Positions	-	-	-	(3)	-	-
Authorized FTE	-	-	-	(3.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 005-00-00-00000						
General Fund	-	-	-	542,788	-	-

Revenue, Dept of

Agency Number: 15000

Agencywide Appropriated Fund Group
2013-15 Biennium

Version: V - 01 - Agency Request Budget

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds	-	-	-	(11,917)	-	-
All Funds	-	-	-	530,871	-	-
Authorized Positions	-	-	-	(3)	-	-
Authorized FTE	-	-	-	(3.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 006-00-00-00000						
General Fund	-	-	-	(143,292)	-	-
Other Funds	-	-	-	(2,925)	-	-
All Funds	-	-	-	(146,217)	-	-
Authorized Positions	-	-	-	(1)	-	-
Authorized FTE	-	-	-	(1.00)	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 001-00-00-00000						
General Fund	-	-	-	8,433	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 002-00-00-00000						
General Fund	-	-	-	815,801	-	-
Other Funds	-	-	-	50,538	-	-
All Funds	-	-	-	866,339	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 003-00-00-00000						
General Fund	-	-	-	385,982	-	-
Other Funds	-	-	-	92,832	-	-
All Funds	-	-	-	478,814	-	-
Authorized Positions	-	-	-	(5)	-	-
Authorized FTE	-	-	-	(3.50)	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 004-00-00-00000						
General Fund	-	-	-	(384,426)	-	-

Agencywide Appropriated Fund Group
2013-15 Biennium

Version: V - 01 - Agency Request Budget

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds	-	-	-	(6,944)	-	-
All Funds	-	-	-	(391,370)	-	-
Authorized Positions	-	-	-	(3)	-	-
Authorized FTE	-	-	-	(2.07)	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 005-00-00-00000						
General Fund	-	-	-	(511,080)	-	-
Other Funds	-	-	-	(11,019)	-	-
All Funds	-	-	-	(522,099)	-	-
Authorized Positions	-	-	-	(6)	-	-
Authorized FTE	-	-	-	(6.00)	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 006-00-00-00000						
General Fund	-	-	-	(314,710)	-	-
Other Funds	-	-	-	(125,407)	-	-
All Funds	-	-	-	(440,117)	-	-
Authorized Positions	-	-	-	(4)	-	-
Authorized FTE	-	-	-	(4.00)	-	-
104-ERA TRANSFER TO OHCS- RANK 0 - 019-00-00-00000						
General Fund	-	-	-	(1,000,000)	-	-
121-CORE SYSTEM REPLACEMENT- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	17,346,000	-	-
121-CORE SYSTEM REPLACEMENT- RANK 0 - 003-00-00-00000						
General Fund	-	-	-	4,217,000	-	-
TOTAL OPERATING BUDGET (Policy Packages)						
General Fund	-	-	-	1,991,377	-	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds	-	-	-	17,132,050	-	-
All Funds	-	-	-	19,123,427	-	-
AUTHORIZED POSITIONS	-	-	-	(31)	-	-
AUTHORIZED FTE	-	-	-	(28.57)	-	-
TOTAL OPERATING BUDGET (Including Packages)						
General Fund	140,240,842	146,373,434	145,198,243	166,133,767	-	-
Other Funds	30,918,670	36,175,094	36,175,094	56,615,704	-	-
All Funds	171,159,512	182,548,528	181,373,337	222,749,471	-	-
AUTHORIZED POSITIONS	1,100	1,051	1,051	1,019	-	-
AUTHORIZED FTE	1,016.10	990.84	990.84	962.49	-	-
TOTAL BUDGET (Excluding Packages)						
General Fund	140,240,842	146,373,434	145,198,243	160,878,205	-	-
Other Funds	30,918,670	36,175,094	36,175,094	38,937,368	-	-
All Funds	171,159,512	182,548,528	181,373,337	199,815,573	-	-
AUTHORIZED POSITIONS	1,100	1,051	1,051	1,050	-	-
AUTHORIZED FTE	1,016.10	990.84	990.84	991.06	-	-
TOTAL BUDGET (Essential Packages)						
010-NON-PICS PSNL SVC / VACANCY FACTOR						
General Fund	-	-	-	922,510	-	-
Other Funds	-	-	-	(14,690)	-	-
All Funds	-	-	-	907,820	-	-
031-STANDARD INFLATION						
General Fund	-	-	-	2,341,675	-	-
Other Funds	-	-	-	560,976	-	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
All Funds	-	-	-	2,902,651	-	-
TOTAL BUDGET (Essential Packages)						
General Fund	-	-	-	3,264,185	-	-
Other Funds	-	-	-	546,286	-	-
All Funds	-	-	-	3,810,471	-	-
TOTAL BUDGET (Current Service Level)						
General Fund	140,240,842	146,373,434	145,198,243	164,142,390	-	-
Other Funds	30,918,670	36,175,094	36,175,094	39,483,654	-	-
All Funds	171,159,512	182,548,528	181,373,337	203,626,044	-	-
AUTHORIZED POSITIONS	1,100	1,051	1,051	1,050	-	-
AUTHORIZED FTE	1,016.10	990.84	990.84	991.06	-	-
TOTAL BUDGET (Policy Packages)						
081-MAY 2012 E-BOARD- RANK 0 - 001-00-00-00000						
General Fund	-	-	-	(131,231)	-	-
Other Funds	-	-	-	(32,808)	-	-
All Funds	-	-	-	(164,039)	-	-
Authorized Positions	-	-	-	(1)	-	-
Authorized FTE	-	-	-	(1.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 002-00-00-00000						
General Fund	-	-	-	(393,629)	-	-
Other Funds	-	-	-	(61,810)	-	-
All Funds	-	-	-	(455,439)	-	-
Authorized Positions	-	-	-	(2)	-	-
Authorized FTE	-	-	-	(2.00)	-	-

Revenue, Dept of

Agency Number: 15000

Agencywide Appropriated Fund Group
2013-15 Biennium

Version: V - 01 - Agency Request Budget

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
081-MAY 2012 E-BOARD- RANK 0 - 003-00-00-00000						
General Fund	-	-	-	(583,899)	-	-
Other Funds	-	-	-	(50,773)	-	-
All Funds	-	-	-	(634,672)	-	-
Authorized Positions	-	-	-	(3)	-	-
Authorized FTE	-	-	-	(3.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 004-00-00-00000						
General Fund	-	-	-	(516,360)	-	-
Other Funds	-	-	-	(53,717)	-	-
All Funds	-	-	-	(570,077)	-	-
Authorized Positions	-	-	-	(3)	-	-
Authorized FTE	-	-	-	(3.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 005-00-00-00000						
General Fund	-	-	-	542,788	-	-
Other Funds	-	-	-	(11,917)	-	-
All Funds	-	-	-	530,871	-	-
Authorized Positions	-	-	-	(3)	-	-
Authorized FTE	-	-	-	(3.00)	-	-
081-MAY 2012 E-BOARD- RANK 0 - 006-00-00-00000						
General Fund	-	-	-	(143,292)	-	-
Other Funds	-	-	-	(2,925)	-	-
All Funds	-	-	-	(146,217)	-	-
Authorized Positions	-	-	-	(1)	-	-
Authorized FTE	-	-	-	(1.00)	-	-

Revenue, Dept of

Agency Number: 15000

Agencywide Appropriated Fund Group
2013-15 Biennium

Version: V - 01 - Agency Request Budget

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 001-00-00-00000						
General Fund	-	-	-	8,433	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 002-00-00-00000						
General Fund	-	-	-	815,801	-	-
Other Funds	-	-	-	50,538	-	-
All Funds	-	-	-	866,339	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 003-00-00-00000						
General Fund	-	-	-	385,982	-	-
Other Funds	-	-	-	92,832	-	-
All Funds	-	-	-	478,814	-	-
Authorized Positions	-	-	-	(5)	-	-
Authorized FTE	-	-	-	(3.50)	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 004-00-00-00000						
General Fund	-	-	-	(384,426)	-	-
Other Funds	-	-	-	(6,944)	-	-
All Funds	-	-	-	(391,370)	-	-
Authorized Positions	-	-	-	(3)	-	-
Authorized FTE	-	-	-	(2.07)	-	-
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 005-00-00-00000						
General Fund	-	-	-	(511,080)	-	-
Other Funds	-	-	-	(11,019)	-	-
All Funds	-	-	-	(522,099)	-	-
Authorized Positions	-	-	-	(6)	-	-
Authorized FTE	-	-	-	(6.00)	-	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
101-SERVICE AND SUPPLIES TRUE-UP- RANK 0 - 006-00-00-00000						
General Fund	-	-	-	(314,710)	-	-
Other Funds	-	-	-	(125,407)	-	-
All Funds	-	-	-	(440,117)	-	-
Authorized Positions	-	-	-	(4)	-	-
Authorized FTE	-	-	-	(4.00)	-	-
104-ERA TRANSFER TO OHCS- RANK 0 - 019-00-00-00000						
General Fund	-	-	-	(1,000,000)	-	-
121-CORE SYSTEM REPLACEMENT- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	17,346,000	-	-
121-CORE SYSTEM REPLACEMENT- RANK 0 - 003-00-00-00000						
General Fund	-	-	-	4,217,000	-	-
TOTAL BUDGET (Policy Packages)						
General Fund	-	-	-	1,991,377	-	-
Other Funds	-	-	-	17,132,050	-	-
All Funds	-	-	-	19,123,427	-	-
AUTHORIZED POSITIONS	-	-	-	(31)	-	-
AUTHORIZED FTE	-	-	-	(28.57)	-	-
TOTAL BUDGET (Including Packages)						
General Fund	140,240,842	146,373,434	145,198,243	166,133,767	-	-
Other Funds	30,918,670	36,175,094	36,175,094	56,615,704	-	-
All Funds	171,159,512	182,548,528	181,373,337	222,749,471	-	-
AUTHORIZED POSITIONS	1,100	1,051	1,051	1,019	-	-
AUTHORIZED FTE	1,016.10	990.84	990.84	962.49	-	-

Agencywide Program Unit Summary
2013-15 Biennium

Version: V - 01 - Agency Request Budget

Summary Cross Reference Number	Cross Reference Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
001-00-00-00000	Executive Section						
	General Fund	3,585,271	3,303,764	3,303,764	6,232,802	-	-
	Other Funds	719,966	486,320	486,320	755,054	-	-
	All Funds	4,305,237	3,790,084	3,790,084	6,987,856	-	-
002-00-00-00000	General Services Section						
	General Fund	12,884,242	4,918,892	4,918,892	4,797,895	-	-
	Other Funds	2,238,334	2,974,721	2,974,721	20,295,143	-	-
	All Funds	15,122,576	7,893,613	7,893,613	25,093,038	-	-
003-00-00-00000	Administrative Services Division						
	General Fund	41,400,183	45,333,737	45,285,233	51,133,077	-	-
	Other Funds	6,640,673	6,880,555	6,880,555	7,328,555	-	-
	All Funds	48,040,856	52,214,292	52,165,788	58,461,632	-	-
004-00-00-00000	Property Tax Division						
	General Fund	13,231,882	13,775,755	13,775,755	14,779,903	-	-
	Other Funds	6,168,113	10,654,567	10,654,567	11,485,902	-	-
	All Funds	19,399,995	24,430,322	24,430,322	26,265,805	-	-
005-00-00-00000	Personal Tax and Compliance Division						
	General Fund	48,769,337	55,776,536	54,649,849	64,246,537	-	-
	Other Funds	2,637,961	1,245,041	1,245,041	1,403,569	-	-

Summary Cross Reference Number	Cross Reference Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
005-00-00-00000	Personal Tax and Compliance Division						
	All Funds	51,407,298	57,021,577	55,894,890	65,650,106	-	-
006-00-00-00000	Business Division						
	General Fund	14,634,723	20,264,750	20,264,750	22,871,553	-	-
	Other Funds	12,262,102	13,663,728	13,663,728	15,070,835	-	-
	All Funds	26,896,825	33,928,478	33,928,478	37,942,388	-	-
015-00-00-00000	Multistate Tax Commission						
	Other Funds	251,521	270,162	270,162	276,646	-	-
019-00-00-00000	Elderly Rental Assistance						
	General Fund	5,735,204	3,000,000	3,000,000	2,072,000	-	-
TOTAL AGENCY							
	General Fund	140,240,842	146,373,434	145,198,243	166,133,767	-	-
	Other Funds	30,918,670	36,175,094	36,175,094	56,615,704	-	-
	All Funds	171,159,512	182,548,528	181,373,337	222,749,471	-	-

Revenues

ORBITS Budget Narrative

Revenue Discussion

In addition to the General Fund, the Department of Revenue collects revenue from a variety of sources and transfers it to various state and local agencies. These sources and their uses are:

Cigarette Tax

The Department of Revenue currently collects a tax of \$1.18 per pack of 20 cigarettes distributed in the state of Oregon. This tax is paid by the cigarette distributors. Of the \$1.18 collected, \$.22 goes to the General Fund for general governmental purposes, \$.87 goes to the Oregon Health Plan, \$.03 goes to the Tobacco Use Reduction Account, \$.02 goes to the Department of Transportation (Public Transit Division), and the other \$.04 is transferred to the Department of Administrative Services, which in turn transfers \$.02 to Oregon cities and \$.02 to Oregon counties. All transfers are net of administrative expenses.

Other Tobacco Products Tax

The department currently collects a tax of 65 percent of the wholesale sales price imposed on all other tobacco products sold, stored, used, consumed, handled, or distributed in Oregon. This tax is paid by the distributors of other tobacco products. Revenues, net of administrative expenses, are transferred as follows: 53.84 percent to the General Fund for general governmental purposes, 41.54% to the Oregon Health Plan, and 4.62 percent to the Tobacco Use Reduction Account.

Amusement Device Tax

An excise tax must be paid by any person who engages in the business of displaying or operating an amusement device in Oregon. This tax is imposed on video lottery terminals. The annual tax is \$125 per video poker or other game of chance device. An additional \$50 is imposed on each gambling device when the net receipts of the devices at a location exceed \$104,000. An additional \$75 is imposed on each gambling device when yearly net receipts of the devices at a location exceed \$260,000. The State Lottery Commission sends uncollected accounts to the department for collection activity. Revenues are distributed to state and county general funds and to community colleges and workforce development.

Transit Taxes

These are payroll based mass-transit taxes collected from employers in the Lane and TriMet transit districts. A tax is also imposed on self-employment income earned by businesses within these districts. The transit districts set the rates. Receipts, less administrative expenses, are transferred to the transit districts.

Gas and Oil Severance Taxes

A severance tax is imposed on gas and oil production in Oregon. Receipts, less administrative expenses, are transferred to the Common School Fund.

ORBITS Budget Narrative

Timber Taxes

Small Tract Forestland Severance tax is paid upon harvest of timber from private forestland. A group of forestland owners have opted to pay 20 percent of their property tax annually while delaying the payment of the remaining 80 percent of their property tax until they harvest timber from their land. Receipts from the tax paid at harvest, less administrative expenses, are paid to state-controlled school funds and county governments to replace foregone property taxes. Tax rates are based on the projected value of forestland in this program divided by the projected timber volume to be harvested. The 2012 rates used are \$4.88 per thousand board feet of timber harvested in western Oregon and \$3.80 per thousand board feet of timber harvested in eastern Oregon. The receipts for this program are expected to be \$0.4 million.

The Forest Products Harvest Tax is paid on timber harvested from all land, public and private, in Oregon. The tax rate for 2012 is fixed at \$3.6841 per thousand board feet harvested. The Department of Revenue collects and distributes the tax to the Forest Research Laboratory at Oregon State University, the Oregon Department of Forestry for administration of the Forest Practices Act and the Emergency Fire Fund, and the Oregon Forest Resources Institute. The receipts for this program are expected to be \$14.1 million.

Other Taxes

In addition to the above sources, the Department of Revenue collects revenues for various programs such as the Private Rail Car, Rural Telephone, Emergency Communications, and Electric Co-op. These receipts are distributed to the various state and local agencies administering these programs.

The County Assessment Function Funding Account (CAFFA) is funded through a document recording fee plus a portion of the interest collected on delinquent property tax payments. These amounts are collected by the counties and sent to the Department of Revenue. At least 90% of receipts are distributed to the counties. The 2013–2015 estimates are based on projections made by the various program managers in cooperation with economic forecasters at the Department of Revenue and the Department of Administrative Services.

Other Fees

We collect Hazardous Substance Fees, which are assessed by the State Fire Marshal. The receipts, less administrative costs, are transferred to the Oregon State Police (State Fire Marshal), the Department of Environmental Quality, and cities that participate.

We collect a fee for each load on the initial withdrawal of petroleum products from bulk and the import of petroleum products to a storage tank in Oregon. The receipts, less administrative costs, are transferred to the Oregon State Police (State Fire Marshal) and the Department of Environmental Quality.

ORBITS Budget Narrative

Administration Service Charges

This revenue is from charges for administering various Other Funds programs. It also includes charges for the sale of forms and publications. The rates billed are based on actual charges from our cost accounting system. The rates for forms and publications are fixed. We receive an Other Funds Limitation to spend the receipts received. This is used to offset the cost of these services.

Donations

Taxpayers, through a check-off system on their tax returns, may donate part of their personal income tax refund to the following charities: Oregon Nongame Wildlife; Child Abuse Prevention; Alzheimer's Disease Research; Stop Domestic and Sexual Violence; AIDS/HIV Research, Education, and Services; Habitat for Humanity of Oregon; Oregon Head Start Association; American Diabetes Association; Oregon Coast Aquarium; SMART; SOLV; St. Vincent de Paul Society of Oregon; The Nature Conservancy; Doernbecher Children's Hospital Foundation; The Oregon Humane Society; The Salvation Army—Oregon; the Oregon Veterans' Home; and Planned Parenthood of Oregon. The receipts, less administrative costs, are transferred to the various agencies and organizations.

Senior and Disabled Citizens' Property Tax Repayments

This is money received for the repayment of loans made in connection with the Senior and Disabled Citizen's Property Tax Deferral Program. The department uses these collections to pay property taxes for qualifying senior and disabled homeowners currently participating in the program and to cover program administrative costs. For several years, property tax payments made on behalf of participants exceeded collections to the point that the fund required an emergency infusion of borrowed funds in the fall of 2010. The 2011 and 2012 Legislature made significant changes to the requirements for participating in the program to ensure ongoing viability. The result was that a significant number of participants have been removed from the program and the fund balance has returned to self-sustainability.

Fines, Rents, and Royalties

We collect and distribute funds pertaining to the Criminal Fine and Assessment Account. We collect funds for this account from municipal and justice courts; the Judicial Department collects funds from the circuit and district courts.

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Revenue, Dept of
2013-15 Biennium

Agency Number: 15000
Cross Reference Number: 15000-000-00-00-00000

Source	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds						
Personal Income Taxes	10,483,011,463	12,216,777,983	12,216,777,983	13,636,361,586	-	-
Corp Excise and Income Taxes	860,315,552	863,323,072	863,323,072	1,097,984,402	-	-
Other Employer -Employee Taxes	471,058,204	477,493,000	477,493,000	477,493,000	-	-
Cigarette Taxes	411,891,477	398,220,435	398,220,435	368,656,409	-	-
Other Tobacco Products Taxes	87,855,528	108,814,761	108,814,761	116,778,199	-	-
Amusement Taxes	5,211,236	4,380,000	4,380,000	4,480,000	-	-
Inheritance Taxes	174,560,163	190,284,168	190,284,168	203,981,590	-	-
Eastern Oregon Severance Taxes	58,550	14,000	14,000	6,000	-	-
Western Oregon Severance Taxes	896,716	774,900	774,900	612,400	-	-
Other Severance Taxes	522,199	237,000	237,000	237,000	-	-
Other Taxes	171,443,401	160,599,592	160,599,592	151,516,116	-	-
Business Lic and Fees	7,118,917	8,865,254	8,865,254	6,329,430	-	-
Admin and Service Charges	30,384,624	33,998,921	33,998,921	54,664,214	-	-
Fines and Forfeitures	24,275,096	26,152,673	26,152,673	31,909,335	-	-
Interest Income	120,403	-	-	-	-	-
Donations	1,990,709	1,657,000	1,657,000	1,292,000	-	-
Other Revenues	703,380	32,522,509	32,522,509	20,187,070	-	-
Transfer In - Intrafund	24,586,796	-	-	-	-	-
Transfer In Other	90,460,448	-	3,000,000	-	-	-
Transfer from General Fund	5,735,204	3,000,000	3,000,000	2,072,000	-	-
Tsfr From OR Business Development	15,000	-	-	-	-	-
Tsfr From Justice, Dept of	17,609	-	-	-	-	-
Tsfr From Judicial Dept	119,287,109	90,591,498	90,591,498	97,432,894	-	-
Transfer Out - Intrafund	(24,586,796)	-	-	-	-	-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Revenue, Dept of
2013-15 Biennium

Agency Number: 15000

Cross Reference Number: 15000-000-00-00-00000

Source	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds						
Transfer to Other	(62,395,116)	(11,851,419)	(11,851,419)	(8,690,903)	-	-
Transfer to General Fund	(11,680,842,819)	(13,471,313,068)	(13,474,313,068)	(15,135,949,973)	-	-
Transfer to Counties	(526,439,533)	(533,167,756)	(533,167,756)	(533,167,756)	-	-
Tsfr To Human Svcs, Dept of	(2,758,007)	(2,758,007)	(2,758,007)	(2,758,007)	-	-
Tsfr To Administrative Svcs	(16,976,971)	(16,968,667)	(16,968,667)	(15,826,383)	-	-
Tsfr To Governor, Office of the	-	(22,500)	(22,500)	(22,500)	-	-
Tsfr To OR Business Development	(5,000,000)	-	-	-	-	-
Tsfr To Justice, Dept of	(18,684,466)	(16,290,775)	(16,290,775)	(16,713,740)	-	-
Tsfr To Lands, Dept of State	(522,199)	(237,000)	(237,000)	(237,000)	-	-
Tsfr To Leg Council Committee	(274,022)	-	-	-	-	-
Tsfr To Leg Fiscal Officer	(100,000)	-	-	-	-	-
Tsfr To Leg Admin Committee	(12,231)	-	-	-	-	-
Tsfr To Judicial Dept	(21,699,459)	(9,843,214)	(9,843,214)	(13,124,285)	-	-
Tsfr To Military Dept, Or	(79,212,068)	(82,065,000)	(82,065,000)	(81,970,000)	-	-
Tsfr To Police, Dept of State	(5,031,326)	(6,750,380)	(6,750,380)	(4,390,890)	-	-
Tsfr To Pub Safety Std/Trng	(27,363,232)	(21,424,867)	(20,550,970)	(23,246,100)	-	-
Tsfr To Environmental Quality	(2,097,597)	(2,114,874)	(2,114,874)	(2,128,544)	-	-
Tsfr To Public Def Svcs Comm	(11,684,324)	-	-	-	-	-
Tsfr To Oregon Health Authority	(349,889,948)	(356,325,952)	(356,325,952)	(337,663,052)	-	-
Tsfr To OR University System	(5,331,883)	(3,829,633)	(3,829,633)	(3,829,633)	-	-
Tsfr To Education, Dept of	(161,734)	(340,252)	(340,252)	(340,252)	-	-
Tsfr To Comm Coll/Wkfr Dev	(1,337,086)	(1,725,308)	(1,725,308)	(1,725,308)	-	-
Tsfr To Forestry, Dept of	(11,334,946)	(6,001,664)	(6,001,664)	(6,001,664)	-	-
Tsfr To Fish/Wildlife, Dept of	(160,541)	(250,000)	(250,000)	(10,000)	-	-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Revenue, Dept of
2013-15 Biennium

Agency Number: 15000
Cross Reference Number: 15000-000-00-00-00000

<i>Source</i>	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds						
Tsfr To Transportation, Dept	(7,877,641)	(7,875,000)	(7,875,000)	(7,123,192)	-	-
Tsfr To Housing and Com Svcs	(18,766,784)	(32,291,342)	(32,291,342)	(20,000,000)	-	-
Tsfr To Oregon Tourism Commission	(21,126,334)	-	-	-	-	-
Total Other Funds	\$69,852,721	\$34,260,088	\$35,133,985	\$57,074,463	-	-
Nonlimited Other Funds						
Admin and Service Charges	-	270,162	270,162	276,646	-	-
Sr Citizen Prop Tax Repayments	31,574,599	38,497,653	38,497,653	38,497,653	-	-
Other Revenues	2,924,190	1,674,844	1,674,844	1,715,040	-	-
Transfer to Counties	(40,948,017)	(33,807,326)	(33,807,326)	(33,807,326)	-	-
Total Nonlimited Other Funds	(\$6,449,228)	\$6,635,333	\$6,635,333	\$6,682,013	-	-

Agencywide Revenues and Disbursements Summary
2013-15 Biennium

Version: V-01-Agency Request Budget

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
Other Funds	6,259,618	26,522,670	26,522,670	32,116,894	-	-
0030 Beginning Balance Adjustment						
Other Funds	6,843,951	-	-	-	-	-
TOTAL BEGINNING BALANCE						
Other Funds	13,103,569	26,522,670	26,522,670	32,116,894	-	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
General Fund	143,053,692	146,373,434	145,198,243	166,133,767	-	-
TAXES						
0105 Personal Income Taxes						
Other Funds	10,483,011,463	12,216,777,983	12,216,777,983	13,636,361,586	-	-
0110 Corp Excise and Income Taxes						
Other Funds	860,315,552	863,323,072	863,323,072	1,097,984,402	-	-
0130 Other Employer -Employee Taxes						
Other Funds	471,058,204	477,493,000	477,493,000	477,493,000	-	-
0135 Cigarette Taxes						
Other Funds	411,891,477	398,220,435	398,220,435	368,656,409	-	-
0140 Other Tobacco Products Taxes						

Agencywide Revenues and Disbursements Summary
2013-15 Biennium

Version: V-01-Agency Request Budget

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds	87,855,528	108,814,761	108,814,761	116,778,199	-	-
0145 Amusement Taxes						
Other Funds	5,211,236	4,380,000	4,380,000	4,480,000	-	-
0155 Inheritance Taxes						
Other Funds	174,560,163	190,284,168	190,284,168	203,981,590	-	-
0160 Eastern Oregon Severance Taxes						
Other Funds	58,550	14,000	14,000	6,000	-	-
0162 Western Oregon Severance Taxes						
Other Funds	896,716	774,900	774,900	612,400	-	-
0165 Other Severance Taxes						
Other Funds	522,199	237,000	237,000	237,000	-	-
0195 Other Taxes						
Other Funds	171,443,401	160,599,592	160,599,592	151,516,116	-	-
TOTAL TAXES						
Other Funds	12,666,824,489	14,420,918,911	14,420,918,911	16,058,106,702	-	-
LICENSES AND FEES						
0205 Business Lic and Fees						
Other Funds	7,118,917	8,865,254	8,865,254	6,329,430	-	-
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
Other Funds	30,384,624	34,269,083	34,269,083	54,940,860	-	-

Agencywide Revenues and Disbursements Summary
2013-15 Biennium

Version: V-01-Agency Request Budget

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
Other Funds	24,275,096	26,152,673	26,152,673	31,909,335	-	-
INTEREST EARNINGS						
0605 Interest Income						
Other Funds	120,403	-	-	-	-	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
Other Funds	1,990,709	1,657,000	1,657,000	1,292,000	-	-
LOAN REPAYMENT						
0950 Sr Citizen Prop Tax Repayments						
Other Funds	31,574,599	38,497,653	38,497,653	38,497,653	-	-
OTHER						
0975 Other Revenues						
Other Funds	3,627,570	34,197,353	34,197,353	21,902,110	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
Other Funds	24,586,796	-	-	-	-	-
1050 Transfer In Other						
Other Funds	90,460,448	-	3,000,000	-	-	-
1060 Transfer from General Fund						

Agencywide Revenues and Disbursements Summary
2013-15 Biennium

Version: V-01-Agency Request Budget

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds	5,735,204	3,000,000	3,000,000	2,072,000	-	-
1123 Tsfr From OR Business Development						
Other Funds	15,000	-	-	-	-	-
1137 Tsfr From Justice, Dept of						
Other Funds	17,609	-	-	-	-	-
1198 Tsfr From Judicial Dept						
Other Funds	119,287,109	90,591,498	90,591,498	97,432,894	-	-
TOTAL TRANSFERS IN						
Other Funds	240,102,166	93,591,498	96,591,498	99,504,894	-	-
TOTAL REVENUES						
General Fund	143,053,692	146,373,434	145,198,243	166,133,767	-	-
Other Funds	13,006,018,573	14,658,149,425	14,661,149,425	16,312,482,984	-	-
TOTAL REVENUES	\$13,149,072,265	\$14,804,522,859	\$14,806,347,668	\$16,478,616,751	-	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
Other Funds	(24,586,796)	-	-	-	-	-
2050 Transfer to Other						
Other Funds	(62,395,116)	(11,851,419)	(11,851,419)	(8,690,903)	-	-
2060 Transfer to General Fund						
Other Funds	(11,680,842,819)	(13,471,313,068)	(13,474,313,068)	(15,135,949,973)	-	-
2080 Transfer to Counties						

Agencywide Revenues and Disbursements Summary
2013-15 Biennium

Version: V-01-Agency Request Budget

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds	(567,387,550)	(566,975,082)	(566,975,082)	(566,975,082)	-	-
2100 Tsfr To Human Svcs, Dept of						
Other Funds	(2,758,007)	(2,758,007)	(2,758,007)	(2,758,007)	-	-
2107 Tsfr To Administrative Svcs						
Other Funds	(16,976,971)	(16,968,667)	(16,968,667)	(15,826,383)	-	-
2121 Tsfr To Governor, Office of the						
Other Funds	-	(22,500)	(22,500)	(22,500)	-	-
2123 Tsfr To OR Business Development						
Other Funds	(5,000,000)	-	-	-	-	-
2137 Tsfr To Justice, Dept of						
Other Funds	(18,684,466)	(16,290,775)	(16,290,775)	(16,713,740)	-	-
2141 Tsfr To Lands, Dept of State						
Other Funds	(522,199)	(237,000)	(237,000)	(237,000)	-	-
2142 Tsfr To Leg Council Committee						
Other Funds	(274,022)	-	-	-	-	-
2145 Tsfr To Leg Fiscal Officer						
Other Funds	(100,000)	-	-	-	-	-
2156 Tsfr To Leg Admin Committee						
Other Funds	(12,231)	-	-	-	-	-
2198 Tsfr To Judicial Dept						
Other Funds	(21,699,459)	(9,843,214)	(9,843,214)	(13,124,285)	-	-

Agencywide Revenues and Disbursements Summary
2013-15 Biennium

Version: V-01-Agency Request Budget

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
2248 Tsfr To Military Dept, Or						
Other Funds	(79,212,068)	(82,065,000)	(82,065,000)	(81,970,000)	-	-
2257 Tsfr To Police, Dept of State						
Other Funds	(5,031,326)	(6,750,380)	(6,750,380)	(4,390,890)	-	-
2259 Tsfr To Pub Safety Std/Trng						
Other Funds	(27,363,232)	(21,424,867)	(20,550,970)	(23,246,100)	-	-
2340 Tsfr To Environmental Quality						
Other Funds	(2,097,597)	(2,114,874)	(2,114,874)	(2,128,544)	-	-
2404 Tsfr To Public Def Svcs Comm						
Other Funds	(11,684,324)	-	-	-	-	-
2443 Tsfr To Oregon Health Authority						
Other Funds	(349,889,948)	(356,325,952)	(356,325,952)	(337,663,052)	-	-
2580 Tsfr To OR University System						
Other Funds	(5,331,883)	(3,829,633)	(3,829,633)	(3,829,633)	-	-
2581 Tsfr To Education, Dept of						
Other Funds	(161,734)	(340,252)	(340,252)	(340,252)	-	-
2586 Tsfr To Comm Coll/Wkfrc Dev						
Other Funds	(1,337,086)	(1,725,308)	(1,725,308)	(1,725,308)	-	-
2629 Tsfr To Forestry, Dept of						
Other Funds	(11,334,946)	(6,001,664)	(6,001,664)	(6,001,664)	-	-
2635 Tsfr To Fish/Wildlife, Dept of						

Revenue, Dept of

Agency Number: 15000

Agencywide Revenues and Disbursements Summary
2013-15 Biennium

Version: V-01-Agency Request Budget

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds	(160,541)	(250,000)	(250,000)	(10,000)	-	-
2730 Tsfr To Transportation, Dept						
Other Funds	(7,877,641)	(7,875,000)	(7,875,000)	(7,123,192)	-	-
2914 Tsfr To Housing and Com Svcs						
Other Funds	(18,766,784)	(32,291,342)	(32,291,342)	(20,000,000)	-	-
2976 Tsfr To Oregon Tourism Commission						
Other Funds	(21,126,334)	-	-	-	-	-
TOTAL TRANSFERS OUT						
Other Funds	(12,942,615,080)	(14,617,254,004)	(14,619,380,107)	(16,248,726,508)	-	-
AVAILABLE REVENUES						
General Fund	143,053,692	146,373,434	145,198,243	166,133,767	-	-
Other Funds	76,507,062	67,418,091	68,291,988	95,873,370	-	-
TOTAL AVAILABLE REVENUES	\$219,560,754	\$213,791,525	\$213,490,231	\$262,007,137	-	-
EXPENDITURES						
General Fund	140,240,842	146,373,434	145,198,243	166,133,767	-	-
Other Funds	30,918,670	36,175,094	36,175,094	56,615,704	-	-
TOTAL EXPENDITURES	\$171,159,512	\$182,548,528	\$181,373,337	\$222,749,471	-	-
REVERSIONS						
9900 Reversions						
General Fund	(2,812,850)	-	-	-	-	-
ENDING BALANCE						

Agency Request
2013-15 Biennium

Governor's Recommended
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Legislatively Adopted
Agencywide Revenues and Disbursements Summary - BPR011

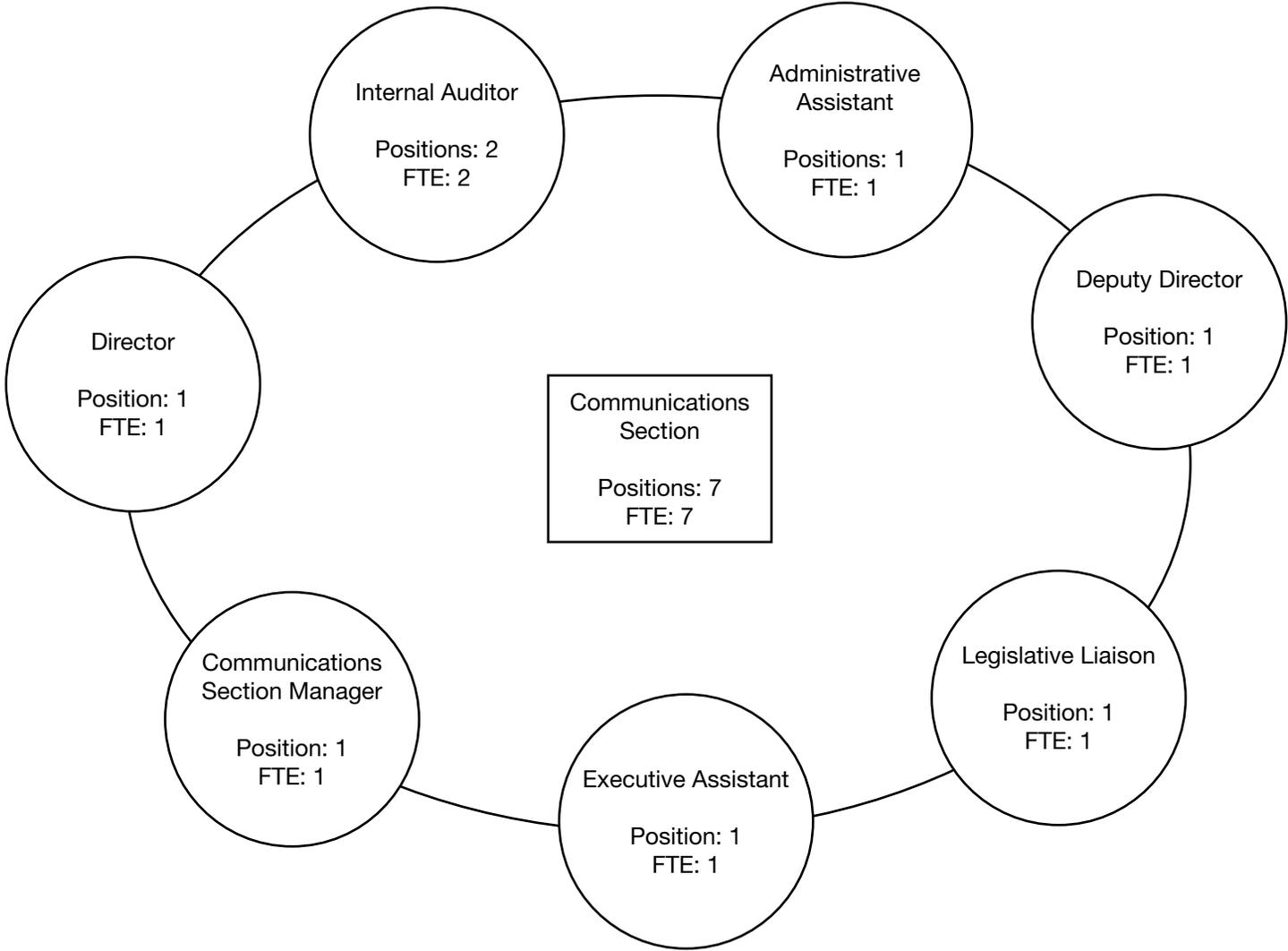
Agencywide Revenues and Disbursements Summary
2013-15 Biennium

Version: V-01-Agency Request Budget

<i>Description</i>	<i>2009-11 Actuals</i>	<i>2011-13 Leg Adopted Budget</i>	<i>2011-13 Leg Approved Budget</i>	<i>2013-15 Agency Request Budget</i>	<i>2013-15 Governor's Rec. Budget</i>	<i>2013-15 Leg Adopted Budget</i>
Other Funds	45,588,392	31,242,997	32,116,894	39,257,666	-	-

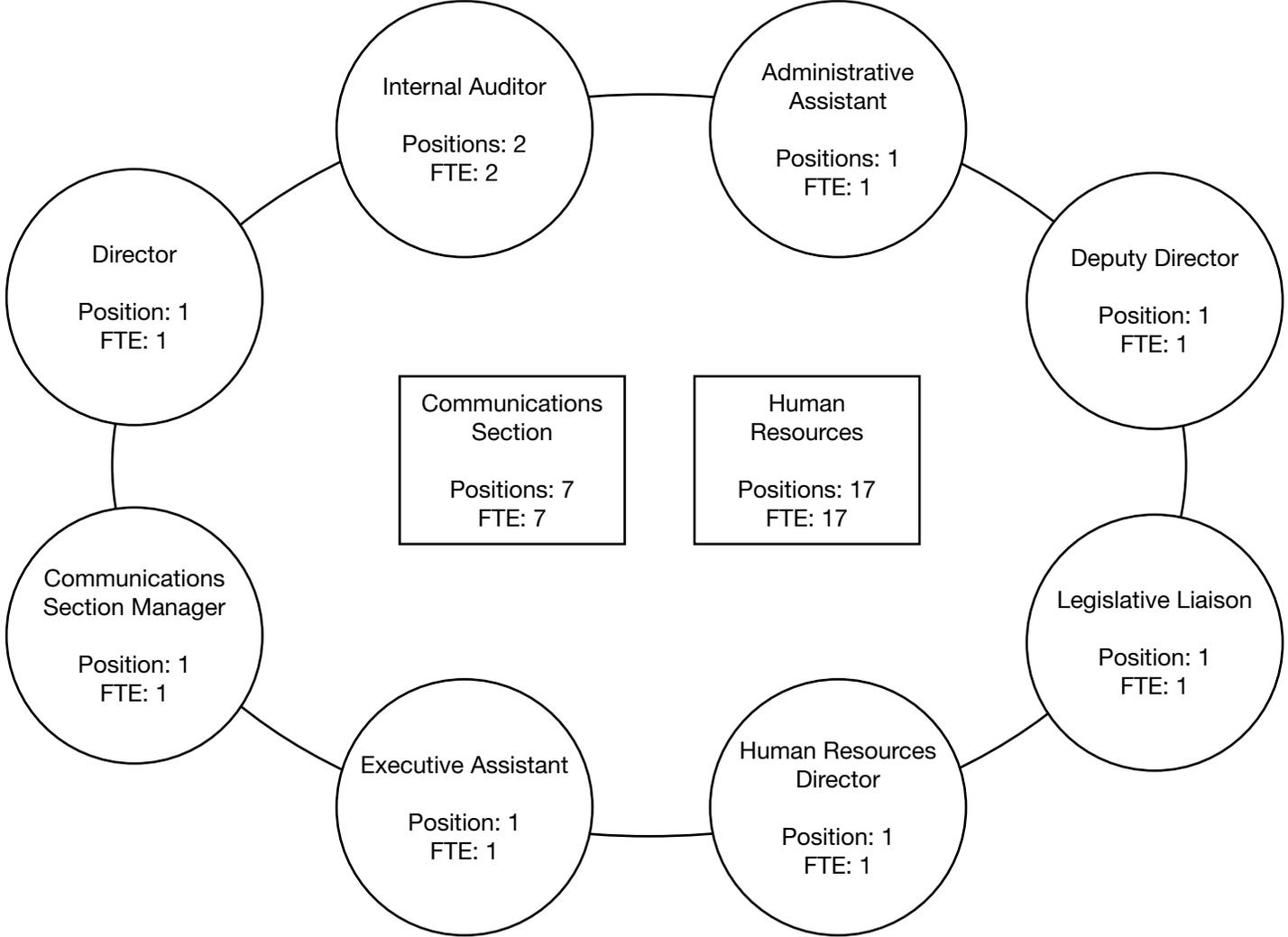
Executive Section

**Executive Section
2011-2013**



Total Positions: 15
Total FTE: 15

**Executive Section
2013-2015**



Positions and FTE are current as of 8-20-12.

Total Positions: 17
Total FTE: 17

ORBITS Budget Narrative

Executive Section

Program Description

The **Executive Section** has a central office staff of seven. This staff directs the activities of the four line divisions and the Project Management/General Services Section and coordinates the department's legislative, rule-making, and internal audit activities.

The Communications Unit provides the means for the agency to educate and communicate with taxpayers, stakeholders, and external partners. Communications creates and maintains approximately 750 forms and publications for Oregon's diverse taxpayer population. One example is the personal income tax booklet, which is distributed in small print quantities and made available electronically to over 1.8 million filers every year. In addition, this section is responsible for improving the usability of the agency's website, which had over 2.5 million visitors between March 30, 2011 and April 1, 2012. Communications also handles all media inquiries, coordinates public records requests, oversees the agency's plain language efforts, provides media and writing training to department staff and county assessors, and manages the agency's records retention program.

The Human Resources Section provides general oversight of the agency's relationship with its more than 1,000 employees. Specific responsibilities include the recruitment and retention of skilled employees, management of personnel issues, administration of employee benefits and the coordination of labor relations for the agency.

Revenue Forecast

The Other Funds Revenues represent expenses charged to various Other Funds programs for our administrative costs. The programs include all of those listed under the Revenue tab.

In most cases, revenue equals our cost. Therefore, estimates are based on the projected costs to administer each program.

Essential Packages

Purpose: The essential packages present budget adjustments needed to bring the base budget to Continuing Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2013–2015 biennium.

How Accomplished: See individual packages below for detail.

Staffing Impact: See individual packages below for detail.

Revenue Sources: The revenue sources are the same as for the program unit as a whole.

ORBITS Budget Narrative

Executive Section

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

The Executive Section experienced position vacancies in the first year of the 2011–2013 biennium; accordingly, a vacancy factor calculation has been made using the Department of Administrative Services prescribed formula. This calculation results in an increase of \$23,700 General Fund and a decrease of \$5,729 Other Funds. The package provides a Non-PICS Personal Services cost increase of \$109,703 General Fund and \$11,511 Other Funds for changes in the pension bond assessment, mass transit taxes, unemployment assessments, and other Non-PICS items such as temporary appointments and other differentials.

2015–17 Fiscal Impact

Fully phased in. This package will be adjusted by the Department of Administrative Services prescribed vacancy formula and directed other non-PICS adjustments each biennium.

ORBITS Budget Narrative

Executive Section

030 Inflation & Price List Adjustments

Package Description

The Costs of Goods and Services increase totals \$12,230 General Fund and \$1,332 Other Funds. This is based on the standard 2.4% biennial inflation factor increase in Services & Supplies and Capital Outlay. The section has a net increase of \$1,320 General Fund and \$307 Other Fund for State Government Service Charges, based on the Secretary of State Audits Division price list.

2015–17 Fiscal Impact

Fully phased in. Will receive inflation increase for 2015–17 based upon Department of Administrative Services price list and instructions.

ORBITS Budget Narrative

Executive Section

060 Technical Adjustments

Package Description

None

2013–15 Fiscal Impact

Fully phased in.

ORBITS Budget Narrative

Executive Section

081 May 2012 Emergency Board (Management Service Reductions)

Package Description

As part of the legislative plan during the 2012 session to rebalance the 2011–13 biennium budget, the Legislative Assembly included a reduction of \$28 million in combined General Fund and Lottery Funds as part of an effort to restructure state government business operations. It was the intent of this budget reduction to make permanent changes to the management of agency programs and services. Revenue's portion was \$1.2 million General Fund.

One Training and Development Specialist 2 (management service) in Human Resources was cut from the Executive Section as part of this reduction. The 2013–15 package savings is \$131,231 General Fund and \$32,808 Other Funds.

2015–17 Fiscal Impact

Fully phased in.

ORBITS Budget Narrative

Executive Section

101 Service and Supplies True-up

Package Description

The department has had to hold positions vacant and use the Personal Services savings generated to fund ongoing base costs in Services and Supply. This package converts Personal Services dollars into Services and Supply dollars.

With greater emphasis on an easily understood budget, the department is working to move to a true line item budget. The department identified the types of positions that traditionally generated the vacancy savings needed to pay for ongoing S&S expenses. This package asks to convert 18 positions and 15.57 FTE dollars into Service and Supply dollars to finish what was started in the 2003 and 2007 Legislative Sessions to align agency budget with expenditures by category. The request aligns the budget document with how the agency will actually execute the budget.

The Executive Section adds service and supply dollars from this true-up of \$8,433 General Funds.

2015–17 Fiscal Impact

Fully phased in.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Executive Section
Cross Reference Number: 15000-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	133,403	-	-	-	-	-	133,403
Admin and Service Charges	-	-	5,782	-	-	-	5,782
Total Revenues	\$133,403	-	\$5,782	-	-	-	\$139,185
Personal Services							
Pension Obligation Bond	100,875	-	10,609	-	-	-	111,484
Mass Transit Tax	8,772	-	902	-	-	-	9,674
Other OPE	56	-	-	-	-	-	56
Vacancy Savings	23,700	-	(5,729)	-	-	-	17,971
Total Personal Services	\$133,403	-	\$5,782	-	-	-	\$139,185
Total Expenditures							
Total Expenditures	133,403	-	5,782	-	-	-	139,185
Total Expenditures	\$133,403	-	\$5,782	-	-	-	\$139,185
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Executive Section
Cross Reference Number: 15000-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	12,230	-	-	-	-	-	12,230
Admin and Service Charges	-	-	1,332	-	-	-	1,332
Total Revenues	\$12,230	-	\$1,332	-	-	-	\$13,562
Services & Supplies							
Instate Travel	30	-	13	-	-	-	43
Out of State Travel	51	-	-	-	-	-	51
Employee Training	1,295	-	247	-	-	-	1,542
Office Expenses	39	-	15	-	-	-	54
Telecommunications	346	-	-	-	-	-	346
State Gov. Service Charges	1,320	-	307	-	-	-	1,627
Data Processing	11	-	-	-	-	-	11
Professional Services	2,419	-	-	-	-	-	2,419
Attorney General	1,063	-	-	-	-	-	1,063
Employee Recruitment and Develop	111	-	-	-	-	-	111
Dues and Subscriptions	459	-	-	-	-	-	459
Other Services and Supplies	2,189	-	216	-	-	-	2,405
Expendable Prop 250 - 5000	1,136	-	143	-	-	-	1,279
IT Expendable Property	1,761	-	391	-	-	-	2,152
Total Services & Supplies	\$12,230	-	\$1,332	-	-	-	\$13,562

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Executive Section
Cross Reference Number: 15000-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	12,230	-	1,332	-	-	-	13,562
Total Expenditures	\$12,230	-	\$1,332	-	-	-	\$13,562
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: Executive Section
Cross Reference Number: 15000-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(131,231)	-	-	-	-	-	(131,231)
Admin and Service Charges	-	-	(32,808)	-	-	-	(32,808)
Total Revenues	(\$131,231)	-	(\$32,808)	-	-	-	(\$164,039)
Personal Services							
Class/Unclass Sal. and Per Diem	(83,789)	-	(20,947)	-	-	-	(104,736)
Empl. Rel. Bd. Assessments	(32)	-	(8)	-	-	-	(40)
Public Employees' Retire Cont	(16,531)	-	(4,133)	-	-	-	(20,664)
Social Security Taxes	(6,410)	-	(1,602)	-	-	-	(8,012)
Worker's Comp. Assess. (WCD)	(47)	-	(12)	-	-	-	(59)
Flexible Benefits	(24,422)	-	(6,106)	-	-	-	(30,528)
Total Personal Services	(\$131,231)	-	(\$32,808)	-	-	-	(\$164,039)
Total Expenditures							
Total Expenditures	(131,231)	-	(32,808)	-	-	-	(164,039)
Total Expenditures	(\$131,231)	-	(\$32,808)	-	-	-	(\$164,039)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: Executive Section
Cross Reference Number: 15000-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							(1)
Total Positions	-	-	-	-	-	-	(1)
Total FTE							
Total FTE							(1.00)
Total FTE	-	-	-	-	-	-	(1.00)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 101 - Service and Supplies True-up

Cross Reference Name: Executive Section
Cross Reference Number: 15000-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	8,433	-	-	-	-	-	8,433
Total Revenues	\$8,433	-	-	-	-	-	\$8,433
Services & Supplies							
Instate Travel	1,787	-	-	-	-	-	1,787
Employee Training	2,597	-	-	-	-	-	2,597
Telecommunications	4,049	-	-	-	-	-	4,049
Total Services & Supplies	\$8,433	-	-	-	-	-	\$8,433
Total Expenditures							
Total Expenditures	8,433	-	-	-	-	-	8,433
Total Expenditures	\$8,433	-	-	-	-	-	\$8,433
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

08/02/12 REPORT NO.: PDPFISCAL
 REPORT: PACKAGE FISCAL IMPACT REPORT
 AGENCY:15000 DEPT OF REVENUE
 SUMMARY XREF:001-00-00 Executive Section

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

2013-15
 PICS SYSTEM: BUDGET PREPARATION

PAGE 1
 PROD FILE

PACKAGE: 081 - May 2012 E-Board

POSITION NUMBER CLASS COMP CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
3597000 MMN X1339 AA TRAINING & DEVELOPMENT SPEC 2	1-	1.00-	24.00-	02	4,364.00	83,789- 47,442-	20,947- 11,861-			104,736- 59,303-
TOTAL PICS SALARY						83,789-	20,947-			104,736-
TOTAL PICS OPE						47,442-	11,861-			59,303-
TOTAL PICS PERSONAL SERVICES =	1-	1.00-	24.00-			131,231-	32,808-			164,039-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Revenue, Dept of
2013-15 Biennium

Agency Number: 15000

Cross Reference Number: 15000-001-00-00-00000

<i>Source</i>	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds						
Admin and Service Charges	719,966	486,320	486,320	755,054	-	-
Total Other Funds	\$719,966	\$486,320	\$486,320	\$755,054	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Executive Section

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-001-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
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LIMITED BUDGET (Excluding Packages)

PERSONAL SERVICES

General Fund	2,757,876	2,367,368	2,367,368	5,273,571	-	-
Other Funds	552,250	319,799	319,799	614,227	-	-
All Funds	3,310,126	2,687,167	2,687,167	5,887,798	-	-

SERVICES & SUPPLIES

General Fund	827,395	936,396	936,396	936,396	-	-
Other Funds	167,716	166,521	166,521	166,521	-	-
All Funds	995,111	1,102,917	1,102,917	1,102,917	-	-

TOTAL LIMITED BUDGET (Excluding Packages)

General Fund	3,585,271	3,303,764	3,303,764	6,209,967	-	-
Other Funds	719,966	486,320	486,320	780,748	-	-
All Funds	4,305,237	3,790,084	3,790,084	6,990,715	-	-

AUTHORIZED POSITIONS

AUTHORIZED FTE

17	15	15	34	-	-
17.00	15.00	15.00	34.00	-	-

LIMITED BUDGET (Essential Packages)

010 NON-PICS PSNL SVC / VACANCY FACTOR

PERSONAL SERVICES

General Fund	-	-	-	133,403	-	-
Other Funds	-	-	-	5,782	-	-
All Funds	-	-	-	139,185	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Executive Section

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-001-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
031 STANDARD INFLATION						
SERVICES & SUPPLIES						
General Fund	-	-	-	12,230	-	-
Other Funds	-	-	-	1,332	-	-
All Funds	-	-	-	13,562	-	-
TOTAL LIMITED BUDGET (Essential Packages)						
General Fund	-	-	-	145,633	-	-
Other Funds	-	-	-	7,114	-	-
All Funds	-	-	-	152,747	-	-
LIMITED BUDGET (Current Service Level)						
General Fund	3,585,271	3,303,764	3,303,764	6,355,600	-	-
Other Funds	719,966	486,320	486,320	787,862	-	-
All Funds	4,305,237	3,790,084	3,790,084	7,143,462	-	-
AUTHORIZED POSITIONS	17	15	15	34	-	-
AUTHORIZED FTE	17.00	15.00	15.00	34.00	-	-
LIMITED BUDGET (Policy Packages)						
PRIORITY 0						
081 MAY 2012 E-BOARD						
PERSONAL SERVICES						
General Fund	-	-	-	(131,231)	-	-
Other Funds	-	-	-	(32,808)	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Executive Section

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-001-00-00-00000

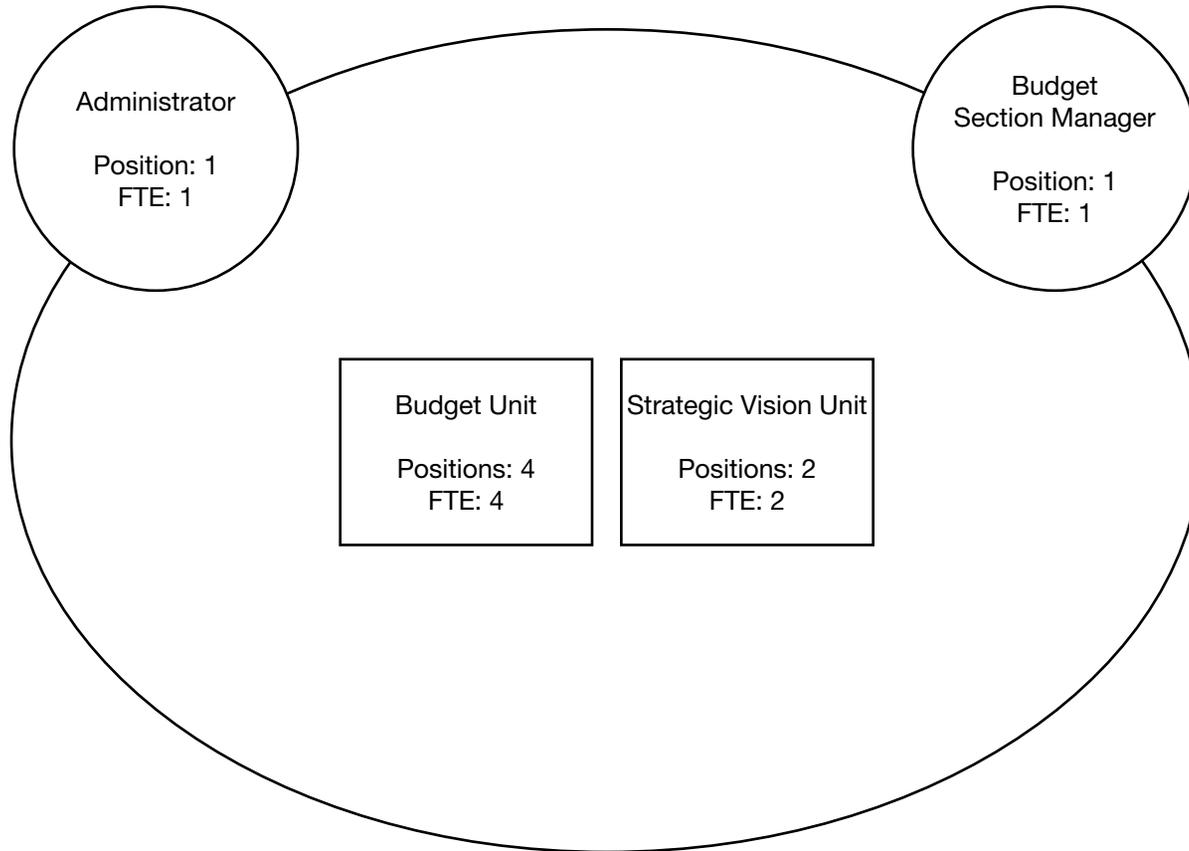
Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
All Funds	-	-	-	(164,039)	-	-
AUTHORIZED POSITIONS	-	-	-	(1)	-	-
AUTHORIZED FTE	-	-	-	(1.00)	-	-
101 SERVICE AND SUPPLIES TRUE-UP						
SERVICES & SUPPLIES						
General Fund	-	-	-	8,433	-	-
TOTAL LIMITED BUDGET (Policy Packages)						
General Fund	-	-	-	(122,798)	-	-
Other Funds	-	-	-	(32,808)	-	-
All Funds	-	-	-	(155,606)	-	-
AUTHORIZED POSITIONS	-	-	-	(1)	-	-
AUTHORIZED FTE	-	-	-	(1.00)	-	-
TOTAL LIMITED BUDGET (Including Packages)						
General Fund	3,585,271	3,303,764	3,303,764	6,232,802	-	-
Other Funds	719,966	486,320	486,320	755,054	-	-
All Funds	4,305,237	3,790,084	3,790,084	6,987,856	-	-
AUTHORIZED POSITIONS	17	15	15	33	-	-
AUTHORIZED FTE	17.00	15.00	15.00	33.00	-	-
OPERATING BUDGET						
General Fund	3,585,271	3,303,764	3,303,764	6,232,802	-	-
Other Funds	719,966	486,320	486,320	755,054	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Executive Section

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-001-00-00-00000

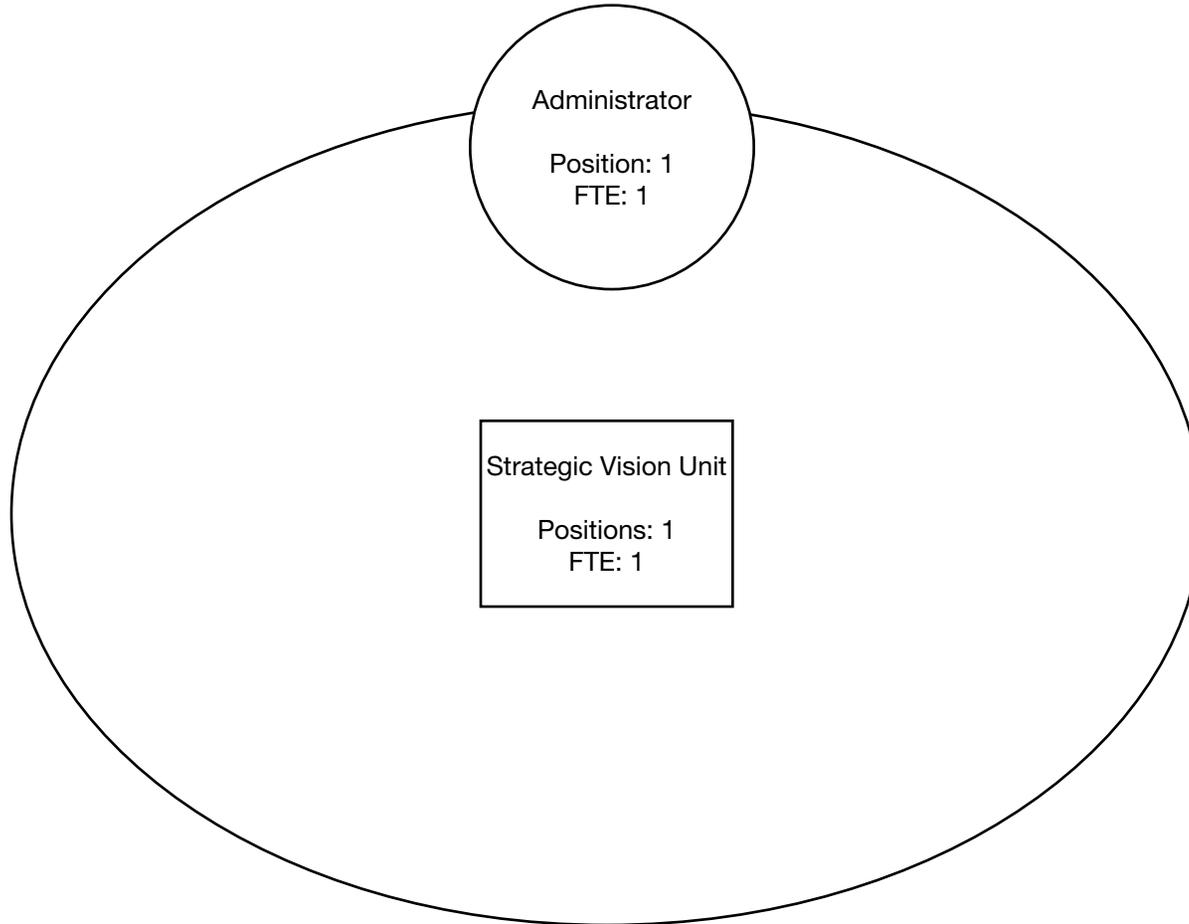
Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
All Funds	4,305,237	3,790,084	3,790,084	6,987,856	-	-
AUTHORIZED POSITIONS	17	15	15	33	-	-
AUTHORIZED FTE	17.00	15.00	15.00	33.00	-	-
TOTAL BUDGET						
General Fund	3,585,271	3,303,764	3,303,764	6,232,802	-	-
Other Funds	719,966	486,320	486,320	755,054	-	-
All Funds	4,305,237	3,790,084	3,790,084	6,987,856	-	-
AUTHORIZED POSITIONS	17	15	15	33	-	-
AUTHORIZED FTE	17.00	15.00	15.00	33.00	-	-

**Strategic Planning Division
2011-2013**



Total Positions: 8
Total FTE: 8

**Strategic Planning Division
2013–2015**



Total Positions: 2
Total FTE: 2

ORBITS Budget Narrative

Program Management/General Services Section

Program Description

Agency-wide Service Expenditures: Certain agency-wide service expenditures and fees are managed centrally for all agency programs for operational efficiency. Such expenditures and fees include postage, AG expenses, recording and release fees, collection fees and merchant fees. Such expenses and fees would be spread among Revenue's Administrative Services Division, Property Tax Division, Personal Tax and Compliance Division, and Business Division proposals if they were not managed centrally and reported in this proposal.

Agency Program Management: Agency leadership has created a Program Management Office (PMO) to lead and facilitate the ongoing transformation of people, processes and technology. The main functions in the PMO include project management, portfolio reporting, process improvement, and metrics.

The PMO helps the agency develop and execute strategies to achieve our seven strategic goals:

- Become a More Customer-Focused Organization
- Maintain and Enhance a Talented, Forward-Looking Workforce
- Preserve and Enhance Public Confidence
- Enhance Voluntary Compliance and Increase Collection of Taxes Due Under the Law
- Create a Culture of Constant Improvement
- Deliver High Quality Business Results
- Partner with Others to Achieve Our Mission

The PMO has led the initiative of replacing our core systems such as tax processing, compliance, and property valuation systems with industry best practice solutions. Efforts include creating a Business Case, Program Management Plan, and Request for Proposal, and executing a procurement process to identify the successful vendor to partner with Revenue to implement new systems beginning in 2013, subject to Legislative approval.

Core systems replacement will reduce risk of interruptions to revenue flows due to aging and obsolete systems currently in use to administer Oregon's tax programs. New systems will enable best practices for integration of data, improved business processes, provide Legislature and Revenue with the ability to make decisions using better information, and provide more opportunities to improve taxpayer compliance. Process improvements utilizing new technology will provide improved customer experience, and enhance workforce satisfaction and effectiveness. The implementation of new core systems is planned to begin in fall of 2013 and continue through fall of 2017.

ORBITS Budget Narrative

All revenues that flow through the department are accounted for and distributed within this section of the budget structure.

Revenue Forecast

The Other Funds Revenues represent expenses charged to various Other Funds programs for the department's administrative costs. The programs include all of those listed under the Revenue tab.

In most cases, revenue equals the department's cost. Therefore, estimates are based on the projected costs to administer each program.

Essential Packages

Purpose: The essential packages present budget adjustments needed to bring the base budget to Continuing Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2013–2015 biennium.

How Accomplished: See individual packages below for detail.

Staffing Impact: See individual packages below for detail.

Revenue Sources: The revenue sources are the same as for the program unit as a whole.

ORBITS Budget Narrative

Program Management/General Services Section

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

The Program Management and General Services Section experienced position vacancies in the first year of the 2011–2013 biennium; accordingly, a vacancy factor calculation has been made using the Department of Administrative Services prescribed formula. This calculation results in a decrease of \$6,283 General Fund and a decrease of \$2,912 Other Funds. The package provides a Non-PICS Personal Services cost decrease of \$38,327 General Fund and \$4,241 Other Funds for changes in the pension bond assessment, mass transit taxes, unemployment assessments, and other Non-PICS items such as temporary appointments and other differentials.

2015–17 Fiscal Impact

Fully phased in. This package will be adjusted by the Department of Administrative Services prescribed vacancy formula and directed other non-PICS adjustments each biennium.

ORBITS Budget Narrative

Program Management/General Services Section

030 Inflation & Price List Adjustments

Package Description

The Costs of Goods and Services increase totals \$86,553 General Fund and \$27,394 Other Funds. This is based on the standard 2.4 percent biennial inflation factor increase in Services & Supplies and Capital Outlay.

2015–17 Fiscal Impact

Fully phased in. Will receive inflation increase for 2015-17 based upon Department of Administrative Services price list and instructions.

ORBITS Budget Narrative

Program Management/General Services Section

060 Technical Adjustments

Package Description

None

2015–17 Fiscal Impact

Fully phased in.

ORBITS Budget Narrative

Program Management/General Services Section

081 May 2012 Emergency Board (Management Service Reductions)

Package Description

As part of the legislative plan during the 2012 session to rebalance the 2011–13 biennium budget, the Legislative Assembly included a reduction of \$28 million in combined General Fund and Lottery Funds as part of an effort to restructure state government business operations. It was the intent of this budget reduction to make permanent changes to the management of agency programs and services. Revenue's portion was \$1.2 million General Fund.

Two management service positions (a Program Executive Manager F and an Operations and Policy Analyst) in the Program Management office were cut as part of this reduction. The 2013–15 package savings is \$393,629 General Fund and \$61,810 Other Funds.

2015–17 Fiscal Impact

Fully phased in.

ORBITS Budget Narrative

Program Management/General Services Section

101 Service and Supplies True-up

Package Description

The department has had to hold positions vacant and use the Personal Services savings generated to fund ongoing base costs in Services and Supply. This package converts Personal Services dollars into Services and Supply dollars.

With greater emphasis on an easily understood budget, the department is working to move to a true line item budget. The department identified the types of positions that traditionally generated the vacancy savings needed to pay for ongoing S&S expenses. This package asks to convert 18 positions and 15.57 FTE dollars into Service and Supply dollars to finish what was started in the 2003 and 2007 Legislative Sessions to align agency budget with expenditures by category. The request aligns the budget document with how the agency will actually execute the budget.

The General Services Section adds service and supply dollars for postage costs from this true-up of \$815,801 General Funds and \$50,538 Other Funds.

2015–17 Fiscal Impact

Fully phased in.

ORBITS Budget Narrative

Program Management/General Services Section

104 ERA Transfer to OHCS

Package Description

The 2011 Legislative Session directed the department to explore options to transfer the Elderly Rental Assistance and/or the Non-Profit Homes programs to agencies that are better suited to administer these non-tax programs. As part of that discussion, the legislature only funded the department for the first year (2011–12) and set aside the second year in the Emergency Board with the expectation that the department would report in the 2012 session and if necessary request the funds in the September 2012 Emergency Board.

After discussions with the Oregon Housing and Community Services Department, we have reached an agreement to transfer the Elderly Rental Assistance (ERA) program to them. This package cuts the \$1,000,000 General Fund from Revenue's budget (reflects the one year of funding the department currently has) with the expectation that OHCS will request funding for 2 years (\$2,000,000) in an add package.

General Services is the area in the agency where all revenue transfers are entered and this package requires a reduction in Transfers from the General Fund of \$1,000,000.

2015–17 Fiscal Impact

The \$1 million transfer represents only the first year costs of the biennium. DOR currently only has funding for the first year of 2011–13 and will be requesting the second year in the September 2012 Emergency Board. The fully phased in amount would be \$2 million.

ORBITS Budget Narrative

Program Management/General Services Section

Program Management Office

Package 121 Core System Replacement Policy Option Request

➤ Executive Summary

The Department of Revenue (DOR) has identified the need to replace core tax systems to:

- Mitigate growing risks of not being able to maintain current service levels, and
- Enhance the ability to improve performance and generate revenue.

Replacing core tax systems will ensure the agency can continue to achieve its mission of making revenue systems work to fund the public services that preserve and enhance the quality of life for all citizens. It will help demonstrate that government is trustworthy, responsive, and solves problems in a financially sustainable way. Replacing core tax systems will enable DOR to reach its vision of becoming a model of 21st century tax administration through the strength of its people, technology, innovation, and service.

As the agency responsible for administering \$7.5 billion per year of general funds, DOR has raised the concern since 2009 that reinvestment in the core tax system technology and business process is essential to sustain future revenue administration. As stewards of this responsibility, the department has engaged in several activities to find the best solution to this problem and prepare for success, including:

- ✓ Develop a Business Case using internal assessments, information from industry experts, and other state revenue agencies
- ✓ Establish governance and quality assurance involving DOR leadership, Office of the Chief Information Officer (OCIO), and third-party experts
- ✓ Implement project management methods and documentation required for a project of this size
- ✓ Acquire specific information for decision makers by executing a Request for Proposal, then negotiating and signing a contract with FAST Enterprises, LLC contingent upon Legislative approval in 2013
- ✓ Conduct business process improvement to ensure DOR is ready to begin implementation by 2013

ORBITS Budget Narrative

DOR is recommending replacement of its core tax systems by acquiring a Commercial Off-The-Shelf (COTS) Comprehensive Tax System (CTS). Total project costs are estimated at \$69.2 million. The department recommends a specified receipts benefits-based funding model to pay for a substantial portion of these costs.

➤ Package description

The Department of Revenue needs to replace its aging and obsolete core computer systems, re-engineer processes to maximize the ability to increase compliance and revenue collection, and provide services that taxpayers and lawmakers demand using up-to-date tools.

DOR is seeking a **\$17.3 million Other Fund spending limitation** that will enable the agency to begin to pay for the system and reimburse internal costs for the 2013–15 biennium. These costs will be paid from a special fund established to pay vendor costs totaling \$34.5 million over four years beginning fall 2014. Certain agency direct project costs, not to exceed \$15 million over four years, will also be paid from this fund. The request for the special fund is being introduced in Legislative Concept 15000-016.

In addition, DOR is seeking a **\$4,217,000 General Fund allocation** for the 2013–15 biennium to cover agency State Data Center (SDC) costs as well as the cost of replacing desktops with standard, up-to-date equipment necessary for operating the COTS software.

- SDC Costs \$2,512,000¹
- Desktops \$1,705,000

Core System Replacement Initiative

- ✓ Invest in process and technology solutions with significant value to the State of Oregon and its citizens
- ✓ Align business processes to support the agency's goals
- ✓ Replace the myriad of aging and obsolete systems that currently support the agency's core functions

This initiative, the **Core System Replacement (CSR)**, is sponsored by the Department of Revenue Leadership Team and supported by a comprehensive business case containing the rationale for this change, recommended implementation approach, metrics, risks, and estimated costs and benefits to the State of Oregon.

¹ SDC costs are based on 2011–13 pricing and may change during Governor's Recommended Budget process.

ORBITS Budget Narrative

➤ Need for system

Oregon tax administration programs are supported by a technical architecture designed in the 1980s. Agency core processes rely on a myriad of disparate, aging software applications and databases. As an example, the Integrated Tax Accounting system, on which all of the other core systems depend, is nearing 20 years old. DOR processes \$7.5 billion a year, more than 90 percent of the state's General Fund revenue, through this aging system. Each year the agency manages the risks associated with this aging technology while also working to keep it operational.

At the same time, tax administration across the country is undergoing sweeping change. Taxpayers' needs are evolving, and they now demand new ways of doing business that match the convenience of private sector innovations like online banking and automatic bill pay. Meeting these needs enhances opportunities for voluntary compliance. Businesses and individual taxpayers are changing, and more are using complex and sophisticated practices to reduce or avoid paying taxes.

The need to address the risks of aging and obsolete systems and increased taxpayer complexity and demand are described in the following key business drivers:

Business Drivers

- ✓ Need for enhanced compliance and revenue
- ✓ Demand for improved customer service
- ✓ Need for increased overall efficiency
- ✓ Need for increased flexibility in tax administration

DOR submitted its plan to the 2011 Legislature along with a comprehensive Core System Replacement Business Case that documents the issues DOR currently faces and addresses these issues with a recommendation for replacement.

ORBITS Budget Narrative

In early 2012 DOR conducted a competitive procurement process and selected Fast Enterprises, LLC (FAST). Over the last decade, more than half of other states' revenue agencies have replaced their core systems, most of them with COTS solutions. Sixteen of those agencies selected FAST's GenTax solution. All completed GenTax implementations were successfully delivered on time and on budget.

Alabama	2005	Idaho	2000	Mississippi	2010	Oklahoma	2011
Arkansas	2008	Illinois	2006	Montana	2003	Utah	2006
Colorado	2008	Louisiana	2002	New Mexico	2002	West Virginia	2006
Georgia	2008	Minnesota	2008	North Dakota	2005	Wisconsin	2005

After completing contract negotiations in May 2012, DOR signed a \$34.5 million contract with FAST, contingent upon Legislative approval. The contract calls for a specified receipts benefits-based funding model, as described in the Business Case.

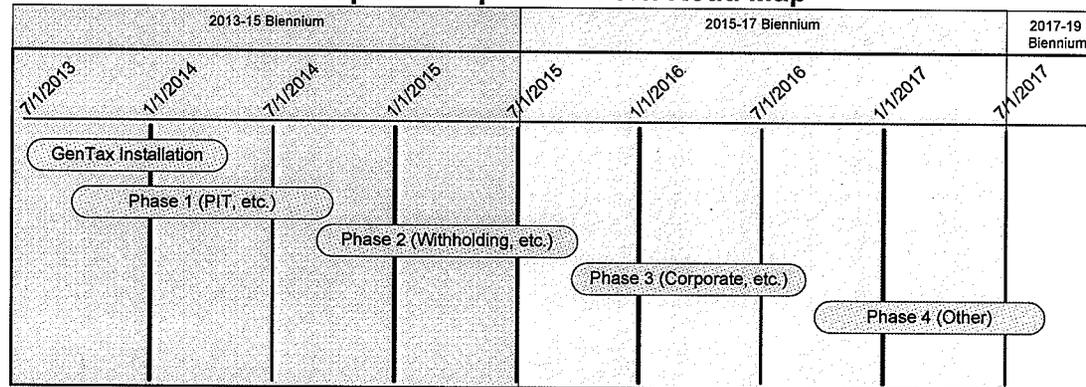
Core System Replacement phases:²

- **Planning Phases:**
 1. Planning and Preparation — 2009–11
 2. Agency Readiness and Procurement — 2011–13

- **CTS Implementation Phases:³**

1. Personal Income Tax, Transit (except Payroll) Programs — 2013–14
2. Withholding (Payroll), Tobacco Programs — 2014–15
3. Corporate, Estate, Special Programs — 2015–16
4. Other Programs — 2016–17

Proposed Implementation Road Map



² Property Valuation System (PVS) replacement is being pursued separately.

³ CTS phases include additional tax and revenue programs that are not listed here.

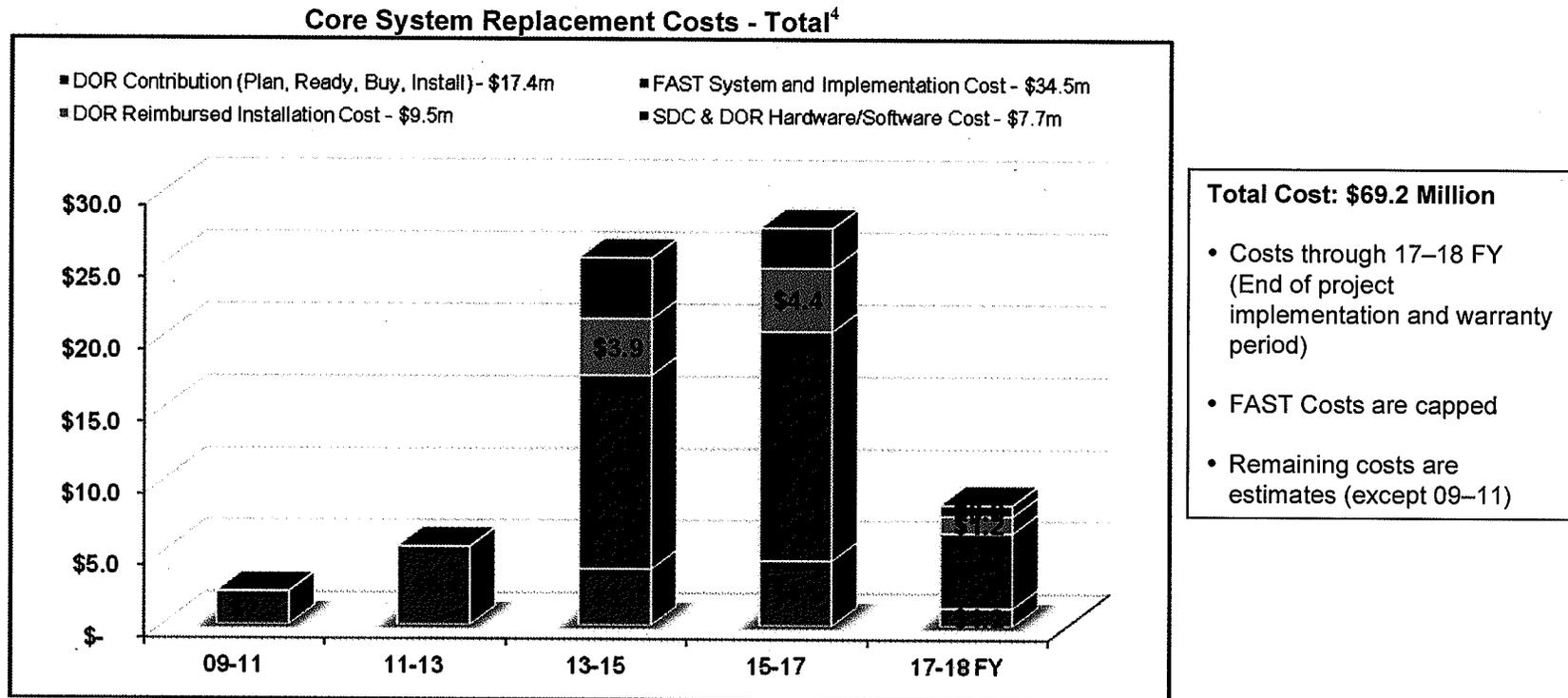
ORBITS Budget Narrative

➤ Cost and benefit summary

• Costs

The Core System Replacement is an investment in staff, processes, and technology. This initiative will provide value through reduced agency risk, a more productive and responsive workforce, and increased revenue to Oregon.

The estimated total project cost is \$69.2 million through the final implementation and warranty phase, ending in 2018. Costs include all agency costs and the capped contract cost of \$34.5 million for installation of GenTax by FAST. The chart below represents costs by biennium and category:



⁴ Individual components sum to \$69.1 million due to rounding. Summation of all estimated costs is \$69,217,000, or \$69.2 million.

ORBITS Budget Narrative

- **DOR Contribution (Plan, Ready, Buy, Install): \$17.4 million**

These costs started in 2009 and are paid from the agency's existing appropriation. The costs are for planning, procurement, and preparation for the new systems, implementation and testing of the new CTS system, and for training staff to use the new systems.

No additional appropriation is being requested for these costs.

- **FAST System and Implementation Cost: \$34.5 Million (Capped—vendor costs will not exceed \$34.5 million)**

These costs will be reimbursed from the special fund to be established by the Legislature (see more about the special fund in the Benefits section below) and will pay for software and services provided by FAST to plan, install, configure, test, train, and cutover to the new system.

Other Fund limitation is necessary to pay these costs.

- **DOR Reimbursed Installation Cost: \$9.5 million**

These costs will be reimbursed from the special fund to be established by the Legislature (see more about the special fund in the Benefits section below) and will pay for project management, quality assurance, change leadership and technology expertise necessary to implement a new system while maintaining legacy systems.

Other Fund limitation is necessary to pay these costs.

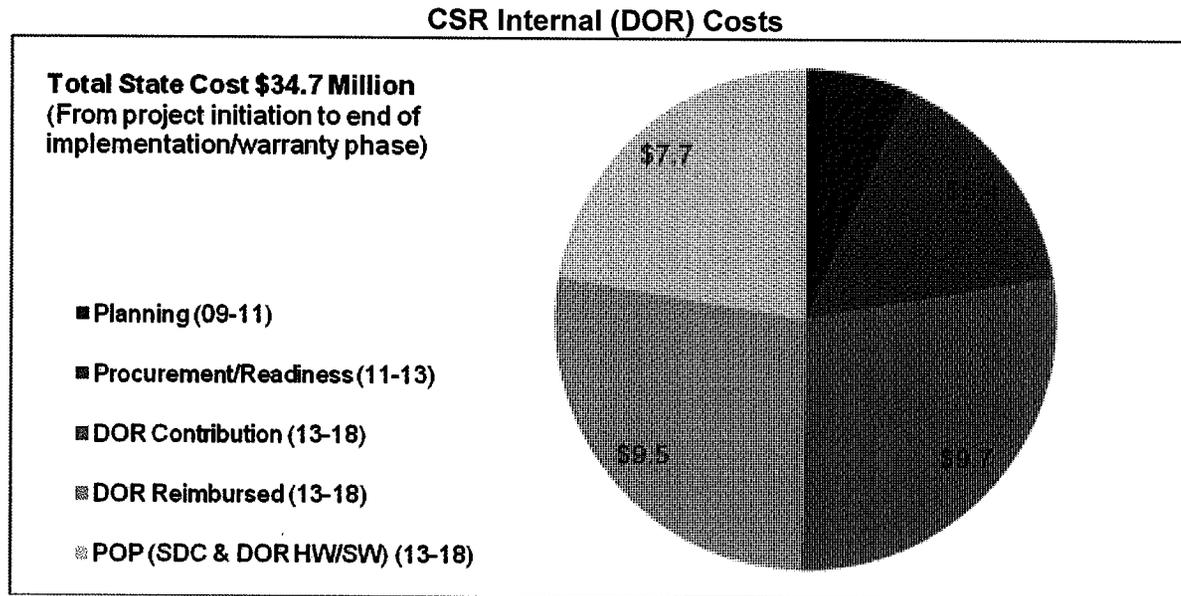
- **SDC and DOR Hardware and Software Cost: \$7.7 million**

These costs include one-time acquisition of desktop hardware and software necessary to operate the new system. Generation of receipts in the special fund will not be available in time to pay for these one-time costs. Funds will then be in DOR's base budget for 13–15 and beyond for the remaining \$3.5 million in this category, if approved.

DOR is requesting \$4.2 million as a 13–15 General Fund appropriation to DOR for increased SDC fees due to hardware and storage requirements of installing new systems while maintaining legacy systems, and for new desktop equipment required to operate the new system.

ORBITS Budget Narrative

Total estimated agency cost is \$34.7 million and includes all costs from inception in 2009 through implementation in 2018. The chart below represents agency costs for planning, procurement, and readiness phases, and breaks down CTS implementation costs by funding method (13–18 costs).



- **Planning:** Paid by DOR in the 2009–11 biennium and includes development of the Business Case for replacing core systems.
- **Procurement and Readiness:** Being paid by DOR in the 2011–13 biennium and includes vendor selection process, third-party quality assurance oversight, and intensive readiness efforts to prepare for a new system and demonstrate the agency is ready to perform.
- **DOR Contribution:** Will be paid by DOR in 2013 through 2018 to support implementation efforts.
- **DOR Reimbursed:** Will be paid from the special fund described below to pay for project management and quality assurance costs.
- **POP:** Requesting funds for increased SDC fees and one-time DOR desktop hardware and software costs. DOR is requesting a \$4.2 million General Fund appropriation for the 2013–15 biennium as described above.

ORBITS Budget Narrative

- **Benefits**

The benefits of replacing core tax systems can be described in three categories: risk avoidance, improved performance, and increased revenues.

Risk Avoidance

The primary benefit to replacing core tax systems is to continue supporting existing revenue streams by reinvesting in core infrastructure to reduce risks of revenue loss. Risks include:

- Some key systems are at risk of reaching maximum capacity and/or failure
- Highly specialized and inflexible applications require manual workarounds to meet business needs
- Inflexible, obsolete, and diverse architecture adds complexity and presents risk of not being supported (skill sets fading or increasingly difficult to find)
- Seasonal changes and legislative tax-law revisions require multiple, complex system updates which take time; the agency risks not being able to execute such changes by the time laws or policies are effective

ORBITS Budget Narrative

Improved Performance

Replacing core tax systems provides many benefits. An integrated system will provide a single view of taxpayer information, easier access to data analytics and management tools, consistent business processes, better tools for employees to conduct their work, improved capabilities for sharing resources and data, and increased ability to respond timely to changes in laws and regulations. States that have implemented a COTS Comprehensive Tax System have realized benefits such as those identified below:

Expected Benefits

<p>Enhanced Compliance and Revenue</p> <ul style="list-style-type: none"> • Increased ability to uncover noncompliant taxpayers • Faster identification of under-reporting taxpayers • More effective audit-candidate selection • Increased fraud detection 	<p>Improved Customer Service</p> <ul style="list-style-type: none"> • Wider variety of secure and efficient web services with real-time processing • Complete, accurate and timely answers to taxpayer questions • Increased information security and privacy
<p>Increased Overall Efficiency</p> <ul style="list-style-type: none"> • Improved data driven decision-making • Reduced errors and transaction time • Faster training time • Fewer redundant steps 	<p>Increased Flexibility in Tax Administration</p> <ul style="list-style-type: none"> • Quick, economical response to statutory changes and requests for information • Ability to adapt to evolving taxpayer needs, behaviors and complex financial transactions

Increased Revenues

Other states have reported increased revenues as a result of replacing their core tax systems. However, DOR discovered during the procurement process that estimating revenue increases that are directly tied to the system replacement presents many challenges due to multiple influences on revenues, both internal and external to DOR. Estimating impacts on revenue generation will be more reliable after the system is installed and business process impacts are known. DOR is establishing metrics to ensure that benefits, including additional revenues, are tracked both during and after the system is implemented.

FAST estimates a \$51.5 million overall increase in revenue during the life of the project from improved service and better compliance tools. This estimate is based on their experience in 16 other state revenue agencies. Benefits are expected in non-filer compliance, audit, collections, and refund fraud reductions for the personal income tax, withholding, and corporate tax programs. This is a conservative estimate and is not tied to specific improvements. Instead, it is an aggregate of likely improvements. Actual improvements

ORBITS Budget Narrative

in specific programs or functions may vary, but FAST is confident that overall benefits will exceed \$50 million during the life of the project, with continued benefits well beyond. It is possible, based on other states' results, that DOR will experience additional revenues over and above the projected \$51.5 million. However, the projected increase provides a basis for establishing the benefits-based compensation model.

Compensation

Because of the difficulty in estimating exact benefits prior to implementation, DOR and FAST, in consultation with Legislative Revenue Office (LRO), agreed to use a benefits-based funding method that designates specified receipts for project payments. This funding method is subject to Legislative approval. These specified receipts are directly associated with programs and functions that benefit from the core system replacement. These program benefits include risk avoidance, improved performance, and increased revenue.

The specified receipts funding model will:

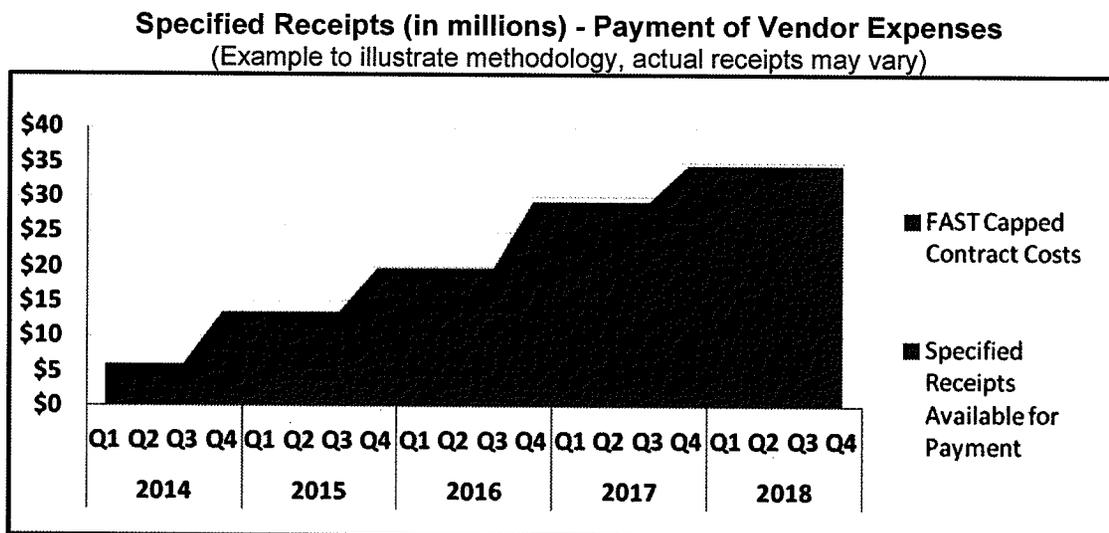
- Measure certain late payment and compliance receipts associated with programs that benefit from the new system (specified receipts)
- Establish base receipts using the 2013 calendar year unless anomalies suggest a better period
- Be measurable in both the existing legacy DOR systems and GenTax system
- Be adjusted for estimated 3% growth that may occur without core system replacement
- Include the \$51.5 million increased revenue projection from FAST
- Establish targets for vendor to earn full payment of expenses; expenses will be partially paid if targets are not met
- Deposit a percentage of actual receipts into a special fund to be designated by the 2013 Legislature
- Designate that special fund is split: 75 percent to pay FAST expenses; 25 percent to pay DOR expenses
- Pay all FAST project expenses and approximately half of DOR expenses from the special fund
- Cap project expenses paid from the special fund at \$49.5 million (\$34.5 million FAST, \$15 million DOR)
- Pay expenditures over the life of the project until December 31, 2018, or cap is met, whichever comes first

This method satisfies several concerns raised during the procurement process. Traditional benefits-based models often speed up collections and set aside large amounts of funds for the project early in the implementation process. Traditional methods typically do not account for revenue growth that may occur without a new system. The specified receipts method paces the payment of project expenses with anticipated (estimated) benefits and accounts for growth that would otherwise be expected. If the benefits are not fully

ORBITS Budget Narrative

realized, this method partially compensates, but does not fully pay, the vendor. This ensures the vendor will continue with the project and provides an incentive for their performance.

The chart below illustrates how FAST will be paid from 75 percent of the special fund and estimates when funds may be available for payment.



- Total Cost of Ownership**

The total cost of ownership (TCO) of the COTS Comprehensive Tax System after implementation includes annual maintenance and support costs of the new system, and ongoing SDC hardware and storage costs for the new system (net of savings from reduced SDC fees associated with retiring legacy systems). Estimated cost for these items beginning in 2019 is approximately \$8 million per biennium. This will provide DOR with system upgrades as new versions of the system are released, and ensure, for example, that 10 years after GenTax is installed, DOR will be using the most current version. DOR will no longer be concerned with upgrading its core tax systems because they will always be operating in the most current system available. System enhancements, if necessary, may require additional funds.

In addition, DOR will have ongoing membership in the community of GenTax users, sharing data and best practices, as well as ensuring the content and reliability of future product releases.

ORBITS Budget Narrative

➤ Staffing impact

The Department of Revenue is not requesting additional permanent FTE as part of this request. However, for an initiative of this size and scope, DOR needs to temporarily augment certain staff functions, particularly in IT Services, as well as acquire skills that are not currently in the department. During implementation, DOR may double-fill certain positions or contract to satisfy project and current system needs.

The staff augmentation plan will free up key staff for work on various project phases while ensuring that the agency maintains existing systems, accomplishes current work, and continues collection and audit revenue-generating efforts. The staff augmentation plan addresses areas such as:

- Identifying required skills and investing resources in areas such as data analytics, testing and training coordination, system configuration, and business process improvement expertise.
- Acquiring special expertise where not available in-house.
- Backfilling for key technology and subject matter experts.

Initial estimates⁵ for the number of FTE that will be required for the initiative are:

	2013–15	2015–17	2017–19
Comprehensive Tax System			
Project Management Team	5	5	2.5
Project Team			
IT Services	11	11	5.5
Program	11	11	5.5
Total FTE	27	27	13.5

⁵ Does not include testing and training activities which will involve most DOR staff at certain points during the project.

ORBITS Budget Narrative

➤ Oversight and governance

• Project organization, staffing, and communication

- This initiative has been approved by the State CIO and is being managed under the oversight of the Office of the Chief Information Officer (OCIO).
- DOR has established an Executive Steering Committee to oversee the initiative. This Committee is made up of the Revenue Leadership Team:
- The Program Management Office (PMO) has staff assigned to the initiative full-time.
- DOR is partnering with the vendor to use a structured organizational change management approach to ensure agency staff and stakeholders are fully involved and informed.
- Agency partners such as the State Data Center, the State Procurement Office, and the Department of Justice are involved in key project teams.

• Performance metrics

DOR will use metrics to monitor the project (also see "How We Will Measure Success" in this document).

• Quality assurance

The agency worked with OCIO quality assurance specialists to engage an independent quality assurance contractor early in the process (January 2010) and continues to follow the statewide quality assurance program, as administered by OCIO. A dedicated member of the project team coordinates both Quality Assurance and Risk Management efforts.

In addition, the project team is ensuring that proper risk assessment and mitigation strategies are part of the process, and that system implementation and migration have internal controls as components of the work.

ORBITS Budget Narrative

- **Managing risks**

DOR developed a Risk and Issue Management Plan for the CTS project that is part of the overall Program Management Plan (PMP). The Plan addresses the process for all risks. At a high level, this process is:

- **Risk Identification**—focus on identifying risks that may occur in the upcoming phase and those long-term risks that can be mitigated effectively in the current juncture of the program
- **Risk Analysis**—ensure risks are adequately examined in a structured and systematic method
- **Risk Response Planning**—comprised of three general strategies: risk reduction (threats), risk enhancement (opportunities) and risk acceptance/risk contingency planning (either)
- **Risk Status Reporting**—status of program risks will be reported monthly as part of a risk dashboard established for the program
- **Risk Escalation**—risks will be escalated to the Steering Committee if they cannot be adequately addressed by the Risk/Issue Management Team

Risks and issues are documented and tracked in a Risk and Issues Register. Throughout the life of the project, the Risk/Issue Management Team established for this project will manage risks according to the defined Risk Management Plan procedures.

ORBITS Budget Narrative

➤ How we will measure success

The Core Systems Replacement will be measured by how well it achieves agency strategic goals and the efficiency with which it does so. The agency has established key metrics that are linked to the agency's Key Business Drivers. These metrics will be evaluated at significant milestones in the project. More information about project metrics is available in the Business Case.

Project-Specific Metrics
<ul style="list-style-type: none">• Project meets milestones (timeliness) and is completed on time
<ul style="list-style-type: none">• Project meets milestones (cost) and is completed within budget
<ul style="list-style-type: none">• Total number of significant scope changes are limited
<ul style="list-style-type: none">• Deliverables meet or exceed quality requirements
Funding-Specific Metrics
<ul style="list-style-type: none">• Specified Receipts meet or exceed Total Target Receipts (to receive full payment)
Operational Metrics
<ul style="list-style-type: none">• Dollars collected per revenue agent
<ul style="list-style-type: none">• Dollars billed per compliance personnel
<ul style="list-style-type: none">• Increase in customer self-service (web services)

These metrics will be tracked and reported throughout the project. Additional metrics will be developed or modifications may occur to existing metrics, if appropriate, to best represent the project's success. The full measure of the project's success will require a broad assessment of both qualitative and quantitative information after the system has been installed.

2015–17 Fiscal Impact

DOR expects a need of \$20.3 million Other Fund limitation for 2015–17 to service a benefits based contract. See Cost Benefit Summary chart by Biennium above for the details.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: General Services Section
Cross Reference Number: 15000-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(44,610)	-	-	-	-	-	(44,610)
Admin and Service Charges	-	-	(7,153)	-	-	-	(7,153)
Total Revenues	(\$44,610)	-	(\$7,153)	-	-	-	(\$51,763)
Personal Services							
Pension Obligation Bond	(34,312)	-	(3,800)	-	-	-	(38,112)
Mass Transit Tax	(4,015)	-	(441)	-	-	-	(4,456)
Vacancy Savings	(6,283)	-	(2,912)	-	-	-	(9,195)
Total Personal Services	(\$44,610)	-	(\$7,153)	-	-	-	(\$51,763)
Total Expenditures							
Total Expenditures	(44,610)	-	(7,153)	-	-	-	(51,763)
Total Expenditures	(\$44,610)	-	(\$7,153)	-	-	-	(\$51,763)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: General Services Section
Cross Reference Number: 15000-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	86,553	-	-	-	-	-	86,553
Admin and Service Charges	-	-	67,590	-	-	-	67,590
Transfer from General Fund	-	-	72,000	-	-	-	72,000
Total Revenues	\$86,553	-	\$139,590	-	-	-	\$226,143
Services & Supplies							
Instate Travel	804	-	69	-	-	-	873
Out of State Travel	11	-	-	-	-	-	11
Employee Training	777	-	80	-	-	-	857
Office Expenses	74,330	-	23,971	-	-	-	98,301
Telecommunications	915	-	132	-	-	-	1,047
Data Processing	740	-	22	-	-	-	762
Professional Services	976	-	171	-	-	-	1,147
Attorney General	5,442	-	244	-	-	-	5,686
Employee Recruitment and Develop	130	-	4	-	-	-	134
Dues and Subscriptions	1,061	-	50	-	-	-	1,111
Facilities Rental and Taxes	829	-	133	-	-	-	962
Other Services and Supplies	339	-	2,518	-	-	-	2,857
Expendable Prop 250 - 5000	199	-	-	-	-	-	199
Total Services & Supplies	\$86,553	-	\$27,394	-	-	-	\$113,947

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: General Services Section
Cross Reference Number: 15000-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	86,553	-	27,394	-	-	-	113,947
Total Expenditures	\$86,553	-	\$27,394	-	-	-	\$113,947
Ending Balance							
Ending Balance	-	-	112,196	-	-	-	112,196
Total Ending Balance	-	-	\$112,196	-	-	-	\$112,196

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: General Services Section
Cross Reference Number: 15000-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(393,629)	-	-	-	-	-	(393,629)
Admin and Service Charges	-	-	(61,810)	-	-	-	(61,810)
Total Revenues	(\$393,629)	-	(\$61,810)	-	-	-	(\$455,439)
Personal Services							
Class/Unclass Sal. and Per Diem	(267,544)	-	(41,912)	-	-	-	(309,456)
Empl. Rel. Bd. Assessments	(69)	-	(11)	-	-	-	(80)
Public Employees' Retire Cont	(52,787)	-	(8,269)	-	-	-	(61,056)
Social Security Taxes	(20,467)	-	(3,206)	-	-	-	(23,673)
Worker's Comp. Assess. (WCD)	(101)	-	(17)	-	-	-	(118)
Flexible Benefits	(52,661)	-	(8,395)	-	-	-	(61,056)
Total Personal Services	(\$393,629)	-	(\$61,810)	-	-	-	(\$455,439)
Total Expenditures							
Total Expenditures	(393,629)	-	(61,810)	-	-	-	(455,439)
Total Expenditures	(\$393,629)	-	(\$61,810)	-	-	-	(\$455,439)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: General Services Section
Cross Reference Number: 15000-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							(2)
Total Positions	-	-	-	-	-	-	(2)
Total FTE							
Total FTE							(2.00)
Total FTE	-	-	-	-	-	-	(2.00)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 101 - Service and Supplies True-up

Cross Reference Name: General Services Section
Cross Reference Number: 15000-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	815,801	-	-	-	-	-	815,801
Admin and Service Charges	-	-	50,538	-	-	-	50,538
Total Revenues	\$815,801	-	\$50,538	-	-	-	\$866,339
Services & Supplies							
Office Expenses	815,801	-	50,538	-	-	-	866,339
Total Services & Supplies	\$815,801	-	\$50,538	-	-	-	\$866,339
Total Expenditures							
Total Expenditures	815,801	-	50,538	-	-	-	866,339
Total Expenditures	\$815,801	-	\$50,538	-	-	-	\$866,339
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 104 - ERA Transfer to OHCS

Cross Reference Name: General Services Section
Cross Reference Number: 15000-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer from General Fund	-	-	(1,000,000)	-	-	-	(1,000,000)
Total Revenues	-	-	(\$1,000,000)	-	-	-	(\$1,000,000)
Ending Balance							
Ending Balance	-	-	(1,000,000)	-	-	-	(1,000,000)
Total Ending Balance	-	-	(\$1,000,000)	-	-	-	(\$1,000,000)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 121 - Core System Replacement

Cross Reference Name: General Services Section
Cross Reference Number: 15000-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Admin and Service Charges	-	-	17,346,000	-	-	-	17,346,000
Total Revenues	-	-	\$17,346,000	-	-	-	\$17,346,000
Services & Supplies							
Professional Services	-	-	17,346,000	-	-	-	17,346,000
Total Services & Supplies	-	-	\$17,346,000	-	-	-	\$17,346,000
Total Expenditures							
Total Expenditures	-	-	17,346,000	-	-	-	17,346,000
Total Expenditures	-	-	\$17,346,000	-	-	-	\$17,346,000
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

08/02/12 REPORT NO.: PDPFISCAL
 REPORT: PACKAGE FISCAL IMPACT REPORT
 AGENCY:15000 DEPT OF REVENUE
 SUMMARY XREF:002-00-00 General Services Section

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

2013-15
 PICS SYSTEM: BUDGET PREPARATION

PAGE 2
 PROD FILE

PACKAGE: 081 - May 2012 E-Board

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
2319000	MMS X0872	AA OPERATIONS & POLICY ANALYST 3	1-	1.00-	24.00-	08	6,760.00	146,827- 67,918-	15,413- 7,130-			162,240- 75,048-
3610000	MMS X7010	AA PRINCIPAL EXECUTIVE/MANAGER F	1-	1.00-	24.00-	02	6,134.00	120,717- 58,167-	26,499- 12,768-			147,216- 70,935-
TOTAL PICS SALARY								267,544-	41,912-			309,456-
TOTAL PICS OPE								126,085-	19,898-			145,983-
TOTAL PICS PERSONAL SERVICES =			2-	2.00-	48.00-			393,629-	61,810-			455,439-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Revenue, Dept of
2013-15 Biennium

Agency Number: 15000
Cross Reference Number: 15000-002-00-00-00000

Source	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds						
Personal Income Taxes	10,483,011,463	12,216,777,983	12,216,777,983	13,636,361,586	-	-
Corp Excise and Income Taxes	860,315,552	863,323,072	863,323,072	1,097,984,402	-	-
Other Employer -Employee Taxes	471,058,204	477,493,000	477,493,000	477,493,000	-	-
Cigarette Taxes	411,891,477	398,220,435	398,220,435	368,656,409	-	-
Other Tobacco Products Taxes	87,855,528	108,814,761	108,814,761	116,778,199	-	-
Amusement Taxes	5,211,236	4,380,000	4,380,000	4,480,000	-	-
Inheritance Taxes	174,560,163	190,284,168	190,284,168	203,981,590	-	-
Eastern Oregon Severance Taxes	58,550	14,000	14,000	6,000	-	-
Western Oregon Severance Taxes	896,716	774,900	774,900	612,400	-	-
Other Severance Taxes	522,199	237,000	237,000	237,000	-	-
Other Taxes	171,443,401	160,599,592	160,599,592	151,516,116	-	-
Business Lic and Fees	7,118,917	8,865,254	8,865,254	6,329,430	-	-
Admin and Service Charges	2,238,334	1,299,877	1,299,877	18,620,299	-	-
Fines and Forfeitures	24,275,096	26,152,673	26,152,673	31,909,335	-	-
Interest Income	120,403	-	-	-	-	-
Donations	1,990,709	1,657,000	1,657,000	1,292,000	-	-
Other Revenues	703,380	32,291,342	32,291,342	20,000,000	-	-
Transfer In - Intrafund	24,264,563	-	-	-	-	-
Transfer In Other	90,460,448	-	3,000,000	-	-	-
Transfer from General Fund	5,735,204	3,000,000	3,000,000	2,072,000	-	-
Tsfr From OR Business Development	15,000	-	-	-	-	-
Tsfr From Justice, Dept of	17,609	-	-	-	-	-
Tsfr From Judicial Dept	119,287,109	90,591,498	90,591,498	97,432,894	-	-
Transfer Out - Intrafund	(24,547,088)	-	-	-	-	-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Revenue, Dept of
2013-15 Biennium

Agency Number: 15000

Cross Reference Number: 15000-002-00-00-00000

Source	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds						
Transfer to Other	(62,395,116)	(11,851,419)	(11,851,419)	(8,690,903)	-	-
Transfer to General Fund	(11,680,842,819)	(13,471,313,068)	(13,474,313,068)	(15,135,949,973)	-	-
Transfer to Counties	(526,439,533)	(533,167,756)	(533,167,756)	(533,167,756)	-	-
Tsfr To Human Svcs, Dept of	(2,758,007)	(2,758,007)	(2,758,007)	(2,758,007)	-	-
Tsfr To Administrative Svcs	(16,976,971)	(16,968,667)	(16,968,667)	(15,826,383)	-	-
Tsfr To Governor, Office of the	-	(22,500)	(22,500)	(22,500)	-	-
Tsfr To OR Business Development	(5,000,000)	-	-	-	-	-
Tsfr To Justice, Dept of	(18,684,466)	(16,290,775)	(16,290,775)	(16,713,740)	-	-
Tsfr To Lands, Dept of State	(522,199)	(237,000)	(237,000)	(237,000)	-	-
Tsfr To Leg Council Committee	(274,022)	-	-	-	-	-
Tsfr To Leg Fiscal Officer	(100,000)	-	-	-	-	-
Tsfr To Leg Admin Committee	(12,231)	-	-	-	-	-
Tsfr To Judicial Dept	(21,699,459)	(9,843,214)	(9,843,214)	(13,124,285)	-	-
Tsfr To Military Dept, Or	(79,212,068)	(82,065,000)	(82,065,000)	(81,970,000)	-	-
Tsfr To Police, Dept of State	(5,031,326)	(6,750,380)	(6,750,380)	(4,390,890)	-	-
Tsfr To Pub Safety Std/Trng	(27,363,232)	(21,424,867)	(20,550,970)	(23,246,100)	-	-
Tsfr To Environmental Quality	(2,097,597)	(2,114,874)	(2,114,874)	(2,128,544)	-	-
Tsfr To Public Def Svcs Comm	(11,684,324)	-	-	-	-	-
Tsfr To Oregon Health Authority	(349,889,948)	(356,325,952)	(356,325,952)	(337,663,052)	-	-
Tsfr To OR University System	(5,331,883)	(3,829,633)	(3,829,633)	(3,829,633)	-	-
Tsfr To Education, Dept of	(161,734)	(340,252)	(340,252)	(340,252)	-	-
Tsfr To Comm Coll/Wkfrc Dev	(1,337,086)	(1,725,308)	(1,725,308)	(1,725,308)	-	-
Tsfr To Forestry, Dept of	(11,334,946)	(6,001,664)	(6,001,664)	(6,001,664)	-	-
Tsfr To Fish/Wildlife, Dept of	(160,541)	(250,000)	(250,000)	(10,000)	-	-

Agency Request
2013-15 Biennium

Governor's Recommended
Page 213

Legislatively Adopted
Detail of LF, OF, and FF Revenues - BPR012

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Revenue, Dept of
2013-15 Biennium

Agency Number: 15000
Cross Reference Number: 15000-002-00-00-00000

<i>Source</i>	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds						
Tsfr To Transportation, Dept	(7,877,641)	(7,875,000)	(7,875,000)	(7,123,192)	-	-
Tsfr To Housing and Com Svcs	(18,766,784)	(32,291,342)	(32,291,342)	(20,000,000)	-	-
Tsfr To Oregon Tourism Commission	(21,126,334)	-	-	-	-	-
Total Other Funds	\$41,423,906	\$1,329,877	\$2,203,774	\$20,843,478	-	-
Nonlimited Other Funds						
Other Revenues	-	1,674,844	1,674,844	1,715,040	-	-
Total Nonlimited Other Funds	-	\$1,674,844	\$1,674,844	\$1,715,040	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 General Services Section

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-002-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
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LIMITED BUDGET (Excluding Packages)

PERSONAL SERVICES

General Fund	2,721,087	1,526,787	1,526,787	941,675	-	-
Other Funds	597,654	170,961	170,961	96,218	-	-
All Funds	3,318,741	1,697,748	1,697,748	1,037,893	-	-

SERVICES & SUPPLIES

General Fund	10,163,155	3,392,105	3,392,105	3,392,105	-	-
Other Funds	1,640,680	1,128,916	1,128,916	1,128,916	-	-
All Funds	11,803,835	4,521,021	4,521,021	4,521,021	-	-

TOTAL LIMITED BUDGET (Excluding Packages)

General Fund	12,884,242	4,918,892	4,918,892	4,333,780	-	-
Other Funds	2,238,334	1,299,877	1,299,877	1,225,134	-	-
All Funds	15,122,576	6,218,769	6,218,769	5,558,914	-	-

AUTHORIZED POSITIONS

AUTHORIZED FTE

LIMITED BUDGET (Essential Packages)

010 NON-PICS PSNL SVC / VACANCY FACTOR

PERSONAL SERVICES

General Fund	-	-	-	(44,610)	-	-
Other Funds	-	-	-	(7,153)	-	-
All Funds	-	-	-	(51,763)	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 General Services Section

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-002-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
031 STANDARD INFLATION						
SERVICES & SUPPLIES						
General Fund	-	-	-	86,553	-	-
Other Funds	-	-	-	27,394	-	-
All Funds	-	-	-	113,947	-	-
TOTAL LIMITED BUDGET (Essential Packages)						
General Fund	-	-	-	41,943	-	-
Other Funds	-	-	-	20,241	-	-
All Funds	-	-	-	62,184	-	-
LIMITED BUDGET (Current Service Level)						
General Fund	12,884,242	4,918,892	4,918,892	4,375,723	-	-
Other Funds	2,238,334	1,299,877	1,299,877	1,245,375	-	-
All Funds	15,122,576	6,218,769	6,218,769	5,621,098	-	-
AUTHORIZED POSITIONS	9	8	8	4	-	-
AUTHORIZED FTE	9.00	8.00	8.00	4.00	-	-
LIMITED BUDGET (Policy Packages)						
PRIORITY 0						
081 MAY 2012 E-BOARD						
PERSONAL SERVICES						
General Fund	-	-	-	(393,629)	-	-
Other Funds	-	-	-	(61,810)	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 General Services Section

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-002-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
All Funds	-	-	-	(455,439)	-	-
AUTHORIZED POSITIONS	-	-	-	(2)	-	-
AUTHORIZED FTE	-	-	-	(2.00)	-	-
101 SERVICE AND SUPPLIES TRUE-UP						
SERVICES & SUPPLIES						
General Fund	-	-	-	815,801	-	-
Other Funds	-	-	-	50,538	-	-
All Funds	-	-	-	866,339	-	-
121 CORE SYSTEM REPLACEMENT						
SERVICES & SUPPLIES						
Other Funds	-	-	-	17,346,000	-	-
TOTAL LIMITED BUDGET (Policy Packages)						
General Fund	-	-	-	422,172	-	-
Other Funds	-	-	-	17,334,728	-	-
All Funds	-	-	-	17,756,900	-	-
AUTHORIZED POSITIONS	-	-	-	(2)	-	-
AUTHORIZED FTE	-	-	-	(2.00)	-	-
TOTAL LIMITED BUDGET (Including Packages)						
General Fund	12,884,242	4,918,892	4,918,892	4,797,895	-	-
Other Funds	2,238,334	1,299,877	1,299,877	18,580,103	-	-
All Funds	15,122,576	6,218,769	6,218,769	23,377,998	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 General Services Section

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-002-00-00-00000

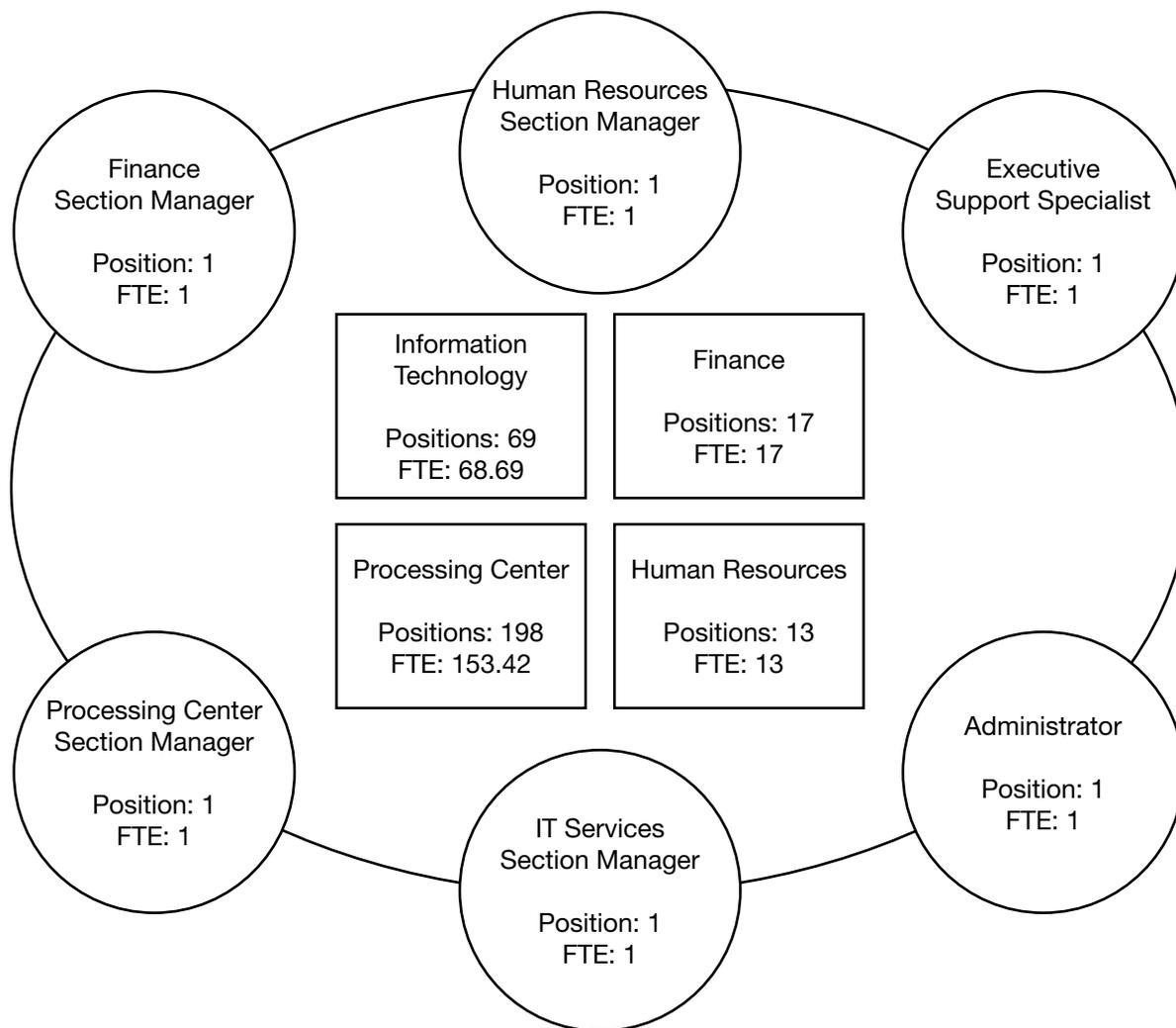
Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
AUTHORIZED POSITIONS	9	8	8	2	-	-
AUTHORIZED FTE	9.00	8.00	8.00	2.00	-	-
NONLIMITED BUDGET (Excluding Packages)						
SERVICES & SUPPLIES						
Other Funds	-	1,674,844	1,674,844	1,715,040	-	-
TOTAL NONLIMITED BUDGET (Excluding Packages)						
Other Funds	-	1,674,844	1,674,844	1,715,040	-	-
NONLIMITED BUDGET (Current Service Level)						
Other Funds	-	1,674,844	1,674,844	1,715,040	-	-
TOTAL NONLIMITED BUDGET (Including Packages)						
Other Funds	-	1,674,844	1,674,844	1,715,040	-	-
OPERATING BUDGET						
General Fund	12,884,242	4,918,892	4,918,892	4,797,895	-	-
Other Funds	2,238,334	2,974,721	2,974,721	20,295,143	-	-
All Funds	15,122,576	7,893,613	7,893,613	25,093,038	-	-
AUTHORIZED POSITIONS	9	8	8	2	-	-
AUTHORIZED FTE	9.00	8.00	8.00	2.00	-	-
TOTAL BUDGET						
General Fund	12,884,242	4,918,892	4,918,892	4,797,895	-	-
Other Funds	2,238,334	2,974,721	2,974,721	20,295,143	-	-
All Funds	15,122,576	7,893,613	7,893,613	25,093,038	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 General Services Section

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-002-00-00-00000

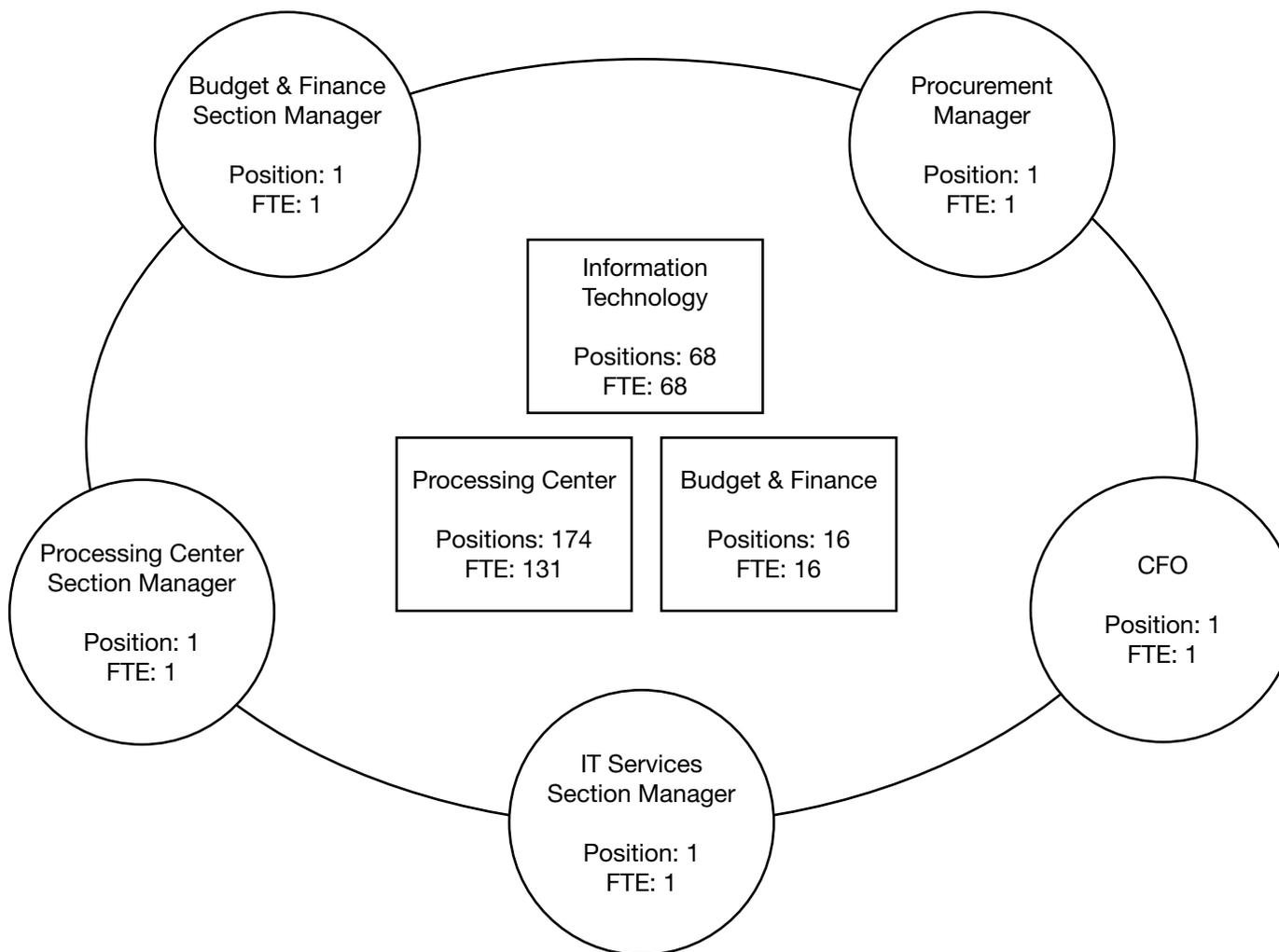
Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
AUTHORIZED POSITIONS	9	8	8	2	-	-
AUTHORIZED FTE	9.00	8.00	8.00	2.00	-	-

Administrative Services Division 2011-2013



Total Positions: 303
Total FTE: 258.11

Administrative Services Division 2013-2015



Positions and FTE are projected as of 8-10-12

Total Positions: 263
Total FTE: 220

ORBITS Budget Narrative

Administrative Services Division

Program Description

Administrative Services Division (ASD) accounts for approximately 32 percent of the total Department of Revenue budget. ASD provides a broad range of services through its three sections: IT Services, Processing Center, and Finance and Budget.

The division's Processing Center activities are carried out in an environment that is evolving from a high volume, mechanical production-type environment to one that relies more heavily on technology and automation. The Processing Center deposits more than \$8.5 billion in tax payments each year. Fifty-seven percent of the funds are received through electronic funds transfer; checks, money orders and cash make up the other forty-three percent. Annually, ASD generates over 6 million pieces of out-bound mail and receives over 4.5 million articles of mail, including all Oregon tax returns filed on paper. The Processing Center provides support for all of the agency's tax programs.

The IT Services Section provides technology-based business solutions and technical support for our tax programs and employees. Responsibilities include security, network, and desktop support; developing computer applications that operate either on the agency's central or distributed windows-based systems; and monitoring and researching technology. The integrated tax accounting system, our core business system, is the repository of taxpayer account information for the State of Oregon. During the latter part of the 2005–2007 biennium, the agency migrated our computing infrastructure and network administration to the State Data Center.

The Finance and Budget Section manages the agency's integrated tax accounting system; provides general fiscal support (e.g., payroll, accounts payable, etc.); coordinates purchasing, provides agency-wide budget development, monitoring, allotment, and tracking services and accounts for and distributes all revenue collected by the agency.

ORBITS Budget Narrative

Revenue Forecast

The Other Funds Revenues represent expenses charged to various Other Funds programs for the agency's administrative costs. The programs include all of those listed under the Revenue tab.

In most cases, revenue equals the agency's cost. Therefore, estimates are based on the projected costs to administer each program.

Essential Packages

Purpose: The essential packages present budget adjustments needed to bring the base budget to Continuing Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2013–2015 biennium.

How Accomplished: See individual packages below for detail.

Staffing Impact: See individual packages below for detail.

Revenue Sources: The revenue sources are the same as for the program unit as a whole.

ORBITS Budget Narrative

Administrative Services Division

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

The Administrative Services Division experienced position vacancies in the first year of the 2011–2013 biennium; accordingly, a vacancy factor calculation has been made using the Department of Administrative Services prescribed formula. This calculation results in an increase of \$118,693 General Fund and a decrease of \$19,342 Other Funds. The package provides an overall Non-PICS Personal Services cost decrease of \$126,560 General Fund and \$4,561 Other Funds for changes in the pension bond assessment, mass transit taxes, unemployment assessments, and other Non-PICS items such as temporary appointments and other differentials.

2015–17 Fiscal Impact

Fully phased in. This package will be adjusted by the Department of Administrative Services prescribed vacancy formula and directed other non-PICS adjustments each biennium.

ORBITS Budget Narrative

Administrative Services Division

030 Inflation & Price List Adjustments

Package Description

Inflation costs increased by \$1,328,208 General Fund and \$311,486 Other Funds. State Government Service Charges increased \$1,015,078 General Fund and \$209,859 Other Funds. The rest of the increases were based on the standard 2.4% biennial inflation factor increase in Services and Supplies and Capital Outlay and price list increases for such items as uniform rent.

2015–17 Fiscal Impact

Fully phased in. Will receive inflation increase for 2015–17 based upon Department of Administrative Services price list and instructions.

ORBITS Budget Narrative

Administrative Services Division

060 Technical Adjustments

Package Description

None

2015–17 Fiscal Impact

None

ORBITS Budget Narrative

Administrative Services Division

081 May 2012 Emergency Board (Management Service Reductions)

Package Description

As part of the legislative plan during the 2012 session to rebalance the 2011–13 biennium budget, the Legislative Assembly included a reduction of \$28 million in combined General Fund and Lottery Funds as part of an effort to restructure state government business operations. It was the intent of this budget reduction to make permanent changes to the management of agency programs and services. Revenue's portion was \$1.2 million General Fund.

Three management services positions were reduced. The Executive Support Specialist 1 that provided support for the division, the Principal Executive Manager D that managed the Accounting Unit, and an Information Support Specialist 8 that focused on strategic planning and enterprise architecture were cut as part of this reduction. The 2013–15 package savings is \$583,899 General Fund and \$50,773 Other Funds.

2015–17 Fiscal Impact

Fully phased in.

ORBITS Budget Narrative

Administrative Services Division

101 Service and Supplies True-up

Package Description

The department has had to hold positions vacant and use the Personal Services savings generated to fund ongoing base costs in Services and Supply. This package converts Personal Services dollars into Services and Supply dollars.

With greater emphasis on an easily understood budget, the department is working to move to a true line item budget. The department identified the types of positions that traditionally generated the vacancy savings needed to pay for ongoing S&S expenses. This package asks to convert 18 positions and 15.57 FTE dollars (5 positions and 3.5 FTE in the ASD) into Service and Supply dollars to finish what was started in the 2003 and 2007 Legislative Sessions to align agency budget with expenditures by category. The request aligns the budget document with how the agency will actually execute the budget.

The positions reduced generated \$344,670 General Fund and \$29,968 Other Funds available for the true-up. The Services and Supplies were increased by \$730,652 General Fund and \$122,800 other Funds to better reflect actual expenses.

2015–17 Fiscal Impact

Fully phased in.

ORBITS Budget Narrative

Administrative Services Division

121 Core System Replacement

Package Description

The Department of Revenue (DOR) has identified the need to replace core tax systems to:

- Mitigate growing risks of not being able to maintain current service levels, and
- Enhance the ability to improve performance and generate revenue.

Replacing core tax systems will ensure the agency can continue to achieve its mission of making revenue systems work to fund the public services that preserve and enhance the quality of life for all citizens. It will help demonstrate that government is trustworthy, responsive, and solves problems in a financially sustainable way. Replacing core tax systems will enable DOR to reach its vision of becoming a model of 21st century tax administration through the strength of its people, technology, innovation, and service.

SDC and DOR Hardware and Software Cost: \$4.2 million General Fund

These costs include one-time acquisition of desktop hardware and software necessary to operate the new system. Generation of receipts in the special fund will not be available in time to pay for these one-time costs. Funds will then be in DOR's base budget for 13–15 and beyond for the remaining \$3.5 million in this category, if approved.

DOR is requesting \$2,512,000 General Fund appropriation for increased SDC fees due to hardware and storage requirements of installing new systems while maintaining legacy systems and an additional \$1,705,000 General Fund for new desktop equipment required to operate the new system.

Complete detail of project is located in the PMO/General Services Section and the business case in the appendix.

2015–17 Fiscal Impact

See detail in PMO/ General Services

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Administrative Services Division
Cross Reference Number: 15000-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(7,867)	-	-	-	-	-	(7,867)
Admin and Service Charges	-	-	(23,903)	-	-	-	(23,903)
Total Revenues	(\$7,867)	-	(\$23,903)	-	-	-	(\$31,770)
Personal Services							
Pension Obligation Bond	(113,778)	-	(5,052)	-	-	-	(118,830)
Mass Transit Tax	(23,258)	-	(1,729)	-	-	-	(24,987)
Other OPE	10,476	-	2,220	-	-	-	12,696
Vacancy Savings	118,693	-	(19,342)	-	-	-	99,351
Total Personal Services	(\$7,867)	-	(\$23,903)	-	-	-	(\$31,770)
Total Expenditures							
Total Expenditures	(7,867)	-	(23,903)	-	-	-	(31,770)
Total Expenditures	(\$7,867)	-	(\$23,903)	-	-	-	(\$31,770)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Administrative Services Division
Cross Reference Number: 15000-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,328,208	-	-	-	-	-	1,328,208
Admin and Service Charges	-	-	311,486	-	-	-	311,486
Total Revenues	\$1,328,208	-	\$311,486	-	-	-	\$1,639,694

Services & Supplies

Instate Travel	750	-	136	-	-	-	886
Out of State Travel	188	-	41	-	-	-	229
Employee Training	5,276	-	463	-	-	-	5,739
Office Expenses	30,371	-	7,578	-	-	-	37,949
Telecommunications	4,537	-	1,016	-	-	-	5,553
State Gov. Service Charges	1,015,078	-	209,859	-	-	-	1,224,937
Data Processing	21,442	-	4,492	-	-	-	25,934
Publicity and Publications	18	-	3	-	-	-	21
Professional Services	15,344	-	2,179	-	-	-	17,523
IT Professional Services	2,341	-	374	-	-	-	2,715
Attorney General	12,757	-	-	-	-	-	12,757
Employee Recruitment and Develop	333	-	36	-	-	-	369
Dues and Subscriptions	231	-	52	-	-	-	283
Facilities Rental and Taxes	200,222	-	80,021	-	-	-	280,243
Fuels and Utilities	32	-	4	-	-	-	36
Facilities Maintenance	2,421	-	786	-	-	-	3,207
Other Services and Supplies	4,156	-	872	-	-	-	5,028
Expendable Prop 250 - 5000	1,998	-	209	-	-	-	2,207

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Administrative Services Division
Cross Reference Number: 15000-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	6,706	-	1,126	-	-	-	7,832
Total Services & Supplies	\$1,324,201	-	\$309,247	-	-	-	\$1,633,448
Capital Outlay							
Office Furniture and Fixtures	798	-	133	-	-	-	931
Telecommunications Equipment	627	-	55	-	-	-	682
Data Processing Software	2,019	-	115	-	-	-	2,134
Data Processing Hardware	563	-	1,936	-	-	-	2,499
Total Capital Outlay	\$4,007	-	\$2,239	-	-	-	\$6,246
Total Expenditures							
Total Expenditures	1,328,208	-	311,486	-	-	-	1,639,694
Total Expenditures	\$1,328,208	-	\$311,486	-	-	-	\$1,639,694
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: Administrative Services Division
Cross Reference Number: 15000-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(583,899)	-	-	-	-	-	(583,899)
Admin and Service Charges	-	-	(50,773)	-	-	-	(50,773)
Total Revenues	(\$583,899)	-	(\$50,773)	-	-	-	(\$634,672)
Personal Services							
Class/Unclass Sal. and Per Diem	(392,030)	-	(34,090)	-	-	-	(426,120)
Empl. Rel. Bd. Assessments	(111)	-	(9)	-	-	-	(120)
Public Employees' Retire Cont	(77,347)	-	(6,726)	-	-	-	(84,073)
Social Security Taxes	(29,991)	-	(2,607)	-	-	-	(32,598)
Worker's Comp. Assess. (WCD)	(162)	-	(15)	-	-	-	(177)
Flexible Benefits	(84,258)	-	(7,326)	-	-	-	(91,584)
Total Personal Services	(\$583,899)	-	(\$50,773)	-	-	-	(\$634,672)
Total Expenditures							
Total Expenditures	(583,899)	-	(50,773)	-	-	-	(634,672)
Total Expenditures	(\$583,899)	-	(\$50,773)	-	-	-	(\$634,672)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: Administrative Services Division
Cross Reference Number: 15000-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							(3)
Total Positions	-	-	-	-	-	-	(3)
Total FTE							
Total FTE							(3.00)
Total FTE	-	-	-	-	-	-	(3.00)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 101 - Service and Supplies True-up

Cross Reference Name: Administrative Services Division
Cross Reference Number: 15000-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	385,982	-	-	-	-	-	385,982
Admin and Service Charges	-	-	92,832	-	-	-	92,832
Total Revenues	\$385,982	-	\$92,832	-	-	-	\$478,814
Personal Services							
Class/Unclass Sal. and Per Diem	(159,982)	-	(13,910)	-	-	-	(173,892)
Empl. Rel. Bd. Assessments	(185)	-	(15)	-	-	-	(200)
Public Employees' Retire Cont	(31,564)	-	(2,744)	-	-	-	(34,308)
Social Security Taxes	(12,239)	-	(1,064)	-	-	-	(13,303)
Worker's Comp. Assess. (WCD)	(270)	-	(25)	-	-	-	(295)
Flexible Benefits	(140,430)	-	(12,210)	-	-	-	(152,640)
Total Personal Services	(\$344,670)	-	(\$29,968)	-	-	-	(\$374,638)
Services & Supplies							
Instate Travel	26,801	-	5,200	-	-	-	32,001
Employee Training	38,952	-	7,600	-	-	-	46,552
Telecommunications	40,000	-	8,000	-	-	-	48,000
State Gov. Service Charges	300,000	-	60,000	-	-	-	360,000
Data Processing	211,093	-	42,000	-	-	-	253,093
Expendable Prop 250 - 5000	28,685	-	-	-	-	-	28,685
IT Expendable Property	85,121	-	-	-	-	-	85,121
Total Services & Supplies	\$730,652	-	\$122,800	-	-	-	\$853,452

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 101 - Service and Supplies True-up

Cross Reference Name: Administrative Services Division
Cross Reference Number: 15000-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	385,982	-	92,832	-	-	-	478,814
Total Expenditures	\$385,982	-	\$92,832	-	-	-	\$478,814
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							(5)
Total Positions	-	-	-	-	-	-	(5)
Total FTE							
Total FTE							(3.50)
Total FTE	-	-	-	-	-	-	(3.50)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 121 - Core System Replacement

Cross Reference Name: Administrative Services Division
Cross Reference Number: 15000-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	4,217,000	-	-	-	-	-	4,217,000
Total Revenues	\$4,217,000	-	-	-	-	-	\$4,217,000
Services & Supplies							
State Gov. Service Charges	2,512,000	-	-	-	-	-	2,512,000
IT Expendable Property	1,705,000	-	-	-	-	-	1,705,000
Total Services & Supplies	\$4,217,000	-	-	-	-	-	\$4,217,000
Total Expenditures							
Total Expenditures	4,217,000	-	-	-	-	-	4,217,000
Total Expenditures	\$4,217,000	-	-	-	-	-	\$4,217,000
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

08/02/12 REPORT NO.: PDPFISCAL
 REPORT: PACKAGE FISCAL IMPACT REPORT
 AGENCY:15000 DEPT OF REVENUE
 SUMMARY XREF:003-00-00 Administrative Services Divisi

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

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 PICS SYSTEM: BUDGET PREPARATION

PACKAGE: 081 - May 2012 E-Board

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
2368000	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1-	1.00-	24.00-	07	6,435.00	142,085- 67,080-	12,355- 5,833-			154,440- 72,913-
3400000	MMN X0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	1-	1.00-	24.00-	08	3,590.00	79,267- 49,880-	6,893- 4,337-			86,160- 54,217-
3549000	MMN X1488 IA	INFO SYSTEMS SPECIALIST 8	1-	1.00-	24.00-	08	7,730.00	170,678- 74,909-	14,842- 6,513-			185,520- 81,422-
TOTAL PICS SALARY								392,030-	34,090-			426,120-
TOTAL PICS OPE								191,869-	16,683-			208,552-
TOTAL PICS PERSONAL SERVICES =								583,899-	50,773-			634,672-

08/02/12 REPORT NO.: PDPFISCAL
 REPORT: PACKAGE FISCAL IMPACT REPORT
 AGENCY:15000 DEPT OF REVENUE
 SUMMARY XREF:003-00-00 Administrative Services Divisi

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

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2013-15
 PICS SYSTEM: BUDGET PREPARATION

PACKAGE: 101 - Service and Supplies True-up

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
3042000	OA	C1475 IA DATA ENTRY CONTROL TECHNICIAN	1-	1.00-	24.00-	02	2,113.00	46,655- 40,951-	4,057- 3,560-			50,712- 44,511-
3053000	OA	C0501 AA DATA ENTRY OPERATOR	1-	.50-	12.00-	02	2,038.00	22,500- 34,337-	1,956- 2,986-			24,456- 37,323-
3218000	OA	C0102 AA OFFICE ASSISTANT 2	1-	1.00-	24.00-	04	2,038.00	44,999- 40,498-	3,913- 3,521-			48,912- 44,019-
3472000	OA	C0103 AA OFFICE SPECIALIST 1	1-	.50-	12.00-	02	2,113.00	23,328- 34,565-	2,028- 3,005-			25,356- 37,570-
3484000	OA	C0102 AA OFFICE ASSISTANT 2	1-	.50-	12.00-	04	2,038.00	22,500- 34,337-	1,956- 2,986-			24,456- 37,323-
TOTAL PICS SALARY								159,982-	13,910-			173,892-
TOTAL PICS OPE								184,688-	16,058-			200,746-
TOTAL PICS PERSONAL SERVICES =			5-	3.50-	84.00-			344,670-	29,968-			374,638-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Revenue, Dept of
2013-15 Biennium

Agency Number: 15000

Cross Reference Number: 15000-003-00-00-00000

<i>Source</i>	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds						
Admin and Service Charges	6,640,673	6,827,730	6,827,730	7,328,555	-	-
Other Revenues	-	52,825	52,825	52,825	-	-
Total Other Funds	\$6,640,673	\$6,880,555	\$6,880,555	\$7,381,380	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Administrative Services Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-003-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
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LIMITED BUDGET (Excluding Packages)

PERSONAL SERVICES

General Fund	26,485,553	32,306,142	32,306,142	32,814,562	-	-
Other Funds	3,793,057	3,413,382	3,413,382	3,531,740	-	-
All Funds	30,278,610	35,719,524	35,719,524	36,346,302	-	-

SERVICES & SUPPLIES

General Fund	14,810,029	12,860,624	12,812,120	12,812,120	-	-
Other Funds	2,847,616	3,373,836	3,373,836	3,373,836	-	-
All Funds	17,657,645	16,234,460	16,185,956	16,185,956	-	-

CAPITAL OUTLAY

General Fund	104,601	166,971	166,971	166,971	-	-
Other Funds	-	93,337	93,337	93,337	-	-
All Funds	104,601	260,308	260,308	260,308	-	-

TOTAL LIMITED BUDGET (Excluding Packages)

General Fund	41,400,183	45,333,737	45,285,233	45,793,653	-	-
Other Funds	6,640,673	6,880,555	6,880,555	6,998,913	-	-
All Funds	48,040,856	52,214,292	52,165,788	52,792,566	-	-

AUTHORIZED POSITIONS

AUTHORIZED FTE

AUTHORIZED POSITIONS	330	303	303	271	-	-
AUTHORIZED FTE	278.99	258.11	258.11	226.50	-	-

LIMITED BUDGET (Essential Packages)

010 NON-PICS PSNL SVC / VACANCY FACTOR

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Administrative Services Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-003-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
PERSONAL SERVICES						
General Fund	-	-	-	(7,867)	-	-
Other Funds	-	-	-	(23,903)	-	-
All Funds	-	-	-	(31,770)	-	-
031 STANDARD INFLATION						
SERVICES & SUPPLIES						
General Fund	-	-	-	1,324,201	-	-
Other Funds	-	-	-	309,247	-	-
All Funds	-	-	-	1,633,448	-	-
CAPITAL OUTLAY						
General Fund	-	-	-	4,007	-	-
Other Funds	-	-	-	2,239	-	-
All Funds	-	-	-	6,246	-	-
TOTAL LIMITED BUDGET (Essential Packages)						
General Fund	-	-	-	1,320,341	-	-
Other Funds	-	-	-	287,583	-	-
All Funds	-	-	-	1,607,924	-	-
LIMITED BUDGET (Current Service Level)						
General Fund	41,400,183	45,333,737	45,285,233	47,113,994	-	-
Other Funds	6,640,673	6,880,555	6,880,555	7,286,496	-	-
All Funds	48,040,856	52,214,292	52,165,788	54,400,490	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Administrative Services Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-003-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
AUTHORIZED POSITIONS	330	303	303	271	-	-
AUTHORIZED FTE	278.99	258.11	258.11	226.50	-	-
LIMITED BUDGET (Policy Packages)						
PRIORITY 0						
081 MAY 2012 E-BOARD						
PERSONAL SERVICES						
General Fund	-	-	-	(583,899)	-	-
Other Funds	-	-	-	(50,773)	-	-
All Funds	-	-	-	(634,672)	-	-
AUTHORIZED POSITIONS	-	-	-	(3)	-	-
AUTHORIZED FTE	-	-	-	(3.00)	-	-
101 SERVICE AND SUPPLIES TRUE-UP						
PERSONAL SERVICES						
General Fund	-	-	-	(344,670)	-	-
Other Funds	-	-	-	(29,968)	-	-
All Funds	-	-	-	(374,638)	-	-
SERVICES & SUPPLIES						
General Fund	-	-	-	730,652	-	-
Other Funds	-	-	-	122,800	-	-
All Funds	-	-	-	853,452	-	-
AUTHORIZED POSITIONS	-	-	-	(5)	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Administrative Services Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-003-00-00-00000

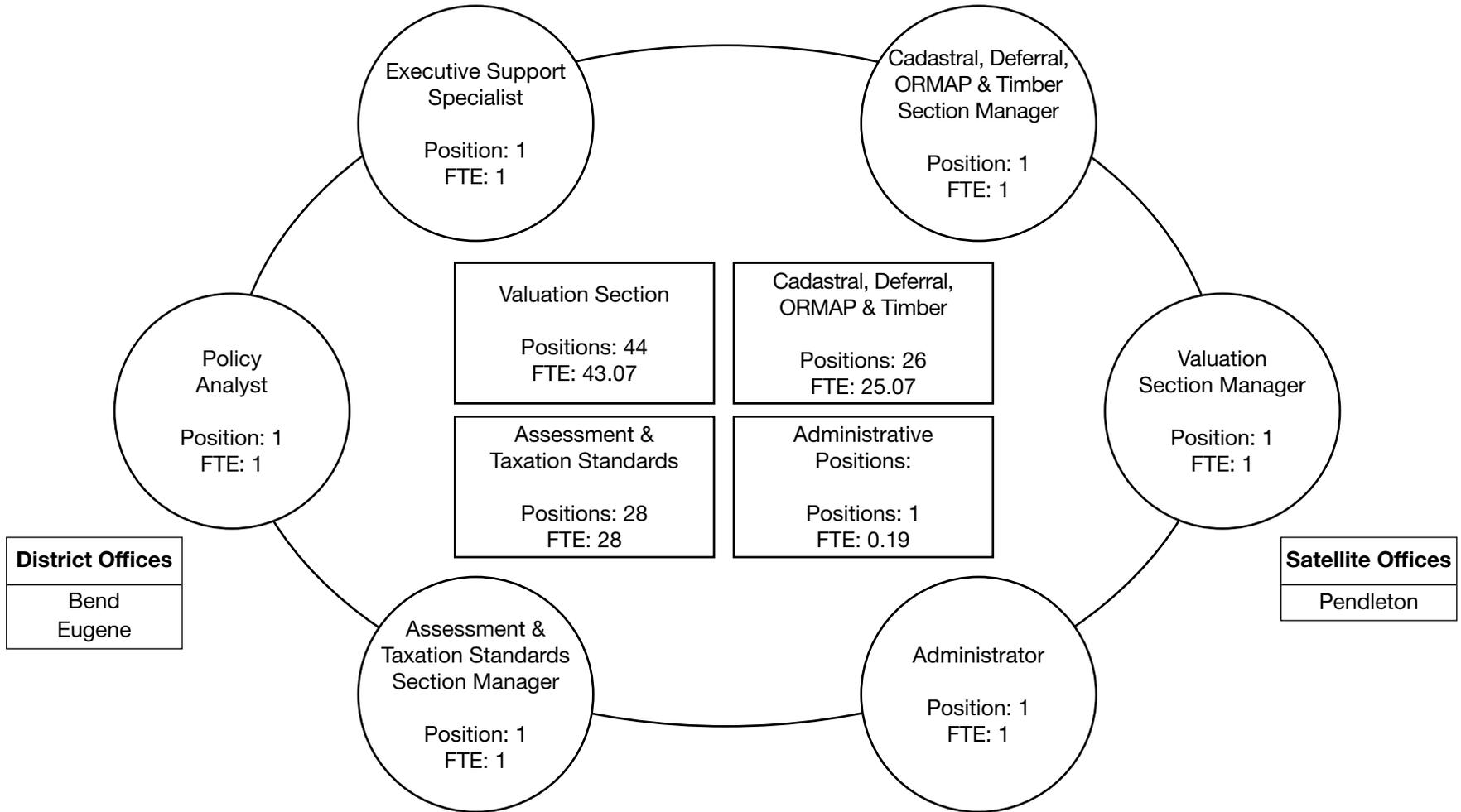
Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
AUTHORIZED FTE	-	-	-	(3.50)	-	-
121 CORE SYSTEM REPLACEMENT						
SERVICES & SUPPLIES						
General Fund	-	-	-	4,217,000	-	-
TOTAL LIMITED BUDGET (Policy Packages)						
General Fund	-	-	-	4,019,083	-	-
Other Funds	-	-	-	42,059	-	-
All Funds	-	-	-	4,061,142	-	-
AUTHORIZED POSITIONS	-	-	-	(8)	-	-
AUTHORIZED FTE	-	-	-	(6.50)	-	-
TOTAL LIMITED BUDGET (Including Packages)						
General Fund	41,400,183	45,333,737	45,285,233	51,133,077	-	-
Other Funds	6,640,673	6,880,555	6,880,555	7,328,555	-	-
All Funds	48,040,856	52,214,292	52,165,788	58,461,632	-	-
AUTHORIZED POSITIONS	330	303	303	263	-	-
AUTHORIZED FTE	278.99	258.11	258.11	220.00	-	-
OPERATING BUDGET						
General Fund	41,400,183	45,333,737	45,285,233	51,133,077	-	-
Other Funds	6,640,673	6,880,555	6,880,555	7,328,555	-	-
All Funds	48,040,856	52,214,292	52,165,788	58,461,632	-	-
AUTHORIZED POSITIONS	330	303	303	263	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Administrative Services Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-003-00-00-00000

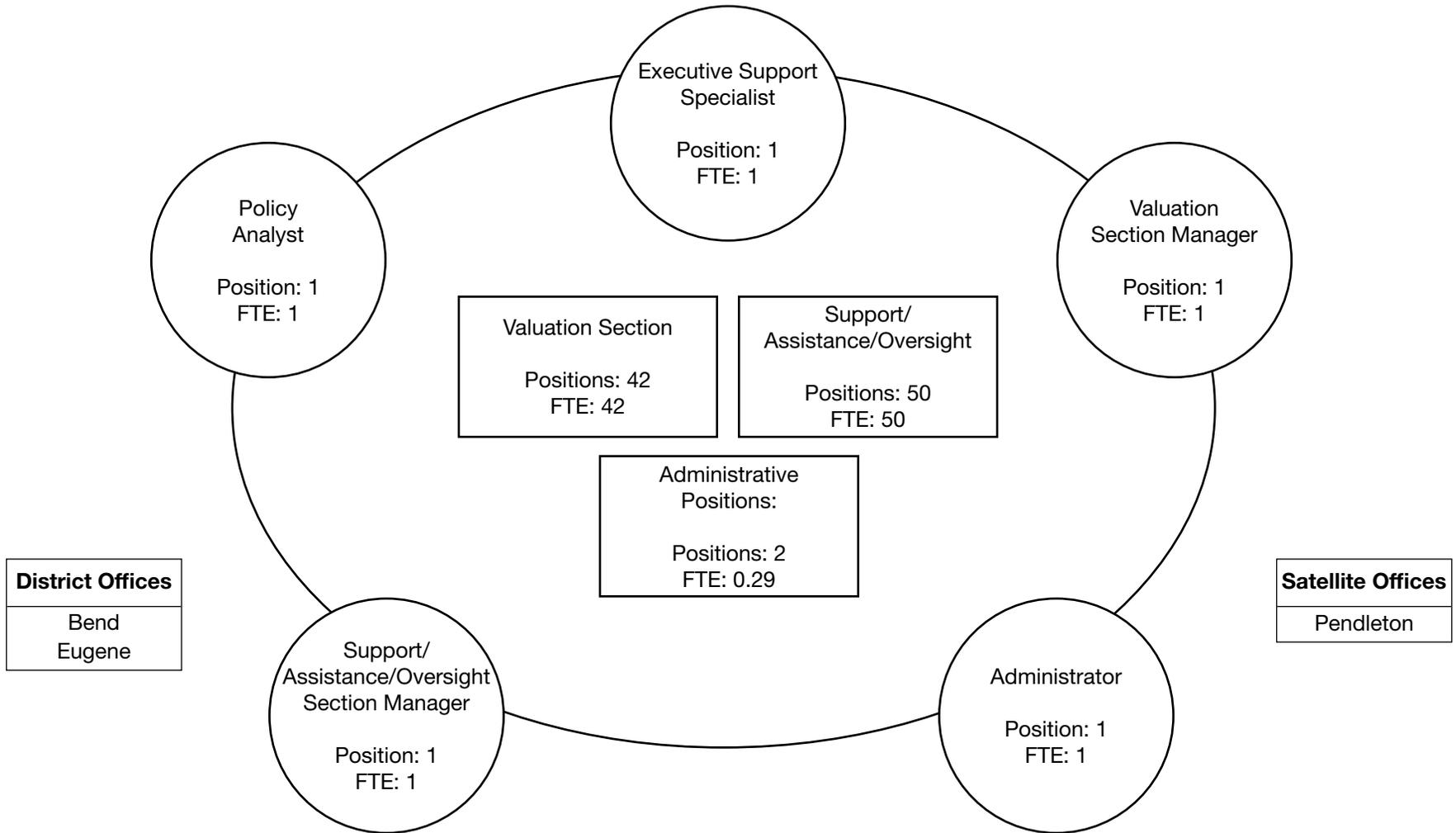
Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
AUTHORIZED FTE	278.99	258.11	258.11	220.00	-	-
TOTAL BUDGET						
General Fund	41,400,183	45,333,737	45,285,233	51,133,077	-	-
Other Funds	6,640,673	6,880,555	6,880,555	7,328,555	-	-
All Funds	48,040,856	52,214,292	52,165,788	58,461,632	-	-
AUTHORIZED POSITIONS	330	303	303	263	-	-
AUTHORIZED FTE	278.99	258.11	258.11	220.00	-	-

Property Tax Division 2011-2013



Total Positions: 105
Total FTE: 102.33

Property Tax Division 2013–2015



Positions and FTE are current as of 8-20-12

Total Positions: 99
Total FTE: 97.29

Agency Request

Governor's Recommended

Legislatively Adopted

Budget Page 247

ORBITS Budget Narrative

Property Tax Division

Program Description

Oregon's property tax system generates over \$5.0 billion a year to fund public schools, police and fire departments, and other local government services. The Legislature has set out the system's comprehensive policy standards in seven ORS chapters. These statutes and the Oregon Constitution require the department to ensure that counties comply with property tax laws and rules in their appraisals, assessments, tax levies, tax collection, budgets, and Boards of Property Tax Appeals proceedings.

To help the counties comply, the division advises county personnel in all matters relating to property tax law, writes procedure manuals and educates county staff on their use, and reviews and approves county values to ensure they are computed correctly.

The division has the sole responsibility of conducting the appraisals on all industrial facilities that produce or manufacture a product and are valued in excess of \$1 million. The division also conducts appraisals of utilities and companies designated by ORS 308.515, such as telecommunications, gas and electric companies, airlines, and railroads. The division administers several timber tax programs, including processing timber tax returns, distributing collections to local governments, auditing timber returns, and determining the value of timber on private lands statewide.

Since 1989, the division has received Other Funds through the County Assessment Function Funding Account. These funds are distributed as grants to the counties to help fund local assessment and taxation functions. The department is allowed to recover actual expenditures related to the appraisal of industrial and utility property, not to exceed 10% of the total amount available for distribution to the counties from recording fees and interest on delinquent property tax payments. This Other Funds source currently supports 28 industrial valuation staff who appraise about 900 industrial sites and approximately 525 utility and transportation companies throughout Oregon. This funding source also supports 1 position that administers the county grant process.

The Property Tax Division consists of four major program areas as follows:

Mapping

Accurate maps of properties are essential for accurate property assessments. The division re-maps and provides map conversion services to counties on a contractual cost-share basis. The department also maintains the maps of 11 smaller counties on a contractual basis.

ORBITS Budget Narrative

The Oregon Land Information System (ORMAP) is a statewide mapping project. The purpose is to develop a seamless statewide digital tax lot base map that will facilitate and improve administration of the property tax system. This base map will also aid in the development of Geographic Information System (GIS) applications for all levels of government and the private sector. Funding for the project comes from a \$1 document recording fee. The fund resides at the department and an advisory committee develops policy guidance for grants to the counties from the fund. The fee is expected to generate approximately \$800,000 annually.

Industrial and Utility Valuation

The department is mandated by statute to appraise, at market value, all industrial manufacturing properties in the state with a value of \$1 million or more. For the 2011–12 tax year, this represents about 900 sites, almost 4,400 accounts, and nearly \$17 billion of real and personal property value in the state. The department also appraises \$21 billion of utility, energy transmission, communications, and transportation property annually representing 505 companies. The total value determined through the valuation program, more than \$38 billion, is added to the county property tax rolls.

Review of County Administration

The Oregon Constitution requires uniformity in the application and administration of property tax law. To aid in the achievement of uniformity in the property tax system, the Legislature has granted the department supervisory authority over Oregon's 36 county assessment and taxation programs. The goal is to promote and ensure uniformity and equity in taxation, and in general, strive for an equitable system. This is primarily accomplished by setting standards, monitoring programs, providing training, and offering direct assistance to individual counties on a variety of special programs.

Staff in Salem and in field offices work with the assessors and the tax collectors and their staff. Finance and taxation analysts also work with local taxing districts on a variety of budget issues. Special programs personnel work with county staffs in administering programs such as exemptions, personal property, and farm/forest special assessments. Department staff provides assistance on appraisal and assessment issues involving ratio and indexing studies and methods, evaluation of all of the counties grant application funding for Assessment & Taxation programs, and appraisals of unusual or difficult properties. All staff work with county counterparts on productivity enhancements. The focus for this next biennium will be to assist the counties in finding ways to maintain a healthy property tax system during difficult financial times.

ORBITS Budget Narrative

Forestland Valuation and Timber Taxes

The department is involved with three functions directly related to property taxes on forestland. Each of these functions is mandated by statute. The agency establishes the specially assessed value for forestland. This process uses a market sales analysis of highest and best use of forestland to create the specially assessed value for approximately 7.9 million acres of forestland. In western Oregon, we are responsible for the establishment and review of the productivity of western Oregon forestlands. This classification process is used to assign the proper property tax values. In addition, the department provides assistance to the counties by identifying owners with 5,000 or more acres of forestland, and providing forestland program guidance.

The department administers the Small Tract Forestland Severance Tax and Forest Products Harvest Tax programs. Timber taxes will produce an anticipated \$23 million per biennium for county and state programs. Activities include processing and auditing tax returns, educating the taxpaying public, and collecting and distributing timber tax revenues.

Revenue Forecast

Most Other Funds revenues are from the County Mapping and County Assessment Funding Programs.

The department provides mapping services to counties upon request. Approximately 30% of the department's mapping costs are repaid by the county. Document recording fees plus a portion of the interest collected on delinquent property tax payments help to support the department appraisal of about 900 industrial sites and approximately 525 utility and transportation companies, as well as the department administration of the county grant process.

Essential Packages

Purpose: The essential packages present budget adjustments needed to bring the base budget to Continuing Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2013–2015 biennium.

How Accomplished: See individual packages below for detail.

Staffing Impact: See individual packages below for detail.

Revenue Sources: The revenue sources are the same as for the program unit as a whole.

ORBITS Budget Narrative

Property Tax Division

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

The Property Tax Division experienced position vacancies in the first year of the 2011–2013 biennium; accordingly, a vacancy factor calculation has been made using the Department of Administrative Services prescribed formula. This calculation results in an increase of \$142,498 General Fund and \$18,515 Other Funds. The package provides a Non-PICS Personal Services cost decrease of \$27,205 General Fund and an increase of \$23,636 Other Funds for changes in the pension bond assessment, mass transit taxes, unemployment assessments, and other Non-PICS items such as temporary appointments and other differentials.

2013–15 Fiscal Impact

Fully phased in. This package will be adjusted by the Department of Administrative Services prescribed vacancy formula and directed other non-PICS adjustments each biennium.

ORBITS Budget Narrative

Property Tax Division

030 Inflation & Price List Adjustments

Package Description

The Costs of Goods and Services increase totals \$243,291 General Fund and \$134,996 Other Funds. This increase is based on the standard 2.4% biennial inflation factor increase in Services & Supplies and Capital Outlay.

2015–17 Fiscal Impact

Fully phased in. Will receive inflation increase for 2015–17 based upon Department of Administrative Services price list and instructions.

ORBITS Budget Narrative

Property Tax Division

081 May 2012 Emergency Board (Management Service Reductions)

Package Description

As part of the legislative plan during the 2012 session to rebalance the 2011–13 biennium budget, the Legislative Assembly included a reduction of \$28 million in combined General Fund and Lottery Funds as part of an effort to restructure state government business operations. It was the intent of this budget reduction to make permanent changes to the management of agency programs and services. Revenue's portion was \$1.2 million General Fund.

Three positions were reduced (one management service), The Principal Executive Manager E that managed the Assessment and Standards Section (downsized as part of the division downsizing from 3 sections to 2), an Information Support Specialist 4 mapping position and Training and Development Specialist 2 (both non management) reduced due to changing support levels to local governments. The 2013–15 package savings is \$516,360 General Fund and \$53,717 Other Funds.

2015–17 Fiscal Impact

Fully phased in.

ORBITS Budget Narrative

Property Tax Division

101 Services and Supplies True-up

Package Description

The department has had to hold positions vacant and use the Personal Services savings generated to fund ongoing base costs in Services and Supply. This package converts Personal Services dollars into Services and Supply dollars.

With greater emphasis on an easily understood budget, the department is working to move to a true line item budget. The department identified the types of positions that traditionally generated the vacancy savings needed to pay for ongoing S&S expenses. This package asks to convert 18 positions and 15.57 FTE dollars (3 positions and 2.07 FTE in the Property Tax Division) into Service and Supply dollars to finish what was started in the 2003 and 2007 Legislative Sessions to align agency budget with expenditures by category. The request aligns the budget document with how the agency will actually execute the budget.

The positions reduced generated \$420,344 General Fund and \$6,944 Other Funds available for the true-up. The Services and Supplies were increased by \$35,918 General Fund to better reflect actual expenses.

2015–17 Fiscal Impact

Fully phased in.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Property Tax Division
Cross Reference Number: 15000-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	115,293	-	-	-	-	-	115,293
Admin and Service Charges	-	-	42,151	-	-	-	42,151
Total Revenues	\$115,293	-	\$42,151	-	-	-	\$157,444
Personal Services							
Pension Obligation Bond	(21,908)	-	23,675	-	-	-	1,767
Mass Transit Tax	(7,175)	-	(69)	-	-	-	(7,244)
Other OPE	1,878	-	30	-	-	-	1,908
Vacancy Savings	142,498	-	18,515	-	-	-	161,013
Total Personal Services	\$115,293	-	\$42,151	-	-	-	\$157,444
Total Expenditures							
Total Expenditures	115,293	-	42,151	-	-	-	157,444
Total Expenditures	\$115,293	-	\$42,151	-	-	-	\$157,444
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Property Tax Division
Cross Reference Number: 15000-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	243,291	-	-	-	-	-	243,291
Admin and Service Charges	-	-	134,996	-	-	-	134,996
Total Revenues	\$243,291	-	\$134,996	-	-	-	\$378,287
Services & Supplies							
Instate Travel	3,279	-	460	-	-	-	3,739
Out of State Travel	318	-	66	-	-	-	384
Employee Training	3,407	-	1,859	-	-	-	5,266
Office Expenses	2,077	-	9,823	-	-	-	11,900
Telecommunications	2,249	-	234	-	-	-	2,483
Data Processing	2,820	-	511	-	-	-	3,331
Publicity and Publications	841	-	13	-	-	-	854
Professional Services	7,798	-	100,015	-	-	-	107,813
Attorney General	215,640	-	17,682	-	-	-	233,322
Employee Recruitment and Develop	532	-	21	-	-	-	553
Dues and Subscriptions	853	-	10	-	-	-	863
Facilities Rental and Taxes	177	-	2,138	-	-	-	2,315
Facilities Maintenance	218	-	-	-	-	-	218
Other Services and Supplies	1,392	-	55	-	-	-	1,447
Expendable Prop 250 - 5000	672	-	432	-	-	-	1,104
IT Expendable Property	932	-	1,340	-	-	-	2,272
Total Services & Supplies	\$243,205	-	\$134,659	-	-	-	\$377,864

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Property Tax Division
Cross Reference Number: 15000-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Office Furniture and Fixtures	-	-	260	-	-	-	260
Telecommunications Equipment	86	-	77	-	-	-	163
Total Capital Outlay	\$86	-	\$337	-	-	-	\$423
Total Expenditures							
Total Expenditures	243,291	-	134,996	-	-	-	378,287
Total Expenditures	\$243,291	-	\$134,996	-	-	-	\$378,287
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: Property Tax Division
Cross Reference Number: 15000-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(516,360)	-	-	-	-	-	(516,360)
Admin and Service Charges	-	-	(53,717)	-	-	-	(53,717)
Total Revenues	(\$516,360)	-	(\$53,717)	-	-	-	(\$570,077)
Personal Services							
Class/Unclass Sal. and Per Diem	(342,015)	-	(33,393)	-	-	-	(375,408)
Empl. Rel. Bd. Assessments	(105)	-	(15)	-	-	-	(120)
Public Employees' Retire Cont	(67,480)	-	(6,589)	-	-	-	(74,069)
Social Security Taxes	(26,164)	-	(2,555)	-	-	-	(28,719)
Worker's Comp. Assess. (WCD)	(155)	-	(22)	-	-	-	(177)
Flexible Benefits	(80,441)	-	(11,143)	-	-	-	(91,584)
Total Personal Services	(\$516,360)	-	(\$53,717)	-	-	-	(\$570,077)
Total Expenditures							
Total Expenditures	(516,360)	-	(53,717)	-	-	-	(570,077)
Total Expenditures	(\$516,360)	-	(\$53,717)	-	-	-	(\$570,077)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: Property Tax Division
Cross Reference Number: 15000-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							(3)
Total Positions	-	-	-	-	-	-	(3)
Total FTE							
Total FTE							(3.00)
Total FTE	-	-	-	-	-	-	(3.00)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 101 - Service and Supplies True-up

Cross Reference Name: Property Tax Division
Cross Reference Number: 15000-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(384,426)	-	-	-	-	-	(384,426)
Admin and Service Charges	-	-	(6,944)	-	-	-	(6,944)
Total Revenues	(\$384,426)	-	(\$6,944)	-	-	-	(\$391,370)
Personal Services							
Class/Unclass Sal. and Per Diem	(281,904)	-	(3,448)	-	-	-	(285,352)
Empl. Rel. Bd. Assessments	(80)	-	(3)	-	-	-	(83)
Public Employees' Retire Cont	(55,620)	-	(680)	-	-	-	(56,300)
Social Security Taxes	(21,566)	-	(264)	-	-	-	(21,830)
Worker's Comp. Assess. (WCD)	(118)	-	(5)	-	-	-	(123)
Flexible Benefits	(61,056)	-	(2,544)	-	-	-	(63,600)
Total Personal Services	(\$420,344)	-	(\$6,944)	-	-	-	(\$427,288)
Services & Supplies							
Instate Travel	8,934	-	-	-	-	-	8,934
Employee Training	12,984	-	-	-	-	-	12,984
Telecommunications	14,000	-	-	-	-	-	14,000
Total Services & Supplies	\$35,918	-	-	-	-	-	\$35,918
Total Expenditures							
Total Expenditures	(384,426)	-	(6,944)	-	-	-	(391,370)
Total Expenditures	(\$384,426)	-	(\$6,944)	-	-	-	(\$391,370)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
 Pkg: 101 - Service and Supplies True-up

Cross Reference Name: Property Tax Division
 Cross Reference Number: 15000-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							(3)
Total Positions	-	-	-	-	-	-	(3)
Total FTE							
Total FTE							(2.07)
Total FTE	-	-	-	-	-	-	(2.07)

08/02/12 REPORT NO.: PPDFISCAL
 REPORT: PACKAGE FISCAL IMPACT REPORT
 AGENCY:15000 DEPT OF REVENUE
 SUMMARY XREF:004-00-00 Property Tax Division

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

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 PROD FILE
 PICS SYSTEM: BUDGET PREPARATION

PACKAGE: 081 - May 2012 E-Board

POSITION NUMBER CLASS COMP CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
4120000 MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	1-	1.00-	24.00-	09	7,811.00	187,464- 81,955-				187,464- 81,955-
4167000 OA C1484 IA INFO SYSTEMS SPECIALIST 4	1-	1.00-	24.00-	02	3,812.00	58,095- 35,353-	33,393- 20,324-			91,488- 55,677-
4287000 OA C1339 AA TRAINING & DEVELOPMENT SPEC 2	1-	1.00-	24.00-	02	4,019.00	96,456- 57,037-				96,456- 57,037-
TOTAL PICS SALARY						342,015-	33,393-			375,408-
TOTAL PICS OPE						174,345-	20,324-			194,669-
TOTAL PICS PERSONAL SERVICES =	3-	3.00-	72.00-			516,360-	53,717-			570,077-

08/02/12 REPORT NO.: PDPFISCAL
 REPORT: PACKAGE FISCAL IMPACT REPORT
 AGENCY:15000 DEPT OF REVENUE
 SUMMARY XREF:004-00-00 Property Tax Division

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

2013-15
 PICS SYSTEM: BUDGET PREPARATION

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 PROD FILE

PACKAGE: 101 - Service and Supplies True-up

POSITION			POS				GF	OF	FF	LF	AF	
NUMBER	CLASS	COMP	CLASS NAME	CNT	FTE	MOS	STEP	RATE	SAL/OPE	SAL/OPE	SAL/OPE	SAL/OPE
0004186	OA	C0100	AA STUDENT OFFICE WORKER	1-	.07-	1.69-	06	2,040.00		3,448-		3,448-
										3,496-		3,496-
4095000	OA	C0727	AA APPRAISER ANALYST 3	1-	1.00-	24.00-	09	5,873.00	140,952-			140,952-
									69,220-			69,220-
4108000	OA	C0727	AA APPRAISER ANALYST 3	1-	1.00-	24.00-	09	5,873.00	140,952-			140,952-
									69,220-			69,220-
TOTAL PICS SALARY									281,904-	3,448-		285,352-
TOTAL PICS OPE									138,440-	3,496-		141,936-
TOTAL PICS PERSONAL SERVICES =				3-	2.07-	49.69-			420,344-	6,944-		427,288-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Revenue, Dept of
2013-15 Biennium

Agency Number: 15000

Cross Reference Number: 15000-004-00-00-00000

Source	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds						
Admin and Service Charges	5,885,588	10,654,567	10,654,567	11,485,902	-	-
Transfer In - Intrafund	322,233	-	-	-	-	-
Transfer Out - Intrafund	(39,708)	-	-	-	-	-
Total Other Funds	\$6,168,113	\$10,654,567	\$10,654,567	\$11,485,902	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Property Tax Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-004-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
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LIMITED BUDGET (Excluding Packages)

PERSONAL SERVICES

General Fund	12,513,225	11,226,671	11,226,671	12,773,021	-	-
Other Funds	4,304,091	6,290,216	6,290,216	7,005,065	-	-
All Funds	16,817,316	17,516,887	17,516,887	19,778,086	-	-

SERVICES & SUPPLIES

General Fund	718,540	2,545,508	2,545,508	2,545,508	-	-
Other Funds	1,864,022	4,350,278	4,350,278	4,350,278	-	-
All Funds	2,582,562	6,895,786	6,895,786	6,895,786	-	-

CAPITAL OUTLAY

General Fund	117	3,576	3,576	3,576	-	-
Other Funds	-	14,073	14,073	14,073	-	-
All Funds	117	17,649	17,649	17,649	-	-

TOTAL LIMITED BUDGET (Excluding Packages)

General Fund	13,231,882	13,775,755	13,775,755	15,322,105	-	-
Other Funds	6,168,113	10,654,567	10,654,567	11,369,416	-	-
All Funds	19,399,995	24,430,322	24,430,322	26,691,521	-	-

AUTHORIZED POSITIONS

	118	105	105	105	-	-
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AUTHORIZED FTE

	115.33	102.33	102.33	102.33	-	-
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LIMITED BUDGET (Essential Packages)

010 NON-PICS PSNL SVC / VACANCY FACTOR

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Property Tax Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-004-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
PERSONAL SERVICES						
General Fund	-	-	-	115,293	-	-
Other Funds	-	-	-	42,151	-	-
All Funds	-	-	-	157,444	-	-
031 STANDARD INFLATION						
SERVICES & SUPPLIES						
General Fund	-	-	-	243,205	-	-
Other Funds	-	-	-	134,659	-	-
All Funds	-	-	-	377,864	-	-
CAPITAL OUTLAY						
General Fund	-	-	-	86	-	-
Other Funds	-	-	-	337	-	-
All Funds	-	-	-	423	-	-
TOTAL LIMITED BUDGET (Essential Packages)						
General Fund	-	-	-	358,584	-	-
Other Funds	-	-	-	177,147	-	-
All Funds	-	-	-	535,731	-	-
LIMITED BUDGET (Current Service Level)						
General Fund	13,231,882	13,775,755	13,775,755	15,680,689	-	-
Other Funds	6,168,113	10,654,567	10,654,567	11,546,563	-	-
All Funds	19,399,995	24,430,322	24,430,322	27,227,252	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Property Tax Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-004-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
AUTHORIZED POSITIONS	118	105	105	105	-	-
AUTHORIZED FTE	115.33	102.33	102.33	102.33	-	-
LIMITED BUDGET (Policy Packages)						
PRIORITY 0						
081 MAY 2012 E-BOARD						
PERSONAL SERVICES						
General Fund	-	-	-	(516,360)	-	-
Other Funds	-	-	-	(53,717)	-	-
All Funds	-	-	-	(570,077)	-	-
AUTHORIZED POSITIONS	-	-	-	(3)	-	-
AUTHORIZED FTE	-	-	-	(3.00)	-	-
101 SERVICE AND SUPPLIES TRUE-UP						
PERSONAL SERVICES						
General Fund	-	-	-	(420,344)	-	-
Other Funds	-	-	-	(6,944)	-	-
All Funds	-	-	-	(427,288)	-	-
SERVICES & SUPPLIES						
General Fund	-	-	-	35,918	-	-
AUTHORIZED POSITIONS	-	-	-	(3)	-	-
AUTHORIZED FTE	-	-	-	(2.07)	-	-
TOTAL LIMITED BUDGET (Policy Packages)						

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Property Tax Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-004-00-00-00000

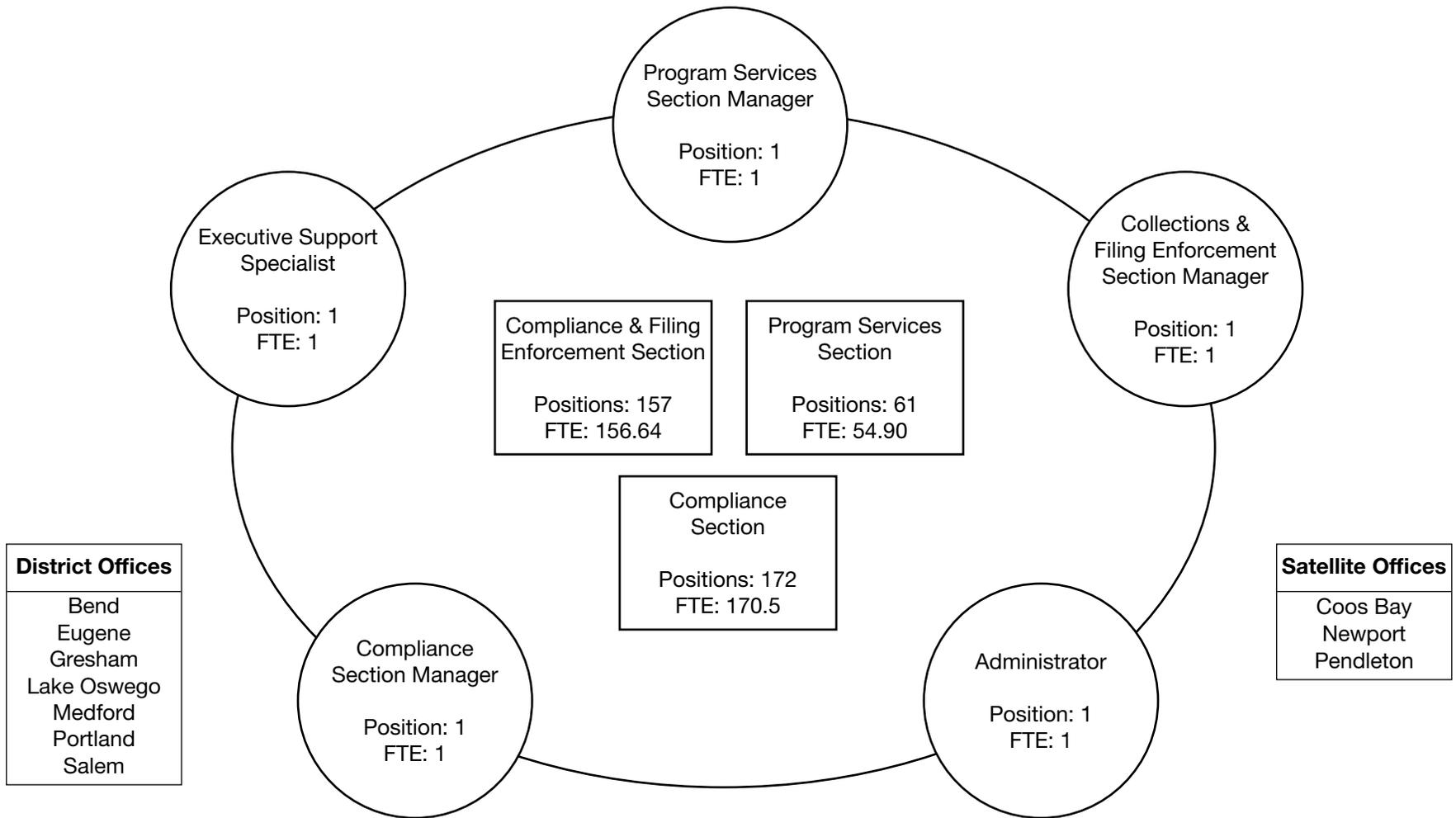
Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
General Fund	-	-	-	(900,786)	-	-
Other Funds	-	-	-	(60,661)	-	-
All Funds	-	-	-	(961,447)	-	-
AUTHORIZED POSITIONS	-	-	-	(6)	-	-
AUTHORIZED FTE	-	-	-	(5.07)	-	-
TOTAL LIMITED BUDGET (Including Packages)						
General Fund	13,231,882	13,775,755	13,775,755	14,779,903	-	-
Other Funds	6,168,113	10,654,567	10,654,567	11,485,902	-	-
All Funds	19,399,995	24,430,322	24,430,322	26,265,805	-	-
AUTHORIZED POSITIONS	118	105	105	99	-	-
AUTHORIZED FTE	115.33	102.33	102.33	97.26	-	-
OPERATING BUDGET						
General Fund	13,231,882	13,775,755	13,775,755	14,779,903	-	-
Other Funds	6,168,113	10,654,567	10,654,567	11,485,902	-	-
All Funds	19,399,995	24,430,322	24,430,322	26,265,805	-	-
AUTHORIZED POSITIONS	118	105	105	99	-	-
AUTHORIZED FTE	115.33	102.33	102.33	97.26	-	-
TOTAL BUDGET						
General Fund	13,231,882	13,775,755	13,775,755	14,779,903	-	-
Other Funds	6,168,113	10,654,567	10,654,567	11,485,902	-	-
All Funds	19,399,995	24,430,322	24,430,322	26,265,805	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Property Tax Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-004-00-00-00000

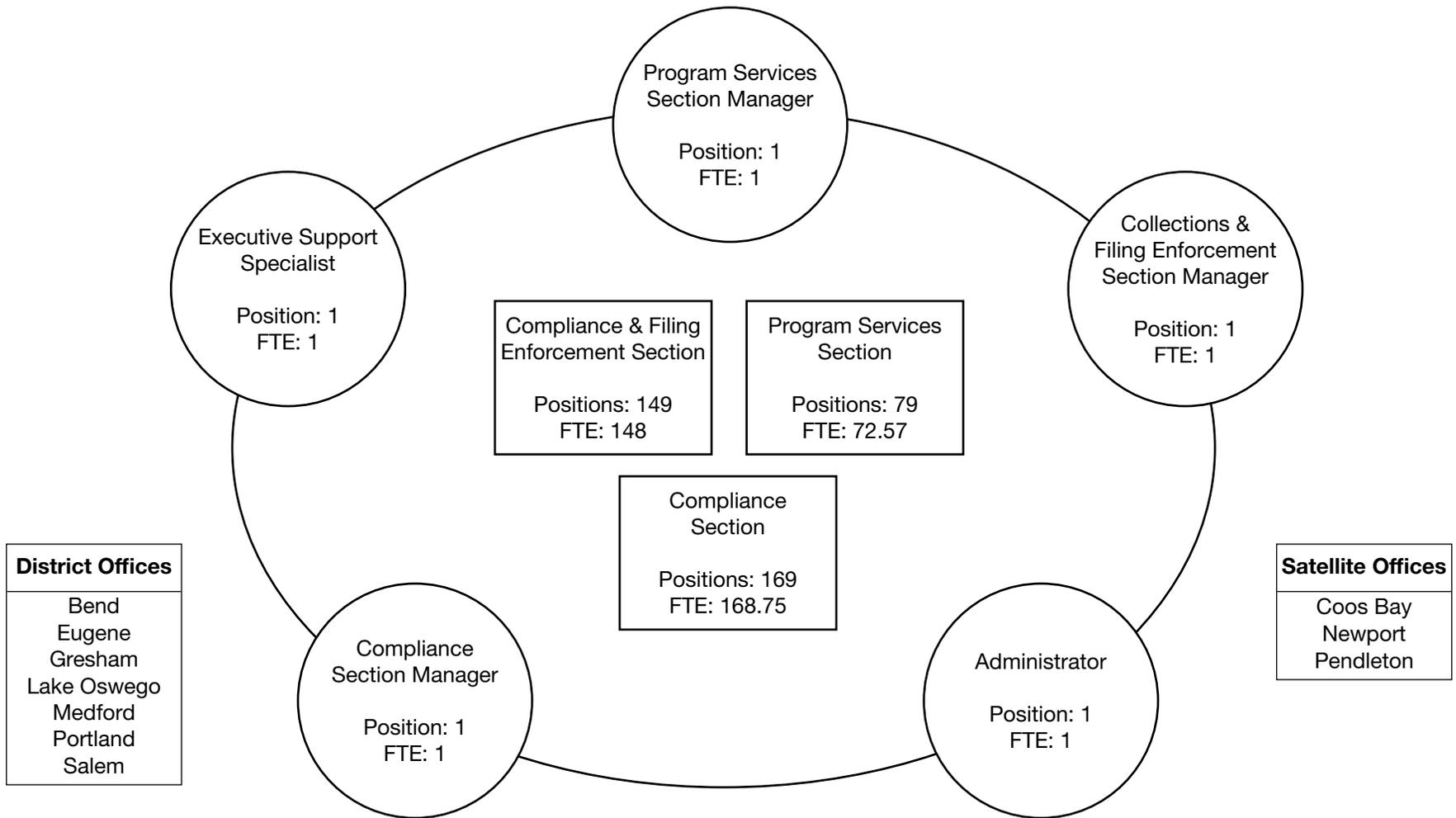
Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
AUTHORIZED POSITIONS	118	105	105	99	-	-
AUTHORIZED FTE	115.33	102.33	102.33	97.26	-	-

Personal Tax and Compliance Division 2011-2013



Total Positions: 395
Total FTE: 386.49

Personal Tax and Compliance Division 2013–2015



Positions and FTE are current as of 8-20-12.

Total Positions: 402
Total FTE: 394.32

ORBITS Budget Narrative

Personal Tax and Compliance Division

Program Description

The Personal Tax and Compliance Division comprises about 30% of the Department of Revenue's operating budget. The division has program responsibility for the Personal Income Tax and Elderly Rental Assistance Programs and provides enforcement and collection services for the Personal Income Tax Program.

The Personal Income Tax Program provides about 87% of the state's General Fund revenue and 90% of General Fund Tax revenue. Over 1.8 million personal income tax returns will be filed for the 2012 tax year.

The goal of the Personal Tax and Compliance Division is to improve taxpayer compliance with the programs it administers through enforcement activities, taxpayer assistance, and education. Activities to support this goal are designed for all taxpayer segments.

The Personal Tax and Compliance Division commits most of its resources to collection of debt, filing enforcement, business audits, single-issue audits, and providing information to individuals so they can file and pay their personal income tax.

Enforcement activities are employed for those who do not voluntarily comply with Oregon's personal income tax laws. Enforcement actions affect individuals who understate income, overstate expenses or deductions, fail-to-file required returns, and/or fail to pay. The Division partners with the Attorney General's office to pursue individuals that require additional investigation for potential criminal prosecution.

The Personal Tax and Compliance Division is responsible for tax policy development. This includes developing legislative concepts, reviewing legislative bills, updating forms and instructions, and providing training to employees and tax professionals on changes to personal income tax. The staff also develop policy choices for complex tax issues.

The Personal Tax and Compliance Division's program responsibility also includes collection of delinquent taxes. The collection activity includes unpaid taxes when a return is filed without full payment, assessments based on processing or audit adjustments, and filing enforcement activity.

ORBITS Budget Narrative

The effort needed to bring taxpayers into compliance continues to increase in both the audit and filing enforcement functions. Today's taxpayers are more likely to have multiple bank accounts and are more likely to use multiple credit cards for expenditures, which make transactions more complex. Use of the Internet for banking and the ease of buying and selling of goods or services provide additional challenges to auditing. Records needed to substantiate transactions often require extra time to obtain, and sometimes can only be secured at additional cost to the taxpayer. The Division's primary focus areas for audits during the 11–13 biennium have been cash based businesses, partnerships and pass through entities, and employee business expense deductions.

Filing Enforcement continues to be a focus for the department. The Division reaches out to taxpayers that have not filed and reminds them of their tax obligations and willingness of the department to work with them. The Division implemented a more systematic, strategic approach to identify and take action with non-filers. This plan included prioritizing our non-filer leads, streamlining our processes and taking a more timely approach to contacting non-filers. In the 2009–11 biennium we implemented a system to collect wage and withholding data. Our long range plans include using data to match against filed returns as well as pursue non-filers.

The Internal Revenue Service implemented the third and last phase in modernizing its electronic filing system in January of 2012. This required the department to reengineer its electronic filing application. More than 1.3 million Oregon taxpayers file their personal income tax returns use electronic filing. The new application is a web based service and provides greater efficiency and flexibility in filing returns. The department implemented the 3rd phase in January of 2012. In November of 2012, the department will permanently shut down the legacy e-file system.

The Other Funds revenues represent expenses charged to various programs for the department's administrative costs. Personal Tax and Compliance Other Fund expenditures are primarily for the administration of Tri-Met and Lane County Transit Self-Employment Tax programs. In most cases, revenue equals the department's cost.

Essential Packages

Purpose: The essential packages present budget adjustments needed to bring the base budget to Continuing Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2013–2015 biennium.

How Accomplished: See individual packages below for detail.

Staffing Impact: See individual packages below for detail.

Revenue Sources: The revenue sources are the same as for the program unit as a whole.

ORBITS Budget Narrative

Personal Tax and Compliance Division

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

The Personal Tax and Compliance Division experienced position vacancies in the first year of the 2011–2013 biennium; accordingly, a vacancy factor calculation has been made using the Department of Administrative Services prescribed formula. This calculation results in a increase of \$154,213 General Fund and \$17,500 Other Funds. The package provides a total Non-PICS Personal Services cost increase of \$349,255 General Fund and a decrease of \$69,060 Other Funds for changes in the pension bond assessment, mass transit taxes, unemployment assessments, and other Non-PICS items such as temporary appointments and other differentials.

2015–17 Fiscal Impact

Fully phased in. This package will be adjusted by the Department of Administrative Services prescribed vacancy formula and directed other Non-PICS adjustments each biennium.

ORBITS Budget Narrative

Personal Tax and Compliance Division

030 Inflation & Price List Adjustments

Package Description

The Costs of Goods and Services increase totals \$393,241 General Fund and \$10,639 Other Funds. This includes an increase in Attorney General costs of \$222,368 and facilities rent of \$85,805, based on projections in the Price List of Goods and Services. The rest is based on the standard 2.4% biennial inflation factor increase in Services & Supplies and Capital Outlay.

2015–17 Fiscal Impact

Fully phased in. Will receive inflation increase for 2015–17 based upon Department of Administrative Services price list and instructions.

ORBITS Budget Narrative

Personal Tax and Compliance Division

060 Technical Adjustments

Package Description

None

2015–17 Fiscal Impact

None

ORBITS Budget Narrative

Personal Tax and Compliance Division

081 May 2012 Emergency Board (Management Service Reductions)

Package Description

As part of the legislative plan during the 2012 session to rebalance the 2011–13 biennium budget, the Legislative Assembly included a reduction of \$28 million in combined General Fund and Lottery Funds as part of an effort to restructure state government business operations. It was the intent of this budget reduction to make permanent changes to the management of agency programs and services. Revenue's portion was \$1.2 million General Fund.

Three management service positions were reduced: a Principal Executive Manager D that managed the Collection and Bankruptcy programs for the Collections section; a Principal Executive Manager C that managed field office staff in Gresham; and a Principal Executive Manager A that managed revenue agents in the Collection Section. The position savings are \$583,899 General Fund and \$11,917 Other Funds, this is offset by the removal of a personal services undistributed reduction from the May 2012 Emergency Board for the entire agency (which was put in PTAC as a placeholder by the BAM Analyst) of \$1,126,687 (the 2011–13 reduction carried forward into 2013–15). The 2013–15 package for PTAC is a net \$542,788 General Fund increase and an \$11,917 Other Funds decrease.

2015–17 Fiscal Impact

Fully phased in.

ORBITS Budget Narrative

Personal Tax and Compliance Division

101 Services and Supplies True-up

Package Description

The department has had to hold positions vacant and use the Personal Services savings generated to fund ongoing base costs in Services and Supply. This package converts Personal Services dollars into Services and Supply dollars.

With greater emphasis on an easily understood budget, the department is working to move to a true line item budget. The department identified the types of positions that traditionally generated the vacancy savings needed to pay for ongoing S&S expenses. This package asks to convert 18 positions and 15.57 FTE dollars (6 positions and 6.0 FTE in the Personal Tax and Compliance Division) into Service and Supply dollars to finish what was started in the 2003 and 2007 Legislative Sessions to align agency budget with expenditures by category. The request aligns the budget document with how the agency will actually execute the budget.

The positions reduced generated \$648,368 General Fund and \$11,019 Other Funds available for the true-up. The Services and Supplies were increased by \$137,288 General Fund to better reflect actual expenses.

2015–17 Fiscal Impact

Fully phased in.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	503,468	-	-	-	-	-	503,468
Admin and Service Charges	-	-	(51,560)	-	-	-	(51,560)
Total Revenues	\$503,468	-	(\$51,560)	-	-	-	\$451,908
Personal Services							
Pension Obligation Bond	332,636	-	(59,667)	-	-	-	272,969
Mass Transit Tax	15,109	-	(11,201)	-	-	-	3,908
Other OPE	1,510	-	1,808	-	-	-	3,318
Vacancy Savings	154,213	-	17,500	-	-	-	171,713
Total Personal Services	\$503,468	-	(\$51,560)	-	-	-	\$451,908
Total Expenditures							
Total Expenditures	503,468	-	(51,560)	-	-	-	451,908
Total Expenditures	\$503,468	-	(\$51,560)	-	-	-	\$451,908
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	401,294	-	-	-	-	-	401,294
Admin and Service Charges	-	-	10,768	-	-	-	10,768
Total Revenues	\$401,294	-	\$10,768	-	-	-	\$412,062

Services & Supplies

Instate Travel	5,759	-	86	-	-	-	5,845
Out of State Travel	1,364	-	-	-	-	-	1,364
Employee Training	8,597	-	65	-	-	-	8,662
Office Expenses	12,700	-	1,928	-	-	-	14,628
Telecommunications	18,905	-	1,004	-	-	-	19,909
Data Processing	4,611	-	89	-	-	-	4,700
Publicity and Publications	1,743	-	-	-	-	-	1,743
Professional Services	15,696	-	225	-	-	-	15,921
Attorney General	222,368	-	-	-	-	-	222,368
Employee Recruitment and Develop	1,890	-	7	-	-	-	1,897
Dues and Subscriptions	794	-	-	-	-	-	794
Facilities Rental and Taxes	85,805	-	6,131	-	-	-	91,936
Fuels and Utilities	106	-	-	-	-	-	106
Facilities Maintenance	660	-	-	-	-	-	660
Agency Program Related S and S	2,850	-	839	-	-	-	3,689
Other Services and Supplies	1,240	-	3	-	-	-	1,243
Expendable Prop 250 - 5000	1,633	-	51	-	-	-	1,684

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	6,520	-	211	-	-	-	6,731
Total Services & Supplies	\$393,241	-	\$10,639	-	-	-	\$403,880
Capital Outlay							
Office Furniture and Fixtures	3,880	-	109	-	-	-	3,989
Telecommunications Equipment	4,043	-	20	-	-	-	4,063
Data Processing Hardware	130	-	-	-	-	-	130
Total Capital Outlay	\$8,053	-	\$129	-	-	-	\$8,182
Total Expenditures							
Total Expenditures	401,294	-	10,768	-	-	-	412,062
Total Expenditures	\$401,294	-	\$10,768	-	-	-	\$412,062
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	542,788	-	-	-	-	-	542,788
Admin and Service Charges	-	-	(11,917)	-	-	-	(11,917)
Total Revenues	\$542,788	-	(\$11,917)	-	-	-	\$530,871
Personal Services							
Class/Unclass Sal. and Per Diem	(387,704)	-	(7,912)	-	-	-	(395,616)
Empl. Rel. Bd. Assessments	(117)	-	(3)	-	-	-	(120)
Public Employees' Retire Cont	(76,494)	-	(1,561)	-	-	-	(78,055)
Social Security Taxes	(29,659)	-	(605)	-	-	-	(30,264)
Worker's Comp. Assess. (WCD)	(174)	-	(3)	-	-	-	(177)
Flexible Benefits	(89,751)	-	(1,833)	-	-	-	(91,584)
Undistributed (P.S.)	1,126,687	-	-	-	-	-	1,126,687
Total Personal Services	\$542,788	-	(\$11,917)	-	-	-	\$530,871
Total Expenditures							
Total Expenditures	542,788	-	(11,917)	-	-	-	530,871
Total Expenditures	\$542,788	-	(\$11,917)	-	-	-	\$530,871
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

Agency Request
2013-15 Biennium

Governor's Recommended
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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							(3)
Total Positions	-	-	-	-	-	-	(3)
Total FTE							
Total FTE							(3.00)
Total FTE	-	-	-	-	-	-	(3.00)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 101 - Service and Supplies True-up

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(511,080)	-	-	-	-	-	(511,080)
Admin and Service Charges	-	-	(11,019)	-	-	-	(11,019)
Total Revenues	(\$511,080)	-	(\$11,019)	-	-	-	(\$522,099)
Personal Services							
Class/Unclass Sal. and Per Diem	(367,147)	-	(6,245)	-	-	-	(373,392)
Empl. Rel. Bd. Assessments	(235)	-	(5)	-	-	-	(240)
Public Employees' Retire Cont	(72,438)	-	(1,232)	-	-	-	(73,670)
Social Security Taxes	(28,086)	-	(477)	-	-	-	(28,563)
Worker's Comp. Assess. (WCD)	(349)	-	(5)	-	-	-	(354)
Flexible Benefits	(180,113)	-	(3,055)	-	-	-	(183,168)
Total Personal Services	(\$648,368)	-	(\$11,019)	-	-	-	(\$659,387)
Services & Supplies							
Instate Travel	33,948	-	-	-	-	-	33,948
Employee Training	49,340	-	-	-	-	-	49,340
Telecommunications	54,000	-	-	-	-	-	54,000
Total Services & Supplies	\$137,288	-	-	-	-	-	\$137,288
Total Expenditures							
Total Expenditures	(511,080)	-	(11,019)	-	-	-	(522,099)
Total Expenditures	(\$511,080)	-	(\$11,019)	-	-	-	(\$522,099)

Agency Request
2013-15 Biennium

Governor's Recommended
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Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 101 - Service and Supplies True-up

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							(6)
Total Positions	-	-	-	-	-	-	(6)
Total FTE							
Total FTE							(6.00)
Total FTE	-	-	-	-	-	-	(6.00)

08/02/12 REPORT NO.: PDPFISCAL
 REPORT: PACKAGE FISCAL IMPACT REPORT
 AGENCY:15000 DEPT OF REVENUE
 SUMMARY XREF:005-00-00 Personal Tax and Compliance Di

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

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 PICS SYSTEM: BUDGET PREPARATION

PACKAGE: 081 - May 2012 E-Board

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
5171000	MMS X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	1-	1.00-	24.00-	09	6,134.00	144,272- 69,516-	2,944- 1,419-			147,216- 70,935-
5618000	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1-	1.00-	24.00-	08	6,760.00	158,995- 73,547-	3,245- 1,501-			162,240- 75,048-
6236000	MMS X7000 AA	PRINCIPAL EXECUTIVE/MANAGER A	1-	1.00-	24.00-	02	3,590.00	84,437- 53,132-	1,723- 1,085-			86,160- 54,217-
TOTAL PICS SALARY								387,704-	7,912-			395,616-
TOTAL PICS OPE								196,195-	4,005-			200,200-
TOTAL PICS PERSONAL SERVICES =			3-	3.00-	72.00-			583,899-	11,917-			595,816-

08/02/12 REPORT NO.: PDPFISCAL
 REPORT: PACKAGE FISCAL IMPACT REPORT
 AGENCY:15000 DEPT OF REVENUE
 SUMMARY XREF:005-00-00 Personal Tax and Compliance Di

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

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 PICS SYSTEM: BUDGET PREPARATION

PACKAGE: 101 - Service and Supplies True-up

POSITION NUMBER	CLASS	COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
3457000	OA	C0107	AA ADMINISTRATIVE SPECIALIST 1	1-	1.00-	24.00-	02	2,546.00	59,882- 46,410-	1,222- 947-			61,104- 47,357-
5231000	OA	C0103	AA OFFICE SPECIALIST 1	1-	1.00-	24.00-	02	2,113.00	49,698- 43,620-	1,014- 891-			50,712- 44,511-
5558000	OA	C5110	AA REVENUE AGENT 1	1-	1.00-	24.00-	02	2,546.00	61,104- 47,357-				61,104- 47,357-
5594000	OA	C5112	AA REVENUE AGENT 3	1-	1.00-	24.00-	02	3,032.00	71,313- 49,540-	1,455- 1,011-			72,768- 50,551-
5617000	OA	C0108	AA ADMINISTRATIVE SPECIALIST 2	1-	1.00-	24.00-	02	2,775.00	65,268- 47,884-	1,332- 978-			66,600- 48,862-
6310000	OA	C0107	AA ADMINISTRATIVE SPECIALIST 1	1-	1.00-	24.00-	02	2,546.00	59,882- 46,410-	1,222- 947-			61,104- 47,357-
TOTAL PICS SALARY									367,147-	6,245-			373,392-
TOTAL PICS OPE									281,221-	4,774-			285,995-
TOTAL PICS PERSONAL SERVICES =				6-	6.00-	144.00-			648,368-	11,019-			659,387-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Revenue, Dept of
2013-15 Biennium

Agency Number: 15000
Cross Reference Number: 15000-005-00-00-00000

Source	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds						
Admin and Service Charges	2,637,961	1,200,944	1,200,944	1,403,569	-	-
Other Revenues	-	44,097	44,097	-	-	-
Total Other Funds	\$2,637,961	\$1,245,041	\$1,245,041	\$1,403,569	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Personal Tax and Compliance Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-005-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
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LIMITED BUDGET (Excluding Packages)

PERSONAL SERVICES

General Fund	44,247,103	48,965,327	47,838,640	56,498,858	-	-
Other Funds	1,603,558	943,660	943,660	1,165,916	-	-
All Funds	45,850,661	49,908,987	48,782,300	57,664,774	-	-

SERVICES & SUPPLIES

General Fund	4,521,985	6,475,670	6,475,670	6,475,670	-	-
Other Funds	1,034,403	295,993	295,993	295,993	-	-
All Funds	5,556,388	6,771,663	6,771,663	6,771,663	-	-

CAPITAL OUTLAY

General Fund	249	335,539	335,539	335,539	-	-
Other Funds	-	5,388	5,388	5,388	-	-
All Funds	249	340,927	340,927	340,927	-	-

TOTAL LIMITED BUDGET (Excluding Packages)

General Fund	48,769,337	55,776,536	54,649,849	63,310,067	-	-
Other Funds	2,637,961	1,245,041	1,245,041	1,467,297	-	-
All Funds	51,407,298	57,021,577	55,894,890	64,777,364	-	-

AUTHORIZED POSITIONS

AUTHORIZED FTE

AUTHORIZED POSITIONS	395	395	395	411	-	-
AUTHORIZED FTE	380.55	386.49	386.49	403.32	-	-

LIMITED BUDGET (Essential Packages)

010 NON-PICS PSNL SVC / VACANCY FACTOR

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Personal Tax and Compliance Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-005-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
PERSONAL SERVICES						
General Fund	-	-	-	503,468	-	-
Other Funds	-	-	-	(51,560)	-	-
All Funds	-	-	-	451,908	-	-
031 STANDARD INFLATION						
SERVICES & SUPPLIES						
General Fund	-	-	-	393,241	-	-
Other Funds	-	-	-	10,639	-	-
All Funds	-	-	-	403,880	-	-
CAPITAL OUTLAY						
General Fund	-	-	-	8,053	-	-
Other Funds	-	-	-	129	-	-
All Funds	-	-	-	8,182	-	-
TOTAL LIMITED BUDGET (Essential Packages)						
General Fund	-	-	-	904,762	-	-
Other Funds	-	-	-	(40,792)	-	-
All Funds	-	-	-	863,970	-	-
LIMITED BUDGET (Current Service Level)						
General Fund	48,769,337	55,776,536	54,649,849	64,214,829	-	-
Other Funds	2,637,961	1,245,041	1,245,041	1,426,505	-	-
All Funds	51,407,298	57,021,577	55,894,890	65,641,334	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Personal Tax and Compliance Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-005-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
AUTHORIZED POSITIONS	395	395	395	411	-	-
AUTHORIZED FTE	380.55	386.49	386.49	403.32	-	-
LIMITED BUDGET (Policy Packages)						
PRIORITY 0						
081 MAY 2012 E-BOARD						
PERSONAL SERVICES						
General Fund	-	-	-	542,788	-	-
Other Funds	-	-	-	(11,917)	-	-
All Funds	-	-	-	530,871	-	-
AUTHORIZED POSITIONS	-	-	-	(3)	-	-
AUTHORIZED FTE	-	-	-	(3.00)	-	-
101 SERVICE AND SUPPLIES TRUE-UP						
PERSONAL SERVICES						
General Fund	-	-	-	(648,368)	-	-
Other Funds	-	-	-	(11,019)	-	-
All Funds	-	-	-	(659,387)	-	-
SERVICES & SUPPLIES						
General Fund	-	-	-	137,288	-	-
AUTHORIZED POSITIONS	-	-	-	(6)	-	-
AUTHORIZED FTE	-	-	-	(6.00)	-	-
TOTAL LIMITED BUDGET (Policy Packages)						

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Personal Tax and Compliance Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-005-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
General Fund	-	-	-	31,708	-	-
Other Funds	-	-	-	(22,936)	-	-
All Funds	-	-	-	8,772	-	-
AUTHORIZED POSITIONS	-	-	-	(9)	-	-
AUTHORIZED FTE	-	-	-	(9.00)	-	-
TOTAL LIMITED BUDGET (Including Packages)						
General Fund	48,769,337	55,776,536	54,649,849	64,246,537	-	-
Other Funds	2,637,961	1,245,041	1,245,041	1,403,569	-	-
All Funds	51,407,298	57,021,577	55,894,890	65,650,106	-	-
AUTHORIZED POSITIONS	395	395	395	402	-	-
AUTHORIZED FTE	380.55	386.49	386.49	394.32	-	-
OPERATING BUDGET						
General Fund	48,769,337	55,776,536	54,649,849	64,246,537	-	-
Other Funds	2,637,961	1,245,041	1,245,041	1,403,569	-	-
All Funds	51,407,298	57,021,577	55,894,890	65,650,106	-	-
AUTHORIZED POSITIONS	395	395	395	402	-	-
AUTHORIZED FTE	380.55	386.49	386.49	394.32	-	-
TOTAL BUDGET						
General Fund	48,769,337	55,776,536	54,649,849	64,246,537	-	-
Other Funds	2,637,961	1,245,041	1,245,041	1,403,569	-	-
All Funds	51,407,298	57,021,577	55,894,890	65,650,106	-	-

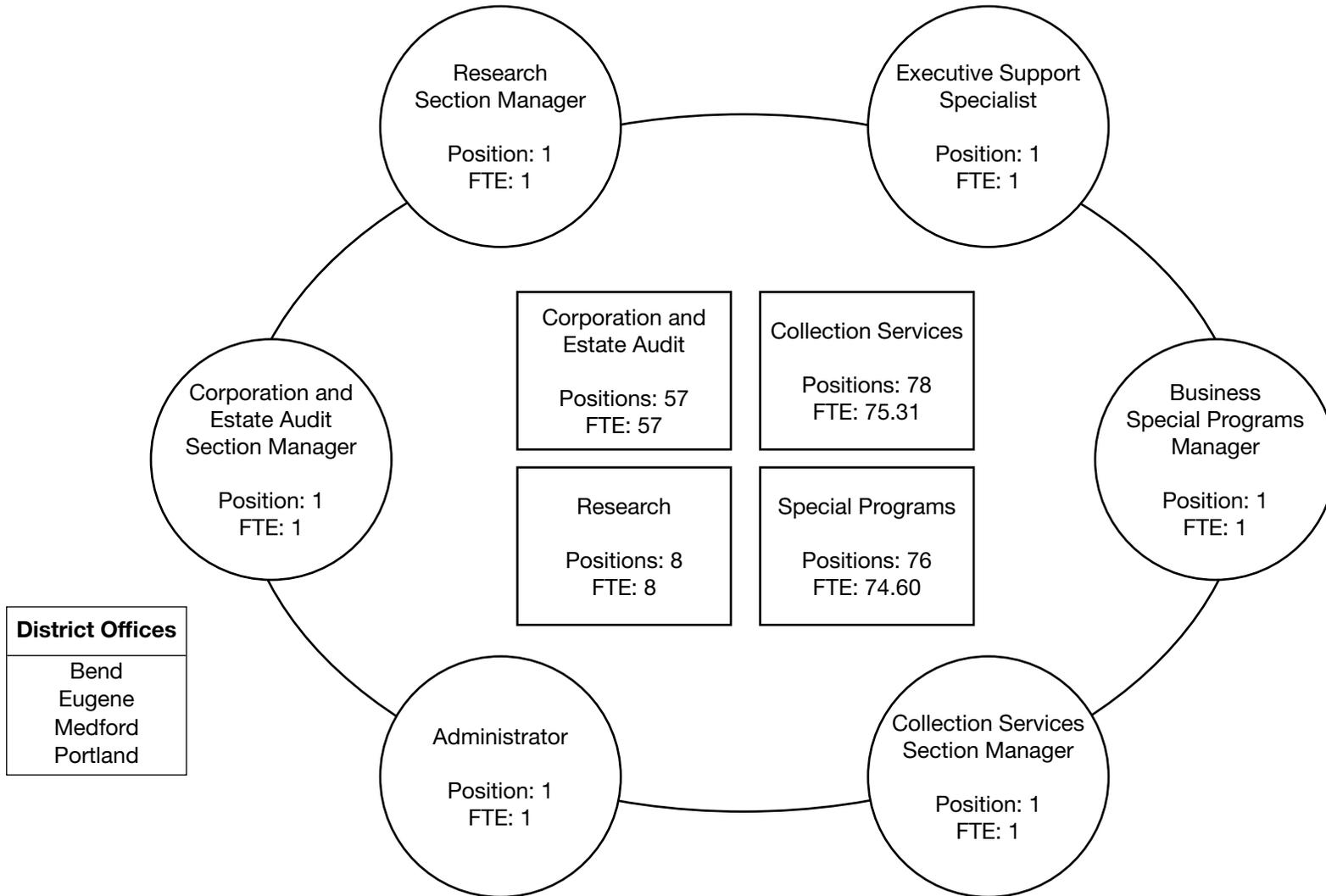
Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Personal Tax and Compliance Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-005-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
AUTHORIZED POSITIONS	395	395	395	402	-	-
AUTHORIZED FTE	380.55	386.49	386.49	394.32	-	-

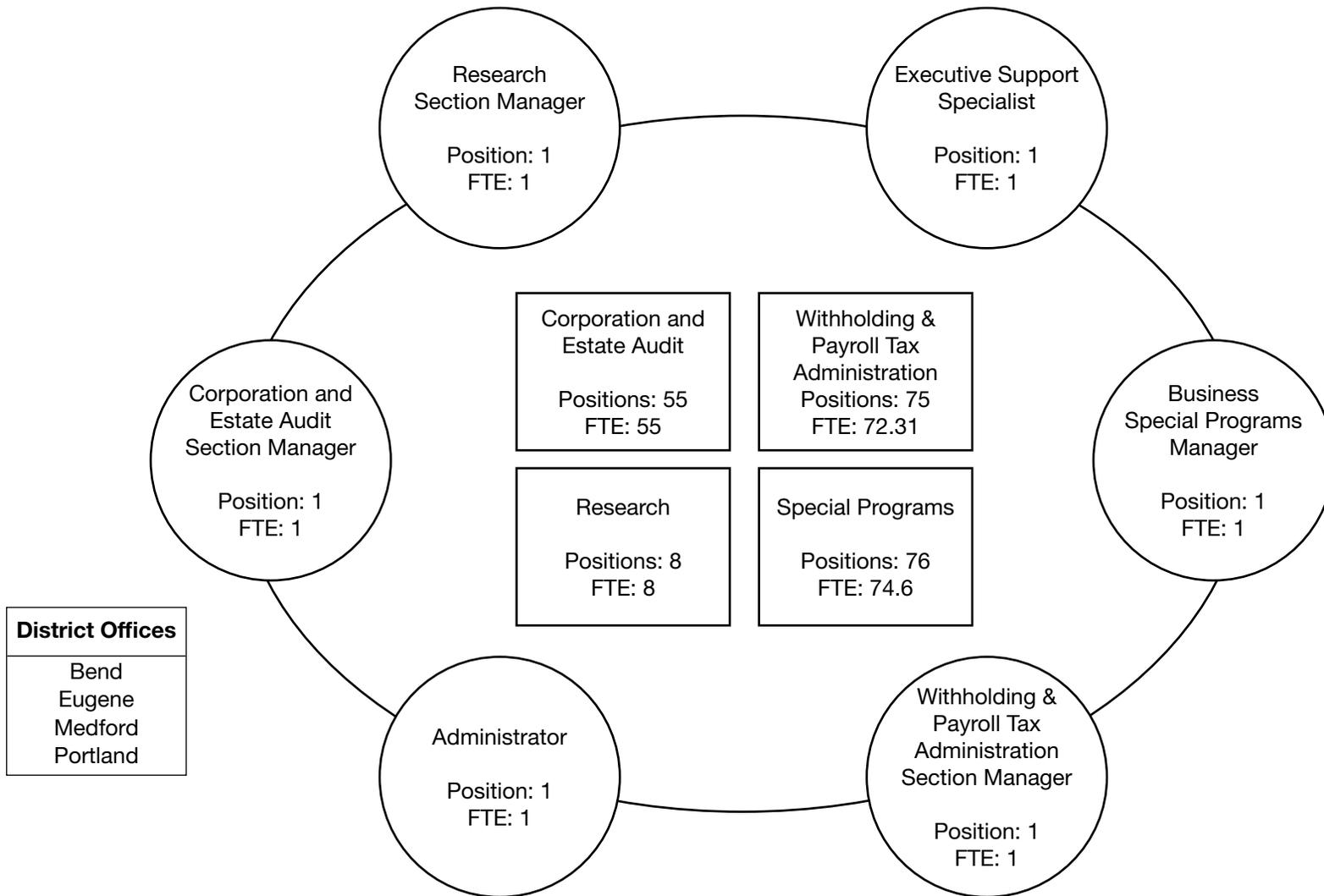
Business Division

Business Division 2011-2013



Total Positions: 225
Total FTE: 220.91

Business Division 2013–2015



Positions and FTE are current as of 8-20-12.

Total Positions: 220
Total FTE: 215.91

ORBITS Budget Narrative

Business Division

Program Description

The Business Division administers several tax and other revenue programs. These programs include Corporation Income and Excise Taxes, Employer Income Tax Withholdings, Transit Payroll Taxes, Fiduciary, Estate, Other Agency Accounts, Cigarette Tax, Other Tobacco Products Tax, and other Special Programs such as Amusement Device Tax, State Lodging Tax, Emergency Communication Tax, Petroleum Load Fee, and Hazardous Substance Tax. The combined programs have annual revenue of more than \$7.5 billion (this amount includes income tax withholdings, which are included in the Personal Tax and Compliance narrative). The division budget is \$33.9 million for the 2011–13 biennium.

The Business Division's program responsibility includes collection of delinquent business taxes. These include income taxes withheld by employers and sent to the department, corporation taxes, and local transit district taxes. As of August 2011, there were delinquent accounts totaling \$141.76 million in unpaid payroll and corporation taxes. During the 2009–2011 biennium, the Business Division generated approximately \$84 million from collection activities. A major responsibility of the division is to uphold and improve compliance with the state's tax laws. Withholding and Transit Tax compliance projects continue to be conducted throughout the state. The division also works with community partners to educate business owners about their responsibilities under the payroll-based tax programs.

Another activity of the Business Division is collecting debts owed to other agencies. As of June 2012, we are actively collecting 212,000 accounts totaling \$310 million owed to 340 state programs. These other agencies have also identified an additional 358,000 delinquent accounts totaling over \$1.7 billion to offset against tax refunds (if available) through the automated refund offset program.

The Business Division audits corporation income and excise tax returns, and has program responsibility for transit self-employment tax returns. Audit activity is performed by staff located in Salem, Portland, and Eugene. A significant number of audits are conducted on corporations doing business in more than one state. Corporation Auditors travel to taxpayers' offices located throughout the country to conduct audits. The corporate income and excise tax is estimated to be bring in approximately \$875 million for the 2011–13 biennium.

The Business Division administers the Cigarette and Other Tobacco tax programs that generate approximately \$502 million in biennial tax receipts.

ORBITS Budget Narrative

The Business Division will continue to encourage cooperation with other state and federal agencies to simplify the tax programs affecting Oregon employers. As an example, we are participating in the Central Business Registry that provides a single entry point for Oregon businesses to register with state agencies. The department has partnered with 7 other state agencies and boards to comprise the Interagency Compliance Network. These seven agencies work together to achieve better compliance with independent contractor laws. By providing an information website, outreach activities, and joint audit and enforcement, the network is establishing a level playing field for businesses seeking to hire independent contractors as well as for those workers who are working as independent contractors. The Corporation Section successfully partnered with the IRS, state revenue agencies, and tax preparation software companies to provide electronic filing for corporate taxpayers as of January 2008 and beginning with the 2010 tax year will require some corporations to file electronically. We work closely with other states through organizations such as the Multi-State Tax Commission and the Federation of Tax Administrators to achieve tax compliance and promote a healthy tax system.

Essential Packages

Purpose: The essential packages present budget adjustments needed to bring the base budget to Continuing Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2013–2015 biennium.

How Accomplished: See individual packages below for detail.

Staffing Impact: See individual packages below for detail.

Revenue Sources: The revenue sources are the same as for the program unit as a whole.

ORBITS Budget Narrative

Business Division

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

The Business Division experienced position vacancies in the first year of the 2011–2013 biennium; accordingly, a vacancy factor calculation has been made using the Department of Administrative Services prescribed formula. This calculation results in a increase of \$64,278 General Fund and \$12,502 Other Funds. The package provides a total Non-PICS Personal Services cost increase of \$158,545 General Fund and \$7,491 Other Funds for changes in the pension bond assessment, mass transit taxes, unemployment assessments, and other Non-PICS items such as temporary appointments and other differentials.

2015–17 Fiscal Impact

Fully phased in. This package will be adjusted by the Department of Administrative Services prescribed vacancy formula and directed other Non-PICS adjustments each biennium.

ORBITS Budget Narrative

Business Division

030 Inflation & Price List Adjustments

Package Description

The Costs of Goods and Services increase totals \$198,099 General Fund and \$75,000 Other Funds. This includes an increase in Attorney General costs of \$159,669 General Fund and \$40,493 Other Funds based on projections in the Price List of Goods and Services. The rest is based on the standard 2.4% biennial inflation factor increase in Services & Supplies and Capital Outlay.

2015–17 Fiscal Impact

Fully phased in. Will receive inflation increase for 2015–17 based upon Department of Administrative Services price list and instructions.

ORBITS Budget Narrative

Business Division

060 Technical Adjustments

Package Description

None

2015–17 Fiscal Impact

None

ORBITS Budget Narrative

Business Division

081 May 2012 Emergency Board (Management Service Reductions)

Package Description

As part of the legislative plan during the 2012 session to rebalance the 2011–13 biennium budget, the Legislative Assembly included a reduction of \$28 million in combined General Fund and Lottery Funds as part of an effort to restructure state government business operations. It was the intent of this budget reduction to make permanent changes to the management of agency programs and services. Revenue's portion was \$1.2 million General Fund.

One Principal Executive Manager A in collections was cut from the Business Division as part of this reduction. The 2013–15 package savings is \$143,292 General Fund and \$2,925 Other Funds.

2015–17 Fiscal Impact

Fully phased in.

ORBITS Budget Narrative

Business Division

101 Services and Supplies True-up

Package Description

The department has had to hold positions vacant and use the Personal Services savings generated to fund ongoing base costs in Services and Supply. This package converts Personal Services dollars into Services and Supply dollars.

With greater emphasis on an easily understood budget, the department is working to move to a true line item budget. The department identified the types of positions that traditionally generated the vacancy savings needed to pay for ongoing S&S expenses. This package asks to convert 18 positions and 15.57 FTE dollars (4 positions and 4.00 FTE in the Business Division) into Service and Supply dollars to finish what was started in the 2003 and 2007 Legislative Sessions to align agency budget with expenditures by category. The request aligns the budget document with how the agency will actually execute the budget.

The positions reduced generated \$486,481 General Fund and \$133,757 Other Funds available for the true-up. The Services and Supplies were increased by \$171,771 General Fund and \$8,350 Other Funds to better reflect actual expenses.

2015–17 Fiscal Impact

Fully phased in.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	222,823	-	-	-	-	-	222,823
Admin and Service Charges	-	-	19,993	-	-	-	19,993
Total Revenues	\$222,823	-	\$19,993	-	-	-	\$242,816
Personal Services							
Pension Obligation Bond	148,090	-	15,101	-	-	-	163,191
Mass Transit Tax	8,525	-	(8,595)	-	-	-	(70)
Other OPE	1,930	-	985	-	-	-	2,915
Vacancy Savings	64,278	-	12,502	-	-	-	76,780
Total Personal Services	\$222,823	-	\$19,993	-	-	-	\$242,816
Total Expenditures							
Total Expenditures	222,823	-	19,993	-	-	-	242,816
Total Expenditures	\$222,823	-	\$19,993	-	-	-	\$242,816
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	198,099	-	-	-	-	-	198,099
Admin and Service Charges	-	-	75,000	-	-	-	75,000
Total Revenues	\$198,099	-	\$75,000	-	-	-	\$273,099
Services & Supplies							
Instate Travel	3,794	-	1,233	-	-	-	5,027
Out of State Travel	7,263	-	32	-	-	-	7,295
Employee Training	2,147	-	1,179	-	-	-	3,326
Office Expenses	4,012	-	11,426	-	-	-	15,438
Telecommunications	4,803	-	6,407	-	-	-	11,210
Data Processing	3,211	-	1,307	-	-	-	4,518
Publicity and Publications	731	-	-	-	-	-	731
Professional Services	5,565	-	-	-	-	-	5,565
Attorney General	159,669	-	40,493	-	-	-	200,162
Employee Recruitment and Develop	236	-	31	-	-	-	267
Dues and Subscriptions	170	-	22	-	-	-	192
Facilities Rental and Taxes	321	-	85	-	-	-	406
Fuels and Utilities	-	-	517	-	-	-	517
Facilities Maintenance	124	-	213	-	-	-	337
Other Services and Supplies	-	-	6,063	-	-	-	6,063
Expendable Prop 250 - 5000	1,102	-	331	-	-	-	1,433
IT Expendable Property	4,104	-	3,124	-	-	-	7,228
Total Services & Supplies	\$197,252	-	\$72,463	-	-	-	\$269,715

Agency Request
2013-15 Biennium

Governor's Recommended
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Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: **Business Division**
Cross Reference Number: **15000-006-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Office Furniture and Fixtures	539	-	2,493	-	-	-	3,032
Telecommunications Equipment	308	-	44	-	-	-	352
Total Capital Outlay	\$847	-	\$2,537	-	-	-	\$3,384
Total Expenditures							
Total Expenditures	198,099	-	75,000	-	-	-	273,099
Total Expenditures	\$198,099	-	\$75,000	-	-	-	\$273,099
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(143,292)	-	-	-	-	-	(143,292)
Admin and Service Charges	-	-	(2,925)	-	-	-	(2,925)
Total Revenues	(\$143,292)	-	(\$2,925)	-	-	-	(\$146,217)
Personal Services							
Class/Unclass Sal. and Per Diem	(88,929)	-	(1,815)	-	-	-	(90,744)
Empl. Rel. Bd. Assessments	(39)	-	(1)	-	-	-	(40)
Public Employees' Retire Cont	(17,546)	-	(358)	-	-	-	(17,904)
Social Security Taxes	(6,803)	-	(139)	-	-	-	(6,942)
Worker's Comp. Assess. (WCD)	(58)	-	(1)	-	-	-	(59)
Flexible Benefits	(29,917)	-	(611)	-	-	-	(30,528)
Total Personal Services	(\$143,292)	-	(\$2,925)	-	-	-	(\$146,217)
Total Expenditures							
Total Expenditures	(143,292)	-	(2,925)	-	-	-	(146,217)
Total Expenditures	(\$143,292)	-	(\$2,925)	-	-	-	(\$146,217)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

Agency Request
2013-15 Biennium

Governor's Recommended
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Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							(1)
Total Positions	-	-	-	-	-	-	(1)
Total FTE							
Total FTE							(1.00)
Total FTE	-	-	-	-	-	-	(1.00)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 101 - Service and Supplies True-up

Cross Reference Name: **Business Division**
Cross Reference Number: **15000-006-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(314,710)	-	-	-	-	-	(314,710)
Admin and Service Charges	-	-	(125,407)	-	-	-	(125,407)
Total Revenues	(\$314,710)	-	(\$125,407)	-	-	-	(\$440,117)
Personal Services							
Class/Unclass Sal. and Per Diem	(311,224)	-	(79,520)	-	-	-	(390,744)
Empl. Rel. Bd. Assessments	(118)	-	(42)	-	-	-	(160)
Public Employees' Retire Cont	(61,404)	-	(15,690)	-	-	-	(77,094)
Social Security Taxes	(23,808)	-	(6,084)	-	-	-	(29,892)
Worker's Comp. Assess. (WCD)	(174)	-	(62)	-	-	-	(236)
Flexible Benefits	(89,753)	-	(32,359)	-	-	-	(122,112)
Total Personal Services	(\$486,481)	-	(\$133,757)	-	-	-	(\$620,238)
Services & Supplies							
Instate Travel	17,868	-	800	-	-	-	18,668
Out of State Travel	100,935	-	5,000	-	-	-	105,935
Employee Training	25,968	-	1,250	-	-	-	27,218
Telecommunications	27,000	-	1,300	-	-	-	28,300
Total Services & Supplies	\$171,771	-	\$8,350	-	-	-	\$180,121
Total Expenditures							
Total Expenditures	(314,710)	-	(125,407)	-	-	-	(440,117)
Total Expenditures	(\$314,710)	-	(\$125,407)	-	-	-	(\$440,117)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 101 - Service and Supplies True-up

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							(4)
Total Positions	-	-	-	-	-	-	(4)
Total FTE							
Total FTE							(4.00)
Total FTE	-	-	-	-	-	-	(4.00)

08/02/12 REPORT NO.: PDPFISCAL
 REPORT: PACKAGE FISCAL IMPACT REPORT
 AGENCY:15000 DEPT OF REVENUE
 SUMMARY XREF:006-00-00 Business Division

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

2013-15
 PICS SYSTEM: BUDGET PREPARATION
 PAGE 9
 PROD FILE

PACKAGE: 081 - May 2012 E-Board

POSITION			POS					GF	OF	FF	LF	AF	
NUMBER	CLASS	COMP	CLASS NAME	CNT	FTE	MOS	STEP	RATE	SAL/OPE	SAL/OPE	SAL/OPE	SAL/OPE	SAL/OPE
5606000	MMS	X7000	AA PRINCIPAL EXECUTIVE/MANAGER A	1-	1.00-	24.00-	03	3,781.00	88,929- 54,363-	1,815- 1,110-			90,744- 55,473-
TOTAL PICS SALARY									88,929-	1,815-			90,744-
TOTAL PICS OPE									54,363-	1,110-			55,473-
TOTAL PICS PERSONAL SERVICES =				1-	1.00-	24.00-			143,292-	2,925-			146,217-

08/02/12 REPORT NO.: PDPFISCAL
 REPORT: PACKAGE FISCAL IMPACT REPORT
 AGENCY:15000 DEPT OF REVENUE
 SUMMARY XREF:006-00-00 Business Division

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

2013-15
 PICS SYSTEM: BUDGET PREPARATION

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 PROD FILE

PACKAGE: 101 - Service and Supplies True-up

POSITION NUMBER CLASS COMP CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
5178000 OA C5632 AA TAX AUDITOR 2	1-	1.00-	24.00-	02	4,210.00	95,988- 55,377-	5,052- 2,915-			101,040- 58,292-
6028000 OA C5110 AA REVENUE AGENT 1	1-	1.00-	24.00-	02	2,546.00	22,608- 17,522-	38,496- 29,835-			61,104- 47,357-
6422000 OA C5632 AA TAX AUDITOR 2	1-	1.00-	24.00-	09	5,873.00	133,904- 65,759-	7,048- 3,461-			140,952- 69,220-
6538000 OA C5247 AA COMPLIANCE SPECIALIST 2	1-	1.00-	24.00-	02	3,652.00	58,724- 36,599-	28,924- 18,026-			87,648- 54,625-
TOTAL PICS SALARY						311,224-	79,520-			390,744-
TOTAL PICS OPE						175,257-	54,237-			229,494-
TOTAL PICS PERSONAL SERVICES =	4-	4.00-	96.00-			486,481-	133,757-			620,238-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Revenue, Dept of
2013-15 Biennium

Agency Number: 15000

Cross Reference Number: 15000-006-00-00-00000

<i>Source</i>	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds						
Admin and Service Charges	12,262,102	13,529,483	13,529,483	15,070,835	-	-
Other Revenues	-	134,245	134,245	134,245	-	-
Total Other Funds	\$12,262,102	\$13,663,728	\$13,663,728	\$15,205,080	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Business Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-006-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
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LIMITED BUDGET (Excluding Packages)

PERSONAL SERVICES

General Fund	13,489,098	17,632,118	17,632,118	20,276,001	-	-
Other Funds	11,467,721	11,956,082	11,956,082	13,396,528	-	-
All Funds	24,956,819	29,588,200	29,588,200	33,672,529	-	-

SERVICES & SUPPLIES

General Fund	1,139,342	2,597,314	2,597,314	2,597,314	-	-
Other Funds	794,381	1,601,950	1,601,950	1,601,950	-	-
All Funds	1,933,723	4,199,264	4,199,264	4,199,264	-	-

CAPITAL OUTLAY

General Fund	6,283	35,318	35,318	35,318	-	-
Other Funds	-	105,696	105,696	105,696	-	-
All Funds	6,283	141,014	141,014	141,014	-	-

TOTAL LIMITED BUDGET (Excluding Packages)

General Fund	14,634,723	20,264,750	20,264,750	22,908,633	-	-
Other Funds	12,262,102	13,663,728	13,663,728	15,104,174	-	-
All Funds	26,896,825	33,928,478	33,928,478	38,012,807	-	-

AUTHORIZED POSITIONS

AUTHORIZED FTE

AUTHORIZED POSITIONS	231	225	225	225	-	-
AUTHORIZED FTE	215.23	220.91	220.91	220.91	-	-

LIMITED BUDGET (Essential Packages)

010 NON-PICS PSNL SVC / VACANCY FACTOR

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Business Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-006-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
PERSONAL SERVICES						
General Fund	-	-	-	222,823	-	-
Other Funds	-	-	-	19,993	-	-
All Funds	-	-	-	242,816	-	-
031 STANDARD INFLATION						
SERVICES & SUPPLIES						
General Fund	-	-	-	197,252	-	-
Other Funds	-	-	-	72,463	-	-
All Funds	-	-	-	269,715	-	-
CAPITAL OUTLAY						
General Fund	-	-	-	847	-	-
Other Funds	-	-	-	2,537	-	-
All Funds	-	-	-	3,384	-	-
TOTAL LIMITED BUDGET (Essential Packages)						
General Fund	-	-	-	420,922	-	-
Other Funds	-	-	-	94,993	-	-
All Funds	-	-	-	515,915	-	-
LIMITED BUDGET (Current Service Level)						
General Fund	14,634,723	20,264,750	20,264,750	23,329,555	-	-
Other Funds	12,262,102	13,663,728	13,663,728	15,199,167	-	-
All Funds	26,896,825	33,928,478	33,928,478	38,528,722	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Business Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-006-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
AUTHORIZED POSITIONS	231	225	225	225	-	-
AUTHORIZED FTE	215.23	220.91	220.91	220.91	-	-
LIMITED BUDGET (Policy Packages)						
PRIORITY 0						
081 MAY 2012 E-BOARD						
PERSONAL SERVICES						
General Fund	-	-	-	(143,292)	-	-
Other Funds	-	-	-	(2,925)	-	-
All Funds	-	-	-	(146,217)	-	-
AUTHORIZED POSITIONS	-	-	-	(1)	-	-
AUTHORIZED FTE	-	-	-	(1.00)	-	-
101 SERVICE AND SUPPLIES TRUE-UP						
PERSONAL SERVICES						
General Fund	-	-	-	(486,481)	-	-
Other Funds	-	-	-	(133,757)	-	-
All Funds	-	-	-	(620,238)	-	-
SERVICES & SUPPLIES						
General Fund	-	-	-	171,771	-	-
Other Funds	-	-	-	8,350	-	-
All Funds	-	-	-	180,121	-	-
AUTHORIZED POSITIONS	-	-	-	(4)	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Business Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-006-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
AUTHORIZED FTE	-	-	-	(4.00)	-	-
TOTAL LIMITED BUDGET (Policy Packages)						
General Fund	-	-	-	(458,002)	-	-
Other Funds	-	-	-	(128,332)	-	-
All Funds	-	-	-	(586,334)	-	-
AUTHORIZED POSITIONS	-	-	-	(5)	-	-
AUTHORIZED FTE	-	-	-	(5.00)	-	-
TOTAL LIMITED BUDGET (Including Packages)						
General Fund	14,634,723	20,264,750	20,264,750	22,871,553	-	-
Other Funds	12,262,102	13,663,728	13,663,728	15,070,835	-	-
All Funds	26,896,825	33,928,478	33,928,478	37,942,388	-	-
AUTHORIZED POSITIONS	231	225	225	220	-	-
AUTHORIZED FTE	215.23	220.91	220.91	215.91	-	-
OPERATING BUDGET						
General Fund	14,634,723	20,264,750	20,264,750	22,871,553	-	-
Other Funds	12,262,102	13,663,728	13,663,728	15,070,835	-	-
All Funds	26,896,825	33,928,478	33,928,478	37,942,388	-	-
AUTHORIZED POSITIONS	231	225	225	220	-	-
AUTHORIZED FTE	215.23	220.91	220.91	215.91	-	-
TOTAL BUDGET						
General Fund	14,634,723	20,264,750	20,264,750	22,871,553	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Business Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-006-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Other Funds	12,262,102	13,663,728	13,663,728	15,070,835	-	-
All Funds	26,896,825	33,928,478	33,928,478	37,942,388	-	-
AUTHORIZED POSITIONS	231	225	225	220	-	-
AUTHORIZED FTE	215.23	220.91	220.91	215.91	-	-

ORBITS Budget Narrative

Multistate Tax Commission

Program Description

Oregon is a member of the Multistate Tax Commission (MTC), an intergovernmental organization composed of 21 states that have joined in an effort to promote uniformity in state taxation of corporate income. By adopting the Multistate Tax Compact, the member states attempt to eliminate double taxation, bring about full accountability, and reduce the risk of federal legislation restricting state taxation. The MTC accomplishes its objectives in several ways. It recommends uniform regulations for application to special industries and situations, conducts joint audits of multistate corporations on behalf of the member states in which the corporations operate, conducts investigations to determine if corporations are taxable in member states, operates a unitary business information exchange program among member states, provides national education to federal and state audiences through workshops and conferences, and gives legal support to member states.

Member states are assessed operational expenses of MTC each year. Assessments are proportional to the total amount of all income tax revenue received by each state. A continuous MTC revolving account provides for deposit of revenue received from MTC audits and payments of MTC assessments. Account balances in excess of \$150,000 are transferred to the General Fund on June 30 of each year.

Essential Packages

Purpose: The essential packages present budget adjustments needed to bring the base budget to Continuing Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2013–2015 biennium.

How Accomplished: See individual packages below for detail.

Staffing Impact: See individual packages below for detail.

Revenue Sources: The revenue sources are the same as for the program unit as a whole.

ORBITS Budget Narrative

Multistate Tax Commission

030 Inflation & Price List Adjustments

Package Description

None.

2015–17 Fiscal Impact

Fully phased in. Will receive inflation increase for 2015–17 based upon Department of Administrative Services price list and instructions.

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Revenue, Dept of
2013-15 Biennium

Agency Number: 15000

Cross Reference Number: 15000-015-00-00-00000

<i>Source</i>	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Nonlimited Other Funds						
Admin and Service Charges	-	270,162	270,162	276,646	-	-
Other Revenues	2,924,190	-	-	-	-	-
Total Nonlimited Other Funds	\$2,924,190	\$270,162	\$270,162	\$276,646	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Multistate Tax Commission

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-015-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
NONLIMITED BUDGET (Excluding Packages)						
SPECIAL PAYMENTS						
Other Funds	251,521	270,162	270,162	276,646	-	-
TOTAL NONLIMITED BUDGET (Excluding Packages)						
Other Funds	251,521	270,162	270,162	276,646	-	-
NONLIMITED BUDGET (Current Service Level)						
Other Funds	251,521	270,162	270,162	276,646	-	-
TOTAL NONLIMITED BUDGET (Including Packages)						
Other Funds	251,521	270,162	270,162	276,646	-	-
OPERATING BUDGET						
Other Funds	251,521	270,162	270,162	276,646	-	-
TOTAL BUDGET						
Other Funds	251,521	270,162	270,162	276,646	-	-

ORBITS Budget Narrative

Elderly Rental Assistance

Program Description

In 2013–15 the Elderly Rental Assistance (ERA) and Nonprofit Homes for the Elderly (NPH) Program is funded to provide one year of coverage and will provide \$3.1 million in direct property tax relief to elderly low-income renters and through funded property tax exemptions granted to non-profit homes for the elderly. The department is requesting in the September 2012 Emergency Board the second year funding of \$2.9 million for (if approved) a \$6 million two year program. Checks are mailed to claimants each November. Benefits are based on income levels and the amount of rent, fuel, and utilities paid.

This section of the department's budget represents the benefits paid under this program.

ORBITS Budget Narrative

Elderly Rental Assistance

104 ERA Transfer to OHCS

Package Description

The 2011 Legislative Session directed the department to explore options to transfer the Elderly Rental Assistance and/or the Non-Profit Homes programs to agencies that are better suited to administer these non tax programs. As part of that discussion, the legislature only funded the department for the first year (2011–12) and set aside the second year in the Emergency Board with the expectation that the department would report in the 2012 session and if necessary request the funds in the September 2012 Emergency Board. The department will request \$2.9 million in the September 2012 Emergency Board for the second year funding and if the department receives the funding this package will be updated to reflect the transfer of the second year (an additional \$1 million).

After discussions with the Oregon Housing and Community Services Department, we have reached an agreement to transfer the Elderly Rental Assistance (ERA) program to them. This package cuts the \$1,000,000 General Fund from Revenue's budget (reflects the one year of funding the department currently has) with the expectation that OHCS will request funding for 2 years (\$2,000,000) in an add package.

Reduces the Interagency Transfer of \$1,000,000 General Fund.

2015–17 Fiscal Impact

The \$1 million transfer represents only the first year costs of the biennium. DOR currently only has funding for the first year of 2011–13 and will be requesting the second year in the September 2012 Emergency Board. The fully phased in amount would be \$2 million.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Elderly Rental Assistance
Cross Reference Number: 15000-019-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	72,000	-	-	-	-	-	72,000
Total Revenues	\$72,000	-	-	-	-	-	\$72,000
Special Payments							
Intra-Agency Gen Fund Transfer	72,000	-	-	-	-	-	72,000
Total Special Payments	\$72,000	-	-	-	-	-	\$72,000
Total Expenditures							
Total Expenditures	72,000	-	-	-	-	-	72,000
Total Expenditures	\$72,000	-	-	-	-	-	\$72,000
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 104 - ERA Transfer to OHCS

Cross Reference Name: Elderly Rental Assistance
Cross Reference Number: 15000-019-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(1,000,000)	-	-	-	-	-	(1,000,000)
Total Revenues	(\$1,000,000)	-	-	-	-	-	(\$1,000,000)
Special Payments							
Intra-Agency Gen Fund Transfer	(1,000,000)	-	-	-	-	-	(1,000,000)
Total Special Payments	(\$1,000,000)	-	-	-	-	-	(\$1,000,000)
Total Expenditures							
Total Expenditures	(1,000,000)	-	-	-	-	-	(1,000,000)
Total Expenditures	(\$1,000,000)	-	-	-	-	-	(\$1,000,000)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Revenue, Dept of
2013-15 Biennium

Agency Number: 15000

Cross Reference Number: 15000-025-00-00-00000

Source	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
Nonlimited Other Funds						
Sr Citizen Prop Tax Repayments	31,574,599	38,497,653	38,497,653	38,497,653	-	-
Transfer to Counties	(40,948,017)	(33,807,326)	(33,807,326)	(33,807,326)	-	-
Total Nonlimited Other Funds	(\$9,373,418)	\$4,690,327	\$4,690,327	\$4,690,327	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Elderly Rental Assistance

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-019-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
LIMITED BUDGET (Excluding Packages)						
SPECIAL PAYMENTS						
General Fund	5,735,204	3,000,000	3,000,000	3,000,000	-	-
TOTAL LIMITED BUDGET (Excluding Packages)						
General Fund	5,735,204	3,000,000	3,000,000	3,000,000	-	-
LIMITED BUDGET (Essential Packages)						
031 STANDARD INFLATION						
SPECIAL PAYMENTS						
General Fund	-	-	-	72,000	-	-
TOTAL LIMITED BUDGET (Essential Packages)						
General Fund	-	-	-	72,000	-	-
LIMITED BUDGET (Current Service Level)						
General Fund	5,735,204	3,000,000	3,000,000	3,072,000	-	-
LIMITED BUDGET (Policy Packages)						
PRIORITY 0						
104 ERA TRANSFER TO OHCS						
SPECIAL PAYMENTS						
General Fund	-	-	-	(1,000,000)	-	-
TOTAL LIMITED BUDGET (Policy Packages)						
General Fund	-	-	-	(1,000,000)	-	-
TOTAL LIMITED BUDGET (Including Packages)						

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Elderly Rental Assistance

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-019-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Rec. Budget	2013-15 Leg Adopted Budget
General Fund	5,735,204	3,000,000	3,000,000	2,072,000	-	-
OPERATING BUDGET						
General Fund	5,735,204	3,000,000	3,000,000	2,072,000	-	-
TOTAL BUDGET						
General Fund	5,735,204	3,000,000	3,000,000	2,072,000	-	-

**Senior Citizen's
Property Tax Deferral**

ORBITS Budget Narrative

Senior Citizens Property Tax Deferral

Program Description

The department administers the Senior Citizens Property Tax Deferral, the Senior Citizens Special Assessment Deferral, and the Disabled Citizens Property Tax Deferral Programs. These programs pay the property taxes and special property assessments for qualified senior and disabled citizens in exchange for a lien against the property in the amount of the deferred taxes.

Seniors must be 62 years or older and disabled persons must be eligible for social security disability payments in order to participate in these programs. Both groups have an income limitation of less than \$35,000 Federal Adjusted Gross Income. The deferred taxes are repaid when either the participant no longer lives in their home, sells the home, or the participant dies.

These programs are Other Funds programs. The General Fund initially funded the programs, but since 1992, funding has come from repayments of closed deferral accounts. Monies over and above the tax repayments and administrative costs have been used to repay the General Fund per statute. Beginning with the 2007–09 biennium, the obligation to repay the General Fund went away. Starting with the 2011 Fiscal Year, repayments are not keeping pace with program outlays. In 2011 the department received Legislative authority to obtain a multi-million dollar bridge loan to continue to make payments on behalf of program participants. The 2011–13 budget period was expected to have a shortfall of \$10–\$15 million dollars before the Legislature intervened. Program changes to eligibility were made during the 2011 and 2012 Sessions resulting in a Treasury loan repayment and longer-term, program funding self-sufficiency.

Revenue Forecast

Revenue comes from Other Fund receipts from the payment of deferred taxes. Other Fund estimates are based on past experience.

ORBITS Budget Narrative

Sr Citizens Prop Tax Deferral

060 Technical Adjustments

None

2015–17 Fiscal Impact

None

ORBITS Budget Narrative

Audit Response

Secretary of State Audit

Follow-up on Strategies for Increasing Personal Income Tax Compliance and Revenue Collections

Recommendation: We recommend department management continues to address the recommendations of our previous report.

Department Response: Management agrees with the follow-up recommendation and has continued to improve its processes per the original report.

Statewide Single Audit Report for the Year Ended June 30, 2011

Recommendation: We recommend department management develop and implement effective monitoring procedures to ensure all accounting transactions are entered in the state accounting system for financial reporting purposes.

Department Response: Management agrees with the recommendation and has already begun implementing improved procedures.

Recommendation: We recommend department management comply with state policy and ensure the cash accounts in its subsidiary system are routinely reconciled to the state accounting system and to Oregon State Treasury accounts.

Department Response: Management agrees with the recommendation and has already begun the process of improving cash account reconciliations.

Recommendation: We recommend department management ensure accounting staff have the requisite knowledge and skills to perform their assigned duties and ensure all accounting transactions result in accurate financial reporting.

Department Response: Management agrees with the recommendation and has already begun implementing staff training and will enhance said training with additional in-depth accounting and technical guidance.

ORBITS Budget Narrative

AFFIRMATIVE ACTION REPORT

Quality relationships are part of the core values of the Department of Revenue. Our statement of values includes the following:

1. We emphasize fair and respectful treatment of everyone with whom we work, including our co-workers, Oregon taxpayers, and our external partners.
2. We value and appreciate the unique contributions of all department employees.
3. We understand and appreciate the similarities and differences of the citizens of Oregon. We strive for a workforce that reflects those similarities and differences.

The commitment to a diverse workforce starts at the top at the Department of Revenue. Our director, James Bucholz, has made clear his passion for and commitment to diversity. The agency's Revenue Leadership Team reflects that commitment.

Some of the major efforts the department undertakes to promote a more diverse and welcoming work environment include:

1. On-going efforts by the Workforce Environment Council to develop short-term and long-term strategies that focus on enhancing the work environment, especially in the areas of recruitment, staff development and retention, and to assist the agency in achieving their vision of a strong work environment and value of quality relationships.
2. On-going efforts by the Revenue's Council for Diversity and Inclusion and the Affirmative Action Officer to assist the agency in achieving its workforce diversity goals by acting as a resource to managers and supervisors in the accomplishment and understanding of their affirmative action responsibilities. This group assists in the development, analysis, and monitoring of the department's Affirmative Action Plan and sponsors biennial training for all department employees.
3. Developing and presenting diversity/communication workshops for managers and supervisors.
4. Hiring bilingual employees and utilizing their skills to provide better service to Oregon taxpayers.
5. Increasing awareness and promoting a more diverse workforce through experiences and education. This is done through training, group discussions, displays, and books.
6. Providing rotational, developmental, and temporary work assignments for employees to increase their opportunities for advancement.

Overall, we have made good progress in hiring women and people of color. We have not seen much progress in the hiring of people with disabilities (although we have made progress this biennium). While progress has been made in most areas, we still have work to do before our workforce is a true reflection of the diversity of Oregonians. We are evaluating and implementing programs and processes that will effectively enhance our recruitment, development, and retention efforts.

INFORMATION TECHNOLOGY PROJECTS IN 2013-15

(THAT EQUAL OR EXCEED \$150,000)

Agency Name:	DEPARTMENT OF REVENUE							
Project Name:	Technology and Process Re-engineering (TAPR): Core System Replacement							
Mandated Project?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		By: Legislature, Federal Gov, Other (identify it)					
Budget?	<input checked="" type="checkbox"/> Base <input checked="" type="checkbox"/> POP		Which agency or state plans or goals does it align with and/or support?		Aligns with our core mission to "make revenue systems work to fund the public services that preserve and enhance the quality of life for all citizens"			
Project Purpose	<input type="checkbox"/> Routine Lifecycle Replacement <input type="checkbox"/> Upgrade/Enhance Existing System <input checked="" type="checkbox"/> New System							
Project Status	<input type="checkbox"/> Concept Stage <input type="checkbox"/> Planning Stage <input checked="" type="checkbox"/> Ready to Implement <input type="checkbox"/> Continuation of Existing Project							
SDC Involvement	<input type="checkbox"/> None <input type="checkbox"/> Minor <input type="checkbox"/> Active <input checked="" type="checkbox"/> Participating Partner							
Estimate SDC Costs	\$ 2,512,000 (2013-15 biennium) <input type="checkbox"/> Preliminary Estimate <input checked="" type="checkbox"/> Project Design Estimate							
Project Description: Replace core systems with Commercial Off The Shelf (COTS) products. Project description, including costs and schedule, is in -the Core System Replacement Business Case. The implementation roadmap generally is: Comprehensive Tax System (GenTax) Installation (2013) immediately followed by a series of phases by tax/program type over multiple biennia, with a completion in FY2018. DOR signed a contract with Fast Enterprises LLC (Fast) for the CTS solution contingent upon Legislative approval. Project implementation is scheduled to start July 2013 (pending approval).								
Cost Summary								
Total estimated cost by fund (13-15):	General Fund	Lottery Funds	Other Funds*	Non-Limited	Federal Funds	Non-Limited	Total Funds	
	\$ 8,122,797	\$	\$ 17,345,879	\$	\$	\$	\$ 25,468,676	
Total estimated cost by fund (all biennia):	\$ 23,584,768	\$	\$ 45,633,817	\$	\$	\$	\$ 69,218,585	
Estimated Cost by category (13-15):	Personal Services		Services & Supplies	Capital Outlay		Special Payments	Debt Service	
	\$ 5,975,044		\$ 19,493,632	\$		\$	\$	
Estimated Cost by category (all biennia):	\$ 18,874,840		\$ 50,343,745	\$		\$	\$	
* DOR is seeking alternative funding (i.e., benefits-based funding) to pay for the bulk of the project. Some initial (2013-15) internal costs are being requested in a POP because some investment needs to occur before benefits (specified receipts) are realized. There are also some internal costs (e.g., testing and training) that will be absorbed by DOR.						Positions: Internal	25	
Expected Start Date:						July 2013	Contractor	20
Expected Completion Date:						June 2018	FTE:	45

Agency Request

Governor's Recommended

Legislatively Adopted

Budget Page **333**



Oregon Department of Revenue

Core System Replacement Business Case Analysis

April 12, 2010

Revised, November 18, 2010

Revised, December 1, 2011

Revised, August 15, 2012

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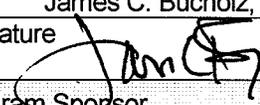
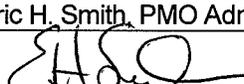
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Oregon Department of Revenue	Version: 7.0
Core System Replacement Business Case	Date: August 15, 2012

PROPOSAL NAME AND DOCUMENT VERSION #	Core System Replacement Business Case Version 7.0		
AGENCY	Department of Revenue	DATE	8/15/2012
DIVISION	N/A (Agency)	DAS CONTROL #	
AGENCY CONTACT	Eric H. Smith	PHONE NUMBER	503-945-8232

The person signing this section is attesting to reviewing and approving the business case as proposed.

<i>This table to be completed by the submitting agency</i>	
Executive Sponsor/Agency Head	
(Name)	(Date)
James C. Bucholz, Director	8/15/2012
Signature 	8-15-12
Program Sponsor	
(Name)	(Date)
Eric H. Smith, PMO Administrator	8/15/2012
Signature 	8/15/12

<i>This Section to be completed by DAS Office of the Chief Information Officer (OCIO)</i>	
DAS Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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1 Executive Summary

The Oregon Department of Revenue (DOR) has identified the need to replace core tax systems to:

- **Mitigate growing risks of not being able to maintain current service levels, and**
- **Enhance the ability to improve performance and generate revenue.**

This business case proposes to replace the majority of DOR's systems with industry best practice solutions that will maintain and enhance DOR's ability to collect and administer Oregon taxes. It provides a rationale for this change, a roadmap for implementing the change, and estimated costs and benefits to the State of Oregon. DOR updated the business case with new information in late 2010 and again in 2011 as research and preparation continued. This version of the business case¹ includes updates to major components such as cost, implementation approach, and benefits projections.

1.1 Mission

DOR is responsible for administering more than 30 tax programs for the State of Oregon. Each year, DOR processes over two million tax returns and collects approximately \$7.5 billion, more than 90 percent of the state's General Fund revenue. Additionally, DOR's property valuation program appraises more than \$35 billion in property values resulting in over \$500 million in property tax revenue for 1,450 local governments.

*We make revenue systems
work to fund the public
services that preserve and
enhance the quality of life
for all citizens.*

DOR's mission is critical to the health of Oregon. During challenging economic times, when the quality of life for some is threatened, DOR is responding to the dual challenge of reducing internal costs while also generating additional revenue from taxpayers who are not paying their fair share.

Replacing core tax systems will ensure the agency can continue to achieve its mission. It will help demonstrate that government is trustworthy, responsive, and solves problems in a financially sustainable way. Replacing core tax systems will enable DOR to reach its vision of becoming a model of 21st century tax administration through the strength of its people, technology, innovation and service.

1.2 Current State

Oregon tax and revenue administration is supported by a technical architecture designed in the 1980s. Core processes rely on a myriad of aging and obsolete software applications and databases. These systems have inherent limitations that significantly constrain the agency's ability to achieve its mission. Furthermore, employees who have the in-depth knowledge and skills to operate these complex systems are retiring or leaving the public service workforce.

At the same time, tax administration across the country is undergoing sweeping change. Taxpayers now demand new ways of doing business that match the convenience of private sector innovations like online banking and automatic bill pay. Businesses and individuals are changing, and more are using complex and sophisticated practices to reduce or avoid paying taxes. To be more responsive to changes in tax law, address complex avoidance strategies and meet taxpayer expectations, it is critical for DOR to improve core business processes and support them with better technology.

¹ Version 7.0 is the last "full" version of the CSR Business Case. DOR plans to publish an Addendum in December 2012.

An assessment of DOR's current state² identified key problem areas (also see Section 2.5, Problem Statement and Section 8.2, Consequences of Failure to Act), including:

1) Technology

Agency systems were developed as solutions to specific business problems rather than solutions for the organization as a whole. Some are very tightly coupled to the point where separation is not easy and often not practical. Others are only barely connected (or not at all) across boundaries, effectively isolating them from other systems. In addition:

- Some key systems are at risk of reaching maximum capacity, failure or both.
- Systems that don't talk to each other preclude a "single view" of the taxpayer.
- Highly specialized and inflexible applications require manual workarounds.
- Inflexible, obsolete and diverse architecture adds risk and complexity.
- Seasonal changes and tax-law revisions require multiple, complex system updates.

2) Business Processes

Many agency business processes were developed within each tax program rather than for the organization as a whole, resulting in a highly customized environment. DOR is working to simplify and standardize its business processes across tax programs, where appropriate, and plans to leverage industry best practices around which commercial tax solutions have been designed.

DOR recognizes that the agency must change to reduce risk, improve compliance and provide the services its stakeholders and taxpayers demand.

Table 1: Key Business Drivers

Need for enhanced compliance and revenue	Demand for improved customer service
Need for increased overall efficiency	Need for increased flexibility in tax administration

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As the agency responsible for administering more than 90 percent of the state's General Fund, DOR has raised the concern since 2009 that reinvestment in the core tax system technology and business process is essential to sustain future revenue administration. As stewards of this responsibility, the department has engaged in several activities to find the best solution to this problem and prepare for success, including:

- ✓ Developing a business case using internal assessments, information from industry experts and other state revenue agencies.
- ✓ Establishing governance and quality assurance involving DOR leadership, Department of Administrative Services Office of the Chief Information Officer (OCIO) and third-party experts.
- ✓ Implementing project management methods and documentation required for a project of this size.
- ✓ Acquiring specific information for decision makers by executing a Request for Proposal, then negotiating and signing a contract with FAST Enterprises, LLC, contingent upon legislative approval in 2013.
- ✓ Conducting business process improvement to ensure DOR is ready to begin implementation by 2013.

² See the "Current State Assessment and Preliminary Future Vision", 12/15/2009 for the complete assessment.

1.3 Proposed Solution

After careful consideration of the alternatives, DOR proposes to acquire a Commercial Off-the-Shelf (COTS) Comprehensive Tax System (CTS) to replace its core systems. With COTS packages, the basic architecture and programming are already complete, so deployment can begin quickly. In addition, COTS solutions ensure that DOR will be able to keep up with technology changes both now and in the future.

In early 2012 DOR conducted a competitive procurement process for a CTS solution and selected Fast Enterprises, LLC (FAST). Over the last decade, more than half of other states' revenue agencies have replaced their core systems, most of them with COTS solutions. Sixteen of those agencies selected FAST's GenTax solution. All completed GenTax implementations were successfully delivered on time and on budget.³

Alabama	2005	Idaho	2000	Mississippi	2010	Oklahoma	2011
Arkansas	2008	Illinois	2006	Montana	2003	Utah	2006
Colorado	2008	Louisiana	2002	New Mexico	2002	West Virginia	2006
Georgia	2008	Minnesota	2008	North Dakota	2005	Wisconsin	2005

After completing contract negotiations in May 2012, DOR signed a contract with FAST, contingent upon legislative approval. The contract calls for a benefits-based funding model, as described in this business case.

1.4 Implementation Approach

The Core System Replacement initiative consists of the following components:

- **Agency Readiness, Planning, Procurement and Preparation** – Current-state analysis, market research, process documentation, data cleansing, organizational change assessment, request for proposals, proposal evaluation, contracting
- **Comprehensive Tax System (CTS)** – Tax data warehouse, data mining for discovery, audit selection, collections scoring, case management and core revenue administration functionality to support all tax programs

DOR plans to implement the solution beginning in the 2013-15 biennium and continuing through 2018. The implementation approach is comprised of phases that are scheduled to maximize the return on this investment.

1.5 Estimated Costs and Benefits

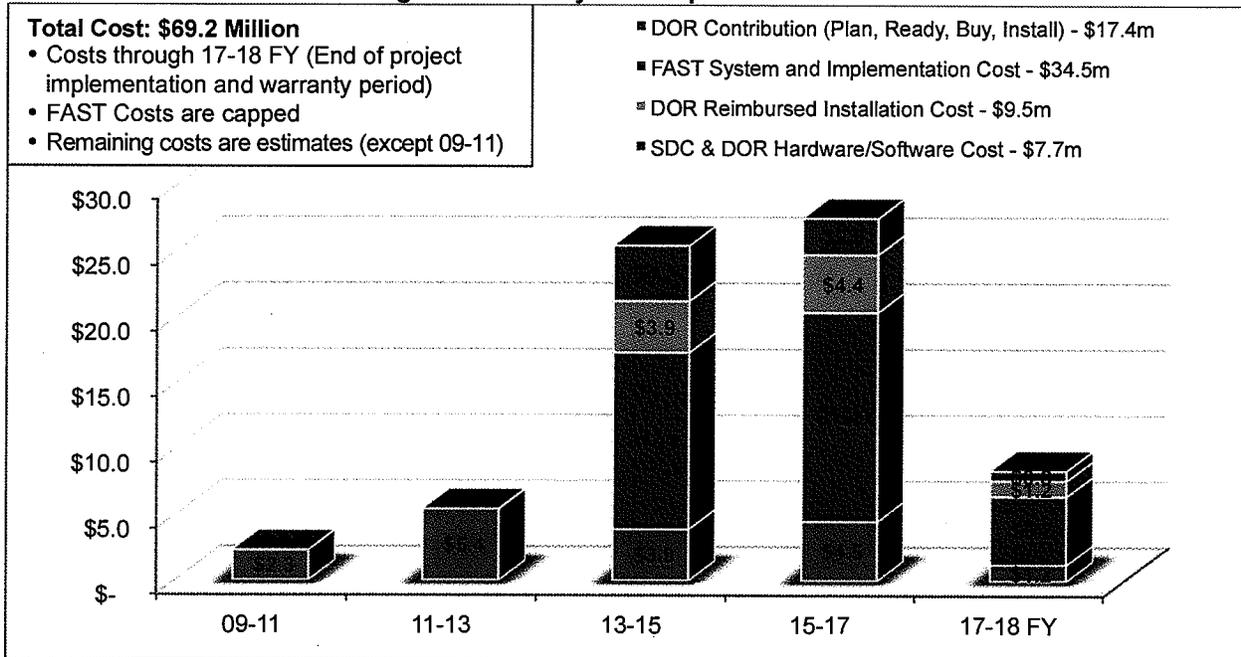
Cost. The estimated total project cost is \$69.2 million through the final implementation and warranty phase, ending in 2018. DOR signed a \$34.5 million contract with FAST in May 2012, contingent upon legislative approval. The remaining \$34.7 million is agency cost, and includes all internal effort as well as third-party Quality Assurance.

The following chart represents costs by biennium and category:

³ Years shown are project start dates (year contract was awarded). Also see Appendix A, Status of State Tax Agency Modernization Efforts.

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Figure 1: Core System Replacement Cost



Note: Individual components sum to \$69.1 million due to rounding. Summation of all estimated costs is \$69,217,000, or \$69.2 million.

Total estimated agency cost is \$34.7 million, including all costs from inception in 2009 through completion in 2018. Costs for the 2009-11 biennium are actual costs. All other agency costs are estimated based on information from FAST and other industry experts, as well as experiences in other states that have replaced their core systems. Actual costs will be reported regularly via established project reporting mechanisms as the initiative moves forward.

Benefits.⁴ The benefits of replacing core tax systems can be described in three categories: 1) Risk Avoidance, 2) Improved Performance, and 3) Increased Revenues.

1. Risk Avoidance

The primary benefit of replacing core tax systems is to continue supporting existing revenue streams by reinvesting in core infrastructure to reduce risks of revenue loss (see Section 8.2, Consequences of Failure to Act).

An assessment of DOR's "current state", conducted in 2009, contains seventy pages describing the issues and constraints DOR staff and stakeholders face daily.⁵ Many of these problems could be addressed and remedied individually, but, as demonstrated throughout this business case, only a comprehensive Core System Replacement will address them in their totality.

It's difficult to estimate precisely when risks that impact revenue may materialize. A more detailed estimate of risks will be included in the Core System Replacement Business Case Addendum planned for completion in December 2012.

⁴ DOR plans to publish a detailed cost/benefit analysis in December 2012 (see Section 2.3, Purpose)

⁵ See the "Current State Assessment and Preliminary Future Vision", 12/15/2009 for the complete assessment.

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2. Improved Performance

Replacing core tax systems provides many opportunities for improved performance. An integrated system provides easier access to data analytics and management tools, better tools for employees to conduct their work, improved capabilities for sharing resources and data, and increased ability to respond in a timely fashion to changes in laws and regulations. States that have implemented a COTS Comprehensive Tax System have realized benefits such as:

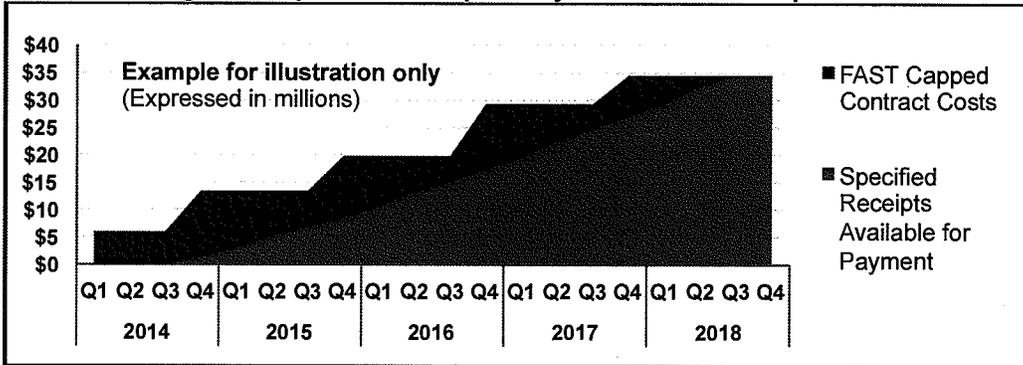
Table 2: Expected Benefits

<p>Enhanced Compliance and Revenue</p> <ul style="list-style-type: none"> Increased ability to detect noncompliant taxpayers Faster identification of under-reporting taxpayers More effective audit-candidate selection Increased fraud detection 	<p>Improved Customer Service</p> <ul style="list-style-type: none"> Wider variety of secure and efficient web services with real-time processing Complete, accurate and timely answers to taxpayer questions Increased information security and privacy
<p>Increased Overall Efficiency</p> <ul style="list-style-type: none"> Improved data-driven decision-making Reduced errors and transaction time Faster training time Fewer redundant steps 	<p>Increased Flexibility in Tax Administration</p> <ul style="list-style-type: none"> Quick, economical response to statutory changes and requests for information Ability to adapt to evolving taxpayer needs, behaviors and complex financial transactions

3. Increased Revenues

Other states have reported increased revenues as a result of replacing their core tax systems. However, DOR discovered during the procurement process that estimating revenue increases directly tied to the system replacement presents many challenges due to multiple influences on revenues, both internal and external. Estimating impacts on revenue generation will be more reliable after the system is installed and business process impacts are known. DOR is establishing metrics to ensure that all benefits, including additional revenues, are tracked both during and after the system is implemented.

Figure 2: Specified Receipts - Payment of Vendor Expenses



Because of the difficulty in estimating benefits, DOR and FAST, in consultation with Legislative Revenue Office (LRO), have agreed to propose a benefits-based funding method that designates Specified Receipts for project payments. This funding method is subject to legislative approval. These Specified Receipts are directly associated with programs and functions that benefit from the Core System Replacement.

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1.6 Recommendation

The agency recommends full implementation of its Core System Replacement initiative as presented in this business case, that is:

- Replace core revenue systems with the selected Commercial Off-the-Shelf (COTS) Comprehensive Tax System (CTS) solution (GenTax)
- Use benefits-based funding for the CTS solution, funding the solution through Specified Receipts from tax programs benefitting from implementation of the new system

In conjunction with process reengineering, the integrated systems and data will enable DOR to use technology to make smarter decisions, increase voluntary compliance, and improve overall compliance and revenue administration. It will provide value through reduced agency risk, a more productive and responsive workforce, and increased revenue to Oregon.

Replacing the agency's core systems is an investment in DOR staff, processes and technology that will provide a positive return on investment to Oregon taxpayers with both immediate and long-term benefits. It will provide the critical technology foundation necessary for the agency to achieve its mission and realize its vision for the future.

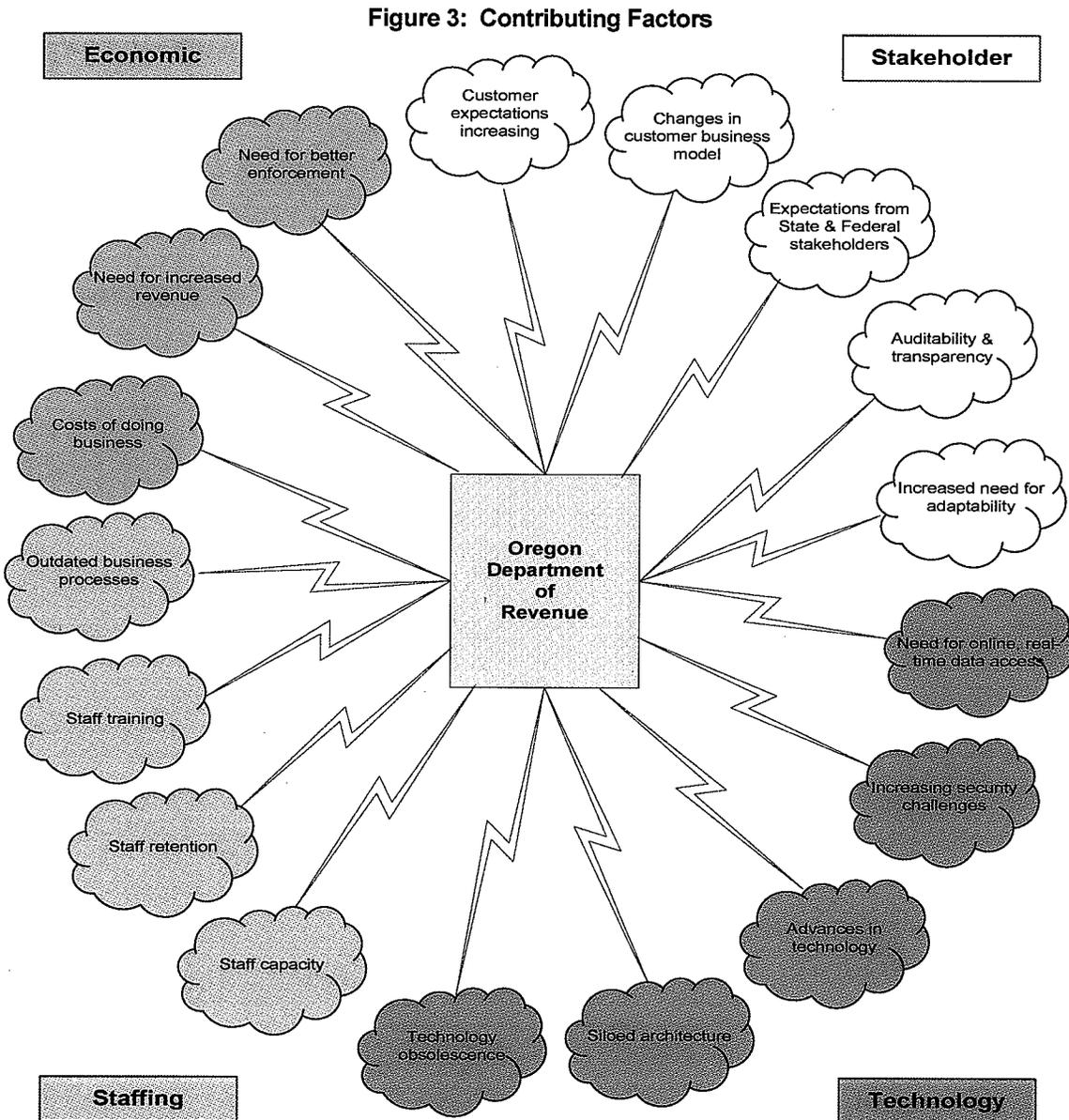
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2 Background and Purpose

2.1 Background

Responding to the growing expectations of Oregon taxpayers, as well as the inability of aging computer systems to efficiently support modern tax services, in 2008 the Oregon Department of Revenue (DOR) set a new strategic vision spanning the next five to seven years. DOR's strategic vision is to be a "... model of 21st century tax administration through the strength of our people, technology, innovation and service."

Figure 3 below illustrates the external and internal factors that converged, prompting DOR to focus on achieving this vision.



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DOR began moving toward this vision by defining seven specific strategic goals:

- Maintain and Enhance a Talented, Forward-Looking Workforce
- Create a Culture of Constant Improvement
- Deliver High Quality Business Results
- Become a Customer-Focused Organization
- Partner with Others to Achieve Our Mission
- Preserve and Enhance Public Confidence
- Enhance Voluntary Compliance and Increase Collection of Taxes Due Under the Law

To further understand how a new approach to business processes and technology could be used to transform and lead the agency toward its vision, DOR developed the Technology and Process Reengineering (TaPR) program.

The primary goal of the initiative is to build a technology and business process infrastructure that will deliver four primary outcomes:

- Enhance taxpayer compliance and revenue
- Improve customer service to taxpayers and business partners
- Increase overall efficiency
- Increase ability to adapt quickly to changing tax administration needs

DOR defined these outcomes as Key Business Drivers as follows:

Table 3: Key Business Drivers

	<i>Compliance</i>	<i>Customer Satisfaction</i>	<i>Workforce Effectiveness</i>	<i>Partnerships</i>
Business Driver	Need for enhanced compliance and revenue	Demand for improved customer service	Need for increased overall efficiency	Need for increased flexibility in tax administration
Driver Definitions	<ul style="list-style-type: none"> • Increase voluntary compliance through improved customer service and customer access to information • Predict taxpayer noncompliance with greater ease and accuracy • Generate more timely and complete data for educating, assisting and enforcing laws 	<ul style="list-style-type: none"> • Make taxpayer services more accessible, convenient, transparent, timely, and secure • Provide easy access to tax laws, guidelines, and frequently asked questions • Allow taxpayers to file returns and make payments using tools that are familiar to them • Resolve questions and concerns on first contact 	<ul style="list-style-type: none"> • Eliminate risk and cost of maintaining multiple, diverse systems • Mitigate the risk of interruptions to current revenue flows • Eliminate redundant steps and automate more processes • Pool all taxpayer information in one place • Automate processing for all tax types, as appropriate 	<ul style="list-style-type: none"> • Respond quickly and economically to changes in tax laws, creation of new taxes, and legislative requests for information • Adapt to evolving taxpayer needs, behaviors, and complex financial transactions • Improve exchange of data with business partners, such as the IRS, counties, states, and tax practitioners • Improve collaboration with state agency partners

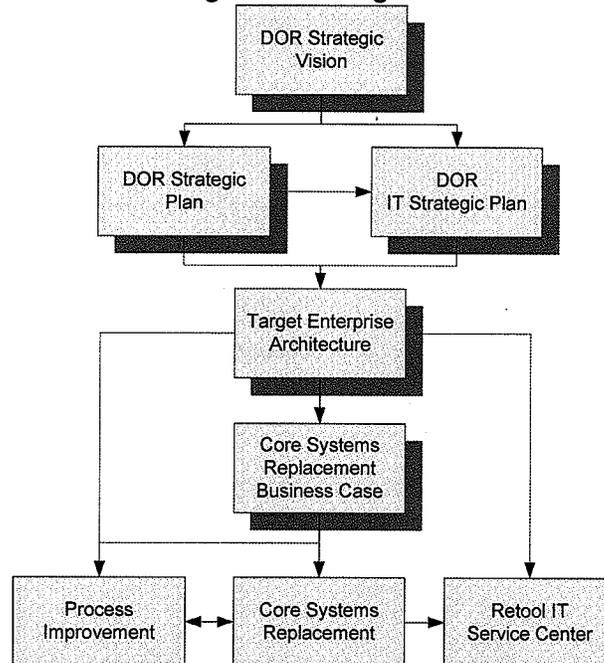
In 2007 and 2008, DOR hired external experts to conduct agency assessments related to technology and service delivery, including:

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- IT Organizational Assessment⁶
- IT Transition Plan⁷
- IT Service Delivery Assessment⁸

DOR also gathered best practices and lessons learned from top tax administration modernization experts and other states that have implemented integrated tax systems.

Figure 4: Strategic Path



In 2009, DOR hired Revenue Solutions, Inc. (RSI) to develop a:

- High-level Target Enterprise Architecture plan, including a current-state assessment and a vision for future business processes and supporting technology.
- Core System Replacement Business Case for DOR's transformation.
- Policy Option Package, based on the business case, for presentation to and approval by the 2011 Oregon Legislature.

RSI employed its business transformation methodology, represented in Figure 5 below, along with the results of the previously conducted studies,⁹ to:

- Assess DOR's current needs,
- Assist in developing a future vision,
- Provide a Target Enterprise Architecture plan upon which to base future decisions, and
- Develop the initial version of this business case.¹⁰

⁶ IT Services Future Staffing Model, *ieSolutions*, July-September 2007.

⁷ IT Services Transition Plan, *Virtual Information Executives, LLC (VIE)*, February-June 2008.

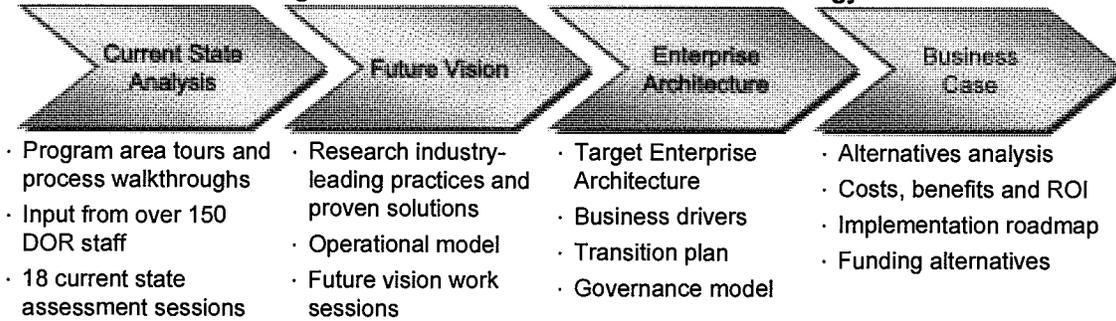
⁸ Service Delivery Assessment Report, *Virtual Information Executives, LLC (VIE)*, June 2008.

⁹ See Bibliography, Appendix K for complete listing of these studies.

¹⁰ DOR has revised the Core System Replacement Business Case extensively since the initial version was published in 2010.

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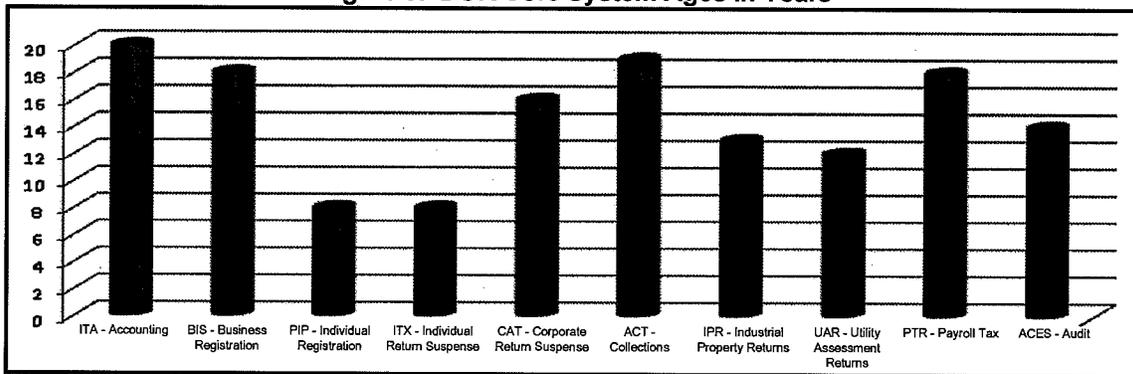
Figure 5: Business Transformation Methodology



2.1.1 Current State Analysis

Oregon tax and revenue administration is supported by a technical architecture designed in the 1980s. The Integrated Tax Accounting (ITA) system, upon which all other core systems depend, is nearing 20 years old. DOR processes \$7.5 billion a year, more than 90 percent of the state's General Fund revenue, through this aging system. The improvements in efficiency provided by DOR's core systems have diminished with the passing of time, and the applications are now obstacles to increasing productivity and enhancing efficiency.

Figure 6: DOR Core System Ages in Years



These systems have inherent limitations that significantly constrain the agency's ability to achieve its mission. Furthermore, key employees with the specific in-depth knowledge and skills to operate these systems are retiring or leaving the public service workforce. To be more responsive to changes in tax laws and to meet taxpayer expectations, it is critical for DOR to improve its technology and update its supporting processes.

In late 2009, the RSI team toured work areas, studied documents and reviewed technology to assess DOR's current state. DOR staff spent many hours demonstrating the agency's current technology, answering questions about current and desired business processes, and providing detailed metrics on agency performance where possible. RSI also held a series of workshops and one-on-one meetings to review functional and technical areas.

The resulting study, the "Current State Assessment and Preliminary Future Vision," provided the basis for DOR's "Target Enterprise Architecture" plan. DOR used both of those documents¹¹ as the initial basis for this business case.

¹¹ See Bibliography, Appendix K, for complete listing of these studies.

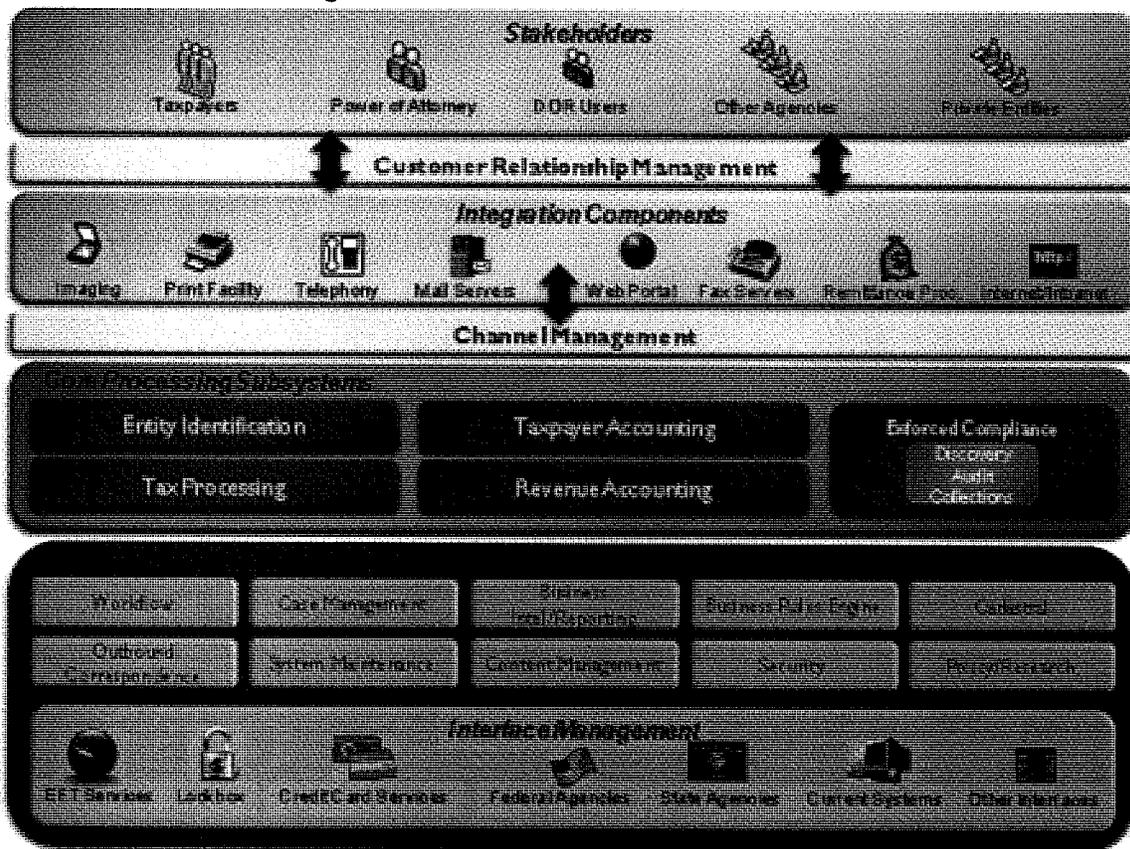
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2.1.2 Future Vision

RSI then worked with DOR to envision a future environment influenced by industry common practices and solutions, yet able to address the specific requirements of Oregon taxpayers and tax legislation. Figure 7 below represents the conceptual view for the next generation of Oregon tax processes and systems.¹² It presents the interaction between DOR stakeholders and core DOR processes and demonstrates how enterprise processes and technology can be used to support DOR's core mission. This view is a departure from the current compartmentalized environment, and its use of industry common practices provides DOR with a strong set of process and technology solutions to achieve success.

The "Target Enterprise Architecture" document and related artifacts contain detailed descriptions of DOR's future vision as well as proposed steps that DOR can take to arrive at the target architecture in support of its strategic goals.

Figure 7: Vision for DOR Future Environment



Achieving this vision for DOR's future environment will require a transformation of processes, technology and, to a degree, the DOR organization.

¹² See the "Current State Assessment and Preliminary Future Vision" (RSI, 12/15/2009), as well as the "Target Enterprise Architecture" (RSI, 2/25/2010) documents for the complete assessment and recommendations. Both documents were prepared by RSI in partnership with the Oregon Department of Revenue.

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2.3 Purpose

The purpose of this document is to present the business case for DOR's technology and process reengineering initiative. This document follows State of Oregon and DOR standards in presenting alternatives considered by DOR, the preferred solution, costs and benefits (financial and non-financial) and the risks and potential impacts of the Core System Replacement. Additionally, this document presents a recommended project roadmap designed to minimize DOR risk and maximize benefits to the state.

DOR has done significant research in the development of this business case. The agency gathered information from experts, such as tax system solution providers, and other state revenue agencies with similar experiences, and applied this research to DOR's own situation and needs. DOR updated the business case with new information in late 2010 and again in late 2011 as research and preparation continued. This August 2012 version of the business case includes updates to major components such as cost, implementation approach, and benefit projections.

DOR published a Request for Proposal (RFP) for the Comprehensive Tax Solution on June 28, 2011 and received responses from three solution providers. Using a Best Value Procurement process, DOR selected Fast Enterprises, Inc. (FAST) and signed a contract, contingent upon legislative approval, in May 2012.

At the same time, DOR published a Request for Information (RFI) for the Property Valuation System (PVS). As a result of the responses and other internal research, DOR is pursuing a replacement PVS solution outside of this business case. There are two primary reasons for this:

1. A variety of solutions exist, including both COTS and Software as a Service options
2. These solutions are much less costly than expected

The major changes in this version (Version 7) of the business case are (also see Planned Addendum below):

- Revised most sections based on the contract negotiated with FAST.
- Removed PVS cost and implementation approach from the document.

Planned Addendum

DOR plans to publish an addendum to this business case that will provide a detailed cost/benefit analysis based on information gained from contract negotiations. The addendum, to be published December 2012, will include:

- **Costs.** An in-depth analysis of costs which includes a detailed assessment of total cost of ownership. The analysis will compare:
 - The "do nothing" alternative (see Section 3.2.1, Maintain), with
 - The alternative to move forward with GenTax, the selected COTS solution (see Section 3.2.3, Replace with industry standard solution).
- **Benefits.** A refined analysis to better estimate the benefits of implementing the GenTax solution. This analysis will focus on key functional areas with the most direct impact, and will further define:
 - Key assumptions.
 - Financial and non-financial benefits.
 - Operational efficiencies, including strategies for reinvesting these efficiencies.

DOR will be providing regular project reports, outside of this business case, as described in pertinent sections of this document.

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2.4 Scope

This business case addresses DOR's Core System Replacement and the reengineering of its business processes (see Figure 7). Core systems and processes include:

- Tax processing for all tax programs (including timber, senior deferral, and other small tax programs).
- Revenue and taxpayer accounting.
- Data analytics.
- Discovery, audit, and collections.
- Data and information exchange (internal and external).

The following systems and processes, while significantly impacted by the core process and system changes, are outside the scope of this initiative:

- Human resources and facilities.
- Payroll, finance (other than revenue accounting), and procurement.
- IT operations and governance processes.
- Graphical Information Systems (cartography and ORMAP).

2.5 Problem Statement¹³

The Current State Assessment and Preliminary Future Vision¹⁴ contains a detailed assessment of issues that DOR faces as it attempts to provide services to support its strategic goals. These problems can be summarized in the following major categories:

1. Technology.
2. Business Processes.
3. Data Analytics.
4. Online Services.

1. Technology

Agency systems were developed in the mid-1980s and 1990s as solutions to specific business problems rather than solutions for the organization as a whole. Some systems are very tightly coupled to the point where separation is not easy and often not practical. Others are only barely connected (or not at all) across boundaries, effectively isolating them from other systems. The result is redundant, inconsistent and/or stand-alone repositories of taxpayer data.

DOR's key technology constraints include:

- Some key systems are at risk of reaching maximum capacity, failure or both.
- Highly specialized and inflexible applications require manual workarounds.
- Inflexible, obsolete and siloed architecture adds complexity.
- Seasonal changes and tax law revisions require multiple and complex system updates.
- Escalating loss of technical system knowledge (skilled IT staff retiring or leaving state service).

Discussion: The agency, as with many other state agencies, is constrained by tools and technology that were created when communication was limited to US mail and personal contact. Agency systems are not able to meet current taxpayer expectations, such as the ability to make a

¹³ Also see Section 8.2, Consequences of Failure to Act.

¹⁴ *Current State Assessment and Preliminary Future Vision*, prepared for the Oregon Department of Revenue by RSI, Inc., December 15, 2009.

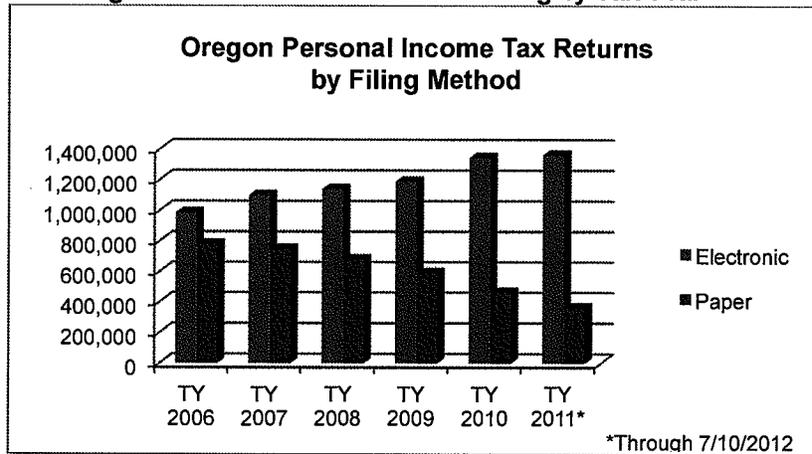
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payment that is immediately applied to a debt (i.e., “real-time transactions”). DOR’s reliance on overnight batch processing and notifications sent via US mail add unnecessary cost, not just in postage, paper, and printing, but also in processing time. For instance, a payment submitted online can be immediately banked, but a payment sent by mail can only be banked when received in the office and handled by agency staff.

Tax accounting processes still rely on batch processes operated in a carefully orchestrated linear fashion to update taxpayer accounts and record financial transactions. These transactions may take up to five business days to complete, and performing the required steps out of sequence causes system errors and further delays.

The number of returns that are filed electronically has increased dramatically (Figure 10 below). In the past five tax years (TY) the percentage of personal income tax returns filed electronically increased from 55 percent (TY 2006) to 80 percent (TY 2011). Current systems have been modified to accept these electronic returns, but are not able to handle the high-volume demand of true online processing.

Figure 10: Increase in Electronic Filing by Tax Year



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Small tax programs administer and collect taxes and fees such as 911, state lodging, and tobacco taxes. These programs rely primarily on manual processes and do not have electronic filing capability. Online electronic filing, along with automating internal processes, would allow entities to file directly with DOR.

Over the past several years, employees have made numerous enhancements and additions to DOR's core systems to mitigate these limitations. Non-technical employees have developed a number of custom databases and spreadsheets to help outdated primary and supporting systems meet business needs. IT Services employees spend the majority of their time operating and maintaining these systems and interfaces, leaving them little time to support the agency's strategic initiatives. Agency employees spend valuable time working around system limitations and trying to resolve issues with the data, time that could be spent focusing on actual collection or audit activity. The 80+ systems now work against the effort rather than supporting it.

2. Business Processes

Many DOR business processes were developed within each tax program rather than for the organization as a whole, resulting in highly-customized supporting systems. DOR is working to simplify and standardize its business processes across tax programs and take advantage of the industry best practices around which commercial tax solutions have been designed. In addition,

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many existing business processes have been designed to “work around” technology barriers and, thus, are inefficient, redundant and error-prone. DOR also faces the escalating loss of business process knowledge, as employees skilled in these complex and compartmentalized processes retire or leave state service.

Discussion: DOR employees have become proficient at developing workarounds (both business and technical) to support the shortcomings of aging software applications. Some of these are manual processes (for example, additional handoffs and manual data entry are used to complete some processes), and some consist of spreadsheets or other user-developed tools to track, analyze or report data that cannot be provided by current core systems.

3. Data Analytics

DOR does not have the real-time data and analytical tools it needs to support quick and effective decision-making throughout the agency.

Discussion: Like most of the agency’s systems, DOR’s databases are “program-centric” rather than “taxpayer-centric”. This precludes a composite view of a taxpayer and related entities. In addition, agency systems were developed at a time when data storage capabilities were limited, so valuable information from tax returns and other customer interactions is kept only in paper archives. Other critical components of this problem include:

1. Disparate, duplicate and inconsistent data - Over time, numerous applications have been created to supplement the core systems, including user-created databases and spreadsheets. Design decisions have been made within a siloed business architecture, resulting in disparate systems with duplicate and often conflicting data.

2. Non-standard data and lack of analytical tools - Consistent and integrated data, along with decision-making tools, are at the heart of the compliance (audit, discovery and collection) process. However, the technology and process problems cited above have engendered not only several varieties of database applications, but several versions of the same databases. The result is redundant, inconsistent and/or stand-alone repositories of taxpayer data.

4. Online Services

Taxpayers are demanding ways of doing business that are convenient for them, using online tools like the ones they use to pay bills or do their banking.

Discussion: DOR currently supports several public-facing web applications, as well as supporting services such as taxpayer account services and electronic payments. More taxpayer-focused services have been added recently as part of the Taxpayer Self-Sufficiency project. However, DOR’s batch-based systems preclude offering services that require “real-time” transactions (e.g., making a payment that is immediately applied to an account). DOR can continue to add additional services using existing technology, but the technology and data issues cited above will result in expensive “workarounds” rather than industry-standard solutions.

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2.6 Program Management

DOR established the Technology and Process Reengineering (TaPR) program to manage the Core System Replacement (CSR) with a Comprehensive Tax System (CTS) solution which will replace the majority of DOR core systems. This initiative has been approved by the state Chief Information Officer (CIO) and is being managed under the oversight of the Office of the CIO (OCIO)¹⁵.

Project Oversight: DOR worked with OCIO early in the process to hire a third-party Quality Assurance (QA) consultant. The QA consultant continues to provide objective oversight, reporting directly to both DOR Program Management and OCIO. In addition, a third-party Independent Verification and Validation (IV&V) consultant will be added when implementation begins.

Risk and Issue Analysis and Management: DOR has developed a Risk and Issue Management Plan and established a Risk/Issue Management Team that tracks and manages risks and issues through use of Risk and Issue Registers. In addition, the third-party QA consultant conducts risk assessments as part of their role in evaluating project quality. (Also see Section 8, Risk Assessment and Risk Management).

Program Management Team: The Program Management Team consists of dedicated staff including a Program Sponsor, Program Manager, Project Managers, Business Analysts, a Technical Lead, and a Communications Specialist. In 2011, DOR hired a company with extensive experience in managing large-scale IT projects to augment and mentor the internal project team. These experts, who included a Program Manager and Business and Technical Leads, assisted the agency in completing foundational planning¹⁶ for the CTS and PVS projects.

Program Management Plan: DOR, with assistance from a team of project management experts, developed and implemented a Program Management Plan (PMP) following the best practices prescribed in the Project Management Body of Knowledge (PMBOK). After contract negotiations, DOR is updating the PMP and sub-plans to incorporate FAST methodologies and practices. Appendix B, Program Plan Hierarchy, includes a list of the sub-plans (control documents), which include Communications, Quality Management, and other plans mentioned in this section.

Organizational Change: DOR recognizes the need for a structured approach to change leadership and ensured that the contract for the CTS solution with FAST includes a viable, structured change leadership approach.

Stakeholders: TaPR stakeholders include both internal and external parties that are involved with, have influence over, and/or will be affected by the Core System Replacement. DOR has engaged key partners and stakeholders throughout the planning process. In addition, a Stakeholder Advisory Board will be established when implementation planning begins. DOR has included Stakeholder Management as a sub-set of the Communications Plan.

Process Mapping: DOR completed basic core process maps and continues to add necessary documentation to provide a robust "as-is" model.

Procurement: DOR published a Request for Proposal (RFP) for the Comprehensive Tax Solution on June 28, 2011 and received responses from three solution providers. Using a Best Value Procurement process, and with the assistance of DAS State Procurement Office and Department of Justice, DOR selected FAST. DOR negotiated and signed a contract with FAST in May 2012,

¹⁵ Formerly the Department of Administrative Services' Enterprise Information Strategy and Policy Division (EISPD).

¹⁶ See Appendix B, CSR Program Management Hierarchy.

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contingent upon legislative approval.

Requirements: DOR staff completed both detailed and high-level business (functional) and technical (non-functional) requirements for the CTS procurement. DOR used internal experts (IT and business), information collected from other states having similar projects, and other experts such as Gartner and revenue/tax solution providers. All CTS business requirements map to the agency vision and objectives.

Requirements Validation: DOR employed a unique procurement process, which included an in-depth on- and off-site analysis of the GenTax solution and its ability to meet functional and non-functional requirements. The Technology Architecture Review Board, with assistance from State Data Center (SDC) planning staff, was responsible for the review and validation of compliance with technical requirements and the state technology architecture. Teams of agency subject matter experts conducted a similar thorough assessment of the solution's ability to meet functional business requirements with a process that included visits to two other states with the same solution and detailed product demonstrations in which each requirement was addressed. The decision process that DOR designed and employed is included in Appendix I.

Customization: One of the Core System Replacement initiative's objectives is to minimize technical solution customization as a means of reducing risk. During the analysis phase of procurement, DOR verified the 1,292 functional requirements against the FAST GenTax technical solution to assess the software's ability to satisfy these requirements. The evaluation process (see Requirements Validation above) resulted in a very high match rate between the functional requirements and the GenTax solution:

- 94 percent of requirements can be satisfied with core system capability or through system configuration.
- 4.5 percent of the requirements involve system interfaces—requirements that are, by necessity, a custom effort.
- 1.5 percent (19 of 1,292 requirements) was identified as requiring customization. These requirements are receiving further scrutiny to identify a means of providing the business need and avoiding system customization.

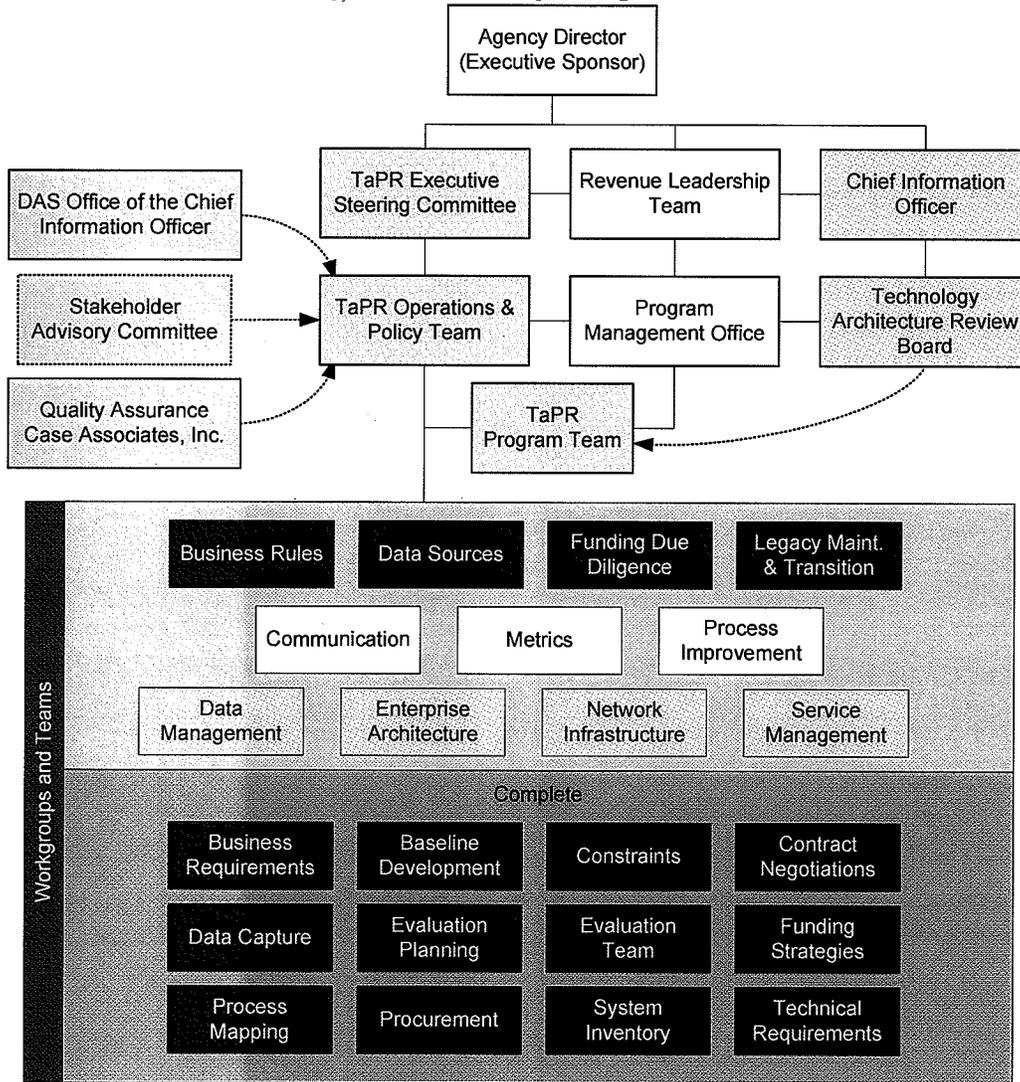
Technology Architecture: IT Services has established a Technology Architecture Review Board (TARB) that is tasked with planning and standardizing the technology environment. Additionally, the Program Management Team includes a Technology Lead with experience in this type of project.

Funding Strategy: DOR has elected to use a Specified Receipts benefits-based approach to fund the bulk of the CTS project. This funding mechanism is discussed in Section 6.3, Compensation Model. DOR hired a company with experience in benefits-based funded IT projects to ensure that the agency and the state's interests are appropriately represented.

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CTS Project Organization and Staffing

Figure 11: CTS Project Organization



- TaPR Executive Sponsor**
 The agency Director is the Executive Sponsor of the Core System Replacement initiative. “The Executive Sponsor acts as a vocal and visible champion, legitimizes the project’s goals and objectives, keeps abreast of major project activities, and is the ultimate decision-maker for the project.”¹⁷ As Executive Sponsor, the Director also ensures that the initiative aligns with and supports the agency mission.
- TaPR Executive Steering Committee**
 The agency established an Executive Steering Committee which is made up of the Agency Leadership Team. The committee provides strategic direction, communicates unified expectations, addresses significant risks and is accountable for securing necessary resources for the TaPR Program.

¹⁷ Project Roles and Responsibilities, Cornell University, <http://www2.cit.cornell.edu/computer/robohelp/cpmm/Project Roles and Responsibilities.htm>

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- **TaPR Program Sponsor**

The Administrator of the agency Program Management Office is the Program Sponsor and Program Manager for the Core System Replacement initiative. The Program Sponsor “provides support for the Project Manager; assists with major issues, problems, and policy conflicts; removes obstacles; is active in planning the scope; approves scope changes; signs off on major deliverables; and signs off on approvals to proceed to each succeeding project phase.”¹⁸ The Program Sponsor works closely with the Executive Sponsor on all major decisions.

- **TaPR Operations and Policy Team¹⁹**

The TaPR Operations and Policy Team (TOPT) provides oversight and leadership for the CTS project, manages scope, ensures that resources are allocated appropriately, and is also responsible for engaging agency stakeholders and partners. TOPT reports to the Executive Steering Committee as well as the Executive Sponsor (Agency Director).

- **Program Management Team**

A Program Management Team, assigned to the initiative full time, is responsible for overall project management and oversight. The team includes a Program Manager, Project Managers, Risk and Quality Control Manager, Business Lead, Technical Lead and a Communications Specialist (see “Program Management” above).

- **Project Workgroups and Teams (Procurement and Readiness Phases)**

The following groups are working or have worked on preparation for the CTS project. Additional staff, including technical and subject matter experts, are being identified and will be available for work on the transition and implementation phases.

- ✓ **Business Rules**

Objective: Identify and document agency business rules that are foundational to the new core systems. Computer systems must be capable of interpreting business rules to know what to do with the information being processed.

- ✓ **Business Requirements**

Objective: Identify and document agency business requirements that are foundational to the new core systems.

- ✓ **Constraints**

Objective: Identify and investigate solutions for potential constraints that may impact the agency's vision.

- ✓ **Core Process Mapping**

Objective: Prepare detailed flowcharts of current business processes.

- ✓ **Data Capture**

Objective: Develop an agency strategy for capturing tax information and all other forms of correspondence that must be processed or connected with taxpayer/debtor account activity.

- ✓ **Data Management**

Objective: Develop a plan for addressing specific issues with existing agency data in preparation for the replacement of the core systems and addition of a data warehouse.

¹⁸ *Project Roles and Responsibilities*, Cornell University, http://www2.cit.cornell.edu/computer/robohelp/cprmm/Project_Roles_and_Responsibilities.htm

¹⁹ Formerly the TaPR Steering Committee (TSC).

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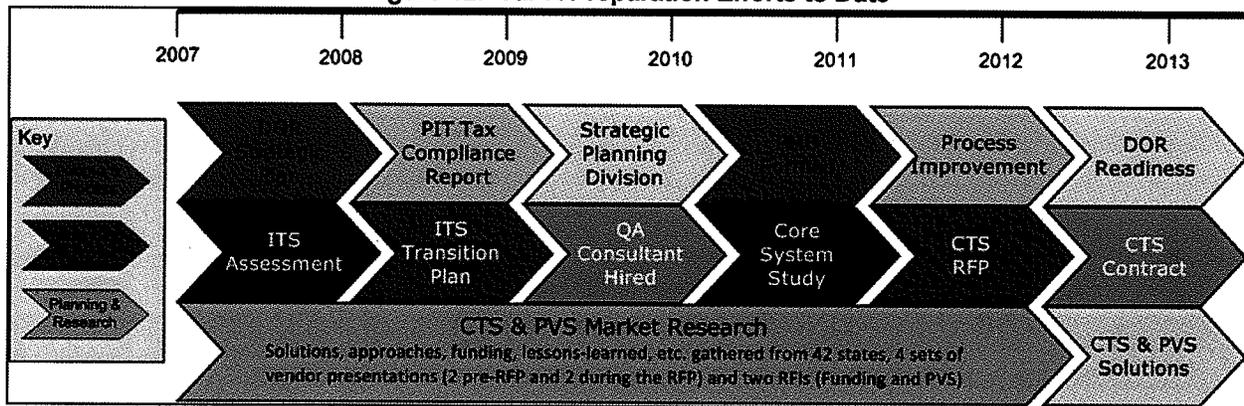
- ✓ **Data Source**
Objective: Identify data sources (both existing and potential new data sources) for the CTS and ensure agency has necessary agreements in place to utilize new data sources.
- ✓ **Evaluation Planning**
Objective: Prepare for the evaluation of the vendor product demonstrations and visits to other state revenue agencies, respond to vendor questions on CTS business requirements, and act as subject matter experts for validating those requirements.
- ✓ **Funding Strategies**
Objective: Recommend funding methodology options, understand the viability of revenue streams for those methods, ensure that agency has enabling legislative proposals, and assist with contract negotiations.
- ✓ **IT Readiness**
Objective: Ensure that IT Services is fully prepared for implementation of the core system replacement by executing the following readiness programs:
 - **IT Service Management.** Develop and implement a plan for automating and improving IT Service Management.
 - **Enterprise Architecture.** Adopt an agency Enterprise Architecture to guide decision-making for business and technology initiatives with the agency transformation as the vision.
 - **Data Management.** Begin data cleansing and preparation for conversion to new systems.
 - **Infrastructure.** Prepare the technical infrastructure, including agreements with the State Data Center.
- ✓ **Legacy System Maintenance and Transition Plan**
Objective: Develop and implement a legacy system maintenance and transition plan to ensure that existing core systems are maintained and functional until such systems are replaced.
- ✓ **Metrics**
Objective: Identify and document critical success measures and develop a plan to use them to monitor project success.²⁰
- ✓ **Procurement**
Objective: Plan, manage and complete all of the solicitations (e.g., Requests for Proposal, Requests for Quotes, etc.) related to this initiative.
- ✓ **Risk/Issue Management Team**
Objective: Manage all project-related concerns, risks and issues according to the adopted Risk and Issue Management Plan.
- ✓ **Systems Inventory**
Objective: Update the systems inventory list to categorize, describe and diagram all software applications currently in use.
- ✓ **Technical Requirements**
Objective: Identify and document technical requirements for the Core System Replacement solutions (see Technology Architecture above).

²⁰ This work is now assigned to the project Metrics Coordinator on the Program Management team.

2.7 Current Status

Since 2009, DOR has done considerable work in the planning, preparation and procurement phases of the Core System Replacement initiative. The workgroups and teams described in Section 2.6 conducted research, documented business requirements, enlisted the assistance of external experts and accomplished other critical preparation work as shown in the diagram below.

Figure 12: TaPR Preparation Efforts to Date



- **Procurement**
 - Completed the CTS procurement process, including contract negotiations.
 - Completed the PVS Request for Information and revised the PVS project plan based on responses.
- **Preparation**
 - Work continues on readiness activities including resource planning and cost and benefit analysis.
 - IT readiness activities,²¹ which are based on earlier IT readiness assessments, continue under the guidance of the experienced Technical Lead.
- **Implementation**
 - Proposed CTS start date is June 2013, pending legislative approval.
 - PVS project cost and implementation approach removed from the CSR Business Case to be pursued separately.

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²¹ See Section 5.1, Preparation Phases.

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3 Alternatives Analysis

The Current State Assessment and Preliminary Future Vision²² provided the impetus for DOR's Core System Replacement. Based upon this need, DOR assessed alternative approaches to achieving its future vision. The alternatives considered included:

- **Maintain** – Maintain existing processes and systems.
- **Upgrade/Enhance** – Upgrade or enhance existing legacy systems and update business processes as needed.
- **Replace with an Industry Standard Solution** – Replace existing systems over a period of five years with industry best practice solutions.

This section presents a description of each alternative and an assessment of each using common, industry-recognized criteria.

Assumptions:

DOR requires a stable system which:

- Provides state-of-the-art business functionality.
- Is built on modern, industry-standard technology that provides maximum flexibility going forward.
- Allows IT staff to focus on developing new services and support increased data analytics.
- Is fully integrated between functions (i.e., Audit, Collections, Tax Processing and Tax Accounting).
- Can create web-based customer service interfaces to reduce processing time, reduce taxpayer phone calls and increase voluntary compliance.
- Can replace manual selection processes for audit and collections staff by automated scoring, selection and integrated (therefore complete) data.
- Can provide complete information to field staff.
- Offers streamlined centralized services to stakeholders and customers while improving internal processes.

3.1 Methodology

This business case follows a standard approach for evaluating options available to DOR to meet its business goals and objectives. The methodology used first identifies these options and provides a brief description, including advantages and disadvantages. This is then followed by the evaluation of each alternative against criteria defined below.

To provide a thorough comparison of the alternatives, DOR employed six criteria. The tables below present six standard criteria commonly used to evaluate a business case and their definition for assessing each alternative. There are a set of requirements for each criterion to more precisely assess the alternatives against DOR's goals and objectives.

²² *Current State Assessment and Preliminary Future Vision*, prepared for the Oregon Department of Revenue by RSI, Inc., December 15, 2009.

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Criteria 1 - Business Value

How effectively the approach will enable DOR to Transform toward its Future Vision.

- Meet functional requirements of 12+ core systems and 80+ supporting applications.
- Support industry-leading business processes.
- Support an integrated view of the taxpayer.
- Improve DOR overall productivity.

Criteria 2 - Total Cost of Ownership (TCO)

Using a holistic view, the sum of initial and ongoing total costs of process and systems.

- One-time costs must be returned within five years.
- Reduce the TCO of DOR core applications.

Criteria 3 - Return on Investment

From both business and financial perspectives, this is the high-level estimate of the cost/benefit analysis of the proposed alternative.

- Improve DOR's ability to collect a wide-range of tax revenues.
- Support enhanced compliance efforts.
- Allow for early access to revenue generating capabilities.

Criteria 4 - Stakeholder Value

How effectively the approach will meet or exceed Stakeholder expectations.

- Provide for alternative ways of purchasing/funding (e.g. benefit-based procurement).
- Increase taxpayer self-service functions.
- Implement solution within one-two biennia for legislative oversight and management.

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Criteria 5 - Risk

A high-level assessment of the financial, technical, organizational and operational risks associated with adopting the proposed alternative.

- Replace aging software and hardware.
- Minimize the impact on current operations (DOR's ability to administer taxes).
- Reduce agency risks.
- Meet DOR, state and federal security standards.

Criteria 6 - Supportability and Flexibility

How quickly the processes and technology can adapt to external changes such as new legislation, emerging technology trends, taxpayer needs, etc.

- Reduce the number of support staff necessary to maintain and operate the application software.
- Solution based upon a Service Oriented Architecture.
- Decrease the amount of time necessary to implement legislative changes.
- Consistent with DOR's Enterprise Architecture.

3.2 Alternatives

3.2.1 Alternative 1 – Maintain

This is the “do nothing” alternative. It assumes that DOR will continue to use the existing systems and operate under the existing practices and procedures without major changes. Under this alternative, DOR stakeholders are expected to interact with DOR in the same manner as in the past, and DOR is not expected to see any significant change in taxpayer behavior. Any systems nearing end of life would either be rewritten internally or modified to minimize risk of failure.

Benefits:

- Minimal initial cost.
- DOR is currently able to maintain systems with in-house staff and process returns and payments.
- Minimal disruption of DOR organization.

Risks:

- Existing IT systems and processes do not effectively meet taxpayer and stakeholder expectations, and this will become a more significant issue over time.
- DOR systems are approaching the end of their useful lives. Reliability, maintenance costs, etc. will become more problematic and exponentially more costly in the future.
- An aging workforce will be retiring and taking process and technology knowledge with them.
- Rigidity of the existing systems requires significant resources (staff and technology) to add tax programs or change existing ones.

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- Increasing maintenance demands of existing systems will decrease DOR's ability to respond to new legislation or other changes in the external environment.
- DOR falls further behind taxpayer expectations and commonly used technology.

3.2.2 Alternative 2 – Upgrade or enhance existing legacy systems

This alternative consists of upgrading or enhancing the current legacy systems over the next six to eight years. This approach typically integrates data across these multiple systems, standardizes business processes and “rehosts” existing systems to new technology platforms. Several state tax agencies have taken this approach with mixed results.

This alternative has only been successful in situations where the tax agency or revenue department has a fairly advanced degree of integration and standardization already in place. DOR does not have such foundational integration of its legacy systems.

The existing legacy systems at DOR are piecemeal, not integrated and cross multiple platforms. Simply upgrading them one at a time will add to the problem, and it can't be done quickly enough to really effect change. In essence, DOR has been taking this approach for the past ten years and it has neither resolved the problems nor met stakeholder demands.

Based on the current DOR legacy environment, this alternative is either prohibitively expensive or too technically complicated to complete.

Benefits:

- Familiar processes and technology.
- Manageable risk as DOR evaluates functionality of existing systems to support operations and the individual cost of replacing each and every system.
- Minimal disruption of DOR organization.
- Obtains some new technology and integration of some data.

Risks:

- Difficult to implement given the current redundancy of data in DOR systems and the vast number of ad hoc systems used – in the end, this alternative is a ‘rewrite’ rather than an ‘upgrade.’
- System rewrites of this type typically take 10-15 years, resulting in high total cost of ownership.
- An aging workforce will be retiring and taking process and technology knowledge with them. DOR may not be able to modernize quickly enough to capture this knowledge before it is gone.
- DOR will need to increase staff to support the modernization rather than directing staff to compliance efforts.
- The massive effort to modernize existing systems will decrease DOR's ability to respond to new legislation and may be too lengthy to keep up with emerging technology trends.
- The expense and effort needed to modernize in this way will constrain opportunities for DOR to expand its tax compliance efforts.

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3.2.3 Alternative 3 – Replace with industry standard solution

The third alternative is to transform DOR's business processes and technology to meet its future vision. Under this option, DOR would replace existing tax processing, property valuation, and compliance systems with industry best practice solutions. The replacement would be based upon business process improvements and would be the catalyst for DOR to continuously improve into the future. Key to the replacement would be the integration of data and DOR's ability to use data to make smarter decisions, improve taxpayer compliance and improve revenue administration.

Benefits:

- Leverages industry-proven practices and solutions.
- Improves the ability of the agency to evolve as legislation changes and taxpayers demand new services.
- Lowers ongoing maintenance costs of technology at DOR by replacing hundreds of existing systems on varied, and often obsolete, technology with a few core systems on common and modern technology.
- Integrates data, providing consistent and accurate information across DOR.
- Enables DOR to leverage information effectively.
- Enables DOR to attain increased uniformity and equity in property tax valuation and meet the needs of counties and taxpayers.
- Expands DOR's ability to improve taxpayer compliance and capture additional revenue.

Risks:

- Risks associated with large-scale projects (see Appendix D, Initial Risk Assessment)
- Organization and operations are interrupted during the length of the replacement, and this may negatively impact customer service.
- Requires agency-wide training on new systems, and staff will need to adjust to the new technology and processes.
- Short-term costs are higher than the Maintain alternative and potentially higher than the Upgrade alternative.

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3.3 Alternative Evaluation

Assessment Criteria

To provide a thorough comparison of the alternatives, DOR employed six criteria. Table 4 below presents six standard criteria commonly used to evaluate a business case and the corresponding definition for assessing each alternative.

Table 4: Alternatives Assessment Criteria

Business Value	How effectively the approach will enable DOR to transform toward its future vision.
Total Cost of Ownership	Using a holistic view, the sum of initial and ongoing total costs of process and systems.
Return on Investment	From both business and financial perspectives, this is the high-level estimate of the cost/benefit analysis of the proposed alternative.
Stakeholder Value	How effectively the approach will meet or exceed stakeholder expectations.
Risk	A high-level assessment of the financial, technical, organizational and operational risks associated with adopting the proposed alternative.
Supportability and Flexibility	How quickly the processes and technology can adapt to external changes such as new legislation, emerging technology trends, taxpayer needs, etc.

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The following tables assess each alternative's ability to meet the above criteria based on DOR's requirements.

Table 5: Alternatives Assessment - Business Value

<i>- how effectively the approach will enable DOR to transform toward its future vision.</i>			
Requirement	Maintain	Upgrade	Replace
Meet functional requirements of 12+ core systems and 80+ supporting applications.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Support industry-leading business processes.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Support an integrated view of the taxpayer.			<input checked="" type="checkbox"/>
Improve DOR overall productivity.			<input checked="" type="checkbox"/>
Score	1	2	4

Table 6: Alternatives Assessment - Total Cost of Ownership (TCO)

<i>- using a holistic view, the sum of initial and ongoing total costs of process and systems.</i>			
Requirement	Maintain	Upgrade	Replace
One-time costs must be returned within five years.			<input checked="" type="checkbox"/>
Reduce the TCO of DOR core applications.			<input checked="" type="checkbox"/>
Score	0	0	2

Table 7: Alternatives Assessment - Return on Investment

<i>- this is the high-level estimate of the cost/benefit analysis of the proposed alternative, from both business and financial perspectives.</i>			
Requirement	Maintain	Upgrade	Replace
Improve DOR's ability to collect a wide-range of tax revenues.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Support enhanced compliance efforts.			<input checked="" type="checkbox"/>
Allow for early access to revenue generating capabilities.			<input checked="" type="checkbox"/>
Score	0	1	3

Table 8: Alternatives Assessment - Stakeholder Value

<i>- how effectively the approach will meet or exceed stakeholder expectations.</i>			
Requirement	Maintain	Upgrade	Replace
Provide for alternative ways of purchasing/ funding (e.g. benefit-based procurement).			<input checked="" type="checkbox"/>
Increase taxpayer self-service functions.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Implement solution within one-two biennia for legislative oversight and management.			<input checked="" type="checkbox"/>
Score	0	1	3

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Table 9: Alternatives Assessment - Risk

<i>- a high-level assessment of the financial, technical, organizational and operational risks associated with adopting the proposed alternative.</i>			
Requirement	Maintain	Upgrade	Replace
Replace aging software and hardware.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Minimize the impact on current operations (DOR's ability to administer taxes).	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Reduce agency risks.			<input checked="" type="checkbox"/>
Meet DOR, state and federal security standards.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Score	1	3	3

Table 10: Alternatives Assessment - Supportability and Flexibility

<i>- how quickly the processes and technology can adapt to external changes such as new legislation, emerging technology trends, taxpayer needs, etc.</i>			
Requirement	Maintain	Upgrade	Replace
Reduce the number of support staff necessary to maintain and operate the application software.			<input checked="" type="checkbox"/>
Solution based upon a Service Oriented Architecture.			<input checked="" type="checkbox"/>
Decrease the amount of time necessary to implement legislative changes.			<input checked="" type="checkbox"/>
Consistent with DOR's Enterprise Architecture.			<input checked="" type="checkbox"/>
Score	0	0	4

The table below summarizes the above findings, with a description of the level to which each alternative meets the evaluation criteria, and the resulting score.

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Criteria	Alternative 1 - Maintain	Score	Alternative 2 – Upgrade	Score	Alternative 3 – Replace	Score
Business Value	Does not meet taxpayer and stakeholder expectations. Process redundancies and system workarounds create inefficiencies.	1	DOR could be upgraded to meet taxpayer and some stakeholder expectations; however, the length of time and the level of effort required could undermine value.	2	Replacement is designed specifically to deliver DOR's future vision using industry leading practices.	4
Total Cost of Ownership	This alternative will have low near-term cost, but very high long-term cost because of the need for ongoing system maintenance and eventual replacement.	0	Modernizing DOR's 12 core systems and 80+ ad hoc systems would make total cost of ownership significantly high.	0	Initial costs will be high; however, long-term costs will be lower as the agency reduces the number of systems it must support and begins to use more common technology.	2
Return on Investment	Increasing maintenance investment and virtually no return other than status quo.	0	Due to the high total cost of ownership and the lack of innovation to capture new revenue sources, ROI would be very low, if not negative.	1	Replacement enables significant opportunities to capture additional revenue and reduce DOR costs. Similar states have found that the ROI is significantly positive on nearly all replacements.	3
Stakeholder Value	DOR will not be able to meet taxpayer, legislature or business partners' expectations.	0	Current stakeholder value would be met, but this would become increasingly difficult as taxpayers' needs mature and new legislation is passed.	1	New business processes, services and technology will meet current and future stakeholder needs.	3
Risk	Failure of a key processing system could significantly impair DOR's ability to process returns and deposit state revenue.	1	Risk is fairly neutral as some technical risks are minimized, but operational and financial risks increase as the agency focuses more of its staff on the modernization effort.	3	Large scale systems and transformation projects carry significant risks. New processes, new systems, and data driven DOR will ultimately reduce long-term agency risk.	3
Supportability & Flexibility	Legislation will continue to be supported, but the level of effort will increase, and integration with new technology will become more difficult.	0	The intent of the modernization is to increase the flexibility and supportability of the existing processes and model through the use of new technology.	0	Industry leading solutions are crafted to adapt quickly to new trends in revenue administration and technology.	4
Total Score	Alternative 1 – Maintain:	2	Alternative 2 – Upgrade:	7	Alternative 3 – Replace:	19

Table 11: Alternatives Evaluation

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3.4 Preferred Alternative

The evaluation criteria clearly identify alternative 3, "Replace with industry standard solution" as the most beneficial. This alternative will:

- Meet DOR's needs and those of its stakeholders.
- Reduce the risks to revenue administration.
- Enable the agency to drive new and additional revenue through improved taxpayer compliance.
- Bring DOR technology up to date through the use of industry best practice solutions.

The other alternatives simply do not provide the required value or results. The issues DOR faces could be addressed and remedied individually, but, as demonstrated throughout this business case, only a comprehensive Core System Replacement will address them in their totality and provide additional benefits.

Therefore, the subsequent sections of this business case provide an assessment of market solutions, a plan for DOR to implement the Core System Replacement, and the costs, benefits, and risks associated with such an endeavor.

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4 Industry Leading Solutions

4.1 Current Technology Solution Options

Current technology solution options will be key to the success of the Core System Replacement, as the ultimate solution selected by DOR needs to support the agency's full set of business processes. This section provides an overview of current market offerings and options for DOR to consider, and it provides the basis upon which Core System Replacement costs are based.

DOR understands there are many integrated tax solution options available to support its business needs. These solutions come in many forms but, in general, can be categorized into the following options:

- Replace the system(s) with a new custom developed solution
- Replace the system(s) with a framework or transfer solution
- Replace the system(s) with a COTS (Commercial Off-the-Shelf) solution.

4.1.1 Custom Developed Approach

Custom development involves the execution of a modernization effort from the ground up with little or no use of existing software assets. Typically, the agency and the vendor will start with collaboration on definition of requirements and then execute a system development lifecycle approach to building a custom application from the requirements.

A custom solution is usually appropriate when a state has very specific business rules, highly specialized business processes, or legislative restrictions that force a custom solution. There also can be a preference for custom work when an agency has both strong business and technical staff who can work in a project-based environment.

Table 12: Advantages & Disadvantages – Custom Approach

Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ Methodology can be dictated by DOR. ▪ Allows DOR to own/maintain application (i.e., source code). ▪ Meets the specific requirements of DOR. ▪ DOR can proceed at a pace that is consistent with resource and funding availability. ▪ Lower software license fees and lower upfront costs for the project. ▪ DOR does not pay for modules or functionality that might not be used. 	<ul style="list-style-type: none"> ▪ Longer project duration and therefore slower realization of Return on Investment (ROI). ▪ Higher risk than other approaches. ▪ Tendency to keep existing business processes rather than reengineer. ▪ Typically a substantial amount of rework in subsequent phases due to lack of a holistic approach. ▪ Total Cost of Ownership can be higher due to more resources required and longer development lifecycle. ▪ Tendency for scope creep as business units begin to ask for more once they see what the solution has to offer. ▪ Requires significantly higher resource requirements from both agency and vendor. ▪ Can result in a "re-inventing" of components that have been successfully deployed or marketed by

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Advantages	Disadvantages
	<p>outside vendors.</p> <ul style="list-style-type: none"> ▪ Requires DOR to maintain systems or contract out maintenance which may result in problematic response to changing requirements.

4.1.2 Framework or Transfer Approach

A framework or transfer solution provides a set of templates, prototypes, models and code that provide a foundation for building a customized or semi-customized application. Typically the solution comprises a robust set of artifacts, including code and process descriptions, to expedite design and development and customize a solution to meet the unique needs of a tax department. Agencies will often request a framework or transfer solution when they feel their requirements or business rules are truly unique or they want a customized solution built using best practices and lessons learned from other agencies. Framework and transfer solutions fall within a broad spectrum between truly custom development and COTS, and have no on-going maintenance fees since the agency owns the customized source code.

Table 13: Advantages & Disadvantages – Framework/Transfer Approach

Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ Based on proven methodology; other states have implemented the product. ▪ Most likely allows DOR to own/maintain application (i.e., source code). ▪ Lower cost than custom solutions because of reusable components (e.g. use cases, user interface standards, rules engine, correspondence engine, security, underlying architecture). ▪ Allows an agency to maintain current business processes if desired. ▪ Methodology can be dictated by DOR. 	<ul style="list-style-type: none"> ▪ More risky than COTS, but not as much as custom. ▪ Completely new system – training and possible organizational change required. ▪ May require integration of additional components to meet future vision. ▪ Code or components often contain residual nature of transfer site (e.g., business rules embedded that do not apply). ▪ Specific skill sets needed for tools the framework dictates. ▪ May require customizations to extend use of application to site-specific data source loads and compliance programs. ▪ Total Cost of Ownership may be higher to maintain and enhance the system with internal DOR staff or contracted development which may also result in problematic response to changing requirements.

4.1.3 COTS Approach

COTS means Commercial Off-the-Shelf and is a term for software or hardware products that are ready-made and available for sale to the general public. A COTS product is one that is used 'as-is' or with moderate configuration and plug-in customization. COTS products are designed to be easily installed and to interoperate with existing system components. The use of COTS is successful in many government and business programs because they can offer significant savings in time to implement and total cost of ownership.

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There are many types of COTS solutions. When assessing different COTS solutions, the following factors must be taken into account:

- **Accessibility** – does the vendor give the client access to modify the code or is the code “off-limits” and can only be modified by the vendor?
- **Extendibility** – does the product offer an integrated suite of products in addition to the tax system, including a data warehouse, and collections and audit functionality?
- **Integration** – how easily can ancillary systems integrate, such as interactive voice response and payment solutions?
- **Customization** – will the vendor customize/configure the product to meet the agency’s needs, or will the agency have to adapt to the product’s functionality? Does the vendor use technology that allows for easily integrated custom functionality?
- **Upgradeability** – does the vendor offer periodic upgrades to enhance the product, or will the agency be responsible for any future upgrades?

Table 14: Advantages & Disadvantages – COTS Approach

Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ Based on proven methodology. ▪ Lower risk due to proven implementation. ▪ Includes system upgrades and support in maintenance agreement. ▪ Allows for faster implementation schedule. ▪ Agencies typically require smaller IT support staff after implementation if vendor supplies maintenance support. ▪ Vendor typically has pre-screened available tools and components and down-selected to a limited number that are embedded into their product and relevant for tax/revenue implementations. 	<ul style="list-style-type: none"> ▪ Limited COTS providers. ▪ Reliance on vendor to support and enhance (proprietary source code). ▪ Requires organization and business processes to adapt to model. ▪ May require integration of additional components to meet future vision. ▪ Potential issues with release upgrades if the baseline is modified. ▪ IT staff typically do not maintain systems, nor are they allowed access to source code which affects custom extensions of the software unless vendor provides custom integration points that allow DOR to add custom functionality without compromising the maintainability of the core product.

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4.2 Industry Landscape for Integrated Tax System Solutions

With an understanding of the different Integrated Tax System (ITS) solutions that can be undertaken when implementing an ITS, DOR then reviewed the types of solutions that have been implemented across the United States by other revenue agencies. This information is not intended to identify the best solution for DOR, but will provide an understanding of the integrated tax environment over the past decade.

4.2.1 Overview of ITS Solutions

The vendor market today for ITS solutions is broken into several groupings:

- COTS software products such as SAP's Tax and Revenue Management, Oracle's ETM (Enterprise Taxation Management), RSI's REMS (Revenue Enterprise Management System) and Fast Enterprises' GenTax (General Tax Administration). Some of these products, such as SAP and ETM, are implemented by system integrators (Deloitte Consulting, Accenture, EDS and CGI) who are not part of the companies that built the products (SAP and Oracle). GenTax is built by and is implemented solely by FAST Enterprises. REMS is built by and implemented solely by RSI.
- Transfer software products such as TAS (Accenture) and Advantage Revenue (CGI).
- Custom Solution Providers include CGI, RSI, Unisys and Accenture; however, most IT service providers would respond to an RFP that requests a custom-developed system.
- A single Legacy System Modernization (LSM) solution is currently being implemented by RSI.

4.2.2 Current Implementations & Upcoming RFPs for ITS Solutions

Tax agencies are in various stages of modernization across the country. Eight states - Kentucky, Pennsylvania, Georgia, Illinois, Massachusetts, Minnesota, California, and Oregon - listed tax system modernization among their top five technology priorities, according to the Center for Digital Government's 2010 Digital States Survey.²³ As of July, 2012, ITS procurements are active or recently completed in these states, as well as Mississippi, Missouri, and Oklahoma.

A focus on the end solution must be a priority during the migration from current state to future state. It takes time to fully implement an integrated system that supports all taxes and has the flexibility to meet future agency needs. For this reason, proven solutions that have been successfully implemented in a previous state are now the norm. These solutions are classified as transfer or COTS solutions and represent the majority (88 percent) of modernization efforts that have started or been completed in the last nine years. With the advent of transfer and COTS solutions for state revenue agencies, there has been a gradual movement away from custom or 'home grown' solutions.

The table below presents the trends in legacy tax/revenue system modernization over the last nine years and the primary system integrator of those solutions. These modernization efforts have primarily focused on implementing COTS or Service Oriented Architecture COTS solutions.

²³ "Tax System Modernization Is a Priority Among States", Government Technology online magazine, October 11, 2011, <http://www.govtech.com/policy-management/Tax-System-Modernization-Priority-Among-States.html?elq=1ac2060a93fc42f7886b1a1c51cc822d>.

Table 15: Summary of Modernization Efforts over the Last 9 Years

Type of ITS	Short Description	Primary System Integrator	Started/Completed	
			# Projects	% Projects
Custom Built – ITS	Integrated tax system developed by vendor and/or client staff using little to no pre-developed software.	Accenture, RSI, Unisys, CGI and In House	3	9%
Custom Built – Non ITS	Non-integrated tax system developed by vendor and/or client staff using little to no pre-developed software. This approach is common within tax agencies, but not utilized for full modernization efforts.	n/a	0	0%
Transfer/ Framework	Provides a base of reusable code, typically for core reusable components or shared services. Requires significant custom development.	Accenture, CGI	5	15%
COTS	COTS tax system that is built on a standard architecture and configured to meet the requirements of a tax agency. Minimal custom development is required.	Deloitte, Accenture, EDS, CGI, Oracle, SAP, RSI, FAST	24	73%
Legacy System Modernization	Modernization of the system architecture while preserving all business functionality in a legacy system.	RSI	1	3%
Total			33	100%

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The following table shows the current status of modernization efforts across tax agencies in states that are most comparable to Oregon in size and tax processing volumes.

The cost for this type of project can vary based on many factors, among them the number of components (e.g., collections, imaging, data warehouse, etc.) included in the contract price. For instance, many states replaced their core revenue processing systems with an ITS solution, but did not pursue a compliance or data warehouse solution (see "Scope" in the table below). DOR's Core System Replacement initiative includes a Comprehensive Tax System (CTS) with both ITS and Compliance/Data Warehouse as described in this business case.

Costs are also affected by other factors such as the number of tax types covered and the timeframe assigned to the project.

The costs below **do not include** internal staffing costs or maintenance. With that in mind, these costs should be used as a rough guide only, and should not be used to compare projects against each other. See Appendix A for a complete list of all modernization efforts across the United States.

Table 16: Comparable State Modernization Efforts

State ²⁹	ITS ²⁸	Compliance (CS) ²⁶	When Started	Cost ²⁴ (Millions)	2010 Population (Million)	Annual Revenue Processed (Billions)	Number of Taxes/ Programs	What They Replaced
Idaho	GenTax	GenTax	2002	\$ 14.3 (CS/ITS)	1.6	\$ 3.2	16	25 years old, no relational database, vendor support for hardware being terminated.
South Carolina	RSI/ Custom	RSI	2004 (CS) 2006 (ITS)	\$ 20 (CS) \$ 30+ (ITS)	4.6	\$ 7.8	32	25 year old mainframe COBOL developed in house.
Utah	GenTax	GenTax	2006	\$ 24.5 (CS/ITS)	2.8	\$ 5.4	40	Mainframe, siloed, 20 years old, COBOL.
Colorado	GenTax	GenTax	2007	\$ 37.0 (CS/ITS)	5.0	\$ 9.5	15	40-year-old accounting system.
Michigan	SAP	N/A	2007	\$ 28.9 (ITS)	9.9	\$ 23.5	20	Unisys Mainframe DMS2 running COBOL programs.
Minnesota	GenTax	GenTax	2008	\$ 39.0 (CS/ITS)	5.3	\$ 19.0	37	Aging, mission-critical systems, with numerous applications performing the same or similar business processes.
Georgia	GenTax	GenTax	2008	\$ 42.1 (CS/ITS)	9.7	\$ 16.0	10	Antiquated manual system.
Maryland	SAP	Teradata	2009	\$ 75.0 (CS/ITS)	5.8	\$ 16.0	14	COBOL-based, mainframe systems developed in 1987 and 1992.
Ohio	Oracle ETM	Teradata	2009	\$ 11.3 (CS) \$ 42.7 (ITS)	11.5	\$ 25.1	23	CICS COBOL on mainframe.
California (EDD)	GenTax	GenTax	2009	\$ 46.0 (CS/ITS)	37.3	\$ 54.1	4	23 major systems, Tax Accounting System was over 25 years old.
California (FTB)	CGI / TAS	CGI / TAS	2011	\$ 399.0 (CS/ITS)	37.3	\$ 52.0	6	Disparate mix of mainframe and newer technologies.
Oklahoma	GenTax	Teradata ²⁷	2012	\$ 25.0 (ITS)	3.8	\$ 3.5	24	Mainframe and Oracle; Applications on users PCs, spreadsheets.
Oregon	GenTax	GenTax	2013	\$34.5 (CS/ITS) ²⁵	3.8	\$ 7.5	30	20-30 years old, mix of mid-range computer (2E/COBOL) and newer technologies.

²⁴ One-time costs excluding internal costs and maintenance.

²⁵ Excludes hardware costs of less than \$5 million.

²⁶ Compliance System with data-warehouse.

²⁷ Also purchased GenTax compliance data warehouse, cost does not include Teradata solution.

²⁸ Integrated Tax System (ITS solutions may include all or part of the total tax programs).

²⁹ Sources include studies, state revenue agency publications and websites, personal interviews and other material.

4.2.3 GenTax Implementations

In early 2012 DOR conducted a competitive procurement process and selected Fast Enterprises, LLC (FAST) as the best-value vendor. Over the last decade, more than half of other states' revenue agencies have replaced their core systems, most of them with COTS solutions. Sixteen selected FAST's GenTax solution. All completed GenTax implementations were successfully delivered on time and on budget. The table below³⁰ lists the agency, completion date (or targeted completion) with schedule and budget rating for each.

Table 17: GenTax Implementations

Agency	Schedule	Budget	Completion Date
British Columbia, Ministry of Finance			Dec 2000
Idaho State Tax Commission			Mar 2002
Manitoba, Ministry of Finance			Mar 2003
Louisiana, Dept. of Revenue			May 2005
North Dakota, Office of State Tax Commissioner			Jun 2007
Montana, Dept. of Revenue			Dec 2007
New Mexico, Tax and Revenue Dept.			Sep 2008
West Virginia, Dept. of Revenue			Feb 2010
Alabama, Dept. of Revenue			May 2010
Ontario, Ministry of Finance			Jun 2010
California, Employment Development Dept.			Jan 2011
Illinois, Dept. of Revenue			Jun 2011
Wisconsin, Dept. of Revenue	2005	In Progress	Est. Completion: 07/2013 (with scope expansions)
Utah State Tax Commission	2006	In Progress	Est. Completion: 09/2012 (with scope expansions)
Colorado, Dept. of Revenue	2006	In Progress	Est. Completion: 12/2012
Arkansas, Dept. of Revenue	2008	In Progress	Est. Completion: 09/2013 (with scope expansions)
Georgia, Dept. of Revenue			Jun 2004
	2006	In Progress	Est. Completion: 09/2012
Minnesota, Dept. of Revenue	2008	In Progress	Est. Completion: 09/2012
Mississippi, Dept. of Revenue	2010	In Progress	Est. Completion: 10/2015
Oklahoma Tax Commission	2011	In Progress	Est. Completion: 12/2013

Schedule	Budget
0-5% On or ahead to 5% behind schedule.	Expect to complete/ completed within budget.
5-15% Behind schedule.	May complete project within budget.
15+% Behind schedule.	Unable to complete project within budget.

³⁰Table is ordered by completion date if implementation is complete, otherwise by start date.

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5 Implementation Approach

DOR intends to acquire a COTS Comprehensive Tax System (CTS) that includes these major transactional processes and supporting software tools and services:³¹

1. **Taxpayer relationship management:** This includes multichannel interaction management, correspondence management, contact management, marketing, and education.
2. **Revenue management:** This includes taxpayer identification, return intake, return processing, taxpayer accounting, billing and collection, and revenue accounting.
3. **Compliance tools:**
 - **Data warehousing, lead discovery and predictive analytics:** This includes tools to identify and assess non-filers, audit selection and management to improve the audit "change rate", and collections case scoring and management to apply the most effective treatment strategies to collection cases.
 - **Case management:** This includes both generic case management capabilities, such as creating, updating, cancelling, holding, reactivating, approving, closing and auditing cases, as well as the ability to manage specific types of cases, such as collection, audit, delinquency, and bankruptcy.
4. **Common services:** This includes features and tools that enable more-advanced, tax-specific functionalities to run, including analytics, reporting, data management, workflow, document management, search, and security.

The Core System Replacement initiative is divided into a series of phases. The primary reason for taking this approach is to break the effort into more manageable pieces of work and to align key pieces of the initiative into a logical sequence. By breaking it into phases, future decisions to change the sequencing of implementation components can be managed in a more efficient manner.

Preparation Phases (Section 5.1):

1. Agency readiness and planning
2. Procurement and preparation (includes ongoing readiness activities)

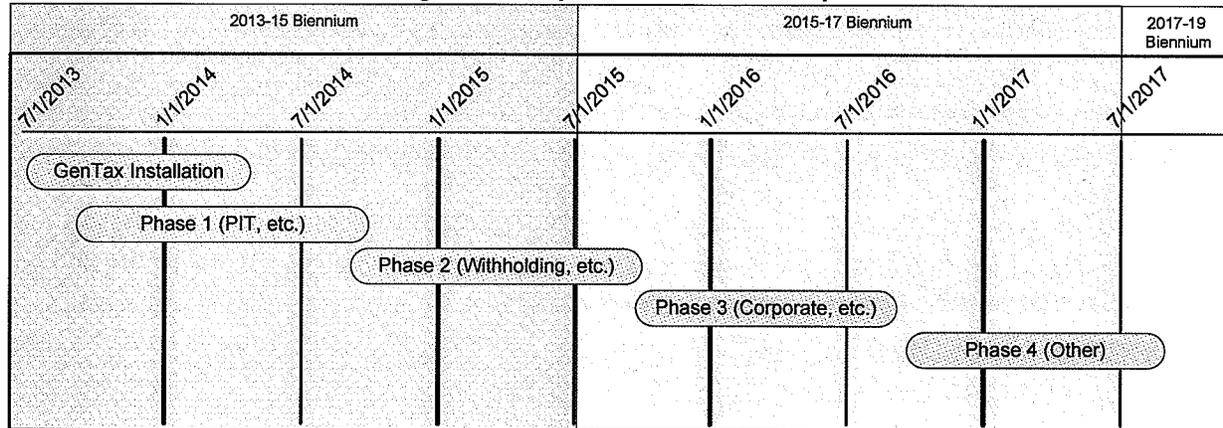
Implementation Phases (Sections 5.2 and 5.3):

The diagram below illustrates the high-level implementation road map for the Core System Replacement initiative. The timeline meets DOR's objective to implement the highest-yielding revenue-generating initiatives first, and begins the return on investment at the earliest point possible in the implementation.

³¹ "Critical Capabilities for Integrated Tax System COTS Products, 2010", Gartner, Inc.

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Figure 13: Implementation Roadmap



5.1 Preparation Phases

5.1.1 Agency Readiness and Planning

DOR recognizes the level of effort and complexity associated with a transformation of this nature. To be best equipped for program challenges, the agency has been making and continues to make organizational, process, and infrastructure changes.³² This phase included the following activities, many of which continue into the next phase:

- Conduct and document a business case assessment for the Core System Replacement.
- Complete business process evaluation and documentation and begin standardizing processes.
- Adopt an agency Enterprise Architecture to guide decision-making for business and technology initiatives with the agency transformation as the vision.
- Prepare the technical infrastructure, including agreements with the State Data Center.
- Enhance communication activities to inform agency stakeholders of the coming changes.
- Begin data cleansing and preparation for conversion to new systems.
- Develop baseline metrics for comparison and tracking.
- Develop and implement a plan for automating and improving IT Service Management.
- Prepare and secure enabling legislation for a Specified Receipts benefits-funded approach (see Section 6.3, Compensation Model).

5.1.2 Procurement and Preparation

The overall goal of the Procurement Phase is to select the right solution to meet DOR's future vision for tax administration. During this phase, DOR staff is conducting the following activities in addition to continuing the readiness activities above:

- Create and issue Requests for Information, as needed, to further understand current solutions.
- Obtain and analyze material from other states' procurements for similar projects.
- Define business, technical and project requirements.
- Create and issue Requests for Proposals for solutions.

³² Four IT Services assessments were conducted for DOR in the 2007-09 biennium in preparation for moving from the previous Solution Development to a Services Delivery model. These studies are listed in the Bibliography, Appendix K.

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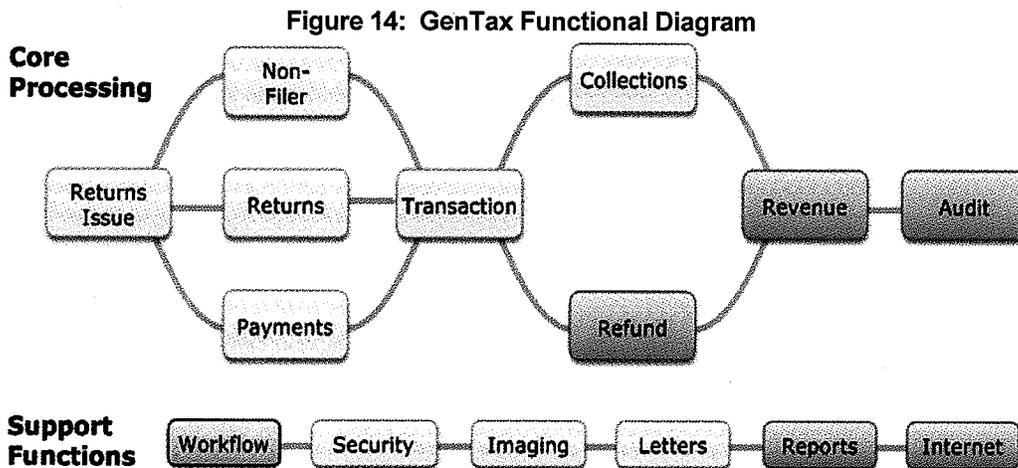
- Determine funding mechanisms and receive funding approval.
- Review and evaluate responses in accordance with state procurement guidelines.
- Select vendor(s) and solution(s) and complete the appropriate contract(s).
- Execute the four IT Services readiness programs (described above in the readiness phase):
 - IT Service Management.
 - Enterprise Architecture.
 - Data Management.
 - Infrastructure.

5.2 Implementation Phases

The GenTax solution the agency has selected integrates the compliance, discovery, and case management discussed in previous versions of this business case into the Integrated Tax System so that each phase includes the tax processing components as well as these compliance tools. The benefits of this integrated approach are discussed in Section 6.2, Benefits.

5.2.1 Comprehensive Tax System

Fully implemented, CTS provides increased automation that will enhance the effectiveness of compliance activities and return processing, the ability to more easily integrate with other applications, improved data quality, increased access to data, and better ability to respond to changes in the future including the modification and addition of new tax programs.



CTS capabilities include taxpayer services, return processing, entity registration, filing compliance, account management, audit selection and execution, case management, data matching and analytics, taxpayer accounting, revenue accounting, revenue reporting, distribution processing, bankruptcy management, and overpayment processing.

CTS will be implemented by tax type in the following "rollouts":

1. **Personal Income Tax and other tax programs.** The first implementation stage will include the GenTax system installation. Common support processes (e.g., case management, business rules engines, workflow engines, etc.) will also be released with this implementation.

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Table 18: CTS Rollout 1

Personal Income Tax Program
Charitable Checkoff
Tri-Met Transit District Self-Employment Tax Program
Lane Transit District Self-Employment Tax Program
Senior & Disabled Property Tax Deferral Program

2. **Withholding and other tax programs.** Along with the conversion of these tax types, the agency will streamline business processes to follow the standards established in phase one.

Table 19: CTS Rollout 2

Withholding Tax Program
Tri-Met Transit District Payroll Tax Program
Lane Transit District Payroll Tax Program
Unemployment Insurance Tax Program
Workers Compensation Assessment Program
Cigarette Tax Program
Consumer Cigarette Tax Program
Other Tobacco Products Tax Program
Partnership Program
Pass Through Entity - PIT, CORP

3. **Corporate and other tax programs.** Along with the conversion of these tax types, the agency will streamline business processes to follow the standards established in earlier phases.

Table 20: CTS Rollout 3

Corporate Excise Tax Program
Corporate Income Tax Program
Corporate Multistate Tax Program
Estate Tax Program
Fiduciary Estate Tax Program
Fiduciary Trust Tax Program
Other Agency Accounts Program
State Lodging Tax Program
Emergency Communications Tax Program
Petroleum Load Fee Program
Amusement Device Tax Program
Hazardous Substance Possession Fee Program

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4. **All other tax programs.** Finally, all other miscellaneous tax types will be converted into the ITS, replacing the many ad hoc systems scattered throughout the agency. Along with the conversion of these tax types, the agency will streamline business processes to follow the standards established in earlier phases.

Table 21: CTS Rollout 4

Assessor's Funding (CAFFA)
Forest Products Harvest Tax
Small Tract Forestland Severance Tax – West Program
Small Tract Forestland Severance Tax - East Program
Electrical Cooperatives (Co-ops)
Gas & Oil Production Tax Program
Private Rail Car Program
Elderly Rental Assistance Program
Revenue Accounting (All other accounting)
Non-Profit Homes
Court Fines & Assessments Program
Green Light (film) Rebate

The CTS Contract Statement of Work, [Appendix H](#), contains additional information about the planned rollouts.

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6 Projected Costs, Benefits & Compensation

The Core System Replacement initiative is an investment in DOR staff, processes and technology that must reduce risks associated with existing legacy systems and also provide a positive return on investment to Oregon taxpayers. The initiative will provide value through reduced agency risk, a more productive and responsive workforce and increased revenue to Oregon.

DOR has done extensive work with industry experts and painstakingly researched the lessons learned and leading practices of other states that have replaced their core systems. As a result of these efforts, DOR estimates that the system will provide a positive Return on Investment and pay for itself within two years of completion, as well as continue to provide additional revenue to the state well beyond the end of the project.³³

For this version of the business case, DOR has done a qualitative and somewhat quantitative reassessment of the initial cost and benefit estimates based on more detailed information obtained during contract negotiations with FAST. The table below provides a revised summary of Core System Replacement costs, and includes internal state resource salaries, software, vendor fees, State Data Center (SDC) and Quality Assurance for all aspects of the initiative.

IMPORTANT NOTE:

- DOR is preparing a Core System Replacement Business Case Addendum which will provide a detailed cost/benefit analysis based on the negotiated contract (see Total Cost of Ownership, Section 6.1.4).
- In addition, DOR will provide regular cost and benefits tracking and reports, including estimated revenue benefits, outside of this business case, as defined in the CTS Program Management Plans.

Table 22: Estimated Cost and Benefit Summary by Biennium

	2009-11	2011-13	2013-15	2015-17	FY 2018	TOTAL
System purchase cost:						
\$ -	\$ -	\$ 11,300,000	\$ 13,500,000	\$ 4,200,000	\$ 29,000,000	
<i>Maintenance:</i>						
\$ -	\$ -	\$ 2,125,000	\$ 2,375,000	\$ 1,000,000	\$ 5,500,000	
Contract sub-total:	\$ -	\$ -	\$ 13,425,000	\$ 15,875,000	\$ 5,200,000	\$ 34,500,000
Estimated agency cost:						
<i>Internal cost (preparation, implementation, initial SDC):</i>	\$ 2,140,000	\$ 5,141,000	\$ 11,523,000	\$ 11,019,000	\$ 3,029,000	\$ 32,852,000
<i>Project oversight (QA and IV&V):</i>	\$ 155,000	\$ 292,000	\$ 520,000	\$ 704,000	\$ 194,000	\$ 1,865,000
Agency cost sub-total:	\$ 2,295,000	\$ 5,433,000	\$ 12,043,000	\$ 11,723,000	\$ 3,223,000	\$ 34,717,000
Total cost:	\$ 2,295,000	\$ 5,433,000	\$ 25,468,000	\$ 27,598,000	\$ 8,423,000	\$ 69,217,000
Estimated Specified Receipts:³⁴	\$ -	\$ -	\$ 2,750,000	\$ 20,750,000	\$ 28,000,000	\$ 51,500,000

³³ Discussion of revenue projections is covered in Section 6.2.3.

³⁴ See 6.2.3 Benefits, Increased Revenue and Section 6.3 Compensation Model.

6.1 Costs³⁵

This section provides the projected cost of the Core System Replacement initiative, broken down by phase and by rollout. Costs are calculated assuming a project start date of September 2013 through targeted project completion in Fiscal Year 2018. Funding is outlined in Section 6.1.3, CSR Funding Sources, and ongoing costs are discussed in Section 6.1.4, Total Cost of Ownership. Actual state costs may vary, but vendor costs will not exceed the costs reflected in this business case. DOR has allowed for a contingency of approximately 15.9 percent for state costs. The contingency is not reflected in the costs in this section, but is included in the DOR funding limitation request described in Section 6.1.3.

Table 23: Summary Cost

	System	Internal	QA	Maintenance	Total
Readiness & Procurement	\$ -	\$ 7,281,000	\$ 447,000	\$ -	\$ 7,728,000
CTS Solution	\$29,000,000	\$25,571,000	\$ 1,418,000	\$ 5,500,000	\$ 61,489,000
Total Costs	\$29,000,000	\$32,852,000	\$ 1,865,000	\$ 5,500,000	\$ 69,217,000

6.1.1 Preparation Phase

Readiness and Planning: The Agency Readiness component of the Core System Replacement represents activities necessary to prepare DOR for organizational, process, and technical changes. These include activities such as business process documentation, initiation of Enterprise Architecture, communication efforts, and organizational change management.

Table 24: Readiness and Planning Cost (Actuals)

Resource	2009-2011	2011-2013	2013-2015	2015-2017	FY 2018	Total
Internal	\$ 2,140,000	\$ -	\$ -	\$ -	\$ -	\$ 2,140,000
Quality Assurance	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ 155,000
Total	\$ 2,295,000	\$ -	\$ -	\$ -	\$ -	\$ 2,295,000

Procurement and Preparation: Procurement activities include requirements definition and the development and evaluation of Requests for Proposals. Additional readiness activities are also included in the costs below.

Table 25: Procurement and Preparation Cost³⁶

Resource	2009-2011	2011-2013	2013-2015	2015-2017	FY 2018	Total
Internal	\$ -	\$ 5,141,000	\$ -	\$ -	\$ -	\$ 5,141,000
Quality Assurance	\$ -	\$ 292,000	\$ -	\$ -	\$ -	\$ 292,000
Total	\$ -	\$ 5,433,000	\$ -	\$ -	\$ -	\$ 5,433,000

³⁵ See Appendix E, CSR Cost Detail.

³⁶ Actuals through 06/30/2012, remainder is projections based on actuals.

6.1.2 GenTax Comprehensive Tax System

CTS will have a direct impact on DOR's success in using new technology and processes to accomplish its mission. This is due to the number of systems that will be replaced and the importance of these systems to administering compliance efforts and processing returns and payments. The GenTax solution the agency has selected integrates compliance, discovery and case management discussed in previous versions of this business case into the Integrated Tax System.

Software and vendor costs have been negotiated with the vendor and are part of the contract. Internal, SDC and QA/IV&V costs are estimates. Ongoing costs are discussed in Section 6.1.4, Total Cost of Ownership. (Also see [Appendix E, Cost Detail](#)).

Table 26: CTS Solution Estimated Costs

Resource	2013-2015	2015-2017	FY 2018	Total
Software	\$ 5,000,000	\$ -	\$ -	\$ 5,000,000
Vendor	\$ 6,300,000	\$13,500,000	\$ 4,200,000	\$ 24,000,000
Internal	\$ 9,011,000	\$ 8,255,000	\$ 2,269,000	\$ 19,535,000
SDC	\$ 2,512,000	\$ 2,764,000	\$ 760,000	\$ 6,036,000
QA and IV&V	\$ 520,000	\$ 704,000	\$ 194,000	\$ 1,418,000
Maintenance	\$ 2,125,000	\$ 2,375,000	\$ 1,000,000	\$ 5,500,000
Total	\$ 25,468,000	\$ 27,598,000	\$ 8,423,000	\$ 61,489,000

6.1.3 CSR Funding Sources³⁷

DOR is submitting a Policy Option Package (POP) to the 2013 Oregon State Legislature seeking a special spending limitation that will allow the agency to pay for the CTS system using the Specified Receipts³⁸ fund, and to request a General Fund allocation for initial project costs. The details of the POP are described below.

2013-15 Budget Request: \$4.2 million Allocation and \$17.3 million Other Fund Limitation:

DOR is seeking a **\$17.3 million Other Fund spending limitation** that will enable the agency to begin to pay for the system and reimburse internal costs for the 2013-15 biennium. These costs will be paid from a special fund established to pay vendor costs which are capped at \$34.5 million over four years beginning fall 2014. Certain agency direct project costs, not to exceed \$15 million over four years, will also be paid from this fund. The request for the special fund is being introduced in Legislative Concept 15000-016.

In addition, DOR is seeking a **\$4,217,000 General Fund allocation** for the 2013-15 biennium to cover agency SDC costs³⁹ as well as the cost of replacing desktops with standard, up-to-date equipment necessary for operating the COTS software.

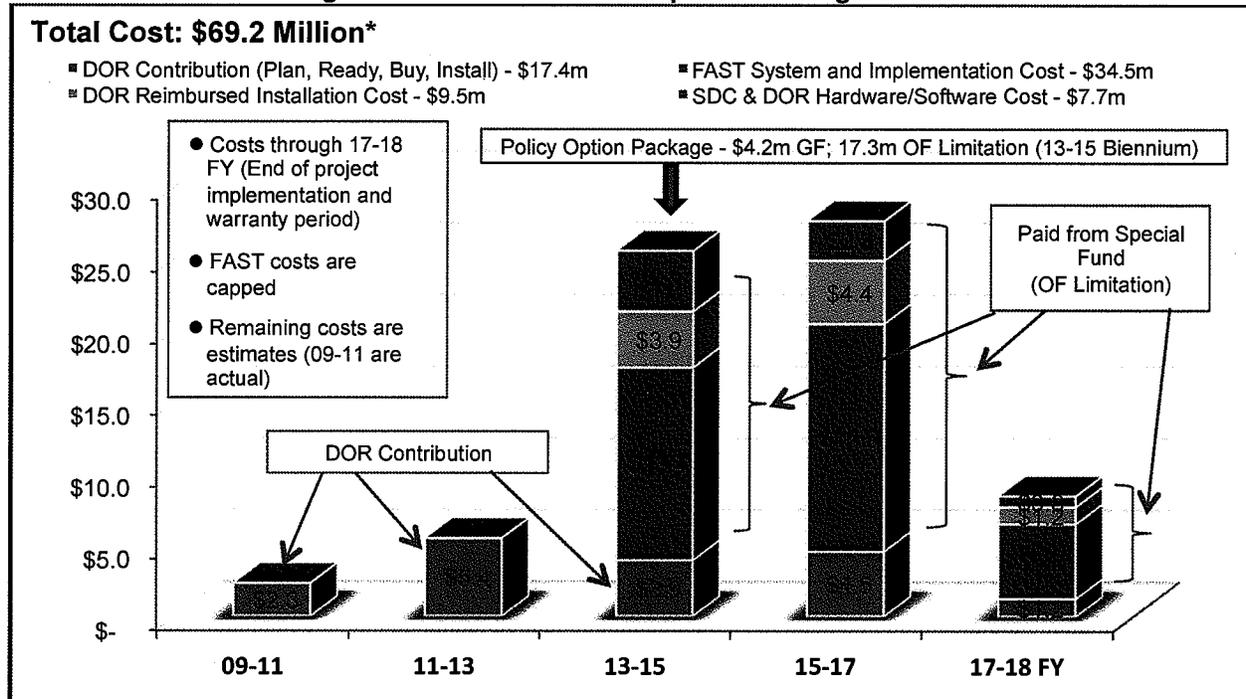
- SDC costs: \$2,512,000
- Desktops: \$1,705,000

³⁷ Also see Appendix E, CSR Cost Detail.

³⁸ See Section 6.3, Compensation Model.

³⁹ SDC costs are based on 2011-13 pricing and may change during Governor's Recommended Budget process.

Figure 15: CSR Costs with Proposed Funding Sources



- **DOR Contribution (Plan, Ready, Buy, Install): \$17.4 million**
 These costs started in 2009 and are paid from the department's existing appropriation. These costs are for planning, procurement, and preparation for the new system, implementation and testing of the new CTS system, and for training staff to use the new system. **No additional appropriation is being requested for these costs.**
- **FAST System and Implementation Cost: \$34.5 million (Capped – FAST's costs will not exceed \$34.5 million)**
 These costs will be paid from the special fund to be established by the Legislature (see more about the special fund in the Benefits section below) and will pay for software and services provided by FAST to plan, install, configure, test, train, and cutover to the new system. **Other fund limitation is necessary to pay these costs.**
- **DOR Reimbursed Installation Cost: \$9.5 million**
 These costs will be reimbursed from the special fund to be established by the Legislature (see more about the special fund in the Benefits section below) and will pay for project management, quality assurance, change leadership, and technological expertise necessary to implement a new system while maintaining legacy systems. Legislation for the special fund will cap DOR reimbursement costs at \$15 million, allowing a \$5.5 million contingency for DOR costs, if needed and funds are available (15.9% of estimated state costs of \$34.7 million). **Other fund limitation is necessary to pay these costs.**
- **SDC and DOR Hardware and Software Cost: \$7.7 million**
DOR is requesting \$4.2 million of these expenses as a 13-15 appropriation for increased SDC fees due to hardware and storage requirements of installing new systems and maintaining legacy systems. These costs include one-time acquisition of desktop hardware and software necessary to operate the new system. Generation of receipts in the special fund will not be available in time to pay for these one-time costs. Funds will then be in DOR's base budget for 13-15 and beyond for the remaining SDC costs of \$3.5 million in this category, if approved.

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6.1.4 Total Cost of Ownership (TCO)

The total cost of ownership (TCO) of the COTS solution after implementation includes annual maintenance and support costs of the new system, and ongoing SDC hardware and storage costs for the new system (net of savings from reduced SDC fees associated with retiring systems). Estimated cost for these items beginning in 2019 is approximately \$8 million per biennium. This will provide DOR with system upgrades as new versions of the system are released, and ensure, for example, that 10 years after GenTax is installed DOR will be using the most current version. DOR will no longer be concerned with upgrading its core tax systems because they will always be operating in the most current system available. System enhancements, if necessary, may require additional funds.

In addition, DOR will have ongoing membership in the community of GenTax users, sharing data and best practices, as well as ensuring the content and reliability of future product releases. For instance, the FAST Data Exchange (DEX) enables states to share fraudulent Social Security Numbers, fictitious bank accounts, and other information on a nightly automated basis to reduce refund fraud.

IMPORTANT NOTE: Now that detailed cost information for a new system has been obtained through contract negotiations, DOR plans to publish an addendum to this business case in time for the December 2012 legislative committee meetings. The addendum will include:

- **Costs.** An in-depth analysis of costs which includes a detailed assessment of total cost of ownership. The analysis will compare:
 - The “do nothing” alternative (see Section 3.2.1, Maintain), with
 - The alternative to move forward with GenTax, the selected COTS solution (see Section 3.2.3, Replace with industry standard solution).

- **Benefits.** A refined analysis to better estimate the benefits of implementing the GenTax solution. This analysis will focus on key functional areas with the most direct impact, and will further define:
 - Key assumptions.
 - Financial and non-financial benefits.
 - Operational efficiencies, including strategies for reinvesting these efficiencies.

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6.2 Benefits

The estimated total cost for the Core System Replacement is approximately \$69.2 million, including effort-to-date, calculated through completion (Fiscal Year 2018). This is a significant investment given the state's economic climate and budget concerns. However, recent experiences from other state tax agencies implementing large-scale system improvements have resulted in revenue increases sufficient to pay for replacement costs within 2-4 years of implementation.⁴⁰ More importantly, failing to make this investment could result in potentially significant loss of revenue due to system failure (see Risk Avoidance, below).

The value of replacing core tax systems can be described in three categories: 1) Risk Avoidance, 2) Improved Performance and 3) Increased Revenues.

6.2.1 Risk Avoidance

The primary benefit of replacing core tax systems is to continue supporting existing revenue streams by reinvesting in core infrastructure to reduce risks of failure (also see Section 8.2, Consequences of Failure to Act).

An assessment of DOR's "current state", conducted in 2009, contains seventy pages describing the issues and constraints DOR staff and stakeholders face daily.⁴¹ Many of these problems could be addressed and remedied individually, but, as demonstrated throughout this business case, only a comprehensive Core System Replacement will address them in their totality and provide the additional risk avoidance, performance, and revenue benefits described in this section.

The Current State Assessment and Preliminary Future Vision, and other research conducted by DOR, highlights numerous critical risks, including:

- Some key systems are at risk of reaching maximum capacity and/or failure.
- Highly specialized and inflexible applications require manual workarounds to meet business needs.
- Inflexible, obsolete, and diverse architecture adds complexity and presents risk of not being supported.
- Seasonal changes and legislative tax-law revisions require multiple, complex system updates which take time to implement; DOR risks not being able to execute such changes by the time new laws or policies are effective.
- Escalating loss of technical system knowledge (skilled IT staff, with in-depth knowledge of systems and business rules, retiring or leaving state service).
- Escalating loss of business process knowledge (skilled subject matter experts, familiar with necessary workarounds, retiring or leaving state service).

It's difficult to estimate precisely when risks that impact revenue may materialize. A more detailed estimate of risks will be included in the CSR Business Case Addendum planned for completion by December 2012.

⁴⁰ Based on FAST's measurement methodology.

⁴¹ See the *Current State Assessment and Preliminary Future Vision*, 12/15/2009 for the complete assessment.

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6.2.2 Improved Performance⁴²

The following pages describe some of the benefits ascribed to areas of impact:

- **Revenue Administration** - Return processing and related activities including revenue accounting, correction and exception processing, and initial billing.
- **Compliance** - Unreported tax identification and billing (including non-filers), and pursuit of unpaid debts.
- **Taxpayer Services** - Services such as electronic filing, online education, and self-service account management.

DOR has not assigned monetary value to the following benefits, but other states implementing Comprehensive Tax Systems have experienced both efficiency and revenue gains through these improvements. DOR plans to implement all of these features to the extent allowable under current law and policy.⁴³

Revenue Administration Benefits	
One efficient system for all tax types	
Description	<i>Several tax types, such as Tobacco and Timber, do not currently have robust tax processing systems. Other tax types do not have formal systems.</i>
Benefits	<ul style="list-style-type: none"> • All tax types will be moved onto a single system, allowing for economies of scale that make it cost-effective to process all tax types in a single system. • Standardization of processes and a reduction in manual effort in the administration of these tax types will improve operational efficiency and resource utilization.
Tax processing efficiency	
Description	<i>Numerous efficiencies will be seen as a result of reduced manual activities, the timeliness of data availability, enhanced functionality relative to legacy systems, and a reduction of interfaces between disparate systems.</i>
Benefits	<ul style="list-style-type: none"> • Payment transfers across tax types will be simplified. Transfers of money across taxpayers, tax periods, or tax types completed in one system is more efficient. A strong audit trail will be maintained, increasing security of dollar transfers. • Easy access to available data will result in the ability to perform automated checks in real-time rather than performing manual checks within multiple systems to verify information. Real-time automated validation and verification are much more efficient than manual research. • Online adjustment capabilities will result in the immediate processing of changes instead of waiting for the nightly batch process to determine the impact. • Having all data within one system will provide all users with the appropriate security access, with immediate visibility to data as it is changed. • Fewer systems on which to train users will result in reduced training time.
Returned mail	

⁴² Additional performance improvements are cited in Appendix F, Initial Benefit Methodology, Opportunities and Assessments.

⁴³ Some features, such as third-party address correction, may require administrative rule or statutory changes.

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Description	<i>Automated process for identifying correct address for returned mail.</i>
Benefits	<ul style="list-style-type: none"> • A single system using a repository of address information will ensure that mail does not continue to go out after the legal assessment notice on addresses that DOR knows are inaccurate. • A barcode could be printed on outgoing mail and scanned upon return to either stop additional mail from being sent or to look for a better address. • Access to better address information could increase the number of payments, as well as saving the costs associated with managing returned mail.

Use of business rules and improved exception processing

Description	<i>New systems will promote the use of business rules to reduce errors and exceptions, and facilitate their systematic correction.</i>
Benefits	<ul style="list-style-type: none"> • Business rules within a business rules engine will allow authorized users to participate in the process of configuring the system. This transparency will give a larger audience the visibility to see how DOR does its business and will reduce DOR's reliance on scarce IT staff. • A combination of real-time checks and a pre-certification process will also reduce the volume of common exceptions and allow manual review on a smaller, more specific pool of cases for follow-up.

Internal and external offsets

Description	<i>While DOR currently participates in the Treasury Offset Program, there are additional opportunities to automate offset processes.</i>
Benefits	<ul style="list-style-type: none"> • With data for all tax types within a single database, internal refund offsets can be performed in a straightforward manner, and a notice or explanation indicating why a refund was reduced can be sent to the taxpayer. • Centralizing debt for offset will enable automated data matching against external debt as part of the regular refund process. • Refund offsets reduce overall collection activities, reduce the volume of invoices to generate and reduce collection case workloads.

Proven and widely used solution

Description	<i>Sixteen other state tax and revenue agencies successfully use the same solution. These states share data, best practices, and business rules for compliance and other programs.</i>
Benefits	<ul style="list-style-type: none"> • DOR will benefit from other proven and successful programs and practices at 16 other states. As an example, the FAST Data Exchange (DEX) is currently used by 11 states to share fraudulent SSNs, bank accounts, and other information on a nightly automated basis to reduce refund fraud.

Compliance Benefits

Common access to aggregated internal/external data

Description	<i>New system capabilities will assist in effectively leveraging data and information available, providing access to all who need it for better decision-making, assisting in allocating resources and driving programs and treatment of</i>
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Benefits	<i>taxpayers using as much automation as possible.</i>
	<ul style="list-style-type: none"> • Additional data will help better select and drive audit programs, including development of new programs for non-filers and under-reporters. This could reduce the number of audits resulting in no changes. • Enhanced refund processing by having timely and automated access to information needed for decision making. • Complete, aggregated data will provide for enhanced review of individual income tax refunds and assist in automating review steps. One option could be to change from the current resource-intensive process to an automated "pre-validation" process (to confirm identities, likely withholding tax thresholds, and eligibility for credits/refunds in advance based on existing information). • Resource savings will result from working cases in less time and working fewer unchanged audits. More time could be spent on highly productive correspondence audits including taxpayer preparer cases, lifestyle program cases, and non-resident cases.

Improved case management capabilities

Description	<i>Industry-proven solutions use data not currently used by DOR to drive case management and compliance actions.</i>
Benefits	<ul style="list-style-type: none"> • DOR can use the ITS and data warehouse to facilitate the passing of audit information (Revenue Agent Reports, or RARs) from the IRS to DOR and have a business process in place to 1) automate the creation of the case, 2) verify if the taxpayer has reported the change, 3) if not, compute the Oregon tax impact/adjustment, 4) support assignment and case tracking, 5) create notification to the taxpayer, and 6) post the bill to the ITS. Many of these activities are currently manual, and new systems will automate them. • Even though RARs will require a manual review and adjustment calculation, significant benefits will be achieved by automating the data load process, checking to see if the change was reported, automating the case creation process, and posting the bill to the ITS. • This process also will allow DOR staff to see all information needed to respond to phone calls or correspondence and quickly resolve issues. • Using the Information Returns Master File (IRMF) provided by the IRS to identify income not reported by non-filers will allow DOR to issue accurate estimated bills rather than inquiry letters.

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Consolidation of receivables

Description	<i>Significant gains can be made when consolidating receivables under a single collection case and automating enforced collection actions and inventory monitoring to apply the next best action.</i>
Benefits	<ul style="list-style-type: none"> • DOR compliance activities related to outstanding debts will become more proactive by using automated processes like risk-based scoring, case creation and assignment, automated bank or wage levies, and alerts. • The system can review existing inventories for account updates such as payments or changes in demographic information. Once identified, the case is automatically assigned to the appropriate collector. This approach removes the need for management to continually view reports or manually review existing inventories and provides the collector with the information they need when they need it.

Risk-based scoring of receivables

Description	<i>Maximum benefits from scoring occur when cases are scored early in the collections process (i.e., during the initial billing stage).</i>
Benefits	<ul style="list-style-type: none"> • Focused initiatives could include special compliance projects or forwarding receivables to outside collection agencies based on the taxpayer's risk-score. • Scoring could also include an inventory management mechanism to distribute cases across collection inventories, as well as assess the inventory of outstanding debts that have been deemed uncollectable. • Scoring could help ensure that, as compliance programs or season fluctuations generate new outstanding debts, inventory levels are not too high or too low for a given inventory or collector assignment.

User experience and system maintenance

Description	<i>DOR staff work in one system, providing them with a full view of the taxpayer.</i>
Benefits	<ul style="list-style-type: none"> • Time spent researching information across several systems can now be spent on direct collection activities that will generate increased revenue. • A single system utility will manage security, case types, correspondence templates, case assignment, approvals, and workflow. • A consolidated system will allow common case management functions to be utilized. The case structure to be employed can be used to manage any work item (suspended return, a refund request, a billing case, or a collections case requiring automated or manual action).

Inventory monitoring

Description	<i>Cases can be driven through automation of enforcement actions and DOR staff can be alerted to take effective collection action when changes occur to the taxpayer assigned to their inventory.</i>
Benefits	<ul style="list-style-type: none"> • For supporting enforced collections, Entity Identification provides address, asset, and relationship information, which are necessary to pursue the best possible collections strategy. • Manual review of reports or ad hoc analysis is automated and those accounts requiring more work move to the top of a work list so that enforced collection action can occur in a timely manner.

Automation of responsible party billing

Description	<i>The process of billing to and collecting from responsible individuals could be significantly improved by building a repository of responsible party information using sources such as registration, Secretary of State, and existing known responsible party cases. This repository would provide DOR staff with a list of potential candidates upon case assignment.</i>
Benefits	<ul style="list-style-type: none"> • Combined with risk-score, this would provide information to the collector to begin the responsible party process sooner. • The ITS also will provide the ability for an outstanding debt to be associated with multiple debtors and collection actions within the system in order to track payment sources. • Billing to the responsible party will occur on that specific receivable, providing a way to see who has been billed and when. • An ITS will provide an easier process for billing, payment allocation and crediting

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payments to an outstanding debt shared by multiple debtors.

Non-filed returns and estimated assessments

Description	<i>Knowing when returns should be filed based on the account type and filing frequency is not enough. Additional data sources such as wage or third-party data (e.g. Dun & Bradstreet) are necessary to support estimated assessments where recent return information is not available.</i>
Benefits	<ul style="list-style-type: none"> • DOR staff will know potential failure-to-file situations and the estimated associated revenue at risk as soon as the taxpayer has missed their return due date. • Additional data is used to estimate the assessment which provides a more accurate receivable for the system or collector to manage. • Fewer adjustments to assessments mean that more time is spent on collection activities as opposed to data purification activities.

Taxpayer Services Benefits

New and improved self-service by taxpayers

Description	<i>All taxpayer data in one database makes it easier to present information in a logical manner and provide access needed.</i>
Benefits	<ul style="list-style-type: none"> • Self-service functionality that may have been difficult or not cost-effective to provide with legacy tax-based and functional tax processing systems will now be available. • Taxpayers are able to go online to perform routine account maintenance and find information instead of making a phone call or submitting a form. • The system will allow for additional functionality, including internet business registration, and taxpayer-created deferred payment agreements. This will reduce service calls and manual activities performed by the Taxpayer Assistance group.

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Enhanced electronic filing promotion

Description	<i>Similar to taxpayer self-service, enhanced electronic filing promotion will result in greater numbers of businesses filing electronically and less paper to manually process.</i>
Benefits	<ul style="list-style-type: none"> • The overall error rate due to data capture errors will be reduced. • New systems will also facilitate the creation of electronic filing capabilities for more tax types than are currently available.

Improved compliance from taxpayer education

Description	<i>The initiative will result in improved tax collection through better taxpayer education.</i>
Benefits	<ul style="list-style-type: none"> • Having all data in a single database and using improved analysis tools will allow analysis to take place on specific taxpayer groups. • Patterns that emerge can allow DOR to target specific educational programs for those segments of the taxpayer population that are having difficulty with compliance. • While actual benefits related to Improved Taxpayer Education have not been listed in <u>Appendix F</u>, there will be a revenue generation impact by increasing voluntary compliance related to this education effort.

6.2.3 Increased Revenue

Other states have reported increased revenues as a result of replacing their core tax systems. However, DOR discovered during the procurement process that estimating revenue increases that are directly tied to the system replacement presents many challenges due to multiple influences on revenues, both internal and external to the agency. Estimating impacts on revenue generation will be more reliable after the system is installed and business process impacts are known. DOR is establishing metrics to ensure that benefits, including additional estimated revenues, are tracked both during and after the system is implemented.

Table 27: Examples of Benefits Experienced by Other States⁴⁴

	Year Completed	Estimated Investment	Return	Return on Investment Ratio	Period (years)
Arizona DOR	2008	\$122M	\$122M ⁴⁵	1:1	4
Hawaii DOR	2007	\$53M	\$250M	5:1	8
Kansas DOR	2000	\$45M	\$120M	3:1	5
New York DTF	Ongoing	\$140M	\$1B	7:1	5
South Carolina	2010	\$40M	\$135M	3:1	4
Virginia DOR	2006	\$153M	\$350M	2:1	6

FAST estimates a \$51.5 million overall increase in revenue⁴⁶ during the life of the project from improved service and better compliance tools. The methodology for this estimate is based on their experience in 16 other state revenue agencies. Benefits are expected in non-filer compliance, audit, collections and refund fraud reductions for the personal income tax, withholding and corporate tax programs. This is a conservative estimate and is not tied to specific improvements. Instead, it is an aggregate of likely improvements.

Table 28: FAST Projected Revenue Benefit (by Biennium)

2013-15	\$ 2,750,000
2015-17	\$20,750,000
2017-19	\$28,000,000
Total	\$51,500,000

Actual improvements in specific programs or functions may vary, but FAST is confident that overall benefits will exceed \$50 million during the life of the project, with continued benefits well beyond. It is probable, based on other states' results, that DOR will experience additional revenues over and above the projected \$51.5 million during the life of the project. However, the projected increase provides a basis for establishing the Specified Receipts benefits-based compensation model. FAST estimates \$20 million per year of increased revenues after implementation which would indicate full repayment for all project expenses within one year after implementation is complete. DOR, FAST, and LRO will continue to evaluate revenue impacts for the 2013 Legislative Session.

⁴⁴ Other states may not have accounted for external factors such as population growth, inflation or other factors that may have also affected economic growth in the state and impacted revenues.

⁴⁵ Measured cost savings only up to point at which project was paid for.

⁴⁶ Over the estimated 3 percent growth that is included in the Specified Receipts model to reflect revenues that may have been generated without the core system replacement.

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6.3 Compensation Model

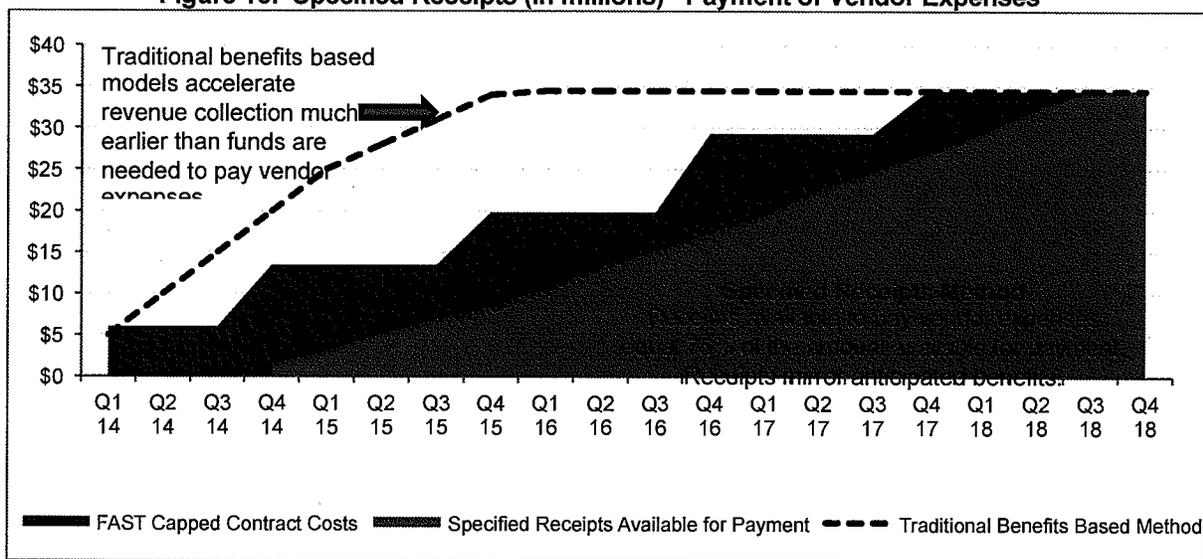
Because of the difficulty in estimating direct revenue benefits, DOR and FAST, in consultation with Legislative Revenue Office (LRO), propose using a benefits-based funding method that designates Specified Receipts for project payments. This funding method is subject to legislative approval. These Specified Receipts are directly associated with programs and functions that benefit from the Core System Replacement. (See Appendix G, CTS Contract, Section 5 Compensation for details about Specified Receipts). The Specified Receipts funding model will:

- Measure certain late payment and compliance receipts associated with programs that benefit from the new system (Specified Receipts).
- Establish base receipts using the 2013 calendar year unless anomalies suggest a better period.
- Be measurable in both the existing legacy DOR systems and GenTax system.
- Be adjusted for estimated 3 percent growth that may occur without Core System Replacement.
- Include the \$51.5 million increased revenue projection from FAST.
- Establish targets in order for the vendor to earn full payment of expenses; expenses will be partially paid if targets are not met.
- Deposit a percentage of actual receipts into a special fund to be designated by the 2013 Legislature.
- Designate that the special fund is split: 75 percent to pay FAST expenses; 25 percent to pay specific DOR expenses.
- Pay all FAST project expenses and approximately half of DOR expenses from the special fund.
- Cap project expenses paid from the special fund at \$49.5 million (\$34.5 million FAST, \$15 million DOR).
- Pay expenditures during the life of the project until December 31, 2018, or cap is met, whichever comes first.

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The chart below illustrates how FAST will be paid from 75 percent of the special fund and estimates when funds may be available for payment.

Figure 16: Specified Receipts (in millions) - Payment of Vendor Expenses⁴⁷



⁴⁷ Example to illustrate methodology, actual receipts may vary.

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This method satisfies several concerns raised during the procurement process:

- Traditional benefits-based models (represented by dashed line in figure 16 above) often accelerate collections and set aside large amounts of funds for the project early in the implementation process.
- Traditional methods typically do not account for revenue growth that may occur without a new system before payments are due.
- The Specified Receipts method paces the payment of project expenses with anticipated (estimated) benefits and attempts to account for growth that would otherwise be expected.
- If the total target receipts are not fully realized, this method partially compensates, but does not fully pay, the vendor. This ensures the vendor will continue with the project and provides an incentive for their performance.

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7 Foundational Strategies, Factors and Metrics

7.1 Foundational Strategies

DOR has adopted foundational strategies for the Core System Replacement project. The rationale, value, assumptions, and consequences of these strategies are discussed on the following pages.

- **Strategy #1 - Use of a Commercial Off-the-Shelf product** – the use of a COTS product and associated tools that has all/most functional/business needs already developed, integrated, and tested.
- **Strategy #2 - Minimal COTS product customization strategy** – use of a COTS product “out of the box” across all tax programs with minimal customization.
- **Strategy #3 - Non-comprehensive requirements definition strategy** – use of high-level business and technical requirements for the Request for Proposal.
- **Strategy #4 - DOR will partner with the solution provider on project management strategy** - a collaborative partnership in project management.
- **Strategy #5 - COTS solution provider will do “heavy lifting” on the solution implementation strategy** – rely on the solution provider as the expert in the implementation of their COTS product.
- **Strategy #6 - Agency readiness strategy** – ensure that agency leadership, staff and other stakeholders (external and internal) are informed and involved throughout the project.
- **Strategy #7 - Continue Request for Proposal (RFP) for a Comprehensive Tax Solution without official funding approval** – publish RFP and receive proposals to ensure complete and accurate information about the COTS solution before obtaining legislative funding authority.
- **Strategy #8 - Benefits-based funding strategy** – fund the costs of the project out of the benefits realized from the implemented COTS solution.
- **Strategy #9 - Independent Quality Assurance (QA) oversight** – have a third-party QA consultant on board early in the project and throughout solution implementation, including independent verification and validation (IV&V).

Strategy #1 - Use of a Commercial Off-the-Shelf product - the use of a COTS product and associated tools that has all/most functional/business needs already developed, integrated, and tested.

1. **Rationale and Value** – Section 3 (Alternatives Analysis) and Section 4 (Industry Leading Solutions) provide the basis for the decision to use COTS solutions.
2. **Assumptions**
 - One or more robust and mature products for individual business functions are available that could be used to replace some or all of the existing core systems.
 - COTS is a safer solution than building a system internally or modifying products from other states.
 - COTS will result in little or no internal product development.
 - COTS architecture will fit into DOR’s current and long-term architectural plans.
 - DOR staff will be able to support and operate the newly installed COTS product.

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3. Potential Consequences

If a COTS product is not available that fits into the SDC environment, the SDC may have to retrofit the current environment to allow installation of the product. This could result in significantly larger resource needs and a longer project timeline.

4. Potential consequence resolution

DOR worked closely with the SDC during the procurement process, involving them in the technical architecture review. The selected COTS solution fits into the SDC environment.

Strategy #2 - Minimal COTS product customization strategy - use of a COTS product “out of the box” across all tax programs with minimal customization.

1. **Rationale and Value** - Choosing to customize a COTS solution negates many of the values a COTS product brings.

2. Assumptions

- DOR will be willing to adopt a common set of business practices, regardless of size or business environment.
- DOR will leverage the solution provider’s experience with best practices used in other states.
- Oregon Revised Statutes (ORS) and Oregon Administrative Rules (OAR) can and will be modified where necessary.

3. Potential Consequences

If ORS/OAR changes can’t be made timely, DOR will not be able to take advantage of some of the new COTS product capabilities such as certain types of debt offsets.

4. Potential consequence resolution

DOR has contractual agreement to make the best use of the solution “out of the box” with minimal configurations. In addition, DOR is looking at laws and administrative rules to ensure that necessary changes can be requested in a timely fashion.⁴⁸

Strategy #3 - Non-comprehensive requirements definition strategy – use of high-level business and technical requirements for the Request for Proposal.

1. **Rationale and value** – DOR used a high-level synopsis of its detailed business requirements, as well as high-level technical requirements, in its Request for Proposal to ensure that the agency received the best possible product proposal from COTS solution providers.

2. Assumptions

- COTS solutions, by their nature, address the primary business requirements for their targeted industry.
- DOR designed and used a procurement process in which all requirements were validated with the “Best Value” solution provider.

3. Potential consequences

If the solution provider is unable to meet the detailed business requirements, DOR will have to either delay the project until agreement is reached or modify the detailed requirements. This could impact project schedule and cost.

⁴⁸ DOR has multiple legislative concepts for the 2013 Legislature that will increase the ability to take full advantage of GenTax capabilities. Additional legislative concepts may be introduced in the future.

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4. Potential consequence resolution

The DOR procurement process included an extensive review of detailed business and technical requirements. The selected COTS solution meets more than 90 percent of DOR business and technical requirements.

Strategy #4 - DOR will partner with the solution provider on project management strategy - a collaborative partnership in project management.

1. Rationale and value - Industry best practices show that managing projects through a collaborative partnership helps to achieve project success

2. Assumptions

- DOR has internal or contracted project management expertise independent from the solution provider.
- The solution provider is willing to work on the project in a collaborative environment.
- The solution provider will work with DOR to meet or exceed QA and IV&V requirements for project management.

3. Potential consequences

If the solution provider and DOR are unable to reach agreement on a collaborative project management approach, then project schedule, timeline, and resources may be greater than anticipated.

4. Potential consequence resolution

DOR and FAST were able to agree on project management strategy as documented in the negotiated contract (Appendix H, CTS Contract Statement of Work).

Strategy #5 - COTS vendor will do "heavy lifting" on the solution implementation strategy - rely on the solution provider as the expert in the implementation of their COTS product.

1. Rationale and value – COTS solution providers have vast experience in implementing their solutions, with knowledge as to whether to use a phased approach, how to schedule the phases, if used, etc. DOR will follow the implementation strategy recommended by the vendor to ensure the best value and efficiencies.

2. Assumptions

- The solution provider has experience implementing the selected COTS product and has a solid, documented approach.
- Implementation approach meets the requirements for the ROI, as defined in Section 3, within the required timeframe.

3. Potential consequences

If the COTS provider does not provide their "A-Team", the project schedule may be at risk.

4. Potential consequence resolution

DOR has contractual agreement with FAST to ensure that they enlist their "A-Team" in the project. The contract gives DOR the right to review and approve or deny any changes to team staffing.

Strategy #6 - Agency readiness strategy - ensure that agency leadership, staff and other stakeholders (external and internal) are informed and involved throughout the project.

1. Rationale and value – Agency readiness is a key component of a successful project, especially one of this size and scope. Also see Section 5.1, Preparation Phases.

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2. Assumptions

- There will be active and visible participation by DOR leaders who authorized and funded the project.
- Project sponsors are building the needed coalition of organizational leaders.
- Project sponsors are communicating directly with DOR employees.
- DOR will develop a coaching plan for involving key managers and supervisors.
- DOR is using a structured approach to managing the change, with the assistance of the solution provider.
- DOR will involve agency staff through workgroups, focus sessions, and other means of outreach.
- DOR is placing a heavy emphasis on communication, both internally and externally.

3. Potential consequences

The timeline and potentially the success of the project could be at risk if DOR does not involve staff and stakeholders.

4. Potential consequence resolution

DOR is currently involving staff and stakeholders in all aspects of program planning. In addition, DOR has contractual agreement with FAST to ensure that they partner with DOR using structured change leadership best practices.

Strategy #7 - Continue Request for Proposal (RFP) for a Comprehensive Tax Solution without official funding approval - publish RFP and receive proposals to ensure complete and accurate information about the COTS solution before obtaining legislative funding authority.

1. **Rationale and value** – DOR designed a procurement process and funding approach in which information is gathered and validated prior to committing state resources.

2. Assumptions

- Project will be benefits-funded.
- DOR keeps the legislature, governor, and other key stakeholders informed throughout the planning stages.

3. Potential consequences

If the legislature does not agree to make the statutory changes necessary for the agency to utilize benefits-based funding for the project, the project will be delayed or cancelled (See Section 8.2, Consequences of Failure to Act).

4. Potential consequence resolution

Not resolved: DOR was able to move forward with negotiating and signing the CTS contract with FAST by including a clause that contract execution is subject to legislative approval. However, the potential consequence remains if DOR fails to receive legislative approval for the CTS contract.

Strategy #8 - Benefits-based funding strategy - fund the costs of the project out of the benefits realized from the implemented COTS solution.

1. **Rationale and value** – *see discussion in Section 6 of this document.*

2. Assumptions

- DOR has internal or hired experts, independent from the COTS provider, who will act in the best interest of the state.
- DOR keeps key state officials informed of the process.
- DOR puts key metrics, negotiated with the solution provider, in place and tracks and reports on them.
- Oregon legal experts ensure that contract terms are in the best interest of the state.

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3. Potential consequences

If DOR and the solution provider are unable to agree to the metrics and compensation model, the project will be delayed until such agreement is reached.

4. Potential consequence resolution

DOR and FAST negotiated a "Specified Receipts" benefits-based funding model as part of contract negotiations. The contract was signed by all parties May 30, 2012.

Strategy #9 - Independent Quality Assurance (QA) oversight - have a third-party QA consultant on board early in the project and throughout solution implementation, including independent verification and validation (IV&V).

1. Rationale and value – The state requires third-party QA and IV&V on all IT projects of this size and scope. DOR proactively hired a QA consultant in its early planning stages and will be adding IV&V services when the implementation process is initiated.

2. Assumptions

- QA consultant has experience in IT projects of this size and scope.
- Third-party QA/IV&V will be in place throughout the life of the project.
- The QA/ IV&V consultant(s) will meet all of the requirements set forth by OCIO.
- DOR has a project team member responsible for quality oversight working closely with the consultant(s).

3. Potential consequences

If the QA consultant does not have the necessary experience or is unable to meet the requirements put in place by OCIO, DOR will have to seek another QA consultant. This may affect the project schedule.

4. Potential consequence resolution

The current third-party QA consultants meet OCIO requirements for QA. DOR will be addressing IV&V requirements in early 2013.

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7.2 Critical Success Factors

Critical Success Factors (CSF) are defined by the Business Dictionary (www.businessdictionary.com) as a “limited number (usually between 3 and 8) of characteristics, conditions, or variables that have a direct and serious impact on the effectiveness, efficiency, and viability of an organization, program, or project.” DOR’s critical success factors for this initiative are:

1. **Ongoing executive support:** DOR must have an aligned leadership voice with the ability to overcome project barriers, motivate participation and ensure that participants work together to achieve project success while ensuring operational priorities are consistently met.
2. **Structured training and change leadership:** DOR is using a structured approach to change leadership to ensure that employees are aware of the changes, understand the reasons for the changes and have the right knowledge and skills to transition from the current state to the future state.
3. **Project management expertise and strong resource commitment:** DOR has allocated staff, including subject matter experts and project managers, in full- and part-time roles to ensure adequate resource commitment throughout the life of the initiative. Additionally, DOR engaged consultants with extensive experience in large IT implementations to provide foundational structure and mentor the DOR program management team.
4. **Engaged staff and stakeholders:** DOR is engaging staff and other stakeholders early and often throughout the project to identify and address needs, communicate progress and status and garner acceptance.
5. **Aligned business and IT operations:** DOR has both formal and informal coordination and collaboration among business and technology interests.
6. **A systemic means of measuring progress toward specific business goals:** DOR is refining identified measures that are directly tied to business drivers and putting appropriate tracking mechanisms in place.
7. **Agency/Solution Provider partnership:** DOR has adopted a project approach to partner with the Solution Provider to ensure the best value for the state. Industry best practices show that a collaborative partnership helps to achieve project success.

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7.3 Critical Success Metrics

The Core System Replacement will be measured by how well it achieves DOR’s strategic goals and the efficiency with which it does so. This section documents critical success metrics used to assess the value of the project to DOR. These metrics will be evaluated at significant project milestones as a gauge for possible realignment of the roadmap and project priorities.

DOR will continue to evaluate the relevance of the metrics and success factors at key points, such as during pre-implementation assessments and at critical program milestones. Additional metrics will be developed and modifications may occur to existing metrics to best represent the project’s success.

IMPORTANT NOTE: DOR will track these metrics using appropriate baselines and targets and provide regular Metrics reports throughout the project.

Table 29: Core System Replacement Metrics

Funding-Specific Metrics
1.1 Specified Receipts meet or exceed Total Target Receipts
Business (Operational) Metrics
2.1 Dollars collected per revenue agent
2.2 Dollars billed per compliance personnel
2.3 Increase in customer self-service (web services)
Project-Specific Metrics
3.1 Project meets milestones (timeliness) and is completed on time
3.2 Project meets milestones (cost) and is completed within budget
3.3 Total number of significant scope changes are limited
3.4 Deliverables meet or exceed quality requirements

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The following pages describe each metric, mapping each to the agency's strategic goals, as shown in Figure 17 below.⁴⁹



⁴⁹ See Section 2.1, “Background” for more information about Agency Strategic Goals and Key Business Drivers.

Funding-Specific Metrics:

How will we document enhanced revenues attributable to Core System Replacement?

<p>Measure 1.1</p> <p>Strategic Goals:</p> 	<p>Specified Receipts meet or exceed Total Target Receipts</p> <p><i>Expected outcome</i></p> <ul style="list-style-type: none"> Estimate enhanced revenues attributable to CSR. <p><i>Why is it important?</i></p> <ul style="list-style-type: none"> The goal is to meet annual targets for General Fund contribution. DOR will work with the selected solution provider to determine appropriate measurements for estimating enhanced revenue. <p><i>How will we measure it?</i></p> <ul style="list-style-type: none"> Target receipts for 2014 – 2018 will be established using 2013 actual receipts and grown to account for 1) increased receipts that are anticipated without a new system, and 2) increased receipts as a result of the new system. Actual 2014 – 2018 receipts will be measured against these targets.⁵⁰ <p><i>Which tax programs?</i></p> <ul style="list-style-type: none"> Personal income tax, payroll tax and corporate excise tax.
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Business (Operational) Metrics:

How will we ensure the desired outcomes are met and continue to be met?

<p>Measure 2.1</p> <p>Strategic Goals:</p> 	<p>Dollars collected per revenue agent⁵¹</p> <p><i>Expected outcome</i></p> <ul style="list-style-type: none"> Enhanced revenues attributable to CSR. <p><i>Why is it important?</i></p> <ul style="list-style-type: none"> The goal is to meet annual targets for General Fund contribution. This measure is used to show the productivity of compliance staff, based on dollars collected per position and is expressed as: Dollars collected per revenue agent. <p><i>How will we measure it?</i></p> <ul style="list-style-type: none"> Measured monthly from the Agent Production Report in net dollars collected per classification code, RA1, RA2 and RA3 positions. <p><i>Which tax programs?</i></p> <ul style="list-style-type: none"> Personal income tax, including withholding, and corporate tax programs.
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⁵⁰ See Appendix E, CTS Contract - Section 5 Compensation.

⁵¹ This is not the same as the Key Performance Measure (KPM # 1) that is reported to the Legislature as part of the Agency Request Budget (ARB) document.

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Business (Operational) Metrics:

How will we ensure the desired outcomes are met and continue to be met?

Measure 2.2

Dollars billed per compliance personnel

Strategic Goals:



Expected outcome:

- Increased efficiency in compliance.

Why is it important?

- The goal is to meet annual targets for General Fund contribution. This measure is used to show the productivity of audit staff, based on dollars billed per position and is expressed as: Dollars billed per compliance personnel.

How will we measure it?

- Initial billing of tax, penalty and interest divided by the total number of compliance personnel budgeted for each tax program.

Which tax programs?

- Personal income tax, including withholding, and corporate tax programs.

Measure 2.3

Increase in customer self-service (web services)

Strategic Goals:



Expected outcome

- Increased taxpayer access to information and processes for managing their tax obligations.

Why is it important?

- Increasing taxpayer self-sufficiency is directly tied to making key tax services easily available and attractive to users. Electronic transactions are available on a continuous (24x7) basis; they are faster and less prone to human error than their manual counterparts. External business trends parallel the DOR objective of moving increasingly to electronic transactions for similar reasons to those detailed above.

How will we measure it?

- Set target for the number of electronic payments and compare the actual electronic payments received to the target amount.
- Compare the number of electronic payments received in this biennium against the number of electronic payments received in the prior biennium.

Which tax programs?

- Personal income tax, including withholding, and corporate tax programs.

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Project-Specific Metrics

How will we ensure that the Core System Replacement (CSR) is on track?

<p>Measure 3.1</p> <p>Strategic Goals:</p> 	<p>Project meets milestones (timeliness) and is completed on time</p> <hr/> <p><i>Expected outcome</i></p> <ul style="list-style-type: none"> • Efficient and effective project management as demonstrated by completing CSR on time. <p><i>Why is it important?</i></p> <ul style="list-style-type: none"> • The CSR Program will have multiple phases (projects). Each phase will be measured against the targeted completion date for that phase. <p><i>How will we measure it?</i></p> <ul style="list-style-type: none"> • This measure will report on each phase individually, along with an overall project completion date. <ul style="list-style-type: none"> ○ Actual completion date compared to projected completion date. ○ Acceptable variance is within 10 percent of the target completion date. ○ Tracking will begin once a vendor has been selected, contract signed and legislative approval received.
<p>Measure 3.2</p> <p>Strategic Goals:</p> 	<p>Project meets milestones (cost) and is completed within budget</p> <hr/> <p><i>Expected outcome</i></p> <ul style="list-style-type: none"> • Efficient and effective project management as demonstrated by completing CSR within budget. <p><i>Why is it important?</i></p> <ul style="list-style-type: none"> • The goal is to have a minimal variance between budgeted and actual project costs. Now that a vendor has been selected and a contract signed, projected costs have been established. This measure will determine the difference between the budgeted and actual cost. <p><i>How will we measure it?</i></p> <ul style="list-style-type: none"> • Variance between budgeted and actual project costs. Typically, this is expressed as the total actual cost compared to final estimated costs (not including previously approved change orders). • This measure will be reflected as number of dollars over/under the budgeted amount for each phase. Standard accounting practices will be used to represent the data.
<p>Measure 3.3</p> <p>Strategic Goals:</p> 	<p>Total number of significant scope changes are limited</p> <hr/> <p><i>Expected outcome</i></p> <ul style="list-style-type: none"> • Efficient and effective project management as demonstrated by minimizing changes to project scope. <p><i>Why is it important?</i></p> <ul style="list-style-type: none"> • There are always change orders in complex projects and always some

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Project-Specific Metrics

How will we ensure that the Core System Replacement (CSR) is on track?

	<p>time slip because of this (and other factors). Not everything can be anticipated, and conditions can change during the lifetime of a complex project. The goal is to minimize the number of significant unexpected changes to CSR scope.</p> <p><i>How will we measure it?</i></p> <ul style="list-style-type: none"> Variance between anticipated number of change orders and actuals.
<p>Measure 3.4</p> <p>Strategic Goals:</p> 	<p>Deliverables meet or exceed quality requirements</p> <p><i>Expected outcome</i></p> <ul style="list-style-type: none"> Efficient and effective project management as demonstrated by deliverables that meet or exceed quality requirements. <p><i>Why is it important?</i></p> <ul style="list-style-type: none"> The goal is to have a system that meets or exceeds business, technical and quality requirements. The quality of the content of the project's planning and program management documents provides the foundation for the successful management of the project. <p><i>How will we measure it?</i></p> <ul style="list-style-type: none"> Independent quality control review report of the program documents to determine if the content meets the quality control document standards checklist. This checklist was developed from applicable standards and best practices: Project Management Institute [PMI], International Standards Organization [ISO] or Institute of Electrical and Electronics Engineers [IEEE].

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8 Risk Assessment and Risk Management

DOR understands that projects of this scale have significant risks around new business processes, organizational change and, most notably, large IT systems implementations. Over the last decade, more than twenty-five state revenue agencies have undergone transformations; most have gone very smoothly, but some have struggled. DOR has contacted many of these agencies and is using lessons learned from their experiences as part of its risk management process to mitigate risks and minimize the impact on DOR, its stakeholders and taxpayers.

Effective risk management increases the probability and impact of positive events and decreases the probability and impact of events adverse to the program.⁵² Risk Management includes activities for identifying program risks, categorizing and prioritizing risks, developing strategies for specific risks (mitigation, avoidance, transfer, or acceptance), and monitoring the execution of risk response efforts.

8.1 Risks, Impacts and Mitigation Strategies

Risk Assessments

An initial Risk Assessment was conducted in 2009 as part of this business case.⁵³ DOR conducted another internal Risk Assessment early in 2012. In addition, the third-party QA consultant conducts regular risk assessments as part of their quality oversight responsibility.

Risk Management

DOR has established a Risk and Issue Management Plan (RIMP) for the Comprehensive Tax System (CTS) project. The plan establishes the framework for effective risk and issue management. It also documents the process, organization, and approach DOR will use to manage, communicate and resolve project risks for the program.

DOR developed a Risk Management Plan for the CTS project which is part of the overall CTS Program Management Plan (PMP). The plan addresses the process that the team will use for all risks. At a high level, this process involves:

- **Risk Identification** – focus on identifying risks that may occur in the upcoming phase and those long-term risks that can be mitigated effectively in the current juncture of the program.
- **Risk Analysis** – ensure risks are adequately examined in a structured and systematic method.
- **Risk Response Planning** – comprised of three general strategies: risk reduction (threats), risk enhancement (opportunities) and risk acceptance/risk contingency planning (either).
- **Risk Status Reporting** – status of program risks will be reported monthly as part of a risk dashboard established for the program.
- **Risk Escalation** – risks will be escalated to the TaPR Operations and Policy Team if they cannot be adequately addressed by the Risk/Issue Management Team.

DOR established a formal Risks/Issue Management Team that began convening in early December 2011. The Team manages risks, issues and concerns according to the adopted Risk and Issue Management Plan. The Risk Management process diagram is included in [Appendix C](#).

⁵² *Project Risk Management*, Project Management Body of Knowledge (PMBOK) Fourth Edition (2008).

⁵³ See Appendix D, Initial Risk Assessment.

8.2 Consequences of Failure to Act⁵⁴

Failure to act means that DOR accepts the status quo and continues to expend resources maintaining aging and obsolete systems that 1) lack integrated data and decision-making tools and 2) are unable to cost-effectively provide taxpayers with automated, streamlined services.

Further, failure to act means a potential loss of revenue:

1. Loss of additional revenues from integrated, industry-standard systems.
2. Loss of current levels of revenue resulting from system failure(s).

Potentially, the biggest risk is to not proceed with the core technology and process changes that are required to provide 21st century tax administration while increasing revenue and taxpayer compliance for the State of Oregon.

Risks of not proceeding with the Core System Replacement:

- **Improvements to taxpayer services will not be realized.**
 - ✓ Existing IT systems and processes do not effectively meet taxpayer and stakeholder expectations; this will become a more significant issue over time.
 - ✓ DOR's batch-based systems preclude offering services that require "real-time" transactions (e.g., making a payment that is immediately applied to an account).
 - ✓ DOR can continue to add additional services using existing technology, but limitations in existing systems, platforms, as well as critical data issues, will result in expensive "workarounds" rather than industry-standard solutions.
 - ✓ Agency staff will continue to struggle against the limitations of the current platforms, databases and infrastructure to provide the additional services that customers and stakeholders require.
 - ✓ DOR will fall further behind taxpayer expectations and commonly used technology.
- **Agency staff will continue to use multiple, disparate systems to complete work.**
 - ✓ Currently, agency staff must gather taxpayer information that resides in redundant, inconsistent and/or stand-alone repositories. This can result in the use of inaccurate or incomplete information as staff work to put the disparate pieces together manually.
 - ✓ Differences in applications and interfaces increase training time and increase time spent accomplishing daily work. Simple tasks such as responding to taxpayers' questions often require finding information in more than one system or application.
- **Highly complex application portfolio and data environment will continue to increase the cost, complexity and implementation time of seasonal and tax-law changes.**
 - ✓ Agency systems were developed in the mid-1980s and 1990s as solutions to specific business problems rather than solutions for the organization as a whole.
 - ✓ Some systems are very tightly coupled - to the point where separation is not easy and often not practical. Others are only barely connected (or not at all) across boundaries, effectively isolating them from other systems.
 - ✓ Key technical staff with in-depth knowledge of these complex systems are retiring or leaving state service.

⁵⁴ See Section 2.5, Problem Statement and Section 6.2.1, Risk Avoidance.

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- ***DOR will not realize benefits, such as maximizing collections and quick and effective decision-making, that are available through integrated data and industry standard data analytics tools.***
 - ✓ Like most of the agency's systems, DOR's databases are "program-centric" rather than "taxpayer-centric". This precludes a composite view of a taxpayer and related entities.
 - ✓ Agency systems were developed when data storage was limited, so valuable information from tax returns and other customer interactions is not currently captured or stored except in paper archives.
 - ✓ Technology and process workarounds have resulted in not only several varieties of database applications, but several versions of the same data.
 - ✓ Without industry-standard analytical tools, agency staff will continue to struggle to capture and utilize the increasing pool of complex electronic data that is available.
- ***Staff will continue to build and use technical and process workarounds.***
 - ✓ Business processes have been designed to work around technology barriers and, thus, are inefficient, redundant and error-prone.
 - ✓ Technical workarounds include spreadsheets or other user-developed tools to track, analyze or report data that cannot be provided by current core systems. These systems further exacerbate problems with disparate and duplicate data.
 - ✓ Key program staff with in-depth knowledge of business processes that "work around" system limitations are retiring or leaving state service.
- ***IT Services staff will continue to spend the majority of time operating and maintaining systems and interfaces, with little time to support agency strategic initiatives.***
 - ✓ DOR systems are approaching the end of their useful lives. Reliability, maintenance costs, etc. will become more problematic and exponentially more costly in the future.
 - ✓ The core system is a set of COBOL applications running on an IBM mid-range computer, surrounded by a significant number of Windows and Web applications. Problem resolution times and application update times are longer and more costly than they would be with an integrated system.
 - ✓ Increasing maintenance demands of existing systems will decrease DOR's ability to respond to new legislation or other changes in the external environment.
 - ✓ Rigidity of the existing systems requires significant resources (IT and program) to add tax programs or change existing ones (e.g., necessary tax year changes).
- ***As core systems fail or reach capacity, IT Services staff will have to write new applications constrained by the current inflexible and complex technical infrastructure and data environment.***
 - ✓ Developing new applications using newer technologies within the current technical environment increases risk, and does not resolve critical issues such as duplicate or disparate data, multiple applications for a single task and manual workarounds.

The assessment of DOR's current state,⁵⁵ conducted in 2009, contains seventy pages describing these and other issues and constraints DOR staff and stakeholders face daily. Many of these problems could be addressed and remedied individually, but, as demonstrated throughout this business case, only a comprehensive Core System Replacement will address them in their totality and provide the additional risk avoidance, performance and revenue benefits described in this document.⁵⁶

⁵⁵ See the *Current State Assessment and Preliminary Future Vision*, 12/15/2009 for the complete assessment.

⁵⁶ See Section 6.2, Benefits.

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Appendix A: Status of State Tax Agency Modernization Efforts

The table below shows the current status of modernization efforts across tax agencies in the United States. States that are most comparable to Oregon in size and tax processing volumes are bolded. Cost of Modernization value is shown for tax systems that were modernized in the last nine years.

These costs **do not include** internal staffing costs or hardware and software maintenance. In addition, costs vary widely based on many factors, such as the number of components included in the contract price, the number of tax types covered, the timeframe assigned to the project, the amount of hardware included in the contract price, etc. These costs provide a rough guide only and should not be used to compare projects against each other or to provide DOR with an exact cost for its modernization efforts.

Tax Agency	Current System	Type of System	Modernized in Last 9 Years ⁵⁷	Modernized 9+ Years Ago (ITS)	Cost of Modernization
Alabama Department of Revenue	GenTax	COTS	2005		\$24,000,000
Alaska Department of Revenue	In House	Custom Built Non-ITS		X	n/a
Arizona Department of Revenue	TAS	Transfer	2003		\$122,000,000
Arkansas Department of Revenue	GenTax	COTS	2008		\$27,000,000
California Board of Equalization	In House	Custom Built Non-ITS		X	n/a
California Franchise Tax Board	ETM	COTS	2011		\$399,000,000 (Apr 2011 awarded)
Colorado Department of Revenue	GenTax	COTS	2008		\$36,500,000
Connecticut Department of Revenue	TAS	Transfer	2004		\$63,000,000
Delaware Division of Revenue	In House	Custom Built ITS		X	n/a
District of Columbia Office of Tax and Revenue	TAS	Transfer		X	n/a
Florida Department of Revenue	SAP	COTS	2007		\$90,000,000
Georgia Department of Revenue	GenTax	COTS	2008		\$42,100,000
Hawaii Department of Taxation	Advantage Revenue	Transfer	2005		\$53,000,000

⁵⁷ Approximate year project started.

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Tax Agency	Current System	Type of System	Modernized in Last 9 Years ⁵⁷	Modernized 9+ Years Ago (ITS)	Cost of Modernization
Idaho State Tax Commission	GenTax	COTS		X	\$10,500,000
Illinois Department of Revenue	GenTax	COTS	2006		\$49,200,000
Indiana Department of Revenue	TAS	Transfer		X	\$54,000,000
Iowa Department of Revenue	In House	Custom Built Non-ITS		X	n/a
Kansas Department of Revenue	Advantage Revenue	Custom Built ITS		X	\$45,000,000
Kentucky Department of Revenue	ETM	COTS	2011		\$33,200,000
Louisiana Department of Revenue	GenTax	COTS		X	\$16,000,000
Maine Revenue Services	Modernized TAS	LSM	2010		\$10,000,000
Maryland - Comptroller of Maryland	SAP	COTS	2009		\$74,700,000
Massachusetts Department of Revenue	SAP	COTS	2011		\$128,000,000 (Feb 2011 started)
Michigan Department of Treasury	SAP	COTS	2007		\$29,000,000
Minnesota Department of Revenue	GenTax	COTS	2008		\$39,000,000
Mississippi Tax Commission	GenTax	COTS	2010		\$40,000,000 (Jan 2011 awarded)
Missouri Department of Revenue	Revenue Premier	COTS	2012		\$74,900,000
Montana Department of Revenue	GenTax	COTS	2003		\$28,200,000
Nebraska Department of Revenue	In House	Custom Built Non-ITS		X	n/a
Nevada Department of Taxation	TAS	Transfer	2003		\$28,000,000
New Hampshire Department of Revenue Administration	In House	Custom Built Non-ITS		X	n/a
New Jersey Division of Revenue	TAS	Transfer		X	n/a

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Tax Agency	Current System	Type of System	Modernized in Last 9 Years ⁵⁷	Modernized 9+ Years Ago (ITS)	Cost of Modernization
New Mexico Taxation and Revenue Department	GenTax	COTS		X	\$10,000,000
New York State Department of Tax and Finance	In House	Custom Built ITS	2003		\$140,000,000
North Carolina Department of Revenue	ETM	COTS	2008		\$58,900,000
North Dakota State Tax Commissioner	GenTax	COTS	2005		\$11,000,000
Ohio Department of Taxation	ETM, Teradata	COTS	2008		\$59,000,000
Oklahoma Tax Commission	GenTax	COTS	2011		\$22,900,000 (Nov 2010 started)
Oregon Department of Revenue	GenTax	COTS	2013 <i>If approved</i>		\$34,500,000
Pennsylvania Department of Revenue	SAP	COTS	2010		\$100,000,000
Puerto Rico Hacienda Department	TAS	Transfer		X	n/a
Rhode Island Division of Taxation	In House	Custom Built Non-ITS		X	n/a
South Carolina Department of Revenue	Revenue Premier	Custom Built ITS	2006		\$50,000,000
South Dakota Department of Revenue	In House	Custom Built ITS	X		Unknown
Tennessee Department of Revenue	TAS	Transfer		X	n/a
Texas Comptroller of Public Accounts	In House	Custom Built ITS		X	n/a
Utah State Tax Commission	GenTax	COTS	2006		\$28,500,000
Vermont Department of Taxes	ETM	COTS	2007		\$8,300,000
Virginia Department of Taxation	Advantage Revenue	Transfer	2008		\$153,000,000
Washington Department of Revenue	In House	Custom Built Non-ITS	<i>Investigating Alternatives</i>	X	n/a

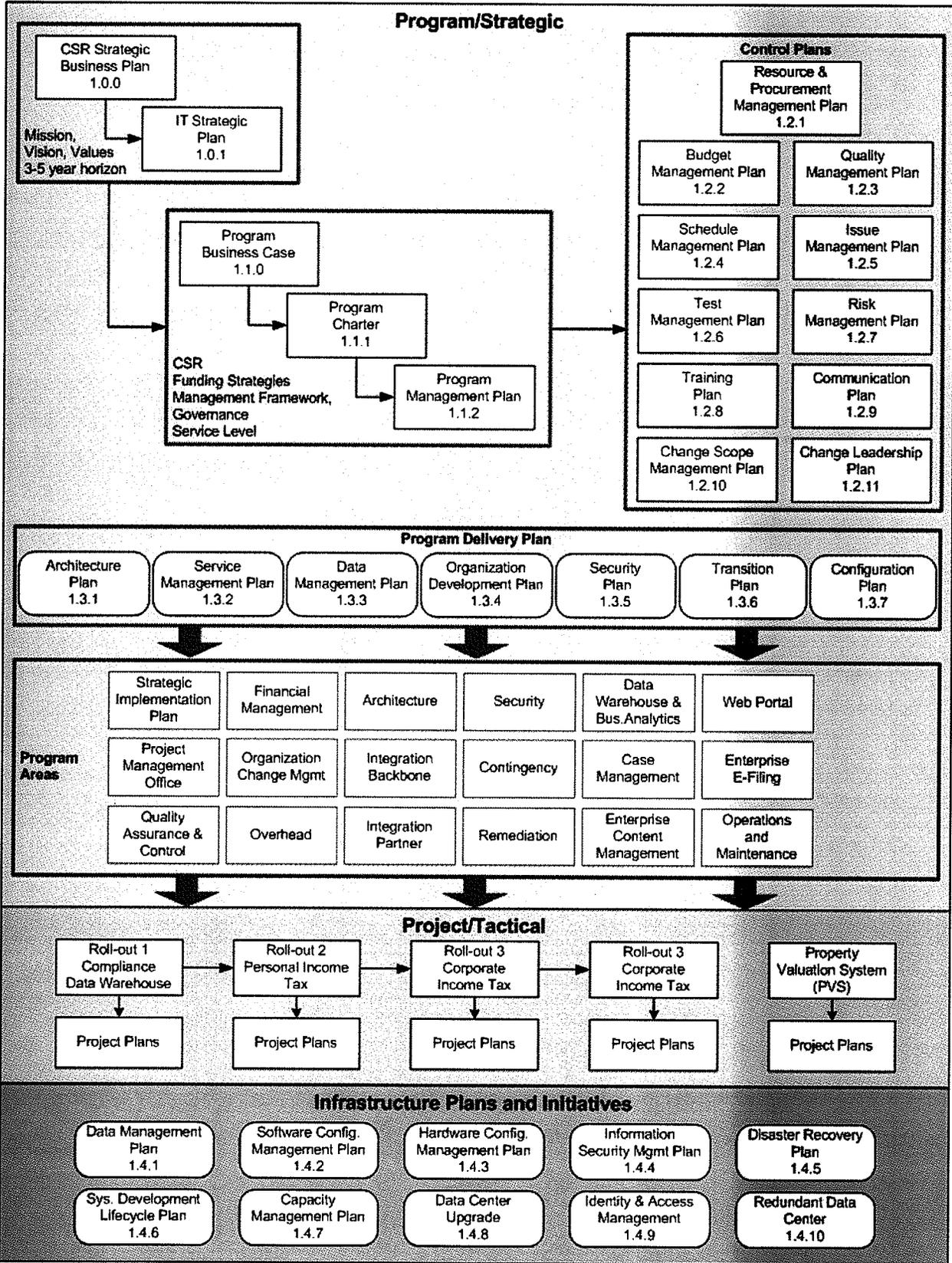
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Tax Agency	Current System	Type of System	Modernized in Last 9 Years ⁵⁷	Modernized 9+ Years Ago (ITS)	Cost of Modernization
West Virginia Department of Revenue	GenTax	COTS	2006		\$22,500,000
Wisconsin Department of Revenue	GenTax	COTS	2005		\$41,500,000
Wyoming Department of Revenue	In House	Custom Built Non-ITS		X	n/a
Total			34	19	

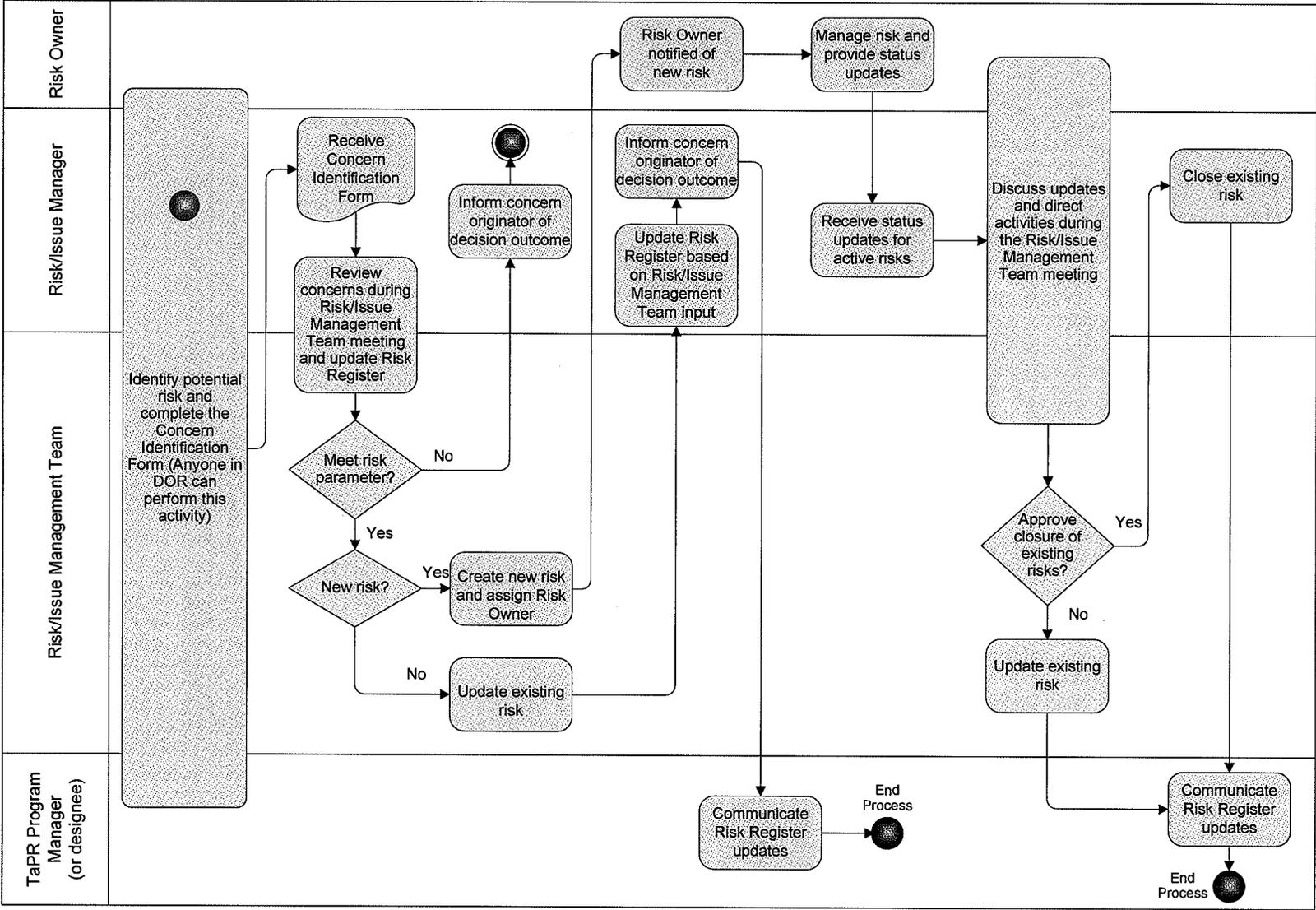
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Appendix B: CSR Program Plan Hierarchy



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Appendix C: Risk Management Process⁵⁸



⁵⁸ Excerpt from Core System Replacement Risk & Issue Management Plan

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Appendix D: Initial Risk Assessment

In the original version of this business case, DOR examined twenty-four commonly encountered risks that may occur during a tax agency's software implementation. These risks reflect what has been encountered by other state revenue agencies and do not necessarily reflect what may be encountered on every project, nor do they reflect every risk that may be encountered. However, the list provides a robust cross-section of the risks that should be mitigated as the project proceeds.

The Core System Replacement Risk Matrix below provides an overview of twenty-four commonly encountered risks, comparing probability of occurrence against the severity of the consequences.

Risks were evaluated in the context of occurrence, potential impact severity to the project and timeframe in which they are expected to occur. The probability of occurrence for a given risk falls into three categories:

- High – Without mitigation, it will almost certainly occur (71% to 99% - highly likely)
- Medium – Without mitigation, it is likely to occur (31% to 70% - likely)
- Low – Without mitigation, it may occur (1% to 30% - remote to unlikely)

The impact severity of the consequences for a given risk falls into three categories:

- High – Without mitigation, it will have significant negative impact on the project
- Medium – Without mitigation, it will have some negative impact on the project
- Low – Without mitigation, it will have little or no significant impact on the project

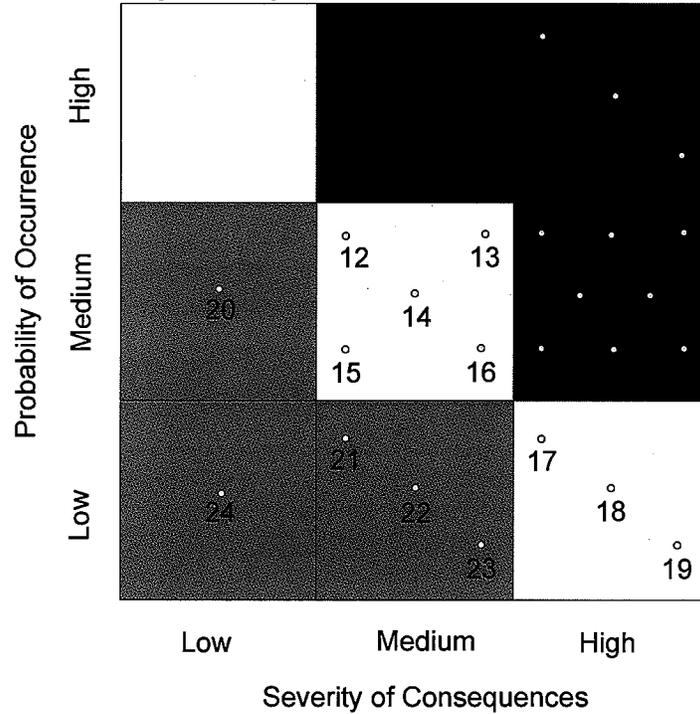
Each risk was assigned a priority, based on the need for immediate review and mitigation. Not all risks require a high level of intervention at all times, and the focus of the priority rating is to optimize resources to address those risks with the highest need for immediate mitigation (probability/impact rating). The first-level indicator for priority (based on rating from combining the probability and impact ratings) is high, medium or low. A second-level indicator is time-oriented and consists of the following classifications:

- Less than 6 months
- 6 months to a year
- More than a year

DOR will periodically assess the effectiveness of mitigation strategies throughout the projects and will adjust its efforts so that the mitigation effectiveness is moving toward the desired resolution for all risks that the agency is facing.

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Core System Replacement Initiative Risk Matrix



The following table provides a description of each risk shown in the above matrix and mitigation strategies that the agency can take or has taken to address each risk. These risks fall into the following categories:

- Solution
- Scheduling
- Staffing
- Environment

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#	Risk and Impacts ⁵⁹	Category	Severity	Probability	Mitigation
1	Poorly defined requirements. Requirements can be insufficiently defined, too narrowly defined, unclear and/or based on current processes instead of more efficient ones. This can result in difficulties selecting a vendor, inability to hold vendors responsible for system functionality and a system not meeting stakeholders' needs.	Solution	H	H	<ul style="list-style-type: none"> • Identify business owners who will be responsible for driving the requirements • Define requirements in appropriate detail and map requirements to key business objectives • Leverage experiences from other states • Clearly establish expectations within the agency, with vendors and with users

⁵⁹ Historical content - for current risks and issues, see the TaPR Risk and Issue Management registers.

#	Risk and Impacts ⁵⁹	Category	Severity	Probability	Mitigation
2	Dedicated DOR project staff is not identified. This includes staff not being identified up front or staff not being dedicated to the project full-time and being distracted by their 'day jobs'. The project schedule can be severely delayed if the staff is not available to perform their roles.	Staffing	H	H	<ul style="list-style-type: none"> • Specific dedicated staff identified and committed for all roles of the project • The project can be too big for the agency to handle so it is essential to break the project up into manageable phases and scale it to a level such that the agency can provide the appropriate staff
3	Project staff is not performing at a level of productivity expected and assumed in the work estimates. This applies to both DOR staff and the staff supplied by the vendor. The project schedule can be also severely delayed if staff is unable to perform their roles. Note that this risk needs to be addressed at different stages of the project, when different skill sets are needed.	Staffing	H	H	<ul style="list-style-type: none"> • Robust training programs should be implemented to help staff develop appropriate skill sets • Make sure to include 'just-in-time training' to address needs as the project evolves (for example, design skills may be needed earlier in the project, testing skills later) • Hire contractors if necessary to address specific project needs that may not be required long term • Implement productivity tools to improve communication and increase re-use of existing materials • Use 'earned value' management tools (measure work on three dimensions: effort expended, schedule completed, work product completed – if the percentage values are not in synch, address the issue immediately)
4	Scope creep. While every project will require some changes over the course of design and development, the risk is that too many changes are made, impacting product integrity, conversion, testing and overall delivery.	Solution	H	M	<ul style="list-style-type: none"> • Impact of changes to planned scope should be assessed and quantified with a view on the conversion effort • Employ a rigorous change control process, including the appropriate deferment of non-essential scope • Expect change to happen and plan for a reasonable contingency
5	Project implementation milestones are too big, too complex and too far apart on the schedule. This allows the project to proceed too far and potentially in the wrong direction, without confirmation.	Schedule	H	M	<ul style="list-style-type: none"> • Use an iterative development approach • Plan and deliver applications and processes in a logical order, building from a foundation upward • Encourage a phased approach to the overall project • Establish early "quick win" initiatives to deliver early benefits and get some successes associated with the project
6	System Design changes not tied	Schedule	H	M	<ul style="list-style-type: none"> • Invoke the established change control

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#	Risk and Impacts ⁵⁹	Category	Severity	Probability	Mitigation
	to a specific business need. This risk can result in expansion of scope and a system that no longer aligns with the stated business needs and processes. These changes can unnecessarily derail a project timeline.				<p>process with a firm business need criteria</p> <ul style="list-style-type: none"> • Even if the changes are agreed to by the stakeholders, project management must make and deliver a clear assessment of the impact
7	Vendor project roles are staffed with junior staff, while the subject matter experts are part-time or unavailable. This may also impact the project schedule.	Staffing	H	M	<ul style="list-style-type: none"> • Ensure commitment of outside experts, even if on a part-time basis • Do not skimp on project support staff (to reduce time wasted on administrative tasks) • Write caveats into the contract to discourage changes in key staff members
8	Project work plan becomes out of date after project launch. This may cause substantial re-work in the project timeframe, impacting scheduling, staff and infrastructure.	Schedule	H	M	<ul style="list-style-type: none"> • Define and adhere to a scope control and change process • Actively manage risks and add mitigation actions to the plan • Act on lessons from proof of concept and early iterations of new components • Minimize the "overlap" of phases in the project
9	Project readiness. This risk is that DOR is not prepared to manage the project from procurement through development and implementation. Appropriate resources, including staffing and infrastructure needed for the project, are not in place according to the schedule.	Schedule	H	M	<ul style="list-style-type: none"> • Schedule is dependent on having certain software/hardware in place at certain times • Ensure project plan identifies early on infrastructure requirements for development, test and production • Establish the infrastructure early, including project communication channels, work repositories (on a platform such as SharePoint), configuration management, etc.
10	Project financials. The risk is that project benefits are insufficient to fund the project.	Staffing	H	M	<ul style="list-style-type: none"> • The contract should have frequent checkpoints/milestones that not only look at the success of project activities but also assess whether the financial benefits are sufficient to continue with additional phases • Have a contingency in place to allow for staff to be shifted to benefits-generating activities if and when needed
11	Schedule impacts on operations. Poorly coordinated schedules or schedule slippage may cause the	Schedule	H	M	<ul style="list-style-type: none"> • Coordinate scheduling around the processing season • Pay particular attention to staff

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#	Risk and Impacts ⁵⁹	Category	Severity	Probability	Mitigation
	key target dates of the project to run into the high volume processing windows of the agency. This could negatively impact tax return processing and decrease agency responsiveness to taxpayer needs.				assignments, system demands and external stakeholder demands
12	Performance of application is inadequate to meet the processing needs of DOR's approximately two million taxpayers.	Solution	M	M	<ul style="list-style-type: none"> Plan for growth in the data and in user demands on the application Invest in adequate hardware and third-party components Carry out performance testing early and often
13	Testing limitations. The plan for testing is inadequate for the scale of the project and complexity of the solution. The test plan does not include thorough testing on integration points with other systems, both internal and external to the agency. If the testing plan is insufficient, the agency will be dealing with the undiscovered defects late in Development or well into Production.	Solution	M	M	<ul style="list-style-type: none"> Involve testing early in the process Schedule interface testing earlier in the process to shake out some of the defects Allow for appropriate testing times during each phase of the project
14	Lack of/change in executive sponsors. This includes changes in leadership and changes in agency priorities, which may cause a lack of decision-making at the project level.	Staffing	M	H	<ul style="list-style-type: none"> On initiation of the project, conduct workshop on the role of sponsors and champions in leading the effort Steering Committee involvement in all stages of the project is required Any changes in executive sponsorship will have an adequate transition period Explicit checkpoints should be included to reconfirm the project business case
15	Level and approach to conversion addressed late in project. The risk is that data issues that should have been addressed early in a project are not addressed or discovered until the project end stages, causing unnecessary delays.	Solution	M	M	<ul style="list-style-type: none"> Confirm conversion approach very early in project Convert a summary level of data that has reference points to search for additional elements Start early, clean data up front rather than leaving conversion issues to later in the project Include designs and testing for performance in the technical architecture
16	Dedicated staff does not understand their roles or responsibilities clearly. They may	Staffing	M	M	<ul style="list-style-type: none"> Actively engage key staff to foster understanding and partnership, with a common goal of project success

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#	Risk and Impacts ⁵⁹	Category	Severity	Probability	Mitigation
	also fail to understand the impact of their role on the success of the project.				<ul style="list-style-type: none"> Define success criteria and measures of quality Assess organizational and operational readiness for project implementation early in the project For each stage of the project, carry out a kickoff meeting where key staff is given the opportunity to understand project (or phase) objectives and their associated roles and responsibilities
17	New technology is not proven in the proposed environment. This can result in unexpected issues when the technology is executed, in terms of performance, infrastructure, usability and delivery.	Solution	H	L	<ul style="list-style-type: none"> Conduct a thorough proof of concept as part of the project Establish key checkpoints to assess status Leverage industry leading practices and proven technologies
18	Project proceeds without a Technical Architect. Without someone who owns the technical architecture, decisions may be made that can impact the agency later after implementation.	Staffing	H	L	<ul style="list-style-type: none"> Create and communicate the architecture clearly in the relevant dimensions of technology (business components, network, application, database, data model, etc.) Ensure committed time and attention from a technical architect
19	Organizational Change Readiness is not aligned with the process and systems changes associated with the project. This can result in delays in system and process acceptance and an initial decrease in operational efficiencies.	Environmental	H	L	<ul style="list-style-type: none"> DOR has already taken steps to mitigate this risk, including change readiness surveys, large-scale staff involvement in the effort, open and frequent communications and organizational design efforts
20	Conflicting cultures between DOR and the vendor.	Staffing	L	M	<ul style="list-style-type: none"> Build the project teams with a mix of organizations and have the teams mixed together on site Encourage project activities among DOR/vendor teams Bring in third-party groups to initiate training/group activities Pay attention to staff motivation and morale (keep the project fun)
21	Lack of honest and timely communications. This can include how project information is disseminated internally within the agency. It also includes communicating effectively to key external stakeholders like the legislature so that there are no surprises or miscommunication.	Environmental	M	L	<ul style="list-style-type: none"> As part of Change Management Communication work stream, develop and deliver a Communications Plan, both internally within the agency and externally to outside stakeholders and the tax public.

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#	Risk and Impacts ⁵⁹	Category	Severity	Probability	Mitigation
22	Architectural complexity is not appropriate for the solution. This could cause cost overruns and additional training and staffing requirements.	Solution	M	L	<ul style="list-style-type: none"> • Use best practices and experience from previous implementations • Engage a proven team that has implemented architectures with similar complexity • Make sure architecture is not a goal in and of itself
23	Unions not accepting change, causing staffing issues as the project progresses.	Environmental	M	L	<ul style="list-style-type: none"> • Work with leaders to address Union concerns early in process as part of Stakeholder Management
24	Integration of infrastructure with State Data Center. This could impact not only project scheduling, but also implementations occurring at other state agencies.	Environmental	L	L	<ul style="list-style-type: none"> • Ensure open communication channels with groups external to the agency that may need to coordinate similar development efforts (DAS) • Ensure that any state mandates with respect to technology are incorporated into design and development.

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Appendix E: CSR Cost Detail

The following tables show the cost detail, actuals and estimates, for each planned rollout of the Core System Replacement. Costs have been updated based on the negotiated CTS contract and updated internal efforts. 2009-11 biennium costs are actual costs, and 2011-13 biennium costs are a combination of projected and actual costs as of June 30, 2012.

Costs are broken out by the following activities for the four CTS Rollouts:

- Hardware and Software
- Testing
- Training
- Implementation

Both internal and professional services (Solution Provider) are shown for each activity. Internal costs were derived from both actual costs for the effort to date as well as projected costs for specific positions that are required for remaining work to be done. The types of positions, numbers of staff and hours estimated for each activity is based on input from the selected vendor, internal program knowledge and similar experiences in other states.

Project Oversight (QA)

Quality Assurance (QA) and Independent Verification and Validation (IV&V) estimates are based on actual QA costs to date along with projections developed in concert with the current QA vendor.

State Data Center (SDC)

SDC costs were developed in partnership with SDC planning staff and include implementation of the new system, maintaining legacy systems and increased storage needs. Costs are based on 2011-13 SDC pricing and will be reevaluated when the SDC releases their 2013-15 pricing.

Ongoing Maintenance and Support (Total Cost of Ownership)

DOR's initial assessment of ongoing costs includes software maintenance and SDC fees. DOR will be including detailed projections of ongoing costs as part of the cost/benefit assessment⁶⁰ that DOR will be completing and publishing in December 2012.

⁶⁰ See Section 6.1.4, Total Cost of Ownership for a discussion of the planned addendum.

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Cost detail for CTS Rollout 1 (Rollout 1 Description)

Activity	Resource	2009-11	2011-13	2013-15	2015-17	FY 2018	Total
System (GenTax)	Software	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -	\$ 5,000,000
	Maintenance	\$ -	\$ -	\$ 2,125,000	\$ -	\$ -	\$ 2,125,000
	Total	\$ -	\$ -	\$ 7,125,000	\$ -	\$ -	\$ 7,125,000
SDC/HW	SDC	\$ -	\$ -	\$ 2,512,000	\$ -	\$ -	\$ 2,512,000
	Hardware	\$ -	\$ -	\$ 1,705,000	\$ -	\$ -	\$ 1,705,000
	Total	\$ -	\$ -	\$ 4,217,000	\$ -	\$ -	\$ 4,217,000
Testing & Training	DOR Staff	\$ -	\$ -	\$ 2,532,000	\$ -	\$ -	\$ 2,532,000
	Vendor*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total	\$ -	\$ -	\$ 2,532,000	\$ -	\$ -	\$ 2,532,000
Implementation	DOR Staff	\$ -	\$ -	\$ 4,774,000	\$ -	\$ -	\$ 4,774,000
	Vendor	\$ -	\$ -	\$ 6,300,000	\$ -	\$ -	\$ 6,300,000
	Total	\$ -	\$ -	\$ 11,074,000	\$ -	\$ -	\$ 11,074,000
Sub-Total		\$ -	\$ -	\$ 24,948,000	\$ -	\$ -	\$ 24,948,000
Project Oversight (QA/IV&V)		\$ -	\$ -	\$ 520,000	\$ -	\$ -	\$ 520,000
Total Cost (through FY2018):		\$ -	\$ -	\$ 25,468,000	\$ -	\$ -	\$ 25,468,000

*Included in Vendor Implementation costs

Cost detail for CTS Rollout 2 (Rollout 2 Description)

Activity	Resource	2009-11	2011-13	2013-15	2015-17	FY 2018	Total
System (GenTax)	Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance	\$ -	\$ -	\$ -	\$ 1,125,000	\$ -	\$ 1,125,000
	Total	\$ -	\$ -	\$ -	\$ 1,125,000	\$ -	\$ 1,125,000
SDC/HW	SDC	\$ -	\$ -	\$ -	\$ 1,382,000	\$ -	\$ 1,382,000
	Hardware	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total	\$ -	\$ -	\$ -	\$ 1,382,000	\$ -	\$ 1,382,000
Testing & Training	DOR Staff	\$ -	\$ -	\$ -	\$ 1,393,000	\$ -	\$ 1,393,000
	Vendor*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total	\$ -	\$ -	\$ -	\$ 1,393,000	\$ -	\$ 1,393,000
Implementation	DOR Staff	\$ -	\$ -	\$ -	\$ 2,735,000	\$ -	\$ 2,735,000
	Vendor	\$ -	\$ -	\$ -	\$ 5,250,000	\$ -	\$ 5,250,000
	Total	\$ -	\$ -	\$ -	\$ 7,985,000	\$ -	\$ 7,985,000
Sub-Total		\$ -	\$ -	\$ -	\$ 11,885,000	\$ -	\$ 11,885,000
Project Oversight (QA/IV&V)		\$ -	\$ -	\$ -	\$ 352,000	\$ -	\$ 352,000
Total Cost (through FY2018):		\$ -	\$ -	\$ -	\$ 12,237,000	\$ -	\$ 12,237,000

*Included in Vendor Implementation costs

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Cost detail for CTS Rollout 3 (Rollout 3 Description)

Activity	Resource	2009-11	2011-13	2013-15	2015-17	FY 2018	Total
System (GenTax)	Software	\$ -	\$ -	\$ -	\$ 3,000,000	\$ -	\$ 3,000,000
	Maintenance	\$ -	\$ -	\$ -	\$ 1,250,000	\$ -	\$ 1,250,000
	Total	\$ -	\$ -	\$ -	\$ 4,250,000	\$ -	\$ 4,250,000
SDC/HW	SDC	\$ -	\$ -	\$ -	\$ 1,382,000	\$ -	\$ 1,382,000
	Hardware	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total	\$ -	\$ -	\$ -	\$ 1,382,000	\$ -	\$ 1,382,000
Testing & Training	DOR Staff	\$ -	\$ -	\$ -	\$ 1,392,000	\$ -	\$ 1,392,000
	Vendor*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total	\$ -	\$ -	\$ -	\$ 1,392,000	\$ -	\$ 1,392,000
Implementation	DOR Staff	\$ -	\$ -	\$ -	\$ 2,735,000	\$ -	\$ 2,735,000
	Vendor	\$ -	\$ -	\$ -	\$ 5,250,000	\$ -	\$ 5,250,000
	Total	\$ -	\$ -	\$ -	\$ 7,985,000	\$ -	\$ 7,985,000
Sub-Total		\$ -	\$ -	\$ -	\$ 15,009,000	\$ -	\$ 15,009,000
Project Oversight (QA/IV&V)		\$ -	\$ -	\$ -	\$ 352,000	\$ -	\$ 352,000
Total Cost (through FY 2018)		\$ -	\$ -	\$ -	\$ 15,361,000	\$ -	\$ 15,361,000

Cost detail for CTS Rollout 4 (Rollout 4 Description)

Activity	Resource	2009-11	2011-13	2013-15	2015-17	FY 2018	Total
System (GenTax)	Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
	Total	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
SDC/HW	SDC	\$ -	\$ -	\$ -	\$ -	\$ 760,000	\$ 760,000
	Hardware	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total	\$ -	\$ -	\$ -	\$ -	\$ 760,000	\$ 760,000
Testing & Training	DOR Staff	\$ -	\$ -	\$ -	\$ -	\$ 766,000	\$ 766,000
	Vendor*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total	\$ -	\$ -	\$ -	\$ -	\$ 766,000	\$ 766,000
Implementation	DOR Staff	\$ -	\$ -	\$ -	\$ -	\$ 1,503,000	\$ 1,503,000
	Vendor	\$ -	\$ -	\$ -	\$ -	\$ 4,200,000	\$ 4,200,000
	Total	\$ -	\$ -	\$ -	\$ -	\$ 5,703,000	\$ 5,703,000
Sub-Total		\$ -	\$ -	\$ -	\$ -	\$ 8,229,000	\$ 8,229,000
Project Oversight (QA/IV&V)		\$ -	\$ -	\$ -	\$ -	\$ 194,000	\$ 194,000
Total Cost (through FY 2018)		\$ -	\$ -	\$ -	\$ -	\$ 8,423,000	\$ 8,423,000

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Cost detail by phase and biennia:

Sum of Cost		Biennium					FY 2018	Grand Total
Phase	Activity	2009-2011	2011-2013	2013-2015	2015-2017			
Agency	Plan/Prep	\$ 2,140,000	\$ -	\$ -	\$ -	\$ -	\$ 2,140,000	
	QA	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ 155,000	
Agency Readiness Total		\$ 2,295,000	\$ -	\$ -	\$ -	\$ -	\$ 2,295,000	
Procurement	Plan/Prep	\$ -	\$ 3,856,000	\$ -	\$ -	\$ -	\$ 3,856,000	
	Procure	\$ -	\$ 1,285,000	\$ -	\$ -	\$ -	\$ 1,285,000	
	QA	\$ -	\$ 292,000	\$ -	\$ -	\$ -	\$ 292,000	
Procurement Total		\$ -	\$ 5,433,000	\$ -	\$ -	\$ -	\$ 5,433,000	
CTS	Software	\$ -	\$ -	\$ 5,000,000	\$ 3,000,000	\$ -	\$ 8,000,000	
	SDC/HW	\$ -	\$ -	\$ 4,217,000	\$ 2,764,000	\$ 760,000	\$ 7,741,000	
	Test/Train	\$ -	\$ -	\$ 2,532,000	\$ 2,785,000	\$ 766,000	\$ 6,083,000	
	Implementation	\$ -	\$ -	\$ 11,074,000	\$ 15,970,000	\$ 5,703,000	\$ 32,747,000	
	Maintenance	\$ -	\$ -	\$ 2,125,000	\$ 2,375,000	\$ 1,000,000	\$ 5,500,000	
	QA/IV&V	\$ -	\$ -	\$ 520,000	\$ 704,000	\$ 194,000	\$ 1,418,000	
CTS Total		\$ -	\$ -	\$ 25,468,000	\$ 27,598,000	\$ 8,423,000	\$ 61,489,000	
CSR Total⁶¹		\$ 2,295,000	\$ 5,433,000	\$ 25,468,000	\$ 27,598,000	\$ 8,423,000	\$ 69,217,000	

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⁶¹ Does not include PVS purchase or implementation.

Appendix F: Initial Benefit Methodology, Opportunities and Assessments⁶²

The initial CSR Business Case Study included a Revenue Generation Study conducted by Revenue Solutions Inc (RSI), which was used to estimate the benefits attributable to a new integrated tax system. RSI tax administration and compliance experts met with key DOR personnel over a three day period. During these meetings, RSI interviewed staff regarding key performance indicators, asking a set of industry-standard performance measurement questions. The interviews focused on three areas of tax administration:

1. **Revenue Administration (RA)** – RSI examined business processes related to returns processing, taxpayer accounting, suspensions, revenue accounting, and taxpayer identification. Typically, and evident at DOR, the benefits associated with these program areas are cost savings from improved efficiency and effectiveness. While some cost savings were estimated, the benefits estimated in these areas were kept at the level of descriptions, rather than financial benefits included in the overall cost/benefit analysis. This is due to the fact that these financial benefits include sensitive cost and resource savings estimates. Furthermore, the estimated benefits from the compliance programs are more than sufficient to make the case for the Core System Replacement.
2. **Audit and Discovery (AD)** – RSI met with DOR representatives from both the personal income tax and business tax audit program areas. For these areas, RSI collected detailed audit data such as total assessments, total recovered from assessments, total number of audits, dollars per audit collected, and dollars per auditor assessed and collected. RSI compared these figures to industry standards and states of similar size and tax structure. RSI then developed the list of audit and discovery programs in the table below and the associated benefit expected.
3. **Collections (CL)** – RSI took a similar approach to estimating financial benefits from system and process improvements in the Collections program. For this effort, RSI interviewed staff responsible for personal income tax and business tax collections, as well as managers of the Other Agency Accounts program area and Outside Collection Agencies. DOR provided accounts receivable and collected financial reports for these areas, and RSI again compared these to industry standards and states of similar size and tax structure. Several states have seen collections “lifts” resulting from new systems and processes, and RSI used an average lift of 10 percent applied to current accounts receivable in concert with other factors.

Additionally, for each benefit area, the estimates are “ramped up” from initial implementation of the improvement to full production and efficiency.

The table below provides a description of the system, process, or program areas within the RA, AD, and CL categories and an explanation of the benefits expected. Financial benefit estimates are included in the core document. Benefits in all areas are based primarily on results achieved in similar efforts in other states, industry practices, as well as agency experience with audit and collections activity.

⁶² The information in this Appendix is from the original benefit assessment conducted by RSI as part of the initial Core System Replacement Business Case, published by DOR in 2010.

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RA = Revenue Administration
AD = Audit
CL = Collections

Impact	System, Process, Program	Explanation of Benefit
RA	One Efficient System, combine systems – ACT and ICA, NETS and ACES, ICS, ITX and CAT, ITA, FITS, OPUS (new system)	Less IT support required, less interfaces, staff generally more efficient using one system, reduced training
RA	Incorporate OPUS (new system) functionality as part of Enforcement Case Management	
RA	Reduced System Maintenance and Footprint	Simpler technical environment means fewer staff are required, reduced training, reduced infrastructure costs
RA	New and Improved Self-Service by Taxpayers - Develop infrastructure and processes to support self service	Self-service will reduce DOR time to provide basic information and services, taxpayers will be more likely to comply using 24 hour service. Routine account maintenance could be self-service. Payments, payment agreements, balance look-up.
RA	Single system provides TSU one place to go to answer TP inquiries	Currently starts looking on ITA (or Charge Out for paper returns) but could require looking on six systems. ITA not always used and not in format to provide easy look-up. Most audit correspondence calls now go to auditors – could be handled by TSU.
RA	Tax Processing Efficiencies – payment transfers across tax types	Improved security, resource savings using single system,
RA	Automate process to work and resolve Exception and Suspense cases	Use single system for viewing, working and clearing cases. Automate manual steps including \$2,400 unemployment discrepancies reporting unemployment income (data required), taking standard deduction when a dependent, taking standard deduction for Federal and Itemized for OR
RA	Use of Business Rules and Improved Exception Processing	Reduced errors and exceptions, better targeting of cases results in resource savings. User access to adjust rules and tolerances to throttle cases.
RA	Mail Estimated Tax Payment Reconciliation in early January	Reconciliation assists TP to get payments corrected prior to filing and resulting in exceptions. Common errors (Income = posted to wrong year, Corp = posted to affiliate) could be self corrected by TP.
RA	Enhanced Electronic Filing	Fewer data entry staff, reduced error correction, improved billing
RA	OCR/ICR Enhancement	Multiple image systems are being used. Returns are not stored or viewed consistently across the agency. Overall operational efficiency, improved data for audit and collection activities
RA, CL	Internal and External Offsets – improved targeting and processing	More offsets identified, more efficiently processed
RA, AD, CL	Improved Compliance from Taxpayer Education	Providing targeted education results in improved compliance
AD	Common Access to Aggregated Internal/External Data -	Leverage all available data to select best cases, reduce false positives and more effectively make decisions
AD	Link data and provide data driven selection and data driven decisions (automated & manual)	Consolidation of appropriate data improves selection and automates decisions and processes (BMF/BRTF, Affiliate File, Payroll, SOS, Motor Vehicle (license, registration), State Licensing Board, Leads from Employment, OR Liquor Commission, Contractors Board, etc.

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Impact	System, Process, Program	Explanation of Benefit
AD, CL	Single Audit (Enforcement) Case Management - develop and use common repository (DW) for all audit (enforcement) cases including under reporters, non-filers and non-registrant leads – including those now done in Collection	Single case management provides single system efficiencies and single view of all audit (enforcement) activity. Consistent recording of taxpayer contacts. Improved Appeals tracking. Combine BCIU and similar unit leads in DW to better select and determine action – including leads from Employment (DCBS?), Contractors Board, OR Liquor Commission,
AD	Improve Case 2 Program selection	Select better cases using more data and multi-year data.
AD	Implement cost effective, highly productive correspondence programs	This includes Non-resident programs (high OR rate and proximity to WA provides significant incentive), Problem Preparer program (significant problem in all states). Need to secure MV files as key selection data.
AD, RA	Develop Withholding Match (individual returns/employee to business/employer)	Develop match of withholding (individual returns/employee to business/employer)
AD	Develop Programs to address Industries or Special Initiatives, Hobby Losses, Lifestyle Non-Filers	These more targeted initiatives will require specific data. Construction Industry (Dodge Reports), Flow Through Entities (State K-1 data), General Business filing and reporting (Dun & Bradstreet, BMF/BRTF)
AD	Improve Business (Corporate) Non-filer (non-registrant) identification. Subs not on system for Corp queries.	Using NETS. Single threaded inquiries. More complex queries using additional data (BMF/BRTF, Affiliate File) will provide improved results – more good cases, fewer false positives. Higher Min Corp Tax makes program more effective.
AD, RA	Automate and Data Driven decisions on Business Refund Processes	Case Management of business refunds to use data to drive decisions and processes
AD	Automate Energy Conservation Credit verification, (Small Business Credit (Kicker Credit) reviews)	Automate process, used data to drive decisions, use single case management, reduce resource requirements
AD, RA	Enhanced Personal Income Refund Processing – Consider Pre-validation list	Develop improved selection and Case Management to identify and efficiently work more cases. Automate processes and create data driven letters and decisions. (Option – Pre-validation)
AD, RA	Automate review and adjustment of Working Family Childcare Credit (WFC). Add review rules for EITC	Select more WFC cases having incorrect or fraudulent claims, work more efficiently through automation and data driven decisions
AD	Improve Filing Enforcement	Use more complex queries to identify higher \$ cases and lower false positives
AD	Automate CP2000	Automate manual processes, provide case management, work more cases in less time, data driven computations.
AD	Automate RARs	Automate manual processes, provide case management, work more cases in less time
AD	Automate IRMF Non-Filer Program	Automate tax computation and issuance of bills rather than inquiry letters, provide case management, work more cases in less time
AD	Data Analytics	Use all available data to build statistical models to improve selection and reduce false positives.
CL	Consolidation of Receivables	Consolidated view and billing – eliminate delay in income tax billing. Reduce or eliminate need to navigate multiple screens. Do not companionate across separate units (Tobacco).
CL	Improve data driven collection action (automated, manual)	Use all available data to define treatment strategies, most effective collection assignment and action, and optimum OCA assignment. Drive letters and process for License suspension based on Licensing Board data, Liable Entity Request (when data not available)

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Impact	System, Process, Program	Explanation of Benefit
CL	Develop Case Management to automate processes and drive letters, assignments and actions	One Case Management system for all bills. Automate processes using data to eliminate or reduce resource requirements. Have access to certain data but not used to drive decision making and automate next-steps (Motor Vehicle data, First Data). Have Summary/Last step screen to allow quick decision making. Reporting driven by Case Management
CL	Improve access and information on "asset screen"	Asset screen is a "notepad" and cannot be used to drive action, alert collector or move case to different unit/action. Single screen for look-up and action (License Suspension)
CL	Risk-Based Scoring of Receivables	Automated and manual data driven approach, more revenue with fewer staff
CL	User Experience and System Maintenance	One system saves time and makes collectors more efficient
CL	Use Scoring to determine the optimum time to assign cases to Private Collection Agencies (PCAs)	Should not use a "one-size-fits-all" assignment to OCAs. Use system data to determine most effective OCAs and assign cases when DOR will realize the most benefit.
CL	Automation of Responsible Person Billing	More effective use of responsible person billing, more revenue, fewer staff. Data driven (not questionnaire), capture defined relationships from DOR data, automated if data available (reduce manager approval process), use prior billing to establish additional responsible person billing
CL	Use Case Management, additional data and improved business processes to father automate wage, financial institution, and third-party garnishments	Will improve timeliness and effectiveness of liens and levies
CL	Improve the Issuance of bills and collection for delinquent returns (With registrants who skip file)	Use additional information to estimate liability and more quickly determine out of business cases.
CL, RA	Use System to Account for Collection fees when assigned to PCAs	Improved accounting may result in needed documentation to support increased budget revenue for DOR

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Appendix G: CTS Contract - Section 5 Compensation

State of Oregon Information Technology Services Agreement #102-1342-12

5. COMPENSATION.

5.1 General. Agency shall only be liable to Contractor for compensation under this Contract as set forth in this Article 5. The Parties agree that the exact benefits or revenue lift from the System cannot be accurately measured and that the compensation method set forth in this Article 5 is not a method for measuring benefits. The method, instead, represents a simple and easy approach for calculation of the Amount Available for Compensation from Specified Receipts due to implementation of the System based upon estimated Total Target Receipts, Total Project Costs, and agreed upon Compensation Percentages. The Parties agree that this method is a practical and appropriate way to determine the Amount Available for Compensation. An example of the method is set forth in Exhibit B.

5.2 Maximum Payment Amount. Notwithstanding any other provision of this Contract to the contrary, the maximum, not-to-exceed compensation that Agency will pay to Contractor is Thirty-Four Million Five Hundred Thousand Dollars (\$34,500,00.00) (the "Maximum Not-To-Exceed Compensation"), which includes payment for Contractor invoices and any allowable expenses for which Contractor may request reimbursement under this Contract. Once the Maximum Not-To-Exceed Compensation has been met, Agency has no further obligation to compensate Contractor.

5.3 Compensation Events and Payment.

5.3.1 Contractor will receive payment based upon successful completion of the Compensable Milestone Events identified in Section 5.3.4 and Exhibit A-1. The maximum amount of compensation available for each Compensable Milestone Event is fixed and set forth in Exhibit A-1. The total of all payments will not exceed the Maximum Not-To-Exceed Compensation amount.

5.3.2 Compensation will be available to Contractor only if:

- (1) Contractor has completed all Tasks and Deliverables related to a Compensable Milestone Event; and
- (2) Agency has accepted all Deliverables related to a Compensable Milestone Event; and
- (3) Contractor has delivered to Agency an accurate invoice; and
- (4) Agency has calculated the Amount Available for Compensation, as set forth in Section 5.5, below; and
- (5) The special fund accrues available funds for payment to Contractor through December 31, 2018 and funds remain available through March 31, 2019 for final payment.

5.3.3 Agency shall pay Contractor, subject to Section 5.7, in arrears, not more often than quarterly, throughout the Initial Term of the Contract up to the Maximum Not-To-Exceed Compensation amount.

5.3.4 Compensable Milestone Event Payment Schedule

Compensable Milestone Event	Invoice Amount
GenTax Installation [COTS Software]	\$5,000,000
Rollout One Production Cutover	\$6,300,000
Rollout Two Production Cutover	\$5,250,000
Rollout Three Production Cutover	\$5,250,000
Rollout Four Production Cutover	\$4,200,000
Annual Maintenance and Support	
Year 1 (Initial)	\$1,000,000
Year 2 (I2)	\$1,125,000
Year 3 (I3)	\$1,125,000
Year 4 (I4)	\$1,250,000
Year 5 (P5)	\$1,000,000
1st COTS Software Upgrade	\$3,000,000
Total	\$34,500,000

5.4 Specified Receipts.

5.4.1 Starting with the quarter beginning no earlier than October 1, 2014, Agency will calculate the Specified Receipts amount using the quarterly report data agreed upon and detailed in Sections 5.4.4 and 5.4.5.

5.4.2 Specified Receipts (SR) include payments in the System with a received date after the payment due date for the Personal Income Tax, Withholding Tax, and Corporation Tax Programs. Receipts will be counted when the liability is known. The Parties will only use Specified Receipts that are materially equivalent between both Agency's legacy systems and Contractor's GenTax system.

As examples, Specified Receipts would likely:

- Include payments accompanying amended returns with additional tax as long as the payment is late.
- Exclude refunds due to liability adjustments (e.g., abatements, waivers, or amended returns that reduce tax).
- Exclude Return Withholding (Withholding paid by the employer on behalf of the employee).

5.4.3 By June 30, 2014, Agency and Contractor will agree to the detailed method of identifying Specified Receipts available for Project payment.

5.4.4 By September 30, 2014, Agency and Contractor will collaboratively create a reporting mechanism that captures and sums the Specified Receipts. Contractor will produce and deliver to Agency the information necessary to collect Specified Receipt data consistent with the reports and reporting methods used by Agency as provided in this Section 5.4. Contractor shall deliver the required information or report to Agency in

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electronic format or in such other format as directed by Agency.

5.4.5 Within 15 days of the end of the prior quarter, Agency shall measure and produce a report quarterly (based on calendar year) on Specified Receipts including the following information:

- Specified Receipt amount for most recent quarter for each revenue stream.
- Percentage of Specified Receipt to be deposited into the special fund.
- Any unexpected events that cause material variances in the Specified Receipts, such as: tax law changes, changes in economic conditions, implementation of an amnesty program. If material variances from historical trends are identified in Specified Receipts caused by events that were not expected to occur during the Base Year, an appropriate correction may be made to the Specified Receipts identified in Section 5.4.2, as determined through mutual agreement. This may include excluding anomalous months and anomalous payments from the Specified Receipts.
- Amount of any correction, if any, necessary due to an unexpected event.
- Amount deposited into the special fund
- Distributions from the special fund
- Other pertinent information as requested

Agency shall deliver copies of the quarterly reports to Contractor.

5.5 Amount Available for Compensation. The calculation of Amount Available for Compensation is based on an indirect approach:

The estimated Total Project Costs divided by the Total Target Revenue is the Compensation Percentage.

$$TPC / TTR = CP$$

The Amount Available for Compensation is the Compensation Percentage multiplied by the actual Specified Receipts for the prior quarter.

$$\text{Amount Available for Compensation} = CP \times SR$$

- **Total Project Costs (TPC)** are defined as the costs invoiced by Contractor and identified Agency Project costs. The TPC will be determined prior to the production cutover of Rollout No. 1 and will remain fixed for the remainder of the Initial Term.
- **Total Target Receipts (TTR)** for each program equals the sum of the actual Base Year Specified Receipts with compound growth plus contractor's projected revenue enhancement for all included programs. By June 30, 2014, the TTR will be calculated and finalized by Agency.
 - The Base Year is the calendar year prior to implementation, unless the prior year has a material variance from historical trend, as determined by Agency. This year is not summed in the calculation of TTR.
 - For compound growth, Agency has determined a 3% rate.

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- Contractor's Projected Revenue Enhancement (CPRE) is defined by Contractor.
 - € 2015 – \$5,500,000
 - € 2016 – \$10,000,000
 - € 2017 – \$16,000,000
 - € 2018 – \$20,000,000
- **Compensation Percentage (CP)** is equal to expected Total Project Costs divided by Total Target Receipts for the four year measurement period.

5.6 Payment.

Seventy-five percent (75%) of the Amount Available for Compensation, as calculated pursuant to the formula set forth in Section 5.5, will be for Contractor compensation, and twenty-five percent (25%) will be for payment of Agency Project costs.

5.7 Special Fund.

5.7.1 A percentage of Specified Receipts as identified in Section 5.4.5 will be deposited, on a quarterly basis, into a special fund to be created for the purpose of compensating Contractor and paying Agency's Project costs.

5.7.2 Contractor may be compensated from the percentage of Specified Receipts beginning with first Compensable Milestone Event per Section 5.3.4 and ending on March 31, 2019. Full payment may not occur if the Amount Available for Compensation does not meet or exceed expectations for Specified Receipts.

5.8 Invoicing and Payments.

5.8.1 Contractor may invoice Agency upon acceptance and, if applicable, installation for production of all Deliverables related to a Compensable Milestone Event as shown in Exhibit A-1. Such invoices will comply with the requirements of this Section 5.8.1 and will identify the Deliverables completed and Accepted by Agency for which Contractor seeks compensation and will itemize and explain all authorized expenses for which reimbursement is claimed. The invoices also will include the total amount invoiced to date by Contractor prior to the current invoice. Contractor shall submit invoices to Agency's Authorized Representative. Agency will have the right to review each such invoice for compliance with the requirements of this Section 5.8 and any other relevant provisions of this Contract.

5.8.2 If the amount invoiced exceeds the Amount Available for Compensation allocated to Contractor in special fund as described in Section 5.7.1, the amount in excess of the Amount Available for Compensation will be delayed until the next quarter provided the Amount Available for Compensation is positive. **Interest will not be paid on delayed payments** other than as provided in ORS 293.462.

5.8.3 Contractor will be paid for delivery and Agency acceptance of those Deliverables included in Exhibit A-1, only from the Amount Available for Compensation allocated to Contractor in special fund as described in Section 5.7.1 and only up to the Maximum-Not-to-Exceed Amount of the Contract.

5.9 Maintenance and Support Services. No later than sixty (60) days prior to the expiration

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of the Initial Support Term, Agency shall advise Contractor of the level of maintenance and support services desired. Contractor shall invoice Agency for the annual fees for Maintenance and Support. Thereafter, Contractor shall, no later than sixty (60) days from the expiration of any Maintenance or Support period, invoice Agency for the next period of Maintenance and Support in accordance with the pricing set forth in Exhibit I.

- 5.10 Expenses. Agency will not pay or reimburse any expenses incurred by Contractor during the completion of the Services except as authorized in the Statement of Work. Any such authorized expenses will comply with the Oregon Travel Policy found at: <http://egov.oregon.gov/DAS/SCD/SARS/policies/oam/40.10.00.PO.pdf>.
- 5.11 All payments to Contractor are subject to ORS 293.462.

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Appendix H: CTS Contract Statement Of Work

EXHIBIT A-1, STATEMENT OF WORK

PART I. GENERAL INFORMATION AND OVERVIEW

Background: The Oregon Department of Revenue (“Agency” or “DOR”) administers the State’s income tax, property tax, and other revenue programs.

Agency’s Mission Statement is:

“We make revenue systems work to fund the public services that preserve and enhance the quality of life for all citizens.”

Agency’s Vision is:

“We are a model of 21st century revenue administration through the strength of our people, technology, innovation, and service.”

Agency collects revenue from a variety of sources and transfers it to various state and local agencies.

Agency has approximately 1,000 employees in locations across the state and administers more than 30 tax programs. There is one main office and eight field offices across the state. Agency uses a series of sections, divisions, and programs to carry out its duties, including: Executive Section, Strategic Planning/General Services Section, Administrative Services Division, Information Technology Section, Property Tax Division, Business, and Personal Tax and Compliance.

Technology: Currently, Agency contracts with the Oregon Department of Administrative Services, State Data Center (“SDC”) to monitor and maintain the application servers and middleware used to support the applications used by Agency. Agency supports approximately 1,200 PCs, a combination of desktops and laptop computers, and approximately 200 printers, on a 100MB Ethernet infrastructure network. Agency also supports teleworking via Blackberry devices and via Agency laptop computers and a Virtual Private Network (VPN) connection. All desktops and laptops run Microsoft XP, with MS Office 2003 or higher. One small work unit uses Macs.

Current applications lack common look and feel due to a variety of platforms including ‘mainframe’, client-server, and locally-built, non-standard applications in Access and Excel.

Purpose of this Statement of Work: Agency recognizes the importance of information technology and the need to become a data-driven organization. To achieve its Mission Statement and realize its vision, Agency has engaged Contractor to design, install and implement a Comprehensive Tax System (“CTS”) to maintain and sustain healthy revenue systems, with methods and practices across Agency that are:

- Simple: one consolidated and integrated system vs. many diverse, siloed “stand-alone” systems.
- Timely: increased ability to process information and make decisions quickly.
- Trusted: data integrity and security is ensured for both processing and analysis.

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The CTS' purpose is to:

1. Increase compliance and revenue
 - Increase voluntary compliance through improved customer service and customer access to information.
 - Predict taxpayer noncompliance with greater ease and accuracy; generate faster and more complete data for educating, assisting, and enforcing laws.
 - Enhance enforcement, in particular from non-filers and those under-reporting taxable activity.

2. Increased flexibility in tax administration
 - Provide an agile technology solution enabling quick and cost-effective response to support:
 - Changes in tax laws, new taxes, and legislative requests.
 - Evolving taxpayer needs, behaviors, and complex financial transactions.
 - A constantly changing external technical environment, including ability to incorporate and utilize new technologies and to avoid the risks and costs of obsolete and aging technology.
 - Easily exchange data with business partners, such as the IRS, counties, states, and tax practitioners, avoiding custom-built interfaces wherever possible.
 - Improve collaboration with state Agency partners.

3. Improve customer service
 - Provide Taxpayer services that are accessible, convenient, transparent, timely, and secure.
 - Enable Taxpayers to file returns and make payments using self-service tools that are familiar to them (online, mobile, secure e-mail, etc.).
 - Resolve Taxpayer questions and concerns on first contact.

4. Increase overall efficiency
 - Eliminate risk and cost of maintaining multiple, diverse systems.
 - Provide a technology platform that integrates data in real-time across business processes providing consistent and accurate information Agency-wide.
 - Mitigate the risk of interruptions to current revenue flows.
 - Eliminate redundant steps and automate more processes, leveraging industry-proven practices and solutions.
 - Store taxpayer information in a consistent, consolidated record, regardless of channel/media.
 - Provide a comprehensive view of all activity (across all tax programs) for each taxpayer.
 - Automate processing for all tax types.

The CTS is an investment in Agency staff, processes, and technology that must provide a significantly positive return on investment to Oregon taxpayers. It must provide value through reduced Agency risk, a more productive and responsive workforce, and adaptability to changing business needs and advances in technology.

Overview: Contractor shall provide the COTS Software and other Third Party Software provided by Contractor and Services to replace Agency's core systems with a CTS, including Data Warehouse and Business Intelligence tools as described below. Contractor shall provide Agency with the recommended specifications for all Centralized Hardware and personal computers (collectively "Hardware") necessary for the System. Agency, at its sole cost, shall

purchase the Hardware.

Contractor shall install, configure, and implement its GenTax (GenTax is a registered trademark of Fast Enterprises, LLC) solution for the following Tax and Revenue Programs administered by Agency using the following four (4) Rollouts:

Tax & Revenue Program	Rollout
Personal Income Tax Program	1
Charitable Checkoff	1
Tri-Met Transit District Self-Employment Tax Program	1
Lane Transit Dist. Self-Employment Tax Program	1
Senior & Disabled Property Tax Deferral Program	1
Withholding Tax Program	2
Tri-Met Transit District Payroll Tax Program	2
Lane Transit Dist. Payroll Tax Program	2
Unemployment Insurance Tax Program	2
Workers Comp Assessment Program	2
Cigarette Tax Program	2
Consumer Cigarette Tax	2
Other Tobacco Products Tax Program	2
Partnership Program	2
Pass Through Entity – PIT, CORP	2
Corporate Excise Tax Program	3
Corporate Income Tax Program	3
Corporate Multistate Tax Program	3
Estate Tax Program	3
Fiduciary Estate Tax Program	3
Fiduciary Trust Tax Program	3
Other Agency Accounts Program	3
State Lodging Tax	3
Emergency Communications Tax Program	3
Petroleum Load Fee Program	3
Amusement Device Tax Program	3
Hazardous Substance Possession Fee Program	3
Assessor's Funding (CAFFA)	4
Forest Products Harvest Tax	4
Small Tract Forestland Severance Tax – West Program	4
Small Tract Forestland Severance Tax - East Program	4
Electrical Cooperatives (Co-ops)	4
Gas & Oil Production Tax Program	4
Private Rail Car Program	4
Elderly Rental Assistance Program	4

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Tax & Revenue Program	Rollout
Revenue Accounting (All other accounting)	4
Non-Profit Homes	4
Court Fines & Assessments Program	4
Green Light (film) Rebate	4

Contractor shall configure GenTax to support the functions and activities required to fulfill Agency's obligations, which shall include:

- Registration and licensing
- Return and form issue
- Return and form processing
- Filing compliance
- Payment processing
- Account maintenance (taxpayer and account maintenance)
- Refund processing
- Collections, including private collection agencies, Other Agency Accounts, and prioritization of accounts
- Bankruptcy management
- Revenue reporting
- Letter and notice issue
- Offsets, both internal and external, including incoming garnishments
- Protests and appeals
- Workflow
- Application security
- Reporting
- Audit selection
- Audit execution and Case Management
- Data matching with various data sources to encourage compliance
- Data analytics
- Other required interfaces
- Web-based account maintenance and form submission
- Imaging Support
- Inspections
- Inventory management

Contractor shall provide long-term maintenance and support of the System as agreed by the Parties.

NOTICE TO PROCEED: Contractor shall begin providing COTS Software and other Third Party Software provided by Contractor and Services upon receipt of a Notice to Proceed ("NTP") from DAS SPO.

PART II. THE WORK

A. Tasks, Deliverables and Artifacts

Contractor shall provide the COTS Software, other third party software as set forth herein, and Services to install, configure, and implement GenTax as Agency's CTS solution as more

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particularly described below.

TASK NO. 0: PROJECT MANAGEMENT

Contractor shall provide project management services. Contactor shall assign resources to partner with assigned Agency staff to implement GenTax. The Joint Project Team will oversee the planning and scheduling of work, report progress, identify, and manage Project risks, manage resources, ensure a quality configuration, and direct project communications. The Joint Project Team ensures the configuration of GenTax provides the required business capabilities and adheres to Agency’s strategy of employing best tax administration practices. The Joint Project Team is responsible for avoiding unnecessary customization of the GenTax product.

Contractor project management will directly oversee all activities performed by Contractor staff. Agency Project Management will directly oversee all Project activities performed by Agency staff.

Task No. 0 Deliverables and Artifacts:

Deliverable 0.1: Plan and hold a Joint Project Team Kick-off Meeting

Upon receipt of the Notice to Proceed, Contractor shall conduct a Joint Project Team Kick-off meeting between Contractor’s Project Team and Agency’s Project Team.

Deliverable 0.2: Project Plan, including Strategic Direction and Project Objectives

Contractor shall prepare and deliver a Project Plan. The Project Plan will document how the Project is to be established, executed, and monitored.

The Project Plan contains the following items:

- Strategic direction and project objectives
- Project Schedule including milestones, Deliverable and Artifact due dates
- Staffing plan
- Organization chart
- Infrastructure and technology plan
- Communication plan, including status reporting approach
- Change leadership plan
- Change management approach
- Decision Request process based on the GenTax Implementation Methodology
- Quality Assurance Plan
- Risk Management Plan

Deliverable 0.3: Installation of GenTax

Contractor shall install the version of GenTax currently available in production. Contractor anticipates that version 9 will be available in September 2012. Agency may request in writing that a different version be installed. Contract #102-1342-12 Page 46 of 217

Contractor shall deliver to Agency or advise Agency on its purchase, installation, configuration, and testing of COTS Software to support the requirements herein.

Deliverable 0.4: Implementation Consulting and Technical Support

Contractor shall provide Agency with implementation consulting. Contractor will advise Agency about opportunities to increase efficiency, maximize revenue collections, and effectively leverage the best tax administration practices inherent in GenTax and accepted among revenue agencies. Contractor will lead the efforts to configure and implement GenTax. Contractor will

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organize teams, conduct meetings, gather requirements, propose solutions, and ready the System for service.

Contractor shall provide technical consulting services in support of the Project activities to include assistance with:

- Installation of GenTax on State hardware
- Interfacing to frontend existing Agency imaging systems
- Hardware configuration
- Database administration
- Network administration
- Server administration
- Troubleshooting
- Performance tuning
- Print services
- System backup
- Incorporating GenTax and other Project software into existing disaster recovery plans
- Web services

In addition to the provisions set forth in Section 13.5 of the Contract, Contractor shall take steps necessary to transition the System to Agency at the end of the Project, including training, transfer of Final System Implementation Specifications, and other System documentation created for the Project.

Deliverable 0.5: Meetings and Monthly Reports

Contractor shall attend regular meetings with Agency and submit reports as required on the status of the Project. Meetings will be conducted in Salem, Oregon during normal business hours between 8:00 am and 5:00 pm Pacific Time. Contractor also shall attend other meetings with stakeholders, as requested by Agency.

Each month, the Joint Project Team will report project status and progress to the project steering committees using a standard form to be developed in the Project Plan. Monthly reports will include Project Schedule, performance metrics, risk status, action item status, invoice and payment status, and scope changes requested by either Agency or Contractor. Contractor shall develop all necessary templates for all deliverables, including revenue data reports as required by Section 5.4.5 of the Contract and status reporting. Status Report requirements will be defined in the Project Plan, and may include:

- Review of the overall Project scope and objectives
- Review or revision of Project Schedule, as necessary
- Review or revision of Project Plan, Technology Plan, Communication Plan, Change Leadership Plan, Change Management Plan, Quality Assurance Plan, as necessary
- Review of the resource and scheduling requirements
- Other Issues

Deliverable 0.6: COTS Software and other Third Party Software provided by Contractor Support during the Initial Support Term

During the Initial Support Term and for the tax systems implemented in each Rollout, Contractor, at no additional cost to Agency, shall provide Agency with the following support for GenTax, including the necessary personnel to perform the Services:

- Access to service packs
- Access to new versions of GenTax

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- Access to new and revised documentation
- Defect repair - Contractor will fix core GenTax bugs at no additional cost to Agency

During the Initial Support Term, Contractor will assist Agency with the following tasks:

- Prioritization and management of solution requests
- On-call production support
- Coordinating with Contractor's Development Center
- Configuration assistance
- Application development
- Best practices recommendations
- Implementation of minor legislative/business changes (e.g., tax rates, interest rates, reports, letters, return line items, check-offs) to existing programs
- Performance tuning
- Database maintenance, analysis, and review
- Supplemental user, developer, or operator training
- Assistance with developing interfaces with Agency legacy systems.
- Other consulting and services requested by Agency

Artifact 0.1: Project Schedule Management

Contractor shall prepare and submit to Agency a Project Schedule as part of the Project Plan. During each Rollout, Contractor will lead the Joint Project Team to create the work schedule, acquire and manage resources, monitor progress according to the schedule, resolve issues, escalate decisions, manage risks, and communicate with Project stakeholders.

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TASKS NO. 1 - 5: Contractor shall implement GenTax to support the tax programs and functionality specified in this SOW.

Contractor shall implement GenTax through four Rollouts, as defined in Tasks No. 1 – 5. Each Task will have substantially the same deliverables described in Task No. 1, as applicable to the specific Programs and functionality required to fulfill the Agency's obligations related to the specific Rollout.

Agency shall issue a Notice to Start for Rollout No. 1. Contractor shall not begin providing COTS Software and other Third Party Software provided by Contractor or Services related to Rollout No. 1 until Contractor has received the Notice to Start from the Agency for Rollout No. 1.

TASK NO. 1: ROLLOUT NO. 1

Contractor shall implement the following tax and revenue programs:

Personal Income Tax Program
Charitable Checkoff
Tri-Met Transit District Self-Employment Tax Program
Lane Transit Dist. Self-Employment Tax Program
Senior & Disabled Property Tax Deferral Program

Task No. 1 Deliverables and Artifacts:

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Deliverable 1.0: System Tests

Contractor shall conduct testing for the Rollout as described in Task No. 7 below.

Deliverable 1.1: Final Implementation Specifications

Once Agency representatives assigned to the Joint Project Team review and finalize the Implementation Specifications, they will document the scope of the Rollout's functional requirements and provide the roadmap for that Rollout's development.

Deliverable 1.2: Go-Live

Upon acceptance of the Final Implementation Specifications and End-To-End testing, GenTax will go-live into production, subject to the acceptance provisions of Article 2 of the Contract.

Deliverable 1.3: Final Rollout Documentation

Contractor shall deliver to Agency the final Rollout documents, once per rollout:

- Implementation Specifications
- Conversion Plan
- Cutover Plan
- QA Plan

Artifact 1.0: Delivery of system overview presentations:

Contractor shall demonstrate the various GenTax modules to the Project Team.

Artifact 1.1: Base Configuration:

Contractor shall prepare a base configuration to serve as the starting point for the Rollout. Once in place, the base configuration will support basic navigation and tax type/revenue processing. Contractor shall prepare preliminary Implementation Specification documents to outline the functionality required for the Rollout. Project team members will continually examine the base configuration of GenTax to verify and adjust the direction that the configuration is taking. Contractor will revise the Implementation Specifications to incorporate input obtained during this verification.

Artifact 1.2: End User Training:

Contractor shall conduct training for the Rollout as described in Task No. 8 below.

Artifact 1.3: Pull List:

Joint Project Team shall create and maintain a Pull List to document enhancements, extensions, and improvements to Agency's configuration of GenTax that might not be ready in time for implementation (e.g. due to late submission), that are not recommended, or that are not within the Project scope. Contractor shall implement the items on the Pull List(s) as requested by Agency - time permitting. For example, an item can be scheduled to be completed as part of a future Rollout, it can be assigned to be handled as a production support matter, or it can be rejected by the Joint Project Team as functionality that will not be provided.

Agency Project Team shall prioritize the Pull List to determine what items will be implemented based on the availability of the Joint Project Team.

Artifact 1.4: Training, Change Leadership, and Change Management:

Contractor shall conduct training for the Rollout as described in Task No. 9 below.

Artifact 1.5: Cut-Over Planning and Execution:

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- a. **Cut-Over Plan.** Contractor shall prepare a Cut-Over Plan. Contractor shall lead the cut-over execution which may include Contractor and Agency task responsibilities.
- b. **Operations and Support Plan.** Contractor shall develop an Operations and Support Plan that will detail how the CTS will be supported in production. It will include hours of operation, on call support, hardware responsibilities, application responsibilities, and support team structure.
- c. **Operations Manual.** Contractor will develop an Operations Manual that will detail the processes associated with the day-to-day operations required, including:
 - Bringing the application up or down
 - Executing scheduled tasks
 - Diagnosing and remedying possible problems
 - Scheduling backups
- d. Contractor will train State to carry out the tasks in the Operations Manual.
- e. **Disaster Recovery Plan.** Agency shall deliver a copy of its current Disaster Recovery Plan (including Business Continuity) to Contractor. Contractor shall review the current plan and provide written recommendations to Agency for updating its Disaster Recovery Plan to incorporate the GenTax application and the corresponding platform. Contractor recommendations will focus on strategies Agency has or will implement to mitigate the impact of unforeseen events that affect GenTax availability.
- f. **Cut-Over Checklists.** Contractor shall develop and deliver to Agency Cut-over Checklists that will list the interrelated steps and activities that must be coordinated to ensure a smooth and successful Rollout. The Checklists specify a timetable when existing business processes must cease or suspend prior to cut-over and a timetable when those processes will resume after cut-over and new processes will commence.
 - i. Contractor also shall prepare a high-level checklist for general use within Agency to communicate the general schedule.
 - ii. Contractor shall prepare a detailed, step-by-step, hour-by-hour checklist that the Joint Project Team will follow during the cut-over period.
- g. Contractor shall lead the conversion processes, including backing up the databases, preparing the application servers, installing needed software on user computers, and transferring service from legacy applications to GenTax.
- h. **Desk Side Support Plan.** Contractor shall develop a Desk Side Support Plan to be used in the immediate period after the system goes live. Contractor shall provide desk-side support to end users, provide help desk support, and carefully monitor operations until processing is stable and users feel comfortable operating the system without support.
- i. The Joint Project Team shall determine what, if any, temporary interfaces are required to legacy systems. Such interfaces will be identified and documented in Implementation Specifications.

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TASK NO. 2: ROLLOUT 2

Contractor shall deliver to Agency the Rollout No. 1 Post Production Review.

Agency shall issue a Notice to Start for Rollout No. 2. Contractor shall not begin providing COTS Software and other Third Party Software provided by Contractor or Services related to Rollout No. 2 until Contractor has received the Notice to Start from the Agency for Rollout No. 2.

Contractor shall implement the following tax and revenue programs:

Withholding Tax Program
Tri-Met Transit District Payroll Tax Program
Lane Transit Dist. Payroll Tax Program
Unemployment Insurance Tax Program
Workers Comp Assessment Program
Cigarette Tax Program
Consumer Cigarette Tax
Other Tobacco Products Tax Program
Partnership Program
Pass Through Entity – PIT, CORP

Task No. 2 Deliverables and Artifacts: (See Task No. 1 for description)

Deliverable 2.0: Rollout No. 1 - Post Production Review and System Tests

Deliverable 2.1: Final Implementation Specifications

Deliverable 2.2: Go-Live

Deliverable 2.3: Final Rollout Documentation

Artifact 2.0: Contractor and Agency shall review the items on the Pull List to determine if items can be incorporated.

Artifact 2.1: Delivery of System overview presentations

Artifact 2.2: Base Configuration

Artifact 2.3: End User Training

Artifact 2.4: Pull List

Artifact 2.5: Training, Change Leadership, and Change Management

Artifact 2.6: Cut-Over Planning and Execution

- Cut-Over Plan
- Operations and Support Plan
- Operations Manual
- Disaster Recovery Plan
- Cut-Over Checklists
- Contractor Lead Conversion Processes
- Desk Side Support Plan
- Temporary Interfaces for Legacy Systems

TASK NO. 3: ROLLOUT 3

Contractor shall deliver to Agency the Rollout No. 2 Post Production Review.

Agency shall issue a Notice to Start for Rollout No. 3. Contractor shall not begin providing COTS Software and other Third Party Software provided by Contractor or Services related to Rollout No. 3 until Contractor has received the Notice to Start from the Agency for Rollout No. 3.

Contractor shall implement the following tax and revenue programs:

SHH

Corporate Excise Tax Program
Corporate Income Tax Program
Corporate Multistate Tax Program
Estate Tax Program
Fiduciary Estate Tax Program
Fiduciary Trust Tax Program
Other Agency Accounts Program
State Lodging Tax
Emergency Communications Tax Program
Petroleum Load Fee Program
Amusement Device Tax Program
Hazardous Substance Possession Fee Program

Task No. 3 Deliverables and Artifacts: (See Task No. 1 for description)

Deliverable 3.0: Rollout No. 2 - Post Production Review and System Tests

Deliverable 3.1: Final Implementation Specifications

Deliverable 3.2: Go-Live

Deliverable 3.3: Final Rollout Documentation

Artifact 3.0: Contractor and Agency shall review the items on the Pull List to determine if items can be incorporated. Contract #102-1342-12 Page 52 of 217

Artifact 3.1: Delivery of System overview presentations

Artifact 3.2: Base Configuration

Artifact 3.3: End User Training

Artifact 3.4: Pull List

Artifact 3.5: Training, Change Leadership, and Change Management

Artifact 3.6: Cut-Over Planning and Execution

- Cut-Over Plan
- Operations and Support Plan
- Operations Manual
- Disaster Recovery Plan
- Cut-Over Checklists
- Contractor Lead Conversion Processes
- Desk Side Support Plan
- Temporary Interfaces for Legacy Systems

TASK NO. 4: ROLLOUT 4

Contractor shall deliver to Agency the Rollout No. 3 Post Production Review.

Agency shall issue a Notice to Start for Rollout No. 4. Contractor shall not begin providing COTS Software and other Third Party Software provided by Contractor or Services related to Rollout No. 4 until Contractor has received the Notice to Start from the Agency for Rollout No. 4.

Contractor shall implement the following tax and revenue programs:

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Assessor's Funding (CAFFA)
Forest Products Harvest Tax
Small Tract Forestland Severance Tax – West Program
Small Tract Forestland Severance Tax - East Program
Electrical Cooperatives (Co-ops)
Gas & Oil Production Tax Program
Private Rail Car Program
Elderly Rental Assistance Program
Revenue Accounting (All other accounting)
Non-Profit Homes
Court Fines & Assessments Program
Green Light (film) Rebate

Task No. 4 Deliverables and Artifacts: (See Task No. 1 for description)

Deliverable 4.0: Rollout No. 3 - Post Production Review and System Tests

Deliverable 4.1: Final Implementation Specifications

Deliverable 4.2: Go-Live

Deliverable 4.3: Final Rollout Documentation, including Post Production Review for Rollout No. 4 and completion of all Project Artifacts. Contract #102-1342-12 Page 53 of 217

Artifact 4.0: Contractor and Agency shall review the items on the Pull List to determine if items can be incorporated.

Artifact 4.1: Delivery of System overview presentations

Artifact 4.2: Base Configuration

Artifact 4.3: End User Training

Artifact 4.4: Pull List

Artifact 4.5: Training, Change Leadership, and Change Management

Artifact 4.6: Cut-Over Planning and Execution

- Cut-Over Plan
- Operations and Support Plan
- Operations Manual
- Disaster Recovery Plan
- Cut-Over Checklists
- Contractor Lead Conversion Processes
- Desk Side Support Plan
- Temporary Interfaces for Legacy Systems

TASK NO. 5: SITE SPECIFIC MODULES

Contractor shall program the required site-specific modules, including letters, reports and interfaces, required to extend the functionality of GenTax as appropriate for the State.

Contractor shall endeavor to program such site-specific modules so they will be compatible with future GenTax versions that Contractor might release. Agency may choose to have selected Agency programming staff participate in site-specific programming. Contractor will retain overall responsibility for such programming and reserves the right to take any actions, in consultation

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with and notice to Agency, which will ensure on time delivery of a rollout. Over the course of the Project, some site-specific modules will need to be written for plug-in and other purposes. Contactor will determine if a site-specific module is required, and will endeavor to minimize the necessity of such modules.

Task No. 5 Deliverables: TO BE CONFIRMED, VALIDATED, AND FINALIZED DURING THE PROJECT

Deliverable 5.0: Letters

Deliverable 5.1: Reports

Deliverable 5.2: Interfaces

Deliverable 5.3: Other modules determined necessary during the project

TASK NO. 6: DATA CONVERSION

Contractor shall assist Agency with data conversion to provide the CTS with a base set of data extracted, loaded and converted from the legacy systems.

Critical to the success of data conversion is participation by Agency programmers in the data extraction and purification process. These programmers will be responsible for extraction of legacy system data into file layouts that Contractor will provide.

Also critical to the success of data conversion is participation by Agency representatives assigned to the Project Team to review and confirm the data that will be converted. Contractor can validate that extracted data was loaded, but cannot validate whether it accurately represents the state of data from the legacy system.

Contractor and Agency shall inventory Agency legacy data and all other data resources and Contractor shall produce an inventory report.

Contractor shall produce a data conversion plan that will cover aspects of migrating legacy system data to GenTax. Contractor and Agency shall work jointly to develop a Conversion Plan. The Conversion Plan will address all issues related to the data conversion, including:

- Strategies and tactics to address maintaining the shared data and processes.
- Determine level of record detail to be converted.
- Strategies and tactics for conversion of images and True Copies, i.e., power of attorney and notices.

Contractor shall configure automated conversion programs to support the data conversion effort, including:

- Loading legacy system extract files provided by Agency programmers.
- Validating loaded data and identifying data purification needs.
- Resolving conversion errors and analyzing loaded data.
- Verifying completeness.

Agency will conduct data conversion acceptance testing with the assistance of Contractor. Agency will produce reconciliation reports in format specified by Contractor from legacy system(s) to certify that all required data has been converted and any differences can be explained.

Contractor and Agency will conduct a series of mock extractions and conversions to test the conversion processes and to tune performance. This is required to ensure data elements

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to ensure data elements from Legacy systems were interpreted correctly in form and meaning. Contractor shall run the conversion programs and assist Agency with the verification of the converted data. In the event that some data cannot be converted or loaded automatically, Agency will be responsible for loading such data using mechanism provided by the Contractor and for certifying the converted database is accurate and complete using a reconciliation process described by the Conversion Plan. Contractor shall adapt and rerun conversion programs as necessary to properly convert and load the data. Contractor shall deliver a Conversion Reconciliation Report to Agency.

Conversion reconciliation will occur at three points:

- By the Agency upon Extract
- By the Contractor and Agency upon Load
- By the Contractor and Agency upon Conversion

Task No. 6 Deliverables and Artifacts:

Deliverable 6.0: Data Conversion Plan to include:

- Data conversion strategy.
- Scope of data to be converted.
- Data conversion timeline.
- Data tables to be built in the new system.
- Field-level data sources for data conversion files identified by the Agency, including a data mapping scheme that identifies any appropriate data parsing, concatenation, and format changes.
- Data extract files and business rules.
- Estimated data volumes.
- Conversions where automated programming will be used to reduce data conversion labor.
- Conversion verification logic, such as counts of records converted, reconciliation of items by tax type, reconciliation of transactions by tax type, and other techniques to ensure data accuracy.
- Required roles, responsibilities, and skills needed to perform data extraction from the legacy systems.
- A plan to identify and handle exceptions.
- Data retention approach per tax and/or revenue program.
- Strategies and tactics to address maintaining the shared data and processes.
- Determine level of record detail to be converted.
- Strategies and tactics for conversion of images and True Copies, i.e., power of attorney and notices.

Deliverable 6.1: Conversion Reconciliation Report.

Artifact 6.0: Inventory of data resources.

TASK NO. 7: TESTING

Contractor shall test the new System to ensure it is stable and that the CTS meets the Technical and Functional Requirements and Business Requirements set forth in Exhibit A-2 Attachment A-2a and confirmed throughout the Project.

Contractor shall design, implement, and manage a testing program that comprehensively verifies the configured system functionality, site-specific functionality, and system performance

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meets agreed upon standards. Contractor shall demonstrate test readiness, verify validity of test results, and verify stability of the system before moving to production.

Contractor shall:

- Produce a test plan that describes testing approach, testing logistics, identification and training of testers, testing tools, testing schedules, and defect tracking approach.
- Assist with the coordination of IV&V, including allowing IV&V to review plans, attending status meetings, and monitoring progress.
- Design, implement, manage, and control the testing environment.
- Design, implement, and manage testing activities.
- Lead project testing efforts.
- Ensure that appropriate people are assigned and scheduled to the testing effort.
- Gather, document, interpret, and report test results.
- Identify, prioritize, and resolve defects.
- Ensure that functions documented in the Implementation Specifications are tested.
- Ensure that the system complies with the contract requirements.
- Guide Agency's development of business test scenarios and expected test results.
- Train personnel designated by the Agency who will execute the System Test scenarios.
- Conduct the following types of tests:
 - System Testing (User Testing)
 - Conversion Testing
 - Performance Testing
 - End-To-End Testing (Final User Acceptance Testing)
- Lead the effort to resolve any defects identified as a result of these tests.

During the Project's Development phases, unit testing will occur for site-specific components. Contractor will lead the effort to ensure that each configured and site-specific component will perform the business functionality agreed to in the Implementation Specifications documents. Agency acknowledges that GenTax is a packaged software application and its core functionality has already been unit tested by Contractor in its Development Center and other production sites. The Project will not perform those unit tests.

Toward the end of each Development phase, Contractor shall begin System Test planning. System Testing focuses on confirming that Agency will be able to perform the tax administration activities agreed to in the Implementation Specifications documents using the configured system and its site-specific components. Contractor shall produce a System Test Plan that will include:

- System testing execution approach
- Modules targeted for performance testing
- Acceptance criteria
- Tracking approach
- Reporting approach

Contractor shall plan and execute a program to verify that data is accurately and completely extracted and converted according to the Data Conversion Plan. Contractor also shall plan and execute a program to verify that the configured system and its site-specific components will correctly operate upon converted data.

Contractor shall design and execute a selection of tests to ensure the System will satisfactorily perform in both online and batch modes under high volume.

Contractor shall design and execute End-To-End Testing and Performance Tests as the final

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step of each rollout prior to the production implementation of GenTax. During these tests, Contractor shall cycle the system through standard business processing, simulating anticipated production processing schedules including receiving inputs and generating output to external sources. These tests also confirm that the system will correctly interface with other systems.

Regression testing will occur as required upon the installation of service packs, upgrades, each Rollout, or other functionality which may impact the current production environment. Contractor will assist Agency in identifying impacted areas, developing (or resurrecting) appropriate test scripts, and verifying results.

Contractor shall establish several operating environments for the performance of the Project's activities. These will include:

- Development
- Testing
- Staging
- Conversion
- Training
- Production

All development, testing, staging, conversion, training, and production environments will remain with Agency at the end of the Project.

Task No. 7 Deliverables and Artifacts:

Deliverable 7.0: Test Plans for the following types of testing:

- System Testing (User Testing)
- Conversion Testing
- Performance/Stress Testing
- End-to-End Testing (Final User Acceptance Testing)

Deliverable 7.1: Project Environments

Artifact 7.0: Test Results

Artifact 7.1: Test Status Reports

TASK NO. 8: TRAINING, CHANGE LEADERSHIP, AND CHANGE MANAGEMENT

Training

Contractor shall train Agency's staff who will in turn train Agency's users in the use of GenTax to perform the in-scope tax administration activities.

Contractor shall assess the training needs of Agency, develop a strategy to meet those needs, and plan how to provide training. The Training Plan lays out the approach to training including:

- Identifying trainers and trainees
- Selecting the training venues and equipment
- Deciding on the training methods
- Analyzing the impact on Agency organization and scheduling
- Preparing the overall training schedule

Contractor shall provide a curriculum of computer-based training courses that introduce the functionality of the core product. Contractor also shall provide a standard set of training courses that Agency will localize to reflect Agency's configuration and business operations. Contractor shall provide training as follows:

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- Agency staff will be trained using a “train the trainer” approach.
- Agency will assign selected staff members to serve as trainers for each rollout. Contactor shall train these staff trainers and train them to teach GenTax to other Agency staff, as they augment the Contractor-provided standard set of courses to reflect Agency practices and system configuration, and as they deliver training to end users.
- Joint Project Team shall schedule courses, register students, and select training facilities.
- Contractor shall manage the delivery of the training program.
- Contractor shall provide its online help system as part of the core product.

Technical Training

Agency wishes to be able to maintain the CTS, as implemented, with minimal support from Contractor after the Project is over. Throughout the term of this Contract, Contractor shall provide technical training to Agency staff. Contractor shall train Agency staff to use the GenTax developer toolset, and will include State’s staff in the performance of project activities. Agency acknowledges that the degree to which it will be able to maintain the implemented System with minimal support from Contractor depends on the assignment of a sufficient number of suitably skilled and motivated people to the Project team so they can develop this capacity.

Agency acknowledges that implementing the system correctly and according to the Project Schedule is a greater priority than technical training itself. If these two objectives conflict, implementing on time will take precedence.

Contractor shall establish a means for Agency to provide GenTax training to its staff after the Project is over. The Training Environment will remain with Agency.

Change Leadership and Change Management

Agency will undergo transformative change as a result of the new System. Transition preparation involves activities necessary to prepare Agency for successful changes (i.e. business practices/processes, technology/tools, organizational structure, staffing, roles, etc.). Contractor shall provide Agency with the foundation, information, and direction necessary to smoothly transition from the current business process and systems to GenTax. Contractor shall make available its personnel who specialize in change management to assist with the Project as required by the Agency. Contractor shall prepare, explain, demonstrate, and facilitate the move of the Agency’s business processes to GenTax throughout the Project, and shall incorporate such explanations, demonstrations, and facilitation into the training provided by Contractor.

The Parties acknowledge that communication is key to Change Leadership. Contractor will establish a Change Leadership Team to include the Contractor Project Director, Agency Project Manager, and Contractor Training Team. The team will be responsible for determining appropriate Change Management approaches and implementing them to ready Agency for changes brought by the Project.

Contractor shall assist the Agency in identifying and documenting the proposed organizational role changes. Contractor shall assist Agency to define new roles.

Task No. 8 Deliverables and Artifacts:

Deliverable 8.0: Training Plan (includes strategy for training)

Deliverable 8.1: Training Course Material

Deliverable 8.2: Online Help System

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- Artifact 8.0:** Training Assessment
- Artifact 8.2:** Training Environment and Data
- Artifact 8.3:** Change Readiness Assessment

TASK NO. 9: PROJECT DOCUMENTATION

Contractor shall provide technical documentation localized to reflect the configuration provided for Agency. These documents will include:

- GenTax SQL Server Setup Guide
- GenTax Application Server Setup Guide
- GenTax File Server Guide
- GenTax Client Installation Guide
- GenTax Site-Specific Code Standards
- GenTax Architecture Overview
- GenTax Database structure documentation

Task No.9 Deliverables and Artifacts:

- Deliverable 9.0:** Rollout No. 1 Documents
- Deliverable 9.1:** Rollout No. 2 Documents (updated from 9.0)
- Deliverable 9.2:** Rollout No. 3 Documents (updated from 9.1)
- Deliverable 9.3:** Rollout No. 4 Documents (updated from 9.2)
- Deliverable 9.4:** Technical Documentation (updated from 9.3)
- Deliverable 9.5:** Third Party Software Licenses

TASK NO. 10: SYSTEM MAINTENANCE AND SUPPORT

During the entire Initial Support Term of the Contract, at no additional cost to Agency, Contractor shall provide software bug fixes, service packs, and one version upgrade. Also, Contractor shall provide resources to implement corrections, service packs, and bug fixes to the core product.

Contractor shall provide resources to perform production support activities. Contractor shall correct configuration errors as identified by Agency.

After the Initial Support Term, Contractor shall provide Agency with long term maintenance and support as requested by Agency and further described in the Maintenance and Support Agreement attached hereto as Exhibit I.

Contractor will abide by State Change and Release Management policies and procedures.

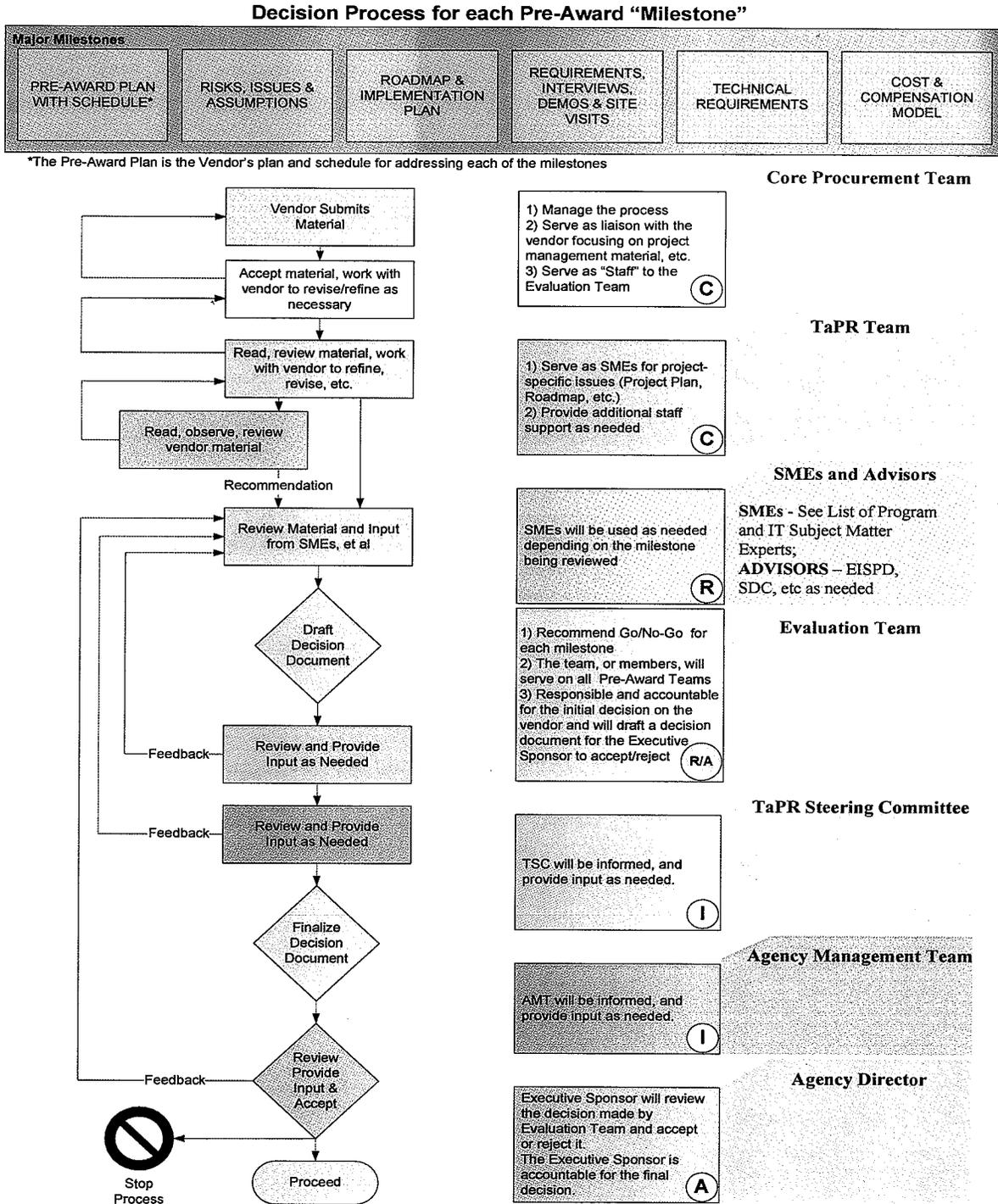
Task No.10 Deliverables and Artifacts:

- Deliverable 10.0:** System Maintenance and Support during Initial Support Term
- Deliverable 10.1:** One full version upgrade
- Deliverable 10.2:** Long Term Maintenance and Support

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Appendix I: CTS Procurement Decision Process

Below is the "master" decision tree used for each of the seven steps in the CTS evaluation process. Each step had its own decision tree with slight modifications, but this illustrates the overall decision process.



NOTES: "TaPR Steering Committee" is now the Operations and Policy Team, "Agency Management Team" is now the "Agency Leadership Team". EISPD is now "OCIO". RACI designates who is Responsible, Accountable, Consulted, and Informed.

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Appendix J: Glossary of Terms

“Agency”, “Department” and “DOR” mean the Oregon Department of Revenue (DOR).

“Automated offsets/refund offsets” - see “Treasury Offset Program”

“Benefits-based funding” (or benefits-funded contracting) means that costs of a project are paid out of the benefits realized from the implemented solution.

“Best practice” means a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark (BusinessDictionary.com). For example, use of best practices can accelerate innovation, saving time and reducing risks, without having to “re-invent the wheel.”

“Best-value” is a procurement process that is “used to select the most advantageous offer by evaluating and comparing factors in addition to cost or price. It allows flexibility in selection through tradeoffs which the agency makes between the cost and non-cost evaluation factors with the intent of awarding to the contractor that will give the government the greatest or best value for its money.”⁶³

“Best-value vendor” means the person, contractor or firm who is determined to have the “most advantageous offer.”

“Business case” is a structured proposal for business process improvement that functions as a decision package for enterprise leadership. A business case includes an analysis of business process needs or problems, proposed solutions, assumptions and constraints, alternatives, life cycle costs, benefits/cost analysis and investment risk analysis.

“Business Process Mapping” (BPM) refers to activities involved in defining exactly what a business entity does, who is responsible, to what standard a process should be completed and how the success of a business process can be determined.

“Change leadership” (sometimes referred to as “Change Management”) is “an organizational process aimed at helping employees to accept and embrace changes in their current business environment.”⁶⁴

“Commercial Off-the-Shelf” (COTS) means software developed or regularly used that: (i) has been sold, leased, or licensed to the general public; (ii) has been offered for sale, lease, or license to the general public; (iii) has not been offered, sold, leased, or licensed to the public but will be available for commercial sale, lease, or license in time to satisfy the delivery requirements of this Contract; or (iv) satisfies a criterion expressed in (i), (ii), or (iii) above and would require only minor modifications to meet the requirements of this Contract. See also *Integrated Tax System (ITS) Commercial Off-the-Shelf (COTS)*.

“Compliance” means the behavior of reporting and paying Oregon tax voluntarily and on time.

“Comprehensive Tax Solution” - see CTS.

⁶³ US General Services Administration, *Seven Steps to Performance Based Acquisition*, http://acquisition.gov/comp/seven_steps/index.html (not dated).

⁶⁴ Hiatt, Jeff. “The definition and history of change management” <http://www.change-management.com/tutorial-definition-history.htm>

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“Confidential information” means tax returns, tax reports and related material filed with the Department of Revenue. Some information received from other agencies or accessed through other agencies may also be considered confidential. Federal return information received from the IRS is considered confidential. Oregon Law and/or the Internal Revenue Code prohibit giving certain information to unauthorized persons.

“Core System Replacement” - see CSR.

“CSR” means Core System Replacement. DOR is replacing the majority of its systems with two solutions, a Property Valuation System (PVS) and a Comprehensive Tax Solution (CTS). The Core System Replacement, which consists of these two projects, was spawned from DOR’s Technology and Processing Reengineering (TaPR) initiative.

“CTS” means Comprehensive Tax Solution. DOR is using this term to mean an Integrated Tax System (ITS) with data warehouse and business intelligence capabilities and critical supporting services such as content management. CTS also refers to the CTS project, one of two projects that make up the CSR initiative.

“DAS” means the Oregon Department of Administrative Services.

“FTE” means full time equivalent.

“Industry standard” means generally accepted requirements which are followed by members of an industry (BusinessDictionary.com). Formal and informal (de facto) standards exist. Formal standards are developed, documented, and sometimes enforced by organizations such as the International Organization for Standardization (ISO), an organization that promulgates worldwide proprietary, industrial, and commercial standards.

“Integrated Tax System (ITS) Commercial Off-the-Shelf (COTS)” software products are “applications that automate transactional processes of government revenue agencies, such as taxpayer registration, return filing and processing, as well as management activities, such as revenue accounting and reporting.” *Critical Capabilities for Integrated Tax System COTS Products, 2010*

“Inventory”, for purposes of this business case, refers to a set or grouping of taxpayer accounts (cases) that either have been or will be assigned to staff for audit or collection.

“IRMF” means the **Information Returns Master File (IRMF)**, an IRS database containing data from information returns, also called “payer documents” or “third-party returns”. It contains data about both the payer (filer) and the payee (recipient of income).

“OCR/ICR” means Optical Character Recognition (OCR) and Intelligent Character Recognition (ICR). OCR and ICR are used in conjunction with imaging systems to “read” characters (data) from a printed document for storage in an electronic format (i.e., a database).

“Program Management Plan” (PMP) means a narrative, text document that is itself an aggregate of project plans developed to organize, direct and control different aspects of the TaPR program.

“Program Schedule” (MPP) means a document which visually displays the timelines, resource requirements, dependencies and milestones for the various initiatives within the TaPR program.

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“Proposal” means a written response to a Request for Proposal.

“Proposer” means a person or entity that submits Proposals in response to an RFP.

“Request for Proposals” (RFP) means all documents, either attached or incorporated by reference, and any Addenda thereto, used for soliciting Proposals.

“Revenue Agent Reports (RARs)” are reports of changes to an assessment after examination by an IRS agent (IRS Form 4549). IRS sends these reports to state revenue agencies electronically.

“Risk-Based Scoring” is a method of ranking (scoring) incoming tax returns to match potentially improperly filed returns to the most appropriate treatment and to identify those returns (cases) that can be handled through less burdensome and lower-cost activities.

“Scope of Work” means the general character of the Supplies and Services, the work’s purpose and objectives, and agency’s expectations. Examples of expectations include, if applicable, a description of the purchase, specifications, tasks (obligations), deliverables, delivery or performance schedule, and acceptance requirements. The Scope of Work helps the prospective proposers develop the proposals.

“SDC” means the Oregon State Data Center. SDC is a 24/7 operation that provides shared IT infrastructure services to DOR and other state agencies. It offers Centralized Infrastructure Management – operation and support of the hardware, system software, licensed software products, security, and system management software.

“Solution Provider” means a vendor or service provider that offers a combination of computer hardware, software and consulting to meet a client’s needs.

“State” means the State of Oregon.

“State Procurement Office” or **“SPO”** means that office of the State Services Division of the Department of Administrative Services designated by the Director to carry out the authority of the Department under the Public Contracting Code and Oregon Administrative Rules Chapter 125.

“Statement of Objectives” or **“SoO”** means a statement of the “basic, top-level objectives of an acquisition and is provided in the request for proposal (RFP) in lieu of a government-written statement of work (SOW). It provides potential offerors the flexibility to develop cost-effective solutions and the opportunity to propose⁶⁵ innovative alternatives meeting the objectives.

“Statement of Work” or **“SOW”** means the portion of the Contract that provides the detailed description of the Services to be provided and sets out the mutual expectations and promises between agency and the Contractor. The SOW includes the work tasks, deliverables, deliverable schedule, payment schedule, and any related service levels.

“Successful Proposer” means the person, contractor or firm to whom the award is made.

“TaPR” means Technology and Process Reengineering. DOR developed the Technology and Process Reengineering (TaPR) program to further understand how a new approach to business

⁶⁵ “Guidance for Development of a Statement of Objectives”, Robert Knauer, CPPO CPCM, www.acquisitioninstitute.com/uploads/sooguidance.doc.

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processes and technology could be used to transform and lead the agency toward its vision. The Core System Replacement (CSR) initiative was spawned from this work.

“Tax Gap” is defined by the IRS as the difference between what taxpayers should pay (what they owe) and what they actually pay on a timely basis. DOR defines it as the amount of tax due, but unreported and uncollected by the Department of Revenue for any given year.

“Tax practitioner” means a person who prepares, advises or assists in the preparation of personal income tax returns for a fee. In Oregon, a tax practitioner must be licensed.

“Technical infrastructure” means the software, hardware and protocols used by the network to support the business applications.

“Technology and Process Reengineering” - see TaPR.

“Third-party software” means computer software programs developed by parties other than the Solution Provider.

“Treasury Offset Program” means the Department of Treasury's Financial Management Service (FMS), which issues IRS tax refunds, has been authorized by Congress to conduct the Treasury Offset Program. Through this program, a personal income tax refund or overpayment may be reduced and offset to pay certain debts.

“Warranty Period” with respect to Hardware, Software, or both, is defined in the Special Terms and Conditions section of the Contract.

“Workflow management” means a computer system that manages and defines a series of tasks within an organization to produce a final outcome or outcomes. Workflow management systems allow the user to define different workflows for different types of jobs or processes.

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Budget Structure

Revenue, Dept of

**Summary Cross Reference Listing and Packages
2013-15 Biennium**

**Agency Number: 15000
BAM Analyst: Carbone, James
Budget Coordinator: Zerbe, David - (503)945-8393**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
001-00-00-00000	Executive Section	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
001-00-00-00000	Executive Section	021	0	Phase-in	Essential Packages
001-00-00-00000	Executive Section	022	0	Phase-out Pgm & One-time Costs	Essential Packages
001-00-00-00000	Executive Section	031	0	Standard Inflation	Essential Packages
001-00-00-00000	Executive Section	032	0	Above Standard Inflation	Essential Packages
001-00-00-00000	Executive Section	033	0	Exceptional Inflation	Essential Packages
001-00-00-00000	Executive Section	050	0	Fundshifts	Essential Packages
001-00-00-00000	Executive Section	060	0	Technical Adjustments	Essential Packages
001-00-00-00000	Executive Section	070	0	Revenue Shortfalls	Policy Packages
001-00-00-00000	Executive Section	081	0	May 2012 E-Board	Policy Packages
001-00-00-00000	Executive Section	101	0	Service and Supplies True-up	Policy Packages
001-00-00-00000	Executive Section	121	0	Core System Replacement	Policy Packages
002-00-00-00000	General Services Section	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
002-00-00-00000	General Services Section	021	0	Phase-in	Essential Packages
002-00-00-00000	General Services Section	022	0	Phase-out Pgm & One-time Costs	Essential Packages
002-00-00-00000	General Services Section	031	0	Standard Inflation	Essential Packages
002-00-00-00000	General Services Section	032	0	Above Standard Inflation	Essential Packages
002-00-00-00000	General Services Section	033	0	Exceptional Inflation	Essential Packages
002-00-00-00000	General Services Section	050	0	Fundshifts	Essential Packages
002-00-00-00000	General Services Section	060	0	Technical Adjustments	Essential Packages
002-00-00-00000	General Services Section	070	0	Revenue Shortfalls	Policy Packages
002-00-00-00000	General Services Section	081	0	May 2012 E-Board	Policy Packages

Revenue, Dept of

**Summary Cross Reference Listing and Packages
2013-15 Biennium**

**Agency Number: 15000
BAM Analyst: Carbone, James
Budget Coordinator: Zerbe, David - (503)945-8393**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
002-00-00-00000	General Services Section	101	0	Service and Supplies True-up	Policy Packages
002-00-00-00000	General Services Section	104	0	ERA Transfer to OHCS	Policy Packages
002-00-00-00000	General Services Section	121	0	Core System Replacement	Policy Packages
003-00-00-00000	Administrative Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
003-00-00-00000	Administrative Services Division	021	0	Phase-in	Essential Packages
003-00-00-00000	Administrative Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
003-00-00-00000	Administrative Services Division	031	0	Standard Inflation	Essential Packages
003-00-00-00000	Administrative Services Division	032	0	Above Standard Inflation	Essential Packages
003-00-00-00000	Administrative Services Division	033	0	Exceptional Inflation	Essential Packages
003-00-00-00000	Administrative Services Division	050	0	Fundshifts	Essential Packages
003-00-00-00000	Administrative Services Division	060	0	Technical Adjustments	Essential Packages
003-00-00-00000	Administrative Services Division	070	0	Revenue Shortfalls	Policy Packages
003-00-00-00000	Administrative Services Division	081	0	May 2012 E-Board	Policy Packages
003-00-00-00000	Administrative Services Division	101	0	Service and Supplies True-up	Policy Packages
003-00-00-00000	Administrative Services Division	121	0	Core System Replacement	Policy Packages
004-00-00-00000	Property Tax Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
004-00-00-00000	Property Tax Division	021	0	Phase-in	Essential Packages
004-00-00-00000	Property Tax Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
004-00-00-00000	Property Tax Division	031	0	Standard Inflation	Essential Packages
004-00-00-00000	Property Tax Division	032	0	Above Standard Inflation	Essential Packages
004-00-00-00000	Property Tax Division	033	0	Exceptional Inflation	Essential Packages
004-00-00-00000	Property Tax Division	050	0	Fundshifts	Essential Packages

Revenue, Dept of

**Summary Cross Reference Listing and Packages
2013-15 Biennium**

**Agency Number: 15000
BAM Analyst: Carbone, James
Budget Coordinator: Zerbe, David - (503)945-8393**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
004-00-00-00000	Property Tax Division	060	0	Technical Adjustments	Essential Packages
004-00-00-00000	Property Tax Division	070	0	Revenue Shortfalls	Policy Packages
004-00-00-00000	Property Tax Division	081	0	May 2012 E-Board	Policy Packages
004-00-00-00000	Property Tax Division	101	0	Service and Supplies True-up	Policy Packages
005-00-00-00000	Personal Tax and Compliance Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	021	0	Phase-in	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	031	0	Standard Inflation	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	032	0	Above Standard Inflation	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	033	0	Exceptional Inflation	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	050	0	Fundshifts	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	060	0	Technical Adjustments	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	070	0	Revenue Shortfalls	Policy Packages
005-00-00-00000	Personal Tax and Compliance Division	081	0	May 2012 E-Board	Policy Packages
005-00-00-00000	Personal Tax and Compliance Division	101	0	Service and Supplies True-up	Policy Packages
006-00-00-00000	Business Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
006-00-00-00000	Business Division	021	0	Phase-in	Essential Packages
006-00-00-00000	Business Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
006-00-00-00000	Business Division	031	0	Standard Inflation	Essential Packages
006-00-00-00000	Business Division	032	0	Above Standard Inflation	Essential Packages
006-00-00-00000	Business Division	033	0	Exceptional Inflation	Essential Packages
006-00-00-00000	Business Division	050	0	Fundshifts	Essential Packages

Revenue, Dept of

**Summary Cross Reference Listing and Packages
2013-15 Biennium**

**Agency Number: 15000
BAM Analyst: Carbone, James
Budget Coordinator: Zerbe, David - (503)945-8393**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
006-00-00-00000	Business Division	060	0	Technical Adjustments	Essential Packages
006-00-00-00000	Business Division	070	0	Revenue Shortfalls	Policy Packages
006-00-00-00000	Business Division	081	0	May 2012 E-Board	Policy Packages
006-00-00-00000	Business Division	101	0	Service and Supplies True-up	Policy Packages
015-00-00-00000	Multistate Tax Commission	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
015-00-00-00000	Multistate Tax Commission	021	0	Phase-in	Essential Packages
015-00-00-00000	Multistate Tax Commission	022	0	Phase-out Pgm & One-time Costs	Essential Packages
015-00-00-00000	Multistate Tax Commission	031	0	Standard Inflation	Essential Packages
015-00-00-00000	Multistate Tax Commission	032	0	Above Standard Inflation	Essential Packages
015-00-00-00000	Multistate Tax Commission	033	0	Exceptional Inflation	Essential Packages
015-00-00-00000	Multistate Tax Commission	050	0	Fundshifts	Essential Packages
015-00-00-00000	Multistate Tax Commission	060	0	Technical Adjustments	Essential Packages
015-00-00-00000	Multistate Tax Commission	070	0	Revenue Shortfalls	Policy Packages
019-00-00-00000	Elderly Rental Assistance	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
019-00-00-00000	Elderly Rental Assistance	021	0	Phase-in	Essential Packages
019-00-00-00000	Elderly Rental Assistance	022	0	Phase-out Pgm & One-time Costs	Essential Packages
019-00-00-00000	Elderly Rental Assistance	031	0	Standard Inflation	Essential Packages
019-00-00-00000	Elderly Rental Assistance	032	0	Above Standard Inflation	Essential Packages
019-00-00-00000	Elderly Rental Assistance	033	0	Exceptional Inflation	Essential Packages
019-00-00-00000	Elderly Rental Assistance	050	0	Fundshifts	Essential Packages
019-00-00-00000	Elderly Rental Assistance	060	0	Technical Adjustments	Essential Packages
019-00-00-00000	Elderly Rental Assistance	070	0	Revenue Shortfalls	Policy Packages

Revenue, Dept of

**Summary Cross Reference Listing and Packages
2013-15 Biennium**

**Agency Number: 15000
BAM Analyst: Carbone, James
Budget Coordinator: Zerbe, David - (503)945-8393**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
019-00-00-00000	Elderly Rental Assistance	104	0	ERA Transfer to OHCS	Policy Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	021	0	Phase-in	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	022	0	Phase-out Pgm & One-time Costs	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	031	0	Standard Inflation	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	032	0	Above Standard Inflation	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	033	0	Exceptional Inflation	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	050	0	Fundshifts	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	060	0	Technical Adjustments	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	070	0	Revenue Shortfalls	Policy Packages

Revenue, Dept of

**Policy Package List by Priority
2013-15 Biennium**

Agency Number: 15000

BAM Analyst: Carbone, James

Budget Coordinator: Zerbe, David - (503)945-8393

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description		
0	070	Revenue Shortfalls	001-00-00-00000	Executive Section		
			002-00-00-00000	General Services Section		
			003-00-00-00000	Administrative Services Division		
			004-00-00-00000	Property Tax Division		
			005-00-00-00000	Personal Tax and Compliance Division		
			006-00-00-00000	Business Division		
			015-00-00-00000	Multistate Tax Commission		
			019-00-00-00000	Elderly Rental Assistance		
			025-00-00-00000	Sr Citizens Prop Tax Deferral		
			081	May 2012 E-Board	001-00-00-00000	Executive Section
					002-00-00-00000	General Services Section
					003-00-00-00000	Administrative Services Division
					004-00-00-00000	Property Tax Division
					005-00-00-00000	Personal Tax and Compliance Division
					006-00-00-00000	Business Division
101	Service and Supplies True-up	001-00-00-00000	Executive Section			
		002-00-00-00000	General Services Section			
		003-00-00-00000	Administrative Services Division			
		004-00-00-00000	Property Tax Division			
		005-00-00-00000	Personal Tax and Compliance Division			
		006-00-00-00000	Business Division			
104	ERA Transfer to OHCS	002-00-00-00000	General Services Section			
		019-00-00-00000	Elderly Rental Assistance			

Revenue, Dept of

**Policy Package List by Priority
2013-15 Biennium**

Agency Number: 15000

BAM Analyst: Carbone, James

Budget Coordinator: Zerbe, David - (503)945-8393

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	121	Core System Replacement	001-00-00-00000	Executive Section
			002-00-00-00000	General Services Section
			003-00-00-00000	Administrative Services Division

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Revenue, Dept of

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-000-00-00-00000

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	4,558,275	9,248,602	-	9,248,602	13,938,929	13,938,929
3400 Other Funds Ltd	1,701,343	17,274,068	-	17,274,068	18,177,965	18,177,965
All Funds	6,259,618	26,522,670	-	26,522,670	32,116,894	32,116,894
0030 Beginning Balance Adjustment						
3200 Other Funds Non-Ltd	6,843,951	-	-	-	-	-
TOTAL BEGINNING BALANCE						
3200 Other Funds Non-Ltd	11,402,226	9,248,602	-	9,248,602	13,938,929	13,938,929
3400 Other Funds Ltd	1,701,343	17,274,068	-	17,274,068	18,177,965	18,177,965
TOTAL BEGINNING BALANCE	\$13,103,569	\$26,522,670	-	\$26,522,670	\$32,116,894	\$32,116,894

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	143,053,692	146,373,434	(1,175,191)	145,198,243	160,878,205	164,142,390
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TAXES

0105 Personal Income Taxes

3400 Other Funds Ltd	15,786,709	-	-	-	-	-
8800 General Fund Revenue	10,467,224,754	12,216,777,983	-	12,216,777,983	13,636,361,586	13,636,361,586
All Funds	10,483,011,463	12,216,777,983	-	12,216,777,983	13,636,361,586	13,636,361,586

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
0110 Corp Excise and Income Taxes						
3400 Other Funds Ltd	32,700,815	-	-	-	-	-
8800 General Fund Revenue	827,614,737	863,323,072	-	863,323,072	1,097,984,402	1,097,984,402
All Funds	860,315,552	863,323,072	-	863,323,072	1,097,984,402	1,097,984,402
0130 Other Employer -Employee Taxes						
3400 Other Funds Ltd	471,058,204	477,493,000	-	477,493,000	477,493,000	477,493,000
0135 Cigarette Taxes						
3400 Other Funds Ltd	335,054,274	323,976,000	-	323,976,000	299,923,858	299,923,858
8800 General Fund Revenue	76,837,203	74,244,435	-	74,244,435	68,732,551	68,732,551
All Funds	411,891,477	398,220,435	-	398,220,435	368,656,409	368,656,409
0140 Other Tobacco Products Taxes						
3400 Other Funds Ltd	40,527,301	50,229,000	-	50,229,000	53,904,817	53,904,817
8800 General Fund Revenue	47,328,227	58,585,761	-	58,585,761	62,873,382	62,873,382
All Funds	87,855,528	108,814,761	-	108,814,761	116,778,199	116,778,199
0145 Amusement Taxes						
3400 Other Funds Ltd	3,656,178	3,280,000	-	3,280,000	3,280,000	3,280,000
8800 General Fund Revenue	1,555,058	1,100,000	-	1,100,000	1,200,000	1,200,000
All Funds	5,211,236	4,380,000	-	4,380,000	4,480,000	4,480,000
0155 Inheritance Taxes						
3400 Other Funds Ltd	5,695,727	-	-	-	-	-

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
8800 General Fund Revenue	168,864,436	190,284,168	-	190,284,168	203,981,590	203,981,590
All Funds	174,560,163	190,284,168	-	190,284,168	203,981,590	203,981,590
0160 Eastern Oregon Severance Taxes						
3400 Other Funds Ltd	14,590	-	-	-	-	-
8800 General Fund Revenue	43,960	14,000	-	14,000	6,000	6,000
All Funds	58,550	14,000	-	14,000	6,000	6,000
0162 Western Oregon Severance Taxes						
3400 Other Funds Ltd	-	562,400	-	562,400	562,400	562,400
8800 General Fund Revenue	896,716	212,500	-	212,500	50,000	50,000
All Funds	896,716	774,900	-	774,900	612,400	612,400
0165 Other Severance Taxes						
3400 Other Funds Ltd	522,199	237,000	-	237,000	237,000	237,000
0195 Other Taxes						
3400 Other Funds Ltd	171,443,401	151,516,116	-	151,516,116	151,516,116	151,516,116
8800 General Fund Revenue	-	9,083,476	-	9,083,476	-	-
All Funds	171,443,401	160,599,592	-	160,599,592	151,516,116	151,516,116
TOTAL TAXES						
3400 Other Funds Ltd	1,076,459,398	1,007,293,516	-	1,007,293,516	986,917,191	986,917,191
8800 General Fund Revenue	11,590,365,091	13,413,625,395	-	13,413,625,395	15,071,189,511	15,071,189,511
TOTAL TAXES	\$12,666,824,489	\$14,420,918,911	-	\$14,420,918,911	\$16,058,106,702	\$16,058,106,702

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	7,118,917	8,865,254	-	8,865,254	6,329,430	6,329,430
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	-	270,162	-	270,162	276,646	276,646
3400 Other Funds Ltd	30,384,624	33,998,921	-	33,998,921	36,945,682	37,532,164
All Funds	30,384,624	34,269,083	-	34,269,083	37,222,328	37,808,810
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	24,275,096	13,229,657	-	13,229,657	15,932,625	15,932,625
8800 General Fund Revenue	-	12,923,016	-	12,923,016	15,976,710	15,976,710
All Funds	24,275,096	26,152,673	-	26,152,673	31,909,335	31,909,335
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	120,403	-	-	-	-	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	1,990,709	1,657,000	-	1,657,000	1,292,000	1,292,000
LOAN REPAYMENT						

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
0950 Sr Citizen Prop Tax Repayments						
3200 Other Funds Non-Ltd	31,574,599	38,497,653	-	38,497,653	38,497,653	38,497,653
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	2,924,190	1,674,844	-	1,674,844	1,715,040	1,715,040
3400 Other Funds Ltd	686,100	32,522,509	-	32,522,509	20,187,070	20,187,070
8800 General Fund Revenue	17,280	-	-	-	-	-
All Funds	3,627,570	34,197,353	-	34,197,353	21,902,110	21,902,110
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	24,586,796	-	-	-	-	-
1050 Transfer In Other						
8800 General Fund Revenue	90,460,448	-	3,000,000	3,000,000	-	-
1060 Transfer from General Fund						
3400 Other Funds Ltd	5,735,204	3,000,000	-	3,000,000	3,000,000	3,072,000
1123 Tsfr From OR Business Development						
3400 Other Funds Ltd	15,000	-	-	-	-	-
1137 Tsfr From Justice, Dept of						
3400 Other Funds Ltd	17,609	-	-	-	-	-
1198 Tsfr From Judicial Dept						

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
2013-15 Biennium
Revenue, Dept of

Version: V - 01 - Agency Request Budget
Cross Reference Number: 15000-000-00-00-00000

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	119,287,109	45,826,841	-	45,826,841	48,649,142	48,649,142
8800 General Fund Revenue	-	44,764,657	-	44,764,657	48,783,752	48,783,752
All Funds	119,287,109	90,591,498	-	90,591,498	97,432,894	97,432,894
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	149,641,718	48,826,841	-	48,826,841	51,649,142	51,721,142
8800 General Fund Revenue	90,460,448	44,764,657	3,000,000	47,764,657	48,783,752	48,783,752
TOTAL TRANSFERS IN	\$240,102,166	\$93,591,498	\$3,000,000	\$96,591,498	\$100,432,894	\$100,504,894
REVENUES						
8000 General Fund	143,053,692	146,373,434	(1,175,191)	145,198,243	160,878,205	164,142,390
3200 Other Funds Non-Ltd	34,498,789	40,442,659	-	40,442,659	40,489,339	40,489,339
3400 Other Funds Ltd	1,290,676,965	1,146,393,698	-	1,146,393,698	1,119,253,140	1,119,911,622
8800 General Fund Revenue	11,680,842,819	13,471,313,068	3,000,000	13,474,313,068	15,135,949,973	15,135,949,973
TOTAL REVENUES	\$13,149,072,265	\$14,804,522,859	\$1,824,809	\$14,806,347,668	\$16,456,570,657	\$16,460,493,324
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(24,586,796)	-	-	-	-	-
2050 Transfer to Other						
3400 Other Funds Ltd	(62,395,116)	(11,851,419)	-	(11,851,419)	(8,690,903)	(8,690,903)
2060 Transfer to General Fund						
8800 General Fund Revenue	(11,680,842,819)	(13,471,313,068)	(3,000,000)	(13,474,313,068)	(15,135,949,973)	(15,135,949,973)

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2013-15 Biennium

Cross Reference Number: 15000-000-00-00-00000

Revenue, Dept of

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
2080 Transfer to Counties						
3200 Other Funds Non-Ltd	(40,948,017)	(33,807,326)	-	(33,807,326)	(33,807,326)	(33,807,326)
3400 Other Funds Ltd	(526,439,533)	(533,167,756)	-	(533,167,756)	(533,167,756)	(533,167,756)
All Funds	(567,387,550)	(566,975,082)	-	(566,975,082)	(566,975,082)	(566,975,082)
2100 Tsfr To Human Svcs, Dept of						
3400 Other Funds Ltd	(2,758,007)	(2,758,007)	-	(2,758,007)	(2,758,007)	(2,758,007)
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(16,976,971)	(16,968,667)	-	(16,968,667)	(15,826,383)	(15,826,383)
2121 Tsfr To Governor, Office of the						
3400 Other Funds Ltd	-	(22,500)	-	(22,500)	(22,500)	(22,500)
2123 Tsfr To OR Business Development						
3400 Other Funds Ltd	(5,000,000)	-	-	-	-	-
2137 Tsfr To Justice, Dept of						
3400 Other Funds Ltd	(18,684,466)	(16,290,775)	-	(16,290,775)	(16,713,740)	(16,713,740)
2141 Tsfr To Lands, Dept of State						
3400 Other Funds Ltd	(522,199)	(237,000)	-	(237,000)	(237,000)	(237,000)
2142 Tsfr To Leg Council Committee						
3400 Other Funds Ltd	(274,022)	-	-	-	-	-
2145 Tsfr To Leg Fiscal Officer						
3400 Other Funds Ltd	(100,000)	-	-	-	-	-

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2156 Tsfr To Leg Admin Committee						
3400 Other Funds Ltd	(12,231)	-	-	-	-	-
2198 Tsfr To Judicial Dept						
3400 Other Funds Ltd	(21,699,459)	(9,843,214)	-	(9,843,214)	(13,124,285)	(13,124,285)
2248 Tsfr To Military Dept, Or						
3400 Other Funds Ltd	(79,212,068)	(82,065,000)	-	(82,065,000)	(81,970,000)	(81,970,000)
2257 Tsfr To Police, Dept of State						
3400 Other Funds Ltd	(5,031,326)	(6,750,380)	-	(6,750,380)	(4,390,890)	(4,390,890)
2259 Tsfr To Pub Safety Std/Trng						
3400 Other Funds Ltd	(27,363,232)	(21,424,867)	873,897	(20,550,970)	(23,246,100)	(23,246,100)
2340 Tsfr To Environmental Quality						
3400 Other Funds Ltd	(2,097,597)	(2,114,874)	-	(2,114,874)	(2,128,544)	(2,128,544)
2404 Tsfr To Public Def Svcs Comm						
3400 Other Funds Ltd	(11,684,324)	-	-	-	-	-
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(349,889,948)	(356,325,952)	-	(356,325,952)	(337,663,052)	(337,663,052)
2580 Tsfr To OR University System						
3400 Other Funds Ltd	(5,331,883)	(3,829,633)	-	(3,829,633)	(3,829,633)	(3,829,633)
2581 Tsfr To Education, Dept of						
3400 Other Funds Ltd	(161,734)	(340,252)	-	(340,252)	(340,252)	(340,252)

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2586 Tsfr To Comm Coll/Wkfrc Dev						
3400 Other Funds Ltd	(1,337,086)	(1,725,308)	-	(1,725,308)	(1,725,308)	(1,725,308)
2629 Tsfr To Forestry, Dept of						
3400 Other Funds Ltd	(11,334,946)	(6,001,664)	-	(6,001,664)	(6,001,664)	(6,001,664)
2635 Tsfr To Fish/Wildlife, Dept of						
3400 Other Funds Ltd	(160,541)	(250,000)	-	(250,000)	(10,000)	(10,000)
2730 Tsfr To Transportation, Dept						
3400 Other Funds Ltd	(7,877,641)	(7,875,000)	-	(7,875,000)	(7,123,192)	(7,123,192)
2914 Tsfr To Housing and Com Svcs						
3400 Other Funds Ltd	(18,766,784)	(32,291,342)	-	(32,291,342)	(20,000,000)	(20,000,000)
2976 Tsfr To Oregon Tourism Commission						
3400 Other Funds Ltd	(21,126,334)	-	-	-	-	-
TOTAL TRANSFERS OUT						
3200 Other Funds Non-Ltd	(40,948,017)	(33,807,326)	-	(33,807,326)	(33,807,326)	(33,807,326)
3400 Other Funds Ltd	(1,220,824,244)	(1,112,133,610)	873,897	(1,111,259,713)	(1,078,969,209)	(1,078,969,209)
8800 General Fund Revenue	(11,680,842,819)	(13,471,313,068)	(3,000,000)	(13,474,313,068)	(15,135,949,973)	(15,135,949,973)
TOTAL TRANSFERS OUT	(\$12,942,615,080)	(\$14,617,254,004)	(\$2,126,103)	(\$14,619,380,107)	(\$16,248,726,508)	(\$16,248,726,508)
AVAILABLE REVENUES						
8000 General Fund	143,053,692	146,373,434	(1,175,191)	145,198,243	160,878,205	164,142,390
3200 Other Funds Non-Ltd	4,952,998	15,883,935	-	15,883,935	20,620,942	20,620,942

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3400 Other Funds Ltd	71,554,064	51,534,156	873,897	52,408,053	58,461,896	59,120,378
TOTAL AVAILABLE REVENUES	\$219,560,754	\$213,791,525	(\$301,294)	\$213,490,231	\$239,961,043	\$243,883,710

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	64,611,931	77,758,331	-	77,758,331	78,315,682	78,315,682
3400 Other Funds Ltd	14,984,287	14,929,262	-	14,929,262	15,226,821	15,226,821
All Funds	79,596,218	92,687,593	-	92,687,593	93,542,503	93,542,503

3160 Temporary Appointments

8000 General Fund	399,783	57,017	-	57,017	57,017	57,017
3400 Other Funds Ltd	2	176,979	-	176,979	176,979	176,979
All Funds	399,785	233,996	-	233,996	233,996	233,996

3170 Overtime Payments

8000 General Fund	19,429	93,441	-	93,441	93,441	93,441
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3180 Shift Differential

8000 General Fund	1,405	29,646	-	29,646	29,646	29,646
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3190 All Other Differential

8000 General Fund	834,554	238,143	-	238,143	238,143	238,143
3400 Other Funds Ltd	45	19,176	-	19,176	19,176	19,176

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All Funds	834,599	257,319	-	257,319	257,319	257,319
TOTAL SALARIES & WAGES						
8000 General Fund	65,867,102	78,176,578	-	78,176,578	78,733,929	78,733,929
3400 Other Funds Ltd	14,984,334	15,125,417	-	15,125,417	15,422,976	15,422,976
TOTAL SALARIES & WAGES	\$80,851,436	\$93,301,995	-	\$93,301,995	\$94,156,905	\$94,156,905
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	33,106	34,707	-	34,707	33,789	33,789
3400 Other Funds Ltd	6,397	7,066	-	7,066	6,916	6,916
All Funds	39,503	41,773	-	41,773	40,705	40,705
3220 Public Employees' Retire Cont						
8000 General Fund	5,519,947	11,257,102	-	11,257,102	15,451,626	15,451,626
3400 Other Funds Ltd	1,116,512	2,154,045	-	2,154,045	3,004,281	3,004,281
All Funds	6,636,459	13,411,147	-	13,411,147	18,455,907	18,455,907
3221 Pension Obligation Bond						
8000 General Fund	3,742,949	4,448,080	-	4,448,080	4,448,080	4,859,683
3400 Other Funds Ltd	875,540	960,893	-	960,893	960,893	941,759
All Funds	4,618,489	5,408,973	-	5,408,973	5,408,973	5,801,442
3230 Social Security Taxes						
8000 General Fund	4,980,502	5,968,196	-	5,968,196	5,987,379	5,987,379

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3400 Other Funds Ltd	1,007,906	1,155,964	-	1,155,964	1,164,471	1,164,471
All Funds	5,988,408	7,124,160	-	7,124,160	7,151,850	7,151,850
3240 Unemployment Assessments						
8000 General Fund	217,980	242,207	-	242,207	242,207	242,207
3400 Other Funds Ltd	40,905	14,002	-	14,002	14,002	14,002
All Funds	258,885	256,209	-	256,209	256,209	256,209
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	36,799	49,929	-	49,929	49,873	49,873
3400 Other Funds Ltd	7,165	10,175	-	10,175	10,172	10,172
All Funds	43,964	60,104	-	60,104	60,045	60,045
3260 Mass Transit Tax						
8000 General Fund	374,363	474,417	-	474,417	474,417	472,375
3400 Other Funds Ltd	89,693	113,670	-	113,670	113,670	92,537
All Funds	464,056	588,087	-	588,087	588,087	564,912
3270 Flexible Benefits						
8000 General Fund	21,441,194	25,325,208	-	25,325,208	25,659,876	25,659,876
3400 Other Funds Ltd	4,189,879	5,188,374	-	5,188,374	5,261,172	5,261,172
All Funds	25,631,073	30,513,582	-	30,513,582	30,921,048	30,921,048
3280 Other OPE						
8000 General Fund	-	-	-	-	-	15,850

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3400 Other Funds Ltd	-	40,573	-	40,573	40,573	45,616
All Funds	-	40,573	-	40,573	40,573	61,466
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	36,346,840	47,799,846	-	47,799,846	52,347,247	52,772,658
3400 Other Funds Ltd	7,333,997	9,644,762	-	9,644,762	10,576,150	10,540,926
TOTAL OTHER PAYROLL EXPENSES	\$43,680,837	\$57,444,608	-	\$57,444,608	\$62,923,397	\$63,313,584
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(1,376,801)	-	(1,376,801)	(1,376,801)	(879,702)
3400 Other Funds Ltd	-	(189,432)	-	(189,432)	(189,432)	(168,898)
All Funds	-	(1,566,233)	-	(1,566,233)	(1,566,233)	(1,048,600)
3465 Reconciliation Adjustment						
8000 General Fund	-	(10,575,210)	-	(10,575,210)	-	-
3400 Other Funds Ltd	-	(1,486,647)	-	(1,486,647)	-	-
All Funds	-	(12,061,857)	-	(12,061,857)	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	-	(1,126,687)	(1,126,687)	(1,126,687)	(1,126,687)
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(11,952,011)	(1,126,687)	(13,078,698)	(2,503,488)	(2,006,389)
3400 Other Funds Ltd	-	(1,676,079)	-	(1,676,079)	(189,432)	(168,898)

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$13,628,090)	(\$1,126,687)	(\$14,754,777)	(\$2,692,920)	(\$2,175,287)
TOTAL PERSONAL SERVICES						
8000 General Fund	102,213,942	114,024,413	(1,126,687)	112,897,726	128,577,688	129,500,198
3400 Other Funds Ltd	22,318,331	23,094,100	-	23,094,100	25,809,694	25,795,004
TOTAL PERSONAL SERVICES	\$124,532,273	\$137,118,513	(\$1,126,687)	\$135,991,826	\$154,387,382	\$155,295,202
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	529,738	600,704	-	600,704	600,704	615,120
3400 Other Funds Ltd	98,036	83,234	-	83,234	83,234	85,231
All Funds	627,774	683,938	-	683,938	683,938	700,351
4125 Out of State Travel						
8000 General Fund	167,556	433,132	(50,000)	383,132	383,132	392,327
3400 Other Funds Ltd	134,584	5,795	-	5,795	5,795	5,934
All Funds	302,140	438,927	(50,000)	388,927	388,927	398,261
4150 Employee Training						
8000 General Fund	517,281	935,766	(40,000)	895,766	895,766	917,265
3400 Other Funds Ltd	94,238	162,236	-	162,236	162,236	166,129
All Funds	611,519	1,098,002	(40,000)	1,058,002	1,058,002	1,083,394
4175 Office Expenses						
8000 General Fund	5,669,484	5,311,872	(164,779)	5,147,093	5,147,093	5,270,622

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3400 Other Funds Ltd	1,497,198	2,280,816	-	2,280,816	2,280,816	2,335,557
All Funds	7,166,682	7,592,688	(164,779)	7,427,909	7,427,909	7,606,179
4200 Telecommunications						
8000 General Fund	1,476,393	1,373,154	(50,000)	1,323,154	1,323,154	1,354,909
3400 Other Funds Ltd	316,179	366,351	-	366,351	366,351	375,144
All Funds	1,792,572	1,739,505	(50,000)	1,689,505	1,689,505	1,730,053
4225 State Gov. Service Charges						
8000 General Fund	5,980,779	5,481,681	(48,504)	5,433,177	5,433,177	6,449,575
3400 Other Funds Ltd	1,170,256	1,136,831	-	1,136,831	1,136,831	1,346,997
All Funds	7,151,035	6,618,512	(48,504)	6,570,008	6,570,008	7,796,572
4250 Data Processing						
8000 General Fund	109,441	1,406,405	(38,267)	1,368,138	1,368,138	1,400,973
3400 Other Funds Ltd	11,536	267,576	-	267,576	267,576	273,997
All Funds	120,977	1,673,981	(38,267)	1,635,714	1,635,714	1,674,970
4275 Publicity and Publications						
8000 General Fund	169,557	138,853	-	138,853	138,853	142,186
3400 Other Funds Ltd	12,555	697	-	697	697	713
All Funds	182,112	139,550	-	139,550	139,550	142,899
4300 Professional Services						
8000 General Fund	2,470,518	1,756,033	(48,983)	1,707,050	1,707,050	1,754,848

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3400 Other Funds Ltd	2,655,409	3,663,930	-	3,663,930	3,663,930	3,766,520
All Funds	5,125,927	5,419,963	(48,983)	5,370,980	5,370,980	5,521,368
4315 IT Professional Services						
8000 General Fund	634,544	83,622	-	83,622	83,622	85,963
3400 Other Funds Ltd	67,513	13,364	-	13,364	13,364	13,738
All Funds	702,057	96,986	-	96,986	96,986	99,701
4325 Attorney General						
8000 General Fund	3,662,691	4,140,528	-	4,140,528	4,140,528	4,757,467
3400 Other Funds Ltd	160,317	392,069	-	392,069	392,069	450,488
All Funds	3,823,008	4,532,597	-	4,532,597	4,532,597	5,207,955
4375 Employee Recruitment and Develop						
8000 General Fund	20,535	134,685	-	134,685	134,685	137,917
3400 Other Funds Ltd	5,278	4,124	-	4,124	4,124	4,223
All Funds	25,813	138,809	-	138,809	138,809	142,140
4400 Dues and Subscriptions						
8000 General Fund	110,344	148,663	-	148,663	148,663	152,231
3400 Other Funds Ltd	45,267	5,575	-	5,575	5,575	5,709
All Funds	155,611	154,238	-	154,238	154,238	157,940
4425 Facilities Rental and Taxes						
8000 General Fund	6,716,497	6,204,191	(720,000)	5,484,191	5,484,191	5,771,545

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3400 Other Funds Ltd	1,128,261	1,724,719	-	1,724,719	1,724,719	1,813,227
All Funds	7,844,758	7,928,910	(720,000)	7,208,910	7,208,910	7,584,772
4450 Fuels and Utilities						
8000 General Fund	297	5,752	-	5,752	5,752	5,890
3400 Other Funds Ltd	68	21,722	-	21,722	21,722	22,243
All Funds	365	27,474	-	27,474	27,474	28,133
4475 Facilities Maintenance						
8000 General Fund	106,183	142,631	-	142,631	142,631	146,054
3400 Other Funds Ltd	19,648	41,623	-	41,623	41,623	42,622
All Funds	125,831	184,254	-	184,254	184,254	188,676
4575 Agency Program Related S and S						
8000 General Fund	430,018	118,751	-	118,751	118,751	121,601
3400 Other Funds Ltd	28,362	34,943	-	34,943	34,943	35,782
All Funds	458,380	153,694	-	153,694	153,694	157,383
4650 Other Services and Supplies						
8000 General Fund	1,992,565	388,184	-	388,184	388,184	397,500
3200 Other Funds Non-Ltd	-	1,674,844	-	1,674,844	1,715,040	1,715,040
3400 Other Funds Ltd	624,240	405,330	-	405,330	405,330	415,057
All Funds	2,616,805	2,468,358	-	2,468,358	2,508,554	2,527,597
4675 Undistributed (S.S.)						

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8000 General Fund	-	(1,130,338)	1,130,338	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	47,828	299,111	(18,309)	280,802	280,802	287,542
3400 Other Funds Ltd	16,074	48,563	-	48,563	48,563	49,729
All Funds	63,902	347,674	(18,309)	329,365	329,365	337,271
4715 IT Expendable Property						
8000 General Fund	1,368,197	834,237	-	834,237	834,237	854,260
3400 Other Funds Ltd	263,799	257,996	-	257,996	257,996	264,188
All Funds	1,631,996	1,092,233	-	1,092,233	1,092,233	1,118,448
TOTAL SERVICES & SUPPLIES						
8000 General Fund	32,180,446	28,807,617	(48,504)	28,759,113	28,759,113	31,015,795
3200 Other Funds Non-Ltd	-	1,674,844	-	1,674,844	1,715,040	1,715,040
3400 Other Funds Ltd	8,348,818	10,917,494	-	10,917,494	10,917,494	11,473,228
TOTAL SERVICES & SUPPLIES	\$40,529,264	\$41,399,955	(\$48,504)	\$41,351,451	\$41,391,647	\$44,204,063
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	21,285	230,814	(13,431)	217,383	217,383	222,600
3400 Other Funds Ltd	-	124,813	-	124,813	124,813	127,808
All Funds	21,285	355,627	(13,431)	342,196	342,196	350,408
5150 Telecommunications Equipment						

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8000 General Fund	-	211,180	(152)	211,028	211,028	216,092
3400 Other Funds Ltd	-	8,183	-	8,183	8,183	8,379
All Funds	-	219,363	(152)	219,211	219,211	224,471
5550 Data Processing Software						
8000 General Fund	12,465	90,210	(6,087)	84,123	84,123	86,142
3400 Other Funds Ltd	-	4,812	-	4,812	4,812	4,927
All Funds	12,465	95,022	(6,087)	88,935	88,935	91,069
5600 Data Processing Hardware						
8000 General Fund	77,500	28,870	-	28,870	28,870	29,563
3400 Other Funds Ltd	-	80,686	-	80,686	80,686	82,622
All Funds	77,500	109,556	-	109,556	109,556	112,185
5950 Undistributed (C.O.)						
8000 General Fund	-	(19,670)	19,670	-	-	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	111,250	541,404	-	541,404	541,404	554,397
3400 Other Funds Ltd	-	218,494	-	218,494	218,494	223,736
TOTAL CAPITAL OUTLAY	\$111,250	\$759,898	-	\$759,898	\$759,898	\$778,133
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3200 Other Funds Non-Ltd	251,521	270,162	-	270,162	276,646	276,646

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6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	5,735,204	3,000,000	-	3,000,000	3,000,000	3,072,000
TOTAL SPECIAL PAYMENTS						
8000 General Fund	5,735,204	3,000,000	-	3,000,000	3,000,000	3,072,000
3200 Other Funds Non-Ltd	251,521	270,162	-	270,162	276,646	276,646
TOTAL SPECIAL PAYMENTS	\$5,986,725	\$3,270,162	-	\$3,270,162	\$3,276,646	\$3,348,646
EXPENDITURES						
8000 General Fund	140,240,842	146,373,434	(1,175,191)	145,198,243	160,878,205	164,142,390
3200 Other Funds Non-Ltd	251,521	1,945,006	-	1,945,006	1,991,686	1,991,686
3400 Other Funds Ltd	30,667,149	34,230,088	-	34,230,088	36,945,682	37,491,968
TOTAL EXPENDITURES	\$171,159,512	\$182,548,528	(\$1,175,191)	\$181,373,337	\$199,815,573	\$203,626,044
REVERSIONS						
9900 Reversions						
8000 General Fund	(2,812,850)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3200 Other Funds Non-Ltd	4,701,477	13,938,929	-	13,938,929	18,629,256	18,629,256
3400 Other Funds Ltd	40,886,915	17,304,068	873,897	18,177,965	21,516,214	21,628,410
TOTAL ENDING BALANCE	\$45,588,392	\$31,242,997	\$873,897	\$32,116,894	\$40,145,470	\$40,257,666
AUTHORIZED POSITIONS						

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
2013-15 Biennium
Revenue, Dept of

Version: V - 01 - Agency Request Budget
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<i>DESCRIPTION</i>	<i>2009-11 Actuals</i>	<i>2011-13 Leg Adopted Budget</i>	<i>2011-13 Emergency Boards</i>	<i>2011-13 Leg Approved Budget</i>	<i>2013-15 Base Budget</i>	<i>2013-15 Current Service Level</i>
8150 Class/Unclass Positions	1,100	1,051	-	1,051	1,050	1,050
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	1,016.10	990.67	-	990.67	991.06	991.06
8280 FTE Reconciliation	-	0.17	-	0.17	-	-
TOTAL AUTHORIZED FTE	1,016.10	990.84	-	990.84	991.06	991.06

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	3,226,439	3,303,764	-	3,303,764	6,209,967	6,355,600
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	719,966	486,320	-	486,320	780,748	787,862
REVENUES						
8000 General Fund	3,226,439	3,303,764	-	3,303,764	6,209,967	6,355,600
3400 Other Funds Ltd	719,966	486,320	-	486,320	780,748	787,862
TOTAL REVENUES	\$3,946,405	\$3,790,084	-	\$3,790,084	\$6,990,715	\$7,143,462
AVAILABLE REVENUES						
8000 General Fund	3,226,439	3,303,764	-	3,303,764	6,209,967	6,355,600
3400 Other Funds Ltd	719,966	486,320	-	486,320	780,748	787,862
TOTAL AVAILABLE REVENUES	\$3,946,405	\$3,790,084	-	\$3,790,084	\$6,990,715	\$7,143,462
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,830,320	1,764,517	-	1,764,517	3,366,784	3,366,784

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	381,478	224,507	-	224,507	389,840	389,840
All Funds	2,211,798	1,989,024	-	1,989,024	3,756,624	3,756,624
3160 Temporary Appointments						
8000 General Fund	15,383	-	-	-	-	-
3400 Other Funds Ltd	2	-	-	-	-	-
All Funds	15,385	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	-	2,351	-	2,351	2,351	2,351
3190 All Other Differential						
8000 General Fund	49,906	-	-	-	-	-
TOTAL SALARIES & WAGES						
8000 General Fund	1,895,609	1,766,868	-	1,766,868	3,369,135	3,369,135
3400 Other Funds Ltd	381,480	224,507	-	224,507	389,840	389,840
TOTAL SALARIES & WAGES	\$2,277,089	\$1,991,375	-	\$1,991,375	\$3,758,975	\$3,758,975
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	578	545	-	545	1,224	1,224
3400 Other Funds Ltd	112	70	-	70	136	136
All Funds	690	615	-	615	1,360	1,360
3220 Public Employees' Retire Cont						

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
8000 General Fund	168,447	254,606	-	254,606	664,269	664,269
3400 Other Funds Ltd	32,683	32,352	-	32,352	76,915	76,915
All Funds	201,130	286,958	-	286,958	741,184	741,184
3221 Pension Obligation Bond						
8000 General Fund	107,040	107,241	-	107,241	107,241	208,116
3400 Other Funds Ltd	24,173	13,472	-	13,472	13,472	24,081
All Funds	131,213	120,713	-	120,713	120,713	232,197
3230 Social Security Taxes						
8000 General Fund	139,160	125,689	-	125,689	255,358	255,358
3400 Other Funds Ltd	26,925	16,259	-	16,259	29,579	29,579
All Funds	166,085	141,948	-	141,948	284,937	284,937
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	797	780	-	780	1,796	1,796
3400 Other Funds Ltd	154	105	-	105	210	210
All Funds	951	885	-	885	2,006	2,006
3260 Mass Transit Tax						
8000 General Fund	11,113	11,443	-	11,443	11,443	20,215
3400 Other Funds Ltd	2,489	1,437	-	1,437	1,437	2,339
All Funds	13,602	12,880	-	12,880	12,880	22,554
3270 Flexible Benefits						

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
8000 General Fund	435,132	398,753	-	398,753	932,307	932,307
3400 Other Funds Ltd	84,234	52,687	-	52,687	105,645	105,645
All Funds	519,366	451,440	-	451,440	1,037,952	1,037,952
3280 Other OPE						
8000 General Fund	-	-	-	-	-	56
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	862,267	899,057	-	899,057	1,973,638	2,083,341
3400 Other Funds Ltd	170,770	116,382	-	116,382	227,394	238,905
TOTAL OTHER PAYROLL EXPENSES	\$1,033,037	\$1,015,439	-	\$1,015,439	\$2,201,032	\$2,322,246
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(69,202)	-	(69,202)	(69,202)	(45,502)
3400 Other Funds Ltd	-	(3,007)	-	(3,007)	(3,007)	(8,736)
All Funds	-	(72,209)	-	(72,209)	(72,209)	(54,238)
3465 Reconciliation Adjustment						
8000 General Fund	-	(229,355)	-	(229,355)	-	-
3400 Other Funds Ltd	-	(18,083)	-	(18,083)	-	-
All Funds	-	(247,438)	-	(247,438)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(298,557)	-	(298,557)	(69,202)	(45,502)

Revenue, Dept of

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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	-	(21,090)	-	(21,090)	(3,007)	(8,736)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$319,647)	-	(\$319,647)	(\$72,209)	(\$54,238)
TOTAL PERSONAL SERVICES						
8000 General Fund	2,757,876	2,367,368	-	2,367,368	5,273,571	5,406,974
3400 Other Funds Ltd	552,250	319,799	-	319,799	614,227	620,009
TOTAL PERSONAL SERVICES	\$3,310,126	\$2,687,167	-	\$2,687,167	\$5,887,798	\$6,026,983
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	2,116	1,251	-	1,251	1,251	1,281
3400 Other Funds Ltd	322	539	-	539	539	552
All Funds	2,438	1,790	-	1,790	1,790	1,833
4125 Out of State Travel						
8000 General Fund	1,107	2,138	-	2,138	2,138	2,189
3400 Other Funds Ltd	253	-	-	-	-	-
All Funds	1,360	2,138	-	2,138	2,138	2,189
4150 Employee Training						
8000 General Fund	34,448	53,945	-	53,945	53,945	55,240
3400 Other Funds Ltd	7,467	10,280	-	10,280	10,280	10,527
All Funds	41,915	64,225	-	64,225	64,225	65,767
4175 Office Expenses						

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
8000 General Fund	74,787	1,631	-	1,631	1,631	1,670
3400 Other Funds Ltd	16,071	619	-	619	619	634
All Funds	90,858	2,250	-	2,250	2,250	2,304
4200 Telecommunications						
8000 General Fund	34,527	14,435	-	14,435	14,435	14,781
3400 Other Funds Ltd	7,302	-	-	-	-	-
All Funds	41,829	14,435	-	14,435	14,435	14,781
4225 State Gov. Service Charges						
8000 General Fund	430,992	533,348	-	533,348	533,348	534,668
3400 Other Funds Ltd	85,481	123,831	-	123,831	123,831	124,138
All Funds	516,473	657,179	-	657,179	657,179	658,806
4250 Data Processing						
8000 General Fund	154	475	-	475	475	486
3400 Other Funds Ltd	26	-	-	-	-	-
All Funds	180	475	-	475	475	486
4275 Publicity and Publications						
8000 General Fund	2,134	-	-	-	-	-
3400 Other Funds Ltd	451	-	-	-	-	-
All Funds	2,585	-	-	-	-	-
4300 Professional Services						

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8000 General Fund	202,245	106,387	(20,000)	86,387	86,387	88,806
3400 Other Funds Ltd	40,287	-	-	-	-	-
All Funds	242,532	106,387	(20,000)	86,387	86,387	88,806
4325 Attorney General						
8000 General Fund	-	7,134	-	7,134	7,134	8,197
4375 Employee Recruitment and Develop						
8000 General Fund	2,091	4,619	-	4,619	4,619	4,730
3400 Other Funds Ltd	439	-	-	-	-	-
All Funds	2,530	4,619	-	4,619	4,619	4,730
4400 Dues and Subscriptions						
8000 General Fund	25,443	19,108	-	19,108	19,108	19,567
3400 Other Funds Ltd	5,658	-	-	-	-	-
All Funds	31,101	19,108	-	19,108	19,108	19,567
4425 Facilities Rental and Taxes						
8000 General Fund	825	-	-	-	-	-
3400 Other Funds Ltd	175	-	-	-	-	-
All Funds	1,000	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	35	-	-	-	-	-
3400 Other Funds Ltd	8	-	-	-	-	-

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
All Funds	43	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	892	91,226	-	91,226	91,226	93,415
3400 Other Funds Ltd	62	9,004	-	9,004	9,004	9,220
All Funds	954	100,230	-	100,230	100,230	102,635
4675 Undistributed (S.S.)						
8000 General Fund	-	(38,309)	38,309	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	3,849	65,638	(18,309)	47,329	47,329	48,465
3400 Other Funds Ltd	484	5,956	-	5,956	5,956	6,099
All Funds	4,333	71,594	(18,309)	53,285	53,285	54,564
4715 IT Expendable Property						
8000 General Fund	11,750	73,370	-	73,370	73,370	75,131
3400 Other Funds Ltd	3,230	16,292	-	16,292	16,292	16,683
All Funds	14,980	89,662	-	89,662	89,662	91,814
TOTAL SERVICES & SUPPLIES						
8000 General Fund	827,395	936,396	-	936,396	936,396	948,626
3400 Other Funds Ltd	167,716	166,521	-	166,521	166,521	167,853
TOTAL SERVICES & SUPPLIES	\$995,111	\$1,102,917	-	\$1,102,917	\$1,102,917	\$1,116,479

EXPENDITURES

Revenue, Dept of

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Agency Worksheet - Revenues & Expenditures
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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
8000 General Fund	3,585,271	3,303,764	-	3,303,764	6,209,967	6,355,600
3400 Other Funds Ltd	719,966	486,320	-	486,320	780,748	787,862
TOTAL EXPENDITURES	\$4,305,237	\$3,790,084	-	\$3,790,084	\$6,990,715	\$7,143,462
REVERSIONS						
9900 Reversions						
8000 General Fund	358,832	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	-	-	-	-	-	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	17	15	-	15	34	34
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	17.00	15.00	-	15.00	34.00	34.00

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,701,343	17,222,086	-	17,222,086	18,125,983	18,125,983
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	4,448,140	4,918,892	-	4,918,892	4,333,780	4,375,723
TAXES						
0105 Personal Income Taxes						
3400 Other Funds Ltd	15,786,709	-	-	-	-	-
8800 General Fund Revenue	10,467,224,754	12,216,777,983	-	12,216,777,983	13,636,361,586	13,636,361,586
All Funds	10,483,011,463	12,216,777,983	-	12,216,777,983	13,636,361,586	13,636,361,586
0110 Corp Excise and Income Taxes						
3400 Other Funds Ltd	32,700,815	-	-	-	-	-
8800 General Fund Revenue	827,614,737	863,323,072	-	863,323,072	1,097,984,402	1,097,984,402
All Funds	860,315,552	863,323,072	-	863,323,072	1,097,984,402	1,097,984,402
0130 Other Employer -Employee Taxes						
3400 Other Funds Ltd	471,058,204	477,493,000	-	477,493,000	477,493,000	477,493,000
0135 Cigarette Taxes						
3400 Other Funds Ltd	335,054,274	323,976,000	-	323,976,000	299,923,858	299,923,858

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 General Services Section

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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
8800 General Fund Revenue	76,837,203	74,244,435	-	74,244,435	68,732,551	68,732,551
All Funds	411,891,477	398,220,435	-	398,220,435	368,656,409	368,656,409
0140 Other Tobacco Products Taxes						
3400 Other Funds Ltd	40,527,301	50,229,000	-	50,229,000	53,904,817	53,904,817
8800 General Fund Revenue	47,328,227	58,585,761	-	58,585,761	62,873,382	62,873,382
All Funds	87,855,528	108,814,761	-	108,814,761	116,778,199	116,778,199
0145 Amusement Taxes						
3400 Other Funds Ltd	3,656,178	3,280,000	-	3,280,000	3,280,000	3,280,000
8800 General Fund Revenue	1,555,058	1,100,000	-	1,100,000	1,200,000	1,200,000
All Funds	5,211,236	4,380,000	-	4,380,000	4,480,000	4,480,000
0155 Inheritance Taxes						
3400 Other Funds Ltd	5,695,727	-	-	-	-	-
8800 General Fund Revenue	168,864,436	190,284,168	-	190,284,168	203,981,590	203,981,590
All Funds	174,560,163	190,284,168	-	190,284,168	203,981,590	203,981,590
0160 Eastern Oregon Severance Taxes						
3400 Other Funds Ltd	14,590	-	-	-	-	-
8800 General Fund Revenue	43,960	14,000	-	14,000	6,000	6,000
All Funds	58,550	14,000	-	14,000	6,000	6,000
0162 Western Oregon Severance Taxes						
3400 Other Funds Ltd	-	562,400	-	562,400	562,400	562,400

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
8800 General Fund Revenue	896,716	212,500	-	212,500	50,000	50,000
All Funds	896,716	774,900	-	774,900	612,400	612,400
0165 Other Severance Taxes						
3400 Other Funds Ltd	522,199	237,000	-	237,000	237,000	237,000
0195 Other Taxes						
3400 Other Funds Ltd	171,443,401	151,516,116	-	151,516,116	151,516,116	151,516,116
8800 General Fund Revenue	-	9,083,476	-	9,083,476	-	-
All Funds	171,443,401	160,599,592	-	160,599,592	151,516,116	151,516,116
TOTAL TAXES						
3400 Other Funds Ltd	1,076,459,398	1,007,293,516	-	1,007,293,516	986,917,191	986,917,191
8800 General Fund Revenue	11,590,365,091	13,413,625,395	-	13,413,625,395	15,071,189,511	15,071,189,511
TOTAL TAXES	\$12,666,824,489	\$14,420,918,911	-	\$14,420,918,911	\$16,058,106,702	\$16,058,106,702
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	7,118,917	8,865,254	-	8,865,254	6,329,430	6,329,430
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	2,238,334	1,299,877	-	1,299,877	1,225,134	1,285,571
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						

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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	24,275,096	13,229,657	-	13,229,657	15,932,625	15,932,625
8800 General Fund Revenue	-	12,923,016	-	12,923,016	15,976,710	15,976,710
All Funds	24,275,096	26,152,673	-	26,152,673	31,909,335	31,909,335
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	120,403	-	-	-	-	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	1,990,709	1,657,000	-	1,657,000	1,292,000	1,292,000
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	-	1,674,844	-	1,674,844	1,715,040	1,715,040
3400 Other Funds Ltd	686,100	32,291,342	-	32,291,342	20,000,000	20,000,000
8800 General Fund Revenue	17,280	-	-	-	-	-
All Funds	703,380	33,966,186	-	33,966,186	21,715,040	21,715,040
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	24,264,563	-	-	-	-	-
1050 Transfer In Other						
8800 General Fund Revenue	90,460,448	-	3,000,000	3,000,000	-	-

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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
1060 Transfer from General Fund						
3400 Other Funds Ltd	5,735,204	3,000,000	-	3,000,000	3,000,000	3,072,000
1123 Tsfr From OR Business Development						
3400 Other Funds Ltd	15,000	-	-	-	-	-
1137 Tsfr From Justice, Dept of						
3400 Other Funds Ltd	17,609	-	-	-	-	-
1198 Tsfr From Judicial Dept						
3400 Other Funds Ltd	119,287,109	45,826,841	-	45,826,841	48,649,142	48,649,142
8800 General Fund Revenue	-	44,764,657	-	44,764,657	48,783,752	48,783,752
All Funds	119,287,109	90,591,498	-	90,591,498	97,432,894	97,432,894
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	149,319,485	48,826,841	-	48,826,841	51,649,142	51,721,142
8800 General Fund Revenue	90,460,448	44,764,657	3,000,000	47,764,657	48,783,752	48,783,752
TOTAL TRANSFERS IN	\$239,779,933	\$93,591,498	\$3,000,000	\$96,591,498	\$100,432,894	\$100,504,894
REVENUES						
8000 General Fund	4,448,140	4,918,892	-	4,918,892	4,333,780	4,375,723
3200 Other Funds Non-Ltd	-	1,674,844	-	1,674,844	1,715,040	1,715,040
3400 Other Funds Ltd	1,262,208,442	1,113,463,487	-	1,113,463,487	1,083,345,522	1,083,477,959
8800 General Fund Revenue	11,680,842,819	13,471,313,068	3,000,000	13,474,313,068	15,135,949,973	15,135,949,973
TOTAL REVENUES	\$12,947,499,401	\$14,591,370,291	\$3,000,000	\$14,594,370,291	\$16,225,344,315	\$16,225,518,695

Revenue, Dept of

Agency Number: 15000

**Agency Worksheet - Revenues & Expenditures
2013-15 Biennium
General Services Section**

**Version: V - 01 - Agency Request Budget
Cross Reference Number: 15000-002-00-00-00000**

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(24,547,088)	-	-	-	-	-
2050 Transfer to Other						
3400 Other Funds Ltd	(62,395,116)	(11,851,419)	-	(11,851,419)	(8,690,903)	(8,690,903)
2060 Transfer to General Fund						
8800 General Fund Revenue	(11,680,842,819)	(13,471,313,068)	(3,000,000)	(13,474,313,068)	(15,135,949,973)	(15,135,949,973)
2080 Transfer to Counties						
3400 Other Funds Ltd	(526,439,533)	(533,167,756)	-	(533,167,756)	(533,167,756)	(533,167,756)
2100 Tsfr To Human Svcs, Dept of						
3400 Other Funds Ltd	(2,758,007)	(2,758,007)	-	(2,758,007)	(2,758,007)	(2,758,007)
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(16,976,971)	(16,968,667)	-	(16,968,667)	(15,826,383)	(15,826,383)
2121 Tsfr To Governor, Office of the						
3400 Other Funds Ltd	-	(22,500)	-	(22,500)	(22,500)	(22,500)
2123 Tsfr To OR Business Development						
3400 Other Funds Ltd	(5,000,000)	-	-	-	-	-
2137 Tsfr To Justice, Dept of						
3400 Other Funds Ltd	(18,684,466)	(16,290,775)	-	(16,290,775)	(16,713,740)	(16,713,740)
2141 Tsfr To Lands, Dept of State						

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 General Services Section

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	(522,199)	(237,000)	-	(237,000)	(237,000)	(237,000)
2142 Tsfr To Leg Council Committee						
3400 Other Funds Ltd	(274,022)	-	-	-	-	-
2145 Tsfr To Leg Fiscal Officer						
3400 Other Funds Ltd	(100,000)	-	-	-	-	-
2156 Tsfr To Leg Admin Committee						
3400 Other Funds Ltd	(12,231)	-	-	-	-	-
2198 Tsfr To Judicial Dept						
3400 Other Funds Ltd	(21,699,459)	(9,843,214)	-	(9,843,214)	(13,124,285)	(13,124,285)
2248 Tsfr To Military Dept, Or						
3400 Other Funds Ltd	(79,212,068)	(82,065,000)	-	(82,065,000)	(81,970,000)	(81,970,000)
2257 Tsfr To Police, Dept of State						
3400 Other Funds Ltd	(5,031,326)	(6,750,380)	-	(6,750,380)	(4,390,890)	(4,390,890)
2259 Tsfr To Pub Safety Std/Trng						
3400 Other Funds Ltd	(27,363,232)	(21,424,867)	873,897	(20,550,970)	(23,246,100)	(23,246,100)
2340 Tsfr To Environmental Quality						
3400 Other Funds Ltd	(2,097,597)	(2,114,874)	-	(2,114,874)	(2,128,544)	(2,128,544)
2404 Tsfr To Public Def Svcs Comm						
3400 Other Funds Ltd	(11,684,324)	-	-	-	-	-
2443 Tsfr To Oregon Health Authority						

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 General Services Section

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	(349,889,948)	(356,325,952)	-	(356,325,952)	(337,663,052)	(337,663,052)
2580 Tsfr To OR University System						
3400 Other Funds Ltd	(5,331,883)	(3,829,633)	-	(3,829,633)	(3,829,633)	(3,829,633)
2581 Tsfr To Education, Dept of						
3400 Other Funds Ltd	(161,734)	(340,252)	-	(340,252)	(340,252)	(340,252)
2586 Tsfr To Comm Coll/Wkfrc Dev						
3400 Other Funds Ltd	(1,337,086)	(1,725,308)	-	(1,725,308)	(1,725,308)	(1,725,308)
2629 Tsfr To Forestry, Dept of						
3400 Other Funds Ltd	(11,334,946)	(6,001,664)	-	(6,001,664)	(6,001,664)	(6,001,664)
2635 Tsfr To Fish/Wildlife, Dept of						
3400 Other Funds Ltd	(160,541)	(250,000)	-	(250,000)	(10,000)	(10,000)
2730 Tsfr To Transportation, Dept						
3400 Other Funds Ltd	(7,877,641)	(7,875,000)	-	(7,875,000)	(7,123,192)	(7,123,192)
2914 Tsfr To Housing and Com Svcs						
3400 Other Funds Ltd	(18,766,784)	(32,291,342)	-	(32,291,342)	(20,000,000)	(20,000,000)
2976 Tsfr To Oregon Tourism Commission						
3400 Other Funds Ltd	(21,126,334)	-	-	-	-	-
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(1,220,784,536)	(1,112,133,610)	873,897	(1,111,259,713)	(1,078,969,209)	(1,078,969,209)
8800 General Fund Revenue	(11,680,842,819)	(13,471,313,068)	(3,000,000)	(13,474,313,068)	(15,135,949,973)	(15,135,949,973)

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
TOTAL TRANSFERS OUT	(\$12,901,627,355)	(\$14,583,446,678)	(\$2,126,103)	(\$14,585,572,781)	(\$16,214,919,182)	(\$16,214,919,182)
AVAILABLE REVENUES						
8000 General Fund	4,448,140	4,918,892	-	4,918,892	4,333,780	4,375,723
3200 Other Funds Non-Ltd	-	1,674,844	-	1,674,844	1,715,040	1,715,040
3400 Other Funds Ltd	43,125,249	18,551,963	873,897	19,425,860	22,502,296	22,634,733
TOTAL AVAILABLE REVENUES	\$47,573,389	\$25,145,699	\$873,897	\$26,019,596	\$28,551,116	\$28,725,496
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,726,339	1,141,067	-	1,141,067	597,217	597,217
3400 Other Funds Ltd	414,470	122,605	-	122,605	59,999	59,999
All Funds	2,140,809	1,263,672	-	1,263,672	657,216	657,216
3160 Temporary Appointments						
8000 General Fund	131,003	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	25,571	-	-	-	-	-
3400 Other Funds Ltd	45	-	-	-	-	-
All Funds	25,616	-	-	-	-	-
TOTAL SALARIES & WAGES						

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
8000 General Fund	1,882,913	1,141,067	-	1,141,067	597,217	597,217
3400 Other Funds Ltd	414,515	122,605	-	122,605	59,999	59,999
TOTAL SALARIES & WAGES	\$2,297,428	\$1,263,672	-	\$1,263,672	\$657,216	\$657,216
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	483	299	-	299	145	145
3400 Other Funds Ltd	111	29	-	29	15	15
All Funds	594	328	-	328	160	160
3220 Public Employees' Retire Cont						
8000 General Fund	142,651	164,427	-	164,427	117,832	117,832
3400 Other Funds Ltd	32,625	17,669	-	17,669	11,837	11,837
All Funds	175,276	182,096	-	182,096	129,669	129,669
3221 Pension Obligation Bond						
8000 General Fund	96,217	71,203	-	71,203	71,203	36,891
3400 Other Funds Ltd	24,992	7,506	-	7,506	7,506	3,706
All Funds	121,209	78,709	-	78,709	78,709	40,597
3230 Social Security Taxes						
8000 General Fund	140,819	87,291	-	87,291	45,687	45,687
3400 Other Funds Ltd	32,204	9,379	-	9,379	4,589	4,589
All Funds	173,023	96,670	-	96,670	50,276	50,276

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	619	425	-	425	213	213
3400 Other Funds Ltd	142	47	-	47	23	23
All Funds	761	472	-	472	236	236
3260 Mass Transit Tax						
8000 General Fund	10,457	7,598	-	7,598	7,598	3,583
3400 Other Funds Ltd	2,729	801	-	801	801	360
All Funds	13,186	8,399	-	8,399	8,399	3,943
3270 Flexible Benefits						
8000 General Fund	446,928	217,893	-	217,893	110,664	110,664
3400 Other Funds Ltd	90,336	22,875	-	22,875	11,448	11,448
All Funds	537,264	240,768	-	240,768	122,112	122,112
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	838,174	549,136	-	549,136	353,342	315,015
3400 Other Funds Ltd	183,139	58,306	-	58,306	36,219	31,978
TOTAL OTHER PAYROLL EXPENSES	\$1,021,313	\$607,442	-	\$607,442	\$389,561	\$346,993
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(8,884)	-	(8,884)	(8,884)	(15,167)
3400 Other Funds Ltd	-	-	-	-	-	(2,912)

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
All Funds	-	(8,884)	-	(8,884)	(8,884)	(18,079)
3465 Reconciliation Adjustment						
8000 General Fund	-	(154,532)	-	(154,532)	-	-
3400 Other Funds Ltd	-	(9,950)	-	(9,950)	-	-
All Funds	-	(164,482)	-	(164,482)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(163,416)	-	(163,416)	(8,884)	(15,167)
3400 Other Funds Ltd	-	(9,950)	-	(9,950)	-	(2,912)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$173,366)	-	(\$173,366)	(\$8,884)	(\$18,079)
TOTAL PERSONAL SERVICES						
8000 General Fund	2,721,087	1,526,787	-	1,526,787	941,675	897,065
3400 Other Funds Ltd	597,654	170,961	-	170,961	96,218	89,065
TOTAL PERSONAL SERVICES	\$3,318,741	\$1,697,748	-	\$1,697,748	\$1,037,893	\$986,130
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	114,940	33,495	-	33,495	33,495	34,299
3400 Other Funds Ltd	22,485	2,887	-	2,887	2,887	2,956
All Funds	137,425	36,382	-	36,382	36,382	37,255
4125 Out of State Travel						
8000 General Fund	6,941	445	-	445	445	456

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 General Services Section

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	1,528	-	-	-	-	-
All Funds	8,469	445	-	445	445	456
4150 Employee Training						
8000 General Fund	52,945	32,384	-	32,384	32,384	33,161
3400 Other Funds Ltd	10,767	3,337	-	3,337	3,337	3,417
All Funds	63,712	35,721	-	35,721	35,721	36,578
4175 Office Expenses						
8000 General Fund	3,572,651	3,229,016	(131,916)	3,097,100	3,097,100	3,171,430
3400 Other Funds Ltd	947,150	998,777	-	998,777	998,777	1,022,748
All Funds	4,519,801	4,227,793	(131,916)	4,095,877	4,095,877	4,194,178
4200 Telecommunications						
8000 General Fund	22,417	38,127	-	38,127	38,127	39,042
3400 Other Funds Ltd	4,787	5,496	-	5,496	5,496	5,628
All Funds	27,204	43,623	-	43,623	43,623	44,670
4225 State Gov. Service Charges						
3400 Other Funds Ltd	81	-	-	-	-	-
4250 Data Processing						
8000 General Fund	20,510	30,847	-	30,847	30,847	31,587
3400 Other Funds Ltd	3,040	929	-	929	929	951
All Funds	23,550	31,776	-	31,776	31,776	32,538

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
4275 Publicity and Publications						
8000 General Fund	2,928	-	-	-	-	-
3400 Other Funds Ltd	658	-	-	-	-	-
All Funds	3,586	-	-	-	-	-
4300 Professional Services						
8000 General Fund	842,977	34,849	-	34,849	34,849	35,825
3400 Other Funds Ltd	169,419	6,106	-	6,106	6,106	6,277
All Funds	1,012,396	40,955	-	40,955	40,955	42,102
4315 IT Professional Services						
8000 General Fund	245	-	-	-	-	-
3400 Other Funds Ltd	55	-	-	-	-	-
All Funds	300	-	-	-	-	-
4325 Attorney General						
8000 General Fund	3,662,691	36,524	-	36,524	36,524	41,966
3400 Other Funds Ltd	160,317	1,635	-	1,635	1,635	1,879
All Funds	3,823,008	38,159	-	38,159	38,159	43,845
4375 Employee Recruitment and Develop						
8000 General Fund	2,968	5,416	-	5,416	5,416	5,546
3400 Other Funds Ltd	610	152	-	152	152	156
All Funds	3,578	5,568	-	5,568	5,568	5,702

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 General Services Section

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
4400 Dues and Subscriptions						
8000 General Fund	391	44,225	-	44,225	44,225	45,286
3400 Other Funds Ltd	78	2,073	-	2,073	2,073	2,123
All Funds	469	46,298	-	46,298	46,298	47,409
4425 Facilities Rental and Taxes						
8000 General Fund	15,055	16,261	-	16,261	16,261	17,090
3400 Other Funds Ltd	3,259	2,600	-	2,600	2,600	2,733
All Funds	18,314	18,861	-	18,861	18,861	19,823
4575 Agency Program Related S and S						
8000 General Fund	868	-	-	-	-	-
3400 Other Funds Ltd	60	-	-	-	-	-
All Funds	928	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	1,810,834	14,136	-	14,136	14,136	14,475
3200 Other Funds Non-Ltd	-	1,674,844	-	1,674,844	1,715,040	1,715,040
3400 Other Funds Ltd	309,929	104,924	-	104,924	104,924	107,442
All Funds	2,120,763	1,793,904	-	1,793,904	1,834,100	1,836,957
4675 Undistributed (S.S.)						
8000 General Fund	-	(131,916)	131,916	-	-	-
4700 Expendable Prop 250 - 5000						

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
8000 General Fund	1,638	8,296	-	8,296	8,296	8,495
3400 Other Funds Ltd	331	-	-	-	-	-
All Funds	1,969	8,296	-	8,296	8,296	8,495
4715 IT Expendable Property						
8000 General Fund	32,156	-	-	-	-	-
3400 Other Funds Ltd	6,126	-	-	-	-	-
All Funds	38,282	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
8000 General Fund	10,163,155	3,392,105	-	3,392,105	3,392,105	3,478,658
3200 Other Funds Non-Ltd	-	1,674,844	-	1,674,844	1,715,040	1,715,040
3400 Other Funds Ltd	1,640,680	1,128,916	-	1,128,916	1,128,916	1,156,310
TOTAL SERVICES & SUPPLIES	\$11,803,835	\$6,195,865	-	\$6,195,865	\$6,236,061	\$6,350,008
EXPENDITURES						
8000 General Fund	12,884,242	4,918,892	-	4,918,892	4,333,780	4,375,723
3200 Other Funds Non-Ltd	-	1,674,844	-	1,674,844	1,715,040	1,715,040
3400 Other Funds Ltd	2,238,334	1,299,877	-	1,299,877	1,225,134	1,245,375
TOTAL EXPENDITURES	\$15,122,576	\$7,893,613	-	\$7,893,613	\$7,273,954	\$7,336,138
REVERSIONS						
9900 Reversions						
8000 General Fund	8,436,102	-	-	-	-	-

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3200 Other Funds Non-Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	40,886,915	17,252,086	873,897	18,125,983	21,277,162	21,389,358
TOTAL ENDING BALANCE	\$40,886,915	\$17,252,086	\$873,897	\$18,125,983	\$21,277,162	\$21,389,358
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	9	8	-	8	4	4
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	9.00	8.00	-	8.00	4.00	4.00

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	47,566,382	45,333,737	(48,504)	45,285,233	45,793,653	47,113,994
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	6,640,673	6,827,730	-	6,827,730	6,998,913	7,286,496
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	52,825	-	52,825	52,825	52,825
REVENUES						
8000 General Fund	47,566,382	45,333,737	(48,504)	45,285,233	45,793,653	47,113,994
3400 Other Funds Ltd	6,640,673	6,880,555	-	6,880,555	7,051,738	7,339,321
TOTAL REVENUES	\$54,207,055	\$52,214,292	(\$48,504)	\$52,165,788	\$52,845,391	\$54,453,315
AVAILABLE REVENUES						
8000 General Fund	47,566,382	45,333,737	(48,504)	45,285,233	45,793,653	47,113,994
3400 Other Funds Ltd	6,640,673	6,880,555	-	6,880,555	7,051,738	7,339,321
TOTAL AVAILABLE REVENUES	\$54,207,055	\$52,214,292	(\$48,504)	\$52,165,788	\$52,845,391	\$54,453,315
EXPENDITURES						
PERSONAL SERVICES						

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	17,056,757	21,537,341	-	21,537,341	19,280,159	19,280,159
3400 Other Funds Ltd	2,492,498	2,170,127	-	2,170,127	2,055,962	2,055,962
All Funds	19,549,255	23,707,468	-	23,707,468	21,336,121	21,336,121
3160 Temporary Appointments						
8000 General Fund	71,568	25,082	-	25,082	25,082	25,082
3400 Other Funds Ltd	-	70,532	-	70,532	70,532	70,532
All Funds	71,568	95,614	-	95,614	95,614	95,614
3170 Overtime Payments						
8000 General Fund	15,171	35,129	-	35,129	35,129	35,129
3180 Shift Differential						
8000 General Fund	1,036	25,594	-	25,594	25,594	25,594
3190 All Other Differential						
8000 General Fund	206,204	185,961	-	185,961	185,961	185,961
3400 Other Funds Ltd	-	19,176	-	19,176	19,176	19,176
All Funds	206,204	205,137	-	205,137	205,137	205,137
TOTAL SALARIES & WAGES						
8000 General Fund	17,350,736	21,809,107	-	21,809,107	19,551,925	19,551,925
3400 Other Funds Ltd	2,492,498	2,259,835	-	2,259,835	2,145,670	2,145,670

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Administrative Services Division

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
TOTAL SALARIES & WAGES	\$19,843,234	\$24,068,942	-	\$24,068,942	\$21,697,595	\$21,697,595
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	8,843	10,420	-	10,420	8,928	8,928
3400 Other Funds Ltd	1,257	891	-	891	820	820
All Funds	10,100	11,311	-	11,311	9,748	9,748
3220 Public Employees' Retire Cont						
8000 General Fund	1,424,098	3,139,104	-	3,139,104	3,803,977	3,803,977
3400 Other Funds Ltd	202,476	315,468	-	315,468	405,635	405,635
All Funds	1,626,574	3,454,572	-	3,454,572	4,209,612	4,209,612
3221 Pension Obligation Bond						
8000 General Fund	994,274	1,319,976	-	1,319,976	1,319,976	1,206,198
3400 Other Funds Ltd	146,180	133,236	-	133,236	133,236	128,184
All Funds	1,140,454	1,453,212	-	1,453,212	1,453,212	1,334,382
3230 Social Security Taxes						
8000 General Fund	1,222,610	1,668,415	-	1,668,415	1,474,418	1,474,418
3400 Other Funds Ltd	170,300	172,882	-	172,882	157,225	157,225
All Funds	1,392,910	1,841,297	-	1,841,297	1,631,643	1,631,643
3240 Unemployment Assessments						
8000 General Fund	125,483	164,739	-	164,739	164,739	164,739

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Administrative Services Division

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	17,841	2,812	-	2,812	2,812	2,812
All Funds	143,324	167,551	-	167,551	167,551	167,551
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	9,496	14,828	-	14,828	13,042	13,042
3400 Other Funds Ltd	1,350	1,442	-	1,442	1,340	1,340
All Funds	10,846	16,270	-	16,270	14,382	14,382
3260 Mass Transit Tax						
8000 General Fund	102,730	140,570	-	140,570	140,570	117,312
3400 Other Funds Ltd	15,104	14,603	-	14,603	14,603	12,874
All Funds	117,834	155,173	-	155,173	155,173	130,186
3270 Flexible Benefits						
8000 General Fund	5,247,283	7,544,840	-	7,544,840	6,728,691	6,728,691
3400 Other Funds Ltd	746,051	705,226	-	705,226	662,901	662,901
All Funds	5,993,334	8,250,066	-	8,250,066	7,391,592	7,391,592
3280 Other OPE						
8000 General Fund	-	-	-	-	-	10,476
3400 Other Funds Ltd	-	40,573	-	40,573	40,573	42,793
All Funds	-	40,573	-	40,573	40,573	53,269
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	9,134,817	14,002,892	-	14,002,892	13,654,341	13,527,781

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Administrative Services Division

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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	1,300,559	1,387,133	-	1,387,133	1,419,145	1,414,584
TOTAL OTHER PAYROLL EXPENSES	\$10,435,376	\$15,390,025	-	\$15,390,025	\$15,073,486	\$14,942,365
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(391,704)	-	(391,704)	(391,704)	(273,011)
3400 Other Funds Ltd	-	(33,075)	-	(33,075)	(33,075)	(52,417)
All Funds	-	(424,779)	-	(424,779)	(424,779)	(325,428)
3465 Reconciliation Adjustment						
8000 General Fund	-	(3,114,153)	-	(3,114,153)	-	-
3400 Other Funds Ltd	-	(200,511)	-	(200,511)	-	-
All Funds	-	(3,314,664)	-	(3,314,664)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(3,505,857)	-	(3,505,857)	(391,704)	(273,011)
3400 Other Funds Ltd	-	(233,586)	-	(233,586)	(33,075)	(52,417)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$3,739,443)	-	(\$3,739,443)	(\$424,779)	(\$325,428)
TOTAL PERSONAL SERVICES						
8000 General Fund	26,485,553	32,306,142	-	32,306,142	32,814,562	32,806,695
3400 Other Funds Ltd	3,793,057	3,413,382	-	3,413,382	3,531,740	3,507,837
TOTAL PERSONAL SERVICES	\$30,278,610	\$35,719,524	-	\$35,719,524	\$36,346,302	\$36,314,532
SERVICES & SUPPLIES						

Agency Worksheet - Revenues & Expenditures
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 Administrative Services Division

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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
4100 Instate Travel						
8000 General Fund	13,879	31,254	-	31,254	31,254	32,004
3400 Other Funds Ltd	3,323	5,655	-	5,655	5,655	5,791
All Funds	17,202	36,909	-	36,909	36,909	37,795
4125 Out of State Travel						
8000 General Fund	4,789	7,826	-	7,826	7,826	8,014
3400 Other Funds Ltd	908	1,716	-	1,716	1,716	1,757
All Funds	5,697	9,542	-	9,542	9,542	9,771
4150 Employee Training						
8000 General Fund	156,911	219,818	-	219,818	219,818	225,094
3400 Other Funds Ltd	25,357	19,293	-	19,293	19,293	19,756
All Funds	182,268	239,111	-	239,111	239,111	244,850
4175 Office Expenses						
8000 General Fund	1,152,683	1,265,472	-	1,265,472	1,265,472	1,295,843
3400 Other Funds Ltd	219,175	315,744	-	315,744	315,744	323,322
All Funds	1,371,858	1,581,216	-	1,581,216	1,581,216	1,619,165
4200 Telecommunications						
8000 General Fund	341,029	189,055	-	189,055	189,055	193,592
3400 Other Funds Ltd	38,760	42,341	-	42,341	42,341	43,357
All Funds	379,789	231,396	-	231,396	231,396	236,949

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Administrative Services Division

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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
4225 State Gov. Service Charges						
8000 General Fund	5,536,851	4,948,333	(48,504)	4,899,829	4,899,829	5,914,907
3400 Other Funds Ltd	1,084,404	1,013,000	-	1,013,000	1,013,000	1,222,859
All Funds	6,621,255	5,961,333	(48,504)	5,912,829	5,912,829	7,137,766
4250 Data Processing						
8000 General Fund	52,487	921,675	(28,267)	893,408	893,408	914,850
3400 Other Funds Ltd	6,930	187,175	-	187,175	187,175	191,667
All Funds	59,417	1,108,850	(28,267)	1,080,583	1,080,583	1,106,517
4275 Publicity and Publications						
8000 General Fund	2,212	753	-	753	753	771
3400 Other Funds Ltd	370	130	-	130	130	133
All Funds	2,582	883	-	883	883	904
4300 Professional Services						
8000 General Fund	718,643	547,996	-	547,996	547,996	563,340
3400 Other Funds Ltd	188,465	77,821	-	77,821	77,821	80,000
All Funds	907,108	625,817	-	625,817	625,817	643,340
4315 IT Professional Services						
8000 General Fund	545,895	83,622	-	83,622	83,622	85,963
3400 Other Funds Ltd	62,587	13,364	-	13,364	13,364	13,738
All Funds	608,482	96,986	-	96,986	96,986	99,701

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
4325 Attorney General						
8000 General Fund	-	85,617	-	85,617	85,617	98,374
4375 Employee Recruitment and Develop						
8000 General Fund	11,515	13,879	-	13,879	13,879	14,212
3400 Other Funds Ltd	2,535	1,492	-	1,492	1,492	1,528
All Funds	14,050	15,371	-	15,371	15,371	15,740
4400 Dues and Subscriptions						
8000 General Fund	24,991	9,621	-	9,621	9,621	9,852
3400 Other Funds Ltd	4,619	2,177	-	2,177	2,177	2,229
All Funds	29,610	11,798	-	11,798	11,798	12,081
4425 Facilities Rental and Taxes						
8000 General Fund	4,964,703	4,405,923	(480,000)	3,925,923	3,925,923	4,126,145
3400 Other Funds Ltd	996,579	1,569,043	-	1,569,043	1,569,043	1,649,064
All Funds	5,961,282	5,974,966	(480,000)	5,494,966	5,494,966	5,775,209
4450 Fuels and Utilities						
8000 General Fund	297	1,328	-	1,328	1,328	1,360
3400 Other Funds Ltd	68	182	-	182	182	186
All Funds	365	1,510	-	1,510	1,510	1,546
4475 Facilities Maintenance						
8000 General Fund	37,774	100,893	-	100,893	100,893	103,314

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Administrative Services Division

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	7,710	32,753	-	32,753	32,753	33,539
All Funds	45,484	133,646	-	133,646	133,646	136,853
4650 Other Services and Supplies						
8000 General Fund	66,106	173,179	-	173,179	173,179	177,335
3400 Other Funds Ltd	14,324	36,316	-	36,316	36,316	37,188
All Funds	80,430	209,495	-	209,495	209,495	214,523
4675 Undistributed (S.S.)						
8000 General Fund	-	(508,267)	508,267	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	16,180	83,247	-	83,247	83,247	85,245
3400 Other Funds Ltd	5,476	8,718	-	8,718	8,718	8,927
All Funds	21,656	91,965	-	91,965	91,965	94,172
4715 IT Expendable Property						
8000 General Fund	1,163,084	279,400	-	279,400	279,400	286,106
3400 Other Funds Ltd	186,026	46,916	-	46,916	46,916	48,042
All Funds	1,349,110	326,316	-	326,316	326,316	334,148
TOTAL SERVICES & SUPPLIES						
8000 General Fund	14,810,029	12,860,624	(48,504)	12,812,120	12,812,120	14,136,321
3400 Other Funds Ltd	2,847,616	3,373,836	-	3,373,836	3,373,836	3,683,083
TOTAL SERVICES & SUPPLIES	\$17,657,645	\$16,234,460	(\$48,504)	\$16,185,956	\$16,185,956	\$17,819,404

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	20,919	33,270	-	33,270	33,270	34,068
3400 Other Funds Ltd	-	5,558	-	5,558	5,558	5,691
All Funds	20,919	38,828	-	38,828	38,828	39,759
5150 Telecommunications Equipment						
8000 General Fund	-	26,135	-	26,135	26,135	26,762
3400 Other Funds Ltd	-	2,281	-	2,281	2,281	2,336
All Funds	-	28,416	-	28,416	28,416	29,098
5550 Data Processing Software						
8000 General Fund	6,182	90,210	(6,087)	84,123	84,123	86,142
3400 Other Funds Ltd	-	4,812	-	4,812	4,812	4,927
All Funds	6,182	95,022	(6,087)	88,935	88,935	91,069
5600 Data Processing Hardware						
8000 General Fund	77,500	23,443	-	23,443	23,443	24,006
3400 Other Funds Ltd	-	80,686	-	80,686	80,686	82,622
All Funds	77,500	104,129	-	104,129	104,129	106,628
5950 Undistributed (C.O.)						
8000 General Fund	-	(6,087)	6,087	-	-	-
TOTAL CAPITAL OUTLAY						

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Administrative Services Division

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
8000 General Fund	104,601	166,971	-	166,971	166,971	170,978
3400 Other Funds Ltd	-	93,337	-	93,337	93,337	95,576
TOTAL CAPITAL OUTLAY	\$104,601	\$260,308	-	\$260,308	\$260,308	\$266,554
EXPENDITURES						
8000 General Fund	41,400,183	45,333,737	(48,504)	45,285,233	45,793,653	47,113,994
3400 Other Funds Ltd	6,640,673	6,880,555	-	6,880,555	6,998,913	7,286,496
TOTAL EXPENDITURES	\$48,040,856	\$52,214,292	(\$48,504)	\$52,165,788	\$52,792,566	\$54,400,490
REVERSIONS						
9900 Reversions						
8000 General Fund	(6,166,199)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	52,825	52,825
TOTAL ENDING BALANCE	-	-	-	-	\$52,825	\$52,825
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	330	303	-	303	271	271
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	278.99	258.11	-	258.11	226.50	226.50

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	-	51,982	-	51,982	51,982	51,982
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	15,004,560	13,775,755	-	13,775,755	15,322,105	15,680,689
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	5,885,588	10,654,567	-	10,654,567	11,369,416	11,546,563
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	322,233	-	-	-	-	-
REVENUES						
8000 General Fund	15,004,560	13,775,755	-	13,775,755	15,322,105	15,680,689
3400 Other Funds Ltd	6,207,821	10,654,567	-	10,654,567	11,369,416	11,546,563
TOTAL REVENUES	\$21,212,381	\$24,430,322	-	\$24,430,322	\$26,691,521	\$27,227,252
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(39,708)	-	-	-	-	-

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Property Tax Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-004-00-00-00000

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
AVAILABLE REVENUES						
8000 General Fund	15,004,560	13,775,755	-	13,775,755	15,322,105	15,680,689
3400 Other Funds Ltd	6,168,113	10,706,549	-	10,706,549	11,421,398	11,598,545
TOTAL AVAILABLE REVENUES	\$21,172,673	\$24,482,304	-	\$24,482,304	\$26,743,503	\$27,279,234
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	8,456,727	8,148,052	-	8,148,052	8,138,262	8,138,262
3400 Other Funds Ltd	2,826,271	4,307,998	-	4,307,998	4,388,908	4,388,908
All Funds	11,282,998	12,456,050	-	12,456,050	12,527,170	12,527,170
3160 Temporary Appointments						
8000 General Fund	79,091	18,740	-	18,740	18,740	18,740
3170 Overtime Payments						
8000 General Fund	542	10,324	-	10,324	10,324	10,324
3180 Shift Differential						
8000 General Fund	6	1,412	-	1,412	1,412	1,412
3190 All Other Differential						
8000 General Fund	22,796	30,731	-	30,731	30,731	30,731
TOTAL SALARIES & WAGES						

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Property Tax Division

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
8000 General Fund	8,559,162	8,209,259	-	8,209,259	8,199,469	8,199,469
3400 Other Funds Ltd	2,826,271	4,307,998	-	4,307,998	4,388,908	4,388,908
TOTAL SALARIES & WAGES	\$11,385,433	\$12,517,257	-	\$12,517,257	\$12,588,377	\$12,588,377
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	3,122	2,627	-	2,627	2,558	2,558
3400 Other Funds Ltd	1,167	1,570	-	1,570	1,536	1,536
All Funds	4,289	4,197	-	4,197	4,094	4,094
3220 Public Employees' Retire Cont						
8000 General Fund	683,732	1,180,254	-	1,180,254	1,605,676	1,605,676
3400 Other Funds Ltd	255,543	620,791	-	620,791	865,933	865,933
All Funds	939,275	1,801,045	-	1,801,045	2,471,609	2,471,609
3221 Pension Obligation Bond						
8000 General Fund	477,267	527,242	-	527,242	527,242	505,334
3400 Other Funds Ltd	178,377	247,433	-	247,433	247,433	271,108
All Funds	655,644	774,675	-	774,675	774,675	776,442
3230 Social Security Taxes						
8000 General Fund	628,286	628,002	-	628,002	622,579	622,579
3400 Other Funds Ltd	234,820	329,564	-	329,564	335,759	335,759
All Funds	863,106	957,566	-	957,566	958,338	958,338

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3240 Unemployment Assessments						
8000 General Fund	12,344	17,052	-	17,052	17,052	17,052
3400 Other Funds Ltd	4,614	1,232	-	1,232	1,232	1,232
All Funds	16,958	18,284	-	18,284	18,284	18,284
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	3,581	3,772	-	3,772	3,772	3,772
3400 Other Funds Ltd	1,338	2,268	-	2,268	2,268	2,268
All Funds	4,919	6,040	-	6,040	6,040	6,040
3260 Mass Transit Tax						
8000 General Fund	46,169	56,372	-	56,372	56,372	49,197
3400 Other Funds Ltd	17,255	26,402	-	26,402	26,402	26,333
All Funds	63,424	82,774	-	82,774	82,774	75,530
3270 Flexible Benefits						
8000 General Fund	2,099,562	1,928,952	-	1,928,952	1,956,635	1,956,635
3400 Other Funds Ltd	784,706	1,152,126	-	1,152,126	1,168,669	1,168,669
All Funds	2,884,268	3,081,078	-	3,081,078	3,125,304	3,125,304
3280 Other OPE						
8000 General Fund	-	-	-	-	-	1,878
3400 Other Funds Ltd	-	-	-	-	-	30
All Funds	-	-	-	-	-	1,908

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	3,954,063	4,344,273	-	4,344,273	4,791,886	4,764,681
3400 Other Funds Ltd	1,477,820	2,381,386	-	2,381,386	2,649,232	2,672,868
TOTAL OTHER PAYROLL EXPENSES	\$5,431,883	\$6,725,659	-	\$6,725,659	\$7,441,118	\$7,437,549
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(218,334)	-	(218,334)	(218,334)	(75,836)
3400 Other Funds Ltd	-	(33,075)	-	(33,075)	(33,075)	(14,560)
All Funds	-	(251,409)	-	(251,409)	(251,409)	(90,396)
3465 Reconciliation Adjustment						
8000 General Fund	-	(1,108,527)	-	(1,108,527)	-	-
3400 Other Funds Ltd	-	(366,093)	-	(366,093)	-	-
All Funds	-	(1,474,620)	-	(1,474,620)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(1,326,861)	-	(1,326,861)	(218,334)	(75,836)
3400 Other Funds Ltd	-	(399,168)	-	(399,168)	(33,075)	(14,560)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$1,726,029)	-	(\$1,726,029)	(\$251,409)	(\$90,396)
TOTAL PERSONAL SERVICES						
8000 General Fund	12,513,225	11,226,671	-	11,226,671	12,773,021	12,888,314
3400 Other Funds Ltd	4,304,091	6,290,216	-	6,290,216	7,005,065	7,047,216

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Property Tax Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-004-00-00-00000

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
TOTAL PERSONAL SERVICES	\$16,817,316	\$17,516,887	-	\$17,516,887	\$19,778,086	\$19,935,530
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	110,561	136,645	-	136,645	136,645	139,924
3400 Other Funds Ltd	22,687	19,186	-	19,186	19,186	19,646
All Funds	133,248	155,831	-	155,831	155,831	159,570
4125 Out of State Travel						
8000 General Fund	3,106	13,241	-	13,241	13,241	13,559
3400 Other Funds Ltd	1,521	2,755	-	2,755	2,755	2,821
All Funds	4,627	15,996	-	15,996	15,996	16,380
4150 Employee Training						
8000 General Fund	140,074	181,956	(40,000)	141,956	141,956	145,363
3400 Other Funds Ltd	23,035	77,460	-	77,460	77,460	79,319
All Funds	163,109	259,416	(40,000)	219,416	219,416	224,682
4175 Office Expenses						
8000 General Fund	61,349	86,559	-	86,559	86,559	88,636
3400 Other Funds Ltd	225,554	409,288	-	409,288	409,288	419,111
All Funds	286,903	495,847	-	495,847	495,847	507,747
4200 Telecommunications						
8000 General Fund	102,824	113,720	(20,000)	93,720	93,720	95,969

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Property Tax Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-004-00-00-00000

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	37,819	9,731	-	9,731	9,731	9,965
All Funds	140,643	123,451	(20,000)	103,451	103,451	105,934
4250 Data Processing						
8000 General Fund	13,482	127,506	(10,000)	117,506	117,506	120,326
3400 Other Funds Ltd	-	21,306	-	21,306	21,306	21,817
All Funds	13,482	148,812	(10,000)	138,812	138,812	142,143
4275 Publicity and Publications						
8000 General Fund	41,525	35,048	-	35,048	35,048	35,889
3400 Other Funds Ltd	9,854	559	-	559	559	572
All Funds	51,379	35,607	-	35,607	35,607	36,461
4300 Professional Services						
8000 General Fund	147,543	307,499	(28,983)	278,516	278,516	286,314
3400 Other Funds Ltd	1,493,244	3,571,963	-	3,571,963	3,571,963	3,671,978
All Funds	1,640,787	3,879,462	(28,983)	3,850,479	3,850,479	3,958,292
4315 IT Professional Services						
8000 General Fund	3,580	-	-	-	-	-
4325 Attorney General						
8000 General Fund	-	1,447,247	-	1,447,247	1,447,247	1,662,887
3400 Other Funds Ltd	-	118,672	-	118,672	118,672	136,354
All Funds	-	1,565,919	-	1,565,919	1,565,919	1,799,241

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
4375 Employee Recruitment and Develop						
8000 General Fund	1,745	22,183	-	22,183	22,183	22,715
3400 Other Funds Ltd	27	890	-	890	890	911
All Funds	1,772	23,073	-	23,073	23,073	23,626
4400 Dues and Subscriptions						
8000 General Fund	43,400	35,529	-	35,529	35,529	36,382
3400 Other Funds Ltd	34,558	407	-	407	407	417
All Funds	77,958	35,936	-	35,936	35,936	36,799
4425 Facilities Rental and Taxes						
8000 General Fund	26,996	3,474	-	3,474	3,474	3,651
3400 Other Funds Ltd	12,733	41,920	-	41,920	41,920	44,058
All Funds	39,729	45,394	-	45,394	45,394	47,709
4475 Facilities Maintenance						
8000 General Fund	105	9,087	-	9,087	9,087	9,305
4650 Other Services and Supplies						
8000 General Fund	1,982	57,993	-	57,993	57,993	59,385
3400 Other Funds Ltd	1,663	2,307	-	2,307	2,307	2,362
All Funds	3,645	60,300	-	60,300	60,300	61,747
4675 Undistributed (S.S.)						
8000 General Fund	-	(98,983)	98,983	-	-	-

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
4700 Expendable Prop 250 - 5000						
8000 General Fund	4,047	27,982	-	27,982	27,982	28,654
3400 Other Funds Ltd	257	17,985	-	17,985	17,985	18,417
All Funds	4,304	45,967	-	45,967	45,967	47,071
4715 IT Expendable Property						
8000 General Fund	16,221	38,822	-	38,822	38,822	39,754
3400 Other Funds Ltd	1,070	55,849	-	55,849	55,849	57,189
All Funds	17,291	94,671	-	94,671	94,671	96,943
TOTAL SERVICES & SUPPLIES						
8000 General Fund	718,540	2,545,508	-	2,545,508	2,545,508	2,788,713
3400 Other Funds Ltd	1,864,022	4,350,278	-	4,350,278	4,350,278	4,484,937
TOTAL SERVICES & SUPPLIES	\$2,582,562	\$6,895,786	-	\$6,895,786	\$6,895,786	\$7,273,650
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	117	-	-	-	-	-
3400 Other Funds Ltd	-	10,853	-	10,853	10,853	11,113
All Funds	117	10,853	-	10,853	10,853	11,113
5150 Telecommunications Equipment						
8000 General Fund	-	3,728	(152)	3,576	3,576	3,662
3400 Other Funds Ltd	-	3,220	-	3,220	3,220	3,297

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Property Tax Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-004-00-00-00000

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
All Funds	-	6,948	(152)	6,796	6,796	6,959
5950 Undistributed (C.O.)						
8000 General Fund	-	(152)	152	-	-	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	117	3,576	-	3,576	3,576	3,662
3400 Other Funds Ltd	-	14,073	-	14,073	14,073	14,410
TOTAL CAPITAL OUTLAY	\$117	\$17,649	-	\$17,649	\$17,649	\$18,072
EXPENDITURES						
8000 General Fund	13,231,882	13,775,755	-	13,775,755	15,322,105	15,680,689
3400 Other Funds Ltd	6,168,113	10,654,567	-	10,654,567	11,369,416	11,546,563
TOTAL EXPENDITURES	\$19,399,995	\$24,430,322	-	\$24,430,322	\$26,691,521	\$27,227,252
REVERSIONS						
9900 Reversions						
8000 General Fund	(1,772,678)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	51,982	-	51,982	51,982	51,982
TOTAL ENDING BALANCE	-	\$51,982	-	\$51,982	\$51,982	\$51,982
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	118	105	-	105	105	105

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Agency Number: 15000

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<i>DESCRIPTION</i>	<i>2009-11 Actuals</i>	<i>2011-13 Leg Adopted Budget</i>	<i>2011-13 Emergency Boards</i>	<i>2011-13 Leg Approved Budget</i>	<i>2013-15 Base Budget</i>	<i>2013-15 Current Service Level</i>
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AUTHORIZED FTE POSITIONS

8250 Class/Unclass FTE Positions	115.33	102.33	-	102.33	102.33	102.33
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Revenue, Dept of

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Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Personal Tax and Compliance Division

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	51,127,400	55,776,536	(1,126,687)	54,649,849	63,310,067	64,214,829
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	2,637,961	1,200,944	-	1,200,944	1,467,297	1,426,505
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	44,097	-	44,097	-	-
REVENUES						
8000 General Fund	51,127,400	55,776,536	(1,126,687)	54,649,849	63,310,067	64,214,829
3400 Other Funds Ltd	2,637,961	1,245,041	-	1,245,041	1,467,297	1,426,505
TOTAL REVENUES	\$53,765,361	\$57,021,577	(\$1,126,687)	\$55,894,890	\$64,777,364	\$65,641,334
AVAILABLE REVENUES						
8000 General Fund	51,127,400	55,776,536	(1,126,687)	54,649,849	63,310,067	64,214,829
3400 Other Funds Ltd	2,637,961	1,245,041	-	1,245,041	1,467,297	1,426,505
TOTAL AVAILABLE REVENUES	\$53,765,361	\$57,021,577	(\$1,126,687)	\$55,894,890	\$64,777,364	\$65,641,334
EXPENDITURES						
PERSONAL SERVICES						

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	27,371,890	33,065,839	-	33,065,839	34,471,321	34,471,321
3400 Other Funds Ltd	1,332,728	637,734	-	637,734	655,767	655,767
All Funds	28,704,618	33,703,573	-	33,703,573	35,127,088	35,127,088
3160 Temporary Appointments						
8000 General Fund	58,547	13,195	-	13,195	13,195	13,195
3400 Other Funds Ltd	-	75,345	-	75,345	75,345	75,345
All Funds	58,547	88,540	-	88,540	88,540	88,540
3170 Overtime Payments						
8000 General Fund	3,375	3,445	-	3,445	3,445	3,445
3180 Shift Differential						
8000 General Fund	352	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	355,754	3,495	-	3,495	3,495	3,495
TOTAL SALARIES & WAGES						
8000 General Fund	27,789,918	33,085,974	-	33,085,974	34,491,456	34,491,456
3400 Other Funds Ltd	1,332,728	713,079	-	713,079	731,112	731,112
TOTAL SALARIES & WAGES	\$29,122,646	\$33,799,053	-	\$33,799,053	\$35,222,568	\$35,222,568
OTHER PAYROLL EXPENSES						

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Personal Tax and Compliance Division

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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	15,355	15,737	-	15,737	15,968	15,968
3400 Other Funds Ltd	220	360	-	360	375	375
All Funds	15,575	16,097	-	16,097	16,343	16,343
3220 Public Employees' Retire Cont						
8000 General Fund	2,351,978	4,765,830	-	4,765,830	6,801,143	6,801,143
3400 Other Funds Ltd	33,722	91,871	-	91,871	129,410	129,410
All Funds	2,385,700	4,857,701	-	4,857,701	6,930,553	6,930,553
3221 Pension Obligation Bond						
8000 General Fund	1,616,438	1,796,839	-	1,796,839	1,796,839	2,129,475
3400 Other Funds Ltd	54,398	100,169	-	100,169	100,169	40,502
All Funds	1,670,836	1,897,008	-	1,897,008	1,897,008	2,169,977
3230 Social Security Taxes						
8000 General Fund	2,163,276	2,529,602	-	2,529,602	2,636,512	2,636,512
3400 Other Funds Ltd	31,016	54,484	-	54,484	50,151	50,151
All Funds	2,194,292	2,584,086	-	2,584,086	2,686,663	2,686,663
3240 Unemployment Assessments						
8000 General Fund	56,538	42,782	-	42,782	42,782	42,782
3400 Other Funds Ltd	811	-	-	-	-	-
All Funds	57,349	42,782	-	42,782	42,782	42,782

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 Personal Tax and Compliance Division

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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	17,034	22,793	-	22,793	23,719	23,719
3400 Other Funds Ltd	244	369	-	369	387	387
All Funds	17,278	23,162	-	23,162	24,106	24,106
3260 Mass Transit Tax						
8000 General Fund	157,275	191,811	-	191,811	191,811	206,920
3400 Other Funds Ltd	5,925	15,587	-	15,587	15,587	4,386
All Funds	163,200	207,398	-	207,398	207,398	211,306
3270 Flexible Benefits						
8000 General Fund	10,079,291	11,530,277	-	11,530,277	12,173,878	12,173,878
3400 Other Funds Ltd	144,494	218,449	-	218,449	231,938	231,938
All Funds	10,223,785	11,748,726	-	11,748,726	12,405,816	12,405,816
3280 Other OPE						
8000 General Fund	-	-	-	-	-	1,510
3400 Other Funds Ltd	-	-	-	-	-	1,808
All Funds	-	-	-	-	-	3,318
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	16,457,185	20,895,671	-	20,895,671	23,682,652	24,031,907
3400 Other Funds Ltd	270,830	481,289	-	481,289	528,017	458,957
TOTAL OTHER PAYROLL EXPENSES	\$16,728,015	\$21,376,960	-	\$21,376,960	\$24,210,669	\$24,490,864

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(548,563)	-	(548,563)	(548,563)	(394,350)
3400 Other Funds Ltd	-	(93,213)	-	(93,213)	(93,213)	(75,713)
All Funds	-	(641,776)	-	(641,776)	(641,776)	(470,063)
3465 Reconciliation Adjustment						
8000 General Fund	-	(4,467,755)	-	(4,467,755)	-	-
3400 Other Funds Ltd	-	(157,495)	-	(157,495)	-	-
All Funds	-	(4,625,250)	-	(4,625,250)	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	-	(1,126,687)	(1,126,687)	(1,126,687)	(1,126,687)
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(5,016,318)	(1,126,687)	(6,143,005)	(1,675,250)	(1,521,037)
3400 Other Funds Ltd	-	(250,708)	-	(250,708)	(93,213)	(75,713)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$5,267,026)	(\$1,126,687)	(\$6,393,713)	(\$1,768,463)	(\$1,596,750)
TOTAL PERSONAL SERVICES						
8000 General Fund	44,247,103	48,965,327	(1,126,687)	47,838,640	56,498,858	57,002,326
3400 Other Funds Ltd	1,603,558	943,660	-	943,660	1,165,916	1,114,356
TOTAL PERSONAL SERVICES	\$45,850,661	\$49,908,987	(\$1,126,687)	\$48,782,300	\$57,664,774	\$58,116,682
SERVICES & SUPPLIES						

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
4100 Instate Travel						
8000 General Fund	246,467	239,966	-	239,966	239,966	245,725
3400 Other Funds Ltd	3,691	3,588	-	3,588	3,588	3,674
All Funds	250,158	243,554	-	243,554	243,554	249,399
4125 Out of State Travel						
8000 General Fund	4,126	56,846	-	56,846	56,846	58,210
3400 Other Funds Ltd	49	-	-	-	-	-
All Funds	4,175	56,846	-	56,846	56,846	58,210
4150 Employee Training						
8000 General Fund	78,143	358,212	-	358,212	358,212	366,809
3400 Other Funds Ltd	5,891	2,728	-	2,728	2,728	2,793
All Funds	84,034	360,940	-	360,940	360,940	369,602
4175 Office Expenses						
8000 General Fund	578,865	540,978	(11,831)	529,147	529,147	541,847
3400 Other Funds Ltd	28,188	80,320	-	80,320	80,320	82,248
All Funds	607,053	621,298	(11,831)	609,467	609,467	624,095
4200 Telecommunications						
8000 General Fund	829,643	787,706	-	787,706	787,706	806,611
3400 Other Funds Ltd	76,136	41,832	-	41,832	41,832	42,836
All Funds	905,779	829,538	-	829,538	829,538	849,447

Revenue, Dept of

Agency Number: 15000

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Cross Reference Number: 15000-005-00-00-00000

Personal Tax and Compliance Division

<i>DESCRIPTION</i>	<i>2009-11 Actuals</i>	<i>2011-13 Leg Adopted Budget</i>	<i>2011-13 Emergency Boards</i>	<i>2011-13 Leg Approved Budget</i>	<i>2013-15 Base Budget</i>	<i>2013-15 Current Service Level</i>
4225 State Gov. Service Charges						
8000 General Fund	12,936	-	-	-	-	-
3400 Other Funds Ltd	290	-	-	-	-	-
All Funds	13,226	-	-	-	-	-
4250 Data Processing						
8000 General Fund	7,999	192,131	-	192,131	192,131	196,742
3400 Other Funds Ltd	-	3,718	-	3,718	3,718	3,807
All Funds	7,999	195,849	-	195,849	195,849	200,549
4275 Publicity and Publications						
8000 General Fund	64,506	72,609	-	72,609	72,609	74,352
3400 Other Funds Ltd	480	8	-	8	8	8
All Funds	64,986	72,617	-	72,617	72,617	74,360
4300 Professional Services						
8000 General Fund	156,633	560,560	-	560,560	560,560	576,256
3400 Other Funds Ltd	721,804	8,040	-	8,040	8,040	8,265
All Funds	878,437	568,600	-	568,600	568,600	584,521
4315 IT Professional Services						
8000 General Fund	84,286	-	-	-	-	-
3400 Other Funds Ltd	4,869	-	-	-	-	-
All Funds	89,155	-	-	-	-	-

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
4325 Attorney General						
8000 General Fund	-	1,492,400	-	1,492,400	1,492,400	1,714,768
4375 Employee Recruitment and Develop						
8000 General Fund	1,501	78,766	-	78,766	78,766	80,656
3400 Other Funds Ltd	4	295	-	295	295	302
All Funds	1,505	79,061	-	79,061	79,061	80,958
4400 Dues and Subscriptions						
8000 General Fund	2,584	33,077	-	33,077	33,077	33,871
3400 Other Funds Ltd	41	-	-	-	-	-
All Funds	2,625	33,077	-	33,077	33,077	33,871
4425 Facilities Rental and Taxes						
8000 General Fund	1,705,768	1,772,239	(240,000)	1,532,239	1,532,239	1,618,044
3400 Other Funds Ltd	111,434	109,488	-	109,488	109,488	115,619
All Funds	1,817,202	1,881,727	(240,000)	1,641,727	1,641,727	1,733,663
4450 Fuels and Utilities						
8000 General Fund	-	4,424	-	4,424	4,424	4,530
4475 Facilities Maintenance						
8000 General Fund	68,252	27,505	-	27,505	27,505	28,165
3400 Other Funds Ltd	11,687	-	-	-	-	-
All Funds	79,939	27,505	-	27,505	27,505	28,165

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
4575 Agency Program Related S and S						
8000 General Fund	423,686	118,751	-	118,751	118,751	121,601
3400 Other Funds Ltd	27,959	34,943	-	34,943	34,943	35,782
All Funds	451,645	153,694	-	153,694	153,694	157,383
4650 Other Services and Supplies						
8000 General Fund	107,050	51,650	-	51,650	51,650	52,890
3400 Other Funds Ltd	5,574	136	-	136	136	139
All Funds	112,624	51,786	-	51,786	51,786	53,029
4675 Undistributed (S.S.)						
8000 General Fund	-	(251,831)	251,831	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	13,601	68,028	-	68,028	68,028	69,661
3400 Other Funds Ltd	2,511	2,121	-	2,121	2,121	2,172
All Funds	16,112	70,149	-	70,149	70,149	71,833
4715 IT Expendable Property						
8000 General Fund	135,939	271,653	-	271,653	271,653	278,173
3400 Other Funds Ltd	33,795	8,776	-	8,776	8,776	8,987
All Funds	169,734	280,429	-	280,429	280,429	287,160
TOTAL SERVICES & SUPPLIES						
8000 General Fund	4,521,985	6,475,670	-	6,475,670	6,475,670	6,868,911

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 2013-15 Biennium
 Personal Tax and Compliance Division

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DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	1,034,403	295,993	-	295,993	295,993	306,632
TOTAL SERVICES & SUPPLIES	\$5,556,388	\$6,771,663	-	\$6,771,663	\$6,771,663	\$7,175,543
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	249	173,817	(12,170)	161,647	161,647	165,527
3400 Other Funds Ltd	-	4,545	-	4,545	4,545	4,654
All Funds	249	178,362	(12,170)	166,192	166,192	170,181
5150 Telecommunications Equipment						
8000 General Fund	-	168,465	-	168,465	168,465	172,508
3400 Other Funds Ltd	-	843	-	843	843	863
All Funds	-	169,308	-	169,308	169,308	173,371
5600 Data Processing Hardware						
8000 General Fund	-	5,427	-	5,427	5,427	5,557
5950 Undistributed (C.O.)						
8000 General Fund	-	(12,170)	12,170	-	-	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	249	335,539	-	335,539	335,539	343,592
3400 Other Funds Ltd	-	5,388	-	5,388	5,388	5,517
TOTAL CAPITAL OUTLAY	\$249	\$340,927	-	\$340,927	\$340,927	\$349,109

EXPENDITURES

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Personal Tax and Compliance Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-005-00-00-00000

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
8000 General Fund	48,769,337	55,776,536	(1,126,687)	54,649,849	63,310,067	64,214,829
3400 Other Funds Ltd	2,637,961	1,245,041	-	1,245,041	1,467,297	1,426,505
TOTAL EXPENDITURES	\$51,407,298	\$57,021,577	(\$1,126,687)	\$55,894,890	\$64,777,364	\$65,641,334
REVERSIONS						
9900 Reversions						
8000 General Fund	(2,358,063)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	-	-	-	-	-	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	395	395	-	395	411	411
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	380.55	386.32	-	386.32	403.32	403.32
8280 FTE Reconciliation	-	0.17	-	0.17	-	-
TOTAL AUTHORIZED FTE	380.55	386.49	-	386.49	403.32	403.32

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Business Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-006-00-00-00000

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	15,945,566	20,264,750	-	20,264,750	22,908,633	23,329,555
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CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd	12,262,102	13,529,483	-	13,529,483	15,104,174	15,199,167
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OTHER

0975 Other Revenues

3400 Other Funds Ltd	-	134,245	-	134,245	134,245	134,245
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REVENUES

8000 General Fund	15,945,566	20,264,750	-	20,264,750	22,908,633	23,329,555
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3400 Other Funds Ltd	12,262,102	13,663,728	-	13,663,728	15,238,419	15,333,412
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TOTAL REVENUES	\$28,207,668	\$33,928,478	-	\$33,928,478	\$38,147,052	\$38,662,967
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AVAILABLE REVENUES

8000 General Fund	15,945,566	20,264,750	-	20,264,750	22,908,633	23,329,555
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3400 Other Funds Ltd	12,262,102	13,663,728	-	13,663,728	15,238,419	15,333,412
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TOTAL AVAILABLE REVENUES	\$28,207,668	\$33,928,478	-	\$33,928,478	\$38,147,052	\$38,662,967
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EXPENDITURES

PERSONAL SERVICES

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	8,169,898	12,101,515	-	12,101,515	12,461,939	12,461,939
3400 Other Funds Ltd	7,536,842	7,466,291	-	7,466,291	7,676,345	7,676,345
All Funds	15,706,740	19,567,806	-	19,567,806	20,138,284	20,138,284
3160 Temporary Appointments						
8000 General Fund	44,191	-	-	-	-	-
3400 Other Funds Ltd	-	31,102	-	31,102	31,102	31,102
All Funds	44,191	31,102	-	31,102	31,102	31,102
3170 Overtime Payments						
8000 General Fund	341	42,192	-	42,192	42,192	42,192
3180 Shift Differential						
8000 General Fund	11	2,640	-	2,640	2,640	2,640
3190 All Other Differential						
8000 General Fund	174,323	17,956	-	17,956	17,956	17,956
TOTAL SALARIES & WAGES						
8000 General Fund	8,388,764	12,164,303	-	12,164,303	12,524,727	12,524,727
3400 Other Funds Ltd	7,536,842	7,497,393	-	7,497,393	7,707,447	7,707,447
TOTAL SALARIES & WAGES	\$15,925,606	\$19,661,696	-	\$19,661,696	\$20,232,174	\$20,232,174
OTHER PAYROLL EXPENSES						

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	4,725	5,079	-	5,079	4,966	4,966
3400 Other Funds Ltd	3,530	4,146	-	4,146	4,034	4,034
All Funds	8,255	9,225	-	9,225	9,000	9,000
3220 Public Employees' Retire Cont						
8000 General Fund	749,041	1,752,881	-	1,752,881	2,458,729	2,458,729
3400 Other Funds Ltd	559,463	1,075,894	-	1,075,894	1,514,551	1,514,551
All Funds	1,308,504	2,828,775	-	2,828,775	3,973,280	3,973,280
3221 Pension Obligation Bond						
8000 General Fund	451,713	625,579	-	625,579	625,579	773,669
3400 Other Funds Ltd	447,420	459,077	-	459,077	459,077	474,178
All Funds	899,133	1,084,656	-	1,084,656	1,084,656	1,247,847
3230 Social Security Taxes						
8000 General Fund	686,351	929,197	-	929,197	952,825	952,825
3400 Other Funds Ltd	512,641	573,396	-	573,396	587,168	587,168
All Funds	1,198,992	1,502,593	-	1,502,593	1,539,993	1,539,993
3240 Unemployment Assessments						
8000 General Fund	23,615	17,634	-	17,634	17,634	17,634
3400 Other Funds Ltd	17,639	9,958	-	9,958	9,958	9,958
All Funds	41,254	27,592	-	27,592	27,592	27,592

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	5,272	7,331	-	7,331	7,331	7,331
3400 Other Funds Ltd	3,937	5,944	-	5,944	5,944	5,944
All Funds	9,209	13,275	-	13,275	13,275	13,275
3260 Mass Transit Tax						
8000 General Fund	46,619	66,623	-	66,623	66,623	75,148
3400 Other Funds Ltd	46,191	54,840	-	54,840	54,840	46,245
All Funds	92,810	121,463	-	121,463	121,463	121,393
3270 Flexible Benefits						
8000 General Fund	3,132,998	3,704,493	-	3,704,493	3,757,701	3,757,701
3400 Other Funds Ltd	2,340,058	3,037,011	-	3,037,011	3,080,571	3,080,571
All Funds	5,473,056	6,741,504	-	6,741,504	6,838,272	6,838,272
3280 Other OPE						
8000 General Fund	-	-	-	-	-	1,930
3400 Other Funds Ltd	-	-	-	-	-	985
All Funds	-	-	-	-	-	2,915
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	5,100,334	7,108,817	-	7,108,817	7,891,388	8,049,933
3400 Other Funds Ltd	3,930,879	5,220,266	-	5,220,266	5,716,143	5,723,634
TOTAL OTHER PAYROLL EXPENSES	\$9,031,213	\$12,329,083	-	\$12,329,083	\$13,607,531	\$13,773,567

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(140,114)	-	(140,114)	(140,114)	(75,836)
3400 Other Funds Ltd	-	(27,062)	-	(27,062)	(27,062)	(14,560)
All Funds	-	(167,176)	-	(167,176)	(167,176)	(90,396)
3465 Reconciliation Adjustment						
8000 General Fund	-	(1,500,888)	-	(1,500,888)	-	-
3400 Other Funds Ltd	-	(734,515)	-	(734,515)	-	-
All Funds	-	(2,235,403)	-	(2,235,403)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(1,641,002)	-	(1,641,002)	(140,114)	(75,836)
3400 Other Funds Ltd	-	(761,577)	-	(761,577)	(27,062)	(14,560)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$2,402,579)	-	(\$2,402,579)	(\$167,176)	(\$90,396)
TOTAL PERSONAL SERVICES						
8000 General Fund	13,489,098	17,632,118	-	17,632,118	20,276,001	20,498,824
3400 Other Funds Ltd	11,467,721	11,956,082	-	11,956,082	13,396,528	13,416,521
TOTAL PERSONAL SERVICES	\$24,956,819	\$29,588,200	-	\$29,588,200	\$33,672,529	\$33,915,345
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	41,775	158,093	-	158,093	158,093	161,887

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	45,528	51,379	-	51,379	51,379	52,612
All Funds	87,303	209,472	-	209,472	209,472	214,499
4125 Out of State Travel						
8000 General Fund	147,487	352,636	(50,000)	302,636	302,636	309,899
3400 Other Funds Ltd	130,325	1,324	-	1,324	1,324	1,356
All Funds	277,812	353,960	(50,000)	303,960	303,960	311,255
4150 Employee Training						
8000 General Fund	54,760	89,451	-	89,451	89,451	91,598
3400 Other Funds Ltd	21,721	49,138	-	49,138	49,138	50,317
All Funds	76,481	138,589	-	138,589	138,589	141,915
4175 Office Expenses						
8000 General Fund	229,149	188,216	(21,032)	167,184	167,184	171,196
3400 Other Funds Ltd	61,060	476,068	-	476,068	476,068	487,494
All Funds	290,209	664,284	(21,032)	643,252	643,252	658,690
4200 Telecommunications						
8000 General Fund	145,953	230,111	(30,000)	200,111	200,111	204,914
3400 Other Funds Ltd	151,375	266,951	-	266,951	266,951	273,358
All Funds	297,328	497,062	(30,000)	467,062	467,062	478,272
4250 Data Processing						
8000 General Fund	14,809	133,771	-	133,771	133,771	136,982

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	1,540	54,448	-	54,448	54,448	55,755
All Funds	16,349	188,219	-	188,219	188,219	192,737
4275 Publicity and Publications						
8000 General Fund	56,252	30,443	-	30,443	30,443	31,174
3400 Other Funds Ltd	742	-	-	-	-	-
All Funds	56,994	30,443	-	30,443	30,443	31,174
4300 Professional Services						
8000 General Fund	402,477	198,742	-	198,742	198,742	204,307
3400 Other Funds Ltd	42,190	-	-	-	-	-
All Funds	444,667	198,742	-	198,742	198,742	204,307
4315 IT Professional Services						
8000 General Fund	538	-	-	-	-	-
3400 Other Funds Ltd	2	-	-	-	-	-
All Funds	540	-	-	-	-	-
4325 Attorney General						
8000 General Fund	-	1,071,606	-	1,071,606	1,071,606	1,231,275
3400 Other Funds Ltd	-	271,762	-	271,762	271,762	312,255
All Funds	-	1,343,368	-	1,343,368	1,343,368	1,543,530
4375 Employee Recruitment and Develop						
8000 General Fund	715	9,822	-	9,822	9,822	10,058

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
3400 Other Funds Ltd	1,663	1,295	-	1,295	1,295	1,326
All Funds	2,378	11,117	-	11,117	11,117	11,384
4400 Dues and Subscriptions						
8000 General Fund	13,535	7,103	-	7,103	7,103	7,273
3400 Other Funds Ltd	313	918	-	918	918	940
All Funds	13,848	8,021	-	8,021	8,021	8,213
4425 Facilities Rental and Taxes						
8000 General Fund	3,150	6,294	-	6,294	6,294	6,615
3400 Other Funds Ltd	4,081	1,668	-	1,668	1,668	1,753
All Funds	7,231	7,962	-	7,962	7,962	8,368
4450 Fuels and Utilities						
3400 Other Funds Ltd	-	21,540	-	21,540	21,540	22,057
4475 Facilities Maintenance						
8000 General Fund	17	5,146	-	5,146	5,146	5,270
3400 Other Funds Ltd	243	8,870	-	8,870	8,870	9,083
All Funds	260	14,016	-	14,016	14,016	14,353
4575 Agency Program Related S and S						
8000 General Fund	5,464	-	-	-	-	-
3400 Other Funds Ltd	343	-	-	-	-	-
All Funds	5,807	-	-	-	-	-

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Business Division

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-006-00-00-00000

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
4650 Other Services and Supplies						
8000 General Fund	5,701	-	-	-	-	-
3400 Other Funds Ltd	292,688	252,643	-	252,643	252,643	258,706
All Funds	298,389	252,643	-	252,643	252,643	258,706
4675 Undistributed (S.S.)						
8000 General Fund	-	(101,032)	101,032	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	8,513	45,920	-	45,920	45,920	47,022
3400 Other Funds Ltd	7,015	13,783	-	13,783	13,783	14,114
All Funds	15,528	59,703	-	59,703	59,703	61,136
4715 IT Expendable Property						
8000 General Fund	9,047	170,992	-	170,992	170,992	175,096
3400 Other Funds Ltd	33,552	130,163	-	130,163	130,163	133,287
All Funds	42,599	301,155	-	301,155	301,155	308,383
TOTAL SERVICES & SUPPLIES						
8000 General Fund	1,139,342	2,597,314	-	2,597,314	2,597,314	2,794,566
3400 Other Funds Ltd	794,381	1,601,950	-	1,601,950	1,601,950	1,674,413
TOTAL SERVICES & SUPPLIES	\$1,933,723	\$4,199,264	-	\$4,199,264	\$4,199,264	\$4,468,979

CAPITAL OUTLAY

5100 Office Furniture and Fixtures

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
8000 General Fund	-	23,727	(1,261)	22,466	22,466	23,005
3400 Other Funds Ltd	-	103,857	-	103,857	103,857	106,350
All Funds	-	127,584	(1,261)	126,323	126,323	129,355
5150 Telecommunications Equipment						
8000 General Fund	-	12,852	-	12,852	12,852	13,160
3400 Other Funds Ltd	-	1,839	-	1,839	1,839	1,883
All Funds	-	14,691	-	14,691	14,691	15,043
5550 Data Processing Software						
8000 General Fund	6,283	-	-	-	-	-
5950 Undistributed (C.O.)						
8000 General Fund	-	(1,261)	1,261	-	-	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	6,283	35,318	-	35,318	35,318	36,165
3400 Other Funds Ltd	-	105,696	-	105,696	105,696	108,233
TOTAL CAPITAL OUTLAY	\$6,283	\$141,014	-	\$141,014	\$141,014	\$144,398
EXPENDITURES						
8000 General Fund	14,634,723	20,264,750	-	20,264,750	22,908,633	23,329,555
3400 Other Funds Ltd	12,262,102	13,663,728	-	13,663,728	15,104,174	15,199,167
TOTAL EXPENDITURES	\$26,896,825	\$33,928,478	-	\$33,928,478	\$38,012,807	\$38,528,722
REVERSIONS						

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
9900 Reversions						
8000 General Fund	(1,310,843)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	134,245	134,245
TOTAL ENDING BALANCE	-	-	-	-	\$134,245	\$134,245
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	231	225	-	225	225	225
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	215.23	220.91	-	220.91	220.91	220.91

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	-	270,162	-	270,162	276,646	276,646
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	2,924,190	-	-	-	-	-
REVENUES						
3200 Other Funds Non-Ltd	2,924,190	270,162	-	270,162	276,646	276,646
AVAILABLE REVENUES						
3200 Other Funds Non-Ltd	2,924,190	270,162	-	270,162	276,646	276,646
EXPENDITURES						
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3200 Other Funds Non-Ltd	251,521	270,162	-	270,162	276,646	276,646
EXPENDITURES						
3200 Other Funds Non-Ltd	251,521	270,162	-	270,162	276,646	276,646
ENDING BALANCE						
3200 Other Funds Non-Ltd	2,672,669	-	-	-	-	-
TOTAL ENDING BALANCE	\$2,672,669	-	-	-	-	-

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	5,735,204	3,000,000	-	3,000,000	3,000,000	3,072,000
REVENUES						
8000 General Fund	5,735,204	3,000,000	-	3,000,000	3,000,000	3,072,000
AVAILABLE REVENUES						
8000 General Fund	5,735,204	3,000,000	-	3,000,000	3,000,000	3,072,000
EXPENDITURES						
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	5,735,204	3,000,000	-	3,000,000	3,000,000	3,072,000
EXPENDITURES						
8000 General Fund	5,735,204	3,000,000	-	3,000,000	3,000,000	3,072,000
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
TOTAL ENDING BALANCE	-	-	-	-	-	-

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Sr Citizens Prop Tax Deferral

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-025-00-00-00000

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	4,558,275	9,248,602	-	9,248,602	13,938,929	13,938,929
0030 Beginning Balance Adjustment						
3200 Other Funds Non-Ltd	6,843,951	-	-	-	-	-
TOTAL BEGINNING BALANCE						
3200 Other Funds Non-Ltd	11,402,226	9,248,602	-	9,248,602	13,938,929	13,938,929
TOTAL BEGINNING BALANCE	\$11,402,226	\$9,248,602	-	\$9,248,602	\$13,938,929	\$13,938,929
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1	-	-	-	-	-
LOAN REPAYMENT						
0950 Sr Citizen Prop Tax Repayments						
3200 Other Funds Non-Ltd	31,574,599	38,497,653	-	38,497,653	38,497,653	38,497,653
REVENUES						
8000 General Fund	1	-	-	-	-	-
3200 Other Funds Non-Ltd	31,574,599	38,497,653	-	38,497,653	38,497,653	38,497,653
TOTAL REVENUES	\$31,574,600	\$38,497,653	-	\$38,497,653	\$38,497,653	\$38,497,653

TRANSFERS OUT

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
 2013-15 Biennium
 Sr Citizens Prop Tax Deferral

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-025-00-00-00000

DESCRIPTION	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Emergency Boards	2011-13 Leg Approved Budget	2013-15 Base Budget	2013-15 Current Service Level
2080 Transfer to Counties						
3200 Other Funds Non-Ltd	(40,948,017)	(33,807,326)	-	(33,807,326)	(33,807,326)	(33,807,326)
AVAILABLE REVENUES						
8000 General Fund	1	-	-	-	-	-
3200 Other Funds Non-Ltd	2,028,808	13,938,929	-	13,938,929	18,629,256	18,629,256
TOTAL AVAILABLE REVENUES	\$2,028,809	\$13,938,929	-	\$13,938,929	\$18,629,256	\$18,629,256
REVERSIONS						
9900 Reversions						
8000 General Fund	(1)	-	-	-	-	-
ENDING BALANCE						
3200 Other Funds Non-Ltd	2,028,808	13,938,929	-	13,938,929	18,629,256	18,629,256

Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

2013-15 Biennium

Cross Reference Number: 15000-000-00-00-00000

Revenue, Dept of

Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3200 Other Funds Non-Ltd	13,938,929	-	13,938,929	-	13,938,929
3400 Other Funds Ltd	18,177,965	-	18,177,965	-	18,177,965
All Funds	32,116,894	-	32,116,894	-	32,116,894
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	160,878,205	3,264,185	164,142,390	1,991,377	166,133,767
TAXES					
0105 Personal Income Taxes					
8800 General Fund Revenue	13,636,361,586	-	13,636,361,586	-	13,636,361,586
0110 Corp Excise and Income Taxes					
8800 General Fund Revenue	1,097,984,402	-	1,097,984,402	-	1,097,984,402
0130 Other Employer -Employee Taxes					
3400 Other Funds Ltd	477,493,000	-	477,493,000	-	477,493,000
0135 Cigarette Taxes					
3400 Other Funds Ltd	299,923,858	-	299,923,858	-	299,923,858
8800 General Fund Revenue	68,732,551	-	68,732,551	-	68,732,551
All Funds	368,656,409	-	368,656,409	-	368,656,409
0140 Other Tobacco Products Taxes					
3400 Other Funds Ltd	53,904,817	-	53,904,817	-	53,904,817
8800 General Fund Revenue	62,873,382	-	62,873,382	-	62,873,382

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All Funds	116,778,199	-	116,778,199	-	116,778,199
0145 Amusement Taxes					
3400 Other Funds Ltd	3,280,000	-	3,280,000	-	3,280,000
8800 General Fund Revenue	1,200,000	-	1,200,000	-	1,200,000
All Funds	4,480,000	-	4,480,000	-	4,480,000
0155 Inheritance Taxes					
8800 General Fund Revenue	203,981,590	-	203,981,590	-	203,981,590
0160 Eastern Oregon Severance Taxes					
8800 General Fund Revenue	6,000	-	6,000	-	6,000
0162 Western Oregon Severance Taxes					
3400 Other Funds Ltd	562,400	-	562,400	-	562,400
8800 General Fund Revenue	50,000	-	50,000	-	50,000
All Funds	612,400	-	612,400	-	612,400
0165 Other Severance Taxes					
3400 Other Funds Ltd	237,000	-	237,000	-	237,000
0195 Other Taxes					
3400 Other Funds Ltd	151,516,116	-	151,516,116	-	151,516,116
TOTAL TAXES					
3400 Other Funds Ltd	986,917,191	-	986,917,191	-	986,917,191
8800 General Fund Revenue	15,071,189,511	-	15,071,189,511	-	15,071,189,511
TOTAL TAXES	\$16,058,106,702	-	\$16,058,106,702	-	\$16,058,106,702
LICENSES AND FEES					
0205 Business Lic and Fees					

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3400 Other Funds Ltd	6,329,430	-	6,329,430	-	6,329,430
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3200 Other Funds Non-Ltd	276,646	-	276,646	-	276,646
3400 Other Funds Ltd	36,945,682	586,482	37,532,164	17,132,050	54,664,214
All Funds	37,222,328	586,482	37,808,810	17,132,050	54,940,860
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	15,932,625	-	15,932,625	-	15,932,625
8800 General Fund Revenue	15,976,710	-	15,976,710	-	15,976,710
All Funds	31,909,335	-	31,909,335	-	31,909,335
DONATIONS AND CONTRIBUTIONS					
0905 Donations					
3400 Other Funds Ltd	1,292,000	-	1,292,000	-	1,292,000
LOAN REPAYMENT					
0950 Sr Citizen Prop Tax Repayments					
3200 Other Funds Non-Ltd	38,497,653	-	38,497,653	-	38,497,653
OTHER					
0975 Other Revenues					
3200 Other Funds Non-Ltd	1,715,040	-	1,715,040	-	1,715,040
3400 Other Funds Ltd	20,187,070	-	20,187,070	-	20,187,070
All Funds	21,902,110	-	21,902,110	-	21,902,110
TRANSFERS IN					

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1060 Transfer from General Fund					
3400 Other Funds Ltd	3,000,000	72,000	3,072,000	(1,000,000)	2,072,000
1198 Tsfr From Judicial Dept					
3400 Other Funds Ltd	48,649,142	-	48,649,142	-	48,649,142
8800 General Fund Revenue	48,783,752	-	48,783,752	-	48,783,752
All Funds	97,432,894	-	97,432,894	-	97,432,894
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	51,649,142	72,000	51,721,142	(1,000,000)	50,721,142
8800 General Fund Revenue	48,783,752	-	48,783,752	-	48,783,752
TOTAL TRANSFERS IN	\$100,432,894	\$72,000	\$100,504,894	(\$1,000,000)	\$99,504,894
TOTAL REVENUES					
8000 General Fund	160,878,205	3,264,185	164,142,390	1,991,377	166,133,767
3200 Other Funds Non-Ltd	40,489,339	-	40,489,339	-	40,489,339
3400 Other Funds Ltd	1,119,253,140	658,482	1,119,911,622	16,132,050	1,136,043,672
8800 General Fund Revenue	15,135,949,973	-	15,135,949,973	-	15,135,949,973
TOTAL REVENUES	\$16,456,570,657	\$3,922,667	\$16,460,493,324	\$18,123,427	\$16,478,616,751
TRANSFERS OUT					
2050 Transfer to Other					
3400 Other Funds Ltd	(8,690,903)	-	(8,690,903)	-	(8,690,903)
2060 Transfer to General Fund					
8800 General Fund Revenue	(15,135,949,973)	-	(15,135,949,973)	-	(15,135,949,973)
2080 Transfer to Counties					
3200 Other Funds Non-Ltd	(33,807,326)	-	(33,807,326)	-	(33,807,326)

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3400 Other Funds Ltd	(533,167,756)	-	(533,167,756)	-	(533,167,756)
All Funds	(566,975,082)	-	(566,975,082)	-	(566,975,082)
2100 Tsfr To Human Svcs, Dept of					
3400 Other Funds Ltd	(2,758,007)	-	(2,758,007)	-	(2,758,007)
2107 Tsfr To Administrative Svcs					
3400 Other Funds Ltd	(15,826,383)	-	(15,826,383)	-	(15,826,383)
2121 Tsfr To Governor, Office of the					
3400 Other Funds Ltd	(22,500)	-	(22,500)	-	(22,500)
2137 Tsfr To Justice, Dept of					
3400 Other Funds Ltd	(16,713,740)	-	(16,713,740)	-	(16,713,740)
2141 Tsfr To Lands, Dept of State					
3400 Other Funds Ltd	(237,000)	-	(237,000)	-	(237,000)
2198 Tsfr To Judicial Dept					
3400 Other Funds Ltd	(13,124,285)	-	(13,124,285)	-	(13,124,285)
2248 Tsfr To Military Dept, Or					
3400 Other Funds Ltd	(81,970,000)	-	(81,970,000)	-	(81,970,000)
2257 Tsfr To Police, Dept of State					
3400 Other Funds Ltd	(4,390,890)	-	(4,390,890)	-	(4,390,890)
2259 Tsfr To Pub Safety Std/Trng					
3400 Other Funds Ltd	(23,246,100)	-	(23,246,100)	-	(23,246,100)
2340 Tsfr To Environmental Quality					
3400 Other Funds Ltd	(2,128,544)	-	(2,128,544)	-	(2,128,544)
2443 Tsfr To Oregon Health Authority					

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3400 Other Funds Ltd	(337,663,052)	-	(337,663,052)	-	(337,663,052)
2580 Tsfr To OR University System					
3400 Other Funds Ltd	(3,829,633)	-	(3,829,633)	-	(3,829,633)
2581 Tsfr To Education, Dept of					
3400 Other Funds Ltd	(340,252)	-	(340,252)	-	(340,252)
2586 Tsfr To Comm Coll/Wkfrc Dev					
3400 Other Funds Ltd	(1,725,308)	-	(1,725,308)	-	(1,725,308)
2629 Tsfr To Forestry, Dept of					
3400 Other Funds Ltd	(6,001,664)	-	(6,001,664)	-	(6,001,664)
2635 Tsfr To Fish/Wildlife, Dept of					
3400 Other Funds Ltd	(10,000)	-	(10,000)	-	(10,000)
2730 Tsfr To Transportation, Dept					
3400 Other Funds Ltd	(7,123,192)	-	(7,123,192)	-	(7,123,192)
2914 Tsfr To Housing and Com Svcs					
3400 Other Funds Ltd	(20,000,000)	-	(20,000,000)	-	(20,000,000)
TOTAL TRANSFERS OUT					
3200 Other Funds Non-Ltd	(33,807,326)	-	(33,807,326)	-	(33,807,326)
3400 Other Funds Ltd	(1,078,969,209)	-	(1,078,969,209)	-	(1,078,969,209)
8800 General Fund Revenue	(15,135,949,973)	-	(15,135,949,973)	-	(15,135,949,973)
TOTAL TRANSFERS OUT	(\$16,248,726,508)	-	(\$16,248,726,508)	-	(\$16,248,726,508)
AVAILABLE REVENUES					
8000 General Fund	160,878,205	3,264,185	164,142,390	1,991,377	166,133,767
3200 Other Funds Non-Ltd	20,620,942	-	20,620,942	-	20,620,942

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3400 Other Funds Ltd	58,461,896	658,482	59,120,378	16,132,050	75,252,428
TOTAL AVAILABLE REVENUES	\$239,961,043	\$3,922,667	\$243,883,710	\$18,123,427	\$262,007,137
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	78,315,682	-	78,315,682	(2,682,268)	75,633,414
3400 Other Funds Ltd	15,226,821	-	15,226,821	(243,192)	14,983,629
All Funds	93,542,503	-	93,542,503	(2,925,460)	90,617,043
3160 Temporary Appointments					
8000 General Fund	57,017	-	57,017	-	57,017
3400 Other Funds Ltd	176,979	-	176,979	-	176,979
All Funds	233,996	-	233,996	-	233,996
3170 Overtime Payments					
8000 General Fund	93,441	-	93,441	-	93,441
3180 Shift Differential					
8000 General Fund	29,646	-	29,646	-	29,646
3190 All Other Differential					
8000 General Fund	238,143	-	238,143	-	238,143
3400 Other Funds Ltd	19,176	-	19,176	-	19,176
All Funds	257,319	-	257,319	-	257,319
TOTAL SALARIES & WAGES					
8000 General Fund	78,733,929	-	78,733,929	(2,682,268)	76,051,661

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3400 Other Funds Ltd	15,422,976	-	15,422,976	(243,192)	15,179,784
TOTAL SALARIES & WAGES	\$94,156,905	-	\$94,156,905	(\$2,925,460)	\$91,231,445
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	33,789	-	33,789	(1,091)	32,698
3400 Other Funds Ltd	6,916	-	6,916	(112)	6,804
All Funds	40,705	-	40,705	(1,203)	39,502
3220 Public Employees' Retire Cont					
8000 General Fund	15,451,626	-	15,451,626	(529,211)	14,922,415
3400 Other Funds Ltd	3,004,281	-	3,004,281	(47,982)	2,956,299
All Funds	18,455,907	-	18,455,907	(577,193)	17,878,714
3221 Pension Obligation Bond					
8000 General Fund	4,448,080	411,603	4,859,683	-	4,859,683
3400 Other Funds Ltd	960,893	(19,134)	941,759	-	941,759
All Funds	5,408,973	392,469	5,801,442	-	5,801,442
3230 Social Security Taxes					
8000 General Fund	5,987,379	-	5,987,379	(205,193)	5,782,186
3400 Other Funds Ltd	1,164,471	-	1,164,471	(18,603)	1,145,868
All Funds	7,151,850	-	7,151,850	(223,796)	6,928,054
3240 Unemployment Assessments					
8000 General Fund	242,207	-	242,207	-	242,207
3400 Other Funds Ltd	14,002	-	14,002	-	14,002
All Funds	256,209	-	256,209	-	256,209

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3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	49,873	-	49,873	(1,608)	48,265
3400 Other Funds Ltd	10,172	-	10,172	(167)	10,005
All Funds	60,045	-	60,045	(1,775)	58,270
3260 Mass Transit Tax					
8000 General Fund	474,417	(2,042)	472,375	-	472,375
3400 Other Funds Ltd	113,670	(21,133)	92,537	-	92,537
All Funds	588,087	(23,175)	564,912	-	564,912
3270 Flexible Benefits					
8000 General Fund	25,659,876	-	25,659,876	(832,802)	24,827,074
3400 Other Funds Ltd	5,261,172	-	5,261,172	(85,582)	5,175,590
All Funds	30,921,048	-	30,921,048	(918,384)	30,002,664
3280 Other OPE					
8000 General Fund	-	15,850	15,850	-	15,850
3400 Other Funds Ltd	40,573	5,043	45,616	-	45,616
All Funds	40,573	20,893	61,466	-	61,466
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	52,347,247	425,411	52,772,658	(1,569,905)	51,202,753
3400 Other Funds Ltd	10,576,150	(35,224)	10,540,926	(152,446)	10,388,480
TOTAL OTHER PAYROLL EXPENSES	\$62,923,397	\$390,187	\$63,313,584	(\$1,722,351)	\$61,591,233
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(1,376,801)	497,099	(879,702)	-	(879,702)

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3400 Other Funds Ltd	(189,432)	20,534	(168,898)	-	(168,898)
All Funds	(1,566,233)	517,633	(1,048,600)	-	(1,048,600)
3470 Undistributed (P.S.)					
8000 General Fund	(1,126,687)	-	(1,126,687)	1,126,687	-
TOTAL P.S. BUDGET ADJUSTMENTS					
8000 General Fund	(2,503,488)	497,099	(2,006,389)	1,126,687	(879,702)
3400 Other Funds Ltd	(189,432)	20,534	(168,898)	-	(168,898)
TOTAL P.S. BUDGET ADJUSTMENTS	(\$2,692,920)	\$517,633	(\$2,175,287)	\$1,126,687	(\$1,048,600)
TOTAL PERSONAL SERVICES					
8000 General Fund	128,577,688	922,510	129,500,198	(3,125,486)	126,374,712
3400 Other Funds Ltd	25,809,694	(14,690)	25,795,004	(395,638)	25,399,366
TOTAL PERSONAL SERVICES	\$154,387,382	\$907,820	\$155,295,202	(\$3,521,124)	\$151,774,078
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	600,704	14,416	615,120	89,338	704,458
3400 Other Funds Ltd	83,234	1,997	85,231	6,000	91,231
All Funds	683,938	16,413	700,351	95,338	795,689
4125 Out of State Travel					
8000 General Fund	383,132	9,195	392,327	100,935	493,262
3400 Other Funds Ltd	5,795	139	5,934	5,000	10,934
All Funds	388,927	9,334	398,261	105,935	504,196
4150 Employee Training					
8000 General Fund	895,766	21,499	917,265	129,841	1,047,106

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3400 Other Funds Ltd	162,236	3,893	166,129	8,850	174,979
All Funds	1,058,002	25,392	1,083,394	138,691	1,222,085
4175 Office Expenses					
8000 General Fund	5,147,093	123,529	5,270,622	815,801	6,086,423
3400 Other Funds Ltd	2,280,816	54,741	2,335,557	50,538	2,386,095
All Funds	7,427,909	178,270	7,606,179	866,339	8,472,518
4200 Telecommunications					
8000 General Fund	1,323,154	31,755	1,354,909	139,049	1,493,958
3400 Other Funds Ltd	366,351	8,793	375,144	9,300	384,444
All Funds	1,689,505	40,548	1,730,053	148,349	1,878,402
4225 State Gov. Service Charges					
8000 General Fund	5,433,177	1,016,398	6,449,575	2,812,000	9,261,575
3400 Other Funds Ltd	1,136,831	210,166	1,346,997	60,000	1,406,997
All Funds	6,570,008	1,226,564	7,796,572	2,872,000	10,668,572
4250 Data Processing					
8000 General Fund	1,368,138	32,835	1,400,973	211,093	1,612,066
3400 Other Funds Ltd	267,576	6,421	273,997	42,000	315,997
All Funds	1,635,714	39,256	1,674,970	253,093	1,928,063
4275 Publicity and Publications					
8000 General Fund	138,853	3,333	142,186	-	142,186
3400 Other Funds Ltd	697	16	713	-	713
All Funds	139,550	3,349	142,899	-	142,899
4300 Professional Services					

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8000 General Fund	1,707,050	47,798	1,754,848	-	1,754,848
3400 Other Funds Ltd	3,663,930	102,590	3,766,520	17,346,000	21,112,520
All Funds	5,370,980	150,388	5,521,368	17,346,000	22,867,368
4315 IT Professional Services					
8000 General Fund	83,622	2,341	85,963	-	85,963
3400 Other Funds Ltd	13,364	374	13,738	-	13,738
All Funds	96,986	2,715	99,701	-	99,701
4325 Attorney General					
8000 General Fund	4,140,528	616,939	4,757,467	-	4,757,467
3400 Other Funds Ltd	392,069	58,419	450,488	-	450,488
All Funds	4,532,597	675,358	5,207,955	-	5,207,955
4375 Employee Recruitment and Develop					
8000 General Fund	134,685	3,232	137,917	-	137,917
3400 Other Funds Ltd	4,124	99	4,223	-	4,223
All Funds	138,809	3,331	142,140	-	142,140
4400 Dues and Subscriptions					
8000 General Fund	148,663	3,568	152,231	-	152,231
3400 Other Funds Ltd	5,575	134	5,709	-	5,709
All Funds	154,238	3,702	157,940	-	157,940
4425 Facilities Rental and Taxes					
8000 General Fund	5,484,191	287,354	5,771,545	-	5,771,545
3400 Other Funds Ltd	1,724,719	88,508	1,813,227	-	1,813,227
All Funds	7,208,910	375,862	7,584,772	-	7,584,772

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4450 Fuels and Utilities					
8000 General Fund	5,752	138	5,890	-	5,890
3400 Other Funds Ltd	21,722	521	22,243	-	22,243
All Funds	27,474	659	28,133	-	28,133
4475 Facilities Maintenance					
8000 General Fund	142,631	3,423	146,054	-	146,054
3400 Other Funds Ltd	41,623	999	42,622	-	42,622
All Funds	184,254	4,422	188,676	-	188,676
4575 Agency Program Related S and S					
8000 General Fund	118,751	2,850	121,601	-	121,601
3400 Other Funds Ltd	34,943	839	35,782	-	35,782
All Funds	153,694	3,689	157,383	-	157,383
4650 Other Services and Supplies					
8000 General Fund	388,184	9,316	397,500	-	397,500
3200 Other Funds Non-Ltd	1,715,040	-	1,715,040	-	1,715,040
3400 Other Funds Ltd	405,330	9,727	415,057	-	415,057
All Funds	2,508,554	19,043	2,527,597	-	2,527,597
4700 Expendable Prop 250 - 5000					
8000 General Fund	280,802	6,740	287,542	28,685	316,227
3400 Other Funds Ltd	48,563	1,166	49,729	-	49,729
All Funds	329,365	7,906	337,271	28,685	365,956
4715 IT Expendable Property					
8000 General Fund	834,237	20,023	854,260	1,790,121	2,644,381

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3400 Other Funds Ltd	257,996	6,192	264,188	-	264,188
All Funds	1,092,233	26,215	1,118,448	1,790,121	2,908,569
TOTAL SERVICES & SUPPLIES					
8000 General Fund	28,759,113	2,256,682	31,015,795	6,116,863	37,132,658
3200 Other Funds Non-Ltd	1,715,040	-	1,715,040	-	1,715,040
3400 Other Funds Ltd	10,917,494	555,734	11,473,228	17,527,688	29,000,916
TOTAL SERVICES & SUPPLIES	\$41,391,647	\$2,812,416	\$44,204,063	\$23,644,551	\$67,848,614
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
8000 General Fund	217,383	5,217	222,600	-	222,600
3400 Other Funds Ltd	124,813	2,995	127,808	-	127,808
All Funds	342,196	8,212	350,408	-	350,408
5150 Telecommunications Equipment					
8000 General Fund	211,028	5,064	216,092	-	216,092
3400 Other Funds Ltd	8,183	196	8,379	-	8,379
All Funds	219,211	5,260	224,471	-	224,471
5550 Data Processing Software					
8000 General Fund	84,123	2,019	86,142	-	86,142
3400 Other Funds Ltd	4,812	115	4,927	-	4,927
All Funds	88,935	2,134	91,069	-	91,069
5600 Data Processing Hardware					
8000 General Fund	28,870	693	29,563	-	29,563
3400 Other Funds Ltd	80,686	1,936	82,622	-	82,622

Revenue, Dept of

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
All Funds	109,556	2,629	112,185	-	112,185
TOTAL CAPITAL OUTLAY					
8000 General Fund	541,404	12,993	554,397	-	554,397
3400 Other Funds Ltd	218,494	5,242	223,736	-	223,736
TOTAL CAPITAL OUTLAY	\$759,898	\$18,235	\$778,133	-	\$778,133
SPECIAL PAYMENTS					
6030 Dist to Non-Gov Units					
3200 Other Funds Non-Ltd	276,646	-	276,646	-	276,646
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	3,000,000	72,000	3,072,000	(1,000,000)	2,072,000
TOTAL SPECIAL PAYMENTS					
8000 General Fund	3,000,000	72,000	3,072,000	(1,000,000)	2,072,000
3200 Other Funds Non-Ltd	276,646	-	276,646	-	276,646
TOTAL SPECIAL PAYMENTS	\$3,276,646	\$72,000	\$3,348,646	(\$1,000,000)	\$2,348,646
TOTAL EXPENDITURES					
8000 General Fund	160,878,205	3,264,185	164,142,390	1,991,377	166,133,767
3200 Other Funds Non-Ltd	1,991,686	-	1,991,686	-	1,991,686
3400 Other Funds Ltd	36,945,682	546,286	37,491,968	17,132,050	54,624,018
TOTAL EXPENDITURES	\$199,815,573	\$3,810,471	\$203,626,044	\$19,123,427	\$222,749,471
ENDING BALANCE					
3200 Other Funds Non-Ltd	18,629,256	-	18,629,256	-	18,629,256
3400 Other Funds Ltd	21,516,214	112,196	21,628,410	(1,000,000)	20,628,410
TOTAL ENDING BALANCE	\$40,145,470	\$112,196	\$40,257,666	(\$1,000,000)	\$39,257,666

Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	1,050	-	1,050	(31)	1,019
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	991.06	-	991.06	(28.57)	962.49

Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	6,209,967	145,633	6,355,600	(122,798)	6,232,802
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3400 Other Funds Ltd	780,748	7,114	787,862	(32,808)	755,054
TOTAL REVENUES					
8000 General Fund	6,209,967	145,633	6,355,600	(122,798)	6,232,802
3400 Other Funds Ltd	780,748	7,114	787,862	(32,808)	755,054
TOTAL REVENUES	\$6,990,715	\$152,747	\$7,143,462	(\$155,606)	\$6,987,856
AVAILABLE REVENUES					
8000 General Fund	6,209,967	145,633	6,355,600	(122,798)	6,232,802
3400 Other Funds Ltd	780,748	7,114	787,862	(32,808)	755,054
TOTAL AVAILABLE REVENUES	\$6,990,715	\$152,747	\$7,143,462	(\$155,606)	\$6,987,856
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	3,366,784	-	3,366,784	(83,789)	3,282,995
3400 Other Funds Ltd	389,840	-	389,840	(20,947)	368,893
All Funds	3,756,624	-	3,756,624	(104,736)	3,651,888
3170 Overtime Payments					

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
8000 General Fund	2,351	-	2,351	-	2,351
TOTAL SALARIES & WAGES					
8000 General Fund	3,369,135	-	3,369,135	(83,789)	3,285,346
3400 Other Funds Ltd	389,840	-	389,840	(20,947)	368,893
TOTAL SALARIES & WAGES	\$3,758,975	-	\$3,758,975	(\$104,736)	\$3,654,239
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	1,224	-	1,224	(32)	1,192
3400 Other Funds Ltd	136	-	136	(8)	128
All Funds	1,360	-	1,360	(40)	1,320
3220 Public Employees' Retire Cont					
8000 General Fund	664,269	-	664,269	(16,531)	647,738
3400 Other Funds Ltd	76,915	-	76,915	(4,133)	72,782
All Funds	741,184	-	741,184	(20,664)	720,520
3221 Pension Obligation Bond					
8000 General Fund	107,241	100,875	208,116	-	208,116
3400 Other Funds Ltd	13,472	10,609	24,081	-	24,081
All Funds	120,713	111,484	232,197	-	232,197
3230 Social Security Taxes					
8000 General Fund	255,358	-	255,358	(6,410)	248,948
3400 Other Funds Ltd	29,579	-	29,579	(1,602)	27,977
All Funds	284,937	-	284,937	(8,012)	276,925
3250 Worker's Comp. Assess. (WCD)					

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
8000 General Fund	1,796	-	1,796	(47)	1,749
3400 Other Funds Ltd	210	-	210	(12)	198
All Funds	2,006	-	2,006	(59)	1,947
3260 Mass Transit Tax					
8000 General Fund	11,443	8,772	20,215	-	20,215
3400 Other Funds Ltd	1,437	902	2,339	-	2,339
All Funds	12,880	9,674	22,554	-	22,554
3270 Flexible Benefits					
8000 General Fund	932,307	-	932,307	(24,422)	907,885
3400 Other Funds Ltd	105,645	-	105,645	(6,106)	99,539
All Funds	1,037,952	-	1,037,952	(30,528)	1,007,424
3280 Other OPE					
8000 General Fund	-	56	56	-	56
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	1,973,638	109,703	2,083,341	(47,442)	2,035,899
3400 Other Funds Ltd	227,394	11,511	238,905	(11,861)	227,044
TOTAL OTHER PAYROLL EXPENSES	\$2,201,032	\$121,214	\$2,322,246	(\$59,303)	\$2,262,943
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(69,202)	23,700	(45,502)	-	(45,502)
3400 Other Funds Ltd	(3,007)	(5,729)	(8,736)	-	(8,736)
All Funds	(72,209)	17,971	(54,238)	-	(54,238)
TOTAL PERSONAL SERVICES					

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8000 General Fund	5,273,571	133,403	5,406,974	(131,231)	5,275,743
3400 Other Funds Ltd	614,227	5,782	620,009	(32,808)	587,201
TOTAL PERSONAL SERVICES	\$5,887,798	\$139,185	\$6,026,983	(\$164,039)	\$5,862,944
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	1,251	30	1,281	1,787	3,068
3400 Other Funds Ltd	539	13	552	-	552
All Funds	1,790	43	1,833	1,787	3,620
4125 Out of State Travel					
8000 General Fund	2,138	51	2,189	-	2,189
4150 Employee Training					
8000 General Fund	53,945	1,295	55,240	2,597	57,837
3400 Other Funds Ltd	10,280	247	10,527	-	10,527
All Funds	64,225	1,542	65,767	2,597	68,364
4175 Office Expenses					
8000 General Fund	1,631	39	1,670	-	1,670
3400 Other Funds Ltd	619	15	634	-	634
All Funds	2,250	54	2,304	-	2,304
4200 Telecommunications					
8000 General Fund	14,435	346	14,781	4,049	18,830
4225 State Gov. Service Charges					
8000 General Fund	533,348	1,320	534,668	-	534,668
3400 Other Funds Ltd	123,831	307	124,138	-	124,138

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All Funds	657,179	1,627	658,806	-	658,806
4250 Data Processing					
8000 General Fund	475	11	486	-	486
4300 Professional Services					
8000 General Fund	86,387	2,419	88,806	-	88,806
4325 Attorney General					
8000 General Fund	7,134	1,063	8,197	-	8,197
4375 Employee Recruitment and Develop					
8000 General Fund	4,619	111	4,730	-	4,730
4400 Dues and Subscriptions					
8000 General Fund	19,108	459	19,567	-	19,567
4650 Other Services and Supplies					
8000 General Fund	91,226	2,189	93,415	-	93,415
3400 Other Funds Ltd	9,004	216	9,220	-	9,220
All Funds	100,230	2,405	102,635	-	102,635
4700 Expendable Prop 250 - 5000					
8000 General Fund	47,329	1,136	48,465	-	48,465
3400 Other Funds Ltd	5,956	143	6,099	-	6,099
All Funds	53,285	1,279	54,564	-	54,564
4715 IT Expendable Property					
8000 General Fund	73,370	1,761	75,131	-	75,131
3400 Other Funds Ltd	16,292	391	16,683	-	16,683
All Funds	89,662	2,152	91,814	-	91,814

Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
TOTAL SERVICES & SUPPLIES					
8000 General Fund	936,396	12,230	948,626	8,433	957,059
3400 Other Funds Ltd	166,521	1,332	167,853	-	167,853
TOTAL SERVICES & SUPPLIES	\$1,102,917	\$13,562	\$1,116,479	\$8,433	\$1,124,912
TOTAL EXPENDITURES					
8000 General Fund	6,209,967	145,633	6,355,600	(122,798)	6,232,802
3400 Other Funds Ltd	780,748	7,114	787,862	(32,808)	755,054
TOTAL EXPENDITURES	\$6,990,715	\$152,747	\$7,143,462	(\$155,606)	\$6,987,856
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	34	-	34	(1)	33
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	34.00	-	34.00	(1.00)	33.00

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	18,125,983	-	18,125,983	-	18,125,983
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	4,333,780	41,943	4,375,723	422,172	4,797,895
TAXES					
0105 Personal Income Taxes					
8800 General Fund Revenue	13,636,361,586	-	13,636,361,586	-	13,636,361,586
0110 Corp Excise and Income Taxes					
8800 General Fund Revenue	1,097,984,402	-	1,097,984,402	-	1,097,984,402
0130 Other Employer -Employee Taxes					
3400 Other Funds Ltd	477,493,000	-	477,493,000	-	477,493,000
0135 Cigarette Taxes					
3400 Other Funds Ltd	299,923,858	-	299,923,858	-	299,923,858
8800 General Fund Revenue	68,732,551	-	68,732,551	-	68,732,551
All Funds	368,656,409	-	368,656,409	-	368,656,409
0140 Other Tobacco Products Taxes					
3400 Other Funds Ltd	53,904,817	-	53,904,817	-	53,904,817
8800 General Fund Revenue	62,873,382	-	62,873,382	-	62,873,382
All Funds	116,778,199	-	116,778,199	-	116,778,199
0145 Amusement Taxes					

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3400 Other Funds Ltd	3,280,000	-	3,280,000	-	3,280,000
8800 General Fund Revenue	1,200,000	-	1,200,000	-	1,200,000
All Funds	4,480,000	-	4,480,000	-	4,480,000
0155 Inheritance Taxes					
8800 General Fund Revenue	203,981,590	-	203,981,590	-	203,981,590
0160 Eastern Oregon Severance Taxes					
8800 General Fund Revenue	6,000	-	6,000	-	6,000
0162 Western Oregon Severance Taxes					
3400 Other Funds Ltd	562,400	-	562,400	-	562,400
8800 General Fund Revenue	50,000	-	50,000	-	50,000
All Funds	612,400	-	612,400	-	612,400
0165 Other Severance Taxes					
3400 Other Funds Ltd	237,000	-	237,000	-	237,000
0195 Other Taxes					
3400 Other Funds Ltd	151,516,116	-	151,516,116	-	151,516,116
TOTAL TAXES					
3400 Other Funds Ltd	986,917,191	-	986,917,191	-	986,917,191
8800 General Fund Revenue	15,071,189,511	-	15,071,189,511	-	15,071,189,511
TOTAL TAXES	\$16,058,106,702	-	\$16,058,106,702	-	\$16,058,106,702
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	6,329,430	-	6,329,430	-	6,329,430
CHARGES FOR SERVICES					

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0415 Admin and Service Charges					
3400 Other Funds Ltd	1,225,134	60,437	1,285,571	17,334,728	18,620,299
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	15,932,625	-	15,932,625	-	15,932,625
8800 General Fund Revenue	15,976,710	-	15,976,710	-	15,976,710
All Funds	31,909,335	-	31,909,335	-	31,909,335
DONATIONS AND CONTRIBUTIONS					
0905 Donations					
3400 Other Funds Ltd	1,292,000	-	1,292,000	-	1,292,000
OTHER					
0975 Other Revenues					
3200 Other Funds Non-Ltd	1,715,040	-	1,715,040	-	1,715,040
3400 Other Funds Ltd	20,000,000	-	20,000,000	-	20,000,000
All Funds	21,715,040	-	21,715,040	-	21,715,040
TRANSFERS IN					
1060 Transfer from General Fund					
3400 Other Funds Ltd	3,000,000	72,000	3,072,000	(1,000,000)	2,072,000
1198 Tsfr From Judicial Dept					
3400 Other Funds Ltd	48,649,142	-	48,649,142	-	48,649,142
8800 General Fund Revenue	48,783,752	-	48,783,752	-	48,783,752
All Funds	97,432,894	-	97,432,894	-	97,432,894
TOTAL TRANSFERS IN					

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
3400 Other Funds Ltd	51,649,142	72,000	51,721,142	(1,000,000)	50,721,142
8800 General Fund Revenue	48,783,752	-	48,783,752	-	48,783,752
TOTAL TRANSFERS IN	\$100,432,894	\$72,000	\$100,504,894	(\$1,000,000)	\$99,504,894
TOTAL REVENUES					
8000 General Fund	4,333,780	41,943	4,375,723	422,172	4,797,895
3200 Other Funds Non-Ltd	1,715,040	-	1,715,040	-	1,715,040
3400 Other Funds Ltd	1,083,345,522	132,437	1,083,477,959	16,334,728	1,099,812,687
8800 General Fund Revenue	15,135,949,973	-	15,135,949,973	-	15,135,949,973
TOTAL REVENUES	\$16,225,344,315	\$174,380	\$16,225,518,695	\$16,756,900	\$16,242,275,595
TRANSFERS OUT					
2050 Transfer to Other					
3400 Other Funds Ltd	(8,690,903)	-	(8,690,903)	-	(8,690,903)
2060 Transfer to General Fund					
8800 General Fund Revenue	(15,135,949,973)	-	(15,135,949,973)	-	(15,135,949,973)
2080 Transfer to Counties					
3400 Other Funds Ltd	(533,167,756)	-	(533,167,756)	-	(533,167,756)
2100 Tsfr To Human Svcs, Dept of					
3400 Other Funds Ltd	(2,758,007)	-	(2,758,007)	-	(2,758,007)
2107 Tsfr To Administrative Svcs					
3400 Other Funds Ltd	(15,826,383)	-	(15,826,383)	-	(15,826,383)
2121 Tsfr To Governor, Office of the					
3400 Other Funds Ltd	(22,500)	-	(22,500)	-	(22,500)
2137 Tsfr To Justice, Dept of					

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3400 Other Funds Ltd	(16,713,740)	-	(16,713,740)	-	(16,713,740)
2141 Tsfr To Lands, Dept of State					
3400 Other Funds Ltd	(237,000)	-	(237,000)	-	(237,000)
2198 Tsfr To Judicial Dept					
3400 Other Funds Ltd	(13,124,285)	-	(13,124,285)	-	(13,124,285)
2248 Tsfr To Military Dept, Or					
3400 Other Funds Ltd	(81,970,000)	-	(81,970,000)	-	(81,970,000)
2257 Tsfr To Police, Dept of State					
3400 Other Funds Ltd	(4,390,890)	-	(4,390,890)	-	(4,390,890)
2259 Tsfr To Pub Safety Std/Trng					
3400 Other Funds Ltd	(23,246,100)	-	(23,246,100)	-	(23,246,100)
2340 Tsfr To Environmental Quality					
3400 Other Funds Ltd	(2,128,544)	-	(2,128,544)	-	(2,128,544)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(337,663,052)	-	(337,663,052)	-	(337,663,052)
2580 Tsfr To OR University System					
3400 Other Funds Ltd	(3,829,633)	-	(3,829,633)	-	(3,829,633)
2581 Tsfr To Education, Dept of					
3400 Other Funds Ltd	(340,252)	-	(340,252)	-	(340,252)
2586 Tsfr To Comm Coll/Wkfrc Dev					
3400 Other Funds Ltd	(1,725,308)	-	(1,725,308)	-	(1,725,308)
2629 Tsfr To Forestry, Dept of					
3400 Other Funds Ltd	(6,001,664)	-	(6,001,664)	-	(6,001,664)

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2635 Tsfr To Fish/Wildlife, Dept of					
3400 Other Funds Ltd	(10,000)	-	(10,000)	-	(10,000)
2730 Tsfr To Transportation, Dept					
3400 Other Funds Ltd	(7,123,192)	-	(7,123,192)	-	(7,123,192)
2914 Tsfr To Housing and Com Svcs					
3400 Other Funds Ltd	(20,000,000)	-	(20,000,000)	-	(20,000,000)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(1,078,969,209)	-	(1,078,969,209)	-	(1,078,969,209)
8800 General Fund Revenue	(15,135,949,973)	-	(15,135,949,973)	-	(15,135,949,973)
TOTAL TRANSFERS OUT	(\$16,214,919,182)	-	(\$16,214,919,182)	-	(\$16,214,919,182)
AVAILABLE REVENUES					
8000 General Fund	4,333,780	41,943	4,375,723	422,172	4,797,895
3200 Other Funds Non-Ltd	1,715,040	-	1,715,040	-	1,715,040
3400 Other Funds Ltd	22,502,296	132,437	22,634,733	16,334,728	38,969,461
TOTAL AVAILABLE REVENUES	\$28,551,116	\$174,380	\$28,725,496	\$16,756,900	\$45,482,396
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	597,217	-	597,217	(267,544)	329,673
3400 Other Funds Ltd	59,999	-	59,999	(41,912)	18,087
All Funds	657,216	-	657,216	(309,456)	347,760
OTHER PAYROLL EXPENSES					

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3210 Empl. Rel. Bd. Assessments					
8000 General Fund	145	-	145	(69)	76
3400 Other Funds Ltd	15	-	15	(11)	4
All Funds	160	-	160	(80)	80
3220 Public Employees' Retire Cont					
8000 General Fund	117,832	-	117,832	(52,787)	65,045
3400 Other Funds Ltd	11,837	-	11,837	(8,269)	3,568
All Funds	129,669	-	129,669	(61,056)	68,613
3221 Pension Obligation Bond					
8000 General Fund	71,203	(34,312)	36,891	-	36,891
3400 Other Funds Ltd	7,506	(3,800)	3,706	-	3,706
All Funds	78,709	(38,112)	40,597	-	40,597
3230 Social Security Taxes					
8000 General Fund	45,687	-	45,687	(20,467)	25,220
3400 Other Funds Ltd	4,589	-	4,589	(3,206)	1,383
All Funds	50,276	-	50,276	(23,673)	26,603
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	213	-	213	(101)	112
3400 Other Funds Ltd	23	-	23	(17)	6
All Funds	236	-	236	(118)	118
3260 Mass Transit Tax					
8000 General Fund	7,598	(4,015)	3,583	-	3,583
3400 Other Funds Ltd	801	(441)	360	-	360

Detail Revenues & Expenditures - Requested Budget
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 General Services Section

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
All Funds	8,399	(4,456)	3,943	-	3,943
3270 Flexible Benefits					
8000 General Fund	110,664	-	110,664	(52,661)	58,003
3400 Other Funds Ltd	11,448	-	11,448	(8,395)	3,053
All Funds	122,112	-	122,112	(61,056)	61,056
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	353,342	(38,327)	315,015	(126,085)	188,930
3400 Other Funds Ltd	36,219	(4,241)	31,978	(19,898)	12,080
TOTAL OTHER PAYROLL EXPENSES	\$389,561	(\$42,568)	\$346,993	(\$145,983)	\$201,010
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(8,884)	(6,283)	(15,167)	-	(15,167)
3400 Other Funds Ltd	-	(2,912)	(2,912)	-	(2,912)
All Funds	(8,884)	(9,195)	(18,079)	-	(18,079)
TOTAL PERSONAL SERVICES					
8000 General Fund	941,675	(44,610)	897,065	(393,629)	503,436
3400 Other Funds Ltd	96,218	(7,153)	89,065	(61,810)	27,255
TOTAL PERSONAL SERVICES	\$1,037,893	(\$51,763)	\$986,130	(\$455,439)	\$530,691
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	33,495	804	34,299	-	34,299
3400 Other Funds Ltd	2,887	69	2,956	-	2,956
All Funds	36,382	873	37,255	-	37,255

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
4125 Out of State Travel					
8000 General Fund	445	11	456	-	456
4150 Employee Training					
8000 General Fund	32,384	777	33,161	-	33,161
3400 Other Funds Ltd	3,337	80	3,417	-	3,417
All Funds	35,721	857	36,578	-	36,578
4175 Office Expenses					
8000 General Fund	3,097,100	74,330	3,171,430	815,801	3,987,231
3400 Other Funds Ltd	998,777	23,971	1,022,748	50,538	1,073,286
All Funds	4,095,877	98,301	4,194,178	866,339	5,060,517
4200 Telecommunications					
8000 General Fund	38,127	915	39,042	-	39,042
3400 Other Funds Ltd	5,496	132	5,628	-	5,628
All Funds	43,623	1,047	44,670	-	44,670
4250 Data Processing					
8000 General Fund	30,847	740	31,587	-	31,587
3400 Other Funds Ltd	929	22	951	-	951
All Funds	31,776	762	32,538	-	32,538
4300 Professional Services					
8000 General Fund	34,849	976	35,825	-	35,825
3400 Other Funds Ltd	6,106	171	6,277	17,346,000	17,352,277
All Funds	40,955	1,147	42,102	17,346,000	17,388,102
4325 Attorney General					

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
8000 General Fund	36,524	5,442	41,966	-	41,966
3400 Other Funds Ltd	1,635	244	1,879	-	1,879
All Funds	38,159	5,686	43,845	-	43,845
4375 Employee Recruitment and Develop					
8000 General Fund	5,416	130	5,546	-	5,546
3400 Other Funds Ltd	152	4	156	-	156
All Funds	5,568	134	5,702	-	5,702
4400 Dues and Subscriptions					
8000 General Fund	44,225	1,061	45,286	-	45,286
3400 Other Funds Ltd	2,073	50	2,123	-	2,123
All Funds	46,298	1,111	47,409	-	47,409
4425 Facilities Rental and Taxes					
8000 General Fund	16,261	829	17,090	-	17,090
3400 Other Funds Ltd	2,600	133	2,733	-	2,733
All Funds	18,861	962	19,823	-	19,823
4650 Other Services and Supplies					
8000 General Fund	14,136	339	14,475	-	14,475
3200 Other Funds Non-Ltd	1,715,040	-	1,715,040	-	1,715,040
3400 Other Funds Ltd	104,924	2,518	107,442	-	107,442
All Funds	1,834,100	2,857	1,836,957	-	1,836,957
4700 Expendable Prop 250 - 5000					
8000 General Fund	8,296	199	8,495	-	8,495
TOTAL SERVICES & SUPPLIES					

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
8000 General Fund	3,392,105	86,553	3,478,658	815,801	4,294,459
3200 Other Funds Non-Ltd	1,715,040	-	1,715,040	-	1,715,040
3400 Other Funds Ltd	1,128,916	27,394	1,156,310	17,396,538	18,552,848
TOTAL SERVICES & SUPPLIES	\$6,236,061	\$113,947	\$6,350,008	\$18,212,339	\$24,562,347
TOTAL EXPENDITURES					
8000 General Fund	4,333,780	41,943	4,375,723	422,172	4,797,895
3200 Other Funds Non-Ltd	1,715,040	-	1,715,040	-	1,715,040
3400 Other Funds Ltd	1,225,134	20,241	1,245,375	17,334,728	18,580,103
TOTAL EXPENDITURES	\$7,273,954	\$62,184	\$7,336,138	\$17,756,900	\$25,093,038
ENDING BALANCE					
3400 Other Funds Ltd	21,277,162	112,196	21,389,358	(1,000,000)	20,389,358
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	4	-	4	(2)	2
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	4.00	-	4.00	(2.00)	2.00

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 Administrative Services Division

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	45,793,653	1,320,341	47,113,994	4,019,083	51,133,077
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3400 Other Funds Ltd	6,998,913	287,583	7,286,496	42,059	7,328,555
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	52,825	-	52,825	-	52,825
TOTAL REVENUES					
8000 General Fund	45,793,653	1,320,341	47,113,994	4,019,083	51,133,077
3400 Other Funds Ltd	7,051,738	287,583	7,339,321	42,059	7,381,380
TOTAL REVENUES	\$52,845,391	\$1,607,924	\$54,453,315	\$4,061,142	\$58,514,457
AVAILABLE REVENUES					
8000 General Fund	45,793,653	1,320,341	47,113,994	4,019,083	51,133,077
3400 Other Funds Ltd	7,051,738	287,583	7,339,321	42,059	7,381,380
TOTAL AVAILABLE REVENUES	\$52,845,391	\$1,607,924	\$54,453,315	\$4,061,142	\$58,514,457
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	19,280,159	-	19,280,159	(552,012)	18,728,147

Administrative Services Division

Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
3400 Other Funds Ltd	2,055,962	-	2,055,962	(48,000)	2,007,962
All Funds	21,336,121	-	21,336,121	(600,012)	20,736,109
3160 Temporary Appointments					
8000 General Fund	25,082	-	25,082	-	25,082
3400 Other Funds Ltd	70,532	-	70,532	-	70,532
All Funds	95,614	-	95,614	-	95,614
3170 Overtime Payments					
8000 General Fund	35,129	-	35,129	-	35,129
3180 Shift Differential					
8000 General Fund	25,594	-	25,594	-	25,594
3190 All Other Differential					
8000 General Fund	185,961	-	185,961	-	185,961
3400 Other Funds Ltd	19,176	-	19,176	-	19,176
All Funds	205,137	-	205,137	-	205,137
TOTAL SALARIES & WAGES					
8000 General Fund	19,551,925	-	19,551,925	(552,012)	18,999,913
3400 Other Funds Ltd	2,145,670	-	2,145,670	(48,000)	2,097,670
TOTAL SALARIES & WAGES	\$21,697,595	-	\$21,697,595	(\$600,012)	\$21,097,583
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	8,928	-	8,928	(296)	8,632
3400 Other Funds Ltd	820	-	820	(24)	796
All Funds	9,748	-	9,748	(320)	9,428

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
3220 Public Employees' Retire Cont					
8000 General Fund	3,803,977	-	3,803,977	(108,911)	3,695,066
3400 Other Funds Ltd	405,635	-	405,635	(9,470)	396,165
All Funds	4,209,612	-	4,209,612	(118,381)	4,091,231
3221 Pension Obligation Bond					
8000 General Fund	1,319,976	(113,778)	1,206,198	-	1,206,198
3400 Other Funds Ltd	133,236	(5,052)	128,184	-	128,184
All Funds	1,453,212	(118,830)	1,334,382	-	1,334,382
3230 Social Security Taxes					
8000 General Fund	1,474,418	-	1,474,418	(42,230)	1,432,188
3400 Other Funds Ltd	157,225	-	157,225	(3,671)	153,554
All Funds	1,631,643	-	1,631,643	(45,901)	1,585,742
3240 Unemployment Assessments					
8000 General Fund	164,739	-	164,739	-	164,739
3400 Other Funds Ltd	2,812	-	2,812	-	2,812
All Funds	167,551	-	167,551	-	167,551
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	13,042	-	13,042	(432)	12,610
3400 Other Funds Ltd	1,340	-	1,340	(40)	1,300
All Funds	14,382	-	14,382	(472)	13,910
3260 Mass Transit Tax					
8000 General Fund	140,570	(23,258)	117,312	-	117,312
3400 Other Funds Ltd	14,603	(1,729)	12,874	-	12,874

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
All Funds	155,173	(24,987)	130,186	-	130,186
3270 Flexible Benefits					
8000 General Fund	6,728,691	-	6,728,691	(224,688)	6,504,003
3400 Other Funds Ltd	662,901	-	662,901	(19,536)	643,365
All Funds	7,391,592	-	7,391,592	(244,224)	7,147,368
3280 Other OPE					
8000 General Fund	-	10,476	10,476	-	10,476
3400 Other Funds Ltd	40,573	2,220	42,793	-	42,793
All Funds	40,573	12,696	53,269	-	53,269
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	13,654,341	(126,560)	13,527,781	(376,557)	13,151,224
3400 Other Funds Ltd	1,419,145	(4,561)	1,414,584	(32,741)	1,381,843
TOTAL OTHER PAYROLL EXPENSES	\$15,073,486	(\$131,121)	\$14,942,365	(\$409,298)	\$14,533,067
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(391,704)	118,693	(273,011)	-	(273,011)
3400 Other Funds Ltd	(33,075)	(19,342)	(52,417)	-	(52,417)
All Funds	(424,779)	99,351	(325,428)	-	(325,428)
TOTAL PERSONAL SERVICES					
8000 General Fund	32,814,562	(7,867)	32,806,695	(928,569)	31,878,126
3400 Other Funds Ltd	3,531,740	(23,903)	3,507,837	(80,741)	3,427,096
TOTAL PERSONAL SERVICES	\$36,346,302	(\$31,770)	\$36,314,532	(\$1,009,310)	\$35,305,222
SERVICES & SUPPLIES					

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
4100 Instate Travel					
8000 General Fund	31,254	750	32,004	26,801	58,805
3400 Other Funds Ltd	5,655	136	5,791	5,200	10,991
All Funds	36,909	886	37,795	32,001	69,796
4125 Out of State Travel					
8000 General Fund	7,826	188	8,014	-	8,014
3400 Other Funds Ltd	1,716	41	1,757	-	1,757
All Funds	9,542	229	9,771	-	9,771
4150 Employee Training					
8000 General Fund	219,818	5,276	225,094	38,952	264,046
3400 Other Funds Ltd	19,293	463	19,756	7,600	27,356
All Funds	239,111	5,739	244,850	46,552	291,402
4175 Office Expenses					
8000 General Fund	1,265,472	30,371	1,295,843	-	1,295,843
3400 Other Funds Ltd	315,744	7,578	323,322	-	323,322
All Funds	1,581,216	37,949	1,619,165	-	1,619,165
4200 Telecommunications					
8000 General Fund	189,055	4,537	193,592	40,000	233,592
3400 Other Funds Ltd	42,341	1,016	43,357	8,000	51,357
All Funds	231,396	5,553	236,949	48,000	284,949
4225 State Gov. Service Charges					
8000 General Fund	4,899,829	1,015,078	5,914,907	2,812,000	8,726,907
3400 Other Funds Ltd	1,013,000	209,859	1,222,859	60,000	1,282,859

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
All Funds	5,912,829	1,224,937	7,137,766	2,872,000	10,009,766
4250 Data Processing					
8000 General Fund	893,408	21,442	914,850	211,093	1,125,943
3400 Other Funds Ltd	187,175	4,492	191,667	42,000	233,667
All Funds	1,080,583	25,934	1,106,517	253,093	1,359,610
4275 Publicity and Publications					
8000 General Fund	753	18	771	-	771
3400 Other Funds Ltd	130	3	133	-	133
All Funds	883	21	904	-	904
4300 Professional Services					
8000 General Fund	547,996	15,344	563,340	-	563,340
3400 Other Funds Ltd	77,821	2,179	80,000	-	80,000
All Funds	625,817	17,523	643,340	-	643,340
4315 IT Professional Services					
8000 General Fund	83,622	2,341	85,963	-	85,963
3400 Other Funds Ltd	13,364	374	13,738	-	13,738
All Funds	96,986	2,715	99,701	-	99,701
4325 Attorney General					
8000 General Fund	85,617	12,757	98,374	-	98,374
4375 Employee Recruitment and Develop					
8000 General Fund	13,879	333	14,212	-	14,212
3400 Other Funds Ltd	1,492	36	1,528	-	1,528
All Funds	15,371	369	15,740	-	15,740

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
4400 Dues and Subscriptions					
8000 General Fund	9,621	231	9,852	-	9,852
3400 Other Funds Ltd	2,177	52	2,229	-	2,229
All Funds	11,798	283	12,081	-	12,081
4425 Facilities Rental and Taxes					
8000 General Fund	3,925,923	200,222	4,126,145	-	4,126,145
3400 Other Funds Ltd	1,569,043	80,021	1,649,064	-	1,649,064
All Funds	5,494,966	280,243	5,775,209	-	5,775,209
4450 Fuels and Utilities					
8000 General Fund	1,328	32	1,360	-	1,360
3400 Other Funds Ltd	182	4	186	-	186
All Funds	1,510	36	1,546	-	1,546
4475 Facilities Maintenance					
8000 General Fund	100,893	2,421	103,314	-	103,314
3400 Other Funds Ltd	32,753	786	33,539	-	33,539
All Funds	133,646	3,207	136,853	-	136,853
4650 Other Services and Supplies					
8000 General Fund	173,179	4,156	177,335	-	177,335
3400 Other Funds Ltd	36,316	872	37,188	-	37,188
All Funds	209,495	5,028	214,523	-	214,523
4700 Expendable Prop 250 - 5000					
8000 General Fund	83,247	1,998	85,245	28,685	113,930
3400 Other Funds Ltd	8,718	209	8,927	-	8,927

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
All Funds	91,965	2,207	94,172	28,685	122,857
4715 IT Expendable Property					
8000 General Fund	279,400	6,706	286,106	1,790,121	2,076,227
3400 Other Funds Ltd	46,916	1,126	48,042	-	48,042
All Funds	326,316	7,832	334,148	1,790,121	2,124,269
TOTAL SERVICES & SUPPLIES					
8000 General Fund	12,812,120	1,324,201	14,136,321	4,947,652	19,083,973
3400 Other Funds Ltd	3,373,836	309,247	3,683,083	122,800	3,805,883
TOTAL SERVICES & SUPPLIES	\$16,185,956	\$1,633,448	\$17,819,404	\$5,070,452	\$22,889,856
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
8000 General Fund	33,270	798	34,068	-	34,068
3400 Other Funds Ltd	5,558	133	5,691	-	5,691
All Funds	38,828	931	39,759	-	39,759
5150 Telecommunications Equipment					
8000 General Fund	26,135	627	26,762	-	26,762
3400 Other Funds Ltd	2,281	55	2,336	-	2,336
All Funds	28,416	682	29,098	-	29,098
5550 Data Processing Software					
8000 General Fund	84,123	2,019	86,142	-	86,142
3400 Other Funds Ltd	4,812	115	4,927	-	4,927
All Funds	88,935	2,134	91,069	-	91,069
5600 Data Processing Hardware					

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
8000 General Fund	23,443	563	24,006	-	24,006
3400 Other Funds Ltd	80,686	1,936	82,622	-	82,622
All Funds	104,129	2,499	106,628	-	106,628
TOTAL CAPITAL OUTLAY					
8000 General Fund	166,971	4,007	170,978	-	170,978
3400 Other Funds Ltd	93,337	2,239	95,576	-	95,576
TOTAL CAPITAL OUTLAY	\$260,308	\$6,246	\$266,554	-	\$266,554
TOTAL EXPENDITURES					
8000 General Fund	45,793,653	1,320,341	47,113,994	4,019,083	51,133,077
3400 Other Funds Ltd	6,998,913	287,583	7,286,496	42,059	7,328,555
TOTAL EXPENDITURES	\$52,792,566	\$1,607,924	\$54,400,490	\$4,061,142	\$58,461,632
ENDING BALANCE					
3400 Other Funds Ltd	52,825	-	52,825	-	52,825
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	271	-	271	(8)	263
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	226.50	-	226.50	(6.50)	220.00

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 Property Tax Division

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	51,982	-	51,982	-	51,982
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	15,322,105	358,584	15,680,689	(900,786)	14,779,903
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3400 Other Funds Ltd	11,369,416	177,147	11,546,563	(60,661)	11,485,902
TOTAL REVENUES					
8000 General Fund	15,322,105	358,584	15,680,689	(900,786)	14,779,903
3400 Other Funds Ltd	11,369,416	177,147	11,546,563	(60,661)	11,485,902
TOTAL REVENUES	\$26,691,521	\$535,731	\$27,227,252	(\$961,447)	\$26,265,805
AVAILABLE REVENUES					
8000 General Fund	15,322,105	358,584	15,680,689	(900,786)	14,779,903
3400 Other Funds Ltd	11,421,398	177,147	11,598,545	(60,661)	11,537,884
TOTAL AVAILABLE REVENUES	\$26,743,503	\$535,731	\$27,279,234	(\$961,447)	\$26,317,787
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	8,138,262	-	8,138,262	(623,919)	7,514,343

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
3400 Other Funds Ltd	4,388,908	-	4,388,908	(36,841)	4,352,067
All Funds	12,527,170	-	12,527,170	(660,760)	11,866,410
3160 Temporary Appointments					
8000 General Fund	18,740	-	18,740	-	18,740
3170 Overtime Payments					
8000 General Fund	10,324	-	10,324	-	10,324
3180 Shift Differential					
8000 General Fund	1,412	-	1,412	-	1,412
3190 All Other Differential					
8000 General Fund	30,731	-	30,731	-	30,731
TOTAL SALARIES & WAGES					
8000 General Fund	8,199,469	-	8,199,469	(623,919)	7,575,550
3400 Other Funds Ltd	4,388,908	-	4,388,908	(36,841)	4,352,067
TOTAL SALARIES & WAGES	\$12,588,377	-	\$12,588,377	(\$660,760)	\$11,927,617
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	2,558	-	2,558	(185)	2,373
3400 Other Funds Ltd	1,536	-	1,536	(18)	1,518
All Funds	4,094	-	4,094	(203)	3,891
3220 Public Employees' Retire Cont					
8000 General Fund	1,605,676	-	1,605,676	(123,100)	1,482,576
3400 Other Funds Ltd	865,933	-	865,933	(7,269)	858,664
All Funds	2,471,609	-	2,471,609	(130,369)	2,341,240

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
3221 Pension Obligation Bond					
8000 General Fund	527,242	(21,908)	505,334	-	505,334
3400 Other Funds Ltd	247,433	23,675	271,108	-	271,108
All Funds	774,675	1,767	776,442	-	776,442
3230 Social Security Taxes					
8000 General Fund	622,579	-	622,579	(47,730)	574,849
3400 Other Funds Ltd	335,759	-	335,759	(2,819)	332,940
All Funds	958,338	-	958,338	(50,549)	907,789
3240 Unemployment Assessments					
8000 General Fund	17,052	-	17,052	-	17,052
3400 Other Funds Ltd	1,232	-	1,232	-	1,232
All Funds	18,284	-	18,284	-	18,284
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	3,772	-	3,772	(273)	3,499
3400 Other Funds Ltd	2,268	-	2,268	(27)	2,241
All Funds	6,040	-	6,040	(300)	5,740
3260 Mass Transit Tax					
8000 General Fund	56,372	(7,175)	49,197	-	49,197
3400 Other Funds Ltd	26,402	(69)	26,333	-	26,333
All Funds	82,774	(7,244)	75,530	-	75,530
3270 Flexible Benefits					
8000 General Fund	1,956,635	-	1,956,635	(141,497)	1,815,138
3400 Other Funds Ltd	1,168,669	-	1,168,669	(13,687)	1,154,982

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
All Funds	3,125,304	-	3,125,304	(155,184)	2,970,120
3280 Other OPE					
8000 General Fund	-	1,878	1,878	-	1,878
3400 Other Funds Ltd	-	30	30	-	30
All Funds	-	1,908	1,908	-	1,908
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	4,791,886	(27,205)	4,764,681	(312,785)	4,451,896
3400 Other Funds Ltd	2,649,232	23,636	2,672,868	(23,820)	2,649,048
TOTAL OTHER PAYROLL EXPENSES	\$7,441,118	(\$3,569)	\$7,437,549	(\$336,605)	\$7,100,944
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(218,334)	142,498	(75,836)	-	(75,836)
3400 Other Funds Ltd	(33,075)	18,515	(14,560)	-	(14,560)
All Funds	(251,409)	161,013	(90,396)	-	(90,396)
TOTAL PERSONAL SERVICES					
8000 General Fund	12,773,021	115,293	12,888,314	(936,704)	11,951,610
3400 Other Funds Ltd	7,005,065	42,151	7,047,216	(60,661)	6,986,555
TOTAL PERSONAL SERVICES	\$19,778,086	\$157,444	\$19,935,530	(\$997,365)	\$18,938,165
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	136,645	3,279	139,924	8,934	148,858
3400 Other Funds Ltd	19,186	460	19,646	-	19,646
All Funds	155,831	3,739	159,570	8,934	168,504

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4125 Out of State Travel					
8000 General Fund	13,241	318	13,559	-	13,559
3400 Other Funds Ltd	2,755	66	2,821	-	2,821
All Funds	15,996	384	16,380	-	16,380
4150 Employee Training					
8000 General Fund	141,956	3,407	145,363	12,984	158,347
3400 Other Funds Ltd	77,460	1,859	79,319	-	79,319
All Funds	219,416	5,266	224,682	12,984	237,666
4175 Office Expenses					
8000 General Fund	86,559	2,077	88,636	-	88,636
3400 Other Funds Ltd	409,288	9,823	419,111	-	419,111
All Funds	495,847	11,900	507,747	-	507,747
4200 Telecommunications					
8000 General Fund	93,720	2,249	95,969	14,000	109,969
3400 Other Funds Ltd	9,731	234	9,965	-	9,965
All Funds	103,451	2,483	105,934	14,000	119,934
4250 Data Processing					
8000 General Fund	117,506	2,820	120,326	-	120,326
3400 Other Funds Ltd	21,306	511	21,817	-	21,817
All Funds	138,812	3,331	142,143	-	142,143
4275 Publicity and Publications					
8000 General Fund	35,048	841	35,889	-	35,889
3400 Other Funds Ltd	559	13	572	-	572

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All Funds	35,607	854	36,461	-	36,461
4300 Professional Services					
8000 General Fund	278,516	7,798	286,314	-	286,314
3400 Other Funds Ltd	3,571,963	100,015	3,671,978	-	3,671,978
All Funds	3,850,479	107,813	3,958,292	-	3,958,292
4325 Attorney General					
8000 General Fund	1,447,247	215,640	1,662,887	-	1,662,887
3400 Other Funds Ltd	118,672	17,682	136,354	-	136,354
All Funds	1,565,919	233,322	1,799,241	-	1,799,241
4375 Employee Recruitment and Develop					
8000 General Fund	22,183	532	22,715	-	22,715
3400 Other Funds Ltd	890	21	911	-	911
All Funds	23,073	553	23,626	-	23,626
4400 Dues and Subscriptions					
8000 General Fund	35,529	853	36,382	-	36,382
3400 Other Funds Ltd	407	10	417	-	417
All Funds	35,936	863	36,799	-	36,799
4425 Facilities Rental and Taxes					
8000 General Fund	3,474	177	3,651	-	3,651
3400 Other Funds Ltd	41,920	2,138	44,058	-	44,058
All Funds	45,394	2,315	47,709	-	47,709
4475 Facilities Maintenance					
8000 General Fund	9,087	218	9,305	-	9,305

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4650 Other Services and Supplies					
8000 General Fund	57,993	1,392	59,385	-	59,385
3400 Other Funds Ltd	2,307	55	2,362	-	2,362
All Funds	60,300	1,447	61,747	-	61,747
4700 Expendable Prop 250 - 5000					
8000 General Fund	27,982	672	28,654	-	28,654
3400 Other Funds Ltd	17,985	432	18,417	-	18,417
All Funds	45,967	1,104	47,071	-	47,071
4715 IT Expendable Property					
8000 General Fund	38,822	932	39,754	-	39,754
3400 Other Funds Ltd	55,849	1,340	57,189	-	57,189
All Funds	94,671	2,272	96,943	-	96,943
TOTAL SERVICES & SUPPLIES					
8000 General Fund	2,545,508	243,205	2,788,713	35,918	2,824,631
3400 Other Funds Ltd	4,350,278	134,659	4,484,937	-	4,484,937
TOTAL SERVICES & SUPPLIES	\$6,895,786	\$377,864	\$7,273,650	\$35,918	\$7,309,568
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
3400 Other Funds Ltd	10,853	260	11,113	-	11,113
5150 Telecommunications Equipment					
8000 General Fund	3,576	86	3,662	-	3,662
3400 Other Funds Ltd	3,220	77	3,297	-	3,297
All Funds	6,796	163	6,959	-	6,959

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
TOTAL CAPITAL OUTLAY					
8000 General Fund	3,576	86	3,662	-	3,662
3400 Other Funds Ltd	14,073	337	14,410	-	14,410
TOTAL CAPITAL OUTLAY	\$17,649	\$423	\$18,072	-	\$18,072
TOTAL EXPENDITURES					
8000 General Fund	15,322,105	358,584	15,680,689	(900,786)	14,779,903
3400 Other Funds Ltd	11,369,416	177,147	11,546,563	(60,661)	11,485,902
TOTAL EXPENDITURES	\$26,691,521	\$535,731	\$27,227,252	(\$961,447)	\$26,265,805
ENDING BALANCE					
3400 Other Funds Ltd	51,982	-	51,982	-	51,982
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	105	-	105	(6)	99
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	102.33	-	102.33	(5.07)	97.26

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REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	63,310,067	904,762	64,214,829	31,708	64,246,537
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3400 Other Funds Ltd	1,467,297	(40,792)	1,426,505	(22,936)	1,403,569
TOTAL REVENUES					
8000 General Fund	63,310,067	904,762	64,214,829	31,708	64,246,537
3400 Other Funds Ltd	1,467,297	(40,792)	1,426,505	(22,936)	1,403,569
TOTAL REVENUES	\$64,777,364	\$863,970	\$65,641,334	\$8,772	\$65,650,106
AVAILABLE REVENUES					
8000 General Fund	63,310,067	904,762	64,214,829	31,708	64,246,537
3400 Other Funds Ltd	1,467,297	(40,792)	1,426,505	(22,936)	1,403,569
TOTAL AVAILABLE REVENUES	\$64,777,364	\$863,970	\$65,641,334	\$8,772	\$65,650,106
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	34,471,321	-	34,471,321	(754,851)	33,716,470
3400 Other Funds Ltd	655,767	-	655,767	(14,157)	641,610
All Funds	35,127,088	-	35,127,088	(769,008)	34,358,080
3160 Temporary Appointments					

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8000 General Fund	13,195	-	13,195	-	13,195
3400 Other Funds Ltd	75,345	-	75,345	-	75,345
All Funds	88,540	-	88,540	-	88,540
3170 Overtime Payments					
8000 General Fund	3,445	-	3,445	-	3,445
3190 All Other Differential					
8000 General Fund	3,495	-	3,495	-	3,495
TOTAL SALARIES & WAGES					
8000 General Fund	34,491,456	-	34,491,456	(754,851)	33,736,605
3400 Other Funds Ltd	731,112	-	731,112	(14,157)	716,955
TOTAL SALARIES & WAGES	\$35,222,568	-	\$35,222,568	(\$769,008)	\$34,453,560
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	15,968	-	15,968	(352)	15,616
3400 Other Funds Ltd	375	-	375	(8)	367
All Funds	16,343	-	16,343	(360)	15,983
3220 Public Employees' Retire Cont					
8000 General Fund	6,801,143	-	6,801,143	(148,932)	6,652,211
3400 Other Funds Ltd	129,410	-	129,410	(2,793)	126,617
All Funds	6,930,553	-	6,930,553	(151,725)	6,778,828
3221 Pension Obligation Bond					
8000 General Fund	1,796,839	332,636	2,129,475	-	2,129,475
3400 Other Funds Ltd	100,169	(59,667)	40,502	-	40,502

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
All Funds	1,897,008	272,969	2,169,977	-	2,169,977
3230 Social Security Taxes					
8000 General Fund	2,636,512	-	2,636,512	(57,745)	2,578,767
3400 Other Funds Ltd	50,151	-	50,151	(1,082)	49,069
All Funds	2,686,663	-	2,686,663	(58,827)	2,627,836
3240 Unemployment Assessments					
8000 General Fund	42,782	-	42,782	-	42,782
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	23,719	-	23,719	(523)	23,196
3400 Other Funds Ltd	387	-	387	(8)	379
All Funds	24,106	-	24,106	(531)	23,575
3260 Mass Transit Tax					
8000 General Fund	191,811	15,109	206,920	-	206,920
3400 Other Funds Ltd	15,587	(11,201)	4,386	-	4,386
All Funds	207,398	3,908	211,306	-	211,306
3270 Flexible Benefits					
8000 General Fund	12,173,878	-	12,173,878	(269,864)	11,904,014
3400 Other Funds Ltd	231,938	-	231,938	(4,888)	227,050
All Funds	12,405,816	-	12,405,816	(274,752)	12,131,064
3280 Other OPE					
8000 General Fund	-	1,510	1,510	-	1,510
3400 Other Funds Ltd	-	1,808	1,808	-	1,808
All Funds	-	3,318	3,318	-	3,318

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	23,682,652	349,255	24,031,907	(477,416)	23,554,491
3400 Other Funds Ltd	528,017	(69,060)	458,957	(8,779)	450,178
TOTAL OTHER PAYROLL EXPENSES	\$24,210,669	\$280,195	\$24,490,864	(\$486,195)	\$24,004,669
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(548,563)	154,213	(394,350)	-	(394,350)
3400 Other Funds Ltd	(93,213)	17,500	(75,713)	-	(75,713)
All Funds	(641,776)	171,713	(470,063)	-	(470,063)
3470 Undistributed (P.S.)					
8000 General Fund	(1,126,687)	-	(1,126,687)	1,126,687	-
TOTAL P.S. BUDGET ADJUSTMENTS					
8000 General Fund	(1,675,250)	154,213	(1,521,037)	1,126,687	(394,350)
3400 Other Funds Ltd	(93,213)	17,500	(75,713)	-	(75,713)
TOTAL P.S. BUDGET ADJUSTMENTS	(\$1,768,463)	\$171,713	(\$1,596,750)	\$1,126,687	(\$470,063)
TOTAL PERSONAL SERVICES					
8000 General Fund	56,498,858	503,468	57,002,326	(105,580)	56,896,746
3400 Other Funds Ltd	1,165,916	(51,560)	1,114,356	(22,936)	1,091,420
TOTAL PERSONAL SERVICES	\$57,664,774	\$451,908	\$58,116,682	(\$128,516)	\$57,988,166
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	239,966	5,759	245,725	33,948	279,673
3400 Other Funds Ltd	3,588	86	3,674	-	3,674

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All Funds	243,554	5,845	249,399	33,948	283,347
4125 Out of State Travel					
8000 General Fund	56,846	1,364	58,210	-	58,210
4150 Employee Training					
8000 General Fund	358,212	8,597	366,809	49,340	416,149
3400 Other Funds Ltd	2,728	65	2,793	-	2,793
All Funds	360,940	8,662	369,602	49,340	418,942
4175 Office Expenses					
8000 General Fund	529,147	12,700	541,847	-	541,847
3400 Other Funds Ltd	80,320	1,928	82,248	-	82,248
All Funds	609,467	14,628	624,095	-	624,095
4200 Telecommunications					
8000 General Fund	787,706	18,905	806,611	54,000	860,611
3400 Other Funds Ltd	41,832	1,004	42,836	-	42,836
All Funds	829,538	19,909	849,447	54,000	903,447
4250 Data Processing					
8000 General Fund	192,131	4,611	196,742	-	196,742
3400 Other Funds Ltd	3,718	89	3,807	-	3,807
All Funds	195,849	4,700	200,549	-	200,549
4275 Publicity and Publications					
8000 General Fund	72,609	1,743	74,352	-	74,352
3400 Other Funds Ltd	8	-	8	-	8
All Funds	72,617	1,743	74,360	-	74,360

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4300 Professional Services					
8000 General Fund	560,560	15,696	576,256	-	576,256
3400 Other Funds Ltd	8,040	225	8,265	-	8,265
All Funds	568,600	15,921	584,521	-	584,521
4325 Attorney General					
8000 General Fund	1,492,400	222,368	1,714,768	-	1,714,768
4375 Employee Recruitment and Develop					
8000 General Fund	78,766	1,890	80,656	-	80,656
3400 Other Funds Ltd	295	7	302	-	302
All Funds	79,061	1,897	80,958	-	80,958
4400 Dues and Subscriptions					
8000 General Fund	33,077	794	33,871	-	33,871
4425 Facilities Rental and Taxes					
8000 General Fund	1,532,239	85,805	1,618,044	-	1,618,044
3400 Other Funds Ltd	109,488	6,131	115,619	-	115,619
All Funds	1,641,727	91,936	1,733,663	-	1,733,663
4450 Fuels and Utilities					
8000 General Fund	4,424	106	4,530	-	4,530
4475 Facilities Maintenance					
8000 General Fund	27,505	660	28,165	-	28,165
4575 Agency Program Related S and S					
8000 General Fund	118,751	2,850	121,601	-	121,601
3400 Other Funds Ltd	34,943	839	35,782	-	35,782

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All Funds	153,694	3,689	157,383	-	157,383
4650 Other Services and Supplies					
8000 General Fund	51,650	1,240	52,890	-	52,890
3400 Other Funds Ltd	136	3	139	-	139
All Funds	51,786	1,243	53,029	-	53,029
4700 Expendable Prop 250 - 5000					
8000 General Fund	68,028	1,633	69,661	-	69,661
3400 Other Funds Ltd	2,121	51	2,172	-	2,172
All Funds	70,149	1,684	71,833	-	71,833
4715 IT Expendable Property					
8000 General Fund	271,653	6,520	278,173	-	278,173
3400 Other Funds Ltd	8,776	211	8,987	-	8,987
All Funds	280,429	6,731	287,160	-	287,160
TOTAL SERVICES & SUPPLIES					
8000 General Fund	6,475,670	393,241	6,868,911	137,288	7,006,199
3400 Other Funds Ltd	295,993	10,639	306,632	-	306,632
TOTAL SERVICES & SUPPLIES	\$6,771,663	\$403,880	\$7,175,543	\$137,288	\$7,312,831
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
8000 General Fund	161,647	3,880	165,527	-	165,527
3400 Other Funds Ltd	4,545	109	4,654	-	4,654
All Funds	166,192	3,989	170,181	-	170,181
5150 Telecommunications Equipment					

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8000 General Fund	168,465	4,043	172,508	-	172,508
3400 Other Funds Ltd	843	20	863	-	863
All Funds	169,308	4,063	173,371	-	173,371
5600 Data Processing Hardware					
8000 General Fund	5,427	130	5,557	-	5,557
TOTAL CAPITAL OUTLAY					
8000 General Fund	335,539	8,053	343,592	-	343,592
3400 Other Funds Ltd	5,388	129	5,517	-	5,517
TOTAL CAPITAL OUTLAY	\$340,927	\$8,182	\$349,109	-	\$349,109
TOTAL EXPENDITURES					
8000 General Fund	63,310,067	904,762	64,214,829	31,708	64,246,537
3400 Other Funds Ltd	1,467,297	(40,792)	1,426,505	(22,936)	1,403,569
TOTAL EXPENDITURES	\$64,777,364	\$863,970	\$65,641,334	\$8,772	\$65,650,106
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	411	-	411	(9)	402
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	403.32	-	403.32	(9.00)	394.32

Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	22,908,633	420,922	23,329,555	(458,002)	22,871,553
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3400 Other Funds Ltd	15,104,174	94,993	15,199,167	(128,332)	15,070,835
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	134,245	-	134,245	-	134,245
TOTAL REVENUES					
8000 General Fund	22,908,633	420,922	23,329,555	(458,002)	22,871,553
3400 Other Funds Ltd	15,238,419	94,993	15,333,412	(128,332)	15,205,080
TOTAL REVENUES	\$38,147,052	\$515,915	\$38,662,967	(\$586,334)	\$38,076,633
AVAILABLE REVENUES					
8000 General Fund	22,908,633	420,922	23,329,555	(458,002)	22,871,553
3400 Other Funds Ltd	15,238,419	94,993	15,333,412	(128,332)	15,205,080
TOTAL AVAILABLE REVENUES	\$38,147,052	\$515,915	\$38,662,967	(\$586,334)	\$38,076,633
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	12,461,939	-	12,461,939	(400,153)	12,061,786

Detail Revenues & Expenditures - Requested Budget
 2013-15 Biennium
 Business Division

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
3400 Other Funds Ltd	7,676,345	-	7,676,345	(81,335)	7,595,010
All Funds	20,138,284	-	20,138,284	(481,488)	19,656,796
3160 Temporary Appointments					
3400 Other Funds Ltd	31,102	-	31,102	-	31,102
3170 Overtime Payments					
8000 General Fund	42,192	-	42,192	-	42,192
3180 Shift Differential					
8000 General Fund	2,640	-	2,640	-	2,640
3190 All Other Differential					
8000 General Fund	17,956	-	17,956	-	17,956
TOTAL SALARIES & WAGES					
8000 General Fund	12,524,727	-	12,524,727	(400,153)	12,124,574
3400 Other Funds Ltd	7,707,447	-	7,707,447	(81,335)	7,626,112
TOTAL SALARIES & WAGES	\$20,232,174	-	\$20,232,174	(\$481,488)	\$19,750,686
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	4,966	-	4,966	(157)	4,809
3400 Other Funds Ltd	4,034	-	4,034	(43)	3,991
All Funds	9,000	-	9,000	(200)	8,800
3220 Public Employees' Retire Cont					
8000 General Fund	2,458,729	-	2,458,729	(78,950)	2,379,779
3400 Other Funds Ltd	1,514,551	-	1,514,551	(16,048)	1,498,503
All Funds	3,973,280	-	3,973,280	(94,998)	3,878,282

Detail Revenues & Expenditures - Requested Budget
 2013-15 Biennium
 Business Division

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
3221 Pension Obligation Bond					
8000 General Fund	625,579	148,090	773,669	-	773,669
3400 Other Funds Ltd	459,077	15,101	474,178	-	474,178
All Funds	1,084,656	163,191	1,247,847	-	1,247,847
3230 Social Security Taxes					
8000 General Fund	952,825	-	952,825	(30,611)	922,214
3400 Other Funds Ltd	587,168	-	587,168	(6,223)	580,945
All Funds	1,539,993	-	1,539,993	(36,834)	1,503,159
3240 Unemployment Assessments					
8000 General Fund	17,634	-	17,634	-	17,634
3400 Other Funds Ltd	9,958	-	9,958	-	9,958
All Funds	27,592	-	27,592	-	27,592
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	7,331	-	7,331	(232)	7,099
3400 Other Funds Ltd	5,944	-	5,944	(63)	5,881
All Funds	13,275	-	13,275	(295)	12,980
3260 Mass Transit Tax					
8000 General Fund	66,623	8,525	75,148	-	75,148
3400 Other Funds Ltd	54,840	(8,595)	46,245	-	46,245
All Funds	121,463	(70)	121,393	-	121,393
3270 Flexible Benefits					
8000 General Fund	3,757,701	-	3,757,701	(119,670)	3,638,031
3400 Other Funds Ltd	3,080,571	-	3,080,571	(32,970)	3,047,601

Detail Revenues & Expenditures - Requested Budget
 2013-15 Biennium
 Business Division

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
All Funds	6,838,272	-	6,838,272	(152,640)	6,685,632
3280 Other OPE					
8000 General Fund	-	1,930	1,930	-	1,930
3400 Other Funds Ltd	-	985	985	-	985
All Funds	-	2,915	2,915	-	2,915
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	7,891,388	158,545	8,049,933	(229,620)	7,820,313
3400 Other Funds Ltd	5,716,143	7,491	5,723,634	(55,347)	5,668,287
TOTAL OTHER PAYROLL EXPENSES	\$13,607,531	\$166,036	\$13,773,567	(\$284,967)	\$13,488,600
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(140,114)	64,278	(75,836)	-	(75,836)
3400 Other Funds Ltd	(27,062)	12,502	(14,560)	-	(14,560)
All Funds	(167,176)	76,780	(90,396)	-	(90,396)
TOTAL PERSONAL SERVICES					
8000 General Fund	20,276,001	222,823	20,498,824	(629,773)	19,869,051
3400 Other Funds Ltd	13,396,528	19,993	13,416,521	(136,682)	13,279,839
TOTAL PERSONAL SERVICES	\$33,672,529	\$242,816	\$33,915,345	(\$766,455)	\$33,148,890
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	158,093	3,794	161,887	17,868	179,755
3400 Other Funds Ltd	51,379	1,233	52,612	800	53,412
All Funds	209,472	5,027	214,499	18,668	233,167

Detail Revenues & Expenditures - Requested Budget
 2013-15 Biennium
 Business Division

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
4125 Out of State Travel					
8000 General Fund	302,636	7,263	309,899	100,935	410,834
3400 Other Funds Ltd	1,324	32	1,356	5,000	6,356
All Funds	303,960	7,295	311,255	105,935	417,190
4150 Employee Training					
8000 General Fund	89,451	2,147	91,598	25,968	117,566
3400 Other Funds Ltd	49,138	1,179	50,317	1,250	51,567
All Funds	138,589	3,326	141,915	27,218	169,133
4175 Office Expenses					
8000 General Fund	167,184	4,012	171,196	-	171,196
3400 Other Funds Ltd	476,068	11,426	487,494	-	487,494
All Funds	643,252	15,438	658,690	-	658,690
4200 Telecommunications					
8000 General Fund	200,111	4,803	204,914	27,000	231,914
3400 Other Funds Ltd	266,951	6,407	273,358	1,300	274,658
All Funds	467,062	11,210	478,272	28,300	506,572
4250 Data Processing					
8000 General Fund	133,771	3,211	136,982	-	136,982
3400 Other Funds Ltd	54,448	1,307	55,755	-	55,755
All Funds	188,219	4,518	192,737	-	192,737
4275 Publicity and Publications					
8000 General Fund	30,443	731	31,174	-	31,174
4300 Professional Services					

Detail Revenues & Expenditures - Requested Budget
 2013-15 Biennium
 Business Division

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
8000 General Fund	198,742	5,565	204,307	-	204,307
4325 Attorney General					
8000 General Fund	1,071,606	159,669	1,231,275	-	1,231,275
3400 Other Funds Ltd	271,762	40,493	312,255	-	312,255
All Funds	1,343,368	200,162	1,543,530	-	1,543,530
4375 Employee Recruitment and Develop					
8000 General Fund	9,822	236	10,058	-	10,058
3400 Other Funds Ltd	1,295	31	1,326	-	1,326
All Funds	11,117	267	11,384	-	11,384
4400 Dues and Subscriptions					
8000 General Fund	7,103	170	7,273	-	7,273
3400 Other Funds Ltd	918	22	940	-	940
All Funds	8,021	192	8,213	-	8,213
4425 Facilities Rental and Taxes					
8000 General Fund	6,294	321	6,615	-	6,615
3400 Other Funds Ltd	1,668	85	1,753	-	1,753
All Funds	7,962	406	8,368	-	8,368
4450 Fuels and Utilities					
3400 Other Funds Ltd	21,540	517	22,057	-	22,057
4475 Facilities Maintenance					
8000 General Fund	5,146	124	5,270	-	5,270
3400 Other Funds Ltd	8,870	213	9,083	-	9,083
All Funds	14,016	337	14,353	-	14,353

Detail Revenues & Expenditures - Requested Budget
 2013-15 Biennium
 Business Division

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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
4650 Other Services and Supplies					
3400 Other Funds Ltd	252,643	6,063	258,706	-	258,706
4700 Expendable Prop 250 - 5000					
8000 General Fund	45,920	1,102	47,022	-	47,022
3400 Other Funds Ltd	13,783	331	14,114	-	14,114
All Funds	59,703	1,433	61,136	-	61,136
4715 IT Expendable Property					
8000 General Fund	170,992	4,104	175,096	-	175,096
3400 Other Funds Ltd	130,163	3,124	133,287	-	133,287
All Funds	301,155	7,228	308,383	-	308,383
TOTAL SERVICES & SUPPLIES					
8000 General Fund	2,597,314	197,252	2,794,566	171,771	2,966,337
3400 Other Funds Ltd	1,601,950	72,463	1,674,413	8,350	1,682,763
TOTAL SERVICES & SUPPLIES	\$4,199,264	\$269,715	\$4,468,979	\$180,121	\$4,649,100
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
8000 General Fund	22,466	539	23,005	-	23,005
3400 Other Funds Ltd	103,857	2,493	106,350	-	106,350
All Funds	126,323	3,032	129,355	-	129,355
5150 Telecommunications Equipment					
8000 General Fund	12,852	308	13,160	-	13,160
3400 Other Funds Ltd	1,839	44	1,883	-	1,883
All Funds	14,691	352	15,043	-	15,043

Detail Revenues & Expenditures - Requested Budget
 2013-15 Biennium
 Business Division

Version: V - 01 - Agency Request Budget
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Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
TOTAL CAPITAL OUTLAY					
8000 General Fund	35,318	847	36,165	-	36,165
3400 Other Funds Ltd	105,696	2,537	108,233	-	108,233
TOTAL CAPITAL OUTLAY	\$141,014	\$3,384	\$144,398	-	\$144,398
TOTAL EXPENDITURES					
8000 General Fund	22,908,633	420,922	23,329,555	(458,002)	22,871,553
3400 Other Funds Ltd	15,104,174	94,993	15,199,167	(128,332)	15,070,835
TOTAL EXPENDITURES	\$38,012,807	\$515,915	\$38,528,722	(\$586,334)	\$37,942,388
ENDING BALANCE					
3400 Other Funds Ltd	134,245	-	134,245	-	134,245
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	225	-	225	(5)	220
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	220.91	-	220.91	(5.00)	215.91

Detail Revenues & Expenditures - Requested Budget
 2013-15 Biennium
 Multistate Tax Commission

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-015-00-00-00000

Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
REVENUE CATEGORIES					
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3200 Other Funds Non-Ltd	276,646	-	276,646	-	276,646
AVAILABLE REVENUES					
3200 Other Funds Non-Ltd	276,646	-	276,646	-	276,646
EXPENDITURES					
SPECIAL PAYMENTS					
6030 Dist to Non-Gov Units					
3200 Other Funds Non-Ltd	276,646	-	276,646	-	276,646

Detail Revenues & Expenditures - Requested Budget
 2013-15 Biennium
 Elderly Rental Assistance

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-019-00-00-00000

Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	3,000,000	72,000	3,072,000	(1,000,000)	2,072,000
AVAILABLE REVENUES					
8000 General Fund	3,000,000	72,000	3,072,000	(1,000,000)	2,072,000
EXPENDITURES					
SPECIAL PAYMENTS					
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	3,000,000	72,000	3,072,000	(1,000,000)	2,072,000

Detail Revenues & Expenditures - Requested Budget
 2013-15 Biennium
 Sr Citizens Prop Tax Deferral

Version: V - 01 - Agency Request Budget
 Cross Reference Number: 15000-025-00-00-00000

Description	2013-15 Base Budget	Essential Packages	2013-15 Current Service Level	Policy Packages	2013-15 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3200 Other Funds Non-Ltd	13,938,929	-	13,938,929	-	13,938,929
REVENUE CATEGORIES					
LOAN REPAYMENT					
0950 Sr Citizen Prop Tax Repayments					
3200 Other Funds Non-Ltd	38,497,653	-	38,497,653	-	38,497,653
TRANSFERS OUT					
2080 Transfer to Counties					
3200 Other Funds Non-Ltd	(33,807,326)	-	(33,807,326)	-	(33,807,326)
AVAILABLE REVENUES					
3200 Other Funds Non-Ltd	18,629,256	-	18,629,256	-	18,629,256
ENDING BALANCE					
3200 Other Funds Non-Ltd	18,629,256	-	18,629,256	-	18,629,256

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund 3,264,185 922,510 2,341,675

CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd 586,482 (14,690) 601,172

TRANSFERS IN

1060 Transfer from General Fund

3400 Other Funds Ltd 72,000 - 72,000

REVENUE CATEGORIES

8000 General Fund 3,264,185 922,510 2,341,675

3400 Other Funds Ltd 658,482 (14,690) 673,172

TOTAL REVENUE CATEGORIES \$3,922,667 \$907,820 \$3,014,847

AVAILABLE REVENUES

8000 General Fund 3,264,185 922,510 2,341,675

3400 Other Funds Ltd 658,482 (14,690) 673,172

TOTAL AVAILABLE REVENUES \$3,922,667 \$907,820 \$3,014,847

EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3221 Pension Obligation Bond

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
8000 General Fund	411,603	411,603	-			
3400 Other Funds Ltd	(19,134)	(19,134)	-			
All Funds	392,469	392,469	-			
3260 Mass Transit Tax						
8000 General Fund	(2,042)	(2,042)	-			
3400 Other Funds Ltd	(21,133)	(21,133)	-			
All Funds	(23,175)	(23,175)	-			
3280 Other OPE						
8000 General Fund	15,850	15,850	-			
3400 Other Funds Ltd	5,043	5,043	-			
All Funds	20,893	20,893	-			
OTHER PAYROLL EXPENSES						
8000 General Fund	425,411	425,411	-			
3400 Other Funds Ltd	(35,224)	(35,224)	-			
TOTAL OTHER PAYROLL EXPENSES	\$390,187	\$390,187	-			
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	497,099	497,099	-			
3400 Other Funds Ltd	20,534	20,534	-			
All Funds	517,633	517,633	-			
PERSONAL SERVICES						
8000 General Fund	922,510	922,510	-			
3400 Other Funds Ltd	(14,690)	(14,690)	-			

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
TOTAL PERSONAL SERVICES	\$907,820	\$907,820	-			
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	14,416	-	14,416			
3400 Other Funds Ltd	1,997	-	1,997			
All Funds	16,413	-	16,413			
4125 Out of State Travel						
8000 General Fund	9,195	-	9,195			
3400 Other Funds Ltd	139	-	139			
All Funds	9,334	-	9,334			
4150 Employee Training						
8000 General Fund	21,499	-	21,499			
3400 Other Funds Ltd	3,893	-	3,893			
All Funds	25,392	-	25,392			
4175 Office Expenses						
8000 General Fund	123,529	-	123,529			
3400 Other Funds Ltd	54,741	-	54,741			
All Funds	178,270	-	178,270			
4200 Telecommunications						
8000 General Fund	31,755	-	31,755			
3400 Other Funds Ltd	8,793	-	8,793			
All Funds	40,548	-	40,548			
4225 State Gov. Service Charges						

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
8000 General Fund	1,016,398	-	1,016,398			
3400 Other Funds Ltd	210,166	-	210,166			
All Funds	1,226,564	-	1,226,564			
4250 Data Processing						
8000 General Fund	32,835	-	32,835			
3400 Other Funds Ltd	6,421	-	6,421			
All Funds	39,256	-	39,256			
4275 Publicity and Publications						
8000 General Fund	3,333	-	3,333			
3400 Other Funds Ltd	16	-	16			
All Funds	3,349	-	3,349			
4300 Professional Services						
8000 General Fund	47,798	-	47,798			
3400 Other Funds Ltd	102,590	-	102,590			
All Funds	150,388	-	150,388			
4315 IT Professional Services						
8000 General Fund	2,341	-	2,341			
3400 Other Funds Ltd	374	-	374			
All Funds	2,715	-	2,715			
4325 Attorney General						
8000 General Fund	616,939	-	616,939			
3400 Other Funds Ltd	58,419	-	58,419			
All Funds	675,358	-	675,358			

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
4375 Employee Recruitment and Develop						
8000 General Fund	3,232	-	3,232			
3400 Other Funds Ltd	99	-	99			
All Funds	3,331	-	3,331			
4400 Dues and Subscriptions						
8000 General Fund	3,568	-	3,568			
3400 Other Funds Ltd	134	-	134			
All Funds	3,702	-	3,702			
4425 Facilities Rental and Taxes						
8000 General Fund	287,354	-	287,354			
3400 Other Funds Ltd	88,508	-	88,508			
All Funds	375,862	-	375,862			
4450 Fuels and Utilities						
8000 General Fund	138	-	138			
3400 Other Funds Ltd	521	-	521			
All Funds	659	-	659			
4475 Facilities Maintenance						
8000 General Fund	3,423	-	3,423			
3400 Other Funds Ltd	999	-	999			
All Funds	4,422	-	4,422			
4575 Agency Program Related S and S						
8000 General Fund	2,850	-	2,850			
3400 Other Funds Ltd	839	-	839			

Revenue, Dept of

BDV004B

2013-15 Biennium

Revenue, Dept of

Agency Number 15000

Version: V - 01 - Agency Request Budget

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Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
All Funds	3,689	-	3,689			
4650 Other Services and Supplies						
8000 General Fund	9,316	-	9,316			
3400 Other Funds Ltd	9,727	-	9,727			
All Funds	19,043	-	19,043			
4700 Expendable Prop 250 - 5000						
8000 General Fund	6,740	-	6,740			
3400 Other Funds Ltd	1,166	-	1,166			
All Funds	7,906	-	7,906			
4715 IT Expendable Property						
8000 General Fund	20,023	-	20,023			
3400 Other Funds Ltd	6,192	-	6,192			
All Funds	26,215	-	26,215			
SERVICES & SUPPLIES						
8000 General Fund	2,256,682	-	2,256,682			
3400 Other Funds Ltd	555,734	-	555,734			
TOTAL SERVICES & SUPPLIES	\$2,812,416	-	\$2,812,416			
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	5,217	-	5,217			
3400 Other Funds Ltd	2,995	-	2,995			
All Funds	8,212	-	8,212			
5150 Telecommunications Equipment						

Revenue, Dept of

BDV004B

2013-15 Biennium

Revenue, Dept of

Agency Number 15000

Version: V - 01 - Agency Request Budget

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Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
8000 General Fund	5,064	-	5,064			
3400 Other Funds Ltd	196	-	196			
All Funds	5,260	-	5,260			
5550 Data Processing Software						
8000 General Fund	2,019	-	2,019			
3400 Other Funds Ltd	115	-	115			
All Funds	2,134	-	2,134			
5600 Data Processing Hardware						
8000 General Fund	693	-	693			
3400 Other Funds Ltd	1,936	-	1,936			
All Funds	2,629	-	2,629			
CAPITAL OUTLAY						
8000 General Fund	12,993	-	12,993			
3400 Other Funds Ltd	5,242	-	5,242			
TOTAL CAPITAL OUTLAY	\$18,235	-	\$18,235			
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	72,000	-	72,000			
EXPENDITURES						
8000 General Fund	3,264,185	922,510	2,341,675			
3400 Other Funds Ltd	546,286	(14,690)	560,976			
TOTAL EXPENDITURES	\$3,810,471	\$907,820	\$2,902,651			

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	112,196	-	112,196			
TOTAL ENDING BALANCE	\$112,196	-	\$112,196			

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund 145,633 133,403 12,230

CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd 7,114 5,782 1,332

REVENUE CATEGORIES

8000 General Fund 145,633 133,403 12,230

3400 Other Funds Ltd 7,114 5,782 1,332

TOTAL REVENUE CATEGORIES \$152,747 \$139,185 \$13,562

AVAILABLE REVENUES

8000 General Fund 145,633 133,403 12,230

3400 Other Funds Ltd 7,114 5,782 1,332

TOTAL AVAILABLE REVENUES \$152,747 \$139,185 \$13,562

EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3221 Pension Obligation Bond

8000 General Fund 100,875 100,875 -

3400 Other Funds Ltd 10,609 10,609 -

All Funds 111,484 111,484 -

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
3260 Mass Transit Tax						
8000 General Fund	8,772	8,772	-			
3400 Other Funds Ltd	902	902	-			
All Funds	9,674	9,674	-			
3280 Other OPE						
8000 General Fund	56	56	-			
OTHER PAYROLL EXPENSES						
8000 General Fund	109,703	109,703	-			
3400 Other Funds Ltd	11,511	11,511	-			
TOTAL OTHER PAYROLL EXPENSES	\$121,214	\$121,214	-			
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	23,700	23,700	-			
3400 Other Funds Ltd	(5,729)	(5,729)	-			
All Funds	17,971	17,971	-			
PERSONAL SERVICES						
8000 General Fund	133,403	133,403	-			
3400 Other Funds Ltd	5,782	5,782	-			
TOTAL PERSONAL SERVICES	\$139,185	\$139,185	-			
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	30	-	30			

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
3400 Other Funds Ltd	13	-	13			
All Funds	43	-	43			
4125 Out of State Travel						
8000 General Fund	51	-	51			
4150 Employee Training						
8000 General Fund	1,295	-	1,295			
3400 Other Funds Ltd	247	-	247			
All Funds	1,542	-	1,542			
4175 Office Expenses						
8000 General Fund	39	-	39			
3400 Other Funds Ltd	15	-	15			
All Funds	54	-	54			
4200 Telecommunications						
8000 General Fund	346	-	346			
4225 State Gov. Service Charges						
8000 General Fund	1,320	-	1,320			
3400 Other Funds Ltd	307	-	307			
All Funds	1,627	-	1,627			
4250 Data Processing						
8000 General Fund	11	-	11			
4300 Professional Services						
8000 General Fund	2,419	-	2,419			
4325 Attorney General						

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Executive Section

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
8000 General Fund	1,063	-	1,063			
4375 Employee Recruitment and Develop						
8000 General Fund	111	-	111			
4400 Dues and Subscriptions						
8000 General Fund	459	-	459			
4650 Other Services and Supplies						
8000 General Fund	2,189	-	2,189			
3400 Other Funds Ltd	216	-	216			
All Funds	2,405	-	2,405			
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,136	-	1,136			
3400 Other Funds Ltd	143	-	143			
All Funds	1,279	-	1,279			
4715 IT Expendable Property						
8000 General Fund	1,761	-	1,761			
3400 Other Funds Ltd	391	-	391			
All Funds	2,152	-	2,152			
SERVICES & SUPPLIES						
8000 General Fund	12,230	-	12,230			
3400 Other Funds Ltd	1,332	-	1,332			
TOTAL SERVICES & SUPPLIES	\$13,562	-	\$13,562			
EXPENDITURES						
8000 General Fund	145,633	133,403	12,230			

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
3400 Other Funds Ltd	7,114	5,782	1,332			
TOTAL EXPENDITURES	\$152,747	\$139,185	\$13,562			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	-	-	-			

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General Services Section

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund 41,943 (44,610) 86,553

CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd 60,437 (7,153) 67,590

TRANSFERS IN

1060 Transfer from General Fund

3400 Other Funds Ltd 72,000 - 72,000

REVENUE CATEGORIES

8000 General Fund 41,943 (44,610) 86,553

3400 Other Funds Ltd 132,437 (7,153) 139,590

TOTAL REVENUE CATEGORIES \$174,380 (\$51,763) \$226,143

AVAILABLE REVENUES

8000 General Fund 41,943 (44,610) 86,553

3400 Other Funds Ltd 132,437 (7,153) 139,590

TOTAL AVAILABLE REVENUES \$174,380 (\$51,763) \$226,143

EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3221 Pension Obligation Bond

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
8000 General Fund	(34,312)	(34,312)	-			
3400 Other Funds Ltd	(3,800)	(3,800)	-			
All Funds	(38,112)	(38,112)	-			
3260 Mass Transit Tax						
8000 General Fund	(4,015)	(4,015)	-			
3400 Other Funds Ltd	(441)	(441)	-			
All Funds	(4,456)	(4,456)	-			
OTHER PAYROLL EXPENSES						
8000 General Fund	(38,327)	(38,327)	-			
3400 Other Funds Ltd	(4,241)	(4,241)	-			
TOTAL OTHER PAYROLL EXPENSES	(\$42,568)	(\$42,568)	-			
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(6,283)	(6,283)	-			
3400 Other Funds Ltd	(2,912)	(2,912)	-			
All Funds	(9,195)	(9,195)	-			
PERSONAL SERVICES						
8000 General Fund	(44,610)	(44,610)	-			
3400 Other Funds Ltd	(7,153)	(7,153)	-			
TOTAL PERSONAL SERVICES	(\$51,763)	(\$51,763)	-			
SERVICES & SUPPLIES						
4100 Instate Travel						

General Services Section

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
8000 General Fund	804	-	804			
3400 Other Funds Ltd	69	-	69			
All Funds	873	-	873			
4125 Out of State Travel						
8000 General Fund	11	-	11			
4150 Employee Training						
8000 General Fund	777	-	777			
3400 Other Funds Ltd	80	-	80			
All Funds	857	-	857			
4175 Office Expenses						
8000 General Fund	74,330	-	74,330			
3400 Other Funds Ltd	23,971	-	23,971			
All Funds	98,301	-	98,301			
4200 Telecommunications						
8000 General Fund	915	-	915			
3400 Other Funds Ltd	132	-	132			
All Funds	1,047	-	1,047			
4250 Data Processing						
8000 General Fund	740	-	740			
3400 Other Funds Ltd	22	-	22			
All Funds	762	-	762			
4300 Professional Services						
8000 General Fund	976	-	976			

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
3400 Other Funds Ltd	171	-	171			
All Funds	1,147	-	1,147			
4325 Attorney General						
8000 General Fund	5,442	-	5,442			
3400 Other Funds Ltd	244	-	244			
All Funds	5,686	-	5,686			
4375 Employee Recruitment and Develop						
8000 General Fund	130	-	130			
3400 Other Funds Ltd	4	-	4			
All Funds	134	-	134			
4400 Dues and Subscriptions						
8000 General Fund	1,061	-	1,061			
3400 Other Funds Ltd	50	-	50			
All Funds	1,111	-	1,111			
4425 Facilities Rental and Taxes						
8000 General Fund	829	-	829			
3400 Other Funds Ltd	133	-	133			
All Funds	962	-	962			
4650 Other Services and Supplies						
8000 General Fund	339	-	339			
3400 Other Funds Ltd	2,518	-	2,518			
All Funds	2,857	-	2,857			
4700 Expendable Prop 250 - 5000						

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
8000 General Fund	199	-	199			
SERVICES & SUPPLIES						
8000 General Fund	86,553	-	86,553			
3400 Other Funds Ltd	27,394	-	27,394			
TOTAL SERVICES & SUPPLIES	\$113,947	-	\$113,947			
EXPENDITURES						
8000 General Fund	41,943	(44,610)	86,553			
3400 Other Funds Ltd	20,241	(7,153)	27,394			
TOTAL EXPENDITURES	\$62,184	(\$51,763)	\$113,947			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	112,196	-	112,196			
TOTAL ENDING BALANCE	\$112,196	-	\$112,196			

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund 1,320,341 (7,867) 1,328,208

CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd 287,583 (23,903) 311,486

REVENUE CATEGORIES

8000 General Fund 1,320,341 (7,867) 1,328,208

3400 Other Funds Ltd 287,583 (23,903) 311,486

TOTAL REVENUE CATEGORIES \$1,607,924 (\$31,770) \$1,639,694

AVAILABLE REVENUES

8000 General Fund 1,320,341 (7,867) 1,328,208

3400 Other Funds Ltd 287,583 (23,903) 311,486

TOTAL AVAILABLE REVENUES \$1,607,924 (\$31,770) \$1,639,694

EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3221 Pension Obligation Bond

8000 General Fund (113,778) (113,778) -

3400 Other Funds Ltd (5,052) (5,052) -

All Funds (118,830) (118,830) -

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
3260 Mass Transit Tax						
8000 General Fund	(23,258)	(23,258)	-			
3400 Other Funds Ltd	(1,729)	(1,729)	-			
All Funds	(24,987)	(24,987)	-			
3280 Other OPE						
8000 General Fund	10,476	10,476	-			
3400 Other Funds Ltd	2,220	2,220	-			
All Funds	12,696	12,696	-			
OTHER PAYROLL EXPENSES						
8000 General Fund	(126,560)	(126,560)	-			
3400 Other Funds Ltd	(4,561)	(4,561)	-			
TOTAL OTHER PAYROLL EXPENSES	(\$131,121)	(\$131,121)	-			
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	118,693	118,693	-			
3400 Other Funds Ltd	(19,342)	(19,342)	-			
All Funds	99,351	99,351	-			
PERSONAL SERVICES						
8000 General Fund	(7,867)	(7,867)	-			
3400 Other Funds Ltd	(23,903)	(23,903)	-			
TOTAL PERSONAL SERVICES	(\$31,770)	(\$31,770)	-			
SERVICES & SUPPLIES						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
4100 Instate Travel						
8000 General Fund	750	-	750			
3400 Other Funds Ltd	136	-	136			
All Funds	886	-	886			
4125 Out of State Travel						
8000 General Fund	188	-	188			
3400 Other Funds Ltd	41	-	41			
All Funds	229	-	229			
4150 Employee Training						
8000 General Fund	5,276	-	5,276			
3400 Other Funds Ltd	463	-	463			
All Funds	5,739	-	5,739			
4175 Office Expenses						
8000 General Fund	30,371	-	30,371			
3400 Other Funds Ltd	7,578	-	7,578			
All Funds	37,949	-	37,949			
4200 Telecommunications						
8000 General Fund	4,537	-	4,537			
3400 Other Funds Ltd	1,016	-	1,016			
All Funds	5,553	-	5,553			
4225 State Gov. Service Charges						
8000 General Fund	1,015,078	-	1,015,078			
3400 Other Funds Ltd	209,859	-	209,859			

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
All Funds	1,224,937	-	1,224,937			
4250 Data Processing						
8000 General Fund	21,442	-	21,442			
3400 Other Funds Ltd	4,492	-	4,492			
All Funds	25,934	-	25,934			
4275 Publicity and Publications						
8000 General Fund	18	-	18			
3400 Other Funds Ltd	3	-	3			
All Funds	21	-	21			
4300 Professional Services						
8000 General Fund	15,344	-	15,344			
3400 Other Funds Ltd	2,179	-	2,179			
All Funds	17,523	-	17,523			
4315 IT Professional Services						
8000 General Fund	2,341	-	2,341			
3400 Other Funds Ltd	374	-	374			
All Funds	2,715	-	2,715			
4325 Attorney General						
8000 General Fund	12,757	-	12,757			
4375 Employee Recruitment and Develop						
8000 General Fund	333	-	333			
3400 Other Funds Ltd	36	-	36			
All Funds	369	-	369			

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
4400 Dues and Subscriptions						
8000 General Fund	231	-	231			
3400 Other Funds Ltd	52	-	52			
All Funds	283	-	283			
4425 Facilities Rental and Taxes						
8000 General Fund	200,222	-	200,222			
3400 Other Funds Ltd	80,021	-	80,021			
All Funds	280,243	-	280,243			
4450 Fuels and Utilities						
8000 General Fund	32	-	32			
3400 Other Funds Ltd	4	-	4			
All Funds	36	-	36			
4475 Facilities Maintenance						
8000 General Fund	2,421	-	2,421			
3400 Other Funds Ltd	786	-	786			
All Funds	3,207	-	3,207			
4650 Other Services and Supplies						
8000 General Fund	4,156	-	4,156			
3400 Other Funds Ltd	872	-	872			
All Funds	5,028	-	5,028			
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,998	-	1,998			
3400 Other Funds Ltd	209	-	209			

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Administrative Services Division

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
All Funds	2,207	-	2,207			
4715 IT Expendable Property						
8000 General Fund	6,706	-	6,706			
3400 Other Funds Ltd	1,126	-	1,126			
All Funds	7,832	-	7,832			
SERVICES & SUPPLIES						
8000 General Fund	1,324,201	-	1,324,201			
3400 Other Funds Ltd	309,247	-	309,247			
TOTAL SERVICES & SUPPLIES	\$1,633,448	-	\$1,633,448			
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	798	-	798			
3400 Other Funds Ltd	133	-	133			
All Funds	931	-	931			
5150 Telecommunications Equipment						
8000 General Fund	627	-	627			
3400 Other Funds Ltd	55	-	55			
All Funds	682	-	682			
5550 Data Processing Software						
8000 General Fund	2,019	-	2,019			
3400 Other Funds Ltd	115	-	115			
All Funds	2,134	-	2,134			
5600 Data Processing Hardware						

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
8000 General Fund	563	-	563			
3400 Other Funds Ltd	1,936	-	1,936			
All Funds	2,499	-	2,499			
CAPITAL OUTLAY						
8000 General Fund	4,007	-	4,007			
3400 Other Funds Ltd	2,239	-	2,239			
TOTAL CAPITAL OUTLAY	\$6,246	-	\$6,246			
EXPENDITURES						
8000 General Fund	1,320,341	(7,867)	1,328,208			
3400 Other Funds Ltd	287,583	(23,903)	311,486			
TOTAL EXPENDITURES	\$1,607,924	(\$31,770)	\$1,639,694			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	-	-	-			

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund 358,584 115,293 243,291

CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd 177,147 42,151 134,996

REVENUE CATEGORIES

8000 General Fund 358,584 115,293 243,291

3400 Other Funds Ltd 177,147 42,151 134,996

TOTAL REVENUE CATEGORIES \$535,731 \$157,444 \$378,287

AVAILABLE REVENUES

8000 General Fund 358,584 115,293 243,291

3400 Other Funds Ltd 177,147 42,151 134,996

TOTAL AVAILABLE REVENUES \$535,731 \$157,444 \$378,287

EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3221 Pension Obligation Bond

8000 General Fund (21,908) (21,908) -

3400 Other Funds Ltd 23,675 23,675 -

All Funds 1,767 1,767 -

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
3260 Mass Transit Tax						
8000 General Fund	(7,175)	(7,175)	-			
3400 Other Funds Ltd	(69)	(69)	-			
All Funds	(7,244)	(7,244)	-			
3280 Other OPE						
8000 General Fund	1,878	1,878	-			
3400 Other Funds Ltd	30	30	-			
All Funds	1,908	1,908	-			
OTHER PAYROLL EXPENSES						
8000 General Fund	(27,205)	(27,205)	-			
3400 Other Funds Ltd	23,636	23,636	-			
TOTAL OTHER PAYROLL EXPENSES	(\$3,569)	(\$3,569)	-			
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	142,498	142,498	-			
3400 Other Funds Ltd	18,515	18,515	-			
All Funds	161,013	161,013	-			
PERSONAL SERVICES						
8000 General Fund	115,293	115,293	-			
3400 Other Funds Ltd	42,151	42,151	-			
TOTAL PERSONAL SERVICES	\$157,444	\$157,444	-			
SERVICES & SUPPLIES						

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Property Tax Division

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
4100 Instate Travel						
8000 General Fund	3,279	-	3,279			
3400 Other Funds Ltd	460	-	460			
All Funds	3,739	-	3,739			
4125 Out of State Travel						
8000 General Fund	318	-	318			
3400 Other Funds Ltd	66	-	66			
All Funds	384	-	384			
4150 Employee Training						
8000 General Fund	3,407	-	3,407			
3400 Other Funds Ltd	1,859	-	1,859			
All Funds	5,266	-	5,266			
4175 Office Expenses						
8000 General Fund	2,077	-	2,077			
3400 Other Funds Ltd	9,823	-	9,823			
All Funds	11,900	-	11,900			
4200 Telecommunications						
8000 General Fund	2,249	-	2,249			
3400 Other Funds Ltd	234	-	234			
All Funds	2,483	-	2,483			
4250 Data Processing						
8000 General Fund	2,820	-	2,820			
3400 Other Funds Ltd	511	-	511			

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
All Funds	3,331	-	3,331			
4275 Publicity and Publications						
8000 General Fund	841	-	841			
3400 Other Funds Ltd	13	-	13			
All Funds	854	-	854			
4300 Professional Services						
8000 General Fund	7,798	-	7,798			
3400 Other Funds Ltd	100,015	-	100,015			
All Funds	107,813	-	107,813			
4325 Attorney General						
8000 General Fund	215,640	-	215,640			
3400 Other Funds Ltd	17,682	-	17,682			
All Funds	233,322	-	233,322			
4375 Employee Recruitment and Develop						
8000 General Fund	532	-	532			
3400 Other Funds Ltd	21	-	21			
All Funds	553	-	553			
4400 Dues and Subscriptions						
8000 General Fund	853	-	853			
3400 Other Funds Ltd	10	-	10			
All Funds	863	-	863			
4425 Facilities Rental and Taxes						
8000 General Fund	177	-	177			

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Property Tax Division

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
3400 Other Funds Ltd	2,138	-	2,138			
All Funds	2,315	-	2,315			
4475 Facilities Maintenance						
8000 General Fund	218	-	218			
4650 Other Services and Supplies						
8000 General Fund	1,392	-	1,392			
3400 Other Funds Ltd	55	-	55			
All Funds	1,447	-	1,447			
4700 Expendable Prop 250 - 5000						
8000 General Fund	672	-	672			
3400 Other Funds Ltd	432	-	432			
All Funds	1,104	-	1,104			
4715 IT Expendable Property						
8000 General Fund	932	-	932			
3400 Other Funds Ltd	1,340	-	1,340			
All Funds	2,272	-	2,272			
SERVICES & SUPPLIES						
8000 General Fund	243,205	-	243,205			
3400 Other Funds Ltd	134,659	-	134,659			
TOTAL SERVICES & SUPPLIES	\$377,864	-	\$377,864			
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	260	-	260			

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
5150 Telecommunications Equipment						
8000 General Fund	86	-	86			
3400 Other Funds Ltd	77	-	77			
All Funds	163	-	163			
CAPITAL OUTLAY						
8000 General Fund	86	-	86			
3400 Other Funds Ltd	337	-	337			
TOTAL CAPITAL OUTLAY	\$423	-	\$423			
EXPENDITURES						
8000 General Fund	358,584	115,293	243,291			
3400 Other Funds Ltd	177,147	42,151	134,996			
TOTAL EXPENDITURES	\$535,731	\$157,444	\$378,287			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	-	-	-			

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund 904,762 503,468 401,294

CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd (40,792) (51,560) 10,768

REVENUE CATEGORIES

8000 General Fund 904,762 503,468 401,294

3400 Other Funds Ltd (40,792) (51,560) 10,768

TOTAL REVENUE CATEGORIES

\$863,970 \$451,908 \$412,062

AVAILABLE REVENUES

8000 General Fund 904,762 503,468 401,294

3400 Other Funds Ltd (40,792) (51,560) 10,768

TOTAL AVAILABLE REVENUES

\$863,970 \$451,908 \$412,062

EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3221 Pension Obligation Bond

8000 General Fund 332,636 332,636 -

3400 Other Funds Ltd (59,667) (59,667) -

All Funds 272,969 272,969 -

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
3260 Mass Transit Tax						
8000 General Fund	15,109	15,109	-			
3400 Other Funds Ltd	(11,201)	(11,201)	-			
All Funds	3,908	3,908	-			
3280 Other OPE						
8000 General Fund	1,510	1,510	-			
3400 Other Funds Ltd	1,808	1,808	-			
All Funds	3,318	3,318	-			
OTHER PAYROLL EXPENSES						
8000 General Fund	349,255	349,255	-			
3400 Other Funds Ltd	(69,060)	(69,060)	-			
TOTAL OTHER PAYROLL EXPENSES	\$280,195	\$280,195	-			
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	154,213	154,213	-			
3400 Other Funds Ltd	17,500	17,500	-			
All Funds	171,713	171,713	-			
PERSONAL SERVICES						
8000 General Fund	503,468	503,468	-			
3400 Other Funds Ltd	(51,560)	(51,560)	-			
TOTAL PERSONAL SERVICES	\$451,908	\$451,908	-			
SERVICES & SUPPLIES						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
4100 Instate Travel						
8000 General Fund	5,759	-	5,759			
3400 Other Funds Ltd	86	-	86			
All Funds	5,845	-	5,845			
4125 Out of State Travel						
8000 General Fund	1,364	-	1,364			
4150 Employee Training						
8000 General Fund	8,597	-	8,597			
3400 Other Funds Ltd	65	-	65			
All Funds	8,662	-	8,662			
4175 Office Expenses						
8000 General Fund	12,700	-	12,700			
3400 Other Funds Ltd	1,928	-	1,928			
All Funds	14,628	-	14,628			
4200 Telecommunications						
8000 General Fund	18,905	-	18,905			
3400 Other Funds Ltd	1,004	-	1,004			
All Funds	19,909	-	19,909			
4250 Data Processing						
8000 General Fund	4,611	-	4,611			
3400 Other Funds Ltd	89	-	89			
All Funds	4,700	-	4,700			
4275 Publicity and Publications						

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Personal Tax and Compliance Division

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
8000 General Fund	1,743	-	1,743			
4300 Professional Services						
8000 General Fund	15,696	-	15,696			
3400 Other Funds Ltd	225	-	225			
All Funds	15,921	-	15,921			
4325 Attorney General						
8000 General Fund	222,368	-	222,368			
4375 Employee Recruitment and Develop						
8000 General Fund	1,890	-	1,890			
3400 Other Funds Ltd	7	-	7			
All Funds	1,897	-	1,897			
4400 Dues and Subscriptions						
8000 General Fund	794	-	794			
4425 Facilities Rental and Taxes						
8000 General Fund	85,805	-	85,805			
3400 Other Funds Ltd	6,131	-	6,131			
All Funds	91,936	-	91,936			
4450 Fuels and Utilities						
8000 General Fund	106	-	106			
4475 Facilities Maintenance						
8000 General Fund	660	-	660			
4575 Agency Program Related S and S						
8000 General Fund	2,850	-	2,850			

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
3400 Other Funds Ltd	839	-	839			
All Funds	3,689	-	3,689			
4650 Other Services and Supplies						
8000 General Fund	1,240	-	1,240			
3400 Other Funds Ltd	3	-	3			
All Funds	1,243	-	1,243			
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,633	-	1,633			
3400 Other Funds Ltd	51	-	51			
All Funds	1,684	-	1,684			
4715 IT Expendable Property						
8000 General Fund	6,520	-	6,520			
3400 Other Funds Ltd	211	-	211			
All Funds	6,731	-	6,731			
SERVICES & SUPPLIES						
8000 General Fund	393,241	-	393,241			
3400 Other Funds Ltd	10,639	-	10,639			
TOTAL SERVICES & SUPPLIES	\$403,880	-	\$403,880			
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	3,880	-	3,880			
3400 Other Funds Ltd	109	-	109			
All Funds	3,989	-	3,989			

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
5150 Telecommunications Equipment						
8000 General Fund	4,043	-	4,043			
3400 Other Funds Ltd	20	-	20			
All Funds	4,063	-	4,063			
5600 Data Processing Hardware						
8000 General Fund	130	-	130			
CAPITAL OUTLAY						
8000 General Fund	8,053	-	8,053			
3400 Other Funds Ltd	129	-	129			
TOTAL CAPITAL OUTLAY	\$8,182	-	\$8,182			
EXPENDITURES						
8000 General Fund	904,762	503,468	401,294			
3400 Other Funds Ltd	(40,792)	(51,560)	10,768			
TOTAL EXPENDITURES	\$863,970	\$451,908	\$412,062			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	-	-	-			

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund 420,922 222,823 198,099

CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd 94,993 19,993 75,000

REVENUE CATEGORIES

8000 General Fund 420,922 222,823 198,099

3400 Other Funds Ltd 94,993 19,993 75,000

TOTAL REVENUE CATEGORIES \$515,915 \$242,816 \$273,099

AVAILABLE REVENUES

8000 General Fund 420,922 222,823 198,099

3400 Other Funds Ltd 94,993 19,993 75,000

TOTAL AVAILABLE REVENUES \$515,915 \$242,816 \$273,099

EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3221 Pension Obligation Bond

8000 General Fund 148,090 148,090 -

3400 Other Funds Ltd 15,101 15,101 -

All Funds 163,191 163,191 -

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Business Division

Description	Total Essential Packages	Pkg: 010	Pkg: 031			
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation			
		Priority: 00	Priority: 00			
3260 Mass Transit Tax						
8000 General Fund	8,525	8,525	-			
3400 Other Funds Ltd	(8,595)	(8,595)	-			
All Funds	(70)	(70)	-			
3280 Other OPE						
8000 General Fund	1,930	1,930	-			
3400 Other Funds Ltd	985	985	-			
All Funds	2,915	2,915	-			
OTHER PAYROLL EXPENSES						
8000 General Fund	158,545	158,545	-			
3400 Other Funds Ltd	7,491	7,491	-			
TOTAL OTHER PAYROLL EXPENSES	\$166,036	\$166,036	-			
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	64,278	64,278	-			
3400 Other Funds Ltd	12,502	12,502	-			
All Funds	76,780	76,780	-			
PERSONAL SERVICES						
8000 General Fund	222,823	222,823	-			
3400 Other Funds Ltd	19,993	19,993	-			
TOTAL PERSONAL SERVICES	\$242,816	\$242,816	-			
SERVICES & SUPPLIES						

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Cross Reference Number: 15000-006-00-00-00000

Business Division

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
4100 Instate Travel						
8000 General Fund	3,794	-	3,794			
3400 Other Funds Ltd	1,233	-	1,233			
All Funds	5,027	-	5,027			
4125 Out of State Travel						
8000 General Fund	7,263	-	7,263			
3400 Other Funds Ltd	32	-	32			
All Funds	7,295	-	7,295			
4150 Employee Training						
8000 General Fund	2,147	-	2,147			
3400 Other Funds Ltd	1,179	-	1,179			
All Funds	3,326	-	3,326			
4175 Office Expenses						
8000 General Fund	4,012	-	4,012			
3400 Other Funds Ltd	11,426	-	11,426			
All Funds	15,438	-	15,438			
4200 Telecommunications						
8000 General Fund	4,803	-	4,803			
3400 Other Funds Ltd	6,407	-	6,407			
All Funds	11,210	-	11,210			
4250 Data Processing						
8000 General Fund	3,211	-	3,211			
3400 Other Funds Ltd	1,307	-	1,307			

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
All Funds	4,518	-	4,518			
4275 Publicity and Publications						
8000 General Fund	731	-	731			
4300 Professional Services						
8000 General Fund	5,565	-	5,565			
4325 Attorney General						
8000 General Fund	159,669	-	159,669			
3400 Other Funds Ltd	40,493	-	40,493			
All Funds	200,162	-	200,162			
4375 Employee Recruitment and Develop						
8000 General Fund	236	-	236			
3400 Other Funds Ltd	31	-	31			
All Funds	267	-	267			
4400 Dues and Subscriptions						
8000 General Fund	170	-	170			
3400 Other Funds Ltd	22	-	22			
All Funds	192	-	192			
4425 Facilities Rental and Taxes						
8000 General Fund	321	-	321			
3400 Other Funds Ltd	85	-	85			
All Funds	406	-	406			
4450 Fuels and Utilities						
3400 Other Funds Ltd	517	-	517			

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
4475 Facilities Maintenance						
8000 General Fund	124	-	124			
3400 Other Funds Ltd	213	-	213			
All Funds	337	-	337			
4650 Other Services and Supplies						
3400 Other Funds Ltd	6,063	-	6,063			
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,102	-	1,102			
3400 Other Funds Ltd	331	-	331			
All Funds	1,433	-	1,433			
4715 IT Expendable Property						
8000 General Fund	4,104	-	4,104			
3400 Other Funds Ltd	3,124	-	3,124			
All Funds	7,228	-	7,228			
SERVICES & SUPPLIES						
8000 General Fund	197,252	-	197,252			
3400 Other Funds Ltd	72,463	-	72,463			
TOTAL SERVICES & SUPPLIES	\$269,715	-	\$269,715			
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	539	-	539			
3400 Other Funds Ltd	2,493	-	2,493			
All Funds	3,032	-	3,032			

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
5150 Telecommunications Equipment						
8000 General Fund	308	-	308			
3400 Other Funds Ltd	44	-	44			
All Funds	352	-	352			
CAPITAL OUTLAY						
8000 General Fund	847	-	847			
3400 Other Funds Ltd	2,537	-	2,537			
TOTAL CAPITAL OUTLAY	\$3,384	-	\$3,384			
EXPENDITURES						
8000 General Fund	420,922	222,823	198,099			
3400 Other Funds Ltd	94,993	19,993	75,000			
TOTAL EXPENDITURES	\$515,915	\$242,816	\$273,099			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	-	-	-			

Description	Total Essential Packages	Pkg: 031 Standard Inflation Priority: 00				
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	72,000	72,000
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AVAILABLE REVENUES

8000 General Fund	72,000	72,000
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TOTAL AVAILABLE REVENUES	\$72,000	\$72,000
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EXPENDITURES

SPECIAL PAYMENTS

6060 Intra-Agency Gen Fund Transfer

8000 General Fund	72,000	72,000
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ENDING BALANCE

8000 General Fund	-	-
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TOTAL ENDING BALANCE	-	-
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Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 104 ERA Transfer to OHCS Priority: 00	Pkg: 121 Core System Replacement Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00	
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund 1,991,377 - (1,000,000) 4,217,000 (1,225,623)

CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd 17,132,050 - - 17,346,000 (213,950)

TRANSFERS IN

1060 Transfer from General Fund

3400 Other Funds Ltd (1,000,000) - (1,000,000) - -

REVENUE CATEGORIES

8000 General Fund 1,991,377 - (1,000,000) 4,217,000 (1,225,623)

3400 Other Funds Ltd 16,132,050 - (1,000,000) 17,346,000 (213,950)

TOTAL REVENUE CATEGORIES \$18,123,427 - (\$2,000,000) \$21,563,000 (\$1,439,573)

AVAILABLE REVENUES

8000 General Fund 1,991,377 - (1,000,000) 4,217,000 (1,225,623)

3400 Other Funds Ltd 16,132,050 - (1,000,000) 17,346,000 (213,950)

TOTAL AVAILABLE REVENUES \$18,123,427 - (\$2,000,000) \$21,563,000 (\$1,439,573)

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

Description	Total Policy Packages	Pkg: 101	Pkg: 104	Pkg: 121	Pkg: 081	
		Service and Supplies True-up	ERA Transfer to OHCS	Core System Replacement	May 2012 E-Board	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
8000 General Fund	(2,682,268)	(1,120,257)	-	-	(1,562,011)	
3400 Other Funds Ltd	(243,192)	(103,123)	-	-	(140,069)	
All Funds	(2,925,460)	(1,223,380)	-	-	(1,702,080)	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(1,091)	(618)	-	-	(473)	
3400 Other Funds Ltd	(112)	(65)	-	-	(47)	
All Funds	(1,203)	(683)	-	-	(520)	
3220 Public Employees Retire Cont						
8000 General Fund	(529,211)	(221,026)	-	-	(308,185)	
3400 Other Funds Ltd	(47,982)	(20,346)	-	-	(27,636)	
All Funds	(577,193)	(241,372)	-	-	(335,821)	
3230 Social Security Taxes						
8000 General Fund	(205,193)	(85,699)	-	-	(119,494)	
3400 Other Funds Ltd	(18,603)	(7,889)	-	-	(10,714)	
All Funds	(223,796)	(93,588)	-	-	(130,208)	
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	(1,608)	(911)	-	-	(697)	
3400 Other Funds Ltd	(167)	(97)	-	-	(70)	
All Funds	(1,775)	(1,008)	-	-	(767)	
3270 Flexible Benefits						
8000 General Fund	(832,802)	(471,352)	-	-	(361,450)	
3400 Other Funds Ltd	(85,582)	(50,168)	-	-	(35,414)	

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 104 ERA Transfer to OHCS Priority: 00	Pkg: 121 Core System Replacement Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00	
All Funds	(918,384)	(521,520)	-	-	(396,864)	
OTHER PAYROLL EXPENSES						
8000 General Fund	(1,569,905)	(779,606)	-	-	(790,299)	
3400 Other Funds Ltd	(152,446)	(78,565)	-	-	(73,881)	
TOTAL OTHER PAYROLL EXPENSES	(\$1,722,351)	(\$858,171)	-	-	(\$864,180)	
P.S. BUDGET ADJUSTMENTS						
3470 Undistributed (P.S.)						
8000 General Fund	1,126,687	-	-	-	1,126,687	
PERSONAL SERVICES						
8000 General Fund	(3,125,486)	(1,899,863)	-	-	(1,225,623)	
3400 Other Funds Ltd	(395,638)	(181,688)	-	-	(213,950)	
TOTAL PERSONAL SERVICES	(\$3,521,124)	(\$2,081,551)	-	-	(\$1,439,573)	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	89,338	89,338	-	-	-	
3400 Other Funds Ltd	6,000	6,000	-	-	-	
All Funds	95,338	95,338	-	-	-	
4125 Out of State Travel						
8000 General Fund	100,935	100,935	-	-	-	
3400 Other Funds Ltd	5,000	5,000	-	-	-	
All Funds	105,935	105,935	-	-	-	
4150 Employee Training						

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up	Pkg: 104 ERA Transfer to OHCS	Pkg: 121 Core System Replacement	Pkg: 081 May 2012 E-Board	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
8000 General Fund	129,841	129,841	-	-	-	
3400 Other Funds Ltd	8,850	8,850	-	-	-	
All Funds	138,691	138,691	-	-	-	
4175 Office Expenses						
8000 General Fund	815,801	815,801	-	-	-	
3400 Other Funds Ltd	50,538	50,538	-	-	-	
All Funds	866,339	866,339	-	-	-	
4200 Telecommunications						
8000 General Fund	139,049	139,049	-	-	-	
3400 Other Funds Ltd	9,300	9,300	-	-	-	
All Funds	148,349	148,349	-	-	-	
4225 State Gov. Service Charges						
8000 General Fund	2,812,000	300,000	-	2,512,000	-	
3400 Other Funds Ltd	60,000	60,000	-	-	-	
All Funds	2,872,000	360,000	-	2,512,000	-	
4250 Data Processing						
8000 General Fund	211,093	211,093	-	-	-	
3400 Other Funds Ltd	42,000	42,000	-	-	-	
All Funds	253,093	253,093	-	-	-	
4300 Professional Services						
3400 Other Funds Ltd	17,346,000	-	-	17,346,000	-	
4700 Expendable Prop 250 - 5000						
8000 General Fund	28,685	28,685	-	-	-	

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 104 ERA Transfer to OHCS Priority: 00	Pkg: 121 Core System Replacement Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00	
4715 IT Expendable Property						
8000 General Fund	1,790,121	85,121	-	1,705,000	-	
SERVICES & SUPPLIES						
8000 General Fund	6,116,863	1,899,863	-	4,217,000	-	
3400 Other Funds Ltd	17,527,688	181,688	-	17,346,000	-	
TOTAL SERVICES & SUPPLIES	\$23,644,551	\$2,081,551	-	\$21,563,000	-	
SPECIAL PAYMENTS						
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	(1,000,000)	-	(1,000,000)	-	-	
EXPENDITURES						
8000 General Fund	1,991,377	-	(1,000,000)	4,217,000	(1,225,623)	
3400 Other Funds Ltd	17,132,050	-	-	17,346,000	(213,950)	
TOTAL EXPENDITURES	\$19,123,427	-	(\$1,000,000)	\$21,563,000	(\$1,439,573)	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	(1,000,000)	-	(1,000,000)	-	-	
TOTAL ENDING BALANCE	(\$1,000,000)	-	(\$1,000,000)	-	-	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(31)	(18)	-	-	(13)	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(28.57)	(15.57)	-	-	(13.00)	

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00			
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund (122,798) 8,433 (131,231)

CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd (32,808) - (32,808)

REVENUE CATEGORIES

8000 General Fund (122,798) 8,433 (131,231)

3400 Other Funds Ltd (32,808) - (32,808)

TOTAL REVENUE CATEGORIES (\$155,606) \$8,433 (\$164,039)

AVAILABLE REVENUES

8000 General Fund (122,798) 8,433 (131,231)

3400 Other Funds Ltd (32,808) - (32,808)

TOTAL AVAILABLE REVENUES (\$155,606) \$8,433 (\$164,039)

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund (83,789) - (83,789)

3400 Other Funds Ltd (20,947) - (20,947)

All Funds (104,736) - (104,736)

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(32)	-	(32)			
3400 Other Funds Ltd	(8)	-	(8)			
All Funds	(40)	-	(40)			
3220 Public Employees Retire Cont						
8000 General Fund	(16,531)	-	(16,531)			
3400 Other Funds Ltd	(4,133)	-	(4,133)			
All Funds	(20,664)	-	(20,664)			
3230 Social Security Taxes						
8000 General Fund	(6,410)	-	(6,410)			
3400 Other Funds Ltd	(1,602)	-	(1,602)			
All Funds	(8,012)	-	(8,012)			
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	(47)	-	(47)			
3400 Other Funds Ltd	(12)	-	(12)			
All Funds	(59)	-	(59)			
3270 Flexible Benefits						
8000 General Fund	(24,422)	-	(24,422)			
3400 Other Funds Ltd	(6,106)	-	(6,106)			
All Funds	(30,528)	-	(30,528)			
OTHER PAYROLL EXPENSES						
8000 General Fund	(47,442)	-	(47,442)			

Description	Total Policy Packages	Pkg: 101	Pkg: 081			
		Service and Supplies True-up	May 2012 E-Board			
		Priority: 00	Priority: 00			
3400 Other Funds Ltd	(11,861)	-	(11,861)			
TOTAL OTHER PAYROLL EXPENSES	(\$59,303)	-	(\$59,303)			
PERSONAL SERVICES						
8000 General Fund	(131,231)	-	(131,231)			
3400 Other Funds Ltd	(32,808)	-	(32,808)			
TOTAL PERSONAL SERVICES	(\$164,039)	-	(\$164,039)			
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,787	1,787	-			
4150 Employee Training						
8000 General Fund	2,597	2,597	-			
4200 Telecommunications						
8000 General Fund	4,049	4,049	-			
SERVICES & SUPPLIES						
8000 General Fund	8,433	8,433	-			
TOTAL SERVICES & SUPPLIES	\$8,433	\$8,433	-			
EXPENDITURES						
8000 General Fund	(122,798)	8,433	(131,231)			
3400 Other Funds Ltd	(32,808)	-	(32,808)			
TOTAL EXPENDITURES	(\$155,606)	\$8,433	(\$164,039)			
ENDING BALANCE						
8000 General Fund	-	-	-			

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	-	-	-			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(1)	-	(1)			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(1.00)	-	(1.00)			

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 104 ERA Transfer to OHCS Priority: 00	Pkg: 121 Core System Replacement Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00	
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund 422,172 815,801 - - (393,629)

CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd 17,334,728 50,538 - 17,346,000 (61,810)

TRANSFERS IN

1060 Transfer from General Fund

3400 Other Funds Ltd (1,000,000) - (1,000,000) - -

REVENUE CATEGORIES

8000 General Fund 422,172 815,801 - - (393,629)

3400 Other Funds Ltd 16,334,728 50,538 (1,000,000) 17,346,000 (61,810)

TOTAL REVENUE CATEGORIES \$16,756,900 \$866,339 (\$1,000,000) \$17,346,000 (\$455,439)

AVAILABLE REVENUES

8000 General Fund 422,172 815,801 - - (393,629)

3400 Other Funds Ltd 16,334,728 50,538 (1,000,000) 17,346,000 (61,810)

TOTAL AVAILABLE REVENUES \$16,756,900 \$866,339 (\$1,000,000) \$17,346,000 (\$455,439)

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

Description	Total Policy Packages	Pkg: 101	Pkg: 104	Pkg: 121	Pkg: 081	
		Service and Supplies True-up	ERA Transfer to OHCS	Core System Replacement	May 2012 E-Board	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
8000 General Fund	(267,544)	-	-	-	(267,544)	
3400 Other Funds Ltd	(41,912)	-	-	-	(41,912)	
All Funds	(309,456)	-	-	-	(309,456)	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(69)	-	-	-	(69)	
3400 Other Funds Ltd	(11)	-	-	-	(11)	
All Funds	(80)	-	-	-	(80)	
3220 Public Employees Retire Cont						
8000 General Fund	(52,787)	-	-	-	(52,787)	
3400 Other Funds Ltd	(8,269)	-	-	-	(8,269)	
All Funds	(61,056)	-	-	-	(61,056)	
3230 Social Security Taxes						
8000 General Fund	(20,467)	-	-	-	(20,467)	
3400 Other Funds Ltd	(3,206)	-	-	-	(3,206)	
All Funds	(23,673)	-	-	-	(23,673)	
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	(101)	-	-	-	(101)	
3400 Other Funds Ltd	(17)	-	-	-	(17)	
All Funds	(118)	-	-	-	(118)	
3270 Flexible Benefits						
8000 General Fund	(52,661)	-	-	-	(52,661)	
3400 Other Funds Ltd	(8,395)	-	-	-	(8,395)	

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General Services Section

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up	Pkg: 104 ERA Transfer to OHCS	Pkg: 121 Core System Replacement	Pkg: 081 May 2012 E-Board	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
All Funds	(61,056)	-	-	-	(61,056)	
OTHER PAYROLL EXPENSES						
8000 General Fund	(126,085)	-	-	-	(126,085)	
3400 Other Funds Ltd	(19,898)	-	-	-	(19,898)	
TOTAL OTHER PAYROLL EXPENSES	(\$145,983)	-	-	-	(\$145,983)	
PERSONAL SERVICES						
8000 General Fund	(393,629)	-	-	-	(393,629)	
3400 Other Funds Ltd	(61,810)	-	-	-	(61,810)	
TOTAL PERSONAL SERVICES	(\$455,439)	-	-	-	(\$455,439)	
SERVICES & SUPPLIES						
4175 Office Expenses						
8000 General Fund	815,801	815,801	-	-	-	
3400 Other Funds Ltd	50,538	50,538	-	-	-	
All Funds	866,339	866,339	-	-	-	
4300 Professional Services						
3400 Other Funds Ltd	17,346,000	-	-	17,346,000	-	
SERVICES & SUPPLIES						
8000 General Fund	815,801	815,801	-	-	-	
3400 Other Funds Ltd	17,396,538	50,538	-	17,346,000	-	
TOTAL SERVICES & SUPPLIES	\$18,212,339	\$866,339	-	\$17,346,000	-	
EXPENDITURES						
8000 General Fund	422,172	815,801	-	-	(393,629)	

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 104 ERA Transfer to OHCS Priority: 00	Pkg: 121 Core System Replacement Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00	
3400 Other Funds Ltd	17,334,728	50,538	-	17,346,000	(61,810)	
TOTAL EXPENDITURES	\$17,756,900	\$866,339	-	\$17,346,000	(\$455,439)	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	(1,000,000)	-	(1,000,000)	-	-	
TOTAL ENDING BALANCE	(\$1,000,000)	-	(\$1,000,000)	-	-	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(2)	-	-	-	(2)	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(2.00)	-	-	-	(2.00)	

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 121 Core System Replacement Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00		
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	4,019,083	385,982	4,217,000	(583,899)
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CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd	42,059	92,832	-	(50,773)
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REVENUE CATEGORIES

8000 General Fund	4,019,083	385,982	4,217,000	(583,899)
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3400 Other Funds Ltd	42,059	92,832	-	(50,773)
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TOTAL REVENUE CATEGORIES	\$4,061,142	\$478,814	\$4,217,000	(\$634,672)
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AVAILABLE REVENUES

8000 General Fund	4,019,083	385,982	4,217,000	(583,899)
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3400 Other Funds Ltd	42,059	92,832	-	(50,773)
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TOTAL AVAILABLE REVENUES	\$4,061,142	\$478,814	\$4,217,000	(\$634,672)
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	(552,012)	(159,982)	-	(392,030)
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3400 Other Funds Ltd	(48,000)	(13,910)	-	(34,090)
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All Funds	(600,012)	(173,892)	-	(426,120)
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Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 121 Core System Replacement Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(296)	(185)	-	(111)		
3400 Other Funds Ltd	(24)	(15)	-	(9)		
All Funds	(320)	(200)	-	(120)		
3220 Public Employees Retire Cont						
8000 General Fund	(108,911)	(31,564)	-	(77,347)		
3400 Other Funds Ltd	(9,470)	(2,744)	-	(6,726)		
All Funds	(118,381)	(34,308)	-	(84,073)		
3230 Social Security Taxes						
8000 General Fund	(42,230)	(12,239)	-	(29,991)		
3400 Other Funds Ltd	(3,671)	(1,064)	-	(2,607)		
All Funds	(45,901)	(13,303)	-	(32,598)		
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	(432)	(270)	-	(162)		
3400 Other Funds Ltd	(40)	(25)	-	(15)		
All Funds	(472)	(295)	-	(177)		
3270 Flexible Benefits						
8000 General Fund	(224,688)	(140,430)	-	(84,258)		
3400 Other Funds Ltd	(19,536)	(12,210)	-	(7,326)		
All Funds	(244,224)	(152,640)	-	(91,584)		
OTHER PAYROLL EXPENSES						
8000 General Fund	(376,557)	(184,688)	-	(191,869)		

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up	Pkg: 121 Core System Replacement	Pkg: 081 May 2012 E-Board		
		Priority: 00	Priority: 00	Priority: 00		
3400 Other Funds Ltd	(32,741)	(16,058)	-	(16,683)		
TOTAL OTHER PAYROLL EXPENSES	(\$409,298)	(\$200,746)	-	(\$208,552)		
PERSONAL SERVICES						
8000 General Fund	(928,569)	(344,670)	-	(583,899)		
3400 Other Funds Ltd	(80,741)	(29,968)	-	(50,773)		
TOTAL PERSONAL SERVICES	(\$1,009,310)	(\$374,638)	-	(\$634,672)		
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	26,801	26,801	-	-		
3400 Other Funds Ltd	5,200	5,200	-	-		
All Funds	32,001	32,001	-	-		
4150 Employee Training						
8000 General Fund	38,952	38,952	-	-		
3400 Other Funds Ltd	7,600	7,600	-	-		
All Funds	46,552	46,552	-	-		
4200 Telecommunications						
8000 General Fund	40,000	40,000	-	-		
3400 Other Funds Ltd	8,000	8,000	-	-		
All Funds	48,000	48,000	-	-		
4225 State Gov. Service Charges						
8000 General Fund	2,812,000	300,000	2,512,000	-		
3400 Other Funds Ltd	60,000	60,000	-	-		

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up	Pkg: 121 Core System Replacement	Pkg: 081 May 2012 E-Board		
		Priority: 00	Priority: 00	Priority: 00		
All Funds	2,872,000	360,000	2,512,000	-		
4250 Data Processing						
8000 General Fund	211,093	211,093	-	-		
3400 Other Funds Ltd	42,000	42,000	-	-		
All Funds	253,093	253,093	-	-		
4700 Expendable Prop 250 - 5000						
8000 General Fund	28,685	28,685	-	-		
4715 IT Expendable Property						
8000 General Fund	1,790,121	85,121	1,705,000	-		
SERVICES & SUPPLIES						
8000 General Fund	4,947,652	730,652	4,217,000	-		
3400 Other Funds Ltd	122,800	122,800	-	-		
TOTAL SERVICES & SUPPLIES	\$5,070,452	\$853,452	\$4,217,000	-		
EXPENDITURES						
8000 General Fund	4,019,083	385,982	4,217,000	(583,899)		
3400 Other Funds Ltd	42,059	92,832	-	(50,773)		
TOTAL EXPENDITURES	\$4,061,142	\$478,814	\$4,217,000	(\$634,672)		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	-	-	-	-		
AUTHORIZED POSITIONS						

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Administrative Services Division

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 121 Core System Replacement Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00		
8150 Class/Unclass Positions	(8)	(5)	-	(3)		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(6.50)	(3.50)	-	(3.00)		

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00			
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund (900,786) (384,426) (516,360)

CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd (60,661) (6,944) (53,717)

REVENUE CATEGORIES

8000 General Fund (900,786) (384,426) (516,360)

3400 Other Funds Ltd (60,661) (6,944) (53,717)

TOTAL REVENUE CATEGORIES (\$961,447) (\$391,370) (\$570,077)

AVAILABLE REVENUES

8000 General Fund (900,786) (384,426) (516,360)

3400 Other Funds Ltd (60,661) (6,944) (53,717)

TOTAL AVAILABLE REVENUES (\$961,447) (\$391,370) (\$570,077)

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund (623,919) (281,904) (342,015)

3400 Other Funds Ltd (36,841) (3,448) (33,393)

All Funds (660,760) (285,352) (375,408)

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(185)	(80)	(105)			
3400 Other Funds Ltd	(18)	(3)	(15)			
All Funds	(203)	(83)	(120)			
3220 Public Employees Retire Cont						
8000 General Fund	(123,100)	(55,620)	(67,480)			
3400 Other Funds Ltd	(7,269)	(680)	(6,589)			
All Funds	(130,369)	(56,300)	(74,069)			
3230 Social Security Taxes						
8000 General Fund	(47,730)	(21,566)	(26,164)			
3400 Other Funds Ltd	(2,819)	(264)	(2,555)			
All Funds	(50,549)	(21,830)	(28,719)			
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	(273)	(118)	(155)			
3400 Other Funds Ltd	(27)	(5)	(22)			
All Funds	(300)	(123)	(177)			
3270 Flexible Benefits						
8000 General Fund	(141,497)	(61,056)	(80,441)			
3400 Other Funds Ltd	(13,687)	(2,544)	(11,143)			
All Funds	(155,184)	(63,600)	(91,584)			
OTHER PAYROLL EXPENSES						
8000 General Fund	(312,785)	(138,440)	(174,345)			

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up	Pkg: 081 May 2012 E-Board			
		Priority: 00	Priority: 00			
3400 Other Funds Ltd	(23,820)	(3,496)	(20,324)			
TOTAL OTHER PAYROLL EXPENSES	(\$336,605)	(\$141,936)	(\$194,669)			
PERSONAL SERVICES						
8000 General Fund	(936,704)	(420,344)	(516,360)			
3400 Other Funds Ltd	(60,661)	(6,944)	(53,717)			
TOTAL PERSONAL SERVICES	(\$997,365)	(\$427,288)	(\$570,077)			
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	8,934	8,934	-			
4150 Employee Training						
8000 General Fund	12,984	12,984	-			
4200 Telecommunications						
8000 General Fund	14,000	14,000	-			
SERVICES & SUPPLIES						
8000 General Fund	35,918	35,918	-			
TOTAL SERVICES & SUPPLIES	\$35,918	\$35,918	-			
EXPENDITURES						
8000 General Fund	(900,786)	(384,426)	(516,360)			
3400 Other Funds Ltd	(60,661)	(6,944)	(53,717)			
TOTAL EXPENDITURES	(\$961,447)	(\$391,370)	(\$570,077)			
ENDING BALANCE						
8000 General Fund	-	-	-			

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	-	-	-			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(6)	(3)	(3)			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(5.07)	(2.07)	(3.00)			

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00			
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	31,708	(511,080)	542,788
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CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd	(22,936)	(11,019)	(11,917)
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REVENUE CATEGORIES

8000 General Fund	31,708	(511,080)	542,788
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3400 Other Funds Ltd	(22,936)	(11,019)	(11,917)
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TOTAL REVENUE CATEGORIES

\$8,772	(\$522,099)	\$530,871
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AVAILABLE REVENUES

8000 General Fund	31,708	(511,080)	542,788
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3400 Other Funds Ltd	(22,936)	(11,019)	(11,917)
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TOTAL AVAILABLE REVENUES

\$8,772	(\$522,099)	\$530,871
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	(754,851)	(367,147)	(387,704)
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3400 Other Funds Ltd	(14,157)	(6,245)	(7,912)
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All Funds	(769,008)	(373,392)	(395,616)
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Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(352)	(235)	(117)			
3400 Other Funds Ltd	(8)	(5)	(3)			
All Funds	(360)	(240)	(120)			
3220 Public Employees Retire Cont						
8000 General Fund	(148,932)	(72,438)	(76,494)			
3400 Other Funds Ltd	(2,793)	(1,232)	(1,561)			
All Funds	(151,725)	(73,670)	(78,055)			
3230 Social Security Taxes						
8000 General Fund	(57,745)	(28,086)	(29,659)			
3400 Other Funds Ltd	(1,082)	(477)	(605)			
All Funds	(58,827)	(28,563)	(30,264)			
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	(523)	(349)	(174)			
3400 Other Funds Ltd	(8)	(5)	(3)			
All Funds	(531)	(354)	(177)			
3270 Flexible Benefits						
8000 General Fund	(269,864)	(180,113)	(89,751)			
3400 Other Funds Ltd	(4,888)	(3,055)	(1,833)			
All Funds	(274,752)	(183,168)	(91,584)			
OTHER PAYROLL EXPENSES						
8000 General Fund	(477,416)	(281,221)	(196,195)			

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Personal Tax and Compliance Division

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00			
3400 Other Funds Ltd	(8,779)	(4,774)	(4,005)			
TOTAL OTHER PAYROLL EXPENSES	(\$486,195)	(\$285,995)	(\$200,200)			
P.S. BUDGET ADJUSTMENTS						
3470 Undistributed (P.S.)						
8000 General Fund	1,126,687	-	1,126,687			
PERSONAL SERVICES						
8000 General Fund	(105,580)	(648,368)	542,788			
3400 Other Funds Ltd	(22,936)	(11,019)	(11,917)			
TOTAL PERSONAL SERVICES	(\$128,516)	(\$659,387)	\$530,871			
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	33,948	33,948	-			
4150 Employee Training						
8000 General Fund	49,340	49,340	-			
4200 Telecommunications						
8000 General Fund	54,000	54,000	-			
SERVICES & SUPPLIES						
8000 General Fund	137,288	137,288	-			
TOTAL SERVICES & SUPPLIES	\$137,288	\$137,288	-			
EXPENDITURES						
8000 General Fund	31,708	(511,080)	542,788			
3400 Other Funds Ltd	(22,936)	(11,019)	(11,917)			

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Personal Tax and Compliance Division

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00			
TOTAL EXPENDITURES	\$8,772	(\$522,099)	\$530,871			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	-	-	-			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(9)	(6)	(3)			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(9.00)	(6.00)	(3.00)			

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00			
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund (458,002) (314,710) (143,292)

CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd (128,332) (125,407) (2,925)

REVENUE CATEGORIES

8000 General Fund (458,002) (314,710) (143,292)

3400 Other Funds Ltd (128,332) (125,407) (2,925)

TOTAL REVENUE CATEGORIES (\$586,334) (\$440,117) (\$146,217)

AVAILABLE REVENUES

8000 General Fund (458,002) (314,710) (143,292)

3400 Other Funds Ltd (128,332) (125,407) (2,925)

TOTAL AVAILABLE REVENUES (\$586,334) (\$440,117) (\$146,217)

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund (400,153) (311,224) (88,929)

3400 Other Funds Ltd (81,335) (79,520) (1,815)

All Funds (481,488) (390,744) (90,744)

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(157)	(118)	(39)			
3400 Other Funds Ltd	(43)	(42)	(1)			
All Funds	(200)	(160)	(40)			
3220 Public Employees Retire Cont						
8000 General Fund	(78,950)	(61,404)	(17,546)			
3400 Other Funds Ltd	(16,048)	(15,690)	(358)			
All Funds	(94,998)	(77,094)	(17,904)			
3230 Social Security Taxes						
8000 General Fund	(30,611)	(23,808)	(6,803)			
3400 Other Funds Ltd	(6,223)	(6,084)	(139)			
All Funds	(36,834)	(29,892)	(6,942)			
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	(232)	(174)	(58)			
3400 Other Funds Ltd	(63)	(62)	(1)			
All Funds	(295)	(236)	(59)			
3270 Flexible Benefits						
8000 General Fund	(119,670)	(89,753)	(29,917)			
3400 Other Funds Ltd	(32,970)	(32,359)	(611)			
All Funds	(152,640)	(122,112)	(30,528)			
OTHER PAYROLL EXPENSES						
8000 General Fund	(229,620)	(175,257)	(54,363)			

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up	Pkg: 081 May 2012 E-Board			
		Priority: 00	Priority: 00			
3400 Other Funds Ltd	(55,347)	(54,237)	(1,110)			
TOTAL OTHER PAYROLL EXPENSES	(\$284,967)	(\$229,494)	(\$55,473)			
PERSONAL SERVICES						
8000 General Fund	(629,773)	(486,481)	(143,292)			
3400 Other Funds Ltd	(136,682)	(133,757)	(2,925)			
TOTAL PERSONAL SERVICES	(\$766,455)	(\$620,238)	(\$146,217)			
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	17,868	17,868	-			
3400 Other Funds Ltd	800	800	-			
All Funds	18,668	18,668	-			
4125 Out of State Travel						
8000 General Fund	100,935	100,935	-			
3400 Other Funds Ltd	5,000	5,000	-			
All Funds	105,935	105,935	-			
4150 Employee Training						
8000 General Fund	25,968	25,968	-			
3400 Other Funds Ltd	1,250	1,250	-			
All Funds	27,218	27,218	-			
4200 Telecommunications						
8000 General Fund	27,000	27,000	-			
3400 Other Funds Ltd	1,300	1,300	-			

Description	Total Policy Packages	Pkg: 101 Service and Supplies True-up Priority: 00	Pkg: 081 May 2012 E-Board Priority: 00			
All Funds	28,300	28,300	-			
SERVICES & SUPPLIES						
8000 General Fund	171,771	171,771	-			
3400 Other Funds Ltd	8,350	8,350	-			
TOTAL SERVICES & SUPPLIES	\$180,121	\$180,121	-			
EXPENDITURES						
8000 General Fund	(458,002)	(314,710)	(143,292)			
3400 Other Funds Ltd	(128,332)	(125,407)	(2,925)			
TOTAL EXPENDITURES	(\$586,334)	(\$440,117)	(\$146,217)			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	-	-	-			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(5)	(4)	(1)			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(5.00)	(4.00)	(1.00)			

Description	Total Policy Packages	Pkg: 104 ERA Transfer to OHCS Priority: 00				
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	(1,000,000)	(1,000,000)
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AVAILABLE REVENUES

8000 General Fund	(1,000,000)	(1,000,000)
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TOTAL AVAILABLE REVENUES	(\$1,000,000)	(\$1,000,000)
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EXPENDITURES

SPECIAL PAYMENTS

6060 Intra-Agency Gen Fund Transfer

8000 General Fund	(1,000,000)	(1,000,000)
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ENDING BALANCE

8000 General Fund	-	-
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TOTAL ENDING BALANCE	-	-
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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MEAHZ	7016	HA PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	9,182.00	202,232	18,136			220,368
000	MENNZ	0119	AA EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	3,274.00	70,718	7,858			78,576
000	MESNZ	7014	AA PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	10,974.00	237,038	26,338			263,376
000	MMN	X0103	AA OFFICE SPECIALIST 1	2	2.00	48.00	2,528.50	110,589	10,779			121,368
000	MMN	X0118	AA EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	2,708.00	58,493	6,499			64,992
000	MMN	X0855	AA PROJECT MANAGER 2	1	1.00	24.00	4,809.00	106,183	9,233			115,416
000	MMN	X0873	AA OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	6,134.00	132,494	14,722			147,216
000	MMN	X1319	AA HUMAN RESOURCE ASSISTANT	2	2.00	48.00	2,898.50	127,997	11,131			139,128
000	MMN	X1320	AA HUMAN RESOURCE ANALYST 1	2	2.00	48.00	3,970.00	175,315	15,245			190,560
000	MMN	X1321	AA HUMAN RESOURCE ANALYST 2	2	2.00	48.00	4,364.00	190,619	18,853			209,472
000	MMN	X1322	AA HUMAN RESOURCE ANALYST 3	1	1.00	24.00	4,809.00	106,183	9,233			115,416
000	MMN	X1339	AA TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	4,364.00	83,789	20,947			104,736
000	MMN	X5248	AA COMPLIANCE SPECIALIST 3	2	2.00	48.00	5,052.00	215,821	26,675			242,496
000	MMN	X5618	AA INTERNAL AUDITOR 3	2	2.00	48.00	5,986.50	246,839	40,513			287,352
000	MMS	X0855	AA PROJECT MANAGER 2	2	2.00	48.00	4,809.00	212,366	18,466			230,832
000	MMS	X7008	AA PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	6,330.00	266,172	37,668			303,840
000	OA	C0104	AA OFFICE SPECIALIST 2	2	2.00	48.00	2,764.50	123,774	8,922			132,696
000	OA	C0107	AA ADMINISTRATIVE SPECIALIST 1	2	2.00	48.00	3,330.50	145,402	14,462			159,864
000	OA	C0871	AA OPERATIONS & POLICY ANALYST 2	3	3.00	72.00	4,802.33	306,807	38,961			345,768
000	OA	C2511	AA ELECTRONIC PUB DESIGN SPEC 2	2	2.00	48.00	3,585.00	147,988	24,092			172,080
000	OA	C2512	AA ELECTRONIC PUB DESIGN SPEC 3	1	1.00	24.00	4,628.00	99,965	11,107			111,072
000				34	34.00	816.00	4,603.70	3,366,784	389,840			3,756,624

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
081	MMN	X1339	AA TRAINING & DEVELOPMENT SPEC 2	1-	1.00-	24.00-	4,364.00	83,789-	20,947-			104,736-
081				1-	1.00-	24.00-	4,364.00	83,789-	20,947-			104,736-
				33	33.00	792.00	4,596.85	3,282,995	368,893			3,651,888

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMN	X1488	IA INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	7,730.00	170,678	14,842			185,520
000	MMS	X0872	AA OPERATIONS & POLICY ANALYST 3	2	2.00	48.00	6,760.00	305,822	18,658			324,480
000	MMS	X7010	AA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	6,134.00	120,717	26,499			147,216
000				4	4.00	96.00	6,846.00	597,217	59,999			657,216

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
081	MMS	X0872	AA OPERATIONS & POLICY ANALYST 3	1-	1.00-	24.00-	6,760.00	146,827-	15,413-			162,240-
081	MMS	X7010	AA PRINCIPAL EXECUTIVE/MANAGER F	1-	1.00-	24.00-	6,134.00	120,717-	26,499-			147,216-
081				2-	2.00-	48.00-	6,447.00	267,544-	41,912-			309,456-
				2	2.00	48.00	6,713.00	329,673	18,087			347,760

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MESNZ7010	IA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	9,955.00	219,806	19,114			238,920
000	MESNZ7012	AA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	7,093.00	156,613	13,619			170,232
000	MMN X0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	3,590.00	79,267	6,893			86,160
000	MMN X0212	AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	3,970.00	87,658	7,622			95,280
000	MMN X1488	IA	INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	7,730.00	170,678	14,842			185,520
000	MMS X0112	AA	SUPPORT SERVICES SUPERVISOR 1	1	1.00	24.00	3,112.00	65,725	8,963			74,688
000	MMS X7000	AA	PRINCIPAL EXECUTIVE/MANAGER A	4	4.00	96.00	4,568.50	419,672	18,904			438,576
000	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	4,809.00	106,183	9,233			115,416
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	2	2.00	48.00	6,137.00	271,010	23,566			294,576
000	MMS X7006	IA	PRINCIPAL EXECUTIVE/MANAGER D	4	4.00	96.00	7,735.75	683,220	59,412			742,632
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	3	3.00	72.00	6,604.33	437,471	38,041			475,512
000	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	6,435.00	142,085	12,355			154,440
000	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	6,134.00	132,494	14,722			147,216
000	OA C0101	AA	OFFICE ASSISTANT 1	18	9.48	227.40	2,040.00	454,619	9,275			463,894
000	OA C0102	AA	OFFICE ASSISTANT 2	36	29.08	697.71	2,263.55	1,459,726	126,112			1,585,838
000	OA C0103	AA	OFFICE SPECIALIST 1	29	23.15	555.44	2,479.00	1,216,042	196,875			1,412,917
000	OA C0104	AA	OFFICE SPECIALIST 2	22	21.99	527.76	2,734.00	1,302,865	140,140			1,443,005
000	OA C0107	AA	ADMINISTRATIVE SPECIALIST 1	5	5.00	120.00	3,276.60	341,759	51,433			393,192
000	OA C0108	AA	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	3,838.00	84,743	7,369			92,112
000	OA C0211	AA	ACCOUNTING TECHNICIAN 2	3	3.00	72.00	2,741.00	181,564	15,788			197,352
000	OA C0435	AA	PROCUREMENT AND CONTRACT ASST	1	1.00	24.00	3,838.00	84,743	7,369			92,112
000	OA C0437	AA	PROCUREMENT & CONTRACT SPEC 2	1	1.00	24.00	4,019.00	88,740	7,716			96,456
000	OA C0438	AA	PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	4,856.00	107,220	9,324			116,544
000	OA C0501	AA	DATA ENTRY OPERATOR	48	24.80	594.92	2,263.56	1,303,686	64,957			1,368,643
000	OA C0758	AA	SUPPLY SPECIALIST 1	2	2.00	48.00	2,352.00	103,864	9,032			112,896

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000	OA	C0870	AA OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	3,838.00	83,085	9,027			92,112
000	OA	C0871	AA OPERATIONS & POLICY ANALYST 2	4	4.00	96.00	5,173.00	433,570	63,038			496,608
000	OA	C1215	AA ACCOUNTANT 1	1	1.00	24.00	3,032.00	66,947	5,821			72,768
000	OA	C1216	AA ACCOUNTANT 2	1	1.00	24.00	4,628.00	102,186	8,886			111,072
000	OA	C1217	AA ACCOUNTANT 3	1	1.00	24.00	4,628.00	102,186	8,886			111,072
000	OA	C1218	AA ACCOUNTANT 4	2	2.00	48.00	5,883.50	259,815	22,593			282,408
000	OA	C1244	AA FISCAL ANALYST 2	3	3.00	72.00	5,516.33	365,401	31,775			397,176
000	OA	C1245	AA FISCAL ANALYST 3	1	1.00	24.00	6,463.00	142,703	12,409			155,112
000	OA	C1475	IA DATA ENTRY CONTROL TECHNICIAN	3	3.00	72.00	2,559.66	169,553	14,743			184,296
000	OA	C1481	IA INFO SYSTEMS SPECIALIST 1	1	1.00	24.00	3,450.00	76,176	6,624			82,800
000	OA	C1483	IA INFO SYSTEMS SPECIALIST 3	4	4.00	96.00	4,262.00	376,418	32,734			409,152
000	OA	C1484	IA INFO SYSTEMS SPECIALIST 4	18	18.00	432.00	4,856.50	1,898,659	199,349			2,098,008
000	OA	C1485	IA INFO SYSTEMS SPECIALIST 5	3	3.00	72.00	5,870.00	371,924	50,716			422,640
000	OA	C1486	IA INFO SYSTEMS SPECIALIST 6	19	19.00	456.00	5,818.42	2,385,969	267,231			2,653,200
000	OA	C1487	IA INFO SYSTEMS SPECIALIST 7	18	18.00	432.00	6,503.77	2,431,129	378,503			2,809,632
000	OA	C1488	IA INFO SYSTEMS SPECIALIST 8	2	2.00	48.00	7,582.00	312,985	50,951			363,936
000				271	226.50	5435.23	3,640.12	19,280,159	2,055,962			21,336,121

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
081	MMN	X0118	AA EXECUTIVE SUPPORT SPECIALIST 1	1-	1.00-	24.00-	3,590.00	79,267-	6,893-			86,160-
081	MMN	X1488	IA INFO SYSTEMS SPECIALIST 8	1-	1.00-	24.00-	7,730.00	170,678-	14,842-			185,520-
081	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1-	1.00-	24.00-	6,435.00	142,085-	12,355-			154,440-
081				3-	3.00-	72.00-	5,918.33	392,030-	34,090-			426,120-

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
101	OA	C0102	AA OFFICE ASSISTANT 2	2-	1.50-	36.00-	2,038.00	67,499-	5,869-			73,368-
101	OA	C0103	AA OFFICE SPECIALIST 1	1-	.50-	12.00-	2,113.00	23,328-	2,028-			25,356-
101	OA	C0501	AA DATA ENTRY OPERATOR	1-	.50-	12.00-	2,038.00	22,500-	1,956-			24,456-
101	OA	C1475	IA DATA ENTRY CONTROL TECHNICIAN	1-	1.00-	24.00-	2,113.00	46,655-	4,057-			50,712-
101				5-	3.50-	84.00-	2,068.00	159,982-	13,910-			173,892-
				263	220.00	5279.23	3,636.44	18,728,147	2,007,962			20,736,109

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MESNZ7012	AA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	9,035.00	162,630	54,210			216,840
000	MMN X0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	3,112.00	68,168	6,520			74,688
000	MMN X0873	AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,438.00	168,569	9,943			178,512
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	7	7.00	168.00	6,139.85	829,112	202,384			1,031,496
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	3	3.00	72.00	7,811.00	515,526	46,866			562,392
000	OA C0100	AA	STUDENT OFFICE WORKER	3	.33	7.90	2,088.66	11,819	4,751			16,570
000	OA C0103	AA	OFFICE SPECIALIST 1	1	1.00	24.00	2,352.00	56,448				56,448
000	OA C0104	AA	OFFICE SPECIALIST 2	4	4.00	96.00	2,995.50	75,477	212,091			287,568
000	OA C0107	AA	ADMINISTRATIVE SPECIALIST 1	2	2.00	48.00	3,015.00	114,168	30,552			144,720
000	OA C0108	AA	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	3,306.50	33,300	125,412			158,712
000	OA C0726	AA	APPRAISER ANALYST 2	3	3.00	72.00	4,115.33	116,544	179,760			296,304
000	OA C0727	AA	APPRAISER ANALYST 3	39	39.00	936.00	5,124.07	2,822,880	1,973,256			4,796,136
000	OA C0728	AA	APPRAISER ANALYST 4	14	14.00	336.00	6,293.42	1,478,304	636,288			2,114,592
000	OA C0860	AA	PROGRAM ANALYST 1	1	1.00	24.00	4,628.00		111,072			111,072
000	OA C0861	AA	PROGRAM ANALYST 2	4	4.00	96.00	4,428.25	425,112				425,112
000	OA C0871	AA	OPERATIONS & POLICY ANALYST 2	2	2.00	48.00	4,877.00	52,956	181,140			234,096
000	OA C0872	AA	OPERATIONS & POLICY ANALYST 3	2	2.00	48.00	5,752.00	147,912	128,184			276,096
000	OA C1339	AA	TRAINING & DEVELOPMENT SPEC 2	2	2.00	48.00	4,437.50	213,000				213,000
000	OA C1483	IA	INFO SYSTEMS SPECIALIST 3	4	4.00	96.00	3,723.50	226,983	130,473			357,456
000	OA C1484	IA	INFO SYSTEMS SPECIALIST 4	5	5.00	120.00	4,114.00	313,487	180,193			493,680
000	OA C1485	IA	INFO SYSTEMS SPECIALIST 5	3	3.00	72.00	4,595.00	210,084	120,756			330,840
000	OA C1486	IA	INFO SYSTEMS SPECIALIST 6	1	1.00	24.00	6,285.00	95,783	55,057			150,840
000				105	102.33	2455.90	5,024.20	8,138,262	4,388,908			12,527,170

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
081	MMS	X7008	AA PRINCIPAL EXECUTIVE/MANAGER E	1-	1.00-	24.00-	7,811.00	187,464-				187,464-
081	OA	C1339	AA TRAINING & DEVELOPMENT SPEC 2	1-	1.00-	24.00-	4,019.00	96,456-				96,456-
081	OA	C1484	IA INFO SYSTEMS SPECIALIST 4	1-	1.00-	24.00-	3,812.00	58,095-	33,393-			91,488-
081				3-	3.00-	72.00-	5,214.00	342,015-	33,393-			375,408-

08/02/12 REPORT NO.: PPDPLBUDCL
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 PICS SYSTEM: BUDGET PREPARATION

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
101	OA	C0100	AA STUDENT OFFICE WORKER	1-	.07-	1.69-	2,040.00		3,448-			3,448-
101	OA	C0727	AA APPRAISER ANALYST 3	2-	2.00-	48.00-	5,873.00	281,904-				281,904-
101				3-	2.07-	49.69-	4,595.33	281,904-	3,448-			285,352-
				99	97.26	2334.21	5,017.73	7,514,343	4,352,067			11,866,410

08/02/12 REPORT NO.: PPDPLBUDCL
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 SUMMARY XREF:005-00-00 000 Personal Tax and Com

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 PICS SYSTEM: BUDGET PREPARATION

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MESNZ7012	AA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	9,955.00	234,142	4,778			238,920
000	MMN X0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	3,274.00	77,004	1,572			78,576
000	MMS X7000	AA	PRINCIPAL EXECUTIVE/MANAGER A	9	9.00	216.00	3,822.33	811,018	14,606			825,624
000	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	3	3.00	72.00	4,696.66	331,397	6,763			338,160
000	MMS X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	11	11.00	264.00	5,359.18	1,386,530	28,294			1,414,824
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	4	4.00	96.00	6,416.25	606,065	9,895			615,960
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	7,452.00	350,542	7,154			357,696
000	OA C0100	AA	STUDENT OFFICE WORKER	5	.42	10.29	2,069.20	21,010	430			21,440
000	OA C0103	AA	OFFICE SPECIALIST 1	10	10.00	240.00	2,269.90	535,910	8,866			544,776
000	OA C0104	AA	OFFICE SPECIALIST 2	13	13.00	312.00	2,584.53	788,587	17,789			806,376
000	OA C0107	AA	ADMINISTRATIVE SPECIALIST 1	55	54.42	1306.00	3,163.74	4,035,890	91,478			4,127,368
000	OA C0108	AA	ADMINISTRATIVE SPECIALIST 2	22	22.00	528.00	3,437.90	1,777,532	37,684			1,815,216
000	OA C0323	AA	PUBLIC SERVICE REP 3	20	18.48	443.27	2,667.90	1,150,309	23,475			1,173,784
000	OA C0870	AA	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	3,332.00	78,369	1,599			79,968
000	OA C0871	AA	OPERATIONS & POLICY ANALYST 2	5	5.00	120.00	4,641.00	545,782	11,138			556,920
000	OA C0872	AA	OPERATIONS & POLICY ANALYST 3	5	5.00	120.00	5,431.00	641,017	10,703			651,720
000	OA C5110	AA	REVENUE AGENT 1	90	90.00	2160.00	2,955.61	6,272,132	111,988			6,384,120
000	OA C5111	AA	REVENUE AGENT 2	7	7.00	168.00	2,979.85	491,994	8,622			500,616
000	OA C5112	AA	REVENUE AGENT 3	36	36.00	864.00	3,718.16	3,152,111	60,385			3,212,496
000	OA C5248	AA	COMPLIANCE SPECIALIST 3	1	1.00	24.00	5,873.00	138,133	2,819			140,952
000	OA C5631	AA	TAX AUDITOR 1	75	74.00	1776.00	3,952.18	6,872,270	119,314			6,991,584
000	OA C5632	AA	TAX AUDITOR 2	35	35.00	840.00	5,059.51	4,173,577	76,415			4,249,992
000				411	403.32	9679.56	3,612.31	34,471,321	655,767			35,127,088

REPORT: SUMMARY LIST BY PKG BY SUMMARY XREF

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SUMMARY XREF:005-00-00 081 Personal Tax and Com

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
081	MMS	X7000	AA PRINCIPAL EXECUTIVE/MANAGER A	1-	1.00-	24.00-	3,590.00	84,437-	1,723-			86,160-
081	MMS	X7004	AA PRINCIPAL EXECUTIVE/MANAGER C	1-	1.00-	24.00-	6,134.00	144,272-	2,944-			147,216-
081	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1-	1.00-	24.00-	6,760.00	158,995-	3,245-			162,240-
081				3-	3.00-	72.00-	5,494.66	387,704-	7,912-			395,616-

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
101	OA	C0103	AA OFFICE SPECIALIST 1	1-	1.00-	24.00-	2,113.00	49,698-	1,014-			50,712-
101	OA	C0107	AA ADMINISTRATIVE SPECIALIST 1	2-	2.00-	48.00-	2,546.00	119,764-	2,444-			122,208-
101	OA	C0108	AA ADMINISTRATIVE SPECIALIST 2	1-	1.00-	24.00-	2,775.00	65,268-	1,332-			66,600-
101	OA	C5110	AA REVENUE AGENT 1	1-	1.00-	24.00-	2,546.00	61,104-				61,104-
101	OA	C5112	AA REVENUE AGENT 3	1-	1.00-	24.00-	3,032.00	71,313-	1,455-			72,768-
101				6-	6.00-	144.00-	2,593.00	367,147-	6,245-			373,392-
				402	394.32	9463.56	3,611.20	33,716,470	641,610			34,358,080

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MESNZ7012	AA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	9,955.00	215,028	23,892			238,920
000	MMN X0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	3,112.00	67,219	7,469			74,688
000	MMN X1164	AA	ECONOMIST 4	2	2.00	48.00	6,466.00	279,331	31,037			310,368
000	MMN X5648	AA	GOVERNMENTAL AUDITOR 3	1	1.00	24.00	6,435.00	146,718	7,722			154,440
000	MMS X7000	AA	PRINCIPAL EXECUTIVE/MANAGER A	7	7.00	168.00	3,954.57	240,471	423,897			664,368
000	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	4,809.00	91,536	23,880			115,416
000	MMS X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	2	2.00	48.00	4,580.00	193,217	26,623			219,840
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	5	5.00	120.00	6,298.40	604,808	151,000			755,808
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	3	3.00	72.00	6,594.66	283,137	191,679			474,816
000	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	8,613.00	186,041	20,671			206,712
000	OA C0100	AA	STUDENT OFFICE WORKER	1	.02	.56	2,040.00	1,142				1,142
000	OA C0103	AA	OFFICE SPECIALIST 1	9	9.00	216.00	2,404.44	162,118	357,242			519,360
000	OA C0104	AA	OFFICE SPECIALIST 2	12	11.00	264.00	2,625.00	308,890	370,862			679,752
000	OA C0107	AA	ADMINISTRATIVE SPECIALIST 1	10	10.00	240.00	2,832.00	653,863	25,817			679,680
000	OA C0212	AA	ACCOUNTING TECHNICIAN 3	2	2.00	48.00	3,435.00		164,880			164,880
000	OA C0324	AA	PUBLIC SERVICE REP 4	18	16.93	406.35	3,683.11	794,724	706,067			1,500,791
000	OA C0860	AA	PROGRAM ANALYST 1	2	2.00	48.00	4,216.00		202,368			202,368
000	OA C0861	AA	PROGRAM ANALYST 2	1	1.00	24.00	4,628.00		111,072			111,072
000	OA C0870	AA	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	3,652.00	83,266	4,382			87,648
000	OA C0871	AA	OPERATIONS & POLICY ANALYST 2	3	3.00	72.00	4,640.66	202,192	131,936			334,128
000	OA C0872	AA	OPERATIONS & POLICY ANALYST 3	6	6.00	144.00	5,722.83	617,383	206,705			824,088
000	OA C1117	AA	RESEARCH ANALYST 3	2	2.00	48.00	4,468.00	193,018	21,446			214,464
000	OA C1118	AA	RESEARCH ANALYST 4	1	1.00	24.00	4,628.00	111,072				111,072
000	OA C1163	AA	ECONOMIST 3	2	2.00	48.00	4,977.00	215,007	23,889			238,896
000	OA C5110	AA	REVENUE AGENT 1	68	67.39	1617.12	2,760.82	905,844	3,560,836			4,466,680

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	OA	C5111	AA REVENUE AGENT 2	9	9.00	216.00	3,120.77	585,218	88,870			674,088
000	OA	C5246	AA COMPLIANCE SPECIALIST 1	3	2.57	61.67	3,424.66		215,255			215,255
000	OA	C5247	AA COMPLIANCE SPECIALIST 2	9	9.00	216.00	4,132.88	626,312	266,392			892,704
000	OA	C5248	AA COMPLIANCE SPECIALIST 3	1	1.00	24.00	4,856.00	110,717	5,827			116,544
000	OA	C5631	AA TAX AUDITOR 1	3	3.00	72.00	3,652.00	254,180	8,764			262,944
000	OA	C5632	AA TAX AUDITOR 2	38	38.00	912.00	5,071.65	4,329,487	295,865			4,625,352
000				225	220.91	5301.70	3,782.03	12,461,939	7,676,345			20,138,284

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
081	MMS	X7000	AA PRINCIPAL EXECUTIVE/MANAGER A	1-	1.00-	24.00-	3,781.00	88,929-	1,815-			90,744-
081				1-	1.00-	24.00-	3,781.00	88,929-	1,815-			90,744-

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DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
101	OA	C5110	AA REVENUE AGENT 1	1-	1.00-	24.00-	2,546.00	22,608-	38,496-			61,104-
101	OA	C5247	AA COMPLIANCE SPECIALIST 2	1-	1.00-	24.00-	3,652.00	58,724-	28,924-			87,648-
101	OA	C5632	AA TAX AUDITOR 2	2-	2.00-	48.00-	5,041.50	229,892-	12,100-			241,992-
101				4-	4.00-	96.00-	4,070.25	311,224-	79,520-			390,744-
				220	215.91	5181.70	3,787.03	12,061,786	7,595,010			19,656,796
				1019	962.49	23098.70	3,848.68	75,633,414	14,983,629			90,617,043

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				1019	962.49	23098.70	3,848.68	75,633,414	14,983,629			90,617,043

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MEAHZ7016	HA	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	9,182.00	202,232	18,136			220,368
000	MENNZ0119	AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	3,274.00	70,718	7,858			78,576
000	MESNZ7010	IA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	9,955.00	219,806	19,114			238,920
000	MESNZ7012	AA	PRINCIPAL EXECUTIVE/MANAGER G	4	4.00	96.00	9,009.50	768,413	96,499			864,912
000	MESNZ7014	AA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	10,974.00	237,038	26,338			263,376
000	MMN X0103	AA	OFFICE SPECIALIST 1	2	2.00	48.00	2,528.50	110,589	10,779			121,368
081	MMN X0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	4	4.00	96.00	3,231.00	270,884	22,060			292,944
000	MMN X0212	AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	3,970.00	87,658	7,622			95,280
000	MMN X0855	AA	PROJECT MANAGER 2	1	1.00	24.00	4,809.00	106,183	9,233			115,416
000	MMN X0873	AA	OPERATIONS & POLICY ANALYST 4	2	2.00	48.00	6,786.00	301,063	24,665			325,728
000	MMN X1164	AA	ECONOMIST 4	2	2.00	48.00	6,466.00	279,331	31,037			310,368
000	MMN X1319	AA	HUMAN RESOURCE ASSISTANT	2	2.00	48.00	2,898.50	127,997	11,131			139,128
000	MMN X1320	AA	HUMAN RESOURCE ANALYST 1	2	2.00	48.00	3,970.00	175,315	15,245			190,560
000	MMN X1321	AA	HUMAN RESOURCE ANALYST 2	2	2.00	48.00	4,364.00	190,619	18,853			209,472
000	MMN X1322	AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	4,809.00	106,183	9,233			115,416
081	MMN X1339	AA	TRAINING & DEVELOPMENT SPEC 2		.00	.00	4,364.00					
000	MMN X1488	IA	INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	7,730.00	170,678	14,842			185,520
000	MMN X5248	AA	COMPLIANCE SPECIALIST 3	2	2.00	48.00	5,052.00	215,821	26,675			242,496
000	MMN X5618	AA	INTERNAL AUDITOR 3	2	2.00	48.00	5,986.50	246,839	40,513			287,352
000	MMN X5648	AA	GOVERNMENTAL AUDITOR 3	1	1.00	24.00	6,435.00	146,718	7,722			154,440
000	MMS X0112	AA	SUPPORT SERVICES SUPERVISOR 1	1	1.00	24.00	3,112.00	65,725	8,963			74,688
000	MMS X0855	AA	PROJECT MANAGER 2	2	2.00	48.00	4,809.00	212,366	18,466			230,832
000	MMS X0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,760.00	158,995	3,245			162,240
000	MMS X7000	AA	PRINCIPAL EXECUTIVE/MANAGER A	18	18.00	432.00	3,987.63	1,297,795	453,869			1,751,664
000	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	5	5.00	120.00	4,741.60	529,116	39,876			568,992

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMS	X7004	AA PRINCIPAL EXECUTIVE/MANAGER C	12	12.00	288.00	5,303.21	1,435,475	51,973			1,487,448
000	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	16	16.00	384.00	6,280.25	2,009,915	371,245			2,381,160
000	MMS	X7006	IA PRINCIPAL EXECUTIVE/MANAGER D	4	4.00	96.00	7,735.75	683,220	59,412			742,632
000	MMS	X7008	AA PRINCIPAL EXECUTIVE/MANAGER E	12	12.00	288.00	7,028.92	1,665,384	321,408			1,986,792
000	MMS	X7008	IA PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	6,435.00	142,085	12,355			154,440
081	MMS	X7010	AA PRINCIPAL EXECUTIVE/MANAGER F	2	2.00	48.00	6,753.75	318,535	35,393			353,928
000	OA	C0100	AA STUDENT OFFICE WORKER	8	.70	17.06	2,069.20	33,971	1,733			35,704
000	OA	C0101	AA OFFICE ASSISTANT 1	18	9.48	227.40	2,040.00	454,619	9,275			463,894
000	OA	C0102	AA OFFICE ASSISTANT 2	34	27.58	661.71	2,251.68	1,392,227	120,243			1,512,470
000	OA	C0103	AA OFFICE SPECIALIST 1	47	41.65	999.44	2,408.00	1,897,492	559,941			2,457,433
000	OA	C0104	AA OFFICE SPECIALIST 2	53	51.99	1247.76	2,693.54	2,599,593	749,804			3,349,397
000	OA	C0107	AA ADMINISTRATIVE SPECIALIST 1	72	71.42	1714.00	3,111.73	5,171,318	211,298			5,382,616
101	OA	C0108	AA ADMINISTRATIVE SPECIALIST 2	24	24.00	576.00	3,417.69	1,830,307	169,133			1,999,440
000	OA	C0211	AA ACCOUNTING TECHNICIAN 2	3	3.00	72.00	2,741.00	181,564	15,788			197,352
000	OA	C0212	AA ACCOUNTING TECHNICIAN 3	2	2.00	48.00	3,435.00		164,880			164,880
000	OA	C0323	AA PUBLIC SERVICE REP 3	20	18.48	443.27	2,667.90	1,150,309	23,475			1,173,784
000	OA	C0324	AA PUBLIC SERVICE REP 4	18	16.93	406.35	3,683.11	794,724	706,067			1,500,791
000	OA	C0435	AA PROCUREMENT AND CONTRACT ASST	1	1.00	24.00	3,838.00	84,743	7,369			92,112
000	OA	C0437	AA PROCUREMENT & CONTRACT SPEC 2	1	1.00	24.00	4,019.00	88,740	7,716			96,456
000	OA	C0438	AA PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	4,856.00	107,220	9,324			116,544
000	OA	C0501	AA DATA ENTRY OPERATOR	47	24.30	582.92	2,258.95	1,281,186	63,001			1,344,187
000	OA	C0726	AA APPRAISER ANALYST 2	3	3.00	72.00	4,115.33	116,544	179,760			296,304
000	OA	C0727	AA APPRAISER ANALYST 3	37	37.00	888.00	5,160.60	2,540,976	1,973,256			4,514,232
000	OA	C0728	AA APPRAISER ANALYST 4	14	14.00	336.00	6,293.42	1,478,304	636,288			2,114,592
000	OA	C0758	AA SUPPLY SPECIALIST 1	2	2.00	48.00	2,352.00	103,864	9,032			112,896

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	OA	C0860	AA PROGRAM ANALYST 1	3	3.00	72.00	4,353.33		313,440			313,440
000	OA	C0861	AA PROGRAM ANALYST 2	5	5.00	120.00	4,468.20	425,112	111,072			536,184
000	OA	C0870	AA OPERATIONS & POLICY ANALYST 1	3	3.00	72.00	3,607.33	244,720	15,008			259,728
000	OA	C0871	AA OPERATIONS & POLICY ANALYST 2	17	17.00	408.00	4,822.35	1,541,307	426,213			1,967,520
000	OA	C0872	AA OPERATIONS & POLICY ANALYST 3	13	13.00	312.00	5,615.07	1,406,312	345,592			1,751,904
000	OA	C1117	AA RESEARCH ANALYST 3	2	2.00	48.00	4,468.00	193,018	21,446			214,464
000	OA	C1118	AA RESEARCH ANALYST 4	1	1.00	24.00	4,628.00	111,072				111,072
000	OA	C1163	AA ECONOMIST 3	2	2.00	48.00	4,977.00	215,007	23,889			238,896
000	OA	C1215	AA ACCOUNTANT 1	1	1.00	24.00	3,032.00	66,947	5,821			72,768
000	OA	C1216	AA ACCOUNTANT 2	1	1.00	24.00	4,628.00	102,186	8,886			111,072
000	OA	C1217	AA ACCOUNTANT 3	1	1.00	24.00	4,628.00	102,186	8,886			111,072
000	OA	C1218	AA ACCOUNTANT 4	2	2.00	48.00	5,883.50	259,815	22,593			282,408
000	OA	C1244	AA FISCAL ANALYST 2	3	3.00	72.00	5,516.33	365,401	31,775			397,176
000	OA	C1245	AA FISCAL ANALYST 3	1	1.00	24.00	6,463.00	142,703	12,409			155,112
081	OA	C1339	AA TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	4,298.00	116,544				116,544
000	OA	C1475	IA DATA ENTRY CONTROL TECHNICIAN	2	2.00	48.00	2,448.00	122,898	10,686			133,584
000	OA	C1481	IA INFO SYSTEMS SPECIALIST 1	1	1.00	24.00	3,450.00	76,176	6,624			82,800
000	OA	C1483	IA INFO SYSTEMS SPECIALIST 3	8	8.00	192.00	3,992.75	603,401	163,207			766,608
000	OA	C1484	IA INFO SYSTEMS SPECIALIST 4	22	22.00	528.00	4,658.29	2,154,051	346,149			2,500,200
000	OA	C1485	IA INFO SYSTEMS SPECIALIST 5	6	6.00	144.00	5,232.50	582,008	171,472			753,480
000	OA	C1486	IA INFO SYSTEMS SPECIALIST 6	20	20.00	480.00	5,841.75	2,481,752	322,288			2,804,040
000	OA	C1487	IA INFO SYSTEMS SPECIALIST 7	18	18.00	432.00	6,503.77	2,431,129	378,503			2,809,632
000	OA	C1488	IA INFO SYSTEMS SPECIALIST 8	2	2.00	48.00	7,582.00	312,985	50,951			363,936
000	OA	C2511	AA ELECTRONIC PUB DESIGN SPEC 2	2	2.00	48.00	3,585.00	147,988	24,092			172,080
000	OA	C2512	AA ELECTRONIC PUB DESIGN SPEC 3	1	1.00	24.00	4,628.00	99,965	11,107			111,072

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	OA	C5110	AA REVENUE AGENT 1	156	155.39	3729.12	2,867.70	7,094,264	3,634,328			10,728,592
000	OA	C5111	AA REVENUE AGENT 2	16	16.00	384.00	3,059.12	1,077,212	97,492			1,174,704
101	OA	C5112	AA REVENUE AGENT 3	35	35.00	840.00	3,699.62	3,080,798	58,930			3,139,728
000	OA	C5246	AA COMPLIANCE SPECIALIST 1	3	2.57	61.67	3,424.66		215,255			215,255
101	OA	C5247	AA COMPLIANCE SPECIALIST 2	8	8.00	192.00	4,084.80	567,588	237,468			805,056
000	OA	C5248	AA COMPLIANCE SPECIALIST 3	2	2.00	48.00	5,364.50	248,850	8,646			257,496
000	OA	C5631	AA TAX AUDITOR 1	78	77.00	1848.00	3,940.64	7,126,450	128,078			7,254,528
000	OA	C5632	AA TAX AUDITOR 2	71	71.00	1704.00	5,065.18	8,273,172	360,180			8,633,352
				1019	962.49	23098.70	3,848.68	75,633,414	14,983,629			90,617,043

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				1019	962.49	23098.70	3,848.68	75,633,414	14,983,629			90,617,043

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POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
3597000	001093180	001-04-00-00000	081 0 PF	MMN X1339 AA	27 02	1-	1.00-	4,364.00	24.00-	83,789-	20,947-			
			EST DATE: 2013/07/01 EXP DATE: 9999/01/01											
			081			1-	1.00-		24.00-	83,789-	20,947-			
						1-	1.00-		24.00-	83,789-	20,947-			

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AGENCY: 15000 DEPT OF REVENUE

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF: 002-00-00 081 General Services Sec

POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
2319000	000024780	002-28-00-00000	081 0 PF	MMS X0872 AA	30 08	1-	1.00-	6,760.00	24.00-	146,827-	15,413-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
3610000	001117520	002-28-00-00000	081 0 PF	MMS X7010 AA	35X 02	1-	1.00-	6,134.00	24.00-	120,717-	26,499-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
			081			2-	2.00-		48.00-	267,544-	41,912-			
						2-	2.00-		48.00-	267,544-	41,912-			

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POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
2368000	000533850	003-03-02-00000	081 0 PF	MMS X7006 AA	31X 07	1-	1.00-	6,435.00	24.00-	142,085-	12,355-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
3400000	000533880	003-06-00-00000	081 0 PF	MMN X0118 AA	17 08	1-	1.00-	3,590.00	24.00-	79,267-	6,893-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
3549000	000806990	003-02-00-00000	081 0 PF	MMN X1488 IA	32 08	1-	1.00-	7,730.00	24.00-	170,678-	14,842-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
			081			3-	3.00-		72.00-	392,030-	34,090-			

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POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
3042000	000025380	003-05-00-00000	101 0 PF	OA C1475 IA	12 02	1-	1.00-	2,113.00	24.00-	46,655-	4,057-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
3053000	000025490	003-05-00-00000	101 0 PP	OA C0501 AA	11 02	1-	.50-	2,038.00	12.00-	22,500-	1,956-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
3218000	000027070	003-05-00-00000	101 0 PF	OA C0102 AA	09 04	1-	1.00-	2,038.00	24.00-	44,999-	3,913-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
3472000	000630870	003-05-00-00000	101 0 PP	OA C0103 AA	12 02	1-	.50-	2,113.00	12.00-	23,328-	2,028-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
3484000	000639880	003-05-00-00000	101 0 PP	OA C0102 AA	09 04	1-	.50-	2,038.00	12.00-	22,500-	1,956-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
			101			5-	3.50-		84.00-	159,982-	13,910-			
						8-	6.50-		156.00-	552,012-	48,000-			

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AGENCY: 15000 DEPT OF REVENUE

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SUMMARY XREF: 004-00-00 081 Property Tax Divisio

POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
4120000	000028450	004-03-00-00000	081 0 PF	MMS X7008 AA	33X 09	1-	1.00-	7,811.00	24.00-	187,464-				
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
4167000	000028830	004-05-00-00000	081 0 PF	OA C1484 IA	25 02	1-	1.00-	3,812.00	24.00-	58,095-	33,393-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
4287000	000631860	004-03-00-00000	081 0 PF	OA C1339 AA	27 02	1-	1.00-	4,019.00	24.00-	96,456-				
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
			081			3-	3.00-		72.00-	342,015-	33,393-			

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POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
0004186	000023640	004-05-00-00000	101 0 SP OA	C0100 AA	07 06	1-	.07-	2,040.00	1.69-			3,448-		
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
4095000	000028240	004-07-00-00000	101 0 PF OA	C0727 AA	28 09	1-	1.00-	5,873.00	24.00-	140,952-				
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
4108000	000028340	004-03-00-00000	101 0 PF OA	C0727 AA	28 09	1-	1.00-	5,873.00	24.00-	140,952-				
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
			101			3-	2.07-		49.69-	281,904-		3,448-		
						6-	5.07-		121.69-	623,919-		36,841-		

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AGENCY: 15000 DEPT OF REVENUE

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SUMMARY XREF: 005-00-00 081 Personal Tax and Com

POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
5171000	000030730	005-05-00-00000	081 0 PF	MMS X7004 AA	28X 09	1-	1.00-	6,134.00	24.00-	144,272-	2,944-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
5618000	001117350	005-07-00-00000	081 0 PF	MMS X7006 AA	31X 08	1-	1.00-	6,760.00	24.00-	158,995-	3,245-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
6236000	000032850	005-07-00-00000	081 0 PF	MMS X7000 AA	24X 02	1-	1.00-	3,590.00	24.00-	84,437-	1,723-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
			081			3-	3.00-		72.00-	387,704-	7,912-			

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POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
3457000	000024990	005-08-00-00000	101 0 PF OA	C0107 AA	17 02	1-	1.00-	2,546.00	24.00-	59,882-	1,222-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
5231000	000031140	005-07-00-00000	101 0 PF OA	C0103 AA	12 02	1-	1.00-	2,113.00	24.00-	49,698-	1,014-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
5558000	000940960	005-07-00-00000	101 0 PF OA	C5110 AA	17 02	1-	1.00-	2,546.00	24.00-	61,104-				
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
5594000	001049510	005-07-00-00000	101 0 PF OA	C5112 AA	21 02	1-	1.00-	3,032.00	24.00-	71,313-	1,455-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
5617000	001093030	005-05-00-00000	101 0 PF OA	C0108 AA	19 02	1-	1.00-	2,775.00	24.00-	65,268-	1,332-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
6310000	000533950	005-05-00-00000	101 0 PF OA	C0107 AA	17 02	1-	1.00-	2,546.00	24.00-	59,882-	1,222-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
		101				6-	6.00-		144.00-	367,147-	6,245-			
						9-	9.00-		216.00-	754,851-	14,157-			

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POSITION	AUTH NO	ORG STRUC	F POS	CLASS	COMP	RNG P	POS	FTE	BUDGET	MOS	GF	OF	FF	LF	T
NUMBER			PKG Y TYP			P	CNT		RATE		SAL	SAL	SAL	SAL	R
															K
5606000	001049630	006-02-00-00000	081 0 PF	MMS X7000	AA	24X 03	1-	1.00-	3,781.00	24.00-	88,929-		1,815-		
			EST DATE: 2013/07/01 EXP DATE: 9999/01/01												
			081				1-	1.00-		24.00-	88,929-		1,815-		

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POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
5178000	000030800	006-07-00-00000	101 0 PF	OA C5632 AA	28 02	1-	1.00-	4,210.00	24.00-	95,988-	5,052-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
6028000	000031840	006-02-00-00000	101 0 PF	OA C5110 AA	17 02	1-	1.00-	2,546.00	24.00-	22,608-	38,496-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
6422000	000796160	006-07-00-00000	101 0 PF	OA C5632 AA	28 09	1-	1.00-	5,873.00	24.00-	133,904-	7,048-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
6538000	001049710	006-02-00-00000	101 0 PF	OA C5247 AA	25 02	1-	1.00-	3,652.00	24.00-	58,724-	28,924-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01														
			101			4-	4.00-		96.00-	311,224-	79,520-			
						5-	5.00-		120.00-	400,153-	81,335-			
						31-	28.57-		685.69-	2,682,268-	243,192-			

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POSITION						S			BUDGET		GF	OF	FF	LF	T
NUMBER	AUTH NO	ORG STRUC	PKG Y TYP	CLASS COMP	RNG P	T	POS	FTE	RATE	MOS	SAL	SAL	SAL	SAL	R
															K
								31-	28.57-		685.69-	2,682,268-		243,192-	