Agency: Department of Corrections

Project Name	Project Description	Estimated Start Date	Estimated End Date	Project cost to date	Estimated 15-17 Costs	All biennia total project cost	Base or POP	Project Phase: I=Initiation, P=Planning, E=Execution, C=Close-out	If continuing project - Has it been rebaselined for either cost, scope or schedule? Y/N - If Y, how many times?	Purpose: L=Lifecycel Replacement; U=Upgrade existing system; N= New system	What Program or line of business does the project support?
Electronic Health Record	DOC is still managing paper medical charts for medical, mental, and dental health. This project will transition the business to an electronic health record	7/1/2015	6/30/2017		$3,045,462	TBD	POP	I	N	N	Health Services
Inmate Thin-Client Network Replacement (In-Place)	DOC IT Services maintains, monitors, and repairs the critical system infrastructure which is at high risk of failure due to its aging hardware. The Inmate Network's software need has also outgrown the existing old hardware and is therefore experiencing lag time, timeouts, and on occasion cannot be upgraded because of incompatibility issues.	7/1/2015	6/30/2017		$623,175	TBD	POP	I	N	L	Operations
DOC Intranet	Leveraging our Microsoft Enterprise License, DOC has chosen MS SharePoint as the solution to build an Intranet, establish and manage collaboration and project spaces, replace file shares and utilize for certain business intelligence services	7/1/2015	6/30/2018		$876,000	TBD	POP	I	N	N	Administration
Business Analysis for Corrections Information System Replacement	This 25 year old, Legacy, i-series application is not keeping up with current business processes and user demand for enhanced reporting. This project is 24 months of work to identify business and technical requirements in preparation for procuring a new system.	7/1/2015	6/30/2017		$2,000,000		POP	I	N	L	Administration
Corrections Information System Replacement	Complete replacement of a 25 year old Legacy, i-series information system – written in COBOL.	7/1/2017	6/30/2021			20,000,000	POP	I	N	L	Administration

SAS Data Warehouse Software Maintenance	The research unit uses SAS software to create and maintain its data warehouse that is used to provide data via its web portal, CMIS, as well as fulfill adhoc and CORE related data requests. The data is also used to support research, program evaluation, and risk assessment.	7/1/2015	6/30/2017		$280,000	TBD	Base	I	N	L	Research
Intake Electronic computer-based Data Collection & Assessment System	The DOC Intake Center has utilized the same paper-based offender information collection and assessment process for more than 20 years. DOC is requesting a computer-based offender data collection and assessment system.	7/1/2015	6/30/2017		$198,000	TBD	POP	I	N	N	Intake
Warehouse Management Barcode System	DOC currently carries out all warehouse functionalities manually on paper. We are requesting a Warehouse Management System that is integrated with our current accounting system.	7/1/2015	6/30/2017		$630,982	TBD	POP	I	N	N	General Services
AS400 Modernization	Modernize the presentation of the applications hosted on the AS/400 to be graphical and available in a web browser. Modernization is in part accomplished by purchasing new software tools. Modernization includes access to both the CIS (offender system) and AFMIS (accounting) systems with a web browser replacing the current 5250 green screens.	7/1/2015	6/30/2017		$786,688	TBD	POP	I	N	N	Administration
PREA Technology Solutions	This package requests technology solutions that will enhance security and support the Prison Rape Elimination Act (PREA). The Oregon Department of Corrections has a zero tolerance for sexual abuse. New technology is a critical component for detecting prison rape and other security concerns.	7/1/2015	6/30/2017		$14,922,845	TBD	POP	I	N	N	Operations

Payroll Imaging	Due to the current technology of Payroll Systems, the amount of paper documents required to be maintained is huge. Approximately 10,000 pieces of paper are required to be filed and maintained for employee payroll each month. DOC maintains over 60 5-drawer file cabinets around the state for payroll records. DOC would like to incorporate the system used by Secretary of State (Oregon Records Management Solution) to image, file and archive payroll records. The cost of this system is approximately $15,000 per biennium. DOC will need two clerical support positions to scan back records for approximately 6 months to start up (approximately $60,000).	7/1/2015	6/30/2017		$75,000	TBD	Base	I	N	N	Administration

Business Case for
Electronic Health Records System

Oregon Department of Corrections,
General Services, Information Technology Services

Date: August 20, 2014
Version: 1.0
Authors: Diana Fitzpatrick
(From documents authored by Greg Rieskamp and Roy Bruce)

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Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**101 – Electronic Health Records System (Version 1.0)**		
AGENCY	**Oregon Department of Corrections**	DATE	**August 20, 2014**
DIVISION	**General Services, Information Technology Services**	DAS CONTROL #	**POP 101**
AGENCY CONTACT	**Roy Bruce**	PHONE NUMBER	**(503) 373 - 7545**

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency Agency Head or Designee	
Colette Peters	(Date)
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Agency Executive Sponsor	
Mark Jungvirt	(Date)
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Roy Bruce	(Date)
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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Executive Summary

The Oregon Department of Corrections (ODOC) operates correctional facilities and performs functions related to legislative approved programs for 14,000 Adults in Custody (AICs) in 14 facilities throughout Oregon. Over the last eight years, the AIC population has grown from 11,732 to 14,000 - a 19% increase.

ODOC has had many biennia of budget challenges. Because of these budget challenges, ODOC has not kept up with technology upgrades and still uses manual and paper processes which do not allow for efficiencies nor sharing of data to the degree that it should. ODOC is challenged with many technological deficits.

The purpose of the Electronic Health Record (EHR) project is to provide ODOC with a foundation to share data and essential information to improve business efficiencies and decisions and to position the agency to take advantage of efficiencies from current and available technologies. The modernization of critical business areas will sustain the Department's ability to meet its mission and promote public safety by supporting all functions necessary for fiscal accountability and management of AICs.

ODOC is still managing paper medical charts for medical, mental, and dental health. This project will transition the business to electronic health records.

ODOC is looking to modernize its medical documentation process through the procurement and implementation of Software as a Service (SaaS) EHR system. The SaaS Solution will be financed through Health Services' budget on a biennial basis. A vendor has been contracted to assist ODOC in preparation for procurement activities of a SaaS solution including creation of the IRR and Business Case.

Benefits of an EHR system include increased quality of care for AICs, increased staff productivity, significant improvements in the delivery of care, electronic information continuity as new adults enter our system and release to the community, and the utilization of available data that will positively impact both the strategic and operational decision making processes inside and outside ODOC.

The successful adoption of an EHR will provide many benefits to key operations across the Department. EHR will provide opportunities for some significant improvements and efficiencies, dramatically increasing productivity in several areas of ODOC's operations. EHR will help ODOC reach its mission and values.

"The mission of the Oregon Department of Corrections is to
promote public safety by holding offenders accountable for
their actions and reducing the risk of future criminal behavior."

ODOC Values:
Integrity and Professionalism
Dignity and Respect
Safety and Wellness
Fact Based Decision Making
Positive Change
Stewardship

The current manual management of medical documents does not support DOC's Correctional Outcomes through Research and Engagement (CORE) Key Goals of "Innovative, Efficient and Sustainable Business Practices" of a "Safe and Secure Workplace". EHR would provide improvements to various CORE Operating and Supporting Processes, most significantly Operating Process 3 (OP3) "Managing Inmate Healthcare" including all of OP3's Process Measures, OP1 being a "Safe and Secure Workplace", Supporting Processes 2 (SP2) "Managing and Planning Finances and SP4 Mitigation Risk. (For additional detail on various CORE goals and processes that EHR would address, see Appendix J: ODOC CORE Fundamentals).

The successful adoption of these EHR will provide many benefits to operations across the Department. EHR will provide opportunities for some significant improvements and efficiencies, dramatically increasing productivity in several areas of ODOCs operations.

Without an EHR system

- Keeping all health records on paper does not meet the agency's need to manage business services and mitigate risks.
- The manual processes create room for errors, force delays, and limit visibility into the inventory system.
- cannot easily meet the agency's need to accommodate new assessments dictated by changing policies and legislative requirements.
- does not meet the agency goals targeted by CORE to support improved management of business services
- promote the effective communications to Stakeholders and Partners

This project has two financial components: an on-going subscription cost for SaaS and the one-time cost related to start-up and implementation. The 2015-17 lease cost for EHR is estimated at $2.3M with additional one-time start-up equipment and training needs estimated at $750,000.

2015-17 Fiscal Impact

Fiscal Impact Summary

Revenue Source: General Fund –

Personal Services	$0
Services & Supplies	$3,050,000
Capital Outlay	$0

2017-19 Fiscal Impact

Fiscal Impact Summary

Revenue Source: General Fund –

Personal Services	$0
Services & Supplies	$2.3M
Capital Outlay	$0

Note: Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.

Purpose and Background

Purpose

The purpose of the EHR project is to provide ODOC with a foundation to share data and essential information to improve business efficiencies and decisions and to position the agency to take advantage of efficiencies from current and available technologies. The modernization of critical business areas will sustain the Department's ability to meet its mission and promote public safety by supporting all functions necessary for fiscal accountability and management of AICs.

The successful adoption of EHR will provide many benefits to key operations across the Department. EHR will provide opportunities for some significant improvements and efficiencies, dramatically increasing productivity in several areas of ODOCs operations. EHR will help ODOC reach its mission and values.

Without an EHR system

- Keeping all health records on paper does not meet the agency's need to manage business services and mitigate risks.
- The manual processes create room for errors, force delays, and limit visibility into the inventory system.
- Manual processes cannot easily meet the agency's need to accommodate new assessments dictated by changing policies and legislative requirements.
- ODOC cannot meet all the agency goals targeted by CORE to improve management of business services.
- It is difficult to promote the effective communications to Stakeholders and Partners

The current processes for managing medical documents do not support many of the agency's key goals set by CORE (for details see Appendix J: ODOC CORE Fundamentals). Without managing the healthcare of AICs effectively, including appropriately managing the administering of prescriptions based on the AIC's needs, the person can become agitated and be a risk to themselves and others. An EHR system would help support the agency's CORE key goals, such as

OP3: Managing Inmate Healthcare

- Sub Processes of OP3
    1. Assessing patients and planning healthcare
    2. Delivering and managing mental healthcare
    3. Delivering and managing medical care
    4. Delivering and managing dental healthcare
    5. Managing and coordinating offsite care
    6. Maintaining licensure, training, and clinical performance
    7. Managing the purchase/distribution of medication and supplies
- Process Measures for OP3:
    a. Offsite medical healthcare
    b. Continuous Quality Improvement
    c. BHS Case Management
    d. Clinical Competence
    e. Pharmacy

OP1: Managing Safe Prisons

- Sub Process for OP1
    2. Maintaining safety of staff, inmates and others
    3. Providing basic needs for inmates
    4. Transporting inmates
    5. Utilizing staff resources
- Process Measures for OP1
    b. Inmate Grievances

c. Inmate misconduct
g. Security standards
h. Inmate assaults
i. Use of force

OP2: Preparing for Successful Release/Reentry

- Sub Processes of OP2
  1. Assessing inmate risks and needs
  3. Determining appropriate housing for successful case management
  4. Developing, managing and adjusting case plans
  5. Providing treatment
  6. Providing educational and vocational programs
  9. Managing transition and reentry
  10. Planning for and releasing from custody
- Process Measures for OP2
  b. A&D treatment
  c. Cognitive treatment
  d. Cognitive/A&D treatment e. Housing

Additionally some Sub Processes and Process Measures for the following CORE Processes could be better met with EHR.

- OP6: Managing Offenders in the Community.
- SP2: Managing and Planning Finances.
- SP4: Mitigation Risk.
- SP5: Engaging Stakeholders and Partner.

The Health Services Division is requesting funding for the estimated costs associated with implementing an EHR. In today's healthcare environment, an EHR is critical for increased efficiency, continuity of care along the continuum of public health, data mining for evidence-based resource management, and risk management.

In 2014, the Correctional Health Care Costs Task Force (SB843-2013) included the "Use of Electronic Health Records Systems" as one of the primary recommendations in their report to the Ways & Means Subcommittee on Public Safety. This came after the Task Force reviewed nationwide efforts to increase efficiencies and prioritized recommendations based on projected impact.

ODOC has contracted with a consulting firm that specializes in EHR systems for correctional environments to assist in creating a detailed plan for the project and writing a statement of work (SOW) for an eventual request for proposal (RFP). Their experience has indicated that short-term implementation related complications and loss of productivity are anticipated, but that ODOC and the State of Oregon will reap long-term benefits moving to an EHR.

ODOC is looking to modernize its medical documentation process through the procurement and implementation of a SaaS EHR system. The EHR system must interface with ODOC systems such as, the Offender Management System (OMS), the laboratory, radiology and pharmacy systems to collectively maintain all aspects of a person's medical history. This system will be capable of tracking and reporting on someone's medical status in real time and will conform to ODOC workflows.

Benefits of and EHR system include increased quality of care for AICs, increased staff productivity, significant improvements in the delivery of care, electronic information continuity as someone new enters our system, when someone is released to the community, and the utilization of available data that will positively impact both the strategic and operational decision making processes inside and outside ODOC.

A significant difference between the alternatives researched, are the upfront costs associated with each solution. Solution #1 is the purchase of vendor products with large a startup cost, whereas solution #2 is the purchase of annual vendor services.

A project of this size includes two financial components: an on-going service cost for SaaS, and the one-time cost related to start-up and implementation. The 2015-17 cost for EHR is estimated at $2.3M with additional one-time start-up equipment and training needs estimated at $750,000.

Background

ODOC Health Services Division currently relies on a paper-based medical record combined with an outdated mainframe solution that no longer supports effective decision making or the efficient delivery of quality health care.

A published report by a task force of the Institute of Medicine of the National Academy of Science highlighted the deficiencies of paper-based medical records and advocated a movement toward electronic records. The committee on improving the Patient Record stated, "The current paper medical record is insufficient in content, format, accuracy, and accessibility to allow determination of health care effectiveness and outcomes." The committee further stated, "Computer-based patient records can remedy the inherent flaws of the conventional paper system through improvements in accessibility, cost savings, quality…" ODOC's interest in moving towards EHR resulted in the submission of a Request for Information (RFI) in late 2009. Vendor responses contributed greatly to an understanding of what the marketplace offered and at what cost.

Oregon voters approved Ballot Measure 11 in November 1994 to apply mandatory minimum prison sentences to certain crimes against persons committed on or after April 1, 1995, with no possibility for any reduction in sentence, such as for good behavior. As a result, ODOC saw a rapid increase in the number of incarcerated AICs and embarked on several large scale expansion projects to accommodate them. The growing number of geographically diverse facilities soon resulted in a number of challenges to business practices and processes that served us well in simpler times. Health Services quickly discovered weaknesses that were directly tied to the existing paper-based patient medical record. AICs were regularly moved from facility to facility and keeping their medical file at the correct facility was a new challenge. A paper-based file only permits a single point of access at one moment, and as the demand for file access among various providers increased, so did the risk of conflict over who got the file. This often resulted in the delivery of medical care without having the full medical record present for provider use. ODOC's rapid growth also began to highlight weaknesses associated with paper-based systems as it related to the risk for litigation. Unfortunately, documentation supporting the actions taken by medical staff didn't always get filed properly. As a result, ODOC's ability to defend its actions was compromised. Lastly, the rapid growth and resulting increase in care for a greater number of AICs demanded that ODOC explore ways to improve the efficiency of all processes.

During the 2011-13 biennium ODOC attempted a procurement of an open-source system available to ODOC based on membership with the National Consortium for Offender Management Systems (NCOMS). The procurement was cancelled because of concerns with the winning vendor.

A policy package for an EHR solution was submitted as a part of the Agency Request Budget for the 2013-15 biennium, but it was not approved.

Fusion Consulting is currently completing a project to identify the clinical workflow and business processes related to the current documentation and tracking of AICs information as well as identify any gaps that may exist between the current process and that of the clinical workflow which will exist with the implementation of an EHR. Through this work, Fusion will prepare the appropriate documentation to ultimately gain funding approval for a SaaS EHR and publish a RFP to the public for solicitation.

Problem or Opportunity Definition

Problem or Opportunity

ODOC is constitutionally responsible to provide medically necessary health care to Oregon's AICs population housed in 14 prisons throughout the State. In order to provide this care, health records must be maintained. Much of the high cost of health care has been attributed to inefficient information systems as identified in the National Health Care Reform effort. In the correctional environment this is even more relevant. AICs are often in facilities for long stays and have extensive medical records that are kept in file rooms and warehouses. AICs are also often transferred between facilities and/or released and re-incarcerated. Extensive time may be spent tracking charts and creating duplicate charts while the original charts are unavailable. Requests for information on medical care often require a great deal of labor in finding, researching and extracting charts. Handwriting in charts is often difficult to read, creating problems in communication and in subsequent efforts when trying to determine exactly what the encounter entailed. Health Services employs at least two medical records staff per facility to handle filing and retrieving charts and preparing information for requests for medical records.
An electronic system will allow for:

1) The timely availability of information to improve patient care;
2) Improved efficiency through the ability to measure productivity;
3) Reduction in medical errors and subsequent litigation through improved communication;
4) Enhanced continuity of care as critical information will appropriately follow the patient across boundaries; and
5) Reduce costs for filing information, transporting charts and storage.

Currently, healthcare information is locked in paper records or in disparate (and in many cases antiquated) databases. Meaningful analysis of this data and information is currently extremely difficult, labor intensive and inefficient. A modern EHR system will provide opportunities to employ data analytics to improve healthcare outcomes and maintain or lower healthcare costs.

ODOC is responsible for the health care for the approximately 15,000 AICs who reside in its facilities at any given time. Those 15,000 patients are distributed between 14 separate facilities across the state.

In addition, DOC's healthcare system is characterized by frequent inter-facility transfers and a great deal of movement from the community into and out of the jail system. There is no electronic medical data capacity in the agency's facilities at this time. The medical, mental health, and addiction information for these patients are documented in paper charts and must follow the individual patients from facility to facility and from medical center to facility via the hard copy physical chart. The logistics involved in moving these AIC patients back and forth is complex, not to mention the need to transport confidential medical information with them as they travel. Not only do records frequently not reach the arriving facility when the AIC does, but this leads to loss of records as well. An electronic health record will eliminate the need to physically transport confidential medical data.

This EHR system will be Health Information Technology (HIT) Certified as required by the Health Information Technology for Economic and Clinical Health (HITECH) Act so that we can achieve the Meaningful Use (MU) objectives and measures established by the Centers for Medicare and Medicaid Services. This system will be designed to participate in the Health Information Exchange system so that health information can be shared among doctors, hospitals, and other health care providers.

It is anticipated that this project will pay for itself within the first three to five years of operation - if not sooner - due to improved operational efficiencies, better management of AICs healthcare and continuity of care, better AIC outcomes (lower rates of recidivism and lower healthcare costs to the state) and avoided legal costs.

Description of the Business Case

In light of a constitutional mandate to provide community standard of care to the AICs population, and a desire to be wise stewards of public funds, ODOC seeks to take advantage of significant improvements in the EHR marketplace and join peers in the medical community in the transition to an automated electronic patient record. ODOC fully recognizes that the transition to an EHR will not be without difficulty; however, Health Services believes the long-term benefits

justify the move. While present obstacles to providing quality care and meeting the goals of our strategic initiatives are numerous, an EHR offers significant opportunity for improvements and the elimination of many common problems associated with paper-based file systems. Tracking down medical files that have been lost, misfiled or delayed in the AIC transfer process, locating misfiled documents, delayed review of critical lab test results, and incomplete or missing information are all issues that decrease staff productivity and challenge a provider's ability to make quality health care decisions.

Business Drivers

The business reasons to implement an EHR are numerous and some of the highlights are listed below; however, they can be summarized by ODOC's need to accomplish two very important goals. First, to collect and store all pertinent patient information in a single, accessible location so providers can deliver professional, quality, constitutionally-mandated health care using an efficient managed care system in support of the mission of ODOC. Second, to assess and analyze aggregated patient information in order to improve efficiencies and the quality of health care provided to the AIC.

- Risk avoidance -litigation and grievance processes.
- Constitutional mandate to provide adequate care.
- Federal mandates to adopt electronic patient records.
- Increased need to develop and monitor quality measures.
- Rising healthcare costs.
- Rising pharmaceutical costs and desire to better manage costs.
- National Commission on Correctional Health Care (NCCHC) accreditation.
- HIPPA and Health Level 7 data interoperability (HL7) standards compliance.
- Continuity of care within ODOC and through transition back into the community as well.
- Increase quality of AIC health care.
- The need to standardize ODOC's medical business process system wide, through an electronic system in order to better maintain AIC medical records.
- Maximizing efficiency of current staff and workflows.
- Elimination of internally created paper medical records.
- Establish capability to efficiently receive and catalogue medical records from outside providers, specialty services and medical equipment.
- Reduce operational costs system wide.
- Improve clinical workflow for AIC health care.
- Need for increased administrative oversight and planning; data mining and reporting opportunities are expanded by implementing an EHR. Data is not provided by current systems.

Qualitative measures/drivers

- Error reduction, especially in the pharmacy workflow.
- Reduce duplication of effort.
- Improved continuity of care.
- Improved chronic care plans.
- Improved quality of care; driven by providers' ability to readily collect and review patient data.

Quantitative measures/drivers

- Productivity: automated charting, faster chart reviews, encounter documentation improves, improved workflows, increased number of encounters per provider, improved communication between providers and nurses, less time spent searching for lost or incomplete provider orders and prescriptions, improved lab results reporting,

- Cost savings: eliminating transcription costs, paper chart supplies, labor costs associated with copying and handling large medical files, elimination or reassignment of clerical staff.
- Cost avoidance: long-term storage costs of paper-based medical files.
- Improved AIC health: incidence of disease or condition can be measured across entire population.

External Impacts

There is a statewide movement toward electronic management of health and medical records. The Health Information Technology Oversight Council (HITOC) is a statutory body of Governor appointed, Senate confirmed citizens, tasked with setting goals and developing a strategic health information technology plan for the state, as well as monitoring progress in achieving those goals and providing oversight for the implementation of the plan.

HITOC is currently coordinating Oregon's public and private statewide efforts in electronic Healthcare adoption and the eventual development of a statewide system for electronic health information exchange. The HITOC will help Oregon meet federal requirements so that providers may be eligible for millions of federal health information technology stimulus dollars.

HITOC builds on the past work of the Health Information Infrastructure Advisory Committee and the Health Information Security & Privacy Collaborative.

Statutory / Regulatory Mandates

ODOC is required by case law interpretation of the 8th Amendment to provide healthcare to its AIC population. ODOC currently complies with its responsibilities by providing medical care to the AIC population. However, for a variety of reasons some of which involve access to medical information, ODOC is frequently named in lawsuits involving the provision of its healthcare. Having access to medical, behavioral health and addictions records digitally in DOC's facilities would go a long way toward reducing the costs of litigation regarding healthcare.

Additionally ODOC medical records are critical to the state's defense in the numerous lawsuits filed annually against the department. The quality and accuracy of the data contained in AIC medical records as well as the timeliness of providing such information have a direct bearing on the outcome of these suits. ODOC provides multiple copies to multiple attorneys in the Office of the Attorney General. These cases span long periods of time and constant updates to the attorneys are necessary to provide proper representation. A modern EHR system will improve the quality and accuracy of ODOC medical records and data as well as increase the timeliness of providing such information to the Attorney General's Office. Ultimately a modern EHR system will lead to lower defense costs and potentially better and less costly legal outcomes.

EHR systems have also been shown to improve the quality of healthcare and to facilitate the timely care of patients. The Affordable Care Act has placed a great deal of focus on nationwide utilization of electronic records in the care of patient s in America. This electronic health record will help facilitate ODOC's ability to take advantage of the medical system changes that are planned through the Affordable Care Act. In addition, as DOC's AIC patient healthcare system moves toward integration with the statewide Medicaid utilization management system, electronic medical record data will be critical to integrate and enroll AICs into Medicaid. Currently ODOC is enrolling AICs into Medicaid manually which also takes substantial time.

Alternatives Analysis

Assumptions

- COTS EHR Vendors are able to meet the needs of the DOC
- COTS EHR Vendors have successfully implemented solutions in other State DOCs
- No State DOC has tied-in with another organization or DOC
- Stability of pricing assumptions which has been based off of other states corrections agency's EHR implementations.

Benefit Assumptions
Achievement of benefits will be demonstrated by identifying a series of metrics that measure global improvements in efficiency, AIC patient outcomes, as well as individual metrics designed to measure process improvements and efficiency in the day-to-day operation of the system. ODOC will identify systems impacted by the new EHR system, establish specific metrics and set up data collection systems and schedules. ODOC will examine labor impacts (ODOC's healthcare, IT, custody, programs, treatment and other impacted staff), IT costs, and healthcare materials costs. ODOC will also examine patient outcomes over time to measure the impact of the new system on healthcare outcomes.

Staff Reallocation Assumptions
A $1,000,000 Medical Records Personnel (Salary & Fringe) Savings assumes a reduction or reallocation of 15 Medical Record Clerks. Timing of staff reductions could be impacted by no layoff provisions unless other state opportunities are identified. Fringe is estimated at 50% of salaries.

Legal Costs Assumptions
Hard data is not available due to confidentiality issues, however it is estimated that this new system could allow ODOC to avoid legal costs associated with medical related legal actions in excess of $250,000 annually.

Medication Savings Assumptions
The $250,000 in medication savings is assumed through the appropriate ordering of medications since the system can support clinical guidelines and prevent over ordering prescriptions. By better identifying problems and diagnoses, providers will decrease unnecessary prescription orders.

Duplicate Medical Procedures Assumptions
The $100,000 per year in unnecessary or duplicate medical procedures will be saved through an EHR system as the quality of clinical care will increase through the system's clinical support tools. EHRs will allow staff to be proactive in the healthcare delivery, equating to a healthier AIC population.

Paper Reduction Assumptions
An estimated $50,000 per year will be saved through the reduction of paper and medical chart folders.

Other Benefits Assumptions
Not quantified are the savings that will accrue from not having to physically transport paper records or the physical storage and maintenance costs. Also not quantified are the savings that will accrue from having higher cost staff (nurses in particular) spend less time maintaining and handling paper records and more time providing patient care.

Business Architecture Implications

EHR system will significantly impact Health Services business processes and procedures. In some cases, current business process will remain automated with the replacement system, resulting in little change; however, EHRs will provide substantial automation in other areas of ODOC, which will require business process change. The business process analysis effort and organizational assessment must be completed first and will document existing "As-Is" business processes, and "To-Be" processes that can be supported by a replacement system. Once an EHR is procured via a future RFP process, and the details of the system functionality are known, a business process re-engineering effort will be undertaken prior to system implementation.

Policy Implications

There are existing ODOC Health Services policies and procedures that speak directly to providing AIC health care that will need to be reviewed and updated to reflect our transition from a paper-based system to an EHR.

Organizational Feasibility

Organizational change is often difficult and we expect the transition to an EHR system to be typical for an organization of our type and size. Based on the business process analysis, there could be major changes in the way work will be done with the new system. This could necessitate restructuring of positions, duties, staff, and organizational structure. This assessment needs to be completed in advance of the new system. We also recognize the critical importance of providing staff training as we transition to an EHR system. We fully expect this transition to take several years and will probably find that we use both the current paper system and the EHR system for a significant period of time.

Selection Criteria and Alternatives Ranking

Alternatives Scoring

Alternatives	Points
Alternative #2 – SaaS Model (Vendor Hosted)	***24***
Alternative #1 – Purchase Vendor System (ODOC Hosted)	*20*
Alternative #3 – Status Quo	*0*

Alternatives Costs

Cost in Thousands	SaaS	Purchase Vendor System
Total Benefits	$ 6,510.00	$ 6,510.00
Total Costs	$ (5,575.00)	$ (5,970.00)
Net Cash Flow	**$ 935.00**	**$ 540.00**

Solution Requirements

EHRs have been proven to work in correctional settings. An EHR system would provide future cost avoidance, slow staff growth needed to provide care and present ODOC with efficiencies while improving medical operations in several key areas. An EHR system would:

- **Provide access to information via the Health Information Exchange (HIE)**
  HIE is defined as the mobilization of healthcare information electronically across organizations within a region, community, or hospital system. HIE provides the capability to electronically move clinical information among health care information systems while maintaining the meaning of the information being exchanged. HIE systems facilitate the efforts of physicians and clinicians to meet high standards of care through electronic participation in a patient's continuity of care with multiple providers. Health care provider benefits include reduced expenses associated with the manual printing, scanning, and faxing of documents, as well as the physical mailing of patient charts and records, and phone communication to verify delivery of traditional communications, referrals, and test results. Access to HIE for AIC medical information is critical to the continuity of care as AICs move from the community to intake, during incarceration, and upon release back to the community and public services.
- **Decreased risk exposure due to chart errors, a lack of timely information and information security**
  ODOC's current paper charting system results in huge volumes of medical paperwork, making it difficult to allow providers current information as AICs move throughout the system (either between Health Services units inside a facility, or between facilities when an AIC is transferred). ODOC maintains an entire warehouse of files to accommodate operational needs.
- **Improve medication distribution process, saving time and reducing inefficiencies**
  Proper administration of medications to the facility's population is a time-consuming process. An EHR system will address this problem by providing an up-to-date and online Medical Administration Record. Automating the process of medication administration, and all the record keeping that goes along with it, will increase the efficiency of administering the medications and reduce the likelihood of errors within the process.

- **Improve efficiency of pharmacy and provider interactions**
  Inefficiencies surrounding current processes of interacting with pharmacy exist. Because chart notes and physician orders are hand-written, prescription orders can be misread or incomplete. Because faxed orders are often difficult to read, there are inefficiencies in tracking down correct information or addressing the effects of an incorrect assumption. EHRs will address this issue by allowing providers to order medications online and submit them directly to the pharmacy through a process that allows for clear legibility and error checking.
- **Decrease amount of AIC transfers due to medical reasons**
  ODOC facilitates AIC transfers from one facility to another in order for the AIC to receive a consult from a particular provider – in part because current information may not be available for a consulting physician to review. Many of these trips could be avoided if the consulting physician had more immediate access to the patient chart. EHRs will address this issue by providing online access that multiple locations can work with simultaneously.
- **Reduce effort required to store and manage paper-based records**
  Physical charts must be stored and managed. This requires purging charts to a manageable size and archiving records. EHRs would address this issue by eliminating the need to purge and archive old records.
- **Improve efficiency of telemedicine efforts**
  The current inability for a complete medical record to be in more than one place at one time requires an additional effort to ensure telemedicine providers have accurate and up to date chart information during every telemedicine encounter. EHRs will address this issue by eliminating the need to create and maintain duplicate medical records for telemedicine operations.
- **Increase opportunities for data analysis and outcome measurements**
  Data analysis and outcome measurement can be very difficult to attain in the current system of paper-based medical records. With the implementation of an EHR system, these types of activities will be accessible for research and analysis, providing the ability to obtain evidence-based answers to operational questions and to better target resources.

Industry best practices suggest that regardless of medical setting, EHRs are the benchmark moving forward for providing and administratively managing patient care. ODOC has done an exhaustive search of vendor solutions that match its model of care and has identified the top candidates. The search included conversations with other states, with similar needs, to assist in narrowing of qualified vendor solutions. Furthermore, the recent EHR implementation by the Federal Bureau of Prisons provided additional valuable information.

The Implementation of the SaaS EHR will allow ODOC to:

1. Improve Productivity through:
   - Increase accuracy and completeness of clinical data documentation through the standardization of the clinical workflow forms.
   - Efficient data recording practices, allowing for reports and other business driving analytics to be run with fewer resources.
   - Improved productivity and the ability to benchmark workflow processes to deliver more effective and efficient health care.
   - Improved communication through easy chart sharing/flagging.
   - Improved ability to trend and chart lab results data through interfaces.
   - Increased security and accountability through system auditing and recording.
   - Improved chart documentation security, only providing specific users with specific access privileges.
   - Reduction of errors and omissions through data validation and completeness checks on clinical forms.
   - Automation of business process through one centralized system.
2. Obtain Cost Savings through
   - Improved tracking of copays and other billable services.
   - Reduction in litigation by more effectively managing the grievance and sick call process.

- Reduction in amount of offsite hospital visits (if applicable) due to better healthcare management.
- Elimination of all double entry through one unified system.
- Reallocation or elimination of clerical staff.
- Identifying outbreaks in real time to decrease overall healthcare costs.

3. Avoiding long-term storage costs of paper based charts.
4. Improve Safety through:
    - Automating risk assessments in the clinical workflow to identify AICs who have a high suicide risk.
    - Automating the clinical protocols to ensure an AIC has follow-up and annual heath checks conducted as is required.
5. Improve Operations through:
    - Providing AICs with a complete medical record at discharge.
    - Allow access to EHRs from any location to an authorized user.
6. Improve AICs Health through:
    - Sharing medical information to an HIE for continuity of care following incarceration.
    - Automated progress tracking and follow-up of chronic care plans.
    - Improved continuity of care.
    - Ability to analyze and query nearly every aspect of clinical care throughout ODOC.
    - Providing all pertinent medical information in one location for easy access.

Key considerations are ensuring mandatory clinician requirements:

- *Meets National Commission on Correctional Health Care (NCCHC) standards and compliance indicators for EHR.*
- *Meets HIPPA standards.*
- *Meets established performance measures for health care (Oregon nursing protocols).*
- *Meets HL7 standards for data sharing.*
- Vendor can provide or meet interface requirements
    - Offender Management System (OMS)
    - Corrections Information System (CIS)
    - Laboratory
    - Radiology
    - Pharmacy
    - Health Information Exchange (HIE)
- Vendor purchase reduces time needed for customization (desired functionality is already existing).
- Reduces upfront costs significantly. Ability to fund out of current operations.
- An adequate and permanent strategy for effectively training staff is critical.
- Purchase of vendor services provides better opportunity to control costs.
- Can be ONC-HIT certified for Meaningful Use (MU) 2014.
- Has been utilized in large corrections environments.
- Interfaces logon credentials with Active Directory
- Easy customization of Forms, Reports, Handouts and other system settings.
- Vendor offers 24x7x365 support.

Any decision made regarding the purchase of an EHR system may influence ODOC's decision regarding replacement of the current OMS. A current market review of offender management systems indicate that EHRs have become standard functionality in nearly all vendor solutions offered today. In light of the potential impact an EHR system selection may have, ODOC has remained as flexible as possible knowing that any EHR system must integrate with the current and future offender management systems.

Alternatives Identification

1) **Purchase Vendor System**

   With this alternative ODOC would purchase an off the shelf vendor system and customize it based on the results of a detailed business analysis.

2) **SaaS Model**

   SaaS is a software licensing and delivery solution in which software is licensed on a subscription basis and is centrally hosted. SaaS has been incorporated into the strategy of all leading enterprise software companies. One of the biggest selling points for these companies is the potential to reduce IT support costs by outsourcing hardware and software maintenance and support to the SaaS provider

   With this alternative ODOC would access the EHR system via a web browser and the data would be stored offsite by the SaaS vendor.

3) **Status Quo**

   With this alternative no changes would be made, the process would continue using paper-based medical records with all the inherent problems and increasing litigation costs.

Alternatives Analysis - #1 Purchase Vendor System

Alternative Information Technology Implications

- Adoption of an EHR system and hosting internally will require significant investment in hardware (servers, desktop computers, laptops, handheld devices and printing devices).
- If in-house hosting is chosen, the system will utilize State Data Center (SDC) server resources. These must be planned, budgeted for and coordinated with the SDC. If a vendor-hosted solution is chosen, security, interface and access solutions must be planned, negotiated and tested.
- Use of an EHR system may increase telecommunications requirements at some ODOC facilities.
- Interface to Legacy systems for AIC demographics will require additional system programming and some duplication of data storage.
- Interfacing system to provider systems will require planning, negotiation and coordination with multiple providers to achieve best results.

Alternative Benefit

- Vendor expertise with correctional health care systems often mitigates risk, but it often comes at a high cost.
- Vendor purchase reduces customization timeframes due to the vendor's business knowledge and experience working with correctional health care systems.
- Reduces complexity of interface implementation since everything is on ODOC's network.
- EHR systems can be fully customized to the needs of ODOC.
- ODOC maintains full control of the server and software environment.

Alternative Risk

- We assign a risk rating of medium for all vendor solutions.
- Impact of cultural change on project implementation.
- Proprietary systems often pose risk if a great deal of customization has taken place, which may jeopardize long-term support of the vendor solution.
- Inadequate funding – budget constraints do not allow ODOC to choose best system, but rather a system which fits the budget.

- Very few vendor solutions are designed to meet the unique model of care found in the correctional environment.
- EHR vendor market is still maturing and we expect to see lots of changes not only in vendors but in program functionality as well.
- Additional IT resources needed to support the system.

Alternative Approach Benchmarking

- EHR system meets NCCHC standards for clinical documentation.
- EHR system is ONC-HIT certified for Meaningful Use 2014.
- EHR system meets HL7 standards for data sharing (part of MU 2014 requirement)
- Meets established performance measures for health care (Oregon nursing protocols)
- The solution has been implemented in various correctional settings.

Alternative Cost

Below information obtained from Feasibility Statement dates 3/31/**2010**, this alternative's project cost estimates the for the 15-17 biennium

The $6M start-up funds requested in this package are one-time requirements and will not affect future biennium budget requests. Then annual costs estimated at $480,000 and will become part of the base budget for 2015-17.

2015-17 Fiscal Impact

Project Staffing Impact

Positions	TBD
FTE	TBD

Fiscal Impact Summary

Revenue Source: General Fund –

Personal Services	$6,000,000
Services & Supplies	$480,000
Capital Outlay	$0

2017-19 Fiscal Impact

Project Staffing Impact

Positions	TBD
FTE	TBD

Fiscal Impact Summary

Revenue Source: General Fund –

Personal Services	$0
Services & Supplies	$960,000
Capital Outlay	$0

Note: Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.

Alternatives Analysis - #2 SaaS model

Alternative Information Technology Implications

- Adoption of EHRs will require significant investment in hardware (desktop computers, laptops, handheld devices and printing devices).
- Will need to consider in-house (SDC-hosted) versus vendor hosted solutions.
- Telecommunications capacities at ODOC facilities may need to be increased.
- Interface to Legacy systems for AIC demographics may be more complex with externally-hosted system.
- Security issues around vendor-hosted systems must be addressed.

Alternative Risks

- We assign a risk rating of medium for all SaaS solutions.
- Impact of cultural change on project implementation.
- Inadequate funding – forced to lease cheapest but not best product.
- Very few vendor solutions are designed to meet the unique model of care found in the correctional environment.
- EHR vendor market is still maturing and we expect to see lots of changes not only in vendors but in program functionality as well.

Alternative Benefits

- Monthly leasing fee includes all licensing and vendor services including maintenance.
- At end of lease term, ODOC would own the system licenses and only pay maintenance fees moving forward.

Alternative Approach Benchmarking

- EHR system meets NCCHC standards for clinical documentation.
- EHR system is ONC-HIT certified for Meaningful Use 2014.
- EHR system meets HL7 standards for data sharing (part of MU 2014 requirement)
- Meets established performance measures for health care (Oregon nursing protocols)
- The solution has been implemented in various correctional settings.

Alternative Costs

The following staffing and revenue impacts are high-level estimates for the EHR Project.

The $750,000 start-up funds requested in this package are one-time requirements and will not affect future biennium budget requests. The remaining $2.3M is an on-going lease cost and will become part of the base budget for 2015-17.

It is anticipated that this project will pay for itself within the first three to five years of operation due to improved operational efficiencies, better management of AIC healthcare and continuity of care, better AIC outcomes (lower rates of recidivism and lower healthcare costs to the state) and avoided legal costs. Our current projections forecast a positive cumulative net cash flow in the fourth year of $935,000.

2015-17 Fiscal Impact

Project Staffing Impact

Positions	TBD
FTE	TBD

Fiscal Impact Summary

Revenue Source: General Fund –

Personal Services	$0
Services & Supplies	$3,050,000
Capital Outlay	$0

2017-19 Fiscal Impact

Project Staffing Impact

Positions	TBD
FTE	TBD

Fiscal Impact Summary

Revenue Source: General Fund –

Personal Services	$0
Services & Supplies	$2.3M
Capital Outlay	$0

Note: Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.

Alternatives Analysis - #3 Status Quo (Continue with current system)

Alternative Information Technology Implications

ODOC Health Services Division would have to continue to rely on a paper-based medical record combined with an outdated mainframe solution that no longer supports effective decision making or the efficient delivery of quality health care.

It would continue to be more difficult to or unable to meet the constitutional mandate to provide community standard care to adults in custody.

Alternative Risks

All the benefits in the following sections will not be met:

- Business Drivers in the Problem or Opportunity Section;
- Assumptions in the Alternatives Analysis Section; and
- Criteria in the Selection Criteria and Alternatives Ranking section.

The benefits of and EHR system will not be met which include:

- increased quality of health care;
- increased staff productivity;
- significant improvements in the delivery of care;
- electronic information continuity as someone new enter our system and release to the community; and
- utilization of available data that will positively impact both the strategic and operational decision making processes inside and outside ODOC.

Including the loss of the significant opportunity for improvements and the elimination of many common problems associated with paper-based file systems. Such as:

- tracking down medical files that have been lost, misfiled or delayed in the AIC transfer process;
- locating misfiled documents;
- delayed review of critical lab test results; and
- incomplete or missing information are all issues that decrease staff productivity and challenge a provider's ability to make quality health care decisions.

Alternative Benefits

The EHR vendor market is still maturing and we expect to see lots of changes not only in vendors but in program functionality as well.

Alternative Approach Benchmarking

- Time spent by staff in searching for medical records.
- Number of duplicate charts.
- Time spent by staff in reviewing medical records.
- Audit of medication interactions.

Alternative Costs

Unnecessary costs will continue with decreasing medical care and increasing litigation costs. The following costs will continue to increase.

- Operational costs system wide will be higher than is necessary, thus poor usage of state funds by ODOC will continue to increase.
- Inefficient use of staff time.
- Inefficient and lost receipt and cataloguing of medical records from outside providers, specialty services and medical equipment.

Desired Timeline

In preparation for a procurement of vendor services, ODOC would initiate Business Process Analysis (BPA) and an Organizational Assessment after the funding decision is made.

BPA: Before an EHR system can be implemented, there must be firm understanding and documentation of "As-Is" Health Services business processes, i.e. how business is done today. Analysis is done to determine how each business process will work differently ("To-Be") with an EHR system.

Estimated duration: 4-6 months (In progress by Fusion Consulting)

Organizational Assessment: Based on outputs from the BPA, there could be major changes in the way work will be done with an automated system. This could necessitate restructuring of positions, duties, staff, and organizational structure. Organizational changes need to happen in advance of the system going live and can be done concurrently with the System Installation and Configuration.

Estimated duration: 4-6 months, consecutive to BPA (In progress by Fusion Consulting)

Procurement: If ODOC decides to purchase a vendor system after BPA and the Organizational Assessment are complete, the RFP process will commence.

Estimated duration: 6-12 months, depending on the option chosen.

System Installation and Configuration: Install, configure and customize the EHR system based on ODOC's requirements, processes and deliverables.

Estimated duration: 6-9 months

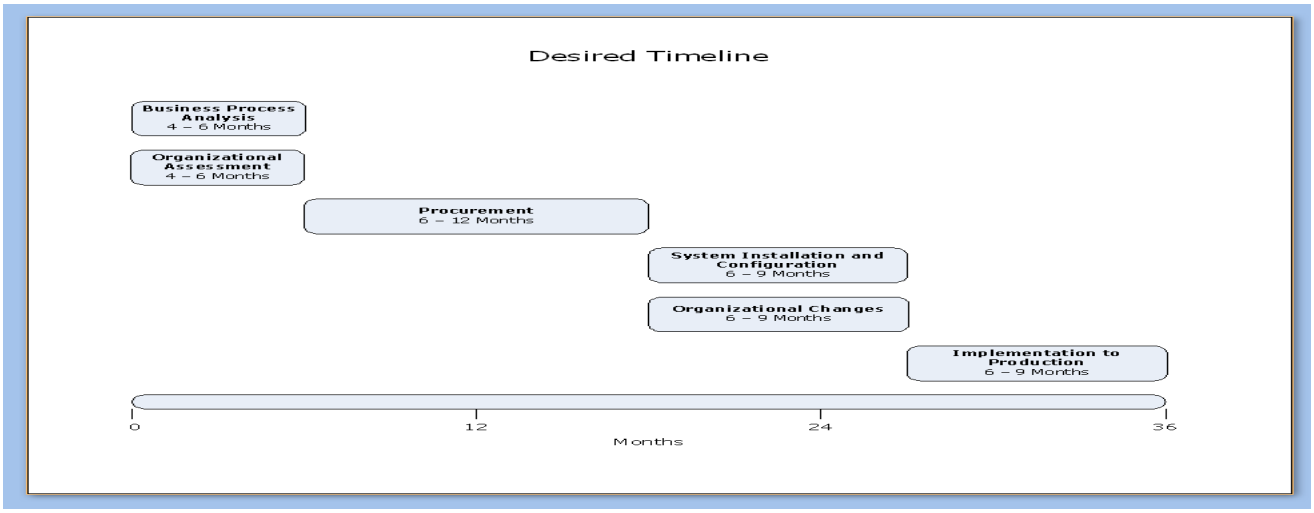
Organizational Changes: Organizational changes are put in place concurrent to the System Installation and Configuration.

Estimated duration: 6-9 months, concurrent to system installation and configuration.

Implementation to Production: Training occurs and the EHR system goes into production. Timelines need to be scheduled and documented in a Training and Implementation Plan.

Estimated duration: 6-9 months

Estimated overall project duration: 22-36 months



Conclusions and Recommendations

Conclusions

ODOC has contracted with a consulting firm that specializes in EHR systems for correctional environments to assist in creating a detailed plan for the project and writing a SOW for an eventual RFP. Their experience has indicated that short-term implementation related complications and loss of productivity are anticipated, but that ODOC and the State of Oregon will reap long-term benefits moving to an EHR.

(Fusion Consulting, August 2014)

Throughout the processes and evaluations conducted to date, ODOC Health Services is concluding that a Commercial Off-The Shelf (COTS) EHR system hosted by the vendor would provide ODOC Health Services with a tool which will increase productivity, decrease human error, adhere to the Governor's initiative for healthcare delivery and greatly reduce expenses which are prone to maintaining a paper-based medical record.

It is anticipated that this project will pay for itself within the first three to five years of operation due to improved operational efficiencies, better healthcare management and continuity of care, better outcomes (lower rates of recidivism and lower healthcare costs to the state) and avoided legal costs. Our current projections forecast a positive cumulative net cash flow in the fourth year of $935,000.

Immense leaps have been made over the past decade in the widespread adoption of EHR systems in Correctional Institutions nationwide. Some of the largest supporting catalysts have been the Office of the National Coordinate for Health Information Technologies (ONC-HIT) and the National Commission on Correctional Healthcare (NCCHC).

ONC-HIT is the principal federal entity charged with coordination of nationwide efforts to implement and use the most advanced health information technology and the electronic exchange of health information. The position of National Coordinator was created in 2004, through an Executive Order, and legislatively mandated in the Health Information Technology for Economic and Clinical Health Act (HITECH Act) of 2009.

The NCCHC guidelines were born of a study on the health needs of soon-to-be-released AICs, which was released to Congress in 2002. In a cooperative agreement with the National Institute of Justice, NCCHC reviewed national clinical guidelines and found that none addressed the unique challenges of providing care in correctional settings. To remedy this, NCCHC established a panel of experts to review existing guidelines, evidence-based medical practices and other reference materials, and adapt the materials for use by correctional health professionals. ODOC maintains NCCHC accreditation however; NCCHC has become very active in promoting adoption of EHRs to support NCCHC accreditation in future years.

Implementing an EHR solution will ensure that as the healthcare delivery model continues to expand, and the requirements to maintain current accreditations becomes more stringent, that ODOC will maintain these accreditations and provide appropriate healthcare delivery which can save the state additional money following the release of an AIC due to the ability to submit charts to the State Health Information Exchange. This solves an immense problem seen today where the services provided within the facility and the benefits of these services can seamlessly be shared to community providers following release. In addition to, an EHR solution can provide access to any healthcare received while outside of the facility if the AIC was re-booked at a later date.

Many states use EHR systems in a correctional environment. These include Arizona, Iowa, Michigan, Mississippi, New Jersey, Tennessee and Texas, as well as the Federal Bureau of Prisons. There are also many states currently undergoing adoption of a COTS EHR such as Wisconsin, Mississippi, New Hampshire and Connecticut. In addition to improved patient care and the ability to measure productivity and outcomes, they have all realized substantial direct and indirect cost savings as a result of adopting an EHR. Oregon can expect to obtain similar benefits as this.

Today's healthcare delivery is very complex and is even more complex within the realm of the Department of Corrections. ODOC is required by case law interpretation of the 8th Amendment to provide healthcare to its AIC population. ODOC currently complies with its responsibilities by providing medical care to the AIC population. However, for a variety of reasons some of which involve access to medical information, ODOC is frequently named in lawsuits

involving the provision of its healthcare. Having access to medical, behavioral health and addictions records digitally in ODOC's facilities would go a long way toward reducing the costs of litigation regarding healthcare.

In reviewing the alternatives identified throughout the process, a SaaS Hosted COTS EHR solution will ensure that ODOC implements an ONC-HIT certified EHR which contains all the vital aspects of delivering and documenting healthcare delivery. This alone, rules out developing a custom application.

Since interfacing between systems is a mandatory component of ONC-HIT certification through the HL7 standards protocol, and because the system would be remotely hosted, there are no hard cost/benefits and ODOC would be held captive to making changes to the system unless adopted by the overall user groups. EPIC-OCHIN is primarily used by providers and outpatient clinics which would see no benefit in changing their workflow for a Department of Corrections.

When reviewing a hosted versus non-hosted solution, Health Services would have to serve the EHR from the SDC. The cost assumptions of hosting through the SDC versus the selected vendor are anticipated to be nearly identical. The benefit of hosting it through the selected vendor would ensure 24x7x365 support by certified EHR professionals. Because the EHR will become a mission critical service to Health Services business process, it is imperative that the appropriate support be available at all times and without delay.

Recommendations

Based on the research that has been completed and analysis of vendor information that has been provided to date, ODOC recommends moving forward with solution #2, the SaaS model. This solution provides an array of ONC-HIT certified products, utilized in other states corrections agencies, at the most appropriate overall cost. It has the greatest flexibility to further tailor work process to match what actually happens on the ground at the lowest dollar cost and does not expose ODOC to a risk profile that is higher than any of the other available solutions. ODOC gains the added feature of leveraging other states enhancements to this product as well.

Achieving successful implementations includes the following steps:

1. Work with Fusion Consulting, to complete the EHR Implementation Preparation work. They will identify the clinical workflow and business processes related to the current documentation and tracking of AIC information as well as identify any gaps that may exist between the current process and that of the clinical workflow which will exist with the implementation of an EHR. Through this work, Fusion will prepare the appropriate documentation to ultimately gain funding approval for a SaaS EHR and publish a RFP for solicitation.
2. Identify the funding source.
3. Initiate a formal procurement process for customization and implementation services.
4. Implement EHR solution, including:
    a. Configuration and customization of system, including interfaces to external providers.
    b. Implement organizational changes identified in analysis.
    c. Provide process and system training.
    d. Close project / lessons learned / identify next steps.

To date, ODOC has already taken the appropriate measures in hiring an experienced DOC EHR Consulting firm who has already completed the following items to be used in the implementation of an EHR system:

- Project Charter
- Project Management Plan
- "As-Is" Current Workflow Analysis
- "To-Be" Future Workflow Analysis
- Business Case and IRR Documentation
- Readiness Assessment
- Statement of Work

Consequences of Failure to Act

ODOC Health Services Division would have to continue to rely on a paper-based medical record combined with an outdated mainframe solution that no longer supports effective decision making or the efficient delivery of quality health care for all AICs. There will be an increase of poor outcomes for ODOC's patients over time.

ODOC's patient population is not only aging as is the population generally, but the degree of severity of their illnesses is increasing. medical care models are becoming much more sophisticated while ODOC is held to the community standard of care. This makes the access to accurate and immediate medical information that much more important. Without information access of this type, it is very possible that the quality of ODOC's patient care outcomes may decline over time.

It would continue to be more difficult to or unable to meet the constitutional mandate to provide community standard of care to all AICs.

There would be a loss of significant opportunities for improvements and the inability to eliminate many common problems associated with paper-based file systems. Such as:

- current business model is very labor intensive;
- not moving forward with a modern EHR system will perpetuate an inefficient and expensive data management model;
- tracking down medical files that have been lost, misfiled or delayed in the AIC transfer process;
- locating misfiled documents;
- delayed review of critical lab test results;
- incomplete or missing information are all issues that decrease staff productivity and challenge a provider's ability to make quality health care decisions; and
- NCCHC is push for all facilities seeking accreditation to utilize an EHR, not having an EHRs may jeopardize ODOC's ability to maintain accreditation.

The benefits of and EHR system will not be met which include:

- increased quality of health care for AICs;
- increased staff productivity;
- significant improvements in the delivery of care;
- electronic information continuity as someone new enters our system and when someone is released to the community; and
- utilization of available data that will positively impact both the strategic and operational decision making processes inside and outside ODOC.

Also, the above Business Drivers in the Problem or Opportunity Section and the Assumptions in the Alternatives Analysis Section will not be met.

Appendixes and References

Appendix A: Purchase Vendor System Cash Flow

ALTERNATIVE PROPOSAL CASH FLOW

$ in 1000s

Discount rate 0.0%

$ in 1000s	Year ending… Jun 30 2015	Jun 30 2016	Jun 30 2017	Jun 30 2018	TOTAL
BENEFITS / GAINS					
Staff Reallocation	1000.0	1000.0	1000.0	1000.0	4000.0
Legal Costs	250.0	250.0	250.0	250.0	1000.0
Medication Savings	250.0	250.0	250.0	250.0	1000.0
Duplicate Medical Procedures	100.0	100.0	100.0	10.0	310.0
Paper Production	50.0	50.0	50.0	50.0	200.0
Total Benefits/Gains	1650.0	1650.0	1650.0	1560.0	6510.0
COST ITEMS inflows (outflows)					
Personal Services Costs (Salaries & Benefits)					
State Perm Staff……	(100.0)	(120.0)	(125.0)	130.0	(215.0)
State Temp Staff……	0.0	0.0	0.0	0.0	0.0
State LD Staff……	0.0	0.0	0.0	0.0	0.0
Services & Supplies/Capital Outlay Costs					
State Data Center Costs					
Consulting Services……	(60.0)	(60.0)	(60.0)	(60.0)	(240.0)
Hosting……	(100.0)	(100.0)	(100.0)	(100.0)	(400.0)
Storage……	(10.0)	(10.0)	(10.0)	(10.0)	(40.0)
Network……	(15.0)	(15.0)	(15.0)	(15.0)	(60.0)
Software Costs					
SW Purchase/Upgrade……	(2500.0)	0.0	0.0	0.0	(2500.0)
SW License Maintenance……	0.0	(350.0)	(350.0)	(350.0)	(1050.0)
Hardware Costs					
Hardware Purchase/Upgrade..	(15.0)	0.0	0.0	0.0	(15.0)
Hardware Ongoing Maint……..	0.0	(10.0)	(10.0)	(10.0)	(30.0)
IT Professional Services					
Project Dev/Implementation…..	(150.0)	(150.0)	0.0	0.0	(300.0)
Operational Staff……	(180.0)	(180.0)	(180.0)	(180.0)	(720.0)
Operational Augmentation…….	0.0	0.0	0.0	0.0	0.0
Other……	(100.0)	(100.0)	(100.0)	(100.0)	(400.0)
Total Costs	(3230.0)	(1095.0)	(950.0)	(695.0)	(5970.0)
CASH FLOW SUMMARY inflows (outflows)					
Cash inflows (outflows)					
Benefits and Gains……	1650.0	1650.0	1650.0	1560.0	6510.0
Costs……	(3230.0)	(1095.0)	(950.0)	(695.0)	(5970.0)
NET CASH FLOW	**(1580.0)**	**555.0**	**700.0**	**865.0**	**540.0**
Cumulative Net CF……	(1580.0)	(1025.0)	(325.0)	540.0	540.0
Discounted Cash Flow					**NPV**
At 0.0%……	(1580.0)	555.0	700.0	865.0	540.0

Appendix B: SaaS Cash Flow

PROPOSAL CASH FLOW

$ in 1000s

Discount rate 0.0%

$ in 1000s	*Year ending…* Jun 30 2015	Jun 30 2016	Jun 30 2017	Jun 30 2018	TOTAL
BENEFITS / GAINS					
Staff Reallocation	1000.0	1000.0	1000.0	1000.0	4000.0
Legal Costs	250.0	250.0	250.0	250.0	1000.0
Medication Savings	250.0	250.0	250.0	250.0	1000.0
Duplicate Medical Procedures	100.0	100.0	100.0	10.0	310.0
Paper Production	50.0	50.0	50.0	50.0	200.0
Total Benefits/Gains	1650.0	1650.0	1650.0	1560.0	6510.0
COST ITEMS inflows (outflows)					
Personal Services Costs (Salaries & Benefits)					
State Perm Staff……	(100.0)	(120.0)	(125.0)	130.0	(215.0)
State Temp Staff……	0.0	0.0	0.0	0.0	0.0
State LD Staff……	0.0	0.0	0.0	0.0	0.0
Services & Supplies/Capital Outlay Costs					
State Data Center Costs					
Consulting Services……	(60.0)	(60.0)	(60.0)	(60.0)	(240.0)
Hosting……	(100.0)	(100.0)	(100.0)	(100.0)	(400.0)
Storage……	0.0	0.0	0.0	0.0	0.0
Network……	(5.0)	(5.0)	(5.0)	(5.0)	(20.0)
Software Costs					
SW Purchase/Upgrade……	(2500.0)	0.0	0.0	0.0	(2500.0)
SW License Maintenance……	0.0	(350.0)	(350.0)	(350.0)	(1050.0)
Hardware Costs					
Hardware Purchase/Upgrade..	0.0	0.0	0.0	0.0	0.0
Hardware Ongoing Maint……..	0.0	0.0	0.0	0.0	0.0
IT Professional Services					
Project Dev/Implementation…..	(150.0)	(150.0)	0.0	0.0	(300.0)
Operational Staff……	(110.0)	(110.0)	(110.0)	(120.0)	(450.0)
Operational Augmentation…….	0.0	0.0	0.0	0.0	0.0
Other……	(100.0)	(100.0)	(100.0)	(100.0)	(400.0)
Total Costs	(3125.0)	(995.0)	(850.0)	(605.0)	(5575.0)
CASH FLOW SUMMARY inflows (outflows)					
Cash inflows (outflows)					
Benefits and Gains……	1650.0	1650.0	1650.0	1560.0	6510.0
Costs……	(3125.0)	(995.0)	(850.0)	(605.0)	(5575.0)
NET CASH FLOW	**(1475.0)**	**655.0**	**800.0**	**955.0**	**935.0**
Cumulative Net CF……	(1475.0)	(820.0)	(20.0)	935.0	935.0
Discounted Cash Flow					**NPV**
At 0.0%……	(1475.0)	655.0	800.0	955.0	935.0

Appendix C: Status Quo Cash Flow

CURRENT STATE (BASELINE) CASH FLOW

$ in 1000s

Discount rate 0.0%

$ in 1000s	Year ending… Jun 30 2015	Jun 30 2016	Jun 30 2017	Jun 30 2018	TOTAL
BENEFITS / GAINS					
Staff Misallocation	(1000.0)	(1000.0)	(1000.0)	(1000.0)	(4000.0)
Legal Costs	(250.0)	(250.0)	(250.0)	(250.0)	(1000.0)
Medication Savings	(250.0)	(250.0)	(250.0)	(250.0)	(1000.0)
Duplicate Medical Procedures	(100.0)	(100.0)	(100.0)	(100.0)	(400.0)
Paper Production	(50.0)	(50.0)	(50.0)	(50.0)	(200.0)
Total Benefits/Gains	(1650.0)	(1650.0)	(1650.0)	(1650.0)	(6600.0)
COST ITEMS inflows (outflows)					
Personal Services Costs (Salaries & Benefits)					
State Perm Staff……	(600.0)	(600.0)	(600.0)	(600.0)	(2400.0)
State Temp Staff……	(300.0)	(300.0)	(300.0)	(300.0)	(1200.0)
State LD Staff……	0.0	0.0	0.0	0.0	0.0
Services & Supplies/Capital Outlay Costs					
State Data Center Costs					
Consulting Services……	0.0	0.0	0.0	0.0	0.0
Hosting……	0.0	0.0	0.0	0.0	0.0
Storage……	0.0	0.0	0.0	0.0	0.0
Network……	0.0	0.0	0.0	0.0	0.0
Software Costs					
SW Purchase/Upgrade……	0.0	0.0	0.0	0.0	0.0
SW License Maintenance……	(10.0)	(10.0)	(10.0)	(10.0)	(40.0)
Hardware Costs					
Hardware Purchase/Upgrade..	0.0	0.0	0.0	0.0	0.0
Hardware Ongoing Maint……..	0.0	0.0	0.0	0.0	0.0
IT Professional Services					
Project Dev/Implementation…..	0.0	0.0	0.0	0.0	0.0
Operational Staff……	0.0	0.0	0.0	0.0	0.0
Operational Augmentation…….	0.0	0.0	0.0	0.0	0.0
Other……	0.0	0.0	0.0	0.0	0.0
Total Costs	(910.0)	(910.0)	(910.0)	(910.0)	(3640.0)
CASH FLOW SUMMARY inflows (outflows)					
Cash inflows (outflows)					
Benefits and Gains……	(1650.0)	(1650.0)	(1650.0)	(1650.0)	(6600.0)
Costs……	(910.0)	(910.0)	(910.0)	(910.0)	(3640.0)
NET CASH FLOW	**(2560.0)**	**(2560.0)**	**(2560.0)**	**(2560.0)**	**(10240.0)**
Cumulative Net CF……	(2560.0)	(5120.0)	(7680.0)	(10240.0)	(10240.0)
Discounted Cash Flow					**NPV**
At 0.0%……	(2560.0)	(2560.0)	(2560.0)	(2560.0)	(10240.0)

Appendix D: Incremental Cash Flow - SaaS vs Status Quo

INCREMENTAL CASH FLOW 2

All figures represent (Proposal Value) - (Current State Value) $ in 1000s

Discount rate 0.0%

$ in 1000s	*Year ending…* Jun 30 2009	Jun 30 2010	Jun 30 2011	Jun 30 2012	TOTAL
BENEFITS / GAINS					
Benefit item 1……	2000.0	2000.0	2000.0	2000.0	8000.0
Benefit item 2……	500.0	500.0	500.0	500.0	2000.0
Benefit item 3……	200.0	200.0	200.0	110.0	710.0
Benefit item 4……	100.0	100.0	100.0	100.0	400.0
Total Benefits/Gains	2800.0	2800.0	2800.0	2710.0	11110.0
COST ITEMS inflows (outflows)					
Personal Services Costs (Salaries & Benefits)					
State Perm Staff……	500.0	480.0	475.0	730.0	2185.0
State Temp Staff……	300.0	300.0	300.0	300.0	1200.0
State LD Staff……	0.0	0.0	0.0	0.0	0.0
Services & Supplies/Capital Outlay Costs					
State Data Center Costs					
Consulting Services……	(60.0)	(60.0)	(60.0)	(60.0)	(240.0)
Hosting……	(100.0)	(100.0)	(100.0)	(100.0)	(400.0)
Storage……	0.0	0.0	0.0	0.0	0.0
Network……	(5.0)	(5.0)	(5.0)	(5.0)	(20.0)
Software Costs					
SW Purchase/Upgrade……	(2500.0)	0.0	0.0	0.0	(2500.0)
SW License Maintenance……	10.0	(340.0)	(340.0)	(340.0)	(1010.0)
Hardware Costs					
Hardware Purchase/Upgrade..	0.0	0.0	0.0	0.0	0.0
Hardware Ongoing Maint……..	0.0	0.0	0.0	0.0	0.0
IT Professional Services					
Project Dev/Implementation…..	(150.0)	(150.0)	0.0	0.0	(300.0)
Operational Staff……	(110.0)	(110.0)	(110.0)	(120.0)	(450.0)
Operational Augmentation…….	0.0	0.0	0.0	0.0	0.0
Other……	(100.0)	(100.0)	(100.0)	(100.0)	(400.0)
Total Costs	(2215.0)	(85.0)	60.0	305.0	(1935.0)
CASH FLOW SUMMARY inflows (outflows)					
Cash inflows (outflows)					
Benefits and Gains……	2800.0	2800.0	2800.0	2710.0	11110.0
Costs……	(2215.0)	(85.0)	60.0	305.0	(1935.0)
NET CASH FLOW	**585.0**	**2715.0**	**2860.0**	**3015.0**	**9175.0**
Cumulative Net CF……	585.0	3300.0	6160.0	9175.0	9175.0
Discounted Cash Flow					**NPV**
At 0.0%……	585.0	2715.0	2860.0	3015.0	9175.0

Appendix E: Financial Metrics Summary

Financial Metrics Summary

	Proposal	Current State	Incr Proposal
Net Cash Flow	$935.0	($10,240.0)	$9,175.0
NPV at 0.0%	$935.0	($10,240.0)	$9,175.0
Total Benefits	$6,510.0	($6,600.0)	$11,110.0
Total Costs	($5,575.0)	($3,640.0)	($1,935.0)

$ in $1,000s
Numbers in parenthesis are negative numbers

Appendix F: Summary Costs

Electronic Health Records Project				
Implementation Cost Estimates				
Categories	**Low End**	**Cost**	**High End**	**Cost**
Software Implementation Vendor	External Consultant - all M	$ 677,000	External Consultant - all M & D	$ 797,000
Project Management	Internal Resource (15 mo)		External Consultant (15 mo)	$ 255,000
Hosting Services	SDC Services - Yearly	$ 36,518	SDC Services - Yearly	$ 233,453
Network Upgrades	Network - OSP hotspots	$ 44,200	Network - OSP PGE rewire	$ 86,200
Hardware (PCs, Scanners, Biometrics)	Hardware (2006 back)	$ 525,348	Hardware (2006 back)	$ 659,512
		$ 1,283,066		$ 2,031,165

Appendix G: Hardware Details

Option A	TOTAL PCs	Device type	80/20		Cost Estimate each	Sub Total	Comments
Replace desktops purchased in **2006** and prior.							Would leave significant number of older PCs in operations and needing RAM upgrades
Low end estimate (includes eliminating PC sharing)	280	Desktop PCs	210	@	$ 1,200.00	$ 252,000.00	
		Laptop PCs	56	@	$ 1,600.00	$ 89,600.00	
		RAM Upgrade to 4GB	100	@	$ 200.00	$ 20,000.00	
		Provider tablet PCs	50	@	$ 2,299.00	$ 114,950.00	
		Desktop scanners	42	@	$ 307.00	$ 12,894.00	
		Biometric devices	528	@	$ 68.00	$ 35,904.00	
						$ 525,348.00	**Total hardware estimate**
High end estimate (includes eliminating PC sharing)	280	Desktop PCs	210	@	$ 1,600.00	$ 336,000.00	
		Laptop PCs	56	@	$ 1,950.00	$ 109,200.00	
		RAM Upgrade to 4GB	100	@	$ 200.00	$ 20,000.00	
		Provider tablet PCs	50	@	$ 2,299.00	$ 114,950.00	
		Desktop scanners	42	@	$ 469.00	$ 19,698.00	
		Biometric devices	528	@	$ 113.00	$ 59,664.00	
						$ 659,512.00	**Total hardware estimate**
Option B	**TOTAL PCs**	**Device type**	**80/20**		**Cost Estimate each**	**Sub Total**	**Comments**
Replace desktops purchased in **2007** and prior.							Would minimize number of older PCs in operation.
Low end estimate (includes eliminating PC sharing)	441	Desktop PCs	331	@	$ 1,200.00	$ 396,900.00	
		Laptop PCs	88	@	$ 1,600.00	$ 141,120.00	
		Netbook PCs	22	@	$ 700.00	$ 15,435.00	
		Provider tablet PCs	50	@	$ 2,299.00	$ 114,950.00	
		Desktop scanners	42	@	$ 307.00	$ 12,894.00	
		Biometric devices	528	@	$ 68.00	$ 35,904.00	
						$ 717,203.00	**Total hardware estimate**
High end estimate (includes eliminating PC sharing)	441	Desktop PCs	331	@	$ 1,600.00	$ 529,200.00	
		Laptop PCs	88	@	$ 1,950.00	$ 171,990.00	
		Netbook PCs	22	@	$ 700.00	$ 15,435.00	
		Provider tablet PCs	50	@	$ 2,299.00	$ 114,950.00	
		Desktop scanners	42	@	$ 469.00	$ 19,698.00	
		Biometric devices	528	@	$ 113.00	$ 59,664.00	
						$ 910,937.00	**Total hardware estimate**

Note: Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.

Appendix H: Hosting & Support Details

SDC Hosting									
Electronic Heath Records									
Monthly Assessment									
			Analyze HW Requirements High (13 servers, load balancing, redundancy)	**Analyze HW Requirements Low** (13 servers, load balancing, redundancy)			**DOC Normal Configuration High**	**DOC Normal Configuration Low**	
Servers									
Production Web (Application) Server			$3,000	$3,000			$600	$0	High - Add to existing web server environment
									Low - Runs on existing web environment with no upgrades
Production Database/ Server			$1,800	$1,800			$500	$0	High - Run on Oracle in existing AIX environment, add memory or processing
									Low - Runs on existing Oracle AIX environment with no upgrades
Document Server			$0	$0			$600	$600	Will need new server to store/manage documents
Dev/Test/Training Web (Application) Server			$1,800	$1,800			$300	$0	High - Add resources if necessary
									Low - Use existing environments
Dev/Test/Training Database/Document Server			$1,200	$1,200			$300	$0	High - Add resources if necessary
									Low - Use existing environments
Storage									
Data Storage, Oracle Production	20	gb	$71	$71	10	gb	$36	$36	
Data Storage, OracleTest/Other	20	gb	$71	$71	10	gb	$36	$36	
Document Storage	200	gb	$712	$712	100	gb	$356	$356	25,000 inmates, 100 pgs/inmate
Tape Backup Oracle	20	gb	$1,800	$336	20	gb	$1,800	$336	High - based on current rates
									Low - based on rotating 30 tapes, what makes sense
Tape Backup Images	100	gb	$9,000	$1,680	100	gb	$9,000	$1,680	High - based on current rates
									Low - based on rotating 30 tapes, what makes sense
Disaster Recovery									?? Does DOC want to pay for this ??
Monthly Estimate			**$19,454**	**$10,670**			**$13,527**	**$3,043**	
Yearly Estimate			**$233,453**	**$128,045**			**$162,326**	**$36,518**	
Assumptions									
Assumes the DBMS will be Oracle									
Assumes 100 Pages of scanned documents per inmate, at 40k per page									
Assumes storage for 25,000 inmates									

Appendix I: Network Details

Electronic Health Records Project

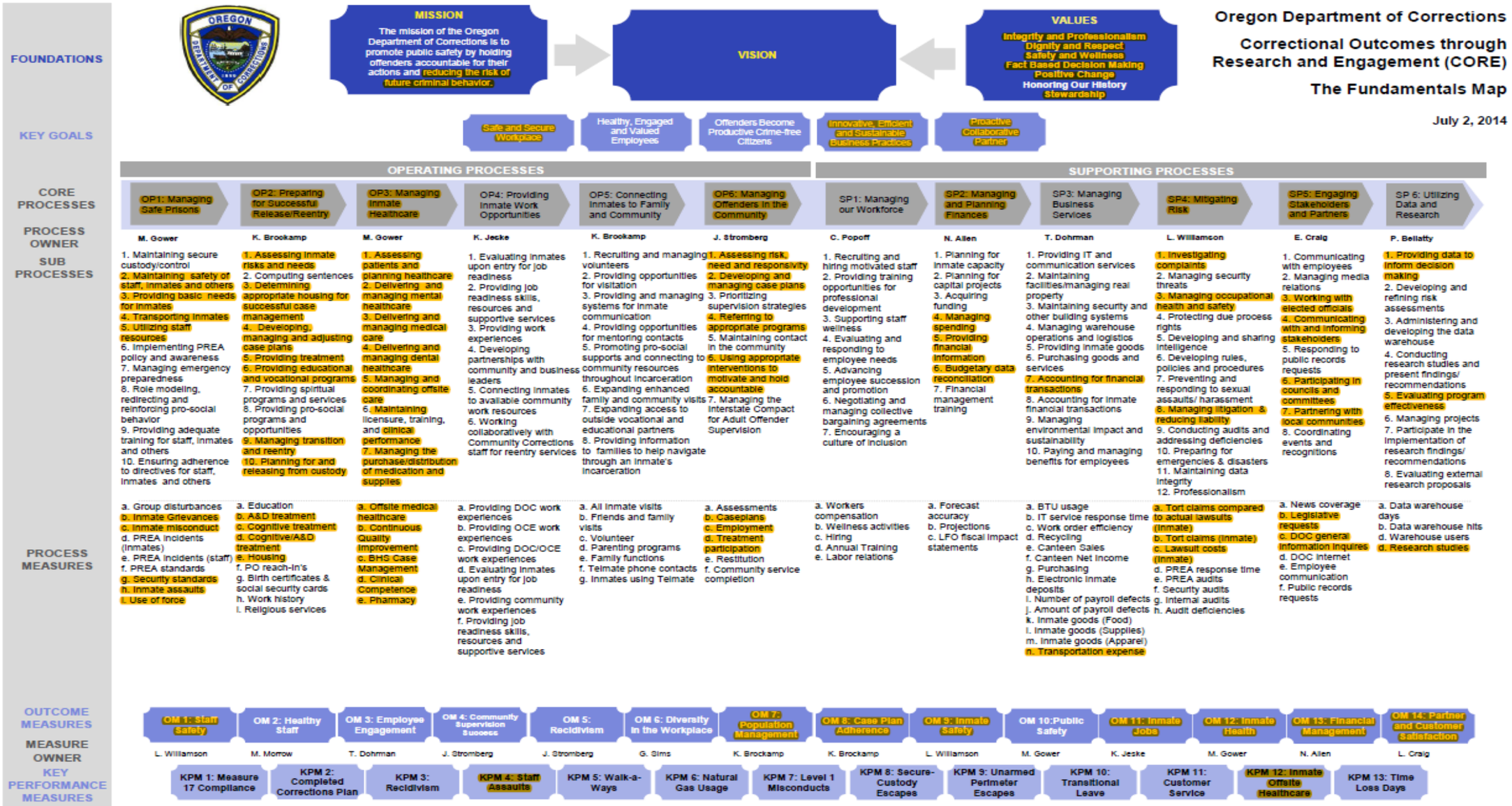
Overview of Electronic Health Records

Network Assessment

Institution # likely concurrent users	Pipe Type	Pipe Owner	Total Band-width	DOC % BW Current	Available BW %	DOC % BW Need	Network Limitations/ Barriers	Network modifications needed if hosted at SDC (type of change, cost, complexity, time)	Costs with OPS HotSpots	Costs with OPS rewired	Status
OSP 30	Fiber to bldg now	Capital Mall DAS	150 mb	20 mb	300 mb	3 mb consistent	LAN constrained current cat 3 would need upgrade to cat 5E or cat 6. Steel and concrete construction make it highly complex to rewire. Would need new closet(s) and switches and power. This approach would need Security evaluation/opinion to be obtained and concerns addressed.	5 hot spots = $1000 x 5 for $5000 set up/install plus $3000 yearly fees. **Total: $8000** Rewire CI and increase pwr - 650k - $750k (Main HS, IMU and DSU) if can piggyback on PGE project - electrical rewire and expand capacity = $50000	$ 8,000	$ 50,000	**Decision needed on Hot Spots - then purchase or new plan.**
OSCI 10	Fiber by 1Q11	Qwest	1.5 mb	1.0 mb guarantee	??	1.5 mb consistent	Network backbone upgrade in progress.	No changes needed.			**Ready**
Santiam 5	1 T1	Qwest	1.5 mb	1.0 mb guarantee	3Mb bonded Direct Digital T1s	1.5 mb consistent	None of note.	No changes needed.			**Ready**
Mill Creek 5	1 T1	Qwest	1.5 mb	1.0 mb guarantee	1 T1 Direct Digital	1.5 mb consistent	None of note.	No changes needed.			**Ready**
Powder River 5	1 T1	Verizon	1.5 mb	1.5 mb	5 mb ethernet	1.5 mb consistent	None of note.	No changes needed.			**Ready**
Two Rivers 25	2 T1	Verizon	3 mb	3 mb	3 mb	3 mb consistent	Need to confirm location of closet and wiring constraints to add more PCs. Need to confirm how many new PCs would be needed.	TBD, wiring, closet and power needs and costs. (10 new drops = 3000) **Total: $3000**	$ 3,000	$ 3,000	**When is Phase 4 hub upgrade due?**
Snake River 50	2 T1 data 2 T1 video 1 T1 addtl	Verizon	??	3 mb	20 mb Fiber	4.5 mb consistent		Planned move to single mode fiber by 2 Q11. Need analysis and cost to move to fiber vs adding 3rd T1 line. (COST: $1200 install of T1 and monthly $1100 = yearly: $13000.) (Plus 20 new drops = $4000) **Total: $18200**	$ 18,200	$ 18,200	**When is Phase 4 hub upgrade due?**
Shutter Creek 5	1 T1	Verizon	1.5 mb	1.5 mb	3 mb ethernet	1.5 mb consistent		No changes needed.			**Ready**
Warner Creek 5	2 T1	Verizon	3 mb	3 mb	3 mb	1.5 mb consistent		No changes needed.			**When is Phase 4 hub upgrade due?**
Deer Ridge 10	Fiber to bldg	??	100 mb	3 mb T1s	5 mb ethernet	3 mb consistent w/o digital	LAN no issues - fiber connected in Oct 10 from outside and into bldg - upgrade to fiber from T1s if use digital.	Might need to put CI on ethernet if digital xrays are used more.			**Ready**
Columbia River 5	2 T1	??	3 mb	3 mb	3 mb bonded Direct Digital T1s	3 mb consistent	Upgrade to backbone to be done in 2 Q11.	No changes needed.			**Ready**
South Fork 5	1 T1	??	Fiber available	1.5 mb	Fiber available	1.5 mb consistent	Tillamook part of Phase 4 - finalizing sites - shared site with ODF	No changes needed.			**When is Phase 4 hub upgrade due?**
Eastern OR 25	2 T1	Verizon	Ethernet going in 1 Q11	3 mb	5 mb ethernet	3 mb consistent	Plan to connect to BHIP ethernet and access the 20 mb fiber pipe. 1 Q11 Upgrade of CI to fiber -done.	No changes needed.			**Move to Fiber with DHS**
Coffee Creek 25	2 T1	??	??	3 mb	??	4.5 mb consistent	No closet issues. Need to know what buildings need additional PCs. Xrays not possible w/o upgrade.	Need analysis adding 3rd T1 line. (COST: $1000 install of T1 and monthly $900 = yearly: $11,000.) (Plus 10 new drops = $3000) **Total: $15000**	$ 15,000	$ 15,000	**When is Phase 4 hub upgrade due?**
Total concurrent 210 users								Costs: ~$2200 installation of 2 T1s	$ 44,200	$ 86,200	
								Costs: TBD costs of TRCI closets and wiring.			
								Costs: TBD costs of OSP hot spots			

SDC hosting constraints:	General: storage and backup services would be approximately $2000 monthly, for load balanced Raid 10 mirrored and off site back up architecture.
External hosting constraints:	General: data transmission delays if sending data out of state. Extra costs to establish direct/dedicated connection to ext host to reduce data transmission lag time. Direct line/connection from SDC out to Ext vendor/host site would be $5000-$10,000 yearly. Additionally, storage and backup hosting services would be approximately $1500 monthly, for load balanced Raid 10 mirrored and off site back up architecture.

Appendix J: ODOC CORE Fundamentals - (EHR Project Impacts are Highlighted)



Business Case for *Corrections Information System (CIS) Replacement – Phase 1*

Oregon Department of Corrections, General Services, Information Technology Services

Date: August 20, 2014
Version: 0.8
Author: Diana Fitzpatrick
(From documents authored by Roy Bruce)

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Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**104 – CIS Replacement Project Phase 1 (Version 0.8)**		
AGENCY	**Oregon Department of Corrections**	DATE	**August 20, 2014**
DIVISION	**General Services, Information Technology Services**	DAS CONTROL #	**POP 104**
AGENCY CONTACT	**Roy Bruce, ITS Administrator**	PHONE NUMBER	**(503) 373 - 7545**

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency Agency Head or Designee	
Colette Peters	(Date)
Signature	
Agency Executive Sponsor	
Mitch Morrow	(Date)
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Roy Bruce	(Date)
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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Executive Summary

The Corrections Information System (CIS) is essential to the Department's ability to promote public safety by supporting all Oregon Department of Corrections (ODOC) functions that are necessary for Adults in Custody (AIC) Management, Case Management, and Sentence Management systems. CIS is utilized and data shared with various external stakeholders, e.g. Community Corrections (Oregon's 36 counties), Board of Parole and Post-Prison Supervision, LEDS, Justice Department, etc.

ODOC seeks to replace the CIS which was written as a Legacy iSeries COBOL application. The technicians that developed the system have retired, and ODOC's ability to maintain and upgrade the system is quickly diminishing. Given the status of the ODOC CIS, and the automation requirements brought about by a changing business environment, it has become essential that ODOC begin to replace this current mission critical system. This need was also identified in the ODOC's strategic plans for 2005 – 2007 and 2007-2009 biennia. The risk that critical functionality will fail, or cannot be upgradable to meet law, policy, and business requirements, is increasing.

After completing a vendor analysis and third-party assessment of buy versus build options, ODOC has determined that the best approach is to proceed with the purchase of a third party (vendor) product. Solutions discussed in this Business Case are:

- **Status Quo Solution** – Continue to utilize the 25 year old, CIS application which is not keeping up with current business processes and user enhancement needs.
- **Custom Construction Solution** – Build and maintain new CIS system with in-house staff built specific to Oregon's requirements.
- **Vendor Product Solution** – Implement a Vendor-supplied system. Faced with the lower cost, better ability to meet ODOC's needs, and a faster implementation schedule than with the custom construction alternative, the project team and steering committee decided it prudent to discuss a change of direction with the ODOC Policy Group.

The CIS Replacement project provides ODOC with a unique opportunity to accomplish several strategic initiatives with a single project, e.g. CIS Replacement, Electronic Health Record (EHR), Inmate Trust/Canteen, and Inmate Property Control, Parole Board Management Information System (PBMIS) Enhancement.

The CIS replacement project is anticipated to last for approximately 5 years and will be accomplished in a phased approach.

CIS Replacement Project Phase 1 – completing preparation for procurement of the new system will occur in the 2015-17 biennium. This phase could include the following:

- completing a thorough Business Process Analysis;
- completing DAS required IT project oversight documentation (e.g. Business Case, Information Resource Request,;
- completing As-Is and To-Be business process documentation;
- gathering business and system requirements;
- completing a Requirements Traceability matrix;
- completing a gap analysis;
- completing development of a Request for Proposal (RFP) which will be ready for release;
- developing an implementation plan;
- completing an Organizational Readiness Assessment;
- preparing the organization for implementation.

CIS Replacement Project Phase 2 – the procurement and implementation of a new CIS will occur in the 2017-2019 biennium. This will include:

- completing procurement of the new system;
- completing implementation the new system product.

Throughout the CIS Replacement Project the business analysts will be responsible for:

- guidance to stakeholders on devising effective and efficient approaches to achieve project objectives;
- help the business define and implement new business processes;
- liaison with other project efforts to coordinate interdependencies and resolve issues;
- gather and define business requirements;
- identify and resolve issues;
- help the Project Manager manage project risk;
- produce quality documentation;
- mediation;
- managing customer relations.

The following staffing and revenue impacts are high-level estimates for CIS Replacement Project Phase 1.

Project Staffing Impact

Positions	8
FTE	8.00

Fiscal Impact Summary

General Fund –

Personal Services	$ 1,566,315
Services & Supplies	$ 433,685
Capital Outlay	$0

Estimated Project Funding

General Fund	$0	
Other Funds	$2,000,000	(Bonds)

The CIS Replacement Project package will become part of the 2017-19 biennium's Base Budget.

Once the replacement system is procured in the 2017 - 2019 biennium, and the details of the replacement system functionality are known, a business process re-engineering effort will be undertaken in addition to system implementation activities.

Purpose and Background

Purpose

CIS is essential to ODOC's ability to promote public safety by supporting all ODOC functions that are necessary for AIC management, case management, and sentence management. CIS is utilized and data shared with various external stakeholders, e.g. Community Corrections (Oregon's 36 counties), Board of Parole and Post-Prison Supervision, LEDS, Justice Department, etc.

The purpose of the CIS Replacement project is to replace the current ODOC CIS with enabling technology that will guarantee a system that supports business objectives while being cost effective and sustainable. The replacement effort will focus on technology aspects as well as expansion of business functionality in order meet the needs of industry change and agency growth.

This Business Case addresses the requirements phase of a replacement project. CIS Replacement Project Phase 1, the requirements phase, will be accomplished in the 2015-17 biennium and will document existing business processes and "To Be" business processes that can be supported by a replacement system around future automation, creation of a gap analysis, define system requirements, develop procurement documentation, prepare for procurement of system, and implementation planning.

Background

The need to replace elements of ODOC's CIS was recognized in the late 1990's (part of ODOC Y2K project) during an analysis of the "Sentence Calculator", one of the key elements of the CIS.

In 2005, ODOC developed a project to replace the CIS, ODOC's main Offender Management System (OMS). The system was originally built in 1990 and was developed in the computer programming language COBOL. The system evolved into a complex application written by staff that have since retired from ODOC or will be retiring soon.

During the 2005 - 2007 biennium, a project was completed, which established a technical architecture and accomplished project planning for a system rewrite. During the project, new Web-based Offender Management Systems entered the market. ODOC has since determined that a vendor provided system provides the best opportunity to meet ODOC business needs in the most efficient manner.

The project was undertaken based on a feasibility study from 2004 which looked at the major industry of Offender Management Systems available and evaluated their ability to replace the existing CIS. The feasibility study showed vendor products at the time would have to be modified significantly to meet ODOC's needs. Significant customization was deemed cost prohibitive for ODOC, so the decision to undertake a project to re-write the existing system, using internal resources, was made.

The CIS Re-write project sought to incrementally replace existing CIS functionality over several years, using internal development staff and augmented by contracted developers. ODOC funded the planning and initial development effort by allocating $2.9 Million for the 2007-2009 biennium out of its general fund.

In May 2007, ODOC attended the Corrections Technology Association National Conference and saw demonstrations of industry vendor product functionality which had greatly expanded since the initial feasibility study in 2004. ODOC deemed it prudent to review these offerings to see if they could now meet agency needs.

ODOC conducted evaluations of three industry-leading corrections systems software package providers and conducted phone interviews with each vendor's representatives to discuss their system functionality in detail. During these calls, both parties (the vendor representatives and ODOC staff) walked through the ODOC system module list, with ODOC CIS Analysts assigning "scores" to each of the identified modules based on vendor's reply.

Two vendors accepted invitations to demonstrate their systems in December, 2007, and resoundingly, ODOC business stakeholders supported the vendor purchase solutions. Their primary reasons for support included the vendors' ability to

- Accomplish several strategic initiatives for ODOC (including addition of EHR, Inmate Trust & Canteen system, and Inmate Property Control system) in a single system;
- Meet ODOC business needs;
- Automate business processes that are currently not automated nor planned to be automated under the re-write project;
- Present information in a user-friendly manner;
- Provide a solution faster than a customized development.

In January, 2008, ODOC contacted all three vendors and requested high level planning and implementation budget estimates. All three vendors provided responses that were in the $12-15 Million price range. Additionally, ODOC contacted more than 20 states who had recently implemented corrections systems. Those contacted reported implementation costs between $5 and 20 Million.

Faced with the lower cost, better ability to meet ODOC's needs, and a faster implementation schedule than custom construction, the project team and steering committee decided it prudent to discuss a change of direction with the ODOC Policy Group.

In February of 2008, acting on behalf of the project team and steering committee, the CIS Re-write project manager recommended to the ODOC Policy Group that the project transition from "Build" (CIS Re-write Project) to "Buy" (CIS Replacement Project). In March, 2008, the ODOC Policy Group decided to adopt the "Buy" recommendation, and directed the team to refocus on planning activities for the 2009-2011 biennium.

Problem or Opportunity Definition

Problem

ODOC seeks to replace CIS which was written as a Legacy iSeries COBOL application. The technicians that developed the system have retired, and ODOC's ability to maintain and upgrade the system is quickly diminishing. The risk that critical functionality will fail, or cannot be upgradable to meet law, policy, and business requirements, is increasing.

Business Case

The CIS is essential to ODOC's ability to promote public safety by supporting all Department functions that are necessary for Adults in Custody (AIC) management, case management, and sentence management.

The new CIS Replacement project will support business objectives, while being cost effective and sustainable. The replacement effort will focus on technology aspects as well as expansion of business functionality in order meet the needs of industry change and agency growth. The replacement project should provide ODOC with a unique opportunity to accomplish several strategic initiatives with a single project (e.g. EHR, Inmate Trust/Canteen, and Inmate Property Control, PBMIS).

After completing a vendor analysis and third-party assessment of buy versus build options, ODOC has determined that the best approach is to proceed with the purchase of a third party (vendor) product. The scope of the effort includes: Replacing existing functionality within the old CIS, adding functionality for an EHR, adding functionality for an Inmate Trust and Canteen system, adding functionality for an Inmate Property Control system, and adding functionality to the PBMIS.

Business Drivers

The CIS, ODOC's main OMS system, was built in the 1990's and built on a technology of that earlier era. When it was built, COBOL was the language of choice for ODOC. This strategy has served ODOC well for developing the automation needed to help ODOC meet its business goals and strategic objectives.

Many of the business area modules of the system have been in continuous since the 1990's. They have been modified, from time to time, to meet business or legislative changes and are adequately meeting business needs. A few, notably sentence calculation, have grown and changed dramatically as laws have changed. The system has become difficult to modify in order to meet these changes.

ODOC has had a robust, data-rich system and has been an active partner in all data sharing projects with our criminal justice partners, both private and public. Initially, developing the mechanism for sharing data was a fairly difficult and laborious and needed to be redone for each project. Data was sent in bulk form and the receiver had to sort out needed data records. Single AIC inquiries are available only to state agencies that have direct access to ODOC's network. Today, computer software and tools can make this job much simpler. The existing COBOL technology does not allow for modern data sharing methods that provide on-demand access to CIS data for ODOC customers. Our older generation COBOL programs do not support this web-based, new generation capability.

Additionally, there are pressing automation needs facing ODOC. AIC health records are paper-based and difficult to manage, which results in health and liability risks to ODOC. The ODOC Trust and Canteen systems are failing and need to be replaced. EHR, Inmate Trust, and Inmate Canteen are mission-critical systems that can also be addressed through this automation project.

Technical Drivers

Some technical needs that will be addressed by this effort are

- Replace aging hardware with modern technology and leverage current platform capabilities to provide improved functionality and usability;
- Reduce cost of development and maintenance required to support evolving business needs;
- Ability to more effectively share information across various local and state agencies;

- Ability to support improved reporting and end-user ad-hoc queries;
- COBOL is no longer taught at most universities and most COBOL experts are reaching retirement age. This trend poses a risk for ODOC, as the CIS system will become more difficult to maintain as time goes on as ODOC loses its experienced COBOL programmers.

Alternatives Analysis

Assumptions

This business case addresses the requirements phase of a replacement project. CIS Replacement Project Phase 1, the requirements phase, will be accomplished in the 2015-17 biennium and will document existing business processes and "To Be" business processes that can be supported by a replacement system around future automation, creation of a gap analysis, define system requirements, develop procurement documentation, prepare for procurement of system, and implementation planning.

CIS Replacement Project Phase 2, the procurement and implementation of the new system will occur in the 2017-19. Once the replacement system is procured in the 2017-19 biennium, and the details of the replacement system functionality are known, a business process re-engineering effort will be undertaken in addition to system implementation activities.

The business analysts will be responsible for

- Guidance to stakeholders on devising effective and efficient approaches to achieve project objectives;
- Help the business define and implement new business processes;
- Liaison with other project efforts to coordinate interdependencies and resolve issues;
- Gather and define business requirements;
- Identify and resolve issues;
- Help Project Manager manage project risk;
- Produce quality documentation;
- Mediation;
- Managing customer relations.

Organizational Feasibility

ODOC does not presently have the resources to support this approach. If funding is not approved in support of this effort, the assumption is that ODOC will not be able to prepare for procurement in a prudent, skilled, and efficient manner, nor will implementation be possible by the time of need (which is immediate).

ODOC Business Ownership:

- ODOC would assign analysts to the project who would work full-time to begin the business process analysis necessary to capture ODOC specific business requirements for the procurement process;
- Business leads would work within functional areas of expertise;
- Business stakeholders would be engaged for requirements session to review pre-defined and business-defined requirements for identification of missing functionality; and
- Business stakeholders would be engaged in evaluation of vendor systems with intent to purchase the system that most closely mirrors existing ODOC business practice.

ODOC IT Services Ownership:

- Systems analysts would define and document existing functionality as a base for requirements; and
- Systems analysts would research Requests for Proposal from other states and compile requirements that seem to mirror ODOC business practice.

Project Approach Advantages / Disadvantages

Industry best practice suggests that insurance of a program's success requires the organization to design an initiative to take into account its people, history and culture. And most importantly, the approach must be systematic. Business analysis is the first step in effective deployment of a strategic initiative.

Best practice notes that it is critical that an agency make certain there is a common understanding of the short- and long-term goals of the organization. To accomplish this, a comprehensive study of customer wants and needs must be undertaken. An analysis of the business and employee needs also should be done. Once all these needs are clarified, they must be matched to ensure that they are in alignment. Any discrepancies have to be resolved.

Selection Criteria and Alternatives Ranking

The purpose of the CIS Replacement project is to replace the current ODOC CIS with enabling technology that will guarantee a system that supports business objectives while being cost effective and sustainable. The replacement effort will focus on technology aspects as well as expansion of business functionality in order meet the needs of industry change and agency growth.

Solution Requirements

This solution is intended to prepare ODOC for procurement of a replacement CIS system by July, 2017. Planning for this effort, ODOC has submitted a Policy Option Package in support of the staffing necessary to complete the following

- Research requirements models from other states and build a requirements model for Oregon;
- Engage systems analysts to define and document existing functionality as a base for requirements;
- Utilize business analysts to map ODOC business process against the requirements model to ensure that no business area is left out of system planning efforts;
- Utilize business analysts to document business process where customization is necessary or define requirements where business practice is changing or no system exists;
- Utilize business analysts to communicate and partner with external stakeholders, i.e. community corrections with Oregon's 36 counties;
- Contract work in preparation of a Request for Proposal.

Alternatives Identification

Status Quo Alternative

Continue to utilize the 25 year old, CIS application which is not keeping up with current business processes and user enhancement needs.

Custom Construction Alternative

Build and maintain new CIS system with in-house staff built specific to Oregon's requirements.

Vendor Product Alternative

Faced with the lower cost, better ability to meet ODOC's needs, and a faster implementation schedule than with the custom construction alternative, the project team and steering committee decided it prudent to discuss a change of direction with the ODOC Policy Group.

(Willamette Consulting, Inc., October 23, 2008)

- Department business and IT staff have demonstrated beyond any doubt that a vendor supported system could meet their primary business needs.

- Departments of corrections in other states have successfully implemented vendor supported systems and are currently using them to support ongoing operations.
- Vendor-supplied and customer-confirmed licensing and implementation costs for vendor supported systems compare favorably to the internal budget for completing the CIS Re-write Project.
- The risks involved with implementing and operating packaged software package are generally much lower than developing custom software.
- The replacement approach could be much timelier to implement and potentially deliver additional functions that are desperately needed.

Solution Analysis

Cost

**Note: For either solution "Custom Construction" or "Vendor Product"; the CIS Replacement Project package will become part of the 2017-19 Base Budget.*

Solution #1 – Status Quo Alternative Costs

The annual licensing and maintenance cost of the iSeries equipment and operating system is very expensive compared to other similar systems. In the past the iSeries, being supported by the State Data Center (SDC), was utilized by multiple agencies and the cost was shared among them. However, ODOC is now the only agency using the iSeries, thus the cost burden to ODOC has risen.

Solution #2 – Custom Construction Alternative Costs

The design, build and implementation phases would be much longer in duration and take additional (permanent) in-house staff to maintain than a Vendor Product Alternative.

(Willamette Consulting, Inc., October 23, 2008)

- Conventional Wisdom and common experience would say that initial implementation costs of a vendor package should be less than custom development since development and maintenance costs (and the vendor's profit margin) can be spread across multiple customers. In the case where the vendor package is based on an out-of-date technology or it meets only a small percentage of business requirements, the existing code can become more of a hindrance than a help. None of the vendor packages evaluated for this project seems to have either of these issues.
- The cost of maintaining the IT staff necessary to build and support the custom solution can be quite expensive.

Solution #3 – Vendor Product Alternative Costs

The CIS replacement project is anticipated to last for approximately 5 years. By July 1, 2017, a thorough Business Process Analysis will have been completed and business and system requirements will have been defined. A Request for Proposal (RFP) will be ready for release at this time. **Costs represented in the 2015-17 biennium cover initial business analyst support for a gap analysis, requirements gathering, preparation for procurement, and development of an implementation plan for the 2017-19 biennium.**

Budget for this project consists of funding for one Principal Executive Manager E, three Operations and Policy Analyst 3, one Office Specialist 2, one Procurement and Contract Specialist 3, two Information System Specialist 7, and contractors for quality assurance, technical writing, and Joint Application Development facilitation. All of these positions are being established as limited duration due to the nature of supporting revenue.

(Willamette Consulting, Inc., October 23, 2008)

- Initial budget and schedule estimates for package implementation and long term maintenance are much less likely to have significant variability than from-scratch development.

Project Staffing Impact

Positions	8
FTE	8.00
LD Staff	
Principal Executive Manager E	1
Operations and Policy Analyst 3	3
Office Specialist 2	1
Procurement and Contract Specialist 3	1
Information System Specialist 7	2
Contractors	
Quality Assurance vendor	1
Technical Writing	1
Joint Application Dev Facilitation	1

Fiscal Impact Summary

General Fund –	
Personal Services	$1,566,315
Services & Supplies	$433,685
Capital Outlay	$0

Estimated Project Funding

General Fund	$0	
Other Funds	$2,000,000	(Bonds)
Federal Funds	$0	
Total Budget		**$2,000,000**

Risks

- *Estimates do not include any in-kind ODOC staff costs.*
- *No permanent FTE's addressed in the 2015-17 biennium, not included until Phase 2 during the 2017-19 biennium.*
- *Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost. ($100,000 for a $2 million project).*

Benefit

Solution #1 – Status Quo Alternative Benefits

- No Business Process Changes.

Solution #2 – Custom Construction Alternative Benefits

(Willamette Consulting, Inc., October 23, 2008)

- Resulting system would be built specific to Oregon's requirements.
- Internal development costs are spread more evenly over a longer time period.
- Customized specific for Oregon.
- Might be less Business Process changes.

Solution #3 – Vendor Product Alternative Benefits

- Business Stakeholders are invested in solution options early on, reducing risk of scope change later on in the project.
- Reduces the amount of business process change once the system is purchased and implemented.
- Increases the confidence that the vendor proposal cost will be the real cost of effort because the effort is well understood at time of purchase.
- Decreases need for additional internal staffing.
- Better ability to meet ODOC's needs.
- A system that supports business objectives while being cost effective and sustainable.
- Faster implementation schedule than custom construction.

(Willamette Consulting, Inc., October 23, 2008)

- A Buy project would address core corrections business functions common with other states and allow ODOC IT and business resources to be directed towards more Oregon specific needs.
- The internal resource requirements of a "buy" project can be significantly less than a build project. However, a significant level of effort will still be required from the business community for requirements definition and acceptance testing.
- Technology innovation and maintenance investments (keeping the software running on current versions of operating system, programming language and database server) can become responsibility of vendor.

Risk

Solution #1 – Status Quo Alternative Risks

- Current CIS applications are not keeping up with current business processes and user demand for enhanced reporting.
- Risk is increasing that critical functionality will fail, or will not be upgradable to meet law, policy, and business requirements.
- Current CIS applications will eventually be too complex and cumbersome to enhance or will become unusable.
- ODOC's ability to maintain and upgrade the system is quickly diminishing.
- Difficult to continue supporting business objectives while being cost effective and sustainable.
- Decreasing ability to expand business functionality in order meet the needs of industry change and agency growth.
- Longer implementation schedule than Vendor Product Alternative.
- Less opportunity for business process improvement.

(Willamette Consulting, Inc., October 23, 2008)

- Recently trained information technology staff are not familiar with or motivated to work with COBOL-based applications and the most knowledgeable support staff will be retiring soon.
- ODOC runs with a very lean IT organization and it is becoming difficult to maintain the current system with current ODOC iSeries resources.

- CIS is also a critically important statewide system serving every community corrections program in the state. The current CIS has served the Department and community corrections well for almost twenty years but over the last few years, software changes have been limited mostly to mandatory updates needed to support business changes or to repair broken components. The lack of continuous upgrades and enhancements to CIS over the years has caused the gap between current needs and current system capabilities to widen. Given the state of the current technical platform, it would be unreasonable to make the significant investments required for CIS to continue to meet user needs.
- The recommendation of the 2004 feasibility study was that the Department should re-write CIS in a technical architecture that complements their future information technology direction using primarily internal staff supported by external consultants. Since adopting the recommendation of the feasibility study, ODOC has made steady but slow progress rewriting CIS as a browser-based application running in a Windows server environment and using the Java programming language.

Solution #2 – Custom Construction Alternative Risks

(Willamette Consulting, Inc., October 23, 2008)

- As ODOC experienced with the OIS development phase of the CIS re-write project, actual budget and schedule for any significant development effort are quite likely to vary significantly from initial estimates.
- ODOC would not have the option to have a vendor support their internally developed system
- ODOC runs with a very lean IT organization (we were told that the IT budget is 4% of total budget, which is low when compared to similar agencies). It may be quite difficult to sustain a serious multi-biennium development effort with this staffing level.
- ODOC needs senior Java developers and solution architects to guide development but these resources are becoming more difficult to get on time and materials contracts.
- According to a recent industry survey, the average software development project under $750,000 has only a 45% likelihood of success while a project over $6 million has an amazing 20% likelihood of success[2]. These percentages seem difficult to believe but do illustrate how inherently risky large-scale, enterprise-wide software development projects are.
- It is difficult especially for government organizations to invest appropriately in developing application architectures, data models and functionality that will stand the test of time but if not done up front even higher maintenance and upgrade costs over the long term will be encountered.

Solution #3 – Vendor Product Alternative Risks

The ODOC identifies the risk rating for this project as medium. Procurement of a vendor system that is already operating in a state corrections agency is a low-risk approach from a technical standpoint.

The business risk was assessed as medium, as targeted business groups will be required to change their business processes in order to adapt to new automation. This business case is designed to mitigate this risk by spending a biennium to document business processes and to work with the business to identify and document business requirements. Additionally, changes to outdated or less than efficient business processes can begin in the 2015-17 biennium in advance of system implementation in the 2017-19 biennium.

- Initial Cost of product and customization.
- Decreases ability to complete new projects and major enhancements.
- Product will need to be customized to meet needs specific to Oregon.
- Might increase Business Process Changes.

(Willamette Consulting, Inc., October 23, 2008)

- The scope of changes to a vendor package is relatively small compared to from-scratch development which would significantly reduce the risk of total project failure.
- There is a risk that the software will be challenging to maintain over time, for example because the vendor goes out of business and ODOC inherits maintenance.
- There is a small risk that ODOC could unwillingly inherit (vendor goes bust?) maintenance of a software solution for which they don't have trained personnel.
- Though the total implementation cost for a package can be expected to be less, the cash flow and staffing commitment for ODOC business and IT resources is significantly more front-loaded.
- ODOC should avoid unnecessary software modifications that can make future product upgrades risky and costly. To the extent reasonable, adjustments should be made to business process and practices to accommodate the software instead.

Conclusions and Recommendations

Conclusions

This 25 year old, CIS application is not keeping up with current business processes and user demand for enhanced reporting. Users include ODOC and all Community Corrections offices across Oregon's 36 counties. This project is expected to take 24 months of work to identify business and technical requirements and preparation for procuring a new system.

The system resulting from this automation project will impact ODOC business processes and procedure to some extent. In some cases, current business process will remain automated with the replacement system, resulting in little change; however, the replacement system will provide substantial automation in other areas of ODOC, which will require business process change.

The business process analysis effort planned for the 2015-17 biennium will document existing business processes, and "To Be" processes that can be supported by a replacement system. Once the replacement system is procured in the 2017-19 biennium, and details of the replacement system functionality are known, a business process re-engineering effort will be undertaken in addition to system implementation activities.

Recommendations

Based on the completed vendor analysis and third-party assessment of buy versus build options, ODOC has determined that the best approach is to proceed with the purchase of a third party (vendor) product.

Procurement of a vendor solution in a phased approach: Phase 1 covers the 2015-17 biennium and includes gap analysis, preparation for procurement of system, organization preparedness and implementation planning. Phase 2 covers the 2017-19 biennium and should include procurement and implementation of the system product.

The scope of the effort will likely include: Replacing existing functionality within the old CIS, adding functionality for an EHR system, and as possible, adding functionality for an Inmate Trust and Canteen system, adding functionality for an Inmate Property Control system, and adding functionality to the PBMIS.

Recommended Action

Policy Option Package 104 – CIS Replacement: Needs approval.

Desired Timeline

CIS Replacement Project Phase 1: Start July 2015
CIS Replacement Project Phase 1: Completion June 2017

** Phase 2* (Procurement and Implementation): *Biennium 2017-19.*

Consequences of Failure to Act

An increasing risk that

- critical functionality will fail, or will not be upgradable to meet law, policy, and business requirements;
- ODOC's diminishing ability to maintain and upgrade the CIS system due to the lack of available and knowledgeable staffing since ODOC is now the only agency using the iSeries through SDC;
- rising annual licensing and maintenance cost of the iSeries equipment and operating system compared to other similar systems, which can no longer be shared by multiple agencies.

Appendixes and References

POP 104 – CIS Replacement Project - Total

Oregon Department of Corrections				
2015-17 Policy Package 104 - CIS Replacement Project				
General Services SCR 006				
DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP				
		006-01-20	**006-06-03**	**TOTAL**
Personal Services (OF)				
Salaries	3110	132,384	900,120	1,032,504
ERB Assess.	3210	44	308	352
PERS	3220	25,854	175,793	201,647
Social Security	3230	10,127	68,857	78,984
Unemployment	3240	238	1,619	1,857
Worker's Comp. Assess.	3250	69	483	552
Mass Transit Tax	3260	794	5,401	6,195
Flex Benefits	3270	30,528	213,696	244,224
Total Personal Services		**200,038**	**1,366,277**	**1,566,315**
Supplies & Services (OF)				
Instate Travel	4100	1,573	11,011	12,584
Office Expenses	4175	7,267	50,869	58,136
Data Processing	4250	613	4,291	4,904
IT Professional Services	4315		303,365	303,365
Other S&S	4650	1,214	8,498	9,712
Exp Prop Start-Up	4700	3,049	21,343	24,392
Exp Prop IT Start-Up	4715	2,574	18,018	20,592
Total Supplies & Services		**16,290**	**417,395**	**433,685**
Capital Outlay				
Total Capital Outlay		-	-	-
Total Budget		216,328	1,783,672	2,000,000
Positions		1	7	8
FTE		1.00	7.00	8.00

Notes:

- *Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost. ($100,000 for a $2 million project).*
- *Estimates do not include any in-kind ODOC staff costs.*
- *No permanent FTE's addressed in the 2015-17 biennium, not included until Phase 2 during the 2017-19 biennium.*

POP 104 – CIS Replacement Project - Contractor

Oregon Department of Corrections		
2015-17 Policy Package 104 - CIS Replacement Project		
General Services SCR 006		
DCR 006-06-03 IT Development OTHER FUNDS-COP		
Supplies & Services (OF)		
IT Professional Services	4315	303,365
Exp Prop IT Start-Up	4715	
Total Supplies & Services		**303,365**
Total Budget		**303,365**

POP 104 – CIS Replacement Project - Positions

Oregon Department of Corrections
2015-17 Policy Package 104 - CIS Replacement Project
General Services SCR 006
DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	Unit	Cost Ctr	Pers Svcs	S & S	Total	POS	FTE	MOS	Eff Date
006-06-03	IT Development	0790080X	235,264	16,290	251,554	1	1.00	24	7/1/15

POSITION NUMBER: 1500131
PRINCIPAL EXECUTIVE/MANAGER E
MMS X7008 IA
Salary Step 2 **$ 6,663**
ESTIMATE

	PERSONAL SERVICES (OF):		
159,912		159,912	Salary
		-	All Other Differential
44		44	ERB
31,231		31,231	PERS
12,233		12,233	Social Security
		288	Unemployment
69		69	Work Comp
		959	Mass Transit
30,528		30,528	Flex Benefits
234,017		**235,264**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		251,554	**Estimate Subtotal**

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	Unit	Cost Ctr	Pers Svcs	S & S	Total	POS	FTE	MOS	Eff Date
006-06-03	IT Development	0790080X	209,405	16,290	225,695	1	1.00	24	7/1/15

POSITION NUMBER: 1500132
Operations & Policy Analyst 3
AAON C0872 AA
Salary Step 2 **$ 5,821**
ESTIMATE

	PERSONAL SERVICES (OF):		
139,704		139,704	Salary
		-	All Other Differential
44		44	ERB
27,284		27,284	PERS
10,687		10,687	Social Security
		251	Unemployment
69		69	Work Comp
		838	Mass Transit
30,528		30,528	Flex Benefits
208,316		**209,405**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		225,695	**Estimate Subtotal**

Oregon Department of Corrections

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2015-17 Policy Package 104 - CIS Replacement Project

General Services SCR 006

DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	209,405	16,290	225,695	1	1.00	24	7/1/15

POSITION NUMBER: 1500133
Operations & Policy Analyst 3
AAON C0872 AA
Salary Step 2 **$ 5,821**
ESTIMATE

	PERSONAL SERVICES (OF):		
139,704		139,704	Salary
		-	All Other Differential
44		44	ERB
27,284		27,284	PERS
10,687		10,687	Social Security
		251	Unemployment
69		69	Work Comp
		838	Mass Transit
30,528		30,528	Flex Benefits
208,316		**209,405**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		225,695	**Estimate Subtotal**

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	209,405	16,290	225,695	1	1.00	24	7/1/15

POSITION NUMBER: 1500134
Operations & Policy Analyst 3
AAON C0872 AA
Salary Step 2 **$ 5,821**
ESTIMATE

	PERSONAL SERVICES (OF):		
139,704		139,704	Salary
		-	All Other Differential
44		44	ERB
27,284		27,284	PERS
10,687		10,687	Social Security
		251	Unemployment
69		69	Work Comp
		838	Mass Transit
30,528		30,528	Flex Benefits
208,316		**209,405**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		225,695	**Estimate Subtotal**

Oregon Department of Corrections

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2015-17 Policy Package 104 - CIS Replacement Project

General Services SCR 006

DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	119,917	16,290	136,207	1	1.00	24	7/1/15

POSITION NUMBER: 1500135
OFFICE SPECIALIST 2
AAON C0104 AA
Salary Step 2 **$ 2,907**
ESTIMATE

	PERSONAL SERVICES (OF):		
69,768		69,768	Salary
		-	All Other Differential
44		44	ERB
13,626		13,626	PERS
5,337		5,337	Social Security
		126	Unemployment
69		69	Work Comp
		419	Mass Transit
30,528		30,528	Flex Benefits
119,372		**119,917**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		136,207	**Estimate Subtotal**

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-01-20	Purchasing/Contracting	XXXXXXXX	200,038	16,290	216,328	1	1.00	24	7/1/15

POSITION NUMBER: 1500136
PROC & CNTRCT SPEC 3
AAON C0438 AA
Salary Step 2 **$ 5,516**
ESTIMATE

	PERSONAL SERVICES (OF):		
132,384		132,384	Salary
		-	All Other Differential
44		44	ERB
25,854		25,854	PERS
10,127		10,127	Social Security
		238	Unemployment
69		69	Work Comp
		794	Mass Transit
30,528		30,528	Flex Benefits
199,006		**200,038**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		216,328	**Estimate Subtotal**

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General Services SCR 006

DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	191,440	16,290	207,730	1	1.00	24	7/1/15

POSITION NUMBER: 1500137
INFO SYSTEMS SPECIALIST 7
AAON C1487 IA
Salary Step 2 **$ 5,236**
ESTIMATE

	PERSONAL SERVICES (OF):		
125,664		125,664	Salary
		-	All Other Differential
44		44	ERB
24,542		24,542	PERS
9,613		9,613	Social Security
		226	Unemployment
69		69	Work Comp
		754	Mass Transit
30,528		30,528	Flex Benefits
190,460		**191,440**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		207,730	**Estimate Subtotal**

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	191,440	16,290	207,730	1	1.00	24	7/1/15

POSITION NUMBER: 1500138
INFO SYSTEMS SPECIALIST 7
AAON C1487 IA
Salary Step 2 **$ 5,236**
ESTIMATE

	PERSONAL SERVICES (OF):		
125,664		125,664	Salary
		-	All Other Differential
44		44	ERB
24,542		24,542	PERS
9,613		9,613	Social Security
		226	Unemployment
69		69	Work Comp
		754	Mass Transit
30,528		30,528	Flex Benefits
190,460		**191,440**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		207,730	**Estimate Subtotal**

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2015-17 Policy Package 104 - CIS Replacement Project

General Services SCR 006

DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

						LIMITED DURATION	
			OTHER FUNDS-COP ESTIMATE				
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**
006-01-20	Purchasing/Contracting	0790080X	200,038	16,290	216,328	1	1.00
006-06-03	IT Development	0790080X	1,366,276	114,030	1,480,306	7	7.00
		OF TOTAL:	**1,566,314**	**130,320**	**1,696,634**	**8**	**8.00**

PERSONAL SERVICES:			OF
	006-01-20	**006-06-03**	**TOTAL**
Salary	132,384	900,120	1,032,504
All Other Differential	-	-	-
ERB	44	308	352
PERS	25,854	175,793	201,647
Social Security	10,127	68,857	78,984
Unemployment	238	1,619	1,857
Work Comp	69	483	552
Mass Transit	794	5,401	6,195
Flex Benefits	30,528	213,696	244,224
Salary & OPE	**200,038**	**1,366,277**	**1,566,315**
SERVICES & SUPPLIES:			
In-State Travel	1,573	11,011	12,584
Office Expenses	7,267	50,869	58,136
Data Processing	613	4,291	4,904
Other S&S	1,214	8,498	9,712
S&S Subtotal	**10,667**	**74,669**	**85,336**
Exp Prop Start-Up	3,049	21,343	24,392
Exp Prop IT StartUp	2,574	18,018	20,592
S&S Startup	**5,623**	**39,361**	**44,984**
S&S Total	**16,290**	**114,030**	**130,320**
Total Estimate	**216,328**	**1,480,307**	**1,696,635**
Positions	1	7	8
FTE	1.00	7.00	8.00

"Budget for this project consists of funding for one Principal Executive Manager E, three Operations and Policy Analyst 3, one Office Specialist 2, one Procurement and Contract Specialist 3, two Information System Specialist 7, and contractors for quality assurance, technical writing, and Joint Application Development facilitation. All of these positions are being established as **limited duration** due to the nature of supporting revenue."

Business Case for
Technology Infrastructure

Oregon Department of Corrections,
General Services,
Information Technology Services (ITS)

Date: August 20, 2014
Version: v 1.0
Authors: Clarke Coburn and William L. Schultz

(503) 373-7635 (Coburn) or **503-373-7470** (Schultz)
E-mail: Clarke.A.Coburn@doc.state.or.us or William.L.Schultz@doc.state.or.us
Web site: http://www.oregon.gov/doc/

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**110 - Technology Infrastructure (Version 1.0)**		
AGENCY	Oregon Department of Corrections (ODOC)	DATE	August 20, 2014
DIVISION	General Services	DAS CONTROL #	POP 110
AGENCY CONTACT	Roy Bruce – ITS Administrator Roy.V.Bruce@doc.state.or.us	PHONE NUMBER	503-373-7545

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency Agency Head or Designee	
Colette Peters, Oregon Department of Corrections Director	August , 2014
Signature:	
Agency Executive Sponsor	
(Name)	August , 2014
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Roy Bruce, IT Services Administrator	August , 2014
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	August , 2014
Signature	

This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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Note: There are many key terms abbreviated in this business case.

- A list of **List of Key Abbreviations** is available in Appendix B
- Most of the key terms are also hyperlinked so a reader can click the link and jump to the correct description of the term.

Executive Summary

Mission and Performance Management

The **Oregon Department of Corrections** (ODOC) operates correctional facilities and performs functions related to legislative approved programs for 14,000 **Adults in Custody** (AIC), formerly referred to as Offenders, within fourteen facilities throughout Oregon.

"The mission of the Department of Corrections is to
promote public safety by holding offenders accountable for
their actions and reducing the risk of future criminal behavior."

In 2013, ODOC started a new initiative titled **Correctional Outcomes through Research and Engagement** (CORE). CORE is ODOC's performance management and process improvement method to support the agency's mission, vision, values, goals, and objectives by measuring and evaluating targeted outcomes throughout the organization.

In addition to managing the AIC population, ODOC directly supervises approximately 3,000 Offenders in Linn and Douglas counties. The Department also administers the Community Corrections grant programs providing financial assistance, technical assistance, and policy development in thirty-four other counties supervising 31,000 Offenders currently on felony probation and post-prison supervision.

Technology Challenges and Opportunities

Throughout the past several biennia, ODOC has faced many budget challenges. Due to these budget constraints, ODOC has been unable to implement needed technology upgrades for a healthy infrastructure. ODOC still has numerous inefficient manual and paper business processes that fail to provide shared data and critical information necessary for the appropriate level of AIC and staff management.

The failure to implement these upgrades for the six related projects in this business case may have significant negative consequences throughout an AIC's custody cycle. An AIC custody cycle commences at admission to an ODOC facility through intake assessment, incarceration, probation, and post-prison supervision.

It is *essential* that ODOC maintain accurate and quickly available information on all AICs throughout their custody cycle so ODOC staff can make solid decisions regarding AIC case and behavior management. Assisting AICs to progress successfully through their custody cycle helps ODOC reach a critical objective of "reducing the risk of future criminal behavior" and driving Oregon's recidivism rate lower.

ODOC is challenged with many technological deficits. ODOC proposes and requests approval for a series of six technical upgrades to position the agency to take advantage of improved infrastructure efficiencies. The modernization of these critical and targeted business functions is essential to the ODOC's ability to promote public safety by supporting all Department functions necessary for AIC management, case management, sentence management, and fiscal accountability.

- ✓ The new and upgraded systems provide ODOC with a foundation to share data and essential information, measure processes, leading to improved business efficiencies, decisions, and responsiveness.

- ✓ The strategy of successfully implementing these foundational improvements is to increase collaboration, reduce manual processes, and provide opportunities to improve timeliness and quality of decisions and generate better outcomes in support of ODOC's mission.

Funding Requests in this Business Case

There are six proposed projects included in this Technical Infrastructure business case requesting funding to address systems that are at a *breaking* point and need to be replaced, systems that have *exceeded their lifecycle*, and systems that can be *leveraged* for results that are more productive.

SharePoint Intranet:

- **Request**: This project is for ODOC to develop and deploy an enterprise wide Microsoft SharePoint system that supports a strategy improving business processes related to communications within the agency (Intranet), managing documents, providing document versioning, collaborating on projects and decisions, and improving the quality of business data and information. This project will leverage an existing Microsoft Enterprise license held by ODOC. (*Leveraged system for more productive results*)
- ***If not funded:*** ODOC's communication and collaboration practices will continue as is using email and files that are hard to locate, control, and share. The quality of informed, collaborative, and data driven decisions will remain underdeveloped.

SAS Data Warehouse Software Maintenance:

- **Current:** ODOC's Research Unit has used **Statistical Analysis System** (SAS) software to create and maintain the ODOC data warehouse for thirteen years (since 2001). This system provides vital data for decision making via its web portal **Corrections Management Information System** (CMIS), fulfilling ad hoc report requests, and meeting agency initiatives requiring data and information. These data elements support ODOC's Administration, research, program evaluations, risk assessments, and CORE's focus on *measurable* performance management and process improvement.
- **Request**: To renew the SAS software maintenance licenses and existing maintenance agreements in order to keep SAS running. (A lifecycle replacement) The continuation of SAS is *critical* to provide the measures and controls the Department requires to manage the programs and policies aimed at the AIC population and ensure they are "evidenced based" as required by Senate bill 267. (System needs a lifecycle replacement)
- ***If not funded:*** The data warehouse, providing critical information for the ODOC, will cease to operate.

Intake Electronic Computer-Based Data Collection & Assessment System:

- **Current**: ODOC's Intake Center has utilized the same paper-based AIC information collection and assessment process for fifteen years. The current antiquated system is inefficient, is a costly maintenance nightmare at a breaking point, and utilizes up to 50 sheets of paper per AIC.
- **Request:** This project is to replace the existing Intake system including hardware and software. (*A replacement for a breaking system)*
- ***If not funded:*** Without implementing a computer (web) based collection and assessment system, AIC data will continue to be susceptible to multiple errors, generates paper waste failing to strengthen ODOC's efforts to become increasingly "green" and reduce "carbon footprint". Most importantly, there will be no clear strategy to mitigate the risks of maintaining a fragile 15-year-old system that produces suspect data for mission critical decisions.

Payroll Document Imaging System:

- **Current**: The current technology of ODOC's payroll systems produces large volumes of paper documents that are required to be maintained and stored. Approximately 10,000 pieces of paper are required to be filed and maintained for employee payroll *each month*.
- **Request**: This project is to incorporate the **Oregon Records Management Solution** (ORMS) records system currently used by the Oregon Secretary of State, to image, file, and archive payroll records across the agency. (Leveraged system for more productive results)
- ***If not funded:*** The cost and the amount of Department staff time managing the existing payroll system will continue to increase.

Warehouse Bar Code System:

- **Current:** The current **Distribution Services Division** (DSD) is responsible for central receiving and shipment of approximately $1 million in inventory each month across four ODOC warehouses in Oregon. The existing manual warehousing process creates room for errors, delays, and provides limited visibility into the inventory system.
- **Request**: To add a much needed bar code Warehouse Management System that integrates with ODOC's **Automated Financial Accounting Manufacturing Inventory System** (AFAMIS); ODOC's principal accounting system. A bar code system is the critical piece that has been missing for years. It is needed for efficient management of warehouse products to lower costs, reduce waste, shrink manual and paper processes, lessen miss-shipments, and inhibit theft. The bar code system provides the critical piece that has been needed to maximize the benefits of ODOC's existing processes. (Leveraged system for more productive results)
- ***If not funded:*** Failure to implement an integrated bar code system to assist in controlling incoming and outgoing product will result in the continued loss of items, miss-shipments, and spoilage of food products.

AS/400 Modernization:

- **Current**: The **Application System/400** (AS/400) mid-range computer platform used at ODOC was first introduced by IBM twenty-six years ago (1988). The current **Corrections Information System** (CIS) applications hosted on the AS/400 system are displayed as "green screens" that are not graphical and costly to maintain. All ODOC staff regularly use the information displayed on the CIS "green screens" and other AS/400 applications.
- **Request**: This project is to modernize the presentation and display of computer information on ODOC's (AS/400) system through a web browser. It would replace the current "green screens" with a more user friendly and graphic display of information. New software tools will strengthen the integration between CIS on the AS/400 and the AFAMIS (accounting) systems. (System needs a lifecycle replacement)
- ***If not funded:*** By not integrating the CIS and AFAMIS systems, ODOC staff will continue to lose opportunities for having the right information, at the right time, making right decisions for ODOC and AICs.

Timeframe and Cost

- These six recommended projects would start July 1, 2015 and last through June 30, 2017. (24 months) The SharePoint Intranet and Collaboration project requires a third year and will last through June 30, 2018. (36 months)
- The **Total Cost** for all six projects in the 2015-2017 biennium is $ 2,841,664.

Purpose and Background

Purpose

ODOC has significant needs to overcome technological deficits that have accumulated over the last several biennia to address some critical business areas.

ODOC proposes six projects to position the agency to take advantage of efficiencies from current and available technologies. The modernization of critical and targeted business areas will sustain ODOC's ability to meet its mission and promote public safety by supporting all functions necessary for AIC management, case management, sentence management, and fiscal accountability.

The new and upgraded systems provide the ODOC with a foundation to share data and essential information to improve business efficiencies and decisions.

The successful adoption of these fortifying improvements will provide many benefits to key operations across the Department.

Across the six projects, these are some essential purposes related to each for the biennium.

SharePoint Intranet:

- Creating an ongoing governance plan to manage development and program efforts
- Publishing critical information and content to staff
- Facilitating staff communications
- Sharing ideas, exchanging information, and engaging staff on collaborative projects and decisions
- Partially streamline key business process workflows

SAS Data Warehouse Software Maintenance:

- To keep the existing data warehousing system running.

Intake Electronic Computer-Based Data Collection & Assessment System:

- To replace the existing paper-based assessment system with a computer (web based) data collection and assessment system solution

Payroll Document Imaging System:

To convert and integrate ODOC's existing payroll process to the ORMS used by the Secretary of State's office.

Warehouse Bar Code System:

- To update ODOC warehousing equipment, software and business processes to industry best practice standards.
- To increase the speed and volume of products processed by the warehouse by utilizing a fully integrated software and hardware solution.
- Software driven warehouse management solutions allow real-time data capture, automation and printing technologies into the warehouse infrastructure.

AS/400 Modernization:

- Renovate access to both CIS, which manages AICs, and the AFAMIS (accounting) system by using a web browser to replace the current "green screens."
- To transform and modernize access by purchasing new software tools.

Background

Across the six projects, current work at the Department is performed in a wide range of activities:

SharePoint Intranet:

- In June 2011, ODOC lead a small SharePoint 2010 pilot project to test the functionality and approaches to meeting business needs using intranet web portals. The six-month pilot was successful and developed a number of lessons learned to use when a full project would be initiated.
- In November 2014, ODOC hired the Marquam Group, an experienced an well-known team of SharePoint consultants that have performed contracts for many Oregon agencies, was hired to perform a SharePoint business feasibility study and tasked to identify how SharePoint could meet critical organizational needs. Six large and separate stakeholder workshops were held with over 50 staff participating. Based on the information gathered, alternative options were reviewed, and a three-year roadmap was defined. Necessary infrastructure changes were targeted and costs were estimated including the Oregon **State Data Center** (SDC) expenses for hosting/support.
- By April 2014, Marquam and ITS collaborated and jointly authored a number of deliverable documents supporting the findings and these documents will provide a framework to start a project implementation.

  Some of the documents created were:
  - ***SharePoint Execution Roadmap*** (display initiatives and timelines – See **Appendix D**)
  - ***SharePoint Budget Considerations*** (detailed software/hardware and costs in Excel)
  - ***Internal Resource Requirements and Plan*** (FTE and Services Staff estimates in Excel)
  - ***Infrastructure Planning Document*** (Technical overview of possible architecture solutions)
  - ***SharePoint PowerPoint Presentation to the ODOC Policy Group***
- A summary of the findings were presented to ODOC's Policy Group in April 2014 and were positively received with a desire to move forward.
- In brief, the stakeholder sessions identified that at ODOC:
  - There were no central locations to find common information.
  - There are issues with duplicate information and misinformation.
  - Staff have a poor experience searching for files and information.
  - There is extensive use of file shares.
  - ODOC's main channel of communication is mostly through email.
  - There is a need to communicate and exchange information with external partners.
  - Many business processes are cumbersome, heavily reliant on paper, and require dual data entry.
  - Project and team communications are heavily reliant on email and file shares
- ODOC does not have a coordinated solution for communicating within the agency and for collaborating with external partners.
- The current state affects ODOC's Administration, along with all staff using Outlook, Word, Excel, and share files and critical information. External partners such as Oregon Corrections Enterprises and Community Corrections are also unable to collaborate effectively.

SAS Data Warehouse Software Maintenance:

- Currently, ODOC's Administration and the Research Unit drive the available data warehouse information provided to Department staff and systems.
- This system provides vital data for decision making via its web portal **Corrections Management Information System** (CMIS), fulfilling ad hoc report requests, and meeting agency initiatives requiring data and information. These data elements support ODOC's Administration, research, program evaluations, risk assessments, and CORE's focus on *measurable* performance management and process improvement.
- The current state affects all of ODOC, and especially **Information Technology Services** (ITS) that uses CMIS data and processes for portions of the AS/400 system and the web based **Offender Management System** (OMS). The CORE initiative also uses data elements to develop process metrics.

Intake Electronic Computer-Based Data Collection & Assessment System:

- The ODOC Intake Center has utilized the same paper-based AIC information collection and assessment process for more than fifteen years. Intake processes about 450 AICs per month or about 5,400 per year. Some of the forms used in the process are keyed into CIS residing on the AS/400, while other forms are scanned into a database using severely outdated Scantron technology and an older report generator written in Visual Basic 6. The current assessment system is inefficient and has ongoing and costly problems to maintain. Currently there are 16 paper-based forms used for assessment of the AICs. Six of these are scanned into the Correction Information System (CIS). Two other forms are sent to an outside contractor to scan. The remaining eight forms are keyed manually by the assessment staff.
- This current state of having a paper based system impacts the Operations and the Intake Unit. Imprecise data from partially incorrect assessments could influence Correctional Counselors and Security Staff ability to provide an appropriate level of Correctional Case Management (**CCM**) to AICs.

Payroll Document Imaging System:

- The current technology of ODOC's payroll systems produces large volumes of paper documents that are required to be maintained and stored. Approximately 10,000 pieces of paper are required to be filed and maintained for employee payroll *each month*. ODOC maintains over 60 5-drawer file cabinets around the state for payroll records. (*300 file drawers)*
- This current state impacts the General Services Division and Payroll Services Unit, as well as all ODOC staff, and those paid by and managed through the existing payroll system. The existing system makes it difficult to support one of the CORE measures to pay and manage benefits for employees.

Warehouse Bar Code System:

- The DSD is responsible for central receiving and shipment of goods needed in the day-to-day operation of all facilities. The Central Distribution Center Warehouse in Salem, Oregon receives and distributes approximately $1 million in inventory each month and there are three other ODOC warehouses in Oregon. The existing manual warehousing processes creates room for errors, delays, and provides limited visibility into the inventory system. Due to Department purchasing practices, it is possible to purchase product with shorter expiration dates than product currently on hand in the warehouse system that increases spoilage risk without a better tracking system.
- The current state affects the ability of the General Services Division, and Warehouse and Food Services Unit to manage warehouse operations and logistics as targeted by the CORE initiative in an effort to improve business services.

AS/400 Modernization:

- The current display of all CIS applications on the AS/400 system are "green screens," non-graphical, and costly to maintain. The majority of ODOC staff regularly use the information available in the CIS system.
- The current state affects and constrains the ability of the General Services Division and IT Services to continue to develop and maintain integrated information systems that are in high demand by the Department and required by the CORE initiative to manage business, IT, and communication services.

Problem or Opportunity Definition

Problem

Across the six projects, these essential problems limit the Department from meeting its mission and goals:

SharePoint Intranet:

- The current state does not support many of the agency goals targeted by CORE.
  - Engage Stakeholders, Partners, and Employees
  - To develop Public Safety partner and customer satisfaction
  - To connect to community volunteers
  - To promote wellness activities in ODOC's workforce
  - To facilitate effective annual training for the workforce
  - To promote family and personal wellness in the workforce
  - To promote the effective communications of news to Stakeholders and Partners
  - To assist data warehouse users to utilize data and research studies

SAS Data Warehouse Software Maintenance:

- The current state meets current Department needs.
- *Not* renewing the maintenance software license for SAS would create a significant interruption to the agency in its ability to utilize data and research.

Intake Electronic Computer-Based Data Collection & Assessment System:

- The current state cannot easily meet the agency's need to accommodate new assessments dictated by changing policies and legislative requirements.
- Special training and hours of work are needed to support an additional form or to change an existing form. The system cannot easily change to fit the needs of new assessments.
- The system is in a break/fix maintenance cycle.

Payroll Document Imaging System:

- The current state does not meet the agency goals targeted by CORE to support improved management of business services by providing efficient accounting of financial transactions.

Warehouse Bar code System:

- The current state does not meet the agency's need to manage business services and mitigate risks.
- ODOC currently carries out a large majority of warehouse functionalities on paper.
- These manual warehouse processes create room for errors, force delays, and limit visibility into the inventory system.
- Shrinkage, due to expiration, commonly costs about $ 50,000 per year.

AS/400 Modernization:

- The current state hinders the Department in meeting the targets for CORE of providing IT and communications services and to provide data for informed decision-making.

Opportunity

Across the six projects, there are genuine opportunities for improvement and increased efficiencies in several areas of ODOC's operations, and support of CORE performance measures.

SharePoint Intranet:

- Technological improvements provided by a SharePoint Intranet tie into many CORE performance measures such as:
  - OM3a Employees are engaged
  - OM14a Public Safety partners satisfaction
  - OP5c Volunteers
  - SP1b Wellness
  - SP1d Annual Training
  - SP1f Family/Personal Wellness (Percentage of authorized EAP)
  - SP5a News coverage
  - SP5e Employee communication
  - SP6c Warehouse user
  - SP6d Research studies

SAS Data Warehouse Software Maintenance:

Continue to provide data for informed decision-making, risk assessment, data utilization, and research studies.

Intake Electronic Computer-Based Data Collection & Assessment System:

- To speed up and improve the quality of the collection and assessment process.
- To increase the reliability of AIC assessments so ODOC has the best opportunity for accurate case and behavioral plans.
- To ensure that the assessment data collected provides the quality necessary to determine appropriate AIC classification and risk levels so facilities are safely managed.
- To mitigate the risk of the potential breakdown of the existing assessment system since it is fifteen years old.

Payroll Document Imaging System:

To promote a more efficient process to pay and manage employee benefits and business services.

Warehouse Bar Code System:

- A automated bar code system as part of a fully integrated software and hardware solution creates opportunities to:
- Greatly reduce missed shipments
- Ensure the correct product is shipped to the correct Facility
- Generate accurate and current inventory lists at any time
- Save money by ordering products only when needed
- Generate reports to assist managers to keep tight control on all phases of warehouse storage and shipping.

    - Easily identify problem areas and potential solutions.
  - Greatly increase the speed and volume of products available at the CDC warehouse.
- Supports CORE targets of:
  - Providing basic needs of AICs in support of safe prisons
  - Providing opportunities for some AICs to receive vocational training that may help them prepare for a more successful reentry into the community following their release. They could learn new job skills through the opportunity to work on a new bar code management system.
  - Strengthening ODOC's efforts to manage spending more effectively.
  - Driving warehouse operations toward industry best practices by managing warehouse operations, logistics, and purchasing more efficiently.
  - Reducing ODOC liability and potential litigation.

AS/400 Modernization:

To provide the Department the ability to more effectively meet CORE targets of providing IT and communications services and data needed for informed decision making.

Alternatives Analysis

Assumptions

- All six projects will start around July 1, 2015 with five of the projects ending by June 30, 2017. The sixth SharePoint Intranet project will end June 30, 2018 and exist for 36 months.
- All Department facilities would be impacted by one or more of the six projects.

Selection Criteria

Across the six diverse technology infrastructure projects, they should be evaluated against the ability of ODOC:

- To promote public, AIC, and staff safety.
- To increase collaboration, reduce manual processes, improve the speed and quality of decisions, reduce, or manage costs effectively.
- To be sustainable and have the potential to increase ability of ODOC to respond to new challenges.
- To help the Department take advantage of technological improvements towards improved efficiencies and long-term cost savings.
- That position ODOC to modernize in areas that will improve ODOC's business processes related to AIC management, case management, sentence management, and fiscal accountability.
- That investment in improved infrastructures will increase the ability to share data and essential information for increasingly effective business processes and decisions.

Solution Requirements

Across the six projects, each of them should:

- Confirm the feasibility and specific requirements for the individual project
- Use standard business and systems analysis to specify clear project requirements and stakeholder expectations.
- Have strong business sponsors and business team members to strengthen the partnership with ITS as objectives are jointly pursued.
- Provide clear lines of communications, responsibility, and accountability for success and management.

Alternatives Identification

Across the six projects, most of the solutions are:

- **Solution #1**: The status quo – business as usual or
- **Solution #2**: The recommended proposed project being requested

There are ranges for the six diverse projects, but the Intake Electronic Computer based Data & Assessment system does have three alternatives to consider.

Intake Electronic Computer-Based Data Collection & Assessment System:

Solution #1: The status quo – business as usual

- Remain collecting in-processing data realizing the input is subject to errors.
- Staff time for processing data will increase as the system ages
- Continue to use volumes of paper to in-process AICs.

Solution #2: The new Intake Data Collection & Assessment system

- All data elements are automatically collected as the AIC enters the data. If entries do not fall within acceptable parameters, an error message will appear informing the AIC of acceptable answers.
- There will be no chance of staff interpretation errors or scanner miss-reads

Solution #3: To replace only the existing hardware scanners before they completely fail

- To purchase two new scanners and continue to use the existing software.
- This may only marginally improve the speed and accuracy of data collection.

Alternatives Analysis

Costs

Across the six projects, there is a wide range of costs, FTE, and positions requested.

The available cost information is summarized in the following table and the Excel figures presented in the sections below.

Staffing Impact across all six projects

- **Positions**: 5

- **FTE**: 3

Revenue Source:

- **General Fund** **$ 2,841,664**

110 Package Component Fund Request for 2015-2017 biennium:

1.	SharePoint Intranet	$ 876,000
2.	SAS	280,000
3.	Intake Assessment	198,000
4.	Payroll Document Imaging	69,994
5.	Warehouse Mgmt. Bar Code System	600,000
6.	AS/400 Modernization	786,688
		$ 2,841,664

Note: Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.

Table 1 Identified Costs of Each Project's Alternatives

Project	Solution #1 (Current State – Business as Usual)	Solution #2 (Proposed State – Based on Project Moving Forward)	Solution #3 (Other)
A. SharePoint Intranet and Collaboration Tools	• **Costs**: Costs for SharePoint as part of the existing Microsoft Enterprise Agreement. Paying for it now. • **FTE**: None • **Positions**: None	• **Costs**: This package requests $ 876,000 for the 2015-17 biennium for items related to Professional Services, Training, and Additional Software Licenses and SDC/ETC Hosting. The portion to startup costs is $576,000. o $ 300,000 is for Software Licenses and SDC hosting and support costs. o $576,000 is for IT Professional Services and is a startup cost. • **FTE**: None requested. • **Positions**: None requested • Specific highlights are available in an Excel worksheet. • $ 254,000 in the 2017-19 biennium to deploy the remaining portions of the enterprise wide SharePoint system.	• No third alternative solution at present.

Project	Solution #1 (Current State – Business as Usual)	Solution #2 (Proposed State – Based on Project Moving Forward)	Solution #3 (Other)
B. SAS Data Warehouse Software Maintenance	• Costs: SAS software requires an annual maintenance fee of $140,000 ($280,000/biennium) • Cost from **Base** budget. • FTE: None requested • Positions: None requested	• Costs: $140,000 per year/$ 280,000 per biennium for annual maintenance agreement. • FTE: None requested. • Positions: None requested. • Refer to Excel worksheet.	• No third alternative solution at present.

Project	Solution #1 (Current State – Business as Usual)	Solution #2 (Proposed State – Based on Project Moving Forward)	Solution #3 (Other)
C. Intake Electronic Computer-based Data Collection & Assessment System	• Costs: Current maintenance costs are ODOC staff hours incurred in house, as the scanners are too old to maintain service contracts. • Current printer costs are $97.75 per month (rental agreement) ($1173.00 per yr.) • Current scanners are at the end of their lifecycle and if the system is not replaced, the two scanners will need to be purchased for about $ 12,140. • Toner cost (annual) – is approximately $ 28 per month ($336.00 per year) • Reams of paper = approximately 10 reams per month is about $300 per year. Some AICs will have as many as 50 sheets of paper during the assessment process. • Cost of forms (excluding PAI) – $4,245 per year for about 5,400 AICs. • Additional printing costs in house for 9 of the 16 pages used by assessment and purchase through OCE. • $180 per year for the software to create and change forms. • Cost for a contractor to scan 2 of the forms = **Unknown** • FTE: 4 FTE • Positions: 4 positions	• Costs: A new system is estimated to cost **$198,000.** **1.** 90 computers & monitors = $ **103,500** **2.** Software plus database = $ **94,500** • **FTE**: None requested • **Positions**: None requested • **Note**: New scanners are not included.	• **Costs: New scanners** (2) - $6,070.00 per scanner (will require 2 new scanners if not replaced by electronic assessments in the coming year (s)) • Maintenance contract to support the two new scanners is $ 1,600 per year. • Total would be $13,740.

Project	Solution #1 (Current State – Business as Usual)	Solution #2 (Proposed State – Based on Project Moving Forward)	Solution #3 (Other)
D. Payroll Document Imaging Systems	• Staff costs will continue to rise.	• Costs: The cost of this system is about **$15,000 per biennium.** • ODOC will need **two clerical support positions** to scan back records for approximately 6 months to start up (approximately $55,000) • FTE: **0.50 FTE** are requested. • Positions: **2 positions** • Refer to Excel worksheet.	• No third alternative solution at present.
E. Warehouse Management Bar Code System	• Continued loss of product, especially perishables • Continue miss-shipments that a bar code system can easily identify.	**Note**: In 2013, Warehouse management received information and quotes through an IRR for which the following estimates are based. • Costs: The cost of a system is approximately **$ 531,000**. • ODOC would need a Project Manager to implement the system over one year = about $ **100,000**. • FTE: Requested FTE is 0.50. • Positions: None requested.	• No third alternative solution at present.
F. F. AS/400 Modernization	• None – as is	• Costs: The cost is **$786,688** and will include software tools, configuration, training, and two Information Systems Specialist 7 positions. • **FTE**: 2 FTE • **Positions**: 2 positions	• No third alternative solution at present.

Available cost Information in graphic snapshots of available Excel worksheets.

Figure 1 ***Available Cost Information for SharePoint Intranet and Collaboration***

2015-17 Policy Pkg 110 - Technology Infrastructure:		
SharePoint Intranet and Collaboration Tool		
General Services SCR 006		
DCR 006-06-04 ITS Operations		
Supplies & Services (GF)		
Employee Training	4150	$ -
Data Processing	4250	$ 300,000
Professional Services	4300	$ -
IT Professional Services	4315	$ -
Exp Prop Start-Up	4700	$ -
Exp Prop IT Start-Up	4715	$ 576,000
Total Supplies & Services		$ 876,000
Capital Outlay		
Other Capital Startup	5900	$ -
Total Capital Outlay		$ -
Total Budget		**$876,000**
**As of July 23, 2014*		

Figure 2 ***Available Cost Information for SAS Data Warehouse Software Maintenance***

Oregon Department of Corrections		
2015-17 Policy Pkg 110 - Technology Infrastructure:		
SAS Data Warehouse Software Maintenance		
Central Administration SCR 004		
DCR 004-15-01 Research		
Capital Outlay for Biennium		
Data Processing Software	5550	280,000
Data Processing Hardware	5600	-
Total Capital Outlay		280,000
Total Budget		280,000
**As of July 15, 2014*		

Figure 3 ***Available Cost Information for Intake Computer-based Data Collection & Assessment System***

Oregon Department of Corrections

2015-17 Policy Pkg 110 - Technology Infrastructure:

Intake Electronic/Computer Based Data Collection & Assessment System

Offender Management & Rehabilitation SCR 011

Intake DCR 011-10-01

		011-10-01
Personal Services (GF)		
Total Personal Services		-
Supplies & Services (GF)		
Exp Prop IT Start-Up	4715	198,000
Total Supplies & Services		**198,000**
Capital Outlay		
Total Capital Outlay		-
Total Budget		198,000
Positions		-
FTE		-

August 14, 2014

Figure 4 ***Available Cost Information for Payroll Document Imaging Systems***

Oregon Department of Corrections

2015-17 Policy Pkg 110 - Technology Infrastructure:

Payroll Document Imaging Systems

General Services SCR 006

Fiscal Services / Payroll DCR 006-01-50

Personal Services		
Salaries	3110	29,844
ERB Assess.	3210	88
PERS	3220	5,828
Social Security	3230	2,282
Unemployment	3240	54
Worker's Comp. Assess.	3250	138
Mass Transit Tax	3260	179
Flex Benefits	3270	-
Total Personal Services		**38,413**
Supplies & Services		
Instate Travel	4100	787
Office Expenses	4175	3,634
Data Processing	4250	15,307
Other S&S	4650	607
Exp Prop Start-Up	4700	6,098
Exp Prop IT Start-Up	4715	5,148
Total Supplies & Services		**31,581**
Capital Outlay		
Total Capital Outlay		-
Total Budget		69,994
Positions		2
FTE		0.50

As of July 24, 2014

Figure 5 ***Available Cost Information for Warehouse Bar Code System***

Oregon Department of Corrections
2015-17 Policy Pkg 110 - Technology Infrastructure:
Warehouse Mgt Barcode System
General Services SCR 006
Distribution Services /Central Dist Center Operations DCR 006-05-01

Personal Services		
Salaries	3110	69,852
ERB Assess.	3210	44
PERS	3220	13,642
Social Security	3230	5,344
Unemployment	3240	126
Worker's Comp. Assess.	3250	69
Mass Transit Tax	3260	419
Flex Benefits	3270	30,528
Total Personal Services		**120,024**
Supplies & Services		
Instate Travel	4100	787
Office Expenses	4175	3,634
Data Processing	4250	307
IT Professional Services	4315	8,000
Other S&S	4650	607
Exp Prop Start-Up	4700	3,049
Exp Prop IT Start-Up	4715	2,574
Total Supplies & Services		**18,958**
Capital Outlay		
Data Processing Software	5550	192,000
Other Capital Startup	5900	300,000
Total Capital Outlay		492,000
Total Budget		630,982
Positions		1
FTE		0.50

July 22, 2014

Figure 6 ***Available Cost Information for AS/400 Modernization***

Oregon Department of Corrections
2015-17 Policy Pkg 110 - Technology Infrastructure:
AS 400 Modernization
General Services SCR 006
Information Technology Services / IT Development DCR 006-06-03

		006-06-03
Personal Services (GF)		
Salaries	3110	251,328
ERB Assess.	3210	88
PERS	3220	49,084
Social Security	3230	19,226
Unemployment	3240	452
Worker's Comp. Assess.	3250	138
Mass Transit Tax	3260	1,508
Flex Benefits	3270	61,056
Total Personal Services		**382,880**
Supplies & Services (GF)		
Instate Travel	4100	3,146
Office Expenses	4175	14,534
Data Processing	4250	1,226
IT Professional Services	4315	2,428
Other S&S	4650	
Exp Prop Start-Up	4700	6,098
Exp Prop IT Start-Up	4715	121,157
Total Supplies & Services		**148,589**
Capital Outlay		
Other Capital Startup	5900	255,219
Total Capital Outlay		255,219
Total Budget		786,688
Positions		2
FTE		2.00

July 23, 2014

2017-19 Impact:

1. SAS – The 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.
2. Intake Assessment – None; this is a **one-time start-up cost.**
3. Payroll Document Imaging - The 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.
4. Warehouse Management Bar Code System – Approximately half of the 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.
5. SharePoint – Approximately 1/3 of the 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.
6. AS400 Modernization – Approximately half of the 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.

Benefits

Across the six projects, there are some substantial benefits to gain. Many of the following points overlap the possible opportunities described earlier.

Table 2 Identified Benefits of Each Project's Alternatives (Solution 2)

Project	**Solution #2** **(Proposed State** – Based on Project Moving Forward)
A. SharePoint Intranet and Collaboration Tools	Improves: • Communications within ODOC (intranet) • Providing central locations to find common information • Providing research tools to locate common information • Coordination of meetings • Managing documents and document versions • Collaborating on projects and decisions • Improving the quality of business data/information • Collaborating with external community and other partners (extranet) • Reducing duplicate business forms
B. SAS Data Warehouse Software Maintenance	• Continues as is
C. Intake Electronic Computer-based Data Collection & Assessment System	• Improved process efficiency by reducing the number of staff involved in handling, forwarding, inputting paper assessments. • Eliminate cost associated with maintaining outdated scanning equipment and supporting software. • Eliminate paper and printing costs associated with 15 different forms used to assess approximately 500 AICs per month. • Increase flexibility of system to react to new programs/research/legislative mandates. • Increased ease of gathering and analyzing data from the AIC assessments. • A web-based computerized program that accepts changes easily will greatly reduce the hours needed for any changes. • Reduced cost of programming staff on fixing the current Program (would allow programmers to work on more value-added systems)
D. Payroll Document Imaging Systems	• Promotes a more efficient process to pay and manage employee benefits and business services.

Project	**Solution #2** **(Proposed State** – Based on Project Moving Forward)
E. Warehouse Management Bar Code System	A bar code scanning system will: • Save about $100,000 in labor costs per year. • Support receiving and delivery • Create pallet license plate tags • Support multiple items per pallet • Track the delivery of split loads • Track product by expiration date. This step alone would be a significant savings to DOC. • Locates food products that have been recalled before they are used. This helps to avoid potential litigation. • Provide an opportunity for AICs assigned to the CDC warehouse to develop a new skill and become a productive member of the community when released. A bar code system will: • Organize the entire warehouse into rack locations or rack addresses. • Assign an address to each pallet of product within the warehouse racking. • Records the product received dates. expiration dates, and vendor information. • Tracks the location and amount of product. • Identifies the need for stock rotation. • Gives clear direction for cycle counts and inventory procedures, which reduces downtime.
F. AS/400 Modernization	• Provides the Department the ability to meet CORE targets of providing IT and communications services and data needed for informed decision-making.

Risks

Across the six projects, these are inherent risks inherent with all projects.

- The various cost estimates come from a wide range of sources and some were gathered a year or more ago and have not been recently updated.
- Some of the projects may have underestimated the amount of effort required by a ITS Project Manager to provide leadership on the project.
- ITS is currently understaffed for the current volume of work and a number of open job positions are not yet staffed.

Note: Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.

Conclusions and Recommendations

Conclusions

ODOC has had many biennia of budget challenges. Because of these budget challenges, ODOC has not kept up with technology upgrades and still uses manual and paper processes which do not allow for efficiencies nor sharing of data to the degree that it should. ODOC is challenged with many technological deficits.

Recommendations

For ODOC to implement the six projects as a series of technical upgrades to position the agency to take advantage of efficiencies from current and available technologies.

- ✓ The modernization of these critical and targeted business areas are essential to ODOC's ability to promote public safety by supporting all Department functions necessary for AIC management, case management, sentence management, and fiscal accountability.
- ✓ The new and upgraded systems provide the ODOC with a foundation to share data and essential information to improve business efficiencies and decisions.
- ✓ The successful adoption of these foundational improvements will increase collaboration, reduce manual processes, and improve the speed and quality of decisions.

There are six proposed projects included in this Technical Infrastructure effort that include new systems, systems that have exceeded their lifecycle, and systems that need to be replaced.

1. SharePoint Intranet (Leveraged system for more productive results)
2. SAS Data Warehouse Software Maintenance (System needs a lifecycle replacement)
3. Intake Electronic Computer-Based Data Collection & Assessment System (A replacement for a breaking system)
4. Payroll Document Imaging System (Leveraged system for more productive results)
5. Warehouse Bar Code System (Leveraged system for more productive results)
6. AS/400 Modernization (System needs a lifecycle replacement)

All of these projects would start July 1, 2015 and five would continue until June 30, 2017. (24 months) The SharePoint Intranet project would continue until June 30, 2018. (36 months)

The Total Cost for all six projects is $ 2,841,664.

(**Note**: Estimate does not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.)

Consequences of Failure to Act

Table 3 Possible Consequences Due to Failing to Act of Each Project

Project	Possible Consequences Due to Failing to Approve or Fund the Recommended Alternative
A. SharePoint Intranet and Collaboration Tools	• ODOC's communication and collaboration model will continue as is using email and files that are hard to locate, control, and share. • The quality of informed, collaborative, and data driven decisions will remain underdeveloped and stunted.
B. SAS Data Warehouse Software Maintenance	• The data warehouse that provides critical information for the Department will cease to operate.
C. Intake Electronic Computer-based Data Collection & Assessment System	• Without implementing a computer (web) based collection and assessment system: • AIC data will continue to be susceptible to multiple errors • The system will continue to generate paper waste, and fail to strengthen ODOC's efforts to become increasingly "green" and reduce "carbon footprint." • Most importantly, there will not be any clear strategy to mitigate the risks of maintaining a fragile 15-year-old system that produces suspect data for mission critical Department decisions.
D. Payroll Document Imaging Systems	• The cost and the amount of staff time managing the existing payroll system will continue to increase.
E. Warehouse Management Bar Code System	• Failure to implement an integrated bar code system to assist in controlling incoming and outgoing product will result in the continued loss of items, miss-shipments, and spoilage of food products.
F. F. AS/400 Modernization	By not integrating the CIS and AFAMIS systems: • Department staff will continue to lose opportunities to have the right information, at the right time, to make better decisions for ODOC and AICs.

Appendix A Additional Details of the Six Projects in Table Format

Appendix Table A-1 ***Executive Summary of Each Project***

Project	Purpose	Recommended Alternative	Costs, Benefits, and Risks
A. SharePoint Intranet and Collaboration Tool	• For ODOC to develop and deploy an enterprise wide Microsoft SharePoint system To improve business processes related to: • Communications within the agency (Intranet) • Search tools to locate common information • Coordination of meetings • Managing documents and document versions • Collaborating on projects and decisions • Improving the quality of business data/information • Collaborating with external community and other partners (extranet) • Reducing duplicate business forms	• Is a leveraged system for more productive results.	• **Cost**: $ 876,000 for 2015-2017 biennium. • **Start Date:** 7/1/2015 • **End Date:** 6/30/**2018** (36 months) See Benefits and Risks tables
B. SAS Data Warehouse Software Maintenance	• The Research Unit uses SAS software to create and maintain its data warehouse to provide data via its web portal, CMIS, and fulfill ad hoc and CORE related data requests. • Data elements are used to support research, program evaluation, and risk	• Is a system that needs a lifecycle replacement.	• **Cost**: $280,000 for the 2015-2017 biennium and *each* biennium. ($140,000 per year) • **Start Date:** 7/1/2015 • **End Date:** 6/30/2017 (every biennium) See Benefits and Risks tables

Project	Purpose	Recommended Alternative	Costs, Benefits, and Risks
	assessments.		
C. Intake Electronic Computer-based Data Collection & Assessment System	• The ODOC Intake Center has utilized the same paper-based AIC information collection and assessment process for more than 15 years. • ODOC is requesting a computer-based AIC data collection and assessment system.	• A replacement for a breaking system.	• **Cost:** $198,000 for the 2015-2017 biennium. • **Start Date:** 7/1/2015 • **End Date:** 6/30/2017 See Benefits and Risks tables
D. Payroll Document Imaging Systems	• ODOC would like to incorporate the ORMS system used by the Oregon Secretary of State to image, file, and archive payroll records.	• Is a leveraged system for more productive results.	• **Cost**: $ 69,994 for the 2015-2017 biennium. • **Start Date:** 7/1/2015 • **End Date:** 6/30/2017 (each biennium) See Benefits and Risks tables
E. Warehouse Management Bar Code System	• To implement a bar code Warehouse Management System integrated with ODOC's' current AFAMIS accounting system. • To create an efficient system to greatly reduce waste and possibly theft. • ODOC currently carries out a large majority of warehouse functionalities manually on paper, which could be greatly reduced.	• Is a leveraged system for more productive results.	• **Cost**: $ 630,982 for the 2015-2017 biennium. • **Start Date:** 7/1/2015 • **End Date:** 6/30/2017 See Benefits and Risks tables
F. AS/400 Modernization	• Modernize the presentation of the applications hosted on the AS/400 to be	• Is a system that needs a lifecycle replacement.	• **Cost**: $ 786,688 for the 2015-2017 biennium. • **Start Date:** 7/1/2015

Project	Purpose	Recommended Alternative	Costs, Benefits, and Risks
	graphical and available in a web browser. • Modernization is in part, accomplished by purchasing new software tools. • Modernization includes access to both the CIS and AFAMIS (accounting) systems with a web browser replacing the current green screens.		• **End Date:** 6/30/2017 See Benefits and Risks tables

Appendix Table A-2 ***Essential Purpose of Each Project***

Project	What is being proposed?	Why is the project being proposed?	Essential Purpose of this project
A. SharePoint Intranet and Collaboration Tools	• Establish an enterprise wide Microsoft SharePoint Intranet and Collaboration tools for ODOC. • Key targets will be met in three phases: 1. Establish a systems foundation, 2. Extend SharePoint functionality, and 3. Integrate agency business processes to improve efficiencies.	To improve enterprise efficiencies: • Communications within the agency (Intranet) • Providing central locations to find common information • Providing search tools to locate common information • Coordination of meetings • Managing documents and document versions • Collaborating on projects and decisions • Improving the quality of business data/information • Collaborating with external community and other partners (extranet)	The efforts in the biennium will include: • Creating an ongoing governance plan to manage development and program efforts • Publishing critical information and content to staff • Facilitating staff communications • Sharing ideas, exchanging information, and engaging staff on collaborative projects and decisions • Partially streamline key business process workflows

Project	What is being proposed?	Why is the project being proposed?	Essential Purpose of this project
		• The reduction of duplicate business forms.	
B. SAS Data Warehouse Software Maintenance	• Renew software maintenance agreement each of the next two years.	• Current software maintenance will expire.	• To keep the existing data warehousing system running.
C. Intake Electronic Computer-based Data Collection & Assessment System	• Replace the existing paper-based Intake AIC Assessment System with a computer-based AIC data collection and assessment system solution.	• The current antiquated system is inefficient and has ongoing maintenance problems, which are costly to maintain.	• Replace the existing paper-based assessment system with a computer (web based) data collection and assessment system solution
D. Payroll Document Imaging Systems	• ODOC would like to incorporate the ORMS system used by Secretary of State to image, file, and archive payroll records.	• Existing system is outdated and wastes time and money.	• To convert and integrate ODOC's existing payroll process to the ORMS.
E. Warehouse Management Bar Code System	• A bar code driven Warehouse Management Systems (WMS) to integrate the warehouse with the existing AFAMIS accounting system. • The goal of ODOC warehouse is to control the movement and storage of goods in the most efficient manner. • Bar codes would accurately identify raw materials, manage inventory and direct warehouse shipments.	• This has been a missing middleware piece of the existing warehouse and accounting systems that has been needed.	• To update ODOC warehousing equipment, software and business processes to industry best practice standards. • To increase the speed and volume of products processed by the warehouse by utilizing a fully integrated software and hardware solution. • Software driven warehouse management solutions allow real-time data capture, automation and

Project	What is being proposed?	Why is the project being proposed?	Essential Purpose of this project
			printing technologies into the warehouse infrastructure.
F. AS/400 Modernization	• Modernize the presentation of the applications hosted on the AS/400 to be graphical and available in a web browser.	• To provide a new tool to leverage the value of the existing system and provide new opportunities to integrate with other systems and view the information differently.	• Renovate access to both CIS, (that manages AICs) and the AFAMIS (accounting system) with a web browser replacing the current "green screens." • To transform and modernize access by purchasing new software tools.

Appendix Table A-3 ***Background of Each Project***

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
A. SharePoint Intranet and Collaboration Tools	• ODOC currently does not have a coordinated solution for communicating within the agency and for collaborating with external partners.	• In June 2011, ODOC lead a small SharePoint 2010 pilot project to test the functionality and approaches to meeting business needs using intranet web portals. The six-month pilot was successful and developed a number of lessons learned to use when a full project would be initiated. • In November 2014, ODOC hired the Marquam Group, an experienced an well-known team of SharePoint consultants that have performed contracts for many Oregon agencies, was hired to perform a SharePoint business feasibility study and tasked to identify how	• Sponsor: Assistant Director of General Services • Administration • All staff that use Outlook, Word, Excel, and share files and critical information. • External partners such as Oregon Corrections Enterprises and Community Corrections • The CORE Initiative to manage business services, planning finances, utilizing

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
		SharePoint could meet critical organizational needs. Six large and separate stakeholder workshops were held with over 50 staff participating. Based on the information gathered, alternative options were reviewed, and a three-year roadmap was defined. Necessary infrastructure changes were targeted and costs were estimated including the Oregon **State Data Center** (SDC) expenses for hosting/support. • By April 2014, Marquam and ITS collaborated and jointly authored a number of deliverable documents supporting the findings and these documents will provide a framework to start a project implementation. • Some of the documents created were: 1. ***SharePoint Execution Roadmap*** (display initiatives and timelines – See **Appendix D**) 2. ***SharePoint Budget Considerations*** (detailed software/hardware and costs in Excel) 3. ***Internal Resource Requirements and Plan*** (FTE and Services Staff estimates in Excel) 4. ***Infrastructure***	data and research, and mitigating risk. • The current state affects ODOC's Administration, along with all staff using Outlook, Word, Excel, and share files and critical information. External partners such as Oregon Corrections Enterprises and Community Corrections are also unable to collaborate effectively.

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
		Planning Document (Technical overview of possible architecture solutions) ***5. SharePoint PowerPoint Presentation to the ODOC Policy Group*** • A summary of the findings were presented to ODOC's Policy Group in April 2014 and were positively received with a desire to move forward.	
B. SAS Data Warehouse Software Maintenance	• The research unit uses SAS software to create and maintain its data warehouse that is used to provide data via its web portal, CMIS, as well as fulfill ad hoc and CORE related data requests. • The data is also used to support research, program evaluation, and risk assessment.	• SAS software requires an annual maintenance fee of $140,000 per year ($280,000/biennium).	• Sponsor: • Research • Administration • Operations • All Staff that use CMIS • IT Services that depends upon critical CMIS data and processes • The CORE initiative to measure processes.
C. Intake Electronic Computer-based Data Collection & Assessment System	• The ODOC Intake Center has utilized the same paper-based AIC information collection and assessment process for more than 15 years. • Intake processes	• The ODOC Intake Center has utilized the same paper-based AIC information collection and assessment process for more than fifteen years. Intake processes about 450 AICs per month or about 5,400 per year. Some of the forms used in the process are	• Sponsor: Operations • Intake Unit • Correctional Counselors • Security Staff • This current state of having a paper

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
	about 450 AICs per month or about 5,400 per year. • Some of the forms used in the process are entered into CIS by hand, while others are scanned into the database using severely outdated Scantron technology and an older report generator written in **Visual Basic 6**. • The current assessment system is inefficient and has ongoing and costly problems to maintain. • Currently there are 16 paper-based forms used for assessment of the AICs. **Six** of these are scanned into the Correction Information System (CIS). **Two** others are sent to a contractor for scanning. The remaining **eight** forms are input manually by the assessment staff.	keyed into CIS residing on the AS/400, while other forms are scanned into a database using severely outdated Scantron technology and an older report generator written in Visual Basic 6. The current assessment system is inefficient and has ongoing and costly problems to maintain. Currently there are 16 paper-based forms used for assessment of the AICs. Six of these are scanned into the Correction Information System (CIS). Two other forms are sent to an outside contractor to scan. The remaining eight forms are keyed manually by the assessment staff.	based system impacts the Operations and the Intake Unit. • Imprecise data from partially incorrect assessments could influence Correctional Counselors and Security Staff ability to provide an appropriate level of Correctional Case Management (**CCM**) to AICs.
D. Payroll Document Imaging Systems	• Due to the current technology of Payroll Systems, the amount of paper documents required to be	• The current technology of ODOC's payroll systems produces large volumes of paper documents that are required to be maintained and stored. Approximately	• Sponsor: • General Services • Payroll Services • All ODOC staff and those paid by the existing

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
	maintained is huge. • Approximately 10,000 pieces of paper are required to be filed and maintained for employee payroll each month. • ODOC maintains over 60 5-drawer file cabinets around the state for payroll records. (300 file drawers)	10,000 pieces of paper are required to be filed and maintained for employee payroll *each month*. ODOC maintains over 60 5-drawer file cabinets around the state for payroll records. (*300 file drawers)*	payroll systems. • The CORE initiative to manage business services. • This current state impacts the General Services Division and Payroll Services Unit, as well as all ODOC staff, and those paid by and managed through the existing payroll system. The existing system makes it difficult to support one of the CORE measures to pay and manage benefits for employees.
E. Warehouse Management Bar Code System	• The DSD is responsible for central receiving and shipment of goods needed in the day-to-day operation of these facilities. • The Central Distribution Center Warehouse in Salem, Oregon receives and distributes approximately $1 million in inventory each month.	• The DSD is responsible for central receiving and shipment of goods needed in the day-to-day operation of all facilities. The Central Distribution Center Warehouse in Salem, Oregon receives and distributes approximately $1 million in inventory each month and there are three other ODOC warehouses in Oregon. • The existing manual warehousing processes creates room for errors, delays, and provides limited visibility into the inventory	• Sponsor: • General Services • Warehouse and Food Services • The CORE initiative to manage business services. • The current state affects the ability of the General Services Division, and Warehouse and Food Services Unit to manage warehouse operations and

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
	• There are three other ODOC warehouses in Oregon. • The existing manual warehousing processes create room for errors, delays, and limited visibility into the inventory system. • Due to Department purchasing practices, it is possible to purchase product with shorter expiration dates than the product currently in the system.	system. • Due to Department purchasing practices, it is possible to purchase product with shorter expiration dates than product currently on hand in the warehouse system that increases spoilage risk without a better tracking system.	logistics as targeted by the CORE initiative in an effort to improve business services.
F. AS/400 Modernization	• Existing presentation displays of the AS/400 system are "green screen," non-graphical, and costly to maintain.	• Currently, ODOC's Administration and the Research Unit drive the available data warehouse information provided to Department staff and systems. • This system provides vital data for decision making via its web portal **Corrections Management Information System** (CMIS), fulfilling ad hoc report requests, and meeting agency initiatives requiring data and information. These data elements support ODOC's Administration, research, program evaluations, risk assessments, and CORE's focus on *measurable* performance management	• Sponsor: • General Services • IT Services • All ODOC staff that regularly use the information available in the "green screens" of the AS/400 environment. • The CORE initiative to manage business services. • The current state affects all of ODOC, and especially **Information Technology Services** (ITS) that uses CMIS data

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
		and process improvement.	and processes for portions of the AS/400 system and the web based **Offender Management System** (OMS). The CORE initiative also uses data elements to develop process metrics.

Appendix Table A-4 ***Essential Problem of Each Project***

Project	Essential Problem of the Project (In terms of Agency's Mission and Goals)
A. SharePoint Intranet and Collaboration Tools	The current state does not support many of the agency goals targeted by CORE. • Engage Stakeholders, Partners, and Employees • To develop Public Safety partner and customer satisfaction • To connect to community volunteers • To promote wellness activities in ODOC's workforce • To facilitate effective annual training for the workforce • To promote family and personal wellness in the workforce • To promote the effective communications of news to Stakeholders and Partners • To assist data warehouse users to utilize data and research studies.
B. SAS Data Warehouse Software Maintenance	• The current state meets current Department needs. • Not renewing the maintenance software license for SAS would create a significant interruption to the agency in its ability to utilize data and research.
C. Intake Electronic Computer-based Data Collection & Assessment System	• The current state cannot easily meet the agency's need to accommodate new assessments dictated by changing policies and legislative requirements. • Special training and hours of work are needed to support an additional form or to change an existing form. The system cannot easily change to fit the needs of new assessments. • The system is in a break/fix maintenance cycle.
D. Payroll Document Imaging Systems	• The current state does not meet the agency goals targeted by CORE to support improved management of business services by providing efficient accounting of

Project	Essential Problem of the Project (In terms of Agency's Mission and Goals)
	financial transactions.
E. Warehouse Management Bar Code System	• The current state does not meet the agency's need to manage business services and mitigate risks. • ODOC currently carries out a large majority of warehouse functionalities on paper. • These manual warehouse processes create room for errors, force delays, and limit visibility into the inventory system. • Shrinkage, due to expiration, commonly costs about $ 50,000 per year.
F. AS/400 Modernization	• The current state hinders the Department in meeting the targets for CORE of providing IT and communications services and to provide data for informed decision-making.

Appendix Table A-5 ***Possible Opportunities of Each Project***

Project	Possible Opportunities of the Project (In terms of Agency's Mission and Goals)
A. SharePoint Intranet and Collaboration Tools	Technological improvements provided by a SharePoint Intranet tie into many CORE measures such as: • OM3a Employees are engaged • OM14a Public Safety partners satisfaction • OP5c Volunteers • SP1b Wellness • SP1d Annual Training • SP1f Family/Personal Wellness (Percentage of authorized EAP) • SP5a News coverage • SP5e Employee communication • SP6c Warehouse user • SP6d Research studies
B. SAS Data Warehouse Software Maintenance	• Continue to provide data for informed decision-making, risk assessment, data utilization, and research studies.
C. Intake Electronic Computer-based Data Collection & Assessment System	• To speed up and improve the quality of the collection and assessment process. • To increase the reliability of AIC assessments so ODOC has the best opportunity for accurate case and behavioral plans. • To ensure that the assessment data collected provides the quality necessary to determine appropriate AIC classification and risk levels so facilities are safely managed. • To mitigate the risk of the potential breakdown of the existing assessment system since it is fifteen years old.
D. Payroll Document Imaging Systems	• To promote a more efficient process to pay and manage employee benefits and business services.
E. Warehouse Management Bar Code	A automated bar code system as part of a fully integrated software and hardware solution creates opportunities to:

Project	Possible Opportunities of the Project (In terms of Agency's Mission and Goals)
System	• Greatly reduce missed shipments • Ensure the correct product is shipped to the correct Facility • Generate accurate and current inventory lists at any time • Save money by ordering products only when needed • Generate reports to assist managers to keep tight control on all phases of warehouse storage and shipping. • Easily identify problem areas and potential solutions. • Greatly increase the speed and volume of products available at the CDC warehouse. • Supports CORE targets of: 1. Providing basic needs of AICs in support of safe prisons 2. Providing opportunities for some AICs to receive vocational training that may help them prepare for a more successful reentry into the community following their release. They could learn new job skills through the opportunity to work on a new bar code management system. 3. Strengthening ODOC's efforts to manage spending more effectively. 4. Driving warehouse operations toward industry best practices by managing warehouse operations, logistics, and purchasing more efficiently. 5. Reducing ODOC liability and potential litigation.
F. F. AS/400 Modernization	• To provide the Department the ability to more effectively meet CORE targets of providing IT and communications services and data needed for informed decision making.

Appendix B List of Key Abbreviations

Abbreviation	Description
AFAMIS	The **Automated Financial Accounting Manufacturing Inventory System** (ODOC's principal accounting system)
AIC	**Adults in Custody** (formerly referred to as Offenders or Inmates)
AS/400	The **Application System/400** mid-range computer platform used at ODOC (Introduced by IBM twenty-six years ago in 1988)
CIO	**Chief Information Officer**
CIS	The **Corrections Information System** managing **Adults in Custody** on the **AS/400** and displays information on "green screens."
CMIS	**Corrections Management Information System** (ODOC's data warehouse information system)
CORE	**Correctional Outcomes through Research and Engagement** (ODOC's performance initiative begun in 2013)
DSD	**Distribution Services Division** (The business area responsible for central receiving and shipment of inventory at four ODOC warehouses)
ETS	State of Oregon **Enterprise Technology Services** (also referred to as the **State Data Center**). ETS provides computing services to numerous state agencies.
ITS	**Information Technology Services** at ODOC
LAN	A **Local Area Network**
ODOC	**Oregon Department of Corrections** (State of Oregon agency)
OMS	Web based **Offender Management System** that consists of multiple software applications
ORMS	**Oregon Records Management Solution** (The records system currently used by the Oregon Secretary of State to image, file, and archive payroll records)
SAS	Specialized **Statistical Analysis System** software used by the ODOC Research Unit to create and maintain the ODOC data warehouse.
SDC	State of Oregon **State Data Center** (also referred to as the **Enterprise Technology Services**). SDC provides computing services to numerous state agencies.

Other:

- ***Intranet***: An in-house web site on an organizations **local area network** (LAN) serving employees only and not the general public. An intranet provides a standard way to publish organization's policy, news, schedules, forms, and training manuals. The intranet can also provide a venue for publishing blogs, wikis, activities, events, and schedules. A web browser is the primary way to display information.

- ***Extranet***: A password-protected Web site on the Internet, but not the general public. It can provide access to research, internal databases, and virtually any information that customers or business partners are given permission to view and use.

- ***Data warehouse***: A computer database designed to access and analyzes organizational data to aid in business intelligence efforts and support decision-making.

Appendix C CORE – Fundamentals Map

Document delivered separately

Appendix D SharePoint Project Roadmap

Document delivered separately

Oregon Department of Corrections

Correctional Outcomes through Research and Engagement (CORE)

The Fundamentals Map

July 2, 2014

FOUNDATIONS

MISSION

The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

VISION

VALUES

Integrity and Professionalism
Dignity and Respect
Safety and Wellness
Fact Based Decision Making
Positive Change
Honoring Our History
Stewardship

KEY GOALS

- Safe and Secure Workplace
- Healthy, Engaged and Valued Employees
- Offenders Become Productive Crime-free Citizens
- Innovative, Efficient and Sustainable Business Practices
- Proactive Collaborative Partner

CORE PROCESSES / PROCESS OWNER / SUB PROCESSES

OPERATING PROCESSES					
OP1: Managing Safe Prisons	OP2: Preparing for Successful Release/Reentry	OP3: Managing Inmate Healthcare	OP4: Providing Inmate Work Opportunities	OP5: Connecting Inmates to Family and Community	OP6: Managing Offenders in the Community
M. Gower	**K. Brockamp**	**M. Gower**	**K. Jeske**	**K. Brockamp**	**J. Stromberg**
1. Maintaining secure custody/control 2. Maintaining safety of staff, inmates and others 3. Providing basic needs for inmates 4. Transporting inmates 5. Utilizing staff resources 6. Implementing PREA policy and awareness 7. Managing emergency preparedness 8. Role modeling, redirecting and reinforcing pro-social behavior 9. Providing adequate training for staff, inmates and others 10. Ensuring adherence to directives for staff, inmates and others	1. Assessing inmate risks and needs 2. Computing sentences 3. Determining appropriate housing for successful case management 4. Developing, managing and adjusting case plans 5. Providing treatment 6. Providing educational and vocational programs 7. Providing spiritual programs and services 8. Providing pro-social programs and opportunities 9. Managing transition and reentry 10. Planning for and releasing from custody	1. Assessing patients and planning healthcare 2. Delivering and managing mental healthcare 3. Delivering and managing medical care 4. Delivering and managing dental healthcare 5. Managing and coordinating offsite care 6. Maintaining licensure, training, and clinical performance 7. Managing the purchase/distribution of medication and supplies	1. Evaluating inmates upon entry for job readiness 2. Providing job readiness skills, resources and supportive services 3. Providing work experiences 4. Developing partnerships with community and business leaders 5. Connecting inmates to available community work resources 6. Working collaboratively with Community Corrections staff for reentry services	1. Recruiting and managing volunteers 2. Providing opportunities for visitation 3. Providing and managing systems for inmate communication 4. Providing opportunities for mentoring contacts 5. Promoting pro-social supports and connecting to community resources throughout incarceration 6. Expanding enhanced family and community visits 7. Expanding access to outside vocational and educational partners 8. Providing information to families to help navigate through an inmate's incarceration	1. Assessing risk, need and responsivity 2. Developing and managing case plans 3. Prioritizing supervision strategies 4. Referring to appropriate programs 5. Maintaining contact in the community 6. Using appropriate interventions to motivate and hold accountable 7. Managing the Interstate Compact for Adult Offender Supervision

SUPPORTING PROCESSES					
SP1: Managing our Workforce	SP2: Managing and Planning Finances	SP3: Managing Business Services	SP4: Mitigating Risk	SP5: Engaging Stakeholders and Partners	SP 6: Utilizing Data and Research
C. Popoff	**N. Allen**	**T. Dohrman**	**L. Williamson**	**E. Craig**	**P. Bellatty**
1. Recruiting and hiring motivated staff 2. Providing training opportunities for professional development 3. Supporting staff wellness 4. Evaluating and responding to employee needs 5. Advancing employee succession and promotion 6. Negotiating and managing collective bargaining agreements 7. Encouraging a culture of inclusion	1. Planning for inmate capacity 2. Planning for capital projects 3. Acquiring funding 4. Managing spending 5. Providing financial information 6. Budgetary data reconciliation 7. Financial management training	1. Providing IT and communication services 2. Maintaining facilities/managing real property 3. Maintaining security and other building systems 4. Managing warehouse operations and logistics 5. Providing inmate goods 6. Purchasing goods and services 7. Accounting for financial transactions 8. Accounting for inmate financial transactions 9. Managing environmental impact and sustainability 10. Paying and managing benefits for employees	1. Investigating complaints 2. Managing security threats 3. Managing occupational health and safety 4. Protecting due process rights 5. Developing and sharing intelligence 6. Developing rules, policies and procedures 7. Preventing and responding to sexual assaults/ harassment 8. Managing litigation & reducing liability 9. Conducting audits and addressing deficiencies 10. Preparing for emergencies & disasters 11. Maintaining data integrity 12. Professionalism	1. Communicating with employees 2. Managing media relations 3. Working with elected officials 4. Communicating with and informing stakeholders 5. Responding to public records requests 6. Participating in councils and committees 7. Partnering with local communities 8. Coordinating events and recognitions	1. Providing data to inform decision making 2. Developing and refining risk assessments 3. Administering and developing the data warehouse 4. Conducting research studies and present findings/ recommendations 5. Evaluating program effectiveness 6. Managing projects 7. Participate in the implementation of research findings/ recommendations 8. Evaluating external research proposals

PROCESS MEASURES

OP1	OP2	OP3	OP4	OP5	OP6
a. Group disturbances b. Inmate Grievances c. Inmate misconduct d. PREA incidents (inmates) e. PREA incidents (staff) f. PREA standards g. Security standards h. Inmate assaults i. Use of force	a. Education b. A&D treatment c. Cognitive treatment d. Cognitive/A&D treatment e. Housing f. PO reach-In's g. Birth certificates & social security cards h. Work history i. Religious services	a. Offsite medical healthcare b. Continuous Quality Improvement c. BHS Case Management d. Clinical Competence e. Pharmacy	a. Providing DOC work experiences b. Providing OCE work experiences c. Providing DOC/OCE work experiences d. Evaluating inmates upon entry for job readiness e. Providing community work experiences f. Providing job readiness skills, resources and supportive services	a. All Inmate visits b. Friends and family visits c. Volunteer d. Parenting programs e. Family functions f. Telmate phone contacts g. Inmates using Telmate	a. Assessments b. Caseplans c. Employment d. Treatment participation e. Restitution f. Community service completion

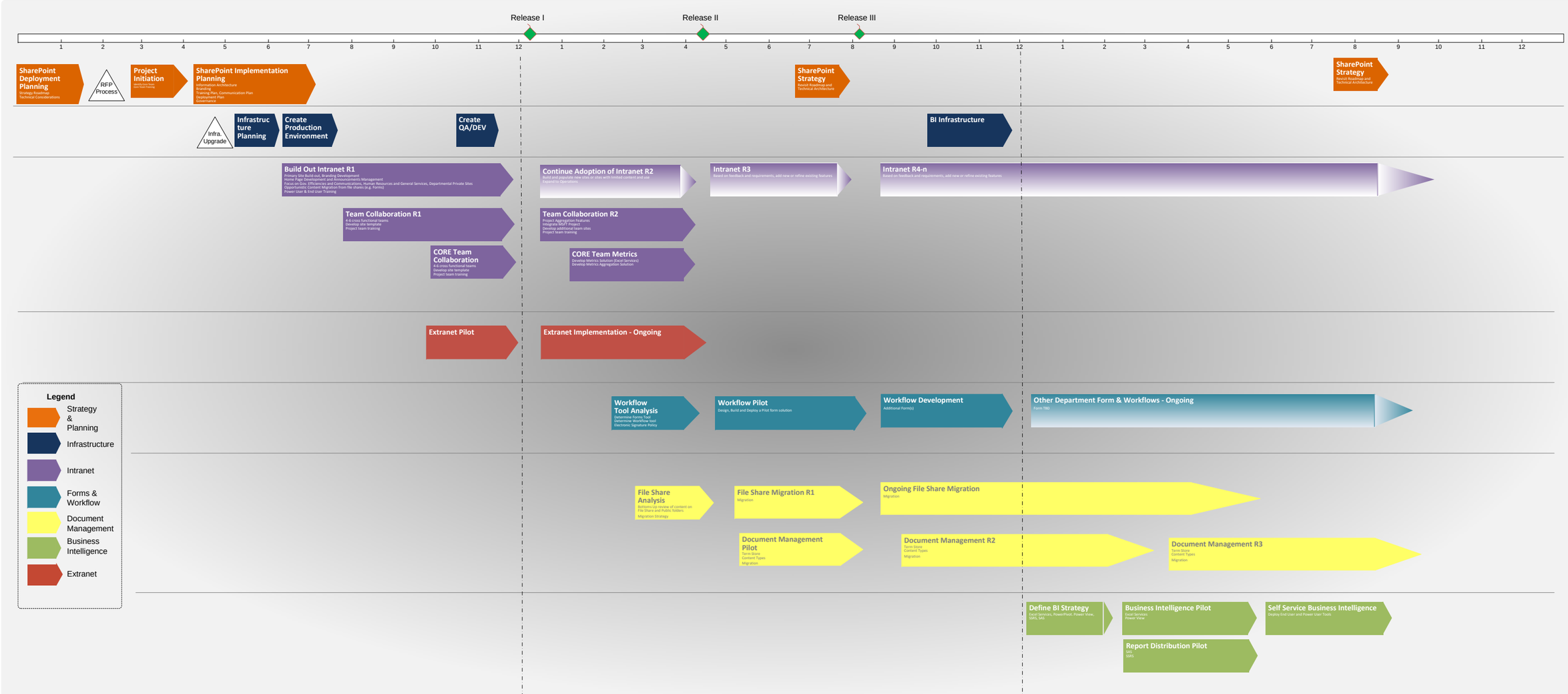
SP1	SP2	SP3	SP4	SP5	SP 6
a. Workers compensation b. Wellness activities c. Hiring d. Annual Training e. Labor relations	a. Forecast accuracy b. Projections c. LFO fiscal impact statements	a. BTU usage b. IT service response time c. Work order efficiency d. Recycling e. Canteen Sales f. Canteen Net Income g. Purchasing h. Electronic Inmate deposits i. Number of payroll defects j. Amount of payroll defects k. Inmate goods (Food) l. Inmate goods (Supplies) m. Inmate goods (Apparel) n. Transportation expense	a. Tort claims compared to actual lawsuits (Inmate) b. Tort claims (Inmate) c. Lawsuit costs (Inmate) d. PREA response time e. PREA audits f. Security audits g. Internal audits h. Audit deficiencies	a. News coverage b. Legislative requests c. DOC general information inquires d. DOC internet e. Employee communication f. Public records requests	a. Data warehouse days b. Data warehouse hits d. Warehouse users d. Research studies

OUTCOME MEASURES / MEASURE OWNER / KEY PERFORMANCE MEASURES

OM 1: Staff Safety	OM 2: Healthy Staff	OM 3: Employee Engagement	OM 4: Community Supervision Success	OM 5: Recidivism	OM 6: Diversity in the Workplace	OM 7: Population Management	OM 8: Case Plan Adherence	OM 9: Inmate Safety	OM 10:Public Safety	OM 11: Inmate Jobs	OM 12: Inmate Health	OM 13: Financial Management	OM 14: Partner and Customer Satisfaction
L. Williamson	M. Morrow	T. Dohrman	J. Stromberg	J. Stromberg	G. Sims	K. Brockamp	K. Brockamp	L. Williamson	M. Gower	K. Jeske	M. Gower	N. Allen	L. Craig
KPM 1: Measure 17 Compliance	KPM 2: Completed Corrections Plan	KPM 3: Recidivism	KPM 4: Staff Assaults	KPM 5: Walk-a-Ways	KPM 6: Natural Gas Usage	KPM 7: Level 1 Misconducts	KPM 8: Secure-Custody Escapes	KPM 9: Unarmed Perimeter Escapes	KPM 10: Transitional Leave	KPM 11: Customer Service	KPM 12: Inmate Offsite Healthcare	KPM 13: Time Loss Days	

SharePoint Execution Roadmap
Oregon Department of Corrections

Updated: February 21, 2014



Business Case for
PREA Technology Solutions

Oregon Department of Corrections,

Inspector General's Office, Inspections

Date: August 20, 2014
Version: 0.7
Authors: Robert L. Metzger

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Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**112 – PREA Technology Solutions (Version 0.7)**		
AGENCY	**Oregon Department of Corrections**	DATE	**August 20, 2014**
DIVISION	**Inspector General's Office, Inspections**	DAS CONTROL #	**POP 112**
AGENCY CONTACT	**Roy Bruce, ITS Administrator**	PHONE NUMBER	**(503) 373 - 7545**

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency Agency Head or Designee	
Colette Peters	(Date)
Signature	
Agency Executive Sponsor	
Leonard Williamson	(Date)
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Roy Bruce	(Date)
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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Executive Summary

The Prison Rape Elimination Act of 2003 (PREA) is a federal law that seeks to eliminate sexual assaults and sexual misconduct. This law applies to all federal and state prisons, jails, police lock-ups, private facilities, juvenile facilities, and community correctional settings. The Oregon Department of Corrections (ODOC) fully supports this act and has enacted policies and procedures supporting a zero-tolerance for sexual abuse.

> The Bureau of Justice Statistics carries out, annually, a comprehensive statistical review and analysis of the incidence and effects of prison rape.

The major provisions of the standards are: General prevention planning, supervision and monitoring, limits to cross gender searches and viewing, training and education, screening, reporting, responsiveness planning, investigations, discipline, medical and mental health, grievances, and audits.

ODOC continues its efforts to maintain safety for all Adults in Custody (AIC) and others inside the facilities keeping PREA as a top priority with the use of the following tools.

- ODOC Policy 40.1.13, Prison Rape Elimination Act
- OIC PREA Checklist (CD 1621)
- Facility Transfer Victimization Screening Tool (CD 1619)
- Staff Reporting Responsibilities (CD 1620)
- PREA Acknowledgement Statement (CD 1623)
- Intake Victimization Screening Tool (CD 1625)
- PREA Reporting Flowchart

The agency is, now, in need of enhancing those policies and procedures with appropriate technology that will help ensure institutional security, compliance with PREA objectives and the safety of AIC in the agency's care. New technology is a critical component for detecting prison rape and other security concerns.

The United States Department of Justice Final Rule as outlined in the "PRISON RAPE ELIMINATION ACT NATIONAL STANDARDS – for PRISONS & JAILS"; states in section **115.18 -** Upgrades to facilities and technologies:

(a) When designing or acquiring any new facility and in planning any substantial expansion or modification of existing facilities, the agency shall consider the effect of the design, acquisition, expansion, or modification upon the agency's ability to protect inmates from sexual abuse.

(b) When installing or updating a video monitoring system, electronic surveillance system, or other monitoring technology, the agency shall consider how such technology may enhance the agency's ability to protect inmates from sexual abuse.

To ensure compliance with the PREA national standards the department intends to implement the following technology solutions.

Technology Solution #1- Eliminate Pat Down Searches

Replace physical pat down searches with metal detection devices or other Transportation Security Administration (TSA) body scanner devices. This technology would increase AIC movement and reduce the need for staff to physically touch AICs. Three products address this issue in difference ways.

- **Chair Metal Detector** (Ranger Security BOSS II)
  - This metal detector is a chair that detects any metal on or inside the AIC
- **Metrasens Metal Detector**
  - Metrasens produces a portable and highly sensitive metal detector, which has been successfully tested at the Oregon State Penitentiary.
  - It is made to detect and differentiate between knives, cell phones and other metal objects.
- **TSA Style Body Scanners**
  - This technology detects illegal and dangerous items. Typically it is used to identify the presence of weapons and contraband that are hidden beneath a person's clothing. The system takes five seconds from entry to report and scans the entire body of a person. Processing 100 AICs through the scanner would take approximately 15 minutes.

Technology Solution #2 – Replace Daily Count

Replace daily count with a technology solution. Depending on the software married up with these systems, the systems can be used to track movement, schedule program/job movement, and prohibit access to certain areas, track associations (Security Threat Management, criminal investigations and PREA investigations) and AIC count.

- **Tracking Bracelets by 3M**
  - Electronic tracking would allow the Department to wirelessly monitor AIC location and perform real-time location supervision, tightening control and enhancing the security for everyone. The recommendation is that staff also participates in the bracelet program at Coffee Creek Correctional Facility. The system could be used to track Security Threat Management (STM) AIC movement, who they affiliate with (both in partnering on crime and who their victims are), track who is in the yard during a disturbance, etc. The system would be used in PREA cases to address location of events and who was where when the events took place.
  - The Enterprise Information Resources Management Strategy
  - Other IT-related statewide plans, initiatives, goals and objectives

Purpose and Background

Purpose

The purpose of the PREA Technology Solutions project is to enhance and support existing policies and procedures with modern technology. The desired technology will greatly influence the safety and security of ODOC institutions. Requirements for the protection of vulnerable AIC, as mandated by the Prison Rape Elimination Act of 2003 will be better fulfilled with the proper implementation and use of modern detection and monitoring capabilities.

Background

ODOC began planning for PREA and drafting an action plan to address sexual assault in 2005. Since that time, ODOC has worked with the National Institute of Corrections and other technical assistance providers to create comprehensive and robust sexual assault prevention and response policies and procedures. ODOC's efforts include:

- A comprehensive PREA policy (40.1.13),
- An intake screening tool for sexual vulnerability or aggression,
- Staff PREA Training,
- AIC PREA Education.
- Sexual assault response teams (SARTs), and
- A database for tracking sexual assault data and the movement of victims and perpetrators.

The next logical step in compliance, of the Prison Rape Elimination Act of 2003, is implementation of investigatory tools furthering the agency's ability in the collection of solid and provable evidence of any PREA related crime. The same technology used to ensure PREA compliance can also be utilized to enhance the safety and security in other areas of concern. Better and early detection of unauthorized metal objects will help minimize incidents of assault within the AIC and staff population. The capability to auto-track and record human movement within the facilities and will provide better control and accountability of the AIC population. Reliable movement records will be of great value during any subsequent incident investigation.

Problem or Opportunity Definition

Problem

ODOC, by developing and implementing a series of paper and computer based monitoring and reporting tools and procedures, has complied with the Prison Rape Elimination Act of 2003. ODOC now seeks to enhance those limited tools with technology. Without the suggested technology to support paper and computer based reporting any conclusions are limited and subject to human error.

Opportunity

The solutions presented in this project will enhance safety and security not only for PREA concerns but throughout all areas of facility safety and security.

- Eliminate Pat Down Searches
    - Reliable detection of metal objects both on and in the body
    - Differentiate between knives, cell phones and other metal objects
    - Body scanning capable of detecting illegal and dangerous objects and contraband typically hidden beneath a person's clothing
        - Five second full body scan
- Replace Daily Count
    - Accurate in-place accounting of AIC (Daily and emergency counts)
    - Schedule program/job movement
    - Prohibit access to certain areas
    - Track AIC associations (Security Threat Management)
    - Enhance reliability of AIC movement information during incident/criminal investigations
- Technological improvements provided by the PREA Technology tie into many CORE measures such as:
  (as highlighted in the Fundamentals Map in Appendix 1)
    - Applicable CORE Operating Processes:
        - OP1 – Managing Safe Prisons
        - OP2 – Preparing for Successful Release\Reentry
        - OP6 – Managing Offenders in the Community
    - Applicable CORE Supporting Processes:
        - SP4 – Mitigating Risks
        - SP6 – Utilizing Data and Research
    - Outcome Measures:
        - OM1 – Staff Safety
        - OM7 – Population management
        - OM8 – Case Plan Adherence
        - OM9 – Inmate Safety
        - OM10 – Public Safety
    - Key Performance Measures:
        - KPM4 – Staff Assaults
        - KPM 5 – Walk-a-ways
        - KPM 7 – Level 1 Misconducts
        - KPM 9 – Unarmed Perimeter Escapes

Alternatives Analysis

Assumptions

This Business Case addresses the technology needed to take PREA compliance to the next level. The project will consist, in part, of coordinating efforts from all stakeholders to include:

- Collaborative meetings to determine how best to adjust business processes to take full advantage of this technology
- Gather and define business requirements
- Identify, track and resolve issues related to implementation
- Help Project Manager manage project risks

Selection Criteria and Alternatives Ranking

TBD

Solution Requirements

The purpose of the PREA Technology Solutions project is to enhance paper and computer based tracking, reporting and monitoring tools with technology. The identified technology will enable complete tracking of AIC movement, enhance staff's ability to prevent unauthorized movement within the institutions and account for AIC location during normal and emergency situations.

Additionally, the same technology will enhance the duties of the Threat Management team and many other areas of safety and security throughout the agency.

Results of the suggested technology will provide necessary and essential data required to fulfill evidentiary standards when investigating alleged criminal behavior. This data also fulfills the requirements of CORE supporting process SP4 – Mitigating Risks.

Alternatives Identification

Other than the "status quo" or "do nothing additional" option; no alternatives present themselves at this point. If technology is not utilized to enhance the agency's efforts to meet the requirements of the Prison Rape Elimination Act of 2003; the agency's ability to prevent and fully document PREA incidents will remain insufficient.

- *Status Quo alternative*
    - While this alternative provides a rudimentary tracking, monitoring and reporting capability for alleged incidents; the currently implemented tools do not fully resolve issues surrounding prevention and proactive action.
    - The current status limits the information available to ODOC and other agency staff investigating the facts surrounding an incident.
    - Not being in a position to unequivocally state or prove the facts leading to the conclusion of an incident hinders the judicial prosecution of the incident.
    - The current state does not fully support the agency goals targeted by CORE

Alternatives Analysis

Cost

Technology Solution #1- Eliminate Pat Down Searches

Replace physical pat down searches with metal detection devices or other Transportation Security Administration (TSA) body scanner devices. This technology would increase AIC movement and reduce the need for staff to physically touch AIC. Three products address this issue in difference ways.

A. Chair Metal Detector (Ranger Security BOSS II)

Purchasing 55 units ($8,779 per unit) to cover the five largest institutions would cost $482,845.

B. Metrasens Metal Detector

Purchasing of 55 of these units is about $570,000.

C. TSA Style Body Scanners

Each unit costs $170,000. For the five largest institutions, the Department would need 11 units for a total of $1,870,000.

Technology Solution #2 – Replace Daily Count

Replace daily count with a technology solution. Depending on the software married up with these systems, the systems can be used to track movement, schedule program/job movement, and prohibit access to certain areas, track AIC associations (Security Threat Management, criminal investigations and PREA investigations) and AIC count.

A. Tracking Bracelets by 3M

The recommendation is that staff also participates in the bracelet program at Coffee Creek Correctional Facility. The system could be used to track Security Threat Management (STM) AIC movement, who they affiliate with (both in partnering on crime and who their victims are), track who is in the yard during a disturbance, etc. The system would be used in PREA cases to address location of events and who was where when the events took place. The estimated cost is $12,000,000.

Quantifying Results

Evidence of the successful adoption of these measures will be demonstrated by a reduction of prison rape and other security threats, as well as assistance in tracking Security Threat Management, criminal investigations and enhanced PREA compliance

.

Revenue Source

General Fund	$14,922,845

Fiscal Impact Summary

General Fund –	
Personal Services	$ 0
Services & Supplies	12,000,000
Capital Outlay	2,922,845
Special Payments	$0
Total General Fund	$ 14,922,845

Note: See Appendixes and References section for additional breakdown

Staffing Impact (Solution #1 and Solution #2)

Positions	0
FTE	0.00

Benefit

Use of available technology will increase the potential of full compliance with the Prison Rape Elimination Act of 2003 and other ODOC safety and security concerns (CORE).

Risk

The primary risk of not implementing this technology is a continuation of current non-compliance the Prison Rape Elimination Act of 2003.

A secondary risk is the missed opportunity to meet several of the agency's CORE goals

Conclusions and Recommendations

Conclusions

The status quo provides the agency adequate information as to the occurrence and frequency of alleged incidents. However there is a need to move further into prevention of PREA incidents. The addition of metal detection technology will enable the agency to identify and intervene in the unauthorized transport and use of dangerous contraband. Implementing the use of Bracelet Tracking technology will greatly enhance control of AIC movement and further the agency's efforts to protect the AIC and staff populations. The technology installed to comply with The Prison Rape Elimination Act of 2003 will also benefit the Threat Management Team in their efforts to improve safety and security. Additionally, subsequent to an incident; investigator will have more reliable data at hand to back up their conclusions.

All of the suggested technology will greatly enhance the agency's ability to reach the goals of the CORE initiative. Safety of the public, institutions, staff and Adults in Custody will be improved.

Recommended Action

Policy Option Package (POP) 112 – PREA Technology Solutions: Needs approval.

Desired Timeline

Project Start July 2015
Project Completion June 2017

Consequences of Failure to Act

Failure to enhance current policies, procedures, monitoring and reporting tools with technology will result in continuation of preventable incidents. The ability to gather evidence of what actually occurred, rather than simply relying on questionable eye-witness testimony, will not be available.

Alternately; providing technology to ODOC staff will greatly increase the ability to prevent harm to AIC and staff. When an incident does occur and the requested technology is available to investigators; sufficient evidence will be available to determine and document what actually took place. This evidence will prove invaluable in prosecution, lessons learned and staff training.

Appendixes and References

Appendix 1

CORE Processes and Measurements

At a minimum; implementation of the PREA Technology will affect the highlighted CORE Processes and Measurements

(Extracted from the CORE Fundamentals Map)

OPERATING PROCESSES

OP1: Managing Safe Prisons — M. Gower

1. Maintaining secure custody/control
2. Maintaining safety of staff, inmates and others
3. Providing basic needs for inmates
4. Transporting inmates
5. Utilizing staff resources
6. Implementing PREA policy and awareness
7. Managing emergency preparedness
8. Role modeling, redirecting and reinforcing pro-social behavior
9. Providing adequate training for staff, inmates and others
10. Ensuring adherence to directives for staff, inmates and others

a. Group disturbances
b. Inmate Grievances
c. Inmate misconduct
d. PREA incidents (inmates)
e. PREA incidents (staff)
f. PREA standards
g. Security standards
h. Inmate assaults
i. Use of force

OP2: Preparing for Successful Release/Reentry — K. Brockamp

1. Assessing inmate risks and needs
2. Computing sentences
3. Determining appropriate housing for successful case management
4. Developing, managing and adjusting case plans
5. Providing treatment
6. Providing educational and vocational programs
7. Providing spiritual programs and services
8. Providing pro-social programs and opportunities
9. Managing transition and reentry
10. Planning for and releasing from custody

a. Education
b. A&D treatment
c. Cognitive treatment
d. Cognitive/A&D treatment
e. Housing
f. PO reach-In's
g. Birth certificates & social security cards
h. Work history
i. Religious services

OP3: Managing Inmate Healthcare — M. Gower

1. Assessing patients and planning healthcare
2. Delivering and managing mental healthcare
3. Delivering and managing medical care
4. Delivering and managing dental healthcare
5. Managing and coordinating offsite care
6. Maintaining licensure, training, and clinical performance
7. Managing the purchase/distribution of medication and supplies

a. Offsite medical healthcare
b. Continuous Quality Improvement
c. BHS Case Management
d. Clinical Competence
e. Pharmacy

OP4: Providing Inmate Work Opportunities — K. Jeske

1. Evaluating inmates upon entry for job readiness
2. Providing job readiness skills, resources and supportive services
3. Providing work experiences
4. Developing partnerships with community and business leaders
5. Connecting inmates to available community work resources
6. Working collaboratively with Community Corrections staff for reentry services

a. Providing DOC work experiences
b. Providing OCE work experiences
c. Providing DOC/OCE work experiences
d. Evaluating inmates upon entry for job readiness
e. Providing community work experiences
f. Providing job readiness skills, resources and supportive services

OP5: Connecting Inmates to Family and Community — K. Brockamp

1. Recruiting and managing volunteers
2. Providing opportunities for visitation
3. Providing and managing systems for inmate communication
4. Providing opportunities for mentoring contacts
5. Promoting pro-social supports and connecting to community resources throughout incarceration
6. Expanding enhanced family and community visits
7. Expanding access to outside vocational and educational partners
8. Providing information to families to help navigate through an inmate's incarceration

a. All Inmate visits
b. Friends and family visits
c. Volunteer
d. Parenting programs
e. Family functions
f. Telmate phone contacts
g. Inmates using Telmate

OP6: Managing Offenders in the Community — J. Stromberg

1. Assessing risk, need and responsivity
2. Developing and managing case plans
3. Prioritizing supervision strategies
4. Referring to appropriate programs
5. Maintaining contact in the community
6. Using appropriate interventions to motivate and hold accountable
7. Managing the Interstate Compact for Adult Offender Supervision

a. Assessments
b. Caseplans
c. Employment
d. Treatment participation
e. Restitution
f. Community service completion

SUPPORTING PROCESSES

SP1: Managing our Workforce — C. Popoff

1. Recruiting and hiring motivated staff
2. Providing training opportunities for professional development
3. Supporting staff wellness
4. Evaluating and responding to employee needs
5. Advancing employee succession and promotion
6. Negotiating and managing collective bargaining agreements
7. Encouraging a culture of inclusion

a. Workers compensation
b. Wellness activities
c. Hiring
d. Annual Training
e. Labor relations

SP2: Managing and Planning Finances — N. Allen

1. Planning for inmate capacity
2. Planning for capital projects
3. Acquiring funding
4. Managing spending
5. Providing financial information
6. Budgetary data reconciliation
7. Financial management training

a. Forecast accuracy
b. Projections
c. LFO fiscal impact statements

SP3: Managing Business Services — T. Dohrman

1. Providing IT and communication services
2. Maintaining facilities/managing real property
3. Maintaining security and other building systems
4. Managing warehouse operations and logistics
5. Providing inmate goods
6. Purchasing goods and services
7. Accounting for financial transactions
8. Accounting for inmate financial transactions
9. Managing environmental impact and sustainability
10. Paying and managing benefits for employees

a. BTU usage
b. IT service response time
c. Work order efficiency
d. Recycling
e. Canteen Sales
f. Canteen Net Income
g. Purchasing
h. Electronic Inmate deposits
i. Number of payroll defects
j. Amount of payroll defects
k. Inmate goods (Food)
l. Inmate goods (Supplies)
m. Inmate goods (Apparel)
n. Transportation expense

SP4: Mitigating Risk — L. Williamson

1. Investigating complaints
2. Managing security threats
3. Managing occupational health and safety
4. Protecting due process rights
5. Developing and sharing intelligence
6. Developing rules, policies and procedures
7. Preventing and responding to sexual assaults/ harassment
8. Managing litigation & reducing liability
9. Conducting audits and addressing deficiencies
10. Preparing for emergencies & disasters
11. Maintaining data integrity
12. Professionalism

a. Tort claims compared to actual lawsuits (Inmate)
b. Tort claims (Inmate)
c. Lawsuit costs (Inmate)
d. PREA response time
e. PREA audits
f. Security audits
g. Internal audits
h. Audit deficiencies

SP5: Engaging Stakeholders and Partners — E. Craig

1. Communicating with employees
2. Managing media relations
3. Working with elected officials
4. Communicating with and informing stakeholders
5. Responding to public records requests
6. Participating in councils and committees
7. Partnering with local communities
8. Coordinating events and recognitions

a. News coverage
b. Legislative requests
c. DOC general information inquires
d. DOC internet
e. Employee communication
f. Public records requests

SP 6: Utilizing Data and Research — P. Bellatty

1. Providing data to inform decision making
2. Developing and refining risk assessments
3. Administering and developing the data warehouse
4. Conducting research studies and present findings/ recommendations
5. Evaluating program effectiveness
6. Managing projects
7. Participate in the implementation of research findings/ recommendations
8. Evaluating external research proposals

a. Data warehouse days
b. Data warehouse hits
d. Warehouse users
d. Research studies

OM	Owner
OM 1: Staff Safety	L. Williamson
OM 2: Healthy Staff	M. Morrow
OM 3: Employee Engagement	T. Dohrman
OM 4: Community Supervision Success	J. Stromberg
OM 5: Recidivism	J. Stromberg
OM 6: Diversity in the Workplace	G. Sims
OM 7: Population Management	K. Brockamp
OM 8: Case Plan Adherence	K. Brockamp
OM 9: Inmate Safety	L. Williamson
OM 10:Public Safety	M. Gower
OM 11: Inmate Jobs	K. Jeske
OM 12: Inmate Health	M. Gower
OM 13: Financial Management	N. Allen
OM 14: Partner and Customer Satisfaction	L. Craig

KPM 1: Measure 17 Compliance
KPM 2: Completed Corrections Plan
KPM 3: Recidivism
KPM 4: Staff Assaults
KPM 5: Walk-a-Ways
KPM 6: Natural Gas Usage
KPM 7: Level 1 Misconducts
KPM 8: Secure-Custody Escapes
KPM 9: Unarmed Perimeter Escapes
KPM 10: Transitional Leave
KPM 11: Customer Service
KPM 12: Inmate Offsite Healthcare
KPM 13: Time Loss Days

Appendix 2

Summary of Costs

ONGOING vs START-UP COST ASSUMPTIONS - GENERAL FUND						
		Ongoing Costs	Start-up Costs	Total		
Technical Equipment	5200	120,711	362,134	482,845	482,845	Technology Solution #1- Eliminate Pat Down Searches A. Chair Metal Detector (Ranger Security BOSS II)
Technical Equipment	5200	142,500	427,500	570,000	570,000	B. Metrasens Metal Detector
Technical Equipment	5200	467,500	1,402,500	1,870,000	1,870,000	C. TSA Style Body Scanners
		730,711	2,192,134	2,922,845	**2,922,845**	
Expendable Prop 250-5000	4700	9,000,000	3,000,000	12,000,000	**12,000,000**	Technology Solution #2 – Replace Daily Count A. Tracking Bracelets by 3M
TOTAL		9,730,711	5,192,134	14,922,845	14,922,845	

DCR 004-19-01 Inspector General Administration		
Supplies & Services		
Expendable Prop 250-5000	4700	9,000,000
Exp Prop Start-Up	4700	3,000,000
Total Supplies & Services		12,000,000
Capital Outlay		
Technical Equipment	5200	730,711
Other Capital Startup	5900	2,192,134
Total Capital Outlay		2,922,845
Total Budget		14,922,845

Note: Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.

DATE ISSUED REPORT NUMBER

01/03/2011 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2010

Purpose
This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

02/01/2012 Audit Management Letter for Statewide Single Audit of Selected Federal Programs for the Year Ended June 30, 2011

Purpose
This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objectives of the statewide single audit were to: (1) determine whether the department has complied with laws, regulations, contracts or grants that could have a direct and material effect on the selected federal program, and (2) determine whether the department has effective internal controls over compliance with the laws, regulations, contracts and grants applicable to the selected federal program.

Recommendation
None

Response
No response required.

12/12/2011 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2011

Purpose
This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

02/10/2012 Agencies Ensured Contracts with Former State Employees Were Properly Awarded

Purpose
In response to a 2011 highly-publicized instance of questionable contracting practices, at the request of the Department of Administrative services, we began an audit of personal services contracts awarded to former state employees. We reviewed personal services contracts with former state employees at 10 agencies, as well as personal services contracting practices at a board and a commission.

Recommendation
No statewide recommendations and no recommendations specific to the Department of Corrections.

Response
No response required.

07/24/2012 Department of Corrections: Managing Security Personnel Costs

Purpose

The objective of our audit was to determine if the department could reduce personnel costs through better administrative practices.

Recommendation

We recommend that the department:

1. Ensure that the calculation and management of the post factor employ sound practices and the best, most reliable data available, such as:
    - Using actual employee payroll hours;
    - Assessing staff availability by institution and classification; and
    - Monitoring the post factor of individual institutions as well as the overall department post factor.
2. Revise current data collection methods for identifying overtime causes to allow more meaningful analysis. Specific examples include obtaining more information on unplanned workload, such as hospital watches, and using broad categories such as changes in workload, planned absences, unplanned absences, and vacant position as contributing factors to the need for overtime.

Response

Recommendation #1:

The department generally agrees. We are in the process of changing operational policies and practices with institution staff deployment offices, which will enable us to provide a more accurate reflection of individual staff assignments and overtime assignments. This will provide a more consistent application of DOC staff deployment practices and more accurately capture staff payroll hours, leave usage and reasons for overtime. This will also assist in placing staff in assignments based upon correct classification, as well as those staff having proper training credentials for certain post assignments.

The recommendation to monitor the post factor for individual institutions as well as the overall department would be beneficial in the assignment of overtime dollars. Breaking down leave by institution may assist those facilities who have a higher percentage of senior staff. The department would be best served by having a consistent relief factor for five-day and seven-day posts; staffing variances could be addressed with an overtime funding reallocation.

In regards to the methodology used in this report for calculating the relief factor for five-day and seven-day posts, the department would like to further explore how staff vacancies should be captured and calculated into the relief factor. While the use of actual payroll data captures the behavior of current employees, it overlooks the void created by holding positions vacant. A vacancy factor does reduce the availability of staff for post assignment. Vacant posts have to be covered by overtime or by assigning relief staff who would normally provide relief for staff on vacation, training or other types of leave. The position vacancy rate should be part of the relief factor. Taking “time needed to fill a vacancy” into account when developing the post relief factor is recommended in the National Institute of Corrections Net Annual Work Hours Model (Chapter 8, page 40).

The relief factor noted for staff training is also a concern. The department does not dispute the actual staff training of 25 hours for this period of review. However, we would like to recognize that due to severe budget reductions and constraints over the last two biennia, the department has consciously restricted training hours below the number of hours necessary to maintain a workforce that is well versed and prepared to respond to issues and challenges inherent in running correctional institutions. A long-term approach to staff training would include funding for 40 hours of annual in-service training for all veteran staff, a six-week training program for all new correctional officers, and hours for instructors. Finally, a comprehensive plan should include hours for specialty skills to provide for properly trained staff in the areas of Tactical Emergency Response Teams, Crisis Negotiators, Emergency Staff Services, and Honor Guard functions.

The relief factor calculation in this report included actual vacation hours rather than accrued vacation hours. DOC employees can bid all of the vacation hours to which they are entitled. If DOC management denies the requested vacation, the agency must pay the denied time out to employees. Therefore, DOC has a financial liability for all accrued vacation hours, whether taken as time off or paid out, which is why we respectfully disagree with the Secretary of State’s statement that we inappropriately requested policy option packages for post relief factor.

Recommendation #2:

The department agrees. As noted in the above recommendation, the recent change in the staff deployment policy and operational practices will provide a more consistent application and accurate reflection of staffing needs for individual institutions. Having staff deployment coordinators assign the majority of relief staff to vacant positions, reducing the

workload on shift supervisors, and reducing their need for discretionary assignments and movement of staff will assist the department in accurately capturing leave codes.

12/01/2012 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2012

Purpose

This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

8/6/2013 Department of Corrections: Treatment of the Highest-risk Offenders Can Avoid Costs

Purpose
Our audit objective was to determine whether the estimated benefits of providing substance abuse treatment to the highest-risk released offenders exceed the costs. We focused on the estimated benefits and costs associated with offenders released from 2008 through 2011.

Recommendation
We recommend the Department of Corrections management:

1. Work with county community corrections agencies and the Legislature to coordinate funding and track resources to provide substance abuse treatment for the highest-risk offenders wherever possible.

2. Explore utilizing expanded Medicaid funding for substance abuse treatment for released offenders and consider integrating Medicaid eligibility review into release planning.

Response

Recommendation #1:

The department agrees. The department will provide the legislature with information about how counties use community corrections grant-in-aid dollars. While the department does not direct or authorize how counties supervise offenders or appropriate dollars to specific programs, the department does provide research, data, and technical assistance to the counties on effective ways to assess offenders and balance resources between supervision, sanctions, and services.

Recommendation #2:

The department generally agrees. For the majority of offenders in the community corrections system, counties determine eligibility for Medicaid and all other federal and state funding-match programs. However, in Linn and Douglas counties, the Oregon Department of Corrections directly supervises offenders and strives to enroll offenders in Medicaid whenever possible.

The department also agrees that Medicaid eligibility determinations need to be incorporated into release planning, and we are working with the Oregon Health Authority to explore a two-phase implementation process.

Additionally, the department is hiring a re-entry benefits coordinator who will focus on developing processes to pre-qualify inmates nearing release for Medicaid, Medicare, veterans' benefits, social security, and other such benefits for which they may qualify. This position will also serve to ensure releasing inmates are effectively linked to these and other supportive services.

12/31/2013 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2013

Purpose

DATE ISSUED | REPORT NUMBER

This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

JOINT LEGISLATIVE AUDIT COMMITTEE

None

Affirmative Action Plan

A. Department Affirmative Action Policy

Each year all managers are required to review DOC's Equal Employment Opportunity/Affirmative Action policy. A memo from the Department director is also sent out to all managers and posted on employee bulletin boards annually affirming the agency's commitment to EEO and Affirmative Action (AA) as well as the Department's commitment towards a work environment free from hostility, harassment or any type of discrimination.

DEPARTMENT OF CORRECTIONS
Human Resources Division
DOC Policy 20.4.1: Equal Employment Opportunity and Affirmative Action
Effective: 02/24/12
Applicability: Applicants and State Employees
Directives Cross-Reference: State Administrative Policy 105-40-001

I. PURPOSE

The department is committed to achieving a workforce that represents the diversity of Oregon and being a leader in providing fair and equal employment opportunity for all interested applicants and its employees.

II. POLICY

a. Supervisors shall insure:
   i. Equal employment opportunities are afforded to all applicants and employees by making employment related decisions that are non-discriminatory.
   ii. Employment practices are consistent with the state's Affirmative Action Plan and state and federal laws to:

1. Promote good faith efforts to achieve established department affirmative action goals, which include persons with disabilities;
2. Take proactive steps to develop diverse applicant pools for position vacancies and assess the diversity of an applicant pool prior to closing a job announcement; and
3. Make a good faith effort to have diverse representation on screening and interviewing panels to include representation of employees outside the work unit doing the hiring.

b. Persons who believe they have been subjected to discrimination by the department in violation of this policy may file a complaint with the department's Human Resources Division within 30 calendar days of the alleged act, upon knowledge of the occurrence, or when the person should have known.

III. POLICY CLARIFICATION

a. Employment related decisions include, but are not limited to: hiring, promotion, demotion, transfer, termination, layoff, training, compensation, benefits, and performance evaluations.
b. Diverse applicant pools are developed by using proactive steps in outreach strategies which generally include targeted newspapers, professional organizations, employee networks, community organizations, and resume banks.
c. The Department of Administrative services statewide automated affirmative action system establishes goals for each EEO category and ethnic group for the Department of corrections.
d. Nothing in this policy precludes any person from filing a formal grievance/complaint in accordance with a collective bargaining agreement, or with the state's Affirmative Action Office, the Bureau of Labor and Industries, or the Equal Employment Opportunity Commission.

IV. IMPLEMENTATION

This policy shall be adopted immediately without further modification.

B. Agency Diversity and Inclusion Statement

The Department of Corrections, including, all staff and volunteers believes that diversity and inclusion are essential and critical to successfully achieving the Department of Corrections mission. This is a business imperative that is required for the Department of Corrections as we continue to grow and build new institutions in new communities. Corrections staff, and volunteers must reflect all of the different cultures that proudly make up our State

We remain deeply committed to promoting and maintaining an environment that is respectful of all persons despite differences in age, citizenship, disability, ethnicity, gender identity or expression, geographic origin, language, marital status, nationality, race, religion, sexual orientation, or socioeconomic status. Every employee will have an equal opportunity to contribute in significant ways to the effectiveness of the organization. Our employees will be highly regarded for valuing others and promoting the right of every person to reach his or her full potential; that means integrating our values into our daily interactions and behaviors.

C. Training, Education and Development – Education Overview

Due to the current budget limitation training in the Agency has been curtailed to mandatory training. The Department of Corrections Professional Development Unit is developing training alternatives that will still meet the needs of the organization without cost. Through WebEx, computer based training, and mini trainings.

<u>New Employee Orientation (ongoing)</u>

The department offers 40-hours of New Employee Orientation (NEO) program to all employees new to the department along with prior employees who have been away from the department for two years or more and full-time contractors. The NEO program is designed to provide new employees base-line information on the mission, vision, values, concepts, principles, policies and rules of the agency,

focusing on the Oregon Accountability Model. Selected functional units, such as Inmate Workforce Development, Security Threat Group Managers, and Emergency Response Managers provide information pertaining to their responsibilities. Skill-based training such as CPR and First Aid is also included. Newly hired staff are expected to successfully complete the NEO program within their trial service period. Additionally, custody series staff are expected to complete the DOC NEO before attending the Department of Public Safety Standards and Training (DPSST) Basic Corrections Academy.

Annual In-Service (limited to 8 hours)
Each annual 40-hour training program is designed to meet the training requirements for both custody and non-custody employees and contractors. The programs design is based on employee surveys, focus group results, outside regulatory agency requirements, and training need assessments, and the program's design and presentation is intended to further the department's mission and goals while strengthening teamwork and communication among and between staff and functional units.

Preparation for Supervision (suspended)
This 32-hour National Institute of Corrections course effectively serves as an introduction to supervisory concepts and is designed for those staff who might be seen as or who want to be considered for the next generation of department management.

Management In-Service (suspended)
Each year a variety of subjects are delivered which are specific to the needs and duties of department management employees. This 16-hour intensively interactive course provides participants with a standard set of knowledge and skills focusing on leadership and decision-making, communication, management of security, legal issues, ethics, and personnel procedures.

Contractor Orientation (ongoing)
This one-day program, specifically designed for the part-time contractor (less than 20 hours per week), provides the information needed for them to work within the department in a manner that is both safe and constructive for the worker, the inmates, and other staff with whom they will have contact. The program includes presentations on work-place safety, professional conduct, working with inmates, including special-need inmates, and institution security practices and protocols.

Director's Academy (suspended)
The Director's Academy is a one-week long training for management service employees. The agency Executive Management Team, including the director, deputy director, and assistant directors, are the presenters of these leadership classes.
Development and Leadership Work Plan (LWP)

At the start of each new performance evaluation cycle, all ODOC managers/supervisors meet with their subordinate staff for a performance evaluation and review of the past year, and develop new goals and objectives for the coming year. The LWP can be integrated into that cycle or can be customized for each staff member at a mutually agreed upon time during the year.

The purpose of this work plan is two-fold:

- To further career growth. ODOC is committed to helping each employee reach his/her full potential. Exploring and discussing career aspirations and goals with subordinates is part of a supervisor's job, but should also come at the behest of any member of the DOC staff interested in career development.
- For succession planning purposes. ODOC is committed to preparing staff for future appointments to key positions in the department by offering appropriate training and development activities. If the employee is in a career path, or interested in future appointment to one of the departments key positions, he/she should be advised about the type of knowledge, skills, abilities and leadership qualities management will be looking for in the candidate field. The training and activities should relate to helping the candidate master those requirements in an effort to become as competitive as possible for those future leadership opportunities.

A set of leadership qualities each candidate should possess in order to be successful for key positions follows. Not every target group contains key positions, but all are valid career paths.

Volunteers

There are currently about 2,100 active volunteers who come in regularly to provide service to the incarcerated. They come from every race, socio-economic background, religious/spiritual tradition, educational background, marital status, sexual orientation and culture. Men and women are almost equally represented as volunteers. Their common bond is the desire to make a difference.

Each volunteer is required to complete a self-paced training module and four hours of classroom training. The training emphasizes the need to treat everyone with respect and to treat all inmates the same. Religious volunteers are taught that they may not discuss any religious/spiritual tradition but their own. They must refer questions about another tradition to a volunteer from that tradition. Volunteers are made aware that there is a prison culture and how to be effective within that culture.

Quarterly, we publish a Volunteer Newsletter. The purpose of the newsletter is to continue training through targeted articles. The last issue in 2007 featured an article written by the wife of a Hispanic inmate in which she talked about the effects of incarceration on her and her children. The 1st Quarter 2008 newsletters dealt with mental illness in our inmate population. The third quarter newsletter presents the issue of children of incarcerated parents.

It is the goal of the volunteer program to recruit volunteers who best meet the needs of the incarcerated without respect to race, gender, culture, sexual orientation or religious/spiritual background. It is also our goal to promote understanding and tolerance.

D. Programs

Recruitment Programs

Interview Panels Managers and selecting officials will make every reasonable effort to ensure that interview panels are diverse. The department will ensure both hiring and promotion panels, where practical, have membership composed of racial/ethnic and gender diversity. In order to maintain some neutrality for hiring and promotions to management and executive level positions, the panel should include at least one member from outside the functional unit where the vacancy exists. The department provides a Supervisor's Recruitment Guide for hiring managers that delineates the appropriate process for selecting and setting up interview panels.

Newspaper Advertisements

In an effort to reach a broad range of job applicants, staff in Human Resources Recruitment and Background Investigations may place ads for vacant positions in major local newspapers within the state such as The Oregonian, The Statesman Journal, The East Oregonian, The Eugene Register Guard, The Hermiston Herald, the Argus Observer, Malheur Enterprise, Baker City Herald, The Record Courier, La Grande Observer, and the Democrat Herald, just to name a few. Newspapers designed to reach all populations will be used. These publications include EL Hispanic News and the Goal Latino for Hispanics; The Asian Reporter for Asians; The Skanner and The Portland Observer for African Americans. Provided there are sufficient funds, national papers published by minority organizations, such as EOE Journal and Affirmative Action Register, may be used as well. Note: Advertisements will be placed when economically feasible.

Online

The department will use on-line web sites such as SHRM, Salem News, Craig's List and Monster.com to broaden the range of job applicants.

Job Information Fairs

The department will participate, when financial and staffing resources permit, in a multitude of job fairs held around the state focusing on women, people of color, and people with disabilities.

College/University Career Days

Employees of the department will attend college and university career days and job recruitment functions, as staffing and finances allow. Each institution will make staff available to attend career days held at community colleges and universities located in their geographical area of the state. Recruitment and Career Services staff has visited with various schools throughout the state.

The department School-to-Work Coordinator coordinates the agencies participation in the School-to-Work week in April that invites students to accompany their parents to work. There is participation throughout the department in providing student with career exploration activities.

Slide Show
The department has developed a new slide show showing staff working in some of the primary institutions and in the administration. The slide show is an information tool for showing at career days and job fairs.

Policies
The Human Resources staff will ensure that the department's formal, written procedures on selection includes statements to the effect that appointing officials are to seriously consider gender and ethnic status in hiring and promotion decisions where positions exist which are seriously under-represented and the affirmative action goal in this plan has identified this particular job group.

Vacancy Type and Order
Where affirmative action goals have been established for the particular classification and representation remains clearly below parity standards, the first priority when considering the type of application to develop, is open competitive. The second would be for advertising the position as a statewide vacancy. Managers should justify reasons to open announcements that are limited to agency promotions. There are a considerable number of potential applicants in the state labor force with work experience in public safety occupations. The diversity of candidates will be increased considerably by opening up the majority of announcements to job applicants in the public arena.

Applicants with Disabilities
Job applicants with severe disabilities work with a Job Match Coordinator at the Department of Administrative Services, or a Vocational Counselor to learn of job openings through the H.I.R.E. Program. The H.I.R.E. Program maintains a database of qualified applicants with disabilities and provides it monthly to agencies for their consideration. The department has facilitated numerous referrals from the H.I.R.E. Program. Recruitment staff meets with Vocational Rehabilitation Counselors regularly to discuss department openings. Additionally, the Recruitment and Career Services staff provides informational interviews to applicants with disabilities interested in qualifying for department career opportunities.

SB 822 Veteran's Points:
SB 822 established the manner in which state agencies provide preference to qualifying veterans or disabled veterans in scored or un-scored employment application processes (ORS 408.225-235). In order to be compliant with SB 822, both the recruitment unit and the hiring managers have responsibilities.

- ***Recruitment Unit:*** In the initial application screening, the recruitment unit determines if applicants are eligible for veterans or disabled veterans preference points. Eligible veterans will have the appropriate points designated upon the certification list you receive.

- ***Hiring Manager:*** Hiring Managers review their certification lists to determine who they will be interviewing. In a scored screening, the veteran's points must be taken into consideration when determining where to cut off the certification list. In a non-scored screening, all veterans are interviewed.

Community Organization Outreach
The department will maintain a list of minority and women's organizations around the State. For vacant positions showing a serious under- representation of women or minorities, the Recruitment and Career Services Unit will mail job announcements to appropriate community organizations, if they are not getting state vacancy lists or announcements from HRSD, recruitment.

Contact with organizations representing the special interests of people of color will be maintained by having staff from the department attend group meetings and conferences. In addition, the intent is to have senior staff represented at key, influential and large statewide organization conferences which address minority community and employment issues. Staff will pursue the opportunity to meet personally with officials representing minority organizations.

Training Programs
The Department spends a considerable amount of resources on staff training. In making decisions as to who will attend training other than mandatory DOC training, women, people of color and/or people with disabilities will be considered if that career field is clearly under-represented by members of protected classes or if it will enhance the prospects for career advancement and if it provides the Department with an employee developing a needed job skill.

Leadership/Supervisor Training
The Department has developed a Director's Academy leadership training program and is developing a new supervisor training program to be called Management Basic Training. Topics to be covered in the new supervisor training will include affirmative action, diversity, and ADA issues. The leadership training program covers a broad range of subject matter and includes a focus on interpersonal relationships and valuing others. An online resource titled the Human Resource Quick Reference Guides speaks to the topics of Cultural Competency as well as provides links to both the Department's AAP and the State of Oregon AAP, and will be published in 2009.

In-Service Training
Annual in-service training includes a segment on valuing others.

DOC Strategic Initiative-Cultural Competency
The Department has identified Cultural Competency as a Strategic Initiative. A work group has been formed to further promote the work of the AAP. A major part of this work group's plan in promoting Cultural Competency is a strong training effort.

Work Environment Programs
The department will continue to develop ways to maintain a positive and supportive work environment to benefit all employees and the department relative to equal employment opportunity, affirmative action and cultural diversity. Emphasis will be placed on the importance of the department's Promotion and Maintenance of a Respectful Workplace policy, which prohibits harassment and discrimination in the workplace.

Exit interviews
In order to determine if there are problems, patterns, or trends affecting women or minorities in a disparate manner, an exit interview process has been implemented. The results of these exit questionnaires will be reviewed by the Recruitment and Career Services Administrator and will be reported to the Executive Management Team members and functional unit managers as needed.

Other Programs
Reports: The department's Affirmative Action Officer will review affirmative action goals and the progress of the entire department, on a quarterly basis. This person will develop and distribute to managers a report based on the DAS Affirmative Action Progress Report, summarizing workforce statistics, on a semi-annual basis.

Correctional Officer Hiring Trends
Since correctional officer hiring represents the largest volume, entry level position in the department, a study has been implemented to track selection trends. The test criteria were reviewed to determine if inequities or bias exists for members of protected classes. Data gathered provides numbers and percentage of women and people of color who apply, the numbers which failed the entrance exam, the number interviewed, the numbers and percentage of women and people of color who failed the interview, the pass/fail rate for background checks and the pass/fail rates of physicals. The numbers and percentage of women and minorities who were hired will also be determined. If there is sufficient data and enough staff time, a follow-up study will be done to determine how many of these hires completed trial service as a correctional officer. This study will follow the "Uniform Guidelines on Employee Selection Procedures" of the Equal Employment Opportunity Commission (29 CFR 1607).

Position Descriptions
As position descriptions are written and/or revisions made, conditions which might limit or restrict people with disabilities from consideration will either be eliminated or will be clearly justified on the basis of essential duties and basic requirements of the job. Only where there are bona fide requirements should duties be identified which might limit people with disabilities from consideration. Human resources analysts, classification and recruitment staff are to work closely with managers and supervisors to ensure that position descriptions are not inadvertently biased against people with disabilities. Position descriptions of all managers in the department will include affirmative action language.

Bilingual Pay Differential

The department will continue to utilize certain staff members to provide language skills for communication and translation purposes. The position description must clearly specify this duty in order to receive pay differential.

Additional staff members need to be identified who have these skills and who can provide translation services. Since a large portion of the inmate population speaks Spanish and languages other than English, there are important safety and security reasons to expand the number of staff members who can exercise these special skills. In the future, the department will consider ways in which specific positions are identified for which language skills are a job requirement, so they can be used for target recruiting and advertising.

Special Observances

Functional unit managers are encouraged to address cultural diversity awareness issues through topics at staff meetings, planning special observances in recognition of minorities, encouraging staff participation in special events in the community related to minority heritage and in special training sessions. The emphasis will be placed on resolving problems, combating stereotypes and highlighting the advantages of cultural diversity.

The types of observances include, but are not limited to Women's Equality Day, Martin Luther King Jr. birthday (January), Cinco de Mayo (May), Native American Indian Heritage Month (September), Women's History Month (March), Black History Month (February), Asian Heritage Month (April or September), Disabilities Month (October), and National American Indian Heritage Month (November).

E. Executive Order 12-03

Status

Technological advances now connect the world's peoples in unsurpassed methods and numbers. Those advances have contributed to Oregon's labor pool diversity and our on-going need to recruit and retain a skilled workforce. Accordingly, it is imperative that we maintain a culturally competent organization. The demographics of today's workforce continue to change as do the demographics of our inmate population. To maintain a viable workforce that interacts with each other, the public and the inmate population in a culturally healthy fashion, the Department of Corrections must embrace the competitive edge found in employees with diverse skills, perspectives and backgrounds.

During the 2009-2011 Biennium, the Department's Director assigned a manager to create a cultural awareness and diversity program within the department. The Cultural Awareness & Diversity Manager reports directly to the Director/Deputy Director and works closely with the Human Resources Division to coordinate and respond to affirmative action, cultural awareness and diversity issues.

Methods and Findings

The Department first created the Cultural Competence Project in 2007 with the purpose of creating a department-wide, sustainable Cultural Competency Program. A moderate amount of difficulty was encountered when attempting to define what cultural competence should mean within the Department of Corrections and how it should look within the framework of a statewide program. The creation of the Cultural Awareness & Diversity Manager position helped bring focus to the area. The Cultural Competence Project was renamed the Cultural Awareness & Diversity Project and members have identified several ideas and recommendations for the statewide program. Members have also attended the mandatory 8 hour Cultural Competence training conducted by the Department of Human Services in order to broaden their understanding of the issues, tools and resources that accompany organizational management.

Evaluation of the Current Organization State

The state of the Department as it relates to diversity and cultural competency is still very complex. The economic downturn and budget constraints have curtailed expenditures in all areas and challenged the Agency to accomplish more with less.

In 2002, the department created and distributed a cultural awareness survey to help assess the status of the department related to cultural awareness and diversity. Unfortunately there was no one available to interpret the data and finalize a report for review and consideration. In 2009, the department was able to prioritize the survey results and create a report establishing a baseline. A second survey was distributed electronically and in paper format in July 2010 and the subsequent data will be reviewed by the Project Team to analyze the department's status and make specific recommendations around training, recruitment, and conflict-resolution.

Other accomplishments include copying and distributing the 2011–2013 Biennium Affirmative Action Plan to all superintendents and functional unit managers within the Department of Corrections, placing the Plan on the website, a message to DOC staff about the availability of the Plan, and an article shared with DOC volunteers in the Volunteer newsletter.

After a deliberate change from "Cultural Competence" to "Cultural Awareness", the Cultural Awareness Project Team drafted a definition of cultural awareness for inclusion in the strategic plan:

Cultural awareness is an understanding and respect for each individual's unique cultural history in ways that foster and promote ongoing personal growth.

By recognizing and adjusting behavior to be respectful of each person's cultural norms and differences, we will increase the effectiveness of communication and the quality of service, thereby producing better outcomes.

Recommendations

The Cultural Awareness Project Team meets monthly and is very close to completing a Strategic Plan that will be forwarded to the Department's Policy Group for approval and implementation. Recommendations to date include:

- Definition of cultural awareness for the Department (as noted above).
- Develop a statewide Cultural Inclusion & Awareness Council comprised of high-level Department employees and labor leadership.
- Incident review – look for trends;
- Initiatives from functional units;
- Make recommendations for training, programming, policy review,
- revision and addition; guest speakers, events planning, and;
- Recruitment & retention review and recommendations.
- Receive updates from worksite committees.
- Require that each functional unit establish a Workplace Cultural Inclusion & Awareness Committee. Members would be selected by the functional unit manager based upon:
- Employees in good standing;
- Demonstrated aptitude and/or willingness to promote inclusiveness or problem solving in the workplace;
- Reflective of the demographics of the workforce;
- Each workplace committee to be comprised of 3-11 members;
- Recommend that membership be comprised of:
- Managers
- Represented staff
- Labor
- Creation of a webpage on the Department's website.
- Training of selected individuals throughout the state who could function as "peer support" when an employee is having difficulties in this area.

These recommendations may or may not be approved through the DOC Policy Group, or may go through several evolutions. It is certain, however, that there will be some progress made around cultural awareness and diversity as two institutions have already requested assistance in establishing a Workplace Inclusion & Awareness Committee. Additionally, while the Department has cancelled all but required security training for 2011, it is still possible DOC staff may be able to build a small computer-based curriculum and make it voluntary for staff participation.

Exit interviews In order to determine if there are problems, patterns, or trends affecting women or minorities in a disparate manner, the Department of Corrections uses the statewide exit interview survey administered by the Department of Administrative Services.

The results of these exit surveys will be requested quarterly and reviewed for patterns of disparate treatment by the Agency Affirmative Action Officer. The results of that review will be presented to the Human Resource Executive team and if patterns of disparate treatment are identified appropriate action will be taken with the specific management team. In the case of patterns of positive comments those findings will be shared with other Divisional Management teams to be implemented agency wide. These results will also be presented to the Agency Director and the other members of the Policy Group team in conjunction with the quarterly affirmative action statistics.

In 2005 all management service position descriptions were audited to ensure diversity language was a criterion for evaluation annually. All management service employees continue to have diversity activities evaluated annually. Management service performance evaluation training is being delivered with affirmative action, diversity, cultural competency performance and documentation being a key aspect of the training.

F. Status of Contracts to Minority Business (ORS 659A.015)

ORS 659A.015 Affirmative action reports to include information on contracts to minority businesses. In carrying out the policy of affirmative action, every state agency shall include in its affirmative action reports under ORS 659A.012 information concerning its awards of construction, service and personal service contracts awarded to minority businesses.

- The Oregon Department of Corrections (ODOC) Purchasing and Contracts complies with all rules and policies pertaining to contracts and agreements with qualified Minority, Women, and Emerging Small Business (MWESB) businesses. The agency Purchasing and Contracts Unit use the Department of Administrative Services, Oregon State Procurement Information Network (ORPIN) system to look for potential vendors and adhere to the appropriate rules. All ODOC contracts and agreements are listed on ORPIN.

- Currently the Department of Corrections as of June 30, 2012, be it Goods and Commodities, Trade Services, Personal Services, A and E or Public Works/Public Improvement, has awarded 14,462.44 to Minority Owned Businesses:

In addition to these contracts the Department of Corrections is a monetary contributor to the 2012 Annual Diversity Conference.

Section III.

Roles for Implementing the Affirmative Action Plan

A. Responsibilities and Accountabilities:

The success of the Affirmative Action Program depends upon commitment and leadership of employees at all levels of the organization.

1. Department Director and Executive Leadership Team

- Implement the policy and Affirmative Action Plan.
- Monitor progress toward meeting Affirmative Action Plan goals and objectives.
- Ensure compliance with all applicable federal and state laws, rules, and regulations.
- Ensure division administrators understand they are responsible for participating in and promoting affirmative action activities and for communicating this same responsibility to their subordinate managers and supervisors.
- Establish a positive climate for program success within their sections.
- The effectiveness of managers and supervisors in promoting the affirmative action activities, goals, and objectives for DOC will be included in the annual performance appraisals.
- Become thoroughly familiar with the details of the Affirmative Action Plan as they apply to their section/unit, and monitor progress of hiring and promotions, in relation to goals.

Internal Monitoring and Evaluation

The Assistant Director for Human Resources has overall responsibility to ensure the agency is following Equal Opportunity and Affirmative Action guidelines of the EEOC and the Governor's Office of Affirmative Action. Human Resources policies and practices will be reviewed for compliance.

2. Human Resource Personnel

- The Human Resources Managers/Analysts serve as technical advisor to assigned functional units ensuring compliance with policies.
- Provide and/or refer employees for counseling related to informal discrimination complaints.
- Maintain statistical information on race, sex, and disability with respect to personnel actions.
- Assist management in ensuring administration of union contracts are in a nondiscriminatory manner.
- Assist management in ensuring internal discrimination complaint procedures are followed.
- Attempt to resolve all discrimination and sexual harassment complaints within assigned units.
- Conduct civil rights investigations where appropriate.
- Maintaining a readily available copy of the AA plan for employees to read
- Hold regular discussions with section managers to be certain they understand and follow the Affirmative Action Plan.
- Ensure that affirmative action implementation activities carry out, as they apply to the units.

3. Managers and Supervisors

- Take steps to select, retain and promote people of color, people with disabilities, women and other protected classes.
- Provide tools and resources for employees to interact with each other from all backgrounds.
- Create and promote a work environment that is free from any kind of hostility or unwelcome behavior.
- Promote Cultural Awareness.
- Attend, and encourage employees to attend, EEO/AA training programs.
- Assure staff members are aware of the department's discrimination complaint process, and the appropriateness of using it without fear of retribution.
- Establish a positive climate for program success within their sections.
- Assist the EEO/AA Coordinator with identifying problem area and improve employment opportunities for protected classes.
- Involve the manager or supervisor in strategies to evaluate the unit's work force, develop goals for the fair representation of women, people with disabilities and minorities, and sketch timetables for achievement of those goals.
- Evaluate subordinate manager or supervisor annually on his/her contribution to the establishment of a culturally competent work environment.
- Adhere to DOC policy of equal employment and ensure all employees understand and support these principles.
- Attend meaningful activities related to cultural competency:
    - Training, Workshops
    - Workgroup Meetings
    - Culturally-specific activities.

4. Affirmative Action Officer

- Develop and update AA Action plans.
- Work with HR managers to identify improvements to affirmative action, eliminating inequalities and improving equal employment issues.
- Create, review and discuss affirmative action progress with Executive Management.
- Coordinate with PDU to develop diversity training improving competency towards affirmative action issues.
- Include articles in the department newsletters, "Corrections Briefings" and "Corrections News", which express the director's commitment to promoting a diverse workforce and environment. Articles relating to equal employment opportunity, affirmative action, and the ongoing development of a diverse workforce, and the efforts and progress made toward meeting department goals in these areas are some examples. Ensure that newsletter articles about employees are non-discriminatory in their portrayal of employees' gender, ethnic heritage, disability, or other non job-related characteristics.

- Work whenever possible with community groups and leaders assuring the department is an agency known as committed and responsive to affirmative action and cultural diversity values.
- Review hiring and promotion patterns, training programs, job descriptions, and work assignments to identify and remove any barriers to equal employment opportunity.
- Develop the written Affirmative Action Plan and Publicize its content internally and externally.
- Keep management informed of the latest developments (law and rule changes, etc.) in the EEO/AA area and measure the effectiveness of the department's program.
- Determine the degree to which the department has attained goals and objectives, indicate need for corrective action if necessary and provide such information to the director, deputy director, and assistant directors on a semi-annual basis.
- Provide an annual update of the Affirmative Action Plan to department administration.
- Serve as a liaison between the department and minority organizations, women's organizations and community action groups concerned with employment opportunities of women, people of color, and people with disabilities.
- Receive complaints of discrimination from employees and applicants with the department Attempt to resolve internal discrimination and sexual harassment complaints and serve as a liaison between the department and Civil Rights enforcement agencies (EEOC and BOLI).
- Keep the Assistant Director, DOC Human Resources Division, and the DOC Director informed of complaint activity and provide advice to the Assistant Director, DOC Human Resources Division and staff on discrimination complaint cases.
- Monitoring affirmative action activity;
- Identifying weak areas of recruitment;
- Improving identified weak areas;
- Identifying long term trends;
- Tracking the retention and departure rates of employees who are women, people of color and people with disabilities; and
- Identify effective affirmative action activities.
- Manage the Affirmative Action Plan and implementation.
- Recognize policy needs and initiate necessary policy changes.
- Review quarterly, the progress the department is making toward achieving their affirmative action goals.
- Recommend the annual goals to the Executive Staff.
- Provide oversight and review of all civil rights (Title VII) complaints of discrimination in employment.

Internal Monitoring and Evaluation

The Legal Affairs and Affirmative Action Manager has the responsibility of monitoring, evaluating, and reporting the effectiveness of the Affirmative Action Plan and gives advice and makes recommendations to the Assistant Director for Human Resources and to the Executive Management Team and/or Functional Unit Managers, as needed.

Methods for Monitoring and Reporting the Affirmative Action Program

- Maintain affirmative action reports, guides, records, and statistics;
- Analyze statistical reports;
- Evaluate manager's performance in all areas of diversity and affirmative action;
- Determine what interview and selection methods are appropriate for each recruitment;
- Compare the number of women, people of color, and people with disabilities hired to the department's goals;
- Discuss employee performance or retention problems with supervisors to identify methods for improvement;
- Conduct exit interviews to learn the reason for resignation and how the department might improve working relationships if applicable; and
- Report on an annual basis to the director of department the progress and efforts made toward accomplishment of goals and objectives, and recommendations for improvement, if necessary.
- Brief administrators and executive staff annually on workforce composition and Affirmative Action progress.

Assessment Tools

- Affirmative action reports generated quarterly by DAS; and
- Statistics on number of BOLI, EEOC and tort claims filed alleging discrimination or harassment.

5. All Employees

- Maintain a work environment free from harassment of any kind, and report barriers to affirmative action existing within offices/sections to the appropriate Department of Corrections Human Resources Analyst (includes incidents of reported or known harassment on the basis of sex, race, color, national origin, religion, age, mental or physical disability).
- Must support the Departments policy to equal employment and diversity, while creating a positive work environment for all stakeholders.
- Establish a work environment and culture both supportive of cultural diversity and responsive to customers in the service area.
- Put forth individual efforts and achieve results in Equal Employment/Affirmative Action objectives, and have these evaluated via the performance appraisal process.

Section IV.

Accomplishments July 1, 2011–June 30, 2013

A number of initiatives that support and promote our Equal Employment Opportunity (EEO)/Affirmative Action (AA) efforts for increasing awareness, transparency and participation have been and will continue to be undertaken. Although the Department's overall workforce composition has remained comparatively consistent for representation of women and for people of color as compared to the previous biennium we will continue to enhance training materials, web pages and other outreach activities in an effort towards attracting and hiring diverse applicants.

The statistics used for the Department of Corrections Affirmative Action Plan established for the following 2011–2013 accomplishments were gathered from data provided by the Department of Administrative Services as of June 30, 2012. The quarterly statistics are available to all department employees to view in the department's public folders. The Affirmative Action Plan is a key component for the ongoing diversity development efforts for DOC. We will continue to strive for improved representation by hiring, retaining and promoting women, people of color and people with disabilities.

Table 2
DOC Total for Women under parity as of June 30, 2012 is as follows:

Title	Total Positions	Filled By Women	Parity	Under Parity
Upper Management (Salary range 24+)	181	67	87	-20
Lieutenant/Captain	148	23	28	-5
Computer Analyst	77	22	28	-6
Social Services	168	84	111	-27
Inspector/Investigator	20	6	12	-6
Corrections Officers	2290	414	530	-116
Para-Professional	35	14	25	-11
Skilled Craft	96	1	22	-21
Service/Maintenance	249	71	109	-38
Physician/Dentist	43	8	15	-7
Hearings Officers	10	4	5	-1

Although under parity, the Department of Corrections continues to make it an on-going Affirmative Action Plan goal to close the gap, seeking and hiring candidates that would contribute positively to a diverse community.

Table 3
DOC Total for Women above parity as of June 30, 2012 is as follows:

Title	Total Positions	Filled by Women	Parity	Over Parity
Purchasing Analyst	12	9	6	3
Personnel/Employment	42	27	25	2
Administrative Support	374	337	298	39
Accounting/Finance	20	13	12	1
Research	4	3	2	1
Program Analyst	73	47	40	7
Nursing	293	221	207	14
Technicians	84	64	60	4

Table 4
DOC Total for Women 2010 vs. 2012 comparison

EEO-4 Category	Total Employees 6/30/2010	Number Women 6/30/2010	Total Employees 6/30/2012	Number Women 6/30/2012
Officials/Administrators	198	68	181	67
Professionals	932	475	911	468
Technicians	86	64	84	64
Protective Service Workers	2364	447	2290	414
Paraprofessionals	33	12	35	14
Administrative Support	389	361	374	337
Skilled	102	2	96	1
Service/Maintenance	258	71	249	71
TOTAL AGENCY	4362	1500	4220	1436

The Department's overall workforce composition has remained steady for the representation of both women and for people of color. As of June 30, 2012, the total representation of women is at 34.02 percent.

Table 5

DOC Total for People of Color under parity as of June 30, 2012 is as follows:

Title	Positions	Filled by POC	Parity	Under Parity
Upper Management (Salary range 24+)	181	21	46	-25
Lieutenant/Captain	148	16	27	-11
Computer Analyst	77	8	15	-7
Social Services	168	20	36	-16
Inspector/Investigator	20	3	6	-3
Para-Professional	35	5	10	-5
Skilled Craft	96	10	19	-9
Service/Maintenance	249	19	44	-25
Physician/Dentist	43	4	5	-1
Purchasing Analyst	12	0	1	-1
Personnel/Employment	42	25	35	-10
Administrative Support	374	42	67	-25
Program Analyst	73	6	20	-14
Nursing	293	25	35	-10
Technicians	84	11	15	-4

The representation of people of color within the Department has remained steady at 11.54 percent. The Department of Corrections continues to take proactive steps at promoting and recruiting people of color and will vigorously strive towards reaching our goals of parity.

Table 6
DOC Total for People of Color over parity as of June 30, 2012 is as follows:

Title	Positions	Filled by POC	Parity	Under Parity
Corrections Officers	2290	287	257	30
Hearings Officers	10	2	3	1
Accounting/Finance	20	4	5	1
Research	4	1	1	0

Table 7
DOC Total for People of Color 2010 vs. 2012 comparison

EEO-4 Category	Total Employees 6/30/2010	Number POC 6/30/2010	Total Employees 6/30/2012	Number POC 6/30/2012	Change in number of POC
Officials/Administrators	198	22	181	21	-1
Professionals	932	95	911	92	-3
Technicians	86	11	84	11	0
Protective Service	2364	284	2290	287	3
Paraprofessionals	33	5	35	5	0
Administrative Support	389	43	374	42	-1
Skilled	102	8	96	10	2
Service/Maintenance	258	20	249	19	-1
TOTAL AGENCY	**4362**	**488**	**4220**	**487**	**-1**

The Department of Corrections has been able to maintain parity within the corrections officer series, which is the largest job classification in corrections as well as the Hearings Officer, accounting/Finance and Research job classifications.

Table 8
DOC Total for People with Disabilities 2010 vs. 2012 comparison

EEO-4 Category	Total Employees 6-30-2010	Number Disabled 6-30-2010	Total Employees 6-30-2012	Number Disabled 6-30-12	Change Number of Disabled
Officials/Administrators	198	3	181	3	0
Professionals	932	8	911	4	-4
Technicians	86	0	84	0	0
Protective Service	2364	31	2290	27	-4
Paraprofessionals	33	0	35	0	0
Administrative Support	389	8	374	5	-3
Skilled	102	1	96	0	-1
Service/Maintenance	258	3	249	0	-3

TOTAL AGENCY	**4362**	**54**	**4220**	**39**	**-15**

Representation of persons with disabilities continues to be a small proportion compared to other agencies. With 60% of the Department's positions within the security classifications series where strict physical standards and requirements are required pursuant to the Department of Public Safety Standards and Training (ORS 259-08-010), the Department continues to strive to improve recruitment efforts toward people with disabilities. Efforts to close the gap include continued meetings with staff of the Vocational Rehabilitation Division to discuss the number of non-security positions that are available, as well as providing education and awareness of the variety of career paths available to individuals within the Department of Corrections. The Recruitment Unit has made progress in establishing better working relationships with both public and private vocational rehabilitation agencies and has found that working one-on-one with disabled individuals is proving to be the best approach to helping them secure employment with the Department.

Section V.

2013–2015 Affirmative Action Plans

A. Goals

The Department of Correction understands the value in diversity. Historically, most institutional diversity programs such as affirmative action initiatives were done to be in compliance with the law, but many organizations now realize the benefits and solid business reasons to do so. Our focus will be in developing a diversity program into a strategic initiative.

Affirmative action develops strong workforces because it forces employers to create job descriptions and engage in true competition for new hires and promotions instead of using the "old boys network", friends, or relatives. We have found that a diverse workforce can take advantage of the experiences and skills people with culturally diverse backgrounds can offer. In spite of the progress that has been made to create a diverse workforce, there is and continues to be difficulty with maintaining diversity within some classification, but we will continue to strive with identifying talent at all levels, and developing strategies to diversity in the workforce to maximize these benefits.

Although the agency continues to be challenged to reduce costs that have caused many positions to remain unfilled, emphasis will continue to be to recruit a diverse workforce to fill vacancies. Recruitment efforts will focus on obtaining applicants from the various minority populations. Institutions located in small communities throughout the central, eastern and southern parts of the state, will require additional training by expanding awareness to management in developing opportunities to bring diversity not only to the workplace, but to those small local communities as well.

Long-term Affirmative Action goals will be:

1. Hiring authorities will take into consideration protected class status applicants specifically where there is clearly established statistical under- representation and where we are below parity standards in that particular job.
2. The department will continue to review current recruitment strategies for women, people of color and with disabilities to see what actions have been successful in bringing applicants to the department.
3. The Department will strive towards transferring seasoned professionals into each community, with an increased level of diversity being one intended outcome.

The sustained expansion of the department's facilities throughout the state will continue to allow us an opportunity to promote more protected class employees and, at the same time, increase diversity in the eastern regions of the state.

The department will continue to focus on recruiting women in security positions, people of color in both mid- and upper-level management positions, as well as positions in areas such as health and fiscal services, and persons with disabilities in non-security positions. In addition, we are seeking to place more women into other job categories which are long overlooked as being more traditionally male-oriented. Actual numbers to achieve equity in these positions are determined in the parity goals established by the Governor's Affirmative Action Office. These statistics are received quarterly by the DOC Human Resources Division, analyzed for areas of non-compliance, and reported to the Department's Executive-level Policy Group at standing quarterly presentations.

It has been recommended to the Policy Group that the Department of Corrections utilize the following Affirmative Action/Cultural Competency Implementation Strategy for the 2011-2013 biennium.

B. Strategies & Objectives

Objective 1: Education and Training

- Establish leadership in diversity initiatives/Increase awareness.
- Develop training programs and diversity strategies.
- Disseminate, forwards and promote monthly topics.
- Create diversity committee.
- Promote the increase of diversity/inclusion in Department of Corrections
- Conduct review of agency performance review process

Objective 2: Responsibilities and Accountability

- Establish position responsible for AAP.
- Responsibility and Accountability Statements in PDs.
- Management accountability for maintaining diversity.
- Evaluate our diversity/inclusion initiative activities quarterly.
- Analyze and disseminate quarterly Affirmative Action data; monitor compliance with requirements of the Affirmative Action Plan.
- Meet with Policy Group quarterly
- Distribute monthly calendars and proclamations received from Governor's Office

Objective 3: Community Outreach/Awareness

- Participating in community activities.
- Informing staff of activities in community.
- Look into minority student organizations.
- Partner and collaborate with other organizations that are addressing diversity and related workforce issues.

Objective 4: Recruitment and Retention

- Participate in community events.
- Evaluate and maintain statistics identifying rotations, transfers, hiring's and terminations.
- Pursue inclusion in the interview processes.
- Increase diversity of staff and volunteer population
- Do not hire unqualified people, but take positive steps to contribute toward greater employment for protected classes.
- Create and implement a plan to translate and disseminate research information
- Conduct review of agency exit interview process

Parity Goal Objective

The Department of Corrections recognizes the importance of diversity and will strive towards reaching parity goals in positions where minorities have historically been under-represented.

To accomplish these goals and strategies, the following actions for 2013-2015 are recommended:

Recruitment and Selection

Interview Panels
Managers and selecting officials will make every reasonable effort to ensure that interview panels are diverse. The department will ensure both hiring and promotion panels, where practical, have membership composed of racial/ethnic and gender diversity. In order to maintain some neutrality for hiring and promotions to management and executive level positions, the panel should include at least one member from outside the functional unit where the vacancy exists. The department provides a Supervisor's Recruitment Guide for hiring managers that delineates the appropriate process for selecting and setting up interview panels.

Newspaper Advertisements
In an effort to reach a broad range of job applicants, staff in Human Resources Recruitment and Background Investigations may place ads for vacant positions in major local newspapers within the state such as The Oregonian, The Statesman Journal, The East Oregonian, The Eugene Register Guard, The Hermiston Herald, the Argus Observer, Malheur Enterprise, Baker City Herald, The Record Courier, La Grande Observer, and the Democrat Herald, just to name a few. Newspapers designed to reach all populations will be used. These publications include EL Hispanic News and the Goal Latino for Hispanics; The Asian Reporter for Asians; The Skanner and The Portland Observer for African Americans. Provided there are sufficient funds, national papers published by minority organizations, such as EOE Journal and Affirmative Action Register, may be used as well. Note: Advertisements will be placed when economically feasible.

Online
The department will use on-line web sites such as SHRM, Salem News, Craig's List and Monster.com to broaden the range of job applicants.

Job Information Fairs
The department will participate, when financial and staffing resources permit, in a multitude of job fairs held around the state focusing on women, people of color, and people with disabilities.

College/University Career Days
Employees of the department will attend college and university career days and job recruitment functions, as staffing and finances allow. Each institution will make staff available to attend career days held at community colleges and universities located in their geographical area of the state. Recruitment and Career Services staff has visited with various schools throughout the state.

The department School-to-Work Coordinator coordinates the agencies participation in the School- to-Work week in April that invites students to accompany their parents to work. There is participation throughout the department in providing student with career exploration activities.

Policies
The Human Resources staff will ensure that the department's formal, written procedures on selection includes statements to the effect that appointing officials are to seriously consider gender and ethnic status in hiring and promotion decisions where positions exist which are seriously under-represented and the affirmative action goal in this plan has identified this particular job group.

Vacancy Type and Order
Where affirmative action goals have been established for the particular classification and representation remains clearly below parity standards, the first priority when considering the type of application to develop, is open competitive. The second would be for advertising the position as a statewide vacancy. Managers should justify reasons to open announcements that are limited to agency promotions. There are a considerable number of potential applicants in the state labor force with work experience in public safety occupations. The diversity of candidates will be increased considerably by opening up the majority of announcements to job applicants in the public arena.

Applicants with Disabilities
The Recruitment and Background Investigations Unit staff provides informational interviews to applicants with disabilities interested in qualifying for department career opportunities.

Veteran's Points
ORS 408.225-235 established the manner in which state agencies provide preference to qualifying veterans or disabled veterans in scored or un-scored employment application processes. In order to be complaint, both the recruitment unit and the hiring mangers have responsibilities.

- **Recruitment Unit**: In the initial application screening, the recruitment unit determines if applicants are eligible for veterans or disabled veterans preference points. Eligible veterans will have the appropriate points designated upon the certification list you receive.
- **Hiring Manager:** Hiring Managers review their certification lists to determine who they will be interviewing. In a scored screening, the Veterans points must be taken into consideration when determining where to cut off the certification list. In a non-scored screening, all Veterans are interviewed.

Community Organization Outreach
The department will maintain a list of minority and women's organizations around the State. For vacant positions showing a serious under- representation of women or minorities, the Recruitment and Career Services Unit will mail job announcements to appropriate community organizations, if they are not getting state vacancy lists or announcements from HRSD, recruitment.

Contact with organizations representing the special interests of people of color will be maintained by having staff from the department attend group meetings and conferences. In addition, the intent is to have senior staff represented at key, influential and large statewide organization conferences which address minority community and employment issues. Staff will pursue the opportunity to meet personally with officials representing minority organizations.

Training

The Department spends a considerable amount of resources on staff training. In making decisions as to who will attend training other than mandatory DOC training, women, people of color and/or people with disabilities will be considered if that career field is clearly under-represented by members of protected classes or if it will enhance the prospects for career advancement and if it provides the Department with an employee developing a needed job skill.

Leadership/Supervisor Training

The Department has developed a Director's Academy leadership training program and is developing a new supervisor training program to be called Management Basic Training. Topics to be covered in the new supervisor training will include affirmative action, diversity, and ADA issues. The leadership training program covers a broad range of subject matter and includes a focus on interpersonal relationships and valuing others. An online resource titled the Human Resource Quick Reference Guides speaks to the topics of Cultural Competency as well as provides links to both the Department's AAP and the State of Oregon AAP, and will be published in 2009. Annual in-service training includes a segment on valuing others.

DOC Strategic Initiative-Cultural Competency

The Department has identified Cultural Competency as a Strategic Initiative. A work group has been formed to further promote the work of the AAP. A major part of this work group's plan in promoting Cultural Competency is a strong training effort.

Work Environment

The department will continue to develop ways to maintain a positive and supportive work environment to benefit all employees and the department relative to equal employment opportunity, affirmative action and cultural diversity.

Emphasis will be placed on the importance of the department's Promotion and Maintenance of a Respectful Workplace policy, which prohibits harassment and discrimination in the workplace.

Exit interviews

In order to determine if there are problems, patterns, or trends affecting women or minorities in a disparate manner, an exit interview process has been implemented. The results of these exit questionnaires will be reviewed by the Recruitment and Career Services Administrator and will be reported to the Executive Management Team members and functional unit managers as needed.

Other Programs

Reports
The department's Affirmative Action Officer will review affirmative action goals and the progress of the entire department, on a quarterly basis. This person will develop and distribute to managers a report based on the DAS Affirmative Action Progress Report, summarizing workforce statistics, on a semi-annual basis.

Correctional Officer Hiring Trends
Since correctional officer hiring represents the largest volume, entry level position in the department, a study has been implemented to track selection trends. The test criteria were reviewed to determine if inequities or bias exists for members of protected classes. Data gathered provides numbers and percentage of women and people of color who apply, the numbers which failed the entrance exam, the number interviewed, the numbers and percentage of women and people of color who failed the interview, the pass/fail rate for background checks and the pass/fail rates of physicals. The numbers and percentage of women and minorities who were hired will also be determined. If there is sufficient data and enough staff time, a follow-up study will be done to determine how many of these hires completed trial service as a correctional officer. This study will follow the "Uniform Guidelines on Employee Selection Procedures" of the Equal Employment Opportunity Commission (29 CFR 1607).

Position Descriptions
As position descriptions are written and/or revisions made, conditions which might limit or restrict people with disabilities from consideration will either be eliminated or will be clearly justified on the basis of essential duties and basic requirements of the job. Only where there are bona fide requirements should duties be identified which might limit people with disabilities from consideration. Human resources analysts, classification and recruitment staff are to work closely with managers and supervisors to ensure that position descriptions are not inadvertently biased against people with disabilities. Position descriptions of all managers in the department will include affirmative action language.

Bilingual Pay Differential
The department will continue to utilize certain staff members to provide language skills for communication and translation purposes. The position description must clearly specify this duty in order to receive pay differential.

Additional staff members need to be identified who have these skills and who can provide translation services. Since a large portion of the inmate population speaks Spanish and languages other than English, there are important safety and security reasons to expand the number of staff members who can exercise these special skills. In the future, the department will consider ways in which specific positions are identified for which language skills are a job requirement, so they can be used for target recruiting and advertising.

Special Observances

Functional unit managers are encouraged to address cultural diversity awareness issues through topics at staff meetings, planning special observances in recognition of minorities, encouraging staff participation in special events in the community related to minority heritage and in special training sessions. The emphasis will be placed on resolving problems, combating stereotypes and highlighting the advantages of cultural diversity.

The types of observances include, but are not limited to Women's Equality Day, Martin Luther King Jr. birthday (January), Cinco de Mayo (May), Native American Indian Heritage Month (September), Women's History Month (March), Black History Month (February), Asian Heritage Month (April or September), Disabilities Month (October), and National American Indian Heritage Month (November).

Internal Dissemination

The Affirmative Action Plan will be brought to the attention of employees in the following ways:

- The director's Affirmative Action Policy Statement shall be disseminated to all staff along with DOC policies, ADA and Reasonable Accommodation and Promotion and Maintenance of a Respectful Workplace available at each worksite outlining the procedure for filing a complaint.

- Affirmative Action progress reports of statistical data by functional unit will be disseminated to superintendents and members of the department's Executive Management Team and posted in an electronic public folder for access by all department staff and managers.

- Affirmative Action accomplishments and diversity issues will be published in the department's employee newsletters and on bulletin boards.

- Recruitment and Career Services Newsletter will include statistics and information regarding diversity.

- New Employee Orientation shall include a two-hour module on a respectful workplace.

Primary Level Leadership Training shall include a two-hour module on valuing a diverse workforce. In-service Training also contains a three-hour module on valuing and respecting others.

- The department's policy statement on Affirmative Action and Respectful Workplace will be posted on employee bulletin boards, in public lobbies, employee lounges, and meeting rooms.

- Biennial training will be held with department managers and supervisory staff to inform them of the department's Affirmative Action Plan.
- Meetings will be held with union officials to inform them of the Affirmative Action Plan and to request their continued cooperation.
- Non-discrimination clauses shall remain in all collective bargaining agreements.
- Affirmative action goals and progress will be on the agenda of key departmental staff meetings dealing with personnel.
- Supervisors will conduct meetings with employees to discuss the Affirmative Action Plan.
- Copies of the Affirmative Action Plan distributed to DOC Human Resource Managers and available in each workplace and accessible to employees. Additional copies can be obtained by contacting the DOC Human Resources Division.

External Dissemination

The Affirmative Action Plan will be represented to outside sources through the following means:

- The department's employment advertisements shall state that the Department of Corrections is an "Equal Opportunity/Affirmative Action Employer in compliance with the ADA." Advertising shall occur, when adequate financial resources are available, in local publications frequently read by individuals who fall within a protected class.
- Except in the case of a bona fide occupational qualification, employment advertising shall omit reference to sex, religion, age, and national origin, and shall clearly convey the commitment of the agency to equal opportunity/affirmative action.
- Recruiting sources, including minority, and women's organizations, and organizations for the people with disabilities; churches, community agencies, and colleges shall be informed of the department's equal employment policy.
- Articles and pictures in Department of Corrections' newsletters, publications, and recruitment brochures will include or feature employees in protected classes at various levels and in non- traditional jobs.
- Contractors will be informed of the department's policy of equal opportunity and affirmative action.

- The Assistant Director, DOC Human Resources Division and/or designee(s) shall establish communication and maintain relationships with outside organizations representing the interests of protected classes and individuals in the field of equal employment opportunity.

- Copies of the Affirmative Action Plan will be provided to the Governor's Office of Affirmative Action.

- Copies of the department's Affirmative Action Plan will be distributed to the department labor organizations.

- Copies of the department's Affirmative Action Plan will be provided to other state government agencies upon written request.

Copies of the department's Respectful Workplace, Affirmative Action and Equal Employment Opportunity and related policies are available to the public and state agency personnel on the Department of Corrections internet site: http://www.oregon.gov/DOC/INSPEC/rules_policies/.

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
003-00-00-00000	Operations Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
003-00-00-00000	Operations Division	021	0	Phase-in	Essential Packages
003-00-00-00000	Operations Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
003-00-00-00000	Operations Division	031	0	Standard Inflation	Essential Packages
003-00-00-00000	Operations Division	032	0	Above Standard Inflation	Essential Packages
003-00-00-00000	Operations Division	033	0	Exceptional Inflation	Essential Packages
003-00-00-00000	Operations Division	040	0	Mandated Caseload	Essential Packages
003-00-00-00000	Operations Division	060	0	Technical Adjustments	Essential Packages
003-00-00-00000	Operations Division	102	0	Staff Wellness	Policy Packages
003-00-00-00000	Operations Division	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
003-00-00-00000	Operations Division	109	0	ASCA Staffing Relief Factor	Policy Packages
003-00-00-00000	Operations Division	113	0	Community Corrections SB 267 Program Evaluator	Policy Packages
004-00-00-00000	Central Administration	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
004-00-00-00000	Central Administration	021	0	Phase-in	Essential Packages
004-00-00-00000	Central Administration	022	0	Phase-out Pgm & One-time Costs	Essential Packages
004-00-00-00000	Central Administration	031	0	Standard Inflation	Essential Packages
004-00-00-00000	Central Administration	032	0	Above Standard Inflation	Essential Packages
004-00-00-00000	Central Administration	033	0	Exceptional Inflation	Essential Packages
004-00-00-00000	Central Administration	040	0	Mandated Caseload	Essential Packages
004-00-00-00000	Central Administration	060	0	Technical Adjustments	Essential Packages
004-00-00-00000	Central Administration	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
004-00-00-00000	Central Administration	110	0	Technology Infrastructure	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
004-00-00-00000	Central Administration	111	0	Staff Enhancements to Address Workload	Policy Packages
004-00-00-00000	Central Administration	112	0	PREA Technology Solutions	Policy Packages
004-00-00-00000	Central Administration	116	0	New Debt Service and Bond Sale Costs	Policy Packages
004-00-00-00000	Central Administration	117	0	Oregon Health Network Subsidy Limitation	Policy Packages
005-00-00-00000	Public Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
005-00-00-00000	Public Services Division	021	0	Phase-in	Essential Packages
005-00-00-00000	Public Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
005-00-00-00000	Public Services Division	031	0	Standard Inflation	Essential Packages
005-00-00-00000	Public Services Division	032	0	Above Standard Inflation	Essential Packages
005-00-00-00000	Public Services Division	033	0	Exceptional Inflation	Essential Packages
005-00-00-00000	Public Services Division	040	0	Mandated Caseload	Essential Packages
006-00-00-00000	General Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
006-00-00-00000	General Services Division	021	0	Phase-in	Essential Packages
006-00-00-00000	General Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
006-00-00-00000	General Services Division	031	0	Standard Inflation	Essential Packages
006-00-00-00000	General Services Division	032	0	Above Standard Inflation	Essential Packages
006-00-00-00000	General Services Division	033	0	Exceptional Inflation	Essential Packages
006-00-00-00000	General Services Division	040	0	Mandated Caseload	Essential Packages
006-00-00-00000	General Services Division	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
006-00-00-00000	General Services Division	104	0	CIS Replacement Project	Policy Packages
006-00-00-00000	General Services Division	105	0	Inmate Thin-Client Network Replacement	Policy Packages
006-00-00-00000	General Services Division	110	0	Technology Infrastructure	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
006-00-00-00000	General Services Division	111	0	Staff Enhancements to Address Workload	Policy Packages
006-00-00-00000	General Services Division	119	0	DAS VOIP Telephony Upgrade	Policy Packages
007-00-00-00000	Transitional Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
007-00-00-00000	Transitional Services Division	021	0	Phase-in	Essential Packages
007-00-00-00000	Transitional Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
007-00-00-00000	Transitional Services Division	031	0	Standard Inflation	Essential Packages
007-00-00-00000	Transitional Services Division	032	0	Above Standard Inflation	Essential Packages
007-00-00-00000	Transitional Services Division	033	0	Exceptional Inflation	Essential Packages
007-00-00-00000	Transitional Services Division	040	0	Mandated Caseload	Essential Packages
008-00-00-00000	Human Resources Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
008-00-00-00000	Human Resources Division	021	0	Phase-in	Essential Packages
008-00-00-00000	Human Resources Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
008-00-00-00000	Human Resources Division	031	0	Standard Inflation	Essential Packages
008-00-00-00000	Human Resources Division	032	0	Above Standard Inflation	Essential Packages
008-00-00-00000	Human Resources Division	033	0	Exceptional Inflation	Essential Packages
008-00-00-00000	Human Resources Division	040	0	Mandated Caseload	Essential Packages
008-00-00-00000	Human Resources Division	102	0	Staff Wellness	Policy Packages
008-00-00-00000	Human Resources Division	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
008-00-00-00000	Human Resources Division	118	0	Intermediate-Advanced Certification Training	Policy Packages
009-00-00-00000	Community Corrections	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
009-00-00-00000	Community Corrections	021	0	Phase-in	Essential Packages
009-00-00-00000	Community Corrections	022	0	Phase-out Pgm & One-time Costs	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
009-00-00-00000	Community Corrections	031	0	Standard Inflation	Essential Packages
009-00-00-00000	Community Corrections	032	0	Above Standard Inflation	Essential Packages
009-00-00-00000	Community Corrections	033	0	Exceptional Inflation	Essential Packages
009-00-00-00000	Community Corrections	040	0	Mandated Caseload	Essential Packages
009-00-00-00000	Community Corrections	060	0	Technical Adjustments	Essential Packages
009-00-00-00000	Community Corrections	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
009-00-00-00000	Community Corrections	111	0	Staff Enhancements to Address Workload	Policy Packages
009-00-00-00000	Community Corrections	113	0	Community Corrections SB 267 Program Evaluator	Policy Packages
009-00-00-00000	Community Corrections	120	0	Community Corrections SB 267 Program Evaluator	Policy Packages
010-00-00-00000	Health Services	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
010-00-00-00000	Health Services	021	0	Phase-in	Essential Packages
010-00-00-00000	Health Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
010-00-00-00000	Health Services	031	0	Standard Inflation	Essential Packages
010-00-00-00000	Health Services	032	0	Above Standard Inflation	Essential Packages
010-00-00-00000	Health Services	033	0	Exceptional Inflation	Essential Packages
010-00-00-00000	Health Services	040	0	Mandated Caseload	Essential Packages
010-00-00-00000	Health Services	050	0	Fundshifts	Essential Packages
010-00-00-00000	Health Services	060	0	Technical Adjustments	Essential Packages
010-00-00-00000	Health Services	101	0	Electronic Health Records	Policy Packages
010-00-00-00000	Health Services	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
010-00-00-00000	Health Services	107	0	Health Services - Operational Enhancements	Policy Packages
010-00-00-00000	Health Services	114	0	Health Services - BHS Service Change	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
011-00-00-00000	Offender Management & Rehabilitation	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	021	0	Phase-in	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	022	0	Phase-out Pgm & One-time Costs	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	031	0	Standard Inflation	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	032	0	Above Standard Inflation	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	033	0	Exceptional Inflation	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	040	0	Mandated Caseload	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	060	0	Technical Adjustments	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	108	0	Education - GED Fees & Inflation Restoration	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	110	0	Technology Infrastructure	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	111	0	Staff Enhancements to Address Workload	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	115	0	Education Services Delivery System Changes	Policy Packages
086-00-00-00000	Debt Service	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
086-00-00-00000	Debt Service	021	0	Phase-in	Essential Packages
086-00-00-00000	Debt Service	022	0	Phase-out Pgm & One-time Costs	Essential Packages
086-00-00-00000	Debt Service	031	0	Standard Inflation	Essential Packages
086-00-00-00000	Debt Service	032	0	Above Standard Inflation	Essential Packages
086-00-00-00000	Debt Service	033	0	Exceptional Inflation	Essential Packages
086-00-00-00000	Debt Service	040	0	Mandated Caseload	Essential Packages
086-00-00-00000	Debt Service	116	0	New Debt Service and Bond Sale Costs	Policy Packages
088-00-00-00000	Capital Improvements	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
088-00-00-00000	Capital Improvements	021	0	Phase-in	Essential Packages
088-00-00-00000	Capital Improvements	022	0	Phase-out Pgm & One-time Costs	Essential Packages
088-00-00-00000	Capital Improvements	031	0	Standard Inflation	Essential Packages
088-00-00-00000	Capital Improvements	032	0	Above Standard Inflation	Essential Packages
088-00-00-00000	Capital Improvements	033	0	Exceptional Inflation	Essential Packages
088-00-00-00000	Capital Improvements	040	0	Mandated Caseload	Essential Packages
089-00-00-00000	Capital Construction	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
089-00-00-00000	Capital Construction	021	0	Phase-in	Essential Packages
089-00-00-00000	Capital Construction	022	0	Phase-out Pgm & One-time Costs	Essential Packages
089-00-00-00000	Capital Construction	031	0	Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	032	0	Above Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	033	0	Exceptional Inflation	Essential Packages
089-00-00-00000	Capital Construction	040	0	Mandated Caseload	Essential Packages
089-00-00-00000	Capital Construction	106	0	Deferred Maintenance Priority Projects	Policy Packages
089-00-00-00000	Capital Construction	119	0	DAS VOIP Telephony Upgrade	Policy Packages

Policy Package List by Priority

2015-17 Biennium

Agency Number: 29100

BAM Analyst: Ayre, Art

Budget Coordinator: Brand, James - (503)945-0996

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	101	Electronic Health Records	010-00-00-00000	Health Services
	102	Staff Wellness	003-00-00-00000	Operations Division
			008-00-00-00000	Human Resources Division
	103	Staffing: New Initiatives & Existing Workload	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			006-00-00-00000	General Services Division
			008-00-00-00000	Human Resources Division
			009-00-00-00000	Community Corrections
			010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation
	104	CIS Replacement Project	006-00-00-00000	General Services Division
	105	Inmate Thin-Client Network Replacement	006-00-00-00000	General Services Division
	106	Deferred Maintenance Priority Projects	089-00-00-00000	Capital Construction
	107	Health Services - Operational Enhancements	010-00-00-00000	Health Services
	108	Education - GED Fees & Inflation Restoration	011-00-00-00000	Offender Management & Rehabilitation
	109	ASCA Staffing Relief Factor	003-00-00-00000	Operations Division
	110	Technology Infrastructure	004-00-00-00000	Central Administration
			006-00-00-00000	General Services Division
			011-00-00-00000	Offender Management & Rehabilitation
	111	Staff Enhancements to Address Workload	004-00-00-00000	Central Administration
			006-00-00-00000	General Services Division
			009-00-00-00000	Community Corrections
			011-00-00-00000	Offender Management & Rehabilitation

Policy Package List by Priority

2015-17 Biennium

Agency Number: 29100

BAM Analyst: Ayre, Art

Budget Coordinator: Brand, James - (503)945-0996

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	112	PREA Technology Solutions	004-00-00-00000	Central Administration
	113	Community Corrections SB 267 Program Eval	003-00-00-00000	Operations Division
			009-00-00-00000	Community Corrections
	114	Health Services - BHS Service Change	010-00-00-00000	Health Services
	115	Education Services Delivery System Changes	011-00-00-00000	Offender Management & Rehabilitation
	116	New Debt Service and Bond Sale Costs	004-00-00-00000	Central Administration
			086-00-00-00000	Debt Service
	117	Oregon Health Network Subsidy Limitation	004-00-00-00000	Central Administration
	118	Intermediate-Advanced Certification Training	008-00-00-00000	Human Resources Division
	119	DAS VOIP Telephony Upgrade	006-00-00-00000	General Services Division
			089-00-00-00000	Capital Construction
	120	Community Corrections SB 267 Program Eval	009-00-00-00000	Community Corrections

Agency Worksheet - Revenues & Expenditures **Version: V - 01 - Agency Request Budget**
2015-17 Biennium **Cross Reference Number: 29100-000-00-00-00000**
Corrections, Dept of

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	9,810,457	7,667,835	-	7,667,835	5,200,998	5,200,998
3430 Other Funds Debt Svc Ltd	1,167,607	-	-	-	755,039	755,039
6400 Federal Funds Ltd	3,646,672	4,080	-	4,080	-	-
All Funds	14,624,736	7,671,915	-	7,671,915	5,956,037	5,956,037
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	195,496	2,115,206	-	2,115,206	-	-
3430 Other Funds Debt Svc Ltd	(1,167,607)	817,808	-	817,808	-	-
6400 Federal Funds Ltd	-	(4,080)	-	(4,080)	-	-
All Funds	(972,111)	2,928,934	-	2,928,934	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	10,005,953	9,783,041	-	9,783,041	5,200,998	5,200,998
3430 Other Funds Debt Svc Ltd	-	817,808	-	817,808	755,039	755,039
6400 Federal Funds Ltd	3,646,672	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$13,652,625**	**$10,600,849**	**-**	**$10,600,849**	**$5,956,037**	**$5,956,037**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,228,511,348	1,264,635,630	51,303,679	1,315,939,309	1,331,292,533	1,433,406,195

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8010 General Fund Cap Improvement	2,635,425	2,644,700	-	2,644,700	2,644,700	2,724,041
8030 General Fund Debt Svc	131,697,791	129,710,174	-	129,710,174	127,875,094	127,875,094
All Funds	1,362,844,564	1,396,990,504	51,303,679	1,448,294,183	1,461,812,327	1,564,005,330
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	159,506	361,457	-	361,457	130,342	130,342
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	10,641,878	11,826,742	-	11,826,742	8,392,233	8,392,233
0415 Admin and Service Charges						
3400 Other Funds Ltd	295,616	3,290	-	3,290	510,974	510,974
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	10,937,494	11,830,032	-	11,830,032	8,903,207	8,903,207
TOTAL CHARGES FOR SERVICES	**$10,937,494**	**$11,830,032**	**-**	**$11,830,032**	**$8,903,207**	**$8,903,207**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	184,133	234,287	-	234,287	118,766	118,766
0510 Rents and Royalties						
3400 Other Funds Ltd	260,402	239,339	-	239,339	289,840	289,840
TOTAL FINES, RENTS AND ROYALTIES						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	444,535	473,626	-	473,626	408,606	408,606
TOTAL FINES, RENTS AND ROYALTIES	**$444,535**	**$473,626**	**-**	**$473,626**	**$408,606**	**$408,606**
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construction	-	4,961,000	-	4,961,000	-	-
3400 Other Funds Ltd	-	89,000	-	89,000	-	-
All Funds	-	5,050,000	-	5,050,000	-	-
0575 Refunding Bonds						
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
All Funds	346,773,770	-	-	-	-	-
TOTAL BOND SALES						
3020 Other Funds Cap Construction	-	4,961,000	-	4,961,000	-	-
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3400 Other Funds Ltd	-	89,000	-	89,000	-	-
TOTAL BOND SALES	**$346,773,770**	**$5,050,000**	**-**	**$5,050,000**	**-**	**-**
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	22,498	17,672	-	17,672	12,994	12,994

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	2,150,088	2,034,830	-	2,034,830	1,785,295	1,785,295
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	39,334	1,721	-	1,721	14,045	14,045
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	-	-	-	-	194,618	194,618
TOTAL DONATIONS AND CONTRIBUTIONS						
3400 Other Funds Ltd	39,334	1,721	-	1,721	208,663	208,663
TOTAL DONATIONS AND CONTRIBUTIONS	**$39,334**	**$1,721**	**-**	**$1,721**	**$208,663**	**$208,663**
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	-	33,556	-	33,556	34,563	34,563
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	9,739,826	3,198,882	-	3,198,882	17,074,105	17,097,895
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	-	1,262,826	1,262,826	1,262,826

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
6400 Federal Funds Ltd	6,518,818	7,523,861	-	7,523,861	7,749,577	7,749,577
All Funds	7,781,643	8,786,687	-	8,786,687	9,012,403	9,012,403
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	10,274,761	9,787,477	-	9,787,477	1,438,365	1,438,365
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
All Funds	12,101,155	9,787,477	-	9,787,477	1,438,365	1,438,365
1050 Transfer In Other						
3400 Other Funds Ltd	-	14,085,049	-	14,085,049	3,986,493	3,986,493
1137 Tsfr From Justice, Dept of						
3400 Other Funds Ltd	24,745	25,329	-	25,329	26,000	26,000
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	6,276,355	-	-	-	-	-
1213 Tsfr From Criminal Justice Comm						
3400 Other Funds Ltd	866,067	-	-	-	370,800	370,800
1257 Tsfr From Police, Dept of State						
3400 Other Funds Ltd	42,193	-	-	-	-	-
1330 Tsfr From Energy, Dept of						
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
1525 Tsfr From HECC						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	-	-	-	-	189,850	189,850
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	213,065	202,014	-	202,014	208,074	208,074
1586 Tsfr From Comm Coll/Wkfrc Dev						
3400 Other Funds Ltd	199,620	184,320	-	184,320	-	-
TOTAL TRANSFERS IN						
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
3400 Other Funds Ltd	17,896,806	24,284,189	-	24,284,189	6,219,582	6,219,582
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
TOTAL TRANSFERS IN	**$20,115,321**	**$24,284,189**	**-**	**$24,284,189**	**$6,219,582**	**$6,219,582**
REVENUES						
8000 General Fund	1,228,511,348	1,264,635,630	51,303,679	1,315,939,309	1,331,292,533	1,433,406,195
8010 General Fund Cap Improvement	2,635,425	2,644,700	-	2,644,700	2,644,700	2,724,041
8030 General Fund Debt Svc	131,697,791	129,710,174	-	129,710,174	127,875,094	127,875,094
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
3020 Other Funds Cap Construction	-	4,961,000	-	4,961,000	-	-
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3400 Other Funds Ltd	41,390,087	42,324,965	-	42,324,965	34,777,357	34,801,147
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	-	1,262,826	1,262,826	1,262,826
6400 Federal Funds Ltd	6,518,818	7,523,861	-	7,523,861	7,749,577	7,749,577
TOTAL REVENUES	**$1,761,008,579**	**$1,453,063,156**	**$51,303,679**	**$1,504,366,835**	**$1,505,602,087**	**$1,607,818,880**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(10,274,761)	(9,787,477)	-	(9,787,477)	(1,438,365)	(1,438,365)
3430 Other Funds Debt Svc Ltd	(1,826,394)	-	-	-	-	-
All Funds	(12,101,155)	(9,787,477)	-	(9,787,477)	(1,438,365)	(1,438,365)
AVAILABLE REVENUES						
8000 General Fund	1,228,511,348	1,264,635,630	51,303,679	1,315,939,309	1,331,292,533	1,433,406,195
8010 General Fund Cap Improvement	2,635,425	2,644,700	-	2,644,700	2,644,700	2,724,041
8030 General Fund Debt Svc	131,697,791	129,710,174	-	129,710,174	127,875,094	127,875,094
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
3020 Other Funds Cap Construction	-	4,961,000	-	4,961,000	-	-
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3400 Other Funds Ltd	41,121,279	42,320,529	-	42,320,529	38,539,990	38,563,780
3430 Other Funds Debt Svc Ltd	-	817,808	-	817,808	755,039	755,039
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	-	1,262,826	1,262,826	1,262,826
6400 Federal Funds Ltd	10,165,490	7,523,861	-	7,523,861	7,749,577	7,749,577

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
TOTAL AVAILABLE REVENUES	**$1,762,560,049**	**$1,453,876,528**	**$51,303,679**	**$1,505,180,207**	**$1,510,119,759**	**$1,612,336,552**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	426,026,474	483,390,524	18,122,728	501,513,252	516,509,711	516,509,711
8010 General Fund Cap Improvement	2,717	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
3400 Other Funds Ltd	4,343,880	5,339,485	238,532	5,578,017	5,716,846	5,716,846
6400 Federal Funds Ltd	62,255	-	-	-	-	-
All Funds	430,444,192	488,730,009	18,361,260	507,091,269	522,226,557	522,226,557
3160 Temporary Appointments						
8000 General Fund	2,921,426	534,363	-	534,363	534,363	550,395
8010 General Fund Cap Improvement	35,839	-	-	-	-	-
3400 Other Funds Ltd	96,938	-	-	-	-	-
All Funds	3,054,203	534,363	-	534,363	534,363	550,395
3170 Overtime Payments						
8000 General Fund	22,528,101	15,850,449	(364,109)	15,486,340	15,486,324	17,213,919
8010 General Fund Cap Improvement	8,519	-	-	-	-	-
3400 Other Funds Ltd	352,232	566,486	-	566,486	566,486	613,359

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	22,888,852	16,416,935	(364,109)	16,052,826	16,052,810	17,827,278
3180 Shift Differential						
8000 General Fund	4,132,214	3,368,605	-	3,368,605	3,368,622	3,809,104
8010 General Fund Cap Improvement	16	-	-	-	-	-
3400 Other Funds Ltd	8,184	10,495	-	10,495	10,495	11,369
All Funds	4,140,414	3,379,100	-	3,379,100	3,379,117	3,820,473
3190 All Other Differential						
8000 General Fund	24,471,826	19,553,375	(220,889)	19,332,486	19,332,485	21,975,460
8010 General Fund Cap Improvement	40	-	-	-	-	-
3400 Other Funds Ltd	185,538	195,068	-	195,068	195,068	205,445
6400 Federal Funds Ltd	1,371	-	-	-	-	-
All Funds	24,658,775	19,748,443	(220,889)	19,527,554	19,527,553	22,180,905
TOTAL SALARIES & WAGES						
8000 General Fund	480,080,041	522,697,316	17,537,730	540,235,046	555,231,505	560,058,589
8010 General Fund Cap Improvement	47,131	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
3400 Other Funds Ltd	4,986,772	6,111,534	238,532	6,350,066	6,488,895	6,547,019
6400 Federal Funds Ltd	63,626	-	-	-	-	-
TOTAL SALARIES & WAGES	**$485,186,436**	**$528,808,850**	**$17,776,262**	**$546,585,112**	**$561,720,400**	**$566,605,608**
OTHER PAYROLL EXPENSES						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	165,045	177,020	(80)	176,940	194,697	194,697
8010 General Fund Cap Improvement	1	-	-	-	-	-
3400 Other Funds Ltd	1,861	2,244	-	2,244	2,468	2,468
6400 Federal Funds Ltd	25	-	-	-	-	-
All Funds	166,932	179,264	(80)	179,184	197,165	197,165
3220 Public Employees' Retire Cont						
8000 General Fund	95,003,401	101,768,928	4,285,003	106,053,931	108,332,656	109,272,247
8010 General Fund Cap Improvement	1,934	-	-	-	-	-
3400 Other Funds Ltd	1,043,905	1,191,130	49,960	1,241,090	1,267,287	1,278,642
6400 Federal Funds Ltd	14,255	-	-	-	-	-
All Funds	96,063,495	102,960,058	4,334,963	107,295,021	109,599,943	110,550,889
3221 Pension Obligation Bond						
8000 General Fund	28,982,616	32,392,035	(662,892)	31,729,143	31,729,143	34,530,857
8010 General Fund Cap Improvement	603	-	-	-	-	-
3400 Other Funds Ltd	309,064	376,011	(5,476)	370,535	370,535	405,656
6400 Federal Funds Ltd	4,497	-	-	-	-	-
All Funds	29,296,780	32,768,046	(668,368)	32,099,678	32,099,678	34,936,513
3230 Social Security Taxes						
8000 General Fund	35,997,665	39,572,237	1,389,567	40,961,804	42,054,936	42,424,216

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8010 General Fund Cap Improvement	3,548	-	-	-	-	-
3400 Other Funds Ltd	380,389	467,534	18,770	486,304	496,401	500,849
6400 Federal Funds Ltd	5,273	-	-	-	-	-
All Funds	36,386,875	40,039,771	1,408,337	41,448,108	42,551,337	42,925,065
3240 Unemployment Assessments						
8000 General Fund	794,066	304,236	-	304,236	304,236	313,364
8010 General Fund Cap Improvement	177	-	-	-	-	-
3400 Other Funds Ltd	36,732	76	-	76	76	78
All Funds	830,975	304,312	-	304,312	304,312	313,442
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	216,378	261,104	(118)	260,986	305,316	305,316
8010 General Fund Cap Improvement	41	-	-	-	-	-
3400 Other Funds Ltd	2,412	3,309	-	3,309	3,870	3,870
6400 Federal Funds Ltd	31	-	-	-	-	-
All Funds	218,862	264,413	(118)	264,295	309,186	309,186
3260 Mass Transit Tax						
8000 General Fund	1,385,268	1,711,980	108	1,712,088	1,712,088	1,803,408
8010 General Fund Cap Improvement	167	-	-	-	-	-
3400 Other Funds Ltd	17,372	33,944	-	33,944	33,944	36,189
All Funds	1,402,807	1,745,924	108	1,746,032	1,746,032	1,839,597

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3270 Flexible Benefits						
8000 General Fund	124,584,830	134,278,476	1,726,342	136,004,818	134,228,868	134,228,868
8010 General Fund Cap Improvement	751	-	-	-	-	-
3400 Other Funds Ltd	1,387,176	1,712,316	25,031	1,737,347	1,712,316	1,712,316
6400 Federal Funds Ltd	19,055	-	-	-	-	-
All Funds	125,991,812	135,990,792	1,751,373	137,742,165	135,941,184	135,941,184
3280 Other OPE						
8000 General Fund	140	-	-	-	-	-
3400 Other Funds Ltd	3,286	-	-	-	-	-
All Funds	3,426	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	287,129,409	310,466,016	6,737,930	317,203,946	318,861,940	323,072,973
8010 General Fund Cap Improvement	7,222	-	-	-	-	-
3400 Other Funds Ltd	3,182,197	3,786,564	88,285	3,874,849	3,886,897	3,940,068
6400 Federal Funds Ltd	43,136	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$290,361,964**	**$314,252,580**	**$6,826,215**	**$321,078,795**	**$322,748,837**	**$327,013,041**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(29,391,717)	-	(29,391,717)	(29,391,717)	(3,014,882)
3400 Other Funds Ltd	-	(20,582)	-	(20,582)	(20,582)	(22,051)

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	-	(29,412,299)	-	(29,412,299)	(29,412,299)	(3,036,933)
3465 Reconciliation Adjustment						
8000 General Fund	-	20,392,535	-	20,392,535	-	-
3400 Other Funds Ltd	-	301,688	-	301,688	-	-
All Funds	-	20,694,223	-	20,694,223	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(18,169,010)	18,169,010	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(19,091,306)	-	(19,091,306)	-	-
3400 Other Funds Ltd	-	(217,676)	-	(217,676)	-	-
All Funds	-	(19,308,982)	-	(19,308,982)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(46,259,498)	18,169,010	(28,090,488)	(29,391,717)	(3,014,882)
3400 Other Funds Ltd	-	63,430	-	63,430	(20,582)	(22,051)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($46,196,068)**	**$18,169,010**	**($28,027,058)**	**($29,412,299)**	**($3,036,933)**
TOTAL PERSONAL SERVICES						
8000 General Fund	767,209,450	786,903,834	42,444,670	829,348,504	844,701,728	880,116,680
8010 General Fund Cap Improvement	54,353	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
3400 Other Funds Ltd	8,168,969	9,961,528	326,817	10,288,345	10,355,210	10,465,036

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
6400 Federal Funds Ltd	106,762	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$775,548,400**	**$796,865,362**	**$42,771,487**	**$839,636,849**	**$855,056,938**	**$890,581,716**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	3,102,385	3,456,920	(118,576)	3,338,344	3,268,617	3,380,627
8010 General Fund Cap Improvement	31,988	-	-	-	-	-
3400 Other Funds Ltd	263,725	412,545	-	412,545	412,545	424,919
6400 Federal Funds Ltd	3,415	96,651	-	96,651	96,651	99,551
All Funds	3,401,513	3,966,116	(118,576)	3,847,540	3,777,813	3,905,097
4125 Out of State Travel						
8000 General Fund	126,261	117,648	-	117,648	173,648	179,016
8010 General Fund Cap Improvement	576	-	-	-	-	-
3400 Other Funds Ltd	23,656	57,808	-	57,808	57,808	59,542
6400 Federal Funds Ltd	9,608	-	-	-	-	-
All Funds	160,101	175,456	-	175,456	231,456	238,558
4150 Employee Training						
8000 General Fund	1,016,395	1,074,748	(79,751)	994,997	1,072,048	1,118,205
8010 General Fund Cap Improvement	3,796	-	-	-	-	-
3400 Other Funds Ltd	22,150	21,277	-	21,277	21,277	21,915
6400 Federal Funds Ltd	7,604	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	1,049,945	1,096,025	(79,751)	1,016,274	1,093,325	1,140,120
4175 Office Expenses						
8000 General Fund	5,265,841	6,314,376	(130,688)	6,183,688	6,053,978	6,332,268
8010 General Fund Cap Improvement	83,450	-	-	-	-	-
3400 Other Funds Ltd	153,412	303,919	-	303,919	303,919	313,038
6400 Federal Funds Ltd	858	-	-	-	-	-
All Funds	5,503,561	6,618,295	(130,688)	6,487,607	6,357,897	6,645,306
4200 Telecommunications						
8000 General Fund	4,921,869	2,537,877	(527,990)	2,009,887	2,008,487	5,724,059
8010 General Fund Cap Improvement	2,440	-	-	-	-	-
3400 Other Funds Ltd	6,000	24,124	-	24,124	24,124	24,847
6400 Federal Funds Ltd	257,382	315,654	-	315,654	315,654	650,248
All Funds	5,187,691	2,877,655	(527,990)	2,349,665	2,348,265	6,399,154
4225 State Gov. Service Charges						
8000 General Fund	34,161,377	37,277,263	-	37,277,263	36,316,252	38,445,700
3400 Other Funds Ltd	1,029	-	-	-	-	-
All Funds	34,162,406	37,277,263	-	37,277,263	36,316,252	38,445,700
4250 Data Processing						
8000 General Fund	1,675,968	2,755,283	(298,796)	2,456,487	2,464,310	5,339,204
3400 Other Funds Ltd	885	48,526	-	48,526	48,526	49,982

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
6400 Federal Funds Ltd	218	-	-	-	-	-
All Funds	1,677,071	2,803,809	(298,796)	2,505,013	2,512,836	5,389,186
4275 Publicity and Publications						
8000 General Fund	19,236	55,568	-	55,568	71,995	74,204
3400 Other Funds Ltd	1,345	-	-	-	-	-
All Funds	20,581	55,568	-	55,568	71,995	74,204
4300 Professional Services						
8000 General Fund	19,410,937	18,976,765	-	18,976,765	18,976,765	19,681,913
8010 General Fund Cap Improvement	510,226	-	-	-	-	-
3400 Other Funds Ltd	1,528,282	3,205,640	-	3,205,640	3,205,640	3,311,426
6400 Federal Funds Ltd	371,286	411,200	-	411,200	411,200	424,770
All Funds	21,820,731	22,593,605	-	22,593,605	22,593,605	23,418,109
4315 IT Professional Services						
8000 General Fund	36,786	-	-	-	-	-
4325 Attorney General						
8000 General Fund	2,402,229	3,704,896	-	3,704,896	3,704,896	4,425,285
8010 General Fund Cap Improvement	4,104	-	-	-	-	-
3010 Other Funds Cap Improvement	1,101	-	-	-	-	-
3400 Other Funds Ltd	3,975	7,765	-	7,765	7,765	9,255
All Funds	2,411,409	3,712,661	-	3,712,661	3,712,661	4,434,540

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
4375 Employee Recruitment and Develop						
8000 General Fund	104,757	300,075	(24,183)	275,892	272,649	280,944
8010 General Fund Cap Improvement	20	-	-	-	-	-
3400 Other Funds Ltd	-	3,630	-	3,630	3,630	3,739
All Funds	104,777	303,705	(24,183)	279,522	276,279	284,683
4400 Dues and Subscriptions						
8000 General Fund	104,321	88,070	(1,776)	86,294	90,294	93,050
8010 General Fund Cap Improvement	529	-	-	-	-	-
3400 Other Funds Ltd	1,777	959	-	959	959	988
All Funds	106,627	89,029	(1,776)	87,253	91,253	94,038
4425 Facilities Rental and Taxes						
8000 General Fund	2,144,189	895,802	-	895,802	895,802	935,217
3400 Other Funds Ltd	24,080	-	-	-	-	-
All Funds	2,168,269	895,802	-	895,802	895,802	935,217
4450 Fuels and Utilities						
8000 General Fund	30,270,912	29,723,964	(186,528)	29,537,436	26,535,863	33,910,360
3400 Other Funds Ltd	88,151	297,925	-	297,925	297,925	306,862
All Funds	30,359,063	30,021,889	(186,528)	29,835,361	26,833,788	34,217,222
4475 Facilities Maintenance						
8000 General Fund	11,732,887	9,281,266	(225,074)	9,056,192	12,096,143	12,500,938

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8010 General Fund Cap Improvement	1,122,965	-	-	-	-	-
3400 Other Funds Ltd	746,328	664,634	-	664,634	664,634	684,572
All Funds	13,602,180	9,945,900	(225,074)	9,720,826	12,760,777	13,185,510
4500 Food and Kitchen Supplies						
8000 General Fund	26,691,414	26,905,165	(820)	26,904,345	26,904,345	27,797,487
8010 General Fund Cap Improvement	35	-	-	-	-	-
3400 Other Funds Ltd	1,321,174	1,563,488	-	1,563,488	1,563,488	1,610,395
All Funds	28,012,623	28,468,653	(820)	28,467,833	28,467,833	29,407,882
4525 Medical Services and Supplies						
8000 General Fund	90,709,176	91,788,147	-	91,788,147	91,788,147	106,879,337
3400 Other Funds Ltd	4,453,196	5,628,946	-	5,628,946	5,628,946	5,930,575
6400 Federal Funds Ltd	6,041,410	6,253,705	-	6,253,705	6,253,705	4,112,304
All Funds	101,203,782	103,670,798	-	103,670,798	103,670,798	116,922,216
4550 Other Care of Residents and Patients						
8000 General Fund	27,242,195	17,819,239	(12,132)	17,807,107	21,207,019	21,996,301
8010 General Fund Cap Improvement	180	-	-	-	-	-
3400 Other Funds Ltd	4,058,621	4,684,831	-	4,684,831	4,684,831	4,719,008
All Funds	31,300,996	22,504,070	(12,132)	22,491,938	25,891,850	26,715,309
4575 Agency Program Related S and S						
8000 General Fund	9,161	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
4625 Other COP Costs						
8000 General Fund	54,453	111,640	-	111,640	111,640	114,989
3200 Other Funds Non-Ltd	230,790	-	-	-	-	-
3400 Other Funds Ltd	-	89,000	-	89,000	89,000	91,670
All Funds	285,243	200,640	-	200,640	200,640	206,659
4650 Other Services and Supplies						
8000 General Fund	3,896,752	6,914,175	(96,438)	6,817,737	4,345,237	4,831,894
8010 General Fund Cap Improvement	14,096	-	-	-	-	-
3200 Other Funds Non-Ltd	1,590,153	-	-	-	-	-
3400 Other Funds Ltd	482,069	1,470,282	-	1,470,282	1,470,282	1,514,391
All Funds	5,983,070	8,384,457	(96,438)	8,288,019	5,815,519	6,346,285
4675 Undistributed (S.S.)						
8000 General Fund	-	(6,588,304)	6,588,304	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,771,942	1,578,014	(11,374)	1,566,640	1,604,640	1,666,250
8010 General Fund Cap Improvement	7,934	-	-	-	-	-
3400 Other Funds Ltd	197,101	180,287	-	180,287	180,287	185,695
All Funds	1,976,977	1,758,301	(11,374)	1,746,927	1,784,927	1,851,945
4715 IT Expendable Property						
8000 General Fund	6,004,909	866,528	(31,290)	835,238	835,238	860,070

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8010 General Fund Cap Improvement	66,957	-	-	-	-	-
3400 Other Funds Ltd	504,864	50,164	-	50,164	50,164	51,670
All Funds	6,576,730	916,692	(31,290)	885,402	885,402	911,740
TOTAL SERVICES & SUPPLIES						
8000 General Fund	272,876,352	255,955,125	4,842,888	260,798,013	260,798,013	296,567,318
8010 General Fund Cap Improvement	1,849,296	-	-	-	-	-
3010 Other Funds Cap Improvement	1,101	-	-	-	-	-
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	13,881,820	18,715,750	-	18,715,750	18,715,750	19,314,489
6400 Federal Funds Ltd	6,691,781	7,077,210	-	7,077,210	7,077,210	5,286,873
TOTAL SERVICES & SUPPLIES	**$297,121,293**	**$281,748,085**	**$4,842,888**	**$286,590,973**	**$286,590,973**	**$321,168,680**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	167,997	60,591	-	60,591	60,591	62,409
5150 Telecommunications Equipment						
8000 General Fund	167,752	66,524	-	66,524	66,524	68,520
3400 Other Funds Ltd	12,367	-	-	-	-	-
All Funds	180,119	66,524	-	66,524	66,524	68,520
5200 Technical Equipment						
8000 General Fund	1,164,694	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8010 General Fund Cap Improvement	43,128	-	-	-	-	-
3400 Other Funds Ltd	52,233	-	-	-	-	-
All Funds	1,260,055	-	-	-	-	-
5250 Household and Institutional Equip.						
8000 General Fund	219,422	255,527	-	255,527	255,527	263,193
8010 General Fund Cap Improvement	22,868	-	-	-	-	-
3400 Other Funds Ltd	58,768	-	-	-	-	-
All Funds	301,058	255,527	-	255,527	255,527	263,193
5350 Industrial and Heavy Equipment						
8000 General Fund	179,349	12,533	-	12,533	12,533	12,909
8010 General Fund Cap Improvement	25,479	-	-	-	-	-
3400 Other Funds Ltd	5,944	-	-	-	-	-
All Funds	210,772	12,533	-	12,533	12,533	12,909
5450 Agricultural Equip. and Mach.						
8000 General Fund	47,950	-	-	-	-	-
3400 Other Funds Ltd	64,447	-	-	-	-	-
All Funds	112,397	-	-	-	-	-
5500 Recreational Equipment						
3400 Other Funds Ltd	-	-	-	-	28,756	29,619
5550 Data Processing Software						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	53,015	19,449	-	19,449	19,449	20,032
3400 Other Funds Ltd	-	28,756	-	28,756	-	-
All Funds	53,015	48,205	-	48,205	19,449	20,032
5600 Data Processing Hardware						
8000 General Fund	12,600	73,073	-	73,073	73,073	75,265
5650 Land and Improvements						
8010 General Fund Cap Improvement	-	2,645,791	-	2,645,791	2,592,874	2,670,660
5700 Building Structures						
8000 General Fund	380,650	-	-	-	-	-
8010 General Fund Cap Improvement	373,725	-	-	-	-	-
3010 Other Funds Cap Improvement	350,071	-	-	-	-	-
3020 Other Funds Cap Construction	-	4,961,000	-	4,961,000	-	-
3400 Other Funds Ltd	33,311	-	-	-	-	-
All Funds	1,137,757	4,961,000	-	4,961,000	-	-
5800 Professional Services						
8010 General Fund Cap Improvement	-	52,884	-	52,884	51,826	53,381
5900 Other Capital Outlay						
8000 General Fund	1,435,481	411,423	-	411,423	411,423	423,767
8010 General Fund Cap Improvement	266,576	-	-	-	-	-
3010 Other Funds Cap Improvement	32,083	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	206,361	58,892	-	58,892	58,892	60,661
6400 Federal Funds Ltd	428,428	-	-	-	-	-
All Funds	2,368,929	470,315	-	470,315	470,315	484,428
5950 Undistributed (C.O.)						
8010 General Fund Cap Improvement	-	(53,975)	-	(53,975)	-	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	3,828,910	899,120	-	899,120	899,120	926,095
8010 General Fund Cap Improvement	731,776	2,644,700	-	2,644,700	2,644,700	2,724,041
3010 Other Funds Cap Improvement	382,154	-	-	-	-	-
3020 Other Funds Cap Construction	-	4,961,000	-	4,961,000	-	-
3400 Other Funds Ltd	433,431	87,648	-	87,648	87,648	90,280
6400 Federal Funds Ltd	428,428	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$5,804,699**	**$8,592,468**	**-**	**$8,592,468**	**$3,631,468**	**$3,740,416**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	182,687,607	224,791,068	-	224,791,068	224,791,068	255,690,420
3400 Other Funds Ltd	6,996,768	5,058,950	-	5,058,950	5,058,950	5,210,719
6400 Federal Funds Ltd	665,167	291,797	-	291,797	291,797	300,551
All Funds	190,349,542	230,141,815	-	230,141,815	230,141,815	261,201,690
6025 Dist to Other Gov Unit						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	-	-	-	-	-	106,369
6035 Dist to Individuals						
8000 General Fund	-	94,245	-	94,245	94,245	97,072
6085 Other Special Payments						
8000 General Fund	-	8,359	-	8,359	8,359	8,610
6090 Undistributed (S.P.)						
8000 General Fund	-	(4,016,121)	4,016,121	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	182,687,607	220,877,551	4,016,121	224,893,672	224,893,672	255,796,102
3400 Other Funds Ltd	6,996,768	5,058,950	-	5,058,950	5,058,950	5,317,088
6400 Federal Funds Ltd	665,167	291,797	-	291,797	291,797	300,551
TOTAL SPECIAL PAYMENTS	**$190,349,542**	**$226,228,298**	**$4,016,121**	**$230,244,419**	**$230,244,419**	**$261,413,741**
DEBT SERVICE						
7050 Pmt To Ret Bond Escrow						
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
7100 Principal - Bonds						
8030 General Fund Debt Svc	14,760,411	32,645,120	-	32,645,120	39,779,355	39,779,355
7150 Interest - Bonds						
8030 General Fund Debt Svc	18,291,128	21,595,750	-	21,595,750	30,552,699	30,552,699
7200 Principal - COP						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8030 General Fund Debt Svc	64,117,629	47,412,800	-	47,412,800	45,548,245	45,548,245
3430 Other Funds Debt Svc Ltd	-	815,000	-	815,000	-	-
All Funds	64,117,629	48,227,800	-	48,227,800	45,548,245	45,548,245
7250 Interest - COP						
8030 General Fund Debt Svc	33,189,997	28,056,504	-	28,056,504	11,994,795	11,994,795
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	-	1,262,826	1,119,495	1,119,495
All Funds	34,422,822	29,319,330	-	29,319,330	13,114,290	13,114,290
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	130,359,165	129,710,174	-	129,710,174	127,875,094	127,875,094
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	815,000	-	815,000	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	-	1,262,826	1,119,495	1,119,495
TOTAL DEBT SERVICE	**$476,544,817**	**$131,788,000**	**-**	**$131,788,000**	**$128,994,589**	**$128,994,589**
EXPENDITURES						
8000 General Fund	1,226,602,319	1,264,635,630	51,303,679	1,315,939,309	1,331,292,533	1,433,406,195
8010 General Fund Cap Improvement	2,635,425	2,644,700	-	2,644,700	2,644,700	2,724,041
8030 General Fund Debt Svc	130,359,165	129,710,174	-	129,710,174	127,875,094	127,875,094
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
3020 Other Funds Cap Construction	-	4,961,000	-	4,961,000	-	-
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3400 Other Funds Ltd	29,480,988	33,823,876	326,817	34,150,693	34,217,558	35,186,893
3430 Other Funds Debt Svc Ltd	-	815,000	-	815,000	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	-	1,262,826	1,119,495	1,119,495
6400 Federal Funds Ltd	7,892,138	7,369,007	-	7,369,007	7,369,007	5,587,424
TOTAL EXPENDITURES	**$1,745,368,751**	**$1,445,222,213**	**$51,630,496**	**$1,496,852,709**	**$1,504,518,387**	**$1,605,899,142**
REVERSIONS						
9900 Reversions						
8000 General Fund	(1,909,029)	-	-	-	-	-
8030 General Fund Debt Svc	(1,338,626)	-	-	-	-	-
All Funds	(3,247,655)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8010 General Fund Cap Improvement	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
3010 Other Funds Cap Improvement	-	-	-	-	-	-
3020 Other Funds Cap Construction	-	-	-	-	-	-
3200 Other Funds Non-Ltd	-	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	11,640,291	8,496,653	(326,817)	8,169,836	4,322,432	3,376,887

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3430 Other Funds Debt Svc Ltd	-	2,808	-	2,808	755,039	755,039
6230 Federal Funds Debt Svc Non-Ltd	30,000	-	-	-	143,331	143,331
6400 Federal Funds Ltd	2,273,352	154,854	-	154,854	380,570	2,162,153
TOTAL ENDING BALANCE	**$13,943,643**	**$8,654,315**	**($326,817)**	**$8,327,498**	**$5,601,372**	**$6,437,410**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	4,513	4,492	(2)	4,490	4,482	4,482
8180 Position Reconciliation	-	(2)	-	(2)	-	-
TOTAL AUTHORIZED POSITIONS	**4,513**	**4,490**	**(2)**	**4,488**	**4,482**	**4,482**
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	4,415.74	4,443.18	(2.00)	4,441.18	4,441.58	4,441.58
8280 FTE Reconciliation	-	0.50	-	0.50	-	-
TOTAL AUTHORIZED FTE	**4,415.74**	**4,443.68**	**(2.00)**	**4,441.68**	**4,441.58**	**4,441.58**

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	2,483,108	2,417,724	-	2,417,724	2,244,404	2,244,404
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	449,788	(149,679)	-	(149,679)	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	2,932,896	2,268,045	-	2,268,045	2,244,404	2,244,404
TOTAL BEGINNING BALANCE	**$2,932,896**	**$2,268,045**	**-**	**$2,268,045**	**$2,244,404**	**$2,244,404**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	655,276,360	646,777,254	31,301,806	678,079,060	686,381,252	723,238,689
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	4,072,523	3,601,883	-	3,601,883	3,354,280	3,354,280
0415 Admin and Service Charges						
3400 Other Funds Ltd	108,165	3,290	-	3,290	510,974	510,974
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	4,180,688	3,605,173	-	3,605,173	3,865,254	3,865,254
TOTAL CHARGES FOR SERVICES	**$4,180,688**	**$3,605,173**	**-**	**$3,605,173**	**$3,865,254**	**$3,865,254**

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	50,634	55,401	-	55,401	26,343	26,343
0510 Rents and Royalties						
3400 Other Funds Ltd	14,754	15,114	-	15,114	-	-
TOTAL FINES, RENTS AND ROYALTIES						
3400 Other Funds Ltd	65,388	70,515	-	70,515	26,343	26,343
TOTAL FINES, RENTS AND ROYALTIES	**$65,388**	**$70,515**	**-**	**$70,515**	**$26,343**	**$26,343**
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	10,167	-	-	-	12,994	12,994
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	1,390,418	1,337,537	-	1,337,537	1,170,838	1,170,838
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	36,950	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	147,519	191,568	-	191,568	2,452,390	2,476,180

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	3,417,905	1,812,029	-	1,812,029	266,295	266,295
1257 Tsfr From Police, Dept of State						
3400 Other Funds Ltd	42,193	-	-	-	-	-
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	3,460,098	1,812,029	-	1,812,029	266,295	266,295
TOTAL TRANSFERS IN	**$3,460,098**	**$1,812,029**	**-**	**$1,812,029**	**$266,295**	**$266,295**
REVENUES						
8000 General Fund	655,276,360	646,777,254	31,301,806	678,079,060	686,381,252	723,238,689
3400 Other Funds Ltd	9,291,228	7,016,822	-	7,016,822	7,794,114	7,817,904
TOTAL REVENUES	**$664,567,588**	**$653,794,076**	**$31,301,806**	**$685,095,882**	**$694,175,366**	**$731,056,593**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(1,080,279)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	655,276,360	646,777,254	31,301,806	678,079,060	686,381,252	723,238,689
3400 Other Funds Ltd	11,143,845	9,284,867	-	9,284,867	10,038,518	10,062,308
TOTAL AVAILABLE REVENUES	**$666,420,205**	**$656,062,121**	**$31,301,806**	**$687,363,927**	**$696,419,770**	**$733,300,997**
EXPENDITURES						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	297,323,079	332,589,522	12,739,206	345,328,728	353,592,057	353,592,057
3400 Other Funds Ltd	1,443,595	1,753,872	44,515	1,798,387	1,890,960	1,890,960
All Funds	298,766,674	334,343,394	12,783,721	347,127,115	355,483,017	355,483,017
3160 Temporary Appointments						
8000 General Fund	1,642,679	-	-	-	-	-
3400 Other Funds Ltd	15,433	-	-	-	-	-
All Funds	1,658,112	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	20,571,794	14,108,555	-	14,108,555	14,108,538	15,742,531
3400 Other Funds Ltd	216,470	543,238	-	543,238	543,238	589,414
All Funds	20,788,264	14,651,793	-	14,651,793	14,651,776	16,331,945
3180 Shift Differential						
8000 General Fund	3,233,397	2,593,708	-	2,593,708	2,593,725	2,968,339
3400 Other Funds Ltd	6,004	10,170	-	10,170	10,170	11,369
All Funds	3,239,401	2,603,878	-	2,603,878	2,603,895	2,979,708
3190 All Other Differential						
8000 General Fund	19,544,970	16,377,387	-	16,377,387	16,377,387	18,811,961

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	76,740	82,289	-	82,289	82,289	104,873
All Funds	19,621,710	16,459,676	-	16,459,676	16,459,676	18,916,834
TOTAL SALARIES & WAGES						
8000 General Fund	342,315,919	365,669,172	12,739,206	378,408,378	386,671,707	391,114,888
3400 Other Funds Ltd	1,758,242	2,389,569	44,515	2,434,084	2,526,657	2,596,616
TOTAL SALARIES & WAGES	**$344,074,161**	**$368,058,741**	**$12,783,721**	**$380,842,462**	**$389,198,364**	**$393,711,504**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	123,472	129,600	-	129,600	142,516	142,516
3400 Other Funds Ltd	585	760	-	760	880	880
All Funds	124,057	130,360	-	130,360	143,396	143,396
3220 Public Employees' Retire Cont						
8000 General Fund	69,962,016	71,268,359	3,099,448	74,367,807	75,517,295	76,385,042
3400 Other Funds Ltd	376,165	465,719	10,830	476,549	493,454	507,119
All Funds	70,338,181	71,734,078	3,110,278	74,844,356	76,010,749	76,892,161
3221 Pension Obligation Bond						
8000 General Fund	20,752,802	22,602,816	(401,251)	22,201,565	22,201,565	24,104,964
3400 Other Funds Ltd	109,710	146,489	(1,612)	144,877	144,877	160,756
All Funds	20,862,512	22,749,305	(402,863)	22,346,442	22,346,442	24,265,720
3230 Social Security Taxes						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	25,855,353	27,963,556	974,549	28,938,105	29,570,532	29,910,444
3400 Other Funds Ltd	134,382	182,805	3,405	186,210	193,290	198,643
All Funds	25,989,735	28,146,361	977,954	29,124,315	29,763,822	30,109,087
3240 Unemployment Assessments						
8000 General Fund	610,057	215,459	-	215,459	215,459	221,924
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	163,329	191,160	-	191,160	223,491	223,491
3400 Other Funds Ltd	756	1,121	-	1,121	1,380	1,380
All Funds	164,085	192,281	-	192,281	224,871	224,871
3260 Mass Transit Tax						
8000 General Fund	881,734	961,785	-	961,785	961,785	1,019,572
3400 Other Funds Ltd	6,684	11,612	-	11,612	11,612	12,488
All Funds	888,418	973,397	-	973,397	973,397	1,032,060
3270 Flexible Benefits						
8000 General Fund	93,583,689	98,483,328	1,332,057	99,815,385	98,452,800	98,452,800
3400 Other Funds Ltd	409,134	580,032	8,459	588,491	610,560	610,560
All Funds	93,992,823	99,063,360	1,340,516	100,403,876	99,063,360	99,063,360
3280 Other OPE						
8000 General Fund	126	-	-	-	-	-
3400 Other Funds Ltd	3,286	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	3,412	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	211,932,578	221,816,063	5,004,803	226,820,866	227,285,443	230,460,753
3400 Other Funds Ltd	1,040,702	1,388,538	21,082	1,409,620	1,456,053	1,491,826
TOTAL OTHER PAYROLL EXPENSES	**$212,973,280**	**$223,204,601**	**$5,025,885**	**$228,230,486**	**$228,741,496**	**$231,952,579**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(21,959,174)	-	(21,959,174)	(21,959,174)	(2,352,125)
3400 Other Funds Ltd	-	(6,761)	-	(6,761)	(6,761)	(8,639)
All Funds	-	(21,965,935)	-	(21,965,935)	(21,965,935)	(2,360,764)
3465 Reconciliation Adjustment						
8000 General Fund	-	14,022,550	-	14,022,550	-	-
3400 Other Funds Ltd	-	103,000	-	103,000	-	-
All Funds	-	14,125,550	-	14,125,550	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(11,327,540)	11,327,540	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(13,596,836)	-	(13,596,836)	-	-
3400 Other Funds Ltd	-	(85,021)	-	(85,021)	-	-
All Funds	-	(13,681,857)	-	(13,681,857)	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(32,861,000)	11,327,540	(21,533,460)	(21,959,174)	(2,352,125)
3400 Other Funds Ltd	-	11,218	-	11,218	(6,761)	(8,639)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($32,849,782)**	**$11,327,540**	**($21,522,242)**	**($21,965,935)**	**($2,360,764)**
TOTAL PERSONAL SERVICES						
8000 General Fund	554,248,497	554,624,235	29,071,549	583,695,784	591,997,976	619,223,516
3400 Other Funds Ltd	2,798,944	3,789,325	65,597	3,854,922	3,975,949	4,079,803
TOTAL PERSONAL SERVICES	**$557,047,441**	**$558,413,560**	**$29,137,146**	**$587,550,706**	**$595,973,925**	**$623,303,319**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,632,357	2,064,140	-	2,064,140	1,977,640	2,036,971
3400 Other Funds Ltd	243,522	231,541	-	231,541	231,541	379,438
All Funds	1,875,879	2,295,681	-	2,295,681	2,209,181	2,416,409
4125 Out of State Travel						
8000 General Fund	89,198	79,517	-	79,517	127,517	131,342
3400 Other Funds Ltd	2,678	35,980	-	35,980	35,980	37,059
All Funds	91,876	115,497	-	115,497	163,497	168,401
4150 Employee Training						
8000 General Fund	335,865	397,763	-	397,763	397,763	409,694
3400 Other Funds Ltd	3,829	2,912	-	2,912	2,912	8,420

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	339,694	400,675	-	400,675	400,675	418,114
4175 Office Expenses						
8000 General Fund	2,414,610	3,142,588	-	3,142,588	3,059,560	3,161,483
3400 Other Funds Ltd	81,010	150,457	-	150,457	150,457	171,235
All Funds	2,495,620	3,293,045	-	3,293,045	3,210,017	3,332,718
4200 Telecommunications						
8000 General Fund	98,287	5,074	-	5,074	5,074	5,227
3400 Other Funds Ltd	4,195	21,002	-	21,002	21,002	24,764
All Funds	102,482	26,076	-	26,076	26,076	29,991
4225 State Gov. Service Charges						
3400 Other Funds Ltd	540	-	-	-	-	-
4250 Data Processing						
8000 General Fund	5,555	323,515	-	323,515	303,038	313,115
3400 Other Funds Ltd	70	34,753	-	34,753	34,753	40,782
All Funds	5,625	358,268	-	358,268	337,791	353,897
4275 Publicity and Publications						
8000 General Fund	10,939	9,783	-	9,783	9,760	10,052
3400 Other Funds Ltd	689	-	-	-	-	-
All Funds	11,628	9,783	-	9,783	9,760	10,052
4300 Professional Services						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	546,409	2,322,412	-	2,322,412	2,322,412	2,406,572
3400 Other Funds Ltd	3,148	-	-	-	-	-
All Funds	549,557	2,322,412	-	2,322,412	2,322,412	2,406,572
4315 IT Professional Services						
8000 General Fund	1,059	-	-	-	-	-
4325 Attorney General						
8000 General Fund	394,287	247,648	-	247,648	247,648	295,196
3400 Other Funds Ltd	-	5,621	-	5,621	5,621	6,700
All Funds	394,287	253,269	-	253,269	253,269	301,896
4375 Employee Recruitment and Develop						
8000 General Fund	47,071	185,527	-	185,527	185,527	191,092
3400 Other Funds Ltd	-	472	-	472	472	3,739
All Funds	47,071	185,999	-	185,999	185,999	194,831
4400 Dues and Subscriptions						
8000 General Fund	5,099	9,976	-	9,976	9,976	10,275
3400 Other Funds Ltd	1,685	447	-	447	447	461
All Funds	6,784	10,423	-	10,423	10,423	10,736
4425 Facilities Rental and Taxes						
8000 General Fund	23,025	-	-	-	-	-
4450 Fuels and Utilities						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	29,219,710	28,142,539	-	28,142,539	25,140,966	32,446,837
3400 Other Funds Ltd	8,431	180,165	-	180,165	180,165	185,570
All Funds	29,228,141	28,322,704	-	28,322,704	25,321,131	32,632,407
4475 Facilities Maintenance						
8000 General Fund	10,133,492	8,163,123	-	8,163,123	11,164,674	11,525,781
3400 Other Funds Ltd	472,336	215,737	-	215,737	215,737	330,633
All Funds	10,605,828	8,378,860	-	8,378,860	11,380,411	11,856,414
4500 Food and Kitchen Supplies						
8000 General Fund	26,621,702	26,899,051	-	26,899,051	26,899,051	27,792,032
3400 Other Funds Ltd	942,534	1,094,138	-	1,094,138	1,094,138	1,126,964
All Funds	27,564,236	27,993,189	-	27,993,189	27,993,189	28,918,996
4525 Medical Services and Supplies						
8000 General Fund	64,585	50,596	-	50,596	50,596	53,302
3400 Other Funds Ltd	21,054	523	-	523	523	6,227
All Funds	85,639	51,119	-	51,119	51,119	59,529
4550 Other Care of Residents and Patients						
8000 General Fund	22,025,514	15,408,067	-	15,408,067	18,812,979	19,426,753
3400 Other Funds Ltd	2,224,359	2,534,950	-	2,534,950	2,534,950	2,646,202
All Funds	24,249,873	17,943,017	-	17,943,017	21,347,929	22,072,955
4650 Other Services and Supplies						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	2,441,780	5,609,334	-	5,609,334	2,308,472	2,395,717
3400 Other Funds Ltd	305,823	724,176	-	724,176	724,176	756,745
All Funds	2,747,603	6,333,510	-	6,333,510	3,032,648	3,152,462
4675 Undistributed (S.S.)						
8000 General Fund	-	(2,230,257)	2,230,257	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	917,248	679,519	-	679,519	717,519	741,335
3400 Other Funds Ltd	179,839	126,297	-	126,297	126,297	151,770
All Funds	1,097,087	805,816	-	805,816	843,816	893,105
4715 IT Expendable Property						
8000 General Fund	225,979	231,681	-	231,681	231,681	238,630
3400 Other Funds Ltd	431,796	-	-	-	-	37,949
All Funds	657,775	231,681	-	231,681	231,681	276,579
TOTAL SERVICES & SUPPLIES						
8000 General Fund	97,253,771	91,741,596	2,230,257	93,971,853	93,971,853	103,591,406
3400 Other Funds Ltd	4,927,538	5,359,171	-	5,359,171	5,359,171	5,914,658
TOTAL SERVICES & SUPPLIES	**$102,181,309**	**$97,100,767**	**$2,230,257**	**$99,331,024**	**$99,331,024**	**$109,506,064**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	8,499	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
5150 Telecommunications Equipment						
8000 General Fund	13,495	-	-	-	-	-
3400 Other Funds Ltd	12,367	-	-	-	-	-
All Funds	25,862	-	-	-	-	-
5200 Technical Equipment						
8000 General Fund	370,739	-	-	-	-	-
3400 Other Funds Ltd	37,233	-	-	-	-	-
All Funds	407,972	-	-	-	-	-
5250 Household and Institutional Equip.						
8000 General Fund	219,422	-	-	-	-	-
3400 Other Funds Ltd	58,768	-	-	-	-	-
All Funds	278,190	-	-	-	-	-
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	5,944	-	-	-	-	-
5450 Agricultural Equip. and Mach.						
8000 General Fund	29,950	-	-	-	-	-
3400 Other Funds Ltd	48,578	-	-	-	-	-
All Funds	78,528	-	-	-	-	-
5550 Data Processing Software						
8000 General Fund	27,920	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
5700 Building Structures						
8000 General Fund	235,817	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	720,791	411,423	-	411,423	411,423	423,767
3400 Other Funds Ltd	94,052	58,892	-	58,892	58,892	60,661
All Funds	814,843	470,315	-	470,315	470,315	484,428
TOTAL CAPITAL OUTLAY						
8000 General Fund	1,626,633	411,423	-	411,423	411,423	423,767
3400 Other Funds Ltd	256,942	58,892	-	58,892	58,892	60,661
TOTAL CAPITAL OUTLAY	**$1,883,575**	**$470,315**	**-**	**$470,315**	**$470,315**	**$484,428**
EXPENDITURES						
8000 General Fund	653,128,901	646,777,254	31,301,806	678,079,060	686,381,252	723,238,689
3400 Other Funds Ltd	7,983,424	9,207,388	65,597	9,272,985	9,394,012	10,055,122
TOTAL EXPENDITURES	**$661,112,325**	**$655,984,642**	**$31,367,403**	**$687,352,045**	**$695,775,264**	**$733,293,811**
REVERSIONS						
9900 Reversions						
8000 General Fund	(2,147,459)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	3,160,421	77,479	(65,597)	11,882	644,506	7,186

DESCRIPTION	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Emergency Boards*	*2013-15 Leg Approved Budget*	*2015-17 Base Budget*	*2015-17 Current Service Level*
TOTAL ENDING BALANCE	**$3,160,421**	**$77,479**	**($65,597)**	**$11,882**	**$644,506**	**$7,186**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	3,263	3,259	-	3,259	3,259	3,259
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	3,224.41	3,241.67	-	3,241.67	3,241.60	3,241.60

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	3,589,749	935,121	-	935,121	862,667	862,667
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	3,199,913	-	3,199,913	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	3,589,749	4,135,034	-	4,135,034	862,667	862,667
TOTAL BEGINNING BALANCE	**$3,589,749**	**$4,135,034**	**-**	**$4,135,034**	**$862,667**	**$862,667**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	57,482,770	59,734,965	1,563,169	61,298,134	61,735,983	72,013,923
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	136,600	108,800	-	108,800	39,233	39,233
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	5,512	3,446	-	3,446	2,174	2,174
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	-	1,179	-	1,179	609	609
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	-	89,000	-	89,000	-	-
0575 Refunding Bonds						
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
TOTAL BOND SALES						
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	-	89,000	-	89,000	-	-
TOTAL BOND SALES	**$1,820,943**	**$89,000**	**-**	**$89,000**	**-**	**-**
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	17,436	15,170	-	15,170	13,368	13,368
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	100	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	8,317,759	12,446	-	12,446	3,715,670	3,715,670
FEDERAL FUNDS REVENUE						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
0995 Federal Funds						
6400 Federal Funds Ltd	408,791	600,000	-	600,000	618,000	943,124
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	532,498	556,094	-	556,094	81,723	81,723
1050 Transfer In Other						
3400 Other Funds Ltd	-	9,787,477	-	9,787,477	-	-
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	532,498	10,343,571	-	10,343,571	81,723	81,723
TOTAL TRANSFERS IN	**$532,498**	**$10,343,571**	**-**	**$10,343,571**	**$81,723**	**$81,723**
REVENUES						
8000 General Fund	57,482,770	59,734,965	1,563,169	61,298,134	61,735,983	72,013,923
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	9,009,905	10,573,612	-	10,573,612	3,852,777	3,852,777
6400 Federal Funds Ltd	408,791	600,000	-	600,000	618,000	943,124
TOTAL REVENUES	**$68,722,409**	**$70,908,577**	**$1,563,169**	**$72,471,746**	**$66,206,760**	**$76,809,824**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(7,548,494)	(9,787,477)	-	(9,787,477)	(1,438,365)	(1,438,365)
AVAILABLE REVENUES						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	57,482,770	59,734,965	1,563,169	61,298,134	61,735,983	72,013,923
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	5,051,160	4,921,169	-	4,921,169	3,277,079	3,277,079
6400 Federal Funds Ltd	408,791	600,000	-	600,000	618,000	943,124
TOTAL AVAILABLE REVENUES	**$64,763,664**	**$65,256,134**	**$1,563,169**	**$66,819,303**	**$65,631,062**	**$76,234,126**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	10,388,679	11,278,879	227,489	11,506,368	11,927,177	11,927,177
3400 Other Funds Ltd	265,918	295,296	10,584	305,880	317,592	317,592
6400 Federal Funds Ltd	62,255	-	-	-	-	-
All Funds	10,716,852	11,574,175	238,073	11,812,248	12,244,769	12,244,769
3160 Temporary Appointments						
8000 General Fund	65,446	144,495	-	144,495	144,495	148,830
3400 Other Funds Ltd	9,118	-	-	-	-	-
All Funds	74,564	144,495	-	144,495	144,495	148,830
3170 Overtime Payments						
8000 General Fund	35,742	21,934	-	21,934	21,935	22,593
3400 Other Funds Ltd	6,518	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	42,260	21,934	-	21,934	21,935	22,593
3180 Shift Differential						
8000 General Fund	53	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	183,437	159,614	-	159,614	159,613	164,401
3400 Other Funds Ltd	12,755	20,532	-	20,532	20,532	21,148
6400 Federal Funds Ltd	1,371	-	-	-	-	-
All Funds	197,563	180,146	-	180,146	180,145	185,549
TOTAL SALARIES & WAGES						
8000 General Fund	10,673,357	11,604,922	227,489	11,832,411	12,253,220	12,263,001
3400 Other Funds Ltd	294,309	315,828	10,584	326,412	338,124	338,740
6400 Federal Funds Ltd	63,626	-	-	-	-	-
TOTAL SALARIES & WAGES	**$11,031,292**	**$11,920,750**	**$238,073**	**$12,158,823**	**$12,591,344**	**$12,601,741**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	3,177	3,320	-	3,320	3,652	3,652
3400 Other Funds Ltd	88	120	-	120	132	132
6400 Federal Funds Ltd	25	-	-	-	-	-
All Funds	3,290	3,440	-	3,440	3,784	3,784
3220 Public Employees' Retire Cont						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	2,002,513	2,233,628	45,064	2,278,692	2,364,827	2,365,890
3400 Other Funds Ltd	50,584	61,556	2,206	63,762	66,037	66,157
6400 Federal Funds Ltd	14,255	-	-	-	-	-
All Funds	2,067,352	2,295,184	47,270	2,342,454	2,430,864	2,432,047
3221 Pension Obligation Bond						
8000 General Fund	637,564	715,956	(8,583)	707,373	707,373	750,359
3400 Other Funds Ltd	18,549	19,479	(331)	19,148	19,148	21,034
6400 Federal Funds Ltd	4,497	-	-	-	-	-
All Funds	660,610	735,435	(8,914)	726,521	726,521	771,393
3230 Social Security Taxes						
8000 General Fund	793,384	874,859	17,657	892,516	928,236	928,984
3400 Other Funds Ltd	22,923	24,160	866	25,026	25,867	25,914
6400 Federal Funds Ltd	5,273	-	-	-	-	-
All Funds	821,580	899,019	18,523	917,542	954,103	954,898
3240 Unemployment Assessments						
8000 General Fund	-	4,409	-	4,409	4,409	4,541
3400 Other Funds Ltd	29,109	-	-	-	-	-
All Funds	29,109	4,409	-	4,409	4,409	4,541
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	4,037	4,897	-	4,897	5,727	5,727

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	120	177	-	177	207	207
6400 Federal Funds Ltd	31	-	-	-	-	-
All Funds	4,188	5,074	-	5,074	5,934	5,934
3260 Mass Transit Tax						
8000 General Fund	48,195	70,436	-	70,436	70,436	73,578
3400 Other Funds Ltd	1,832	1,895	-	1,895	1,895	2,032
All Funds	50,027	72,331	-	72,331	72,331	75,610
3270 Flexible Benefits						
8000 General Fund	2,464,463	2,533,824	15,017	2,548,841	2,533,824	2,533,824
3400 Other Funds Ltd	73,680	91,584	1,336	92,920	91,584	91,584
6400 Federal Funds Ltd	19,055	-	-	-	-	-
All Funds	2,557,198	2,625,408	16,353	2,641,761	2,625,408	2,625,408
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	5,953,333	6,441,329	69,155	6,510,484	6,618,484	6,666,555
3400 Other Funds Ltd	196,885	198,971	4,077	203,048	204,870	207,060
6400 Federal Funds Ltd	43,136	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$6,193,354**	**$6,640,300**	**$73,232**	**$6,713,532**	**$6,823,354**	**$6,873,615**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(1,085,088)	-	(1,085,088)	(1,085,088)	(48,178)

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	-	(1,138)	-	(1,138)	(1,138)	(1,149)
All Funds	-	(1,086,226)	-	(1,086,226)	(1,086,226)	(49,327)
3465 Reconciliation Adjustment						
8000 General Fund	-	470,954	-	470,954	-	-
3400 Other Funds Ltd	-	12,714	-	12,714	-	-
All Funds	-	483,668	-	483,668	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(333,915)	333,915	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(379,994)	-	(379,994)	-	-
3400 Other Funds Ltd	-	(10,340)	-	(10,340)	-	-
All Funds	-	(390,334)	-	(390,334)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(1,328,043)	333,915	(994,128)	(1,085,088)	(48,178)
3400 Other Funds Ltd	-	1,236	-	1,236	(1,138)	(1,149)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($1,326,807)**	**$333,915**	**($992,892)**	**($1,086,226)**	**($49,327)**
TOTAL PERSONAL SERVICES						
8000 General Fund	16,626,690	16,718,208	630,559	17,348,767	17,786,616	18,881,378
3400 Other Funds Ltd	491,194	516,035	14,661	530,696	541,856	544,651
6400 Federal Funds Ltd	106,762	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
TOTAL PERSONAL SERVICES	**$17,224,646**	**$17,234,243**	**$645,220**	**$17,879,463**	**$18,328,472**	**$19,426,029**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	259,177	220,536	-	220,536	221,109	227,742
3400 Other Funds Ltd	2,669	16,795	-	16,795	16,795	17,299
6400 Federal Funds Ltd	3,415	96,651	-	96,651	96,651	99,551
All Funds	265,261	333,982	-	333,982	334,555	344,592
4125 Out of State Travel						
8000 General Fund	16,223	11,873	-	11,873	11,873	12,229
3400 Other Funds Ltd	7,499	20,000	-	20,000	20,000	20,600
6400 Federal Funds Ltd	6,705	-	-	-	-	-
All Funds	30,427	31,873	-	31,873	31,873	32,829
4150 Employee Training						
8000 General Fund	58,004	84,614	-	84,614	180,665	186,085
3400 Other Funds Ltd	1,477	-	-	-	-	-
6400 Federal Funds Ltd	7,604	-	-	-	-	-
All Funds	67,085	84,614	-	84,614	180,665	186,085
4175 Office Expenses						
8000 General Fund	95,532	618,477	-	618,477	601,795	621,828
3400 Other Funds Ltd	1,008	10,353	-	10,353	10,353	10,664

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	96,540	628,830	-	628,830	612,148	632,492
4200 Telecommunications						
8000 General Fund	2,244,595	-	-	-	-	3,596,969
6400 Federal Funds Ltd	-	-	-	-	-	325,124
All Funds	2,244,595	-	-	-	-	3,922,093
4225 State Gov. Service Charges						
8000 General Fund	34,161,283	37,277,263	-	37,277,263	36,316,252	38,445,700
4250 Data Processing						
8000 General Fund	10,902	911,541	-	911,541	941,541	3,713,841
4275 Publicity and Publications						
8000 General Fund	3,835	37,562	-	37,562	37,562	38,688
4300 Professional Services						
8000 General Fund	230,196	224,600	-	224,600	224,600	232,731
3400 Other Funds Ltd	15,000	-	-	-	-	-
6400 Federal Funds Ltd	284,305	411,200	-	411,200	411,200	424,770
All Funds	529,501	635,800	-	635,800	635,800	657,501
4315 IT Professional Services						
8000 General Fund	6,798	-	-	-	-	-
4325 Attorney General						
8000 General Fund	1,222,922	2,131,671	-	2,131,671	2,131,671	2,547,771

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
4375 Employee Recruitment and Develop						
8000 General Fund	-	2,860	-	2,860	23,817	24,532
4400 Dues and Subscriptions						
8000 General Fund	11,092	5,186	-	5,186	5,186	5,342
4425 Facilities Rental and Taxes						
8000 General Fund	1,388,269	895,802	-	895,802	895,802	935,217
4450 Fuels and Utilities						
8000 General Fund	126,211	742,909	-	742,909	742,909	767,573
4475 Facilities Maintenance						
8000 General Fund	10,773	5,121	-	5,121	5,121	5,274
3400 Other Funds Ltd	1,925	-	-	-	-	-
All Funds	12,698	5,121	-	5,121	5,121	5,274
4500 Food and Kitchen Supplies						
8000 General Fund	9,431	-	-	-	-	-
3400 Other Funds Ltd	1,436	-	-	-	-	-
All Funds	10,867	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	80,577	208,245	-	208,245	208,245	215,158
4550 Other Care of Residents and Patients						
8000 General Fund	4,194	1,981	-	1,981	1,981	2,040

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
4575 Agency Program Related S and S						
8000 General Fund	9,161	-	-	-	-	-
4625 Other COP Costs						
8000 General Fund	54,453	111,640	-	111,640	111,640	114,989
3200 Other Funds Non-Ltd	230,790	-	-	-	-	-
3400 Other Funds Ltd	-	89,000	-	89,000	89,000	91,670
All Funds	285,243	200,640	-	200,640	200,640	206,659
4650 Other Services and Supplies						
8000 General Fund	157,329	216,528	-	216,528	1,046,640	1,190,647
3200 Other Funds Non-Ltd	1,590,153	-	-	-	-	-
3400 Other Funds Ltd	5,247	60,000	-	60,000	60,000	61,800
All Funds	1,752,729	276,528	-	276,528	1,106,640	1,252,447
4675 Undistributed (S.S.)						
8000 General Fund	-	(932,610)	932,610	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	70,924	39,626	-	39,626	39,626	40,816
4715 IT Expendable Property						
8000 General Fund	278,866	38,137	-	38,137	38,137	39,282
3400 Other Funds Ltd	498	-	-	-	-	-
All Funds	279,364	38,137	-	38,137	38,137	39,282

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
TOTAL SERVICES & SUPPLIES						
8000 General Fund	40,510,747	42,853,562	932,610	43,786,172	43,786,172	52,964,454
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	36,759	196,148	-	196,148	196,148	202,033
6400 Federal Funds Ltd	302,029	507,851	-	507,851	507,851	849,445
TOTAL SERVICES & SUPPLIES	**$42,670,478**	**$43,557,561**	**$932,610**	**$44,490,171**	**$44,490,171**	**$54,015,932**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	-	60,591	-	60,591	60,591	62,409
5200 Technical Equipment						
8000 General Fund	7,155	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	7,155	60,591	-	60,591	60,591	62,409
TOTAL CAPITAL OUTLAY	**$7,155**	**$60,591**	**-**	**$60,591**	**$60,591**	**$62,409**
SPECIAL PAYMENTS						
6035 Dist to Individuals						
8000 General Fund	-	94,245	-	94,245	94,245	97,072
6085 Other Special Payments						
8000 General Fund	-	8,359	-	8,359	8,359	8,610
TOTAL SPECIAL PAYMENTS						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	-	102,604	-	102,604	102,604	105,682
TOTAL SPECIAL PAYMENTS	**-**	**$102,604**	**-**	**$102,604**	**$102,604**	**$105,682**
EXPENDITURES						
8000 General Fund	57,144,592	59,734,965	1,563,169	61,298,134	61,735,983	72,013,923
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	527,953	712,183	14,661	726,844	738,004	746,684
6400 Federal Funds Ltd	408,791	507,851	-	507,851	507,851	849,445
TOTAL EXPENDITURES	**$59,902,279**	**$60,954,999**	**$1,577,830**	**$62,532,829**	**$62,981,838**	**$73,610,052**
REVERSIONS						
9900 Reversions						
8000 General Fund	(338,178)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3200 Other Funds Non-Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	4,523,207	4,208,986	(14,661)	4,194,325	2,539,075	2,530,395
6400 Federal Funds Ltd	-	92,149	-	92,149	110,149	93,679
TOTAL ENDING BALANCE	**$4,523,207**	**$4,301,135**	**($14,661)**	**$4,286,474**	**$2,649,224**	**$2,624,074**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	90	86	-	86	86	86
AUTHORIZED FTE POSITIONS						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8250 Class/Unclass FTE Positions	84.07	85.50	-	85.50	85.50	85.50
8280 FTE Reconciliation	-	0.50	-	0.50	-	-
TOTAL AUTHORIZED FTE	**84.07**	**86.00**	**-**	**86.00**	**85.50**	**85.50**

DESCRIPTION	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Emergency Boards*	*2013-15 Leg Approved Budget*	*2015-17 Base Budget*	*2015-17 Current Service Level*
BEGINNING BALANCE						
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	14,866	-	-	-	-	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	2,969,073	-	-	-	-	-
REVENUES						
8000 General Fund	2,969,073	-	-	-	-	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(14,866)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	2,969,073	-	-	-	-	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,143,558	-	-	-	-	-
3160 Temporary Appointments						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	5,918	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	28,545	-	-	-	-	-
TOTAL SALARIES & WAGES						
8000 General Fund	1,178,021	-	-	-	-	-
TOTAL SALARIES & WAGES	**$1,178,021**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	348	-	-	-	-	-
3220 Public Employees' Retire Cont						
8000 General Fund	190,456	-	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	72,795	-	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	89,093	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	457	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	7,128	-	-	-	-	-
3270 Flexible Benefits						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	269,539	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	629,816	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$629,816**	**-**	**-**	**-**	**-**	**-**
TOTAL PERSONAL SERVICES						
8000 General Fund	1,807,837	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$1,807,837**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	6,186	-	-	-	-	-
4150 Employee Training						
8000 General Fund	727	-	-	-	-	-
4175 Office Expenses						
8000 General Fund	59,066	-	-	-	-	-
4275 Publicity and Publications						
8000 General Fund	7	-	-	-	-	-
4300 Professional Services						
8000 General Fund	6,528	-	-	-	-	-
4325 Attorney General						
8000 General Fund	8,072	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
4400 Dues and Subscriptions						
8000 General Fund	1,139	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	45,200	-	-	-	-	-
4500 Food and Kitchen Supplies						
8000 General Fund	470	-	-	-	-	-
4550 Other Care of Residents and Patients						
8000 General Fund	121	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	4,394	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	5,960	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	9,909	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
8000 General Fund	147,779	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$147,779**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	1,955,616	-	-	-	-	-
REVERSIONS						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
9900 Reversions						
8000 General Fund	(1,013,457)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	696,170	1,202,078	-	1,202,078	969,881	969,881
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(205,776)	(797,029)	-	(797,029)	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	490,394	405,049	-	405,049	969,881	969,881
TOTAL BEGINNING BALANCE	**$490,394**	**$405,049**	**-**	**$405,049**	**$969,881**	**$969,881**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	50,938,901	48,863,200	2,083,458	50,946,658	52,048,006	53,838,839
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	4,764,566	5,664,954	-	5,664,954	3,574,438	3,574,438
FINES, RENTS AND ROYALTIES						
0510 Rents and Royalties						
3400 Other Funds Ltd	237,693	207,225	-	207,225	267,865	267,865
SALES INCOME						
0705 Sales Income						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	653,843	580,111	-	580,111	511,196	511,196
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	-	33,556	-	33,556	34,563	34,563
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	148,757	1,746,700	-	1,746,700	2,200,001	2,200,001
REVENUES						
8000 General Fund	50,938,901	48,863,200	2,083,458	50,946,658	52,048,006	53,838,839
3400 Other Funds Ltd	5,804,859	8,232,546	-	8,232,546	6,588,063	6,588,063
TOTAL REVENUES	**$56,743,760**	**$57,095,746**	**$2,083,458**	**$59,179,204**	**$58,636,069**	**$60,426,902**
AVAILABLE REVENUES						
8000 General Fund	50,938,901	48,863,200	2,083,458	50,946,658	52,048,006	53,838,839
3400 Other Funds Ltd	6,295,253	8,637,595	-	8,637,595	7,557,944	7,557,944
TOTAL AVAILABLE REVENUES	**$57,234,154**	**$57,500,795**	**$2,083,458**	**$59,584,253**	**$59,605,950**	**$61,396,783**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	24,120,502	27,693,264	667,306	28,360,570	29,514,745	29,514,745

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	2,560,694	3,279,327	182,732	3,462,059	3,495,721	3,495,721
All Funds	26,681,196	30,972,591	850,038	31,822,629	33,010,466	33,010,466
3160 Temporary Appointments						
8000 General Fund	197,340	30,689	-	30,689	30,689	31,610
3400 Other Funds Ltd	72,027	-	-	-	-	-
All Funds	269,367	30,689	-	30,689	30,689	31,610
3170 Overtime Payments						
8000 General Fund	249,390	440,962	(227,952)	213,010	213,010	219,400
3400 Other Funds Ltd	129,244	23,248	-	23,248	23,248	23,945
All Funds	378,634	464,210	(227,952)	236,258	236,258	243,345
3180 Shift Differential						
8000 General Fund	1,451	-	-	-	-	-
3400 Other Funds Ltd	2,180	-	-	-	-	-
All Funds	3,631	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	419,868	341,263	(134,817)	206,446	206,446	212,639
3400 Other Funds Ltd	91,878	77,111	-	77,111	77,111	79,424
All Funds	511,746	418,374	(134,817)	283,557	283,557	292,063
TOTAL SALARIES & WAGES						
8000 General Fund	24,988,551	28,506,178	304,537	28,810,715	29,964,890	29,978,394

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	2,856,023	3,379,686	182,732	3,562,418	3,596,080	3,599,090
TOTAL SALARIES & WAGES	**$27,844,574**	**$31,885,864**	**$487,269**	**$32,373,133**	**$33,560,970**	**$33,577,484**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	8,240	9,106	(80)	9,026	9,930	9,930
3400 Other Funds Ltd	1,163	1,360	-	1,360	1,452	1,452
All Funds	9,403	10,466	(80)	10,386	11,382	11,382
3220 Public Employees' Retire Cont						
8000 General Fund	4,533,191	5,549,853	135,593	5,685,446	5,846,164	5,848,620
3400 Other Funds Ltd	604,821	658,699	36,804	695,503	702,321	702,910
All Funds	5,138,012	6,208,552	172,397	6,380,949	6,548,485	6,551,530
3221 Pension Obligation Bond						
8000 General Fund	1,541,328	1,789,219	(56,326)	1,732,893	1,732,893	1,854,821
3400 Other Funds Ltd	175,921	208,431	(3,524)	204,907	204,907	223,088
All Funds	1,717,249	1,997,650	(59,850)	1,937,800	1,937,800	2,077,909
3230 Social Security Taxes						
8000 General Fund	1,887,207	2,180,134	53,289	2,233,423	2,290,635	2,291,668
3400 Other Funds Ltd	217,156	258,545	14,446	272,991	275,099	275,330
All Funds	2,104,363	2,438,679	67,735	2,506,414	2,565,734	2,566,998
3240 Unemployment Assessments						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	10,532	35,195	-	35,195	35,195	36,251
3400 Other Funds Ltd	7,623	76	-	76	76	78
All Funds	18,155	35,271	-	35,271	35,271	36,329
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	10,098	13,432	(118)	13,314	15,571	15,571
3400 Other Funds Ltd	1,505	2,006	-	2,006	2,277	2,277
All Funds	11,603	15,438	(118)	15,320	17,848	17,848
3260 Mass Transit Tax						
8000 General Fund	115,637	176,337	-	176,337	176,337	179,870
3400 Other Funds Ltd	8,479	20,278	-	20,278	20,278	21,594
All Funds	124,116	196,615	-	196,615	196,615	201,464
3270 Flexible Benefits						
8000 General Fund	6,048,106	6,950,209	29,887	6,980,096	6,858,625	6,858,625
3400 Other Funds Ltd	883,654	1,037,952	15,137	1,053,089	1,007,424	1,007,424
All Funds	6,931,760	7,988,161	45,024	8,033,185	7,866,049	7,866,049
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	14,154,339	16,703,485	162,245	16,865,730	16,965,350	17,095,356
3400 Other Funds Ltd	1,900,322	2,187,347	62,863	2,250,210	2,213,834	2,234,153
TOTAL OTHER PAYROLL EXPENSES	**$16,054,661**	**$18,890,832**	**$225,108**	**$19,115,940**	**$19,179,184**	**$19,329,509**

P.S. BUDGET ADJUSTMENTS

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3455 Vacancy Savings						
8000 General Fund	-	(1,313,153)	-	(1,313,153)	(1,313,153)	(117,818)
3400 Other Funds Ltd	-	(12,641)	-	(12,641)	(12,641)	(12,220)
All Funds	-	(1,325,794)	-	(1,325,794)	(1,325,794)	(130,038)
3465 Reconciliation Adjustment						
8000 General Fund	-	1,206,269	-	1,206,269	-	-
3400 Other Funds Ltd	-	184,835	-	184,835	-	-
All Funds	-	1,391,104	-	1,391,104	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(2,599,859)	2,599,859	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(1,053,822)	-	(1,053,822)	-	-
3400 Other Funds Ltd	-	(121,374)	-	(121,374)	-	-
All Funds	-	(1,175,196)	-	(1,175,196)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(3,760,565)	2,599,859	(1,160,706)	(1,313,153)	(117,818)
3400 Other Funds Ltd	-	50,820	-	50,820	(12,641)	(12,220)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($3,709,745)**	**$2,599,859**	**($1,109,886)**	**($1,325,794)**	**($130,038)**
TOTAL PERSONAL SERVICES						
8000 General Fund	39,142,890	41,449,098	3,066,641	44,515,739	45,617,087	46,955,932

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	4,756,345	5,617,853	245,595	5,863,448	5,797,273	5,821,023
TOTAL PERSONAL SERVICES	**$43,899,235**	**$47,066,951**	**$3,312,236**	**$50,379,187**	**$51,414,360**	**$52,776,955**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	410,784	421,609	(92,214)	329,395	339,395	356,955
3400 Other Funds Ltd	6,294	27,362	-	27,362	27,362	28,182
All Funds	417,078	448,971	(92,214)	356,757	366,757	385,137
4125 Out of State Travel						
8000 General Fund	3,576	454	-	454	6,454	6,648
4150 Employee Training						
8000 General Fund	169,784	200,437	(39,868)	160,569	155,569	172,980
3400 Other Funds Ltd	-	1,024	-	1,024	1,024	1,055
All Funds	169,784	201,461	(39,868)	161,593	156,593	174,035
4175 Office Expenses						
8000 General Fund	663,897	437,155	(111,428)	325,727	270,727	299,210
3400 Other Funds Ltd	11,473	110,973	-	110,973	110,973	114,303
All Funds	675,370	548,128	(111,428)	436,700	381,700	413,513
4200 Telecommunications						
8000 General Fund	1,879,800	2,377,551	(527,990)	1,849,561	1,848,161	1,960,868
4225 State Gov. Service Charges						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	94	-	-	-	-	-
4250 Data Processing						
8000 General Fund	1,560,227	1,311,077	(292,006)	1,019,071	1,018,071	1,101,315
3400 Other Funds Ltd	815	8,829	-	8,829	8,829	9,094
All Funds	1,561,042	1,319,906	(292,006)	1,027,900	1,026,900	1,110,409
4275 Publicity and Publications						
8000 General Fund	2,321	2,188	-	2,188	16,688	17,189
3400 Other Funds Ltd	656	-	-	-	-	-
All Funds	2,977	2,188	-	2,188	16,688	17,189
4300 Professional Services						
8000 General Fund	135,898	113,780	-	113,780	113,780	117,898
3400 Other Funds Ltd	21,700	-	-	-	-	-
All Funds	157,598	113,780	-	113,780	113,780	117,898
4315 IT Professional Services						
8000 General Fund	3,212	-	-	-	-	-
4325 Attorney General						
8000 General Fund	50,108	296,069	-	296,069	296,069	353,862
3400 Other Funds Ltd	3,975	2,144	-	2,144	2,144	2,555
All Funds	54,083	298,213	-	298,213	298,213	356,417
4375 Employee Recruitment and Develop						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	6,469	6,288	-	6,288	6,288	6,476
4400 Dues and Subscriptions						
8000 General Fund	4,457	9,823	(1,776)	8,047	10,047	10,348
3400 Other Funds Ltd	92	512	-	512	512	527
All Funds	4,549	10,335	(1,776)	8,559	10,559	10,875
4425 Facilities Rental and Taxes						
8000 General Fund	26,102	-	-	-	-	-
3400 Other Funds Ltd	23,585	-	-	-	-	-
All Funds	49,687	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	877,479	827,087	(183,887)	643,200	643,200	686,898
3400 Other Funds Ltd	79,064	117,760	-	117,760	117,760	121,292
All Funds	956,543	944,847	(183,887)	760,960	760,960	808,190
4475 Facilities Maintenance						
8000 General Fund	1,333,041	972,173	(220,692)	751,481	793,881	832,779
3400 Other Funds Ltd	265,002	338,630	-	338,630	338,630	348,789
All Funds	1,598,043	1,310,803	(220,692)	1,090,111	1,132,511	1,181,568
4500 Food and Kitchen Supplies						
8000 General Fund	9,363	5,659	(820)	4,839	4,839	4,985
3400 Other Funds Ltd	354,491	469,350	-	469,350	469,350	483,431

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	363,854	475,009	(820)	474,189	474,189	488,416
4525 Medical Services and Supplies						
8000 General Fund	811	2,080	-	2,080	2,080	2,177
4550 Other Care of Residents and Patients						
8000 General Fund	49,903	53,855	(12,132)	41,723	36,723	37,824
3400 Other Funds Ltd	1,602	74,650	-	74,650	74,650	76,889
All Funds	51,505	128,505	(12,132)	116,373	111,373	114,713
4650 Other Services and Supplies						
8000 General Fund	188,027	444,682	(91,674)	353,008	345,508	369,414
3400 Other Funds Ltd	23,793	442,621	-	442,621	442,621	455,900
All Funds	211,820	887,303	(91,674)	795,629	788,129	825,314
4675 Undistributed (S.S.)						
8000 General Fund	-	(626,963)	626,963	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	87,511	71,069	(11,374)	59,695	59,695	67,425
3400 Other Funds Ltd	7,715	10,184	-	10,184	10,184	10,489
All Funds	95,226	81,253	(11,374)	69,879	69,879	77,914
4715 IT Expendable Property						
8000 General Fund	4,911,087	109,530	(24,285)	85,245	85,245	87,802
3400 Other Funds Ltd	40,647	13,320	-	13,320	13,320	13,721

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	4,951,734	122,850	(24,285)	98,565	98,565	101,523
TOTAL SERVICES & SUPPLIES						
8000 General Fund	12,373,951	7,035,603	(983,183)	6,052,420	6,052,420	6,493,053
3400 Other Funds Ltd	840,904	1,617,359	-	1,617,359	1,617,359	1,666,227
TOTAL SERVICES & SUPPLIES	**$13,214,855**	**$8,652,962**	**($983,183)**	**$7,669,779**	**$7,669,779**	**$8,159,280**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
8000 General Fund	130,157	66,524	-	66,524	66,524	68,520
5200 Technical Equipment						
8000 General Fund	70,374	-	-	-	-	-
5250 Household and Institutional Equip.						
8000 General Fund	-	255,527	-	255,527	255,527	263,193
5350 Industrial and Heavy Equipment						
8000 General Fund	169,870	12,533	-	12,533	12,533	12,909
5450 Agricultural Equip. and Mach.						
8000 General Fund	18,000	-	-	-	-	-
3400 Other Funds Ltd	15,869	-	-	-	-	-
All Funds	33,869	-	-	-	-	-
5550 Data Processing Software						
8000 General Fund	25,095	19,449	-	19,449	19,449	20,032

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
5600 Data Processing Hardware						
8000 General Fund	12,600	24,466	-	24,466	24,466	25,200
5700 Building Structures						
8000 General Fund	116,715	-	-	-	-	-
3400 Other Funds Ltd	33,311	-	-	-	-	-
All Funds	150,026	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	403,477	-	-	-	-	-
3400 Other Funds Ltd	15,900	-	-	-	-	-
All Funds	419,377	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	946,288	378,499	-	378,499	378,499	389,854
3400 Other Funds Ltd	65,080	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$1,011,368**	**$378,499**	**-**	**$378,499**	**$378,499**	**$389,854**
EXPENDITURES						
8000 General Fund	52,463,129	48,863,200	2,083,458	50,946,658	52,048,006	53,838,839
3400 Other Funds Ltd	5,662,329	7,235,212	245,595	7,480,807	7,414,632	7,487,250
TOTAL EXPENDITURES	**$58,125,458**	**$56,098,412**	**$2,329,053**	**$58,427,465**	**$59,462,638**	**$61,326,089**
REVERSIONS						
9900 Reversions						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	1,524,228	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	632,924	1,402,383	(245,595)	1,156,788	143,312	70,694
TOTAL ENDING BALANCE	**$632,924**	**$1,402,383**	**($245,595)**	**$1,156,788**	**$143,312**	**$70,694**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	268	263	(2)	261	260	260
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	259.85	262.05	(2.00)	260.05	258.16	258.16

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
BEGINNING BALANCE						
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	1,280,048	-	-	-	-	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	30,342,746	-	-	-	-	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	247,141	-	-	-	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	19,873	-	-	-	-	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	780	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	244,191	-	-	-	-	-
FEDERAL FUNDS REVENUE						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
0995 Federal Funds						
6400 Federal Funds Ltd	457,585	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	2,162,610	-	-	-	-	-
1137 Tsfr From Justice, Dept of						
3400 Other Funds Ltd	11,878	-	-	-	-	-
1213 Tsfr From Criminal Justice Comm						
3400 Other Funds Ltd	83,062	-	-	-	-	-
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	46,859	-	-	-	-	-
1586 Tsfr From Comm Coll/Wkfrc Dev						
3400 Other Funds Ltd	110,920	-	-	-	-	-
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	2,415,329	-	-	-	-	-
TOTAL TRANSFERS IN	**$2,415,329**	**-**	**-**	**-**	**-**	**-**
REVENUES						
8000 General Fund	30,342,746	-	-	-	-	-
3400 Other Funds Ltd	2,927,314	-	-	-	-	-
6400 Federal Funds Ltd	457,585	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
TOTAL REVENUES	**$33,727,645**	**-**	**-**	**-**	**-**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(1,567,711)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	30,342,746	-	-	-	-	-
3400 Other Funds Ltd	2,639,651	-	-	-	-	-
6400 Federal Funds Ltd	457,585	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$33,439,982**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	7,683,328	-	-	-	-	-
3160 Temporary Appointments						
8000 General Fund	96,998	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	4,248	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	36	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3190 All Other Differential						
8000 General Fund	80,439	-	-	-	-	-
TOTAL SALARIES & WAGES						
8000 General Fund	7,865,049	-	-	-	-	-
TOTAL SALARIES & WAGES	**$7,865,049**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	3,004	-	-	-	-	-
3220 Public Employees' Retire Cont						
8000 General Fund	1,418,904	-	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	466,941	-	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	593,368	-	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	1,208	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	3,546	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	35,907	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3270 Flexible Benefits						
8000 General Fund	2,065,640	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	4,588,518	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$4,588,518**	**-**	**-**	**-**	**-**	**-**
TOTAL PERSONAL SERVICES						
8000 General Fund	12,453,567	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$12,453,567**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	106,705	-	-	-	-	-
3400 Other Funds Ltd	4,484	-	-	-	-	-
All Funds	111,189	-	-	-	-	-
4125 Out of State Travel						
8000 General Fund	5,441	-	-	-	-	-
3400 Other Funds Ltd	3,924	-	-	-	-	-
6400 Federal Funds Ltd	2,832	-	-	-	-	-
All Funds	12,197	-	-	-	-	-
4150 Employee Training						
8000 General Fund	23,913	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	3,887	-	-	-	-	-
All Funds	27,800	-	-	-	-	-
4175 Office Expenses						
8000 General Fund	277,239	-	-	-	-	-
3400 Other Funds Ltd	5,357	-	-	-	-	-
All Funds	282,596	-	-	-	-	-
4200 Telecommunications						
8000 General Fund	100	-	-	-	-	-
4250 Data Processing						
8000 General Fund	41,044	-	-	-	-	-
6400 Federal Funds Ltd	218	-	-	-	-	-
All Funds	41,262	-	-	-	-	-
4300 Professional Services						
8000 General Fund	6,956,640	-	-	-	-	-
3400 Other Funds Ltd	739,234	-	-	-	-	-
6400 Federal Funds Ltd	76,589	-	-	-	-	-
All Funds	7,772,463	-	-	-	-	-
4325 Attorney General						
8000 General Fund	78,431	-	-	-	-	-
4375 Employee Recruitment and Develop						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	40	-	-	-	-	-
4400 Dues and Subscriptions						
8000 General Fund	28,864	-	-	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	630	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	6,076	-	-	-	-	-
3400 Other Funds Ltd	1,514	-	-	-	-	-
All Funds	7,590	-	-	-	-	-
4500 Food and Kitchen Supplies						
8000 General Fund	12,994	-	-	-	-	-
3400 Other Funds Ltd	14,463	-	-	-	-	-
All Funds	27,457	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	3,143,103	-	-	-	-	-
3400 Other Funds Ltd	1,597,167	-	-	-	-	-
All Funds	4,740,270	-	-	-	-	-
4550 Other Care of Residents and Patients						
8000 General Fund	415,303	-	-	-	-	-
3400 Other Funds Ltd	161,381	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	576,684	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	128,590	-	-	-	-	-
3400 Other Funds Ltd	7,226	-	-	-	-	-
All Funds	135,816	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	4,515	-	-	-	-	-
3400 Other Funds Ltd	8,907	-	-	-	-	-
All Funds	13,422	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	114,341	-	-	-	-	-
3400 Other Funds Ltd	9,045	-	-	-	-	-
All Funds	123,386	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
8000 General Fund	11,343,969	-	-	-	-	-
3400 Other Funds Ltd	2,556,589	-	-	-	-	-
6400 Federal Funds Ltd	79,639	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$13,980,197**	**-**	**-**	**-**	**-**	**-**
SPECIAL PAYMENTS						
6020 Dist to Counties						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	4,683,127	-	-	-	-	-
6400 Federal Funds Ltd	377,945	-	-	-	-	-
All Funds	5,061,072	-	-	-	-	-
EXPENDITURES						
8000 General Fund	28,480,663	-	-	-	-	-
3400 Other Funds Ltd	2,556,589	-	-	-	-	-
6400 Federal Funds Ltd	457,584	-	-	-	-	-
TOTAL EXPENDITURES	**$31,494,836**	**-**	**-**	**-**	**-**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(1,862,083)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	83,062	-	-	-	-	-
6400 Federal Funds Ltd	1	-	-	-	-	-
TOTAL ENDING BALANCE	**$83,063**	**-**	**-**	**-**	**-**	**-**

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	-	-	-	-	1,006	1,006
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	1,618	-	1,618	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	-	1,618	-	1,618	1,006	1,006
TOTAL BEGINNING BALANCE	**-**	**$1,618**	**-**	**$1,618**	**$1,006**	**$1,006**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	12,574,807	13,205,554	822,452	14,028,006	14,452,255	14,624,576
FINES, RENTS AND ROYALTIES						
0510 Rents and Royalties						
3400 Other Funds Ltd	3,050	5,000	-	5,000	6,463	6,463
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	2,755	-	-	-	-	-
REVENUES						
8000 General Fund	12,574,807	13,205,554	822,452	14,028,006	14,452,255	14,624,576

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	5,805	5,000	-	5,000	6,463	6,463
TOTAL REVENUES	**$12,580,612**	**$13,210,554**	**$822,452**	**$14,033,006**	**$14,458,718**	**$14,631,039**
AVAILABLE REVENUES						
8000 General Fund	12,574,807	13,205,554	822,452	14,028,006	14,452,255	14,624,576
3400 Other Funds Ltd	5,805	6,618	-	6,618	7,469	7,469
TOTAL AVAILABLE REVENUES	**$12,580,612**	**$13,212,172**	**$822,452**	**$14,034,624**	**$14,459,724**	**$14,632,045**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	6,749,815	7,632,228	329,475	7,961,703	8,341,692	8,341,692
3160 Temporary Appointments						
8000 General Fund	69,512	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	132,324	136,157	(136,157)	-	-	-
3180 Shift Differential						
8000 General Fund	255	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	120,835	86,072	(86,072)	-	-	-
TOTAL SALARIES & WAGES						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	7,072,741	7,854,457	107,246	7,961,703	8,341,692	8,341,692
TOTAL SALARIES & WAGES	**$7,072,741**	**$7,854,457**	**$107,246**	**$7,961,703**	**$8,341,692**	**$8,341,692**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	2,311	2,440	-	2,440	2,772	2,772
3220 Public Employees' Retire Cont						
8000 General Fund	1,282,592	1,530,827	65,037	1,595,864	1,629,132	1,629,132
3221 Pension Obligation Bond						
8000 General Fund	431,990	555,551	(71,357)	484,194	484,194	516,264
3230 Social Security Taxes						
8000 General Fund	533,406	600,865	25,887	626,752	638,135	638,135
3240 Unemployment Assessments						
8000 General Fund	13,540	3,272	-	3,272	3,272	3,370
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	2,870	3,599	-	3,599	4,347	4,347
3260 Mass Transit Tax						
8000 General Fund	33,536	56,567	108	56,675	56,675	50,051
3270 Flexible Benefits						
8000 General Fund	1,750,741	1,862,208	24,424	1,886,632	1,923,264	1,923,264
TOTAL OTHER PAYROLL EXPENSES						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	4,050,986	4,615,329	44,099	4,659,428	4,741,791	4,767,335
TOTAL OTHER PAYROLL EXPENSES	**$4,050,986**	**$4,615,329**	**$44,099**	**$4,659,428**	**$4,741,791**	**$4,767,335**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(36,722)	-	(36,722)	(36,722)	(32,799)
3465 Reconciliation Adjustment						
8000 General Fund	-	356,978	-	356,978	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(658,948)	658,948	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(318,875)	-	(318,875)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(657,567)	658,948	1,381	(36,722)	(32,799)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($657,567)**	**$658,948**	**$1,381**	**($36,722)**	**($32,799)**
TOTAL PERSONAL SERVICES						
8000 General Fund	11,123,727	11,812,219	810,293	12,622,512	13,046,761	13,076,228
TOTAL PERSONAL SERVICES	**$11,123,727**	**$11,812,219**	**$810,293**	**$12,622,512**	**$13,046,761**	**$13,076,228**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	126,178	116,765	(26,362)	90,403	96,603	102,253

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	36	-	-	-	-	-
All Funds	126,214	116,765	(26,362)	90,403	96,603	102,253
4125 Out of State Travel						
8000 General Fund	4,571	2,933	-	2,933	4,933	5,081
4150 Employee Training						
8000 General Fund	262,915	180,479	(39,883)	140,596	126,596	130,394
3400 Other Funds Ltd	291	-	-	-	-	-
All Funds	263,206	180,479	(39,883)	140,596	126,596	130,394
4175 Office Expenses						
8000 General Fund	162,926	88,910	(19,260)	69,650	94,650	110,206
3400 Other Funds Ltd	158	-	-	-	-	-
All Funds	163,084	88,910	(19,260)	69,650	94,650	110,206
4200 Telecommunications						
8000 General Fund	3,789	4,696	-	4,696	4,696	4,837
4250 Data Processing						
8000 General Fund	7,249	37,966	(6,790)	31,176	30,476	32,463
4275 Publicity and Publications						
8000 General Fund	2,078	1,680	-	1,680	3,630	3,739
4300 Professional Services						
8000 General Fund	19,145	407,014	-	407,014	407,014	420,445

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	591	-	-	-	-	-
All Funds	19,736	407,014	-	407,014	407,014	420,445
4325 Attorney General						
8000 General Fund	464,101	498,789	-	498,789	498,789	594,556
4375 Employee Recruitment and Develop						
8000 General Fund	4,530	92,499	(24,183)	68,316	44,116	45,440
4400 Dues and Subscriptions						
8000 General Fund	993	557	-	557	2,557	2,634
4425 Facilities Rental and Taxes						
8000 General Fund	2,810	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	8,031	11,429	(2,641)	8,788	8,788	9,052
4475 Facilities Maintenance						
8000 General Fund	17,335	20,431	(4,382)	16,049	12,049	12,410
3400 Other Funds Ltd	3,650	5,000	-	5,000	5,000	5,150
All Funds	20,985	25,431	(4,382)	21,049	17,049	17,560
4500 Food and Kitchen Supplies						
8000 General Fund	1,550	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	50,805	12,480	-	12,480	12,480	12,854

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
4550 Other Care of Residents and Patients						
8000 General Fund	1,366	804	-	804	804	828
4650 Other Services and Supplies						
8000 General Fund	21,558	25,685	(4,764)	20,921	26,671	29,595
3400 Other Funds Ltd	73	-	-	-	-	-
All Funds	21,631	25,685	(4,764)	20,921	26,671	29,595
4675 Undistributed (S.S.)						
8000 General Fund	-	(147,429)	147,429	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	12,568	4,831	-	4,831	4,831	4,976
4715 IT Expendable Property						
8000 General Fund	73,520	32,816	(7,005)	25,811	25,811	26,585
TOTAL SERVICES & SUPPLIES						
8000 General Fund	1,248,018	1,393,335	12,159	1,405,494	1,405,494	1,548,348
3400 Other Funds Ltd	4,799	5,000	-	5,000	5,000	5,150
TOTAL SERVICES & SUPPLIES	**$1,252,817**	**$1,398,335**	**$12,159**	**$1,410,494**	**$1,410,494**	**$1,553,498**
EXPENDITURES						
8000 General Fund	12,371,745	13,205,554	822,452	14,028,006	14,452,255	14,624,576
3400 Other Funds Ltd	4,799	5,000	-	5,000	5,000	5,150
TOTAL EXPENDITURES	**$12,376,544**	**$13,210,554**	**$822,452**	**$14,033,006**	**$14,457,255**	**$14,629,726**

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
REVERSIONS						
9900 Reversions						
8000 General Fund	(203,062)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	1,006	1,618	-	1,618	2,469	2,319
TOTAL ENDING BALANCE	**$1,006**	**$1,618**	**-**	**$1,618**	**$2,469**	**$2,319**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	70	70	-	70	63	63
8180 Position Reconciliation	-	(2)	-	(2)	-	-
TOTAL AUTHORIZED POSITIONS	**70**	**68**	**-**	**68**	**63**	**63**
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	67.75	60.50	-	60.50	62.50	62.50

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,702,053	2,068,709	-	2,068,709	353,498	353,498
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	39,124	(729,361)	-	(729,361)	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	1,741,177	1,339,348	-	1,339,348	353,498	353,498
TOTAL BEGINNING BALANCE	**$1,741,177**	**$1,339,348**	**-**	**$1,339,348**	**$353,498**	**$353,498**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	192,903,387	234,768,829	4,674,400	239,443,229	240,041,657	271,085,060
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	22,906	-	-	-	-	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,023,024	1,378,912	-	1,378,912	870,058	870,058
0415 Admin and Service Charges						
3400 Other Funds Ltd	2,372	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	1,025,396	1,378,912	-	1,378,912	870,058	870,058
TOTAL CHARGES FOR SERVICES	**$1,025,396**	**$1,378,912**	**-**	**$1,378,912**	**$870,058**	**$870,058**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	41,890	92,707	-	92,707	47,898	47,898
0510 Rents and Royalties						
3400 Other Funds Ltd	4,905	12,000	-	12,000	15,512	15,512
TOTAL FINES, RENTS AND ROYALTIES						
3400 Other Funds Ltd	46,795	104,707	-	104,707	63,410	63,410
TOTAL FINES, RENTS AND ROYALTIES	**$46,795**	**$104,707**	**-**	**$104,707**	**$63,410**	**$63,410**
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	40	89	-	89	78	78
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	-	986	-	986	8,047	8,047
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	-	-	-	-	194,618	194,618
TOTAL DONATIONS AND CONTRIBUTIONS						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	-	986	-	986	202,665	202,665
TOTAL DONATIONS AND CONTRIBUTIONS	**-**	**$986**	**-**	**$986**	**$202,665**	**$202,665**
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	-	-	-	824,974	824,974
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	289,933	291,797	-	291,797	300,551	300,551
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	591,378	596,729	-	596,729	87,695	87,695
1050 Transfer In Other						
3400 Other Funds Ltd	-	4,297,572	-	4,297,572	3,986,493	3,986,493
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	6,276,355	-	-	-	-	-
1213 Tsfr From Criminal Justice Comm						
3400 Other Funds Ltd	643,921	-	-	-	370,800	370,800
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	7,511,654	4,894,301	-	4,894,301	4,444,988	4,444,988
TOTAL TRANSFERS IN	**$7,511,654**	**$4,894,301**	**-**	**$4,894,301**	**$4,444,988**	**$4,444,988**

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
REVENUES						
8000 General Fund	192,903,387	234,768,829	4,674,400	239,443,229	240,041,657	271,085,060
3400 Other Funds Ltd	8,606,791	6,378,995	-	6,378,995	6,406,173	6,406,173
6400 Federal Funds Ltd	289,933	291,797	-	291,797	300,551	300,551
TOTAL REVENUES	**$201,800,111**	**$241,439,621**	**$4,674,400**	**$246,114,021**	**$246,748,381**	**$277,791,784**
AVAILABLE REVENUES						
8000 General Fund	192,903,387	234,768,829	4,674,400	239,443,229	240,041,657	271,085,060
3400 Other Funds Ltd	10,347,968	7,718,343	-	7,718,343	6,759,671	6,759,671
6400 Federal Funds Ltd	289,933	291,797	-	291,797	300,551	300,551
TOTAL AVAILABLE REVENUES	**$203,541,288**	**$242,778,969**	**$4,674,400**	**$247,453,369**	**$247,101,879**	**$278,145,282**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	6,041,992	7,648,826	271,693	7,920,519	8,592,075	8,592,075
3400 Other Funds Ltd	13,872	10,990	189	11,179	12,573	12,573
All Funds	6,055,864	7,659,816	271,882	7,931,698	8,604,648	8,604,648
3160 Temporary Appointments						
8000 General Fund	32,954	-	-	-	-	-
3170 Overtime Payments						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	2,769	9,447	-	9,447	9,447	9,730
3190 All Other Differential						
8000 General Fund	297,816	257,265	-	257,265	257,265	264,983
3400 Other Funds Ltd	1,131	-	-	-	-	-
All Funds	298,947	257,265	-	257,265	257,265	264,983
TOTAL SALARIES & WAGES						
8000 General Fund	6,375,531	7,915,538	271,693	8,187,231	8,858,787	8,866,788
3400 Other Funds Ltd	15,003	10,990	189	11,179	12,573	12,573
TOTAL SALARIES & WAGES	**$6,390,534**	**$7,926,528**	**$271,882**	**$8,198,410**	**$8,871,360**	**$8,879,361**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	2,153	2,449	-	2,449	2,739	2,739
3400 Other Funds Ltd	5	4	-	4	4	4
All Funds	2,158	2,453	-	2,453	2,743	2,743
3220 Public Employees' Retire Cont						
8000 General Fund	1,313,264	1,542,733	66,102	1,608,835	1,730,109	1,731,671
3400 Other Funds Ltd	2,514	2,142	46	2,188	2,456	2,456
All Funds	1,315,778	1,544,875	66,148	1,611,023	1,732,565	1,734,127
3221 Pension Obligation Bond						
8000 General Fund	396,178	536,563	(50,646)	485,917	485,917	549,670

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	893	679	(13)	666	666	778
All Funds	397,071	537,242	(50,659)	486,583	486,583	550,448
3230 Social Security Taxes						
8000 General Fund	479,320	603,083	20,785	623,868	676,017	676,630
3400 Other Funds Ltd	1,148	841	14	855	962	962
All Funds	480,468	603,924	20,799	624,723	676,979	677,592
3240 Unemployment Assessments						
8000 General Fund	7,336	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	2,556	3,613	-	3,613	4,295	4,295
3400 Other Funds Ltd	5	5	-	5	6	6
All Funds	2,561	3,618	-	3,618	4,301	4,301
3260 Mass Transit Tax						
8000 General Fund	4,251	52,155	-	52,155	52,155	53,201
3400 Other Funds Ltd	-	66	-	66	66	75
All Funds	4,251	52,221	-	52,221	52,221	53,276
3270 Flexible Benefits						
8000 General Fund	1,599,493	1,869,635	24,376	1,894,011	1,900,163	1,900,163
3400 Other Funds Ltd	3,339	2,748	40	2,788	2,748	2,748
All Funds	1,602,832	1,872,383	24,416	1,896,799	1,902,911	1,902,911

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	3,804,551	4,610,231	60,617	4,670,848	4,851,395	4,918,369
3400 Other Funds Ltd	7,904	6,485	87	6,572	6,908	7,029
TOTAL OTHER PAYROLL EXPENSES	**$3,812,455**	**$4,616,716**	**$60,704**	**$4,677,420**	**$4,858,303**	**$4,925,398**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(35,250)	-	(35,250)	(35,250)	(34,832)
3400 Other Funds Ltd	-	(42)	-	(42)	(42)	(43)
All Funds	-	(35,292)	-	(35,292)	(35,292)	(34,875)
3465 Reconciliation Adjustment						
8000 General Fund	-	562,954	-	562,954	-	-
3400 Other Funds Ltd	-	474	-	474	-	-
All Funds	-	563,428	-	563,428	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(258,073)	258,073	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(309,279)	-	(309,279)	-	-
3400 Other Funds Ltd	-	(391)	-	(391)	-	-
All Funds	-	(309,670)	-	(309,670)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	-	(39,648)	258,073	218,425	(35,250)	(34,832)
3400 Other Funds Ltd	-	41	-	41	(42)	(43)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($39,607)**	**$258,073**	**$218,466**	**($35,292)**	**($34,875)**
TOTAL PERSONAL SERVICES						
8000 General Fund	10,180,082	12,486,121	590,383	13,076,504	13,674,932	13,750,325
3400 Other Funds Ltd	22,907	17,516	276	17,792	19,439	19,559
TOTAL PERSONAL SERVICES	**$10,202,989**	**$12,503,637**	**$590,659**	**$13,094,296**	**$13,694,371**	**$13,769,884**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	126,189	40,994	-	40,994	40,994	42,224
3400 Other Funds Ltd	1,227	-	-	-	-	-
All Funds	127,416	40,994	-	40,994	40,994	42,224
4125 Out of State Travel						
8000 General Fund	3,435	9,574	-	9,574	9,574	9,861
3400 Other Funds Ltd	7,971	-	-	-	-	-
6400 Federal Funds Ltd	71	-	-	-	-	-
All Funds	11,477	9,574	-	9,574	9,574	9,861
4150 Employee Training						
8000 General Fund	40,622	28,067	-	28,067	28,067	28,909
3400 Other Funds Ltd	10,568	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	51,190	28,067	-	28,067	28,067	28,909
4175 Office Expenses						
8000 General Fund	113,310	82,955	-	82,955	82,955	85,444
3400 Other Funds Ltd	28,343	-	-	-	-	-
6400 Federal Funds Ltd	858	-	-	-	-	-
All Funds	142,511	82,955	-	82,955	82,955	85,444
4200 Telecommunications						
8000 General Fund	30,175	-	-	-	-	-
3400 Other Funds Ltd	1,755	-	-	-	-	-
All Funds	31,930	-	-	-	-	-
4250 Data Processing						
8000 General Fund	70	45,295	-	45,295	45,295	46,653
4275 Publicity and Publications						
8000 General Fund	56	647	-	647	647	666
4300 Professional Services						
8000 General Fund	145,744	133,871	-	133,871	133,871	138,288
3400 Other Funds Ltd	456,813	-	-	-	-	-
All Funds	602,557	133,871	-	133,871	133,871	138,288
4315 IT Professional Services						
8000 General Fund	17,352	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
4325 Attorney General						
8000 General Fund	24,689	129,555	-	129,555	129,555	154,430
4375 Employee Recruitment and Develop						
8000 General Fund	284	670	-	670	670	690
4400 Dues and Subscriptions						
8000 General Fund	29,890	59,230	-	59,230	59,230	61,007
4425 Facilities Rental and Taxes						
8000 General Fund	286,773	-	-	-	-	-
3400 Other Funds Ltd	210	-	-	-	-	-
All Funds	286,983	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	1,794	-	-	-	-	-
3400 Other Funds Ltd	656	-	-	-	-	-
All Funds	2,450	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	26,772	9,085	-	9,085	9,085	9,358
3400 Other Funds Ltd	908	-	-	-	-	-
All Funds	27,680	9,085	-	9,085	9,085	9,358
4500 Food and Kitchen Supplies						
8000 General Fund	2,016	310	-	310	310	319

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	278	-	-	-	-	-
All Funds	2,294	310	-	310	310	319
4525 Medical Services and Supplies						
8000 General Fund	542,202	-	-	-	-	-
3400 Other Funds Ltd	637,936	-	-	-	-	-
All Funds	1,180,138	-	-	-	-	-
4550 Other Care of Residents and Patients						
8000 General Fund	3,573,713	899,965	-	899,965	899,965	926,964
3400 Other Funds Ltd	1,371,906	1,373,215	-	1,373,215	1,373,215	1,414,412
All Funds	4,945,619	2,273,180	-	2,273,180	2,273,180	2,341,376
4650 Other Services and Supplies						
8000 General Fund	45,683	41,687	-	41,687	41,687	42,938
3400 Other Funds Ltd	18,449	6,144	-	6,144	6,144	6,328
All Funds	64,132	47,831	-	47,831	47,831	49,266
4675 Undistributed (S.S.)						
8000 General Fund	-	(67,896)	67,896	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	5,263	45,145	-	45,145	45,145	46,499
3400 Other Funds Ltd	189	-	-	-	-	-
All Funds	5,452	45,145	-	45,145	45,145	46,499

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
4715 IT Expendable Property						
8000 General Fund	17,731	-	-	-	-	-
3400 Other Funds Ltd	4,761	-	-	-	-	-
All Funds	22,492	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
8000 General Fund	5,033,763	1,459,154	67,896	1,527,050	1,527,050	1,594,250
3400 Other Funds Ltd	2,541,970	1,379,359	-	1,379,359	1,379,359	1,420,740
6400 Federal Funds Ltd	929	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$7,576,662**	**$2,838,513**	**$67,896**	**$2,906,409**	**$2,906,409**	**$3,014,990**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
8000 General Fund	24,100	-	-	-	-	-
5600 Data Processing Hardware						
8000 General Fund	-	48,607	-	48,607	48,607	50,065
TOTAL CAPITAL OUTLAY						
8000 General Fund	24,100	48,607	-	48,607	48,607	50,065
TOTAL CAPITAL OUTLAY	**$24,100**	**$48,607**	**-**	**$48,607**	**$48,607**	**$50,065**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	177,417,414	224,791,068	-	224,791,068	224,791,068	255,690,420

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	6,827,228	5,058,950	-	5,058,950	5,058,950	5,210,719
6400 Federal Funds Ltd	287,222	291,797	-	291,797	291,797	300,551
All Funds	184,531,864	230,141,815	-	230,141,815	230,141,815	261,201,690
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	-	-	-	-	-	106,369
6090 Undistributed (S.P.)						
8000 General Fund	-	(4,016,121)	4,016,121	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	177,417,414	220,774,947	4,016,121	224,791,068	224,791,068	255,690,420
3400 Other Funds Ltd	6,827,228	5,058,950	-	5,058,950	5,058,950	5,317,088
6400 Federal Funds Ltd	287,222	291,797	-	291,797	291,797	300,551
TOTAL SPECIAL PAYMENTS	**$184,531,864**	**$226,125,694**	**$4,016,121**	**$230,141,815**	**$230,141,815**	**$261,308,059**
EXPENDITURES						
8000 General Fund	192,655,359	234,768,829	4,674,400	239,443,229	240,041,657	271,085,060
3400 Other Funds Ltd	9,392,105	6,455,825	276	6,456,101	6,457,748	6,757,387
6400 Federal Funds Ltd	288,151	291,797	-	291,797	291,797	300,551
TOTAL EXPENDITURES	**$202,335,615**	**$241,516,451**	**$4,674,676**	**$246,191,127**	**$246,791,202**	**$278,142,998**
REVERSIONS						
9900 Reversions						
8000 General Fund	(248,028)	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	955,863	1,262,518	(276)	1,262,242	301,923	2,284
6400 Federal Funds Ltd	1,782	-	-	-	8,754	-
TOTAL ENDING BALANCE	**$957,645**	**$1,262,518**	**($276)**	**$1,262,242**	**$310,677**	**$2,284**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	67	61	-	61	62	62
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	66.62	61.33	-	61.33	62.33	62.33

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	68,404	607,950	-	607,950	354,569	354,569
6400 Federal Funds Ltd	3,646,672	-	-	-	-	-
All Funds	3,715,076	607,950	-	607,950	354,569	354,569
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(126,447)	(209,773)	-	(209,773)	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	(58,043)	398,177	-	398,177	354,569	354,569
6400 Federal Funds Ltd	3,646,672	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$3,588,629**	**$398,177**	**-**	**$398,177**	**$354,569**	**$354,569**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	194,958,932	199,926,258	8,607,187	208,533,445	212,398,371	231,652,927
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	-	252,657	-	252,657	91,109	91,109
CHARGES FOR SERVICES						
0410 Charges for Services						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	224,499	19,000	-	19,000	11,989	11,989
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	91,609	85,000	-	85,000	43,916	43,916
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	34,929	30,000	-	30,000	26,436	26,436
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	579,446	450,000	-	450,000	395,000	395,000
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	5,352,117	6,632,064	-	6,632,064	6,831,026	6,505,902
REVENUES						
8000 General Fund	194,958,932	199,926,258	8,607,187	208,533,445	212,398,371	231,652,927
3400 Other Funds Ltd	930,483	836,657	-	836,657	568,450	568,450
6400 Federal Funds Ltd	5,352,117	6,632,064	-	6,632,064	6,831,026	6,505,902
TOTAL REVENUES	**$201,241,532**	**$207,394,979**	**$8,607,187**	**$216,002,166**	**$219,797,847**	**$238,727,279**
AVAILABLE REVENUES						
8000 General Fund	194,958,932	199,926,258	8,607,187	208,533,445	212,398,371	231,652,927

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	872,440	1,234,834	-	1,234,834	923,019	923,019
6400 Federal Funds Ltd	8,998,789	6,632,064	-	6,632,064	6,831,026	6,505,902
TOTAL AVAILABLE REVENUES	**$204,830,161**	**$207,793,156**	**$8,607,187**	**$216,400,343**	**$220,152,416**	**$239,081,848**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	63,275,849	75,510,017	3,160,937	78,670,954	82,097,885	82,097,885
3160 Temporary Appointments						
8000 General Fund	709,984	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	1,489,130	950,323	-	950,323	950,323	1,031,101
3180 Shift Differential						
8000 General Fund	897,022	774,897	-	774,897	774,897	840,765
3190 All Other Differential						
8000 General Fund	3,717,937	2,177,256	-	2,177,256	2,177,256	2,362,322
TOTAL SALARIES & WAGES						
8000 General Fund	70,089,922	79,412,493	3,160,937	82,573,430	86,000,361	86,332,073
TOTAL SALARIES & WAGES	**$70,089,922**	**$79,412,493**	**$3,160,937**	**$82,573,430**	**$86,000,361**	**$86,332,073**
OTHER PAYROLL EXPENSES						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	18,818	22,345	-	22,345	24,596	24,596
3220 Public Employees' Retire Cont						
8000 General Fund	12,506,299	15,477,486	769,052	16,246,538	16,795,877	16,860,661
3221 Pension Obligation Bond						
8000 General Fund	4,095,223	4,901,571	(79,765)	4,821,806	4,821,806	5,343,055
3230 Social Security Taxes						
8000 General Fund	5,051,455	5,687,064	241,814	5,928,878	6,182,798	6,208,173
3240 Unemployment Assessments						
8000 General Fund	151,393	25,362	-	25,362	25,362	26,122
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	25,030	32,957	-	32,957	38,568	38,568
3260 Mass Transit Tax						
8000 General Fund	214,459	265,688	-	265,688	265,688	288,166
3270 Flexible Benefits						
8000 General Fund	14,191,443	16,656,840	223,060	16,879,900	16,668,288	16,668,288
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	36,254,120	43,069,313	1,154,161	44,223,474	44,822,983	45,457,629
TOTAL OTHER PAYROLL EXPENSES	**$36,254,120**	**$43,069,313**	**$1,154,161**	**$44,223,474**	**$44,822,983**	**$45,457,629**

P.S. BUDGET ADJUSTMENTS

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3455 Vacancy Savings						
8000 General Fund	-	(3,877,895)	-	(3,877,895)	(3,877,895)	(338,143)
3465 Reconciliation Adjustment						
8000 General Fund	-	2,832,381	-	2,832,381	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(2,369,034)	2,369,034	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(2,670,867)	-	(2,670,867)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(6,085,415)	2,369,034	(3,716,381)	(3,877,895)	(338,143)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($6,085,415)**	**$2,369,034**	**($3,716,381)**	**($3,877,895)**	**($338,143)**
TOTAL PERSONAL SERVICES						
8000 General Fund	106,344,042	116,396,391	6,684,132	123,080,523	126,945,449	131,451,559
TOTAL PERSONAL SERVICES	**$106,344,042**	**$116,396,391**	**$6,684,132**	**$123,080,523**	**$126,945,449**	**$131,451,559**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	355,883	338,801	-	338,801	338,801	348,964
4125 Out of State Travel						
8000 General Fund	3,608	-	-	-	-	-
4150 Employee Training						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	106,669	104,144	-	104,144	104,144	107,272
4175 Office Expenses						
8000 General Fund	1,124,004	974,538	-	974,538	974,538	1,006,722
3400 Other Funds Ltd	57	-	-	-	-	-
All Funds	1,124,061	974,538	-	974,538	974,538	1,006,722
4200 Telecommunications						
8000 General Fund	571,309	-	-	-	-	-
6400 Federal Funds Ltd	257,382	315,654	-	315,654	315,654	325,124
All Funds	828,691	315,654	-	315,654	315,654	325,124
4250 Data Processing						
8000 General Fund	4,800	9,881	-	9,881	9,881	10,177
4300 Professional Services						
8000 General Fund	802,335	-	-	-	-	-
4315 IT Professional Services						
8000 General Fund	8,365	-	-	-	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	46,363	3,824	-	3,824	3,824	3,939
4400 Dues and Subscriptions						
8000 General Fund	22,787	-	-	-	-	-
4425 Facilities Rental and Taxes						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	416,315	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	37,677	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	152,191	87,119	-	87,119	87,119	90,061
4500 Food and Kitchen Supplies						
8000 General Fund	21,526	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	82,995,919	83,886,799	-	83,886,799	83,886,799	98,584,982
3400 Other Funds Ltd	475,753	561,676	-	561,676	561,676	625,144
6400 Federal Funds Ltd	6,041,410	6,253,705	-	6,253,705	6,253,705	4,112,304
All Funds	89,513,082	90,702,180	-	90,702,180	90,702,180	103,322,430
4550 Other Care of Residents and Patients						
8000 General Fund	118,769	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	865,437	21,591	-	21,591	21,591	22,239
4675 Undistributed (S.S.)						
8000 General Fund	-	(1,923,055)	1,923,055	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	656,713	6,268	-	6,268	6,268	6,456

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
4715 IT Expendable Property						
8000 General Fund	206,975	19,957	-	19,957	19,957	20,556
TOTAL SERVICES & SUPPLIES						
8000 General Fund	88,517,645	83,529,867	1,923,055	85,452,922	85,452,922	100,201,368
3400 Other Funds Ltd	475,810	561,676	-	561,676	561,676	625,144
6400 Federal Funds Ltd	6,298,792	6,569,359	-	6,569,359	6,569,359	4,437,428
TOTAL SERVICES & SUPPLIES	**$95,292,247**	**$90,660,902**	**$1,923,055**	**$92,583,957**	**$92,583,957**	**$105,263,940**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	159,498	-	-	-	-	-
5200 Technical Equipment						
8000 General Fund	716,426	-	-	-	-	-
5350 Industrial and Heavy Equipment						
8000 General Fund	9,479	-	-	-	-	-
5700 Building Structures						
8000 General Fund	28,118	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	311,213	-	-	-	-	-
3400 Other Funds Ltd	96,409	-	-	-	-	-
6400 Federal Funds Ltd	428,428	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	836,050	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	1,224,734	-	-	-	-	-
3400 Other Funds Ltd	96,409	-	-	-	-	-
6400 Federal Funds Ltd	428,428	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$1,749,571**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	196,086,421	199,926,258	8,607,187	208,533,445	212,398,371	231,652,927
3400 Other Funds Ltd	572,219	561,676	-	561,676	561,676	625,144
6400 Federal Funds Ltd	6,727,220	6,569,359	-	6,569,359	6,569,359	4,437,428
TOTAL EXPENDITURES	**$203,385,860**	**$207,057,293**	**$8,607,187**	**$215,664,480**	**$219,529,406**	**$236,715,499**
REVERSIONS						
9900 Reversions						
8000 General Fund	1,127,489	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	300,221	673,158	-	673,158	361,343	297,875
6400 Federal Funds Ltd	2,271,569	62,705	-	62,705	261,667	2,068,474
TOTAL ENDING BALANCE	**$2,571,790**	**$735,863**	**-**	**$735,863**	**$623,010**	**$2,366,349**
AUTHORIZED POSITIONS						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8150 Class/Unclass Positions	559	559	-	559	559	559
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	524.72	539.63	-	539.63	539.99	539.99

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,270,973	436,253	-	436,253	414,973	414,973
6400 Federal Funds Ltd	-	4,080	-	4,080	-	-
All Funds	1,270,973	440,333	-	440,333	414,973	414,973
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(1,256,107)	799,517	-	799,517	-	-
6400 Federal Funds Ltd	-	(4,080)	-	(4,080)	-	-
All Funds	(1,256,107)	795,437	-	795,437	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	14,866	1,235,770	-	1,235,770	414,973	414,973
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$14,866**	**$1,235,770**	**-**	**$1,235,770**	**$414,973**	**$414,973**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	31,064,372	61,359,570	2,251,207	63,610,777	64,235,009	66,952,181
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	304,613	1,158,547	-	1,158,547	579,294	579,294

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
0415 Admin and Service Charges						
3400 Other Funds Ltd	185,079	-	-	-	-	-
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	489,692	1,158,547	-	1,158,547	579,294	579,294
TOTAL CHARGES FOR SERVICES	**$489,692**	**$1,158,547**	**-**	**$1,158,547**	**$579,294**	**$579,294**
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	12,331	17,672	-	17,672	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	30,794	71,923	-	71,923	63,379	63,379
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	1,504	735	-	735	5,998	5,998
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	302,154	798,168	-	798,168	7,486,070	7,486,070
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	10,392	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	3,570,370	6,822,625	-	6,822,625	1,002,652	1,002,652
1137 Tsfr From Justice, Dept of						
3400 Other Funds Ltd	12,867	25,329	-	25,329	26,000	26,000
1213 Tsfr From Criminal Justice Comm						
3400 Other Funds Ltd	139,084	-	-	-	-	-
1525 Tsfr From HECC						
3400 Other Funds Ltd	-	-	-	-	189,850	189,850
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	166,206	202,014	-	202,014	208,074	208,074
1586 Tsfr From Comm Coll/Wkfrc Dev						
3400 Other Funds Ltd	88,700	184,320	-	184,320	-	-
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	3,977,227	7,234,288	-	7,234,288	1,426,576	1,426,576
TOTAL TRANSFERS IN	**$3,977,227**	**$7,234,288**	**-**	**$7,234,288**	**$1,426,576**	**$1,426,576**
REVENUES						
8000 General Fund	31,064,372	61,359,570	2,251,207	63,610,777	64,235,009	66,952,181
3400 Other Funds Ltd	4,813,702	9,281,333	-	9,281,333	9,561,317	9,561,317
6400 Federal Funds Ltd	10,392	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
TOTAL REVENUES	**$35,888,466**	**$70,640,903**	**$2,251,207**	**$72,892,110**	**$73,796,326**	**$76,513,498**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(63,411)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	31,064,372	61,359,570	2,251,207	63,610,777	64,235,009	66,952,181
3400 Other Funds Ltd	4,765,157	10,517,103	-	10,517,103	9,976,290	9,976,290
6400 Federal Funds Ltd	10,392	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$35,839,921**	**$71,876,673**	**$2,251,207**	**$74,127,880**	**$74,211,299**	**$76,928,471**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	9,299,672	21,037,788	726,622	21,764,410	22,444,080	22,444,080
3400 Other Funds Ltd	59,801	-	512	512	-	-
All Funds	9,359,473	21,037,788	727,134	21,764,922	22,444,080	22,444,080
3160 Temporary Appointments						
8000 General Fund	100,595	359,179	-	359,179	359,179	369,955
3400 Other Funds Ltd	360	-	-	-	-	-
All Funds	100,955	359,179	-	359,179	359,179	369,955

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3170 Overtime Payments						
8000 General Fund	42,704	183,071	-	183,071	183,071	188,564
3180 Shift Differential						
3400 Other Funds Ltd	-	325	-	325	325	-
3190 All Other Differential						
8000 General Fund	77,979	154,518	-	154,518	154,518	159,154
3400 Other Funds Ltd	3,034	15,136	-	15,136	15,136	-
All Funds	81,013	169,654	-	169,654	169,654	159,154
TOTAL SALARIES & WAGES						
8000 General Fund	9,520,950	21,734,556	726,622	22,461,178	23,140,848	23,161,753
3400 Other Funds Ltd	63,195	15,461	512	15,973	15,461	-
TOTAL SALARIES & WAGES	**$9,584,145**	**$21,750,017**	**$727,134**	**$22,477,151**	**$23,156,309**	**$23,161,753**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	3,522	7,760	-	7,760	8,492	8,492
3400 Other Funds Ltd	20	-	-	-	-	-
All Funds	3,542	7,760	-	7,760	8,492	8,492
3220 Public Employees' Retire Cont						
8000 General Fund	1,794,166	4,166,042	104,707	4,270,749	4,449,252	4,451,231
3400 Other Funds Ltd	9,821	3,014	74	3,088	3,019	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	1,803,987	4,169,056	104,781	4,273,837	4,452,271	4,451,231
3221 Pension Obligation Bond						
8000 General Fund	587,795	1,290,359	5,036	1,295,395	1,295,395	1,411,724
3400 Other Funds Ltd	3,991	933	4	937	937	-
All Funds	591,786	1,291,292	5,040	1,296,332	1,296,332	1,411,724
3230 Social Security Taxes						
8000 General Fund	715,079	1,662,676	55,586	1,718,262	1,768,583	1,770,182
3400 Other Funds Ltd	4,780	1,183	39	1,222	1,183	-
All Funds	719,859	1,663,859	55,625	1,719,484	1,769,766	1,770,182
3240 Unemployment Assessments						
8000 General Fund	-	20,539	-	20,539	20,539	21,156
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	4,455	11,446	-	11,446	13,317	13,317
3400 Other Funds Ltd	26	-	-	-	-	-
All Funds	4,481	11,446	-	11,446	13,317	13,317
3260 Mass Transit Tax						
8000 General Fund	44,421	129,012	-	129,012	129,012	138,970
3400 Other Funds Ltd	377	93	-	93	93	-
All Funds	44,798	129,105	-	129,105	129,105	138,970
3270 Flexible Benefits						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	2,611,716	5,922,432	77,521	5,999,953	5,891,904	5,891,904
3400 Other Funds Ltd	17,369	-	59	59	-	-
All Funds	2,629,085	5,922,432	77,580	6,000,012	5,891,904	5,891,904
3280 Other OPE						
8000 General Fund	14	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	5,761,168	13,210,266	242,850	13,453,116	13,576,494	13,706,976
3400 Other Funds Ltd	36,384	5,223	176	5,399	5,232	-
TOTAL OTHER PAYROLL EXPENSES	**$5,797,552**	**$13,215,489**	**$243,026**	**$13,458,515**	**$13,581,726**	**$13,706,976**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(1,084,435)	-	(1,084,435)	(1,084,435)	(90,987)
3465 Reconciliation Adjustment						
8000 General Fund	-	940,449	-	940,449	-	-
3400 Other Funds Ltd	-	665	-	665	-	-
All Funds	-	941,114	-	941,114	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(621,641)	621,641	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(761,633)	-	(761,633)	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	-	(550)	-	(550)	-	-
All Funds	-	(762,183)	-	(762,183)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(1,527,260)	621,641	(905,619)	(1,084,435)	(90,987)
3400 Other Funds Ltd	-	115	-	115	-	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($1,527,145)**	**$621,641**	**($905,504)**	**($1,084,435)**	**($90,987)**
TOTAL PERSONAL SERVICES						
8000 General Fund	15,282,118	33,417,562	1,591,113	35,008,675	35,632,907	36,777,742
3400 Other Funds Ltd	99,579	20,799	688	21,487	20,693	-
TOTAL PERSONAL SERVICES	**$15,381,697**	**$33,438,361**	**$1,591,801**	**$35,030,162**	**$35,653,600**	**$36,777,742**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	78,926	254,075	-	254,075	254,075	265,518
3400 Other Funds Ltd	5,493	136,847	-	136,847	136,847	-
All Funds	84,419	390,922	-	390,922	390,922	265,518
4125 Out of State Travel						
8000 General Fund	209	13,297	-	13,297	13,297	13,855
3400 Other Funds Ltd	1,584	1,828	-	1,828	1,828	1,883
All Funds	1,793	15,125	-	15,125	15,125	15,738
4150 Employee Training						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	17,896	79,244	-	79,244	79,244	82,871
3400 Other Funds Ltd	2,098	17,341	-	17,341	17,341	12,440
All Funds	19,994	96,585	-	96,585	96,585	95,311
4175 Office Expenses						
8000 General Fund	355,257	969,753	-	969,753	969,753	1,047,375
3400 Other Funds Ltd	26,006	32,136	-	32,136	32,136	16,836
All Funds	381,263	1,001,889	-	1,001,889	1,001,889	1,064,211
4200 Telecommunications						
8000 General Fund	93,814	150,556	-	150,556	150,556	156,158
3400 Other Funds Ltd	50	3,122	-	3,122	3,122	83
All Funds	93,864	153,678	-	153,678	153,678	156,241
4225 State Gov. Service Charges						
3400 Other Funds Ltd	489	-	-	-	-	-
4250 Data Processing						
8000 General Fund	46,121	116,008	-	116,008	116,008	121,640
3400 Other Funds Ltd	-	4,944	-	4,944	4,944	106
All Funds	46,121	120,952	-	120,952	120,952	121,746
4275 Publicity and Publications						
8000 General Fund	-	3,708	-	3,708	3,708	3,870
4300 Professional Services						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	10,568,042	15,775,088	-	15,775,088	15,775,088	16,365,979
3400 Other Funds Ltd	291,796	3,205,640	-	3,205,640	3,205,640	3,311,426
6400 Federal Funds Ltd	10,392	-	-	-	-	-
All Funds	10,870,230	18,980,728	-	18,980,728	18,980,728	19,677,405
4325 Attorney General						
8000 General Fund	159,619	401,164	-	401,164	401,164	479,470
4375 Employee Recruitment and Develop						
8000 General Fund	-	8,407	-	8,407	8,407	8,775
3400 Other Funds Ltd	-	3,158	-	3,158	3,158	-
All Funds	-	11,565	-	11,565	11,565	8,775
4400 Dues and Subscriptions						
8000 General Fund	-	3,298	-	3,298	3,298	3,444
4425 Facilities Rental and Taxes						
8000 General Fund	265	-	-	-	-	-
3400 Other Funds Ltd	285	-	-	-	-	-
All Funds	550	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	10	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	8,007	24,214	-	24,214	24,214	25,275

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	993	105,267	-	105,267	105,267	-
All Funds	9,000	129,481	-	129,481	129,481	25,275
4500 Food and Kitchen Supplies						
8000 General Fund	12,362	145	-	145	145	151
3400 Other Funds Ltd	7,972	-	-	-	-	-
All Funds	20,334	145	-	145	145	151
4525 Medical Services and Supplies						
8000 General Fund	3,831,174	7,627,947	-	7,627,947	7,627,947	8,010,864
3400 Other Funds Ltd	1,721,286	5,066,747	-	5,066,747	5,066,747	5,299,204
All Funds	5,552,460	12,694,694	-	12,694,694	12,694,694	13,310,068
4550 Other Care of Residents and Patients						
8000 General Fund	1,053,312	1,454,567	-	1,454,567	1,454,567	1,601,892
3400 Other Funds Ltd	299,373	702,016	-	702,016	702,016	581,505
All Funds	1,352,685	2,156,583	-	2,156,583	2,156,583	2,183,397
4650 Other Services and Supplies						
8000 General Fund	43,954	554,668	-	554,668	554,668	781,344
3400 Other Funds Ltd	121,458	237,341	-	237,341	237,341	233,618
All Funds	165,412	792,009	-	792,009	792,009	1,014,962
4675 Undistributed (S.S.)						
8000 General Fund	-	(660,094)	660,094	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
4700 Expendable Prop 250 - 5000						
8000 General Fund	11,240	731,556	-	731,556	731,556	758,743
3400 Other Funds Ltd	451	43,806	-	43,806	43,806	23,436
All Funds	11,691	775,362	-	775,362	775,362	782,179
4715 IT Expendable Property						
8000 General Fund	166,501	434,407	-	434,407	434,407	447,215
3400 Other Funds Ltd	18,117	36,844	-	36,844	36,844	-
All Funds	184,618	471,251	-	471,251	471,251	447,215
TOTAL SERVICES & SUPPLIES						
8000 General Fund	16,446,709	27,942,008	660,094	28,602,102	28,602,102	30,174,439
3400 Other Funds Ltd	2,497,451	9,597,037	-	9,597,037	9,597,037	9,480,537
6400 Federal Funds Ltd	10,392	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$18,954,552**	**$37,539,045**	**$660,094**	**$38,199,139**	**$38,199,139**	**$39,654,976**
CAPITAL OUTLAY						
5200 Technical Equipment						
3400 Other Funds Ltd	15,000	-	-	-	-	-
5500 Recreational Equipment						
3400 Other Funds Ltd	-	-	-	-	28,756	29,619
5550 Data Processing Software						
3400 Other Funds Ltd	-	28,756	-	28,756	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	15,000	28,756	-	28,756	28,756	29,619
TOTAL CAPITAL OUTLAY	**$15,000**	**$28,756**	**-**	**$28,756**	**$28,756**	**$29,619**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	587,066	-	-	-	-	-
3400 Other Funds Ltd	169,540	-	-	-	-	-
All Funds	756,606	-	-	-	-	-
EXPENDITURES						
8000 General Fund	32,315,893	61,359,570	2,251,207	63,610,777	64,235,009	66,952,181
3400 Other Funds Ltd	2,781,570	9,646,592	688	9,647,280	9,646,486	9,510,156
6400 Federal Funds Ltd	10,392	-	-	-	-	-
TOTAL EXPENDITURES	**$35,107,855**	**$71,006,162**	**$2,251,895**	**$73,258,057**	**$73,881,495**	**$76,462,337**
REVERSIONS						
9900 Reversions						
8000 General Fund	1,251,521	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	1,983,587	870,511	(688)	869,823	329,804	466,134
6400 Federal Funds Ltd	-	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
TOTAL ENDING BALANCE	**$1,983,587**	**$870,511**	**($688)**	**$869,823**	**$329,804**	**$466,134**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	194	194	-	194	193	193
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	186.32	192.50	-	192.50	191.50	191.50

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3430 Other Funds Debt Svc Ltd	1,167,607	-	-	-	755,039	755,039
0030 Beginning Balance Adjustment						
3430 Other Funds Debt Svc Ltd	(1,167,607)	817,808	-	817,808	-	-
TOTAL BEGINNING BALANCE						
3430 Other Funds Debt Svc Ltd	-	817,808	-	817,808	755,039	755,039
TOTAL BEGINNING BALANCE	**-**	**$817,808**	**-**	**$817,808**	**$755,039**	**$755,039**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8030 General Fund Debt Svc	131,697,791	129,710,174	-	129,710,174	127,875,094	127,875,094
BOND SALES						
0575 Refunding Bonds						
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	-	1,262,826	1,262,826	1,262,826
TRANSFERS IN						
1010 Transfer In - Intrafund						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
REVENUES						
8030 General Fund Debt Svc	131,697,791	129,710,174	-	129,710,174	127,875,094	127,875,094
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	-	1,262,826	1,262,826	1,262,826
TOTAL REVENUES	**$479,739,837**	**$130,973,000**	**-**	**$130,973,000**	**$129,137,920**	**$129,137,920**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3430 Other Funds Debt Svc Ltd	(1,826,394)	-	-	-	-	-
AVAILABLE REVENUES						
8030 General Fund Debt Svc	131,697,791	129,710,174	-	129,710,174	127,875,094	127,875,094
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	817,808	-	817,808	755,039	755,039
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	-	1,262,826	1,262,826	1,262,826
TOTAL AVAILABLE REVENUES	**$477,913,443**	**$131,790,808**	**-**	**$131,790,808**	**$129,892,959**	**$129,892,959**
EXPENDITURES						
DEBT SERVICE						
7050 Pmt To Ret Bond Escrow						
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
7100 Principal - Bonds						
8030 General Fund Debt Svc	14,760,411	32,645,120	-	32,645,120	39,779,355	39,779,355
7150 Interest - Bonds						
8030 General Fund Debt Svc	18,291,128	21,595,750	-	21,595,750	30,552,699	30,552,699
7200 Principal - COP						
8030 General Fund Debt Svc	64,117,629	47,412,800	-	47,412,800	45,548,245	45,548,245
3430 Other Funds Debt Svc Ltd	-	815,000	-	815,000	-	-
All Funds	64,117,629	48,227,800	-	48,227,800	45,548,245	45,548,245
7250 Interest - COP						
8030 General Fund Debt Svc	33,189,997	28,056,504	-	28,056,504	11,994,795	11,994,795
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	-	1,262,826	1,119,495	1,119,495
All Funds	34,422,822	29,319,330	-	29,319,330	13,114,290	13,114,290
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	130,359,165	129,710,174	-	129,710,174	127,875,094	127,875,094
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	815,000	-	815,000	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	-	1,262,826	1,119,495	1,119,495
TOTAL DEBT SERVICE	**$476,544,817**	**$131,788,000**	**-**	**$131,788,000**	**$128,994,589**	**$128,994,589**
EXPENDITURES						
8030 General Fund Debt Svc	130,359,165	129,710,174	-	129,710,174	127,875,094	127,875,094

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	815,000	-	815,000	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	-	1,262,826	1,119,495	1,119,495
TOTAL EXPENDITURES	**$476,544,817**	**$131,788,000**	**-**	**$131,788,000**	**$128,994,589**	**$128,994,589**
REVERSIONS						
9900 Reversions						
8030 General Fund Debt Svc	(1,338,626)	-	-	-	-	-
ENDING BALANCE						
8030 General Fund Debt Svc	-	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	-	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	2,808	-	2,808	755,039	755,039
6230 Federal Funds Debt Svc Non-Ltd	30,000	-	-	-	143,331	143,331
TOTAL ENDING BALANCE	**$30,000**	**$2,808**	**-**	**$2,808**	**$898,370**	**$898,370**

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8010 General Fund Cap Improvement	2,635,425	2,644,700	-	2,644,700	2,644,700	2,724,041
TRANSFERS IN						
1330 Tsfr From Energy, Dept of						
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
REVENUES						
8010 General Fund Cap Improvement	2,635,425	2,644,700	-	2,644,700	2,644,700	2,724,041
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
TOTAL REVENUES	**$3,027,546**	**$2,644,700**	**-**	**$2,644,700**	**$2,644,700**	**$2,724,041**
AVAILABLE REVENUES						
8010 General Fund Cap Improvement	2,635,425	2,644,700	-	2,644,700	2,644,700	2,724,041
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$3,027,546**	**$2,644,700**	**-**	**$2,644,700**	**$2,644,700**	**$2,724,041**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8010 General Fund Cap Improvement	2,717	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
All Funds	11,583	-	-	-	-	-
3160 Temporary Appointments						
8010 General Fund Cap Improvement	35,839	-	-	-	-	-
3170 Overtime Payments						
8010 General Fund Cap Improvement	8,519	-	-	-	-	-
3180 Shift Differential						
8010 General Fund Cap Improvement	16	-	-	-	-	-
3190 All Other Differential						
8010 General Fund Cap Improvement	40	-	-	-	-	-
TOTAL SALARIES & WAGES						
8010 General Fund Cap Improvement	47,131	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
TOTAL SALARIES & WAGES	**$55,997**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8010 General Fund Cap Improvement	1	-	-	-	-	-
3220 Public Employees' Retire Cont						
8010 General Fund Cap Improvement	1,934	-	-	-	-	-
3221 Pension Obligation Bond						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8010 General Fund Cap Improvement	603	-	-	-	-	-
3230 Social Security Taxes						
8010 General Fund Cap Improvement	3,548	-	-	-	-	-
3240 Unemployment Assessments						
8010 General Fund Cap Improvement	177	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8010 General Fund Cap Improvement	41	-	-	-	-	-
3260 Mass Transit Tax						
8010 General Fund Cap Improvement	167	-	-	-	-	-
3270 Flexible Benefits						
8010 General Fund Cap Improvement	751	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8010 General Fund Cap Improvement	7,222	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$7,222**	**-**	**-**	**-**	**-**	**-**
TOTAL PERSONAL SERVICES						
8010 General Fund Cap Improvement	54,353	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$63,219**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8010 General Fund Cap Improvement	31,988	-	-	-	-	-
4125 Out of State Travel						
8010 General Fund Cap Improvement	576	-	-	-	-	-
4150 Employee Training						
8010 General Fund Cap Improvement	3,796	-	-	-	-	-
4175 Office Expenses						
8010 General Fund Cap Improvement	83,450	-	-	-	-	-
4200 Telecommunications						
8010 General Fund Cap Improvement	2,440	-	-	-	-	-
4300 Professional Services						
8010 General Fund Cap Improvement	510,226	-	-	-	-	-
4325 Attorney General						
8010 General Fund Cap Improvement	4,104	-	-	-	-	-
3010 Other Funds Cap Improvement	1,101	-	-	-	-	-
All Funds	5,205	-	-	-	-	-
4375 Employee Recruitment and Develop						
8010 General Fund Cap Improvement	20	-	-	-	-	-
4400 Dues and Subscriptions						
8010 General Fund Cap Improvement	529	-	-	-	-	-
4475 Facilities Maintenance						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8010 General Fund Cap Improvement	1,122,965	-	-	-	-	-
4500 Food and Kitchen Supplies						
8010 General Fund Cap Improvement	35	-	-	-	-	-
4550 Other Care of Residents and Patients						
8010 General Fund Cap Improvement	180	-	-	-	-	-
4650 Other Services and Supplies						
8010 General Fund Cap Improvement	14,096	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
8010 General Fund Cap Improvement	7,934	-	-	-	-	-
4715 IT Expendable Property						
8010 General Fund Cap Improvement	66,957	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
8010 General Fund Cap Improvement	1,849,296	-	-	-	-	-
3010 Other Funds Cap Improvement	1,101	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$1,850,397**	**-**	**-**	**-**	**-**	**-**
CAPITAL OUTLAY						
5200 Technical Equipment						
8010 General Fund Cap Improvement	43,128	-	-	-	-	-
5250 Household and Institutional Equip.						
8010 General Fund Cap Improvement	22,868	-	-	-	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
5350 Industrial and Heavy Equipment						
8010 General Fund Cap Improvement	25,479	-	-	-	-	-
5650 Land and Improvements						
8010 General Fund Cap Improvement	-	2,645,791	-	2,645,791	2,592,874	2,670,660
5700 Building Structures						
8010 General Fund Cap Improvement	373,725	-	-	-	-	-
3010 Other Funds Cap Improvement	350,071	-	-	-	-	-
All Funds	723,796	-	-	-	-	-
5800 Professional Services						
8010 General Fund Cap Improvement	-	52,884	-	52,884	51,826	53,381
5900 Other Capital Outlay						
8010 General Fund Cap Improvement	266,576	-	-	-	-	-
3010 Other Funds Cap Improvement	32,083	-	-	-	-	-
All Funds	298,659	-	-	-	-	-
5950 Undistributed (C.O.)						
8010 General Fund Cap Improvement	-	(53,975)	-	(53,975)	-	-
TOTAL CAPITAL OUTLAY						
8010 General Fund Cap Improvement	731,776	2,644,700	-	2,644,700	2,644,700	2,724,041
3010 Other Funds Cap Improvement	382,154	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$1,113,930**	**$2,644,700**	**-**	**$2,644,700**	**$2,644,700**	**$2,724,041**

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Capital Improvements

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
EXPENDITURES						
8010 General Fund Cap Improvement	2,635,425	2,644,700	-	2,644,700	2,644,700	2,724,041
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
TOTAL EXPENDITURES	**$3,027,546**	**$2,644,700**	**-**	**$2,644,700**	**$2,644,700**	**$2,724,041**
ENDING BALANCE						
8010 General Fund Cap Improvement	-	-	-	-	-	-
3010 Other Funds Cap Improvement	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construction	-	4,961,000	-	4,961,000	-	-
REVENUES						
3020 Other Funds Cap Construction	-	4,961,000	-	4,961,000	-	-
AVAILABLE REVENUES						
3020 Other Funds Cap Construction	-	4,961,000	-	4,961,000	-	-
EXPENDITURES						
CAPITAL OUTLAY						
5700 Building Structures						
3020 Other Funds Cap Construction	-	4,961,000	-	4,961,000	-	-
EXPENDITURES						
3020 Other Funds Cap Construction	-	4,961,000	-	4,961,000	-	-
ENDING BALANCE						
3020 Other Funds Cap Construction	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	2	-	-	-	-	-
AUTHORIZED FTE POSITIONS						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8250 Class/Unclass FTE Positions	2.00	-	-	-	-	-

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	5,200,998	-	5,200,998	-	5,200,998
3430 Other Funds Debt Svc Ltd	755,039	-	755,039	-	755,039
All Funds	5,956,037	-	5,956,037	-	5,956,037
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	1,331,292,533	102,113,662	1,433,406,195	48,968,135	1,482,374,330
8010 General Fund Cap Improvement	2,644,700	79,341	2,724,041	-	2,724,041
8030 General Fund Debt Svc	127,875,094	-	127,875,094	2,904,458	130,779,552
All Funds	1,461,812,327	102,193,003	1,564,005,330	51,872,593	1,615,877,923
FEDERAL FUNDS AS OTHER FUNDS					
0355 Federal Revenues					
3400 Other Funds Ltd	130,342	-	130,342	-	130,342
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	8,392,233	-	8,392,233	-	8,392,233
0415 Admin and Service Charges					
3400 Other Funds Ltd	510,974	-	510,974	-	510,974
TOTAL CHARGES FOR SERVICES					
3400 Other Funds Ltd	8,903,207	-	8,903,207	-	8,903,207
FINES, RENTS AND ROYALTIES					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
0505 Fines and Forfeitures					
3400 Other Funds Ltd	118,766	-	118,766	-	118,766
0510 Rents and Royalties					
3400 Other Funds Ltd	289,840	-	289,840	-	289,840
TOTAL FINES, RENTS AND ROYALTIES					
3400 Other Funds Ltd	408,606	-	408,606	-	408,606
BOND SALES					
0555 General Fund Obligation Bonds					
3020 Other Funds Cap Construction	-	-	-	19,787,113	19,787,113
3400 Other Funds Ltd	-	-	-	3,029,482	3,029,482
All Funds	-	-	-	22,816,595	22,816,595
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	12,994	-	12,994	-	12,994
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	1,785,295	-	1,785,295	-	1,785,295
DONATIONS AND CONTRIBUTIONS					
0905 Donations					
3400 Other Funds Ltd	14,045	-	14,045	-	14,045
0910 Grants (Non-Fed)					
3400 Other Funds Ltd	194,618	-	194,618	-	194,618
TOTAL DONATIONS AND CONTRIBUTIONS					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	208,663	-	208,663	-	208,663
LOAN REPAYMENT					
0925 Loan Repayments					
3400 Other Funds Ltd	34,563	-	34,563	-	34,563
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	17,074,105	23,790	17,097,895	-	17,097,895
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	-	1,262,826	-	1,262,826
6400 Federal Funds Ltd	7,749,577	-	7,749,577	122,683	7,872,260
All Funds	9,012,403	-	9,012,403	122,683	9,135,086
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	1,438,365	-	1,438,365	-	1,438,365
1050 Transfer In Other					
3400 Other Funds Ltd	3,986,493	-	3,986,493	-	3,986,493
1137 Tsfr From Justice, Dept of					
3400 Other Funds Ltd	26,000	-	26,000	-	26,000
1213 Tsfr From Criminal Justice Comm					
3400 Other Funds Ltd	370,800	-	370,800	-	370,800
1525 Tsfr From HECC					
3400 Other Funds Ltd	189,850	-	189,850	-	189,850

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
1581 Tsfr From Education, Dept of					
3400 Other Funds Ltd	208,074	-	208,074	-	208,074
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	6,219,582	-	6,219,582	-	6,219,582
TOTAL REVENUES					
8000 General Fund	1,331,292,533	102,113,662	1,433,406,195	48,968,135	1,482,374,330
8010 General Fund Cap Improvement	2,644,700	79,341	2,724,041	-	2,724,041
8030 General Fund Debt Svc	127,875,094	-	127,875,094	2,904,458	130,779,552
3020 Other Funds Cap Construction	-	-	-	19,787,113	19,787,113
3400 Other Funds Ltd	34,777,357	23,790	34,801,147	3,029,482	37,830,629
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	-	1,262,826	-	1,262,826
6400 Federal Funds Ltd	7,749,577	-	7,749,577	122,683	7,872,260
TOTAL REVENUES	**$1,505,602,087**	**$102,216,793**	**$1,607,818,880**	**$74,811,871**	**$1,682,630,751**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(1,438,365)	-	(1,438,365)	-	(1,438,365)
AVAILABLE REVENUES					
8000 General Fund	1,331,292,533	102,113,662	1,433,406,195	48,968,135	1,482,374,330
8010 General Fund Cap Improvement	2,644,700	79,341	2,724,041	-	2,724,041
8030 General Fund Debt Svc	127,875,094	-	127,875,094	2,904,458	130,779,552
3020 Other Funds Cap Construction	-	-	-	19,787,113	19,787,113
3400 Other Funds Ltd	38,539,990	23,790	38,563,780	3,029,482	41,593,262
3430 Other Funds Debt Svc Ltd	755,039	-	755,039	-	755,039

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	-	1,262,826	-	1,262,826
6400 Federal Funds Ltd	7,749,577	-	7,749,577	122,683	7,872,260
TOTAL AVAILABLE REVENUES	**$1,510,119,759**	**$102,216,793**	**$1,612,336,552**	**$74,811,871**	**$1,687,148,423**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	516,509,711	-	516,509,711	15,095,509	531,605,220
3400 Other Funds Ltd	5,716,846	-	5,716,846	1,032,504	6,749,350
All Funds	522,226,557	-	522,226,557	16,128,013	538,354,570
3160 Temporary Appointments					
8000 General Fund	534,363	16,032	550,395	-	550,395
3170 Overtime Payments					
8000 General Fund	15,486,324	1,727,595	17,213,919	763,560	17,977,479
3400 Other Funds Ltd	566,486	46,873	613,359	-	613,359
All Funds	16,052,810	1,774,468	17,827,278	763,560	18,590,838
3180 Shift Differential					
8000 General Fund	3,368,622	440,482	3,809,104	107,520	3,916,624
3400 Other Funds Ltd	10,495	874	11,369	-	11,369
All Funds	3,379,117	441,356	3,820,473	107,520	3,927,993
3190 All Other Differential					
8000 General Fund	19,332,485	2,642,975	21,975,460	712,560	22,688,020
3400 Other Funds Ltd	195,068	10,377	205,445	-	205,445

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
All Funds	19,527,553	2,653,352	22,180,905	712,560	22,893,465
TOTAL SALARIES & WAGES					
8000 General Fund	555,231,505	4,827,084	560,058,589	16,679,149	576,737,738
3400 Other Funds Ltd	6,488,895	58,124	6,547,019	1,032,504	7,579,523
TOTAL SALARIES & WAGES	**$561,720,400**	**$4,885,208**	**$566,605,608**	**$17,711,653**	**$584,317,261**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	194,697	-	194,697	6,908	201,605
3400 Other Funds Ltd	2,468	-	2,468	352	2,820
All Funds	197,165	-	197,165	7,260	204,425
3220 Public Employees' Retire Cont					
8000 General Fund	108,332,656	939,591	109,272,247	3,257,422	112,529,669
3400 Other Funds Ltd	1,267,287	11,355	1,278,642	201,647	1,480,289
All Funds	109,599,943	950,946	110,550,889	3,459,069	114,009,958
3221 Pension Obligation Bond					
8000 General Fund	31,729,143	2,801,714	34,530,857	-	34,530,857
3400 Other Funds Ltd	370,535	35,121	405,656	-	405,656
All Funds	32,099,678	2,836,835	34,936,513	-	34,936,513
3230 Social Security Taxes					
8000 General Fund	42,054,936	369,280	42,424,216	1,275,952	43,700,168
3400 Other Funds Ltd	496,401	4,448	500,849	78,984	579,833
All Funds	42,551,337	373,728	42,925,065	1,354,936	44,280,001
3240 Unemployment Assessments					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	304,236	9,128	313,364	16,869	330,233
3400 Other Funds Ltd	76	2	78	1,857	1,935
All Funds	304,312	9,130	313,442	18,726	332,168
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	305,316	-	305,316	10,833	316,149
3400 Other Funds Ltd	3,870	-	3,870	552	4,422
All Funds	309,186	-	309,186	11,385	320,571
3260 Mass Transit Tax					
8000 General Fund	1,712,088	91,320	1,803,408	95,658	1,899,066
3400 Other Funds Ltd	33,944	2,245	36,189	6,195	42,384
All Funds	1,746,032	93,565	1,839,597	101,853	1,941,450
3270 Flexible Benefits					
8000 General Fund	134,228,868	-	134,228,868	4,670,784	138,899,652
3400 Other Funds Ltd	1,712,316	-	1,712,316	244,224	1,956,540
All Funds	135,941,184	-	135,941,184	4,915,008	140,856,192
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	318,861,940	4,211,033	323,072,973	9,334,426	332,407,399
3400 Other Funds Ltd	3,886,897	53,171	3,940,068	533,811	4,473,879
TOTAL OTHER PAYROLL EXPENSES	**$322,748,837**	**$4,264,204**	**$327,013,041**	**$9,868,237**	**$336,881,278**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(29,391,717)	26,376,835	(3,014,882)	-	(3,014,882)
3400 Other Funds Ltd	(20,582)	(1,469)	(22,051)	-	(22,051)

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
All Funds	(29,412,299)	26,375,366	(3,036,933)	-	(3,036,933)
TOTAL PERSONAL SERVICES					
8000 General Fund	844,701,728	35,414,952	880,116,680	26,013,575	906,130,255
3400 Other Funds Ltd	10,355,210	109,826	10,465,036	1,566,315	12,031,351
TOTAL PERSONAL SERVICES	**$855,056,938**	**$35,524,778**	**$890,581,716**	**$27,579,890**	**$918,161,606**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	3,268,617	112,010	3,380,627	269,807	3,650,434
3400 Other Funds Ltd	412,545	12,374	424,919	12,584	437,503
6400 Federal Funds Ltd	96,651	2,900	99,551	-	99,551
All Funds	3,777,813	127,284	3,905,097	282,391	4,187,488
4125 Out of State Travel					
8000 General Fund	173,648	5,368	179,016	-	179,016
3400 Other Funds Ltd	57,808	1,734	59,542	-	59,542
All Funds	231,456	7,102	238,558	-	238,558
4150 Employee Training					
8000 General Fund	1,072,048	46,157	1,118,205	100,000	1,218,205
3400 Other Funds Ltd	21,277	638	21,915	-	21,915
All Funds	1,093,325	46,795	1,140,120	100,000	1,240,120
4175 Office Expenses					
8000 General Fund	6,053,978	278,290	6,332,268	1,115,195	7,447,463
3400 Other Funds Ltd	303,919	9,119	313,038	58,136	371,174
All Funds	6,357,897	287,409	6,645,306	1,173,331	7,818,637

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
4200 Telecommunications					
8000 General Fund	2,008,487	3,715,572	5,724,059	1,469,799	7,193,858
3400 Other Funds Ltd	24,124	723	24,847	-	24,847
6400 Federal Funds Ltd	315,654	334,594	650,248	122,683	772,931
All Funds	2,348,265	4,050,889	6,399,154	1,592,482	7,991,636
4225 State Gov. Service Charges					
8000 General Fund	36,316,252	2,129,448	38,445,700	-	38,445,700
4250 Data Processing					
8000 General Fund	2,464,310	2,874,894	5,339,204	2,704,534	8,043,738
3400 Other Funds Ltd	48,526	1,456	49,982	4,904	54,886
All Funds	2,512,836	2,876,350	5,389,186	2,709,438	8,098,624
4275 Publicity and Publications					
8000 General Fund	71,995	2,209	74,204	-	74,204
4300 Professional Services					
8000 General Fund	18,976,765	705,148	19,681,913	330,919	20,012,832
3400 Other Funds Ltd	3,205,640	105,786	3,311,426	-	3,311,426
6400 Federal Funds Ltd	411,200	13,570	424,770	-	424,770
All Funds	22,593,605	824,504	23,418,109	330,919	23,749,028
4315 IT Professional Services					
8000 General Fund	-	-	-	8,000	8,000
3400 Other Funds Ltd	-	-	-	303,365	303,365
All Funds	-	-	-	311,365	311,365
4325 Attorney General					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	3,704,896	720,389	4,425,285	-	4,425,285
3400 Other Funds Ltd	7,765	1,490	9,255	-	9,255
All Funds	3,712,661	721,879	4,434,540	-	4,434,540
4375 Employee Recruitment and Develop					
8000 General Fund	272,649	8,295	280,944	-	280,944
3400 Other Funds Ltd	3,630	109	3,739	-	3,739
All Funds	276,279	8,404	284,683	-	284,683
4400 Dues and Subscriptions					
8000 General Fund	90,294	2,756	93,050	-	93,050
3400 Other Funds Ltd	959	29	988	-	988
All Funds	91,253	2,785	94,038	-	94,038
4425 Facilities Rental and Taxes					
8000 General Fund	895,802	39,415	935,217	-	935,217
4450 Fuels and Utilities					
8000 General Fund	26,535,863	7,374,497	33,910,360	-	33,910,360
3400 Other Funds Ltd	297,925	8,937	306,862	-	306,862
All Funds	26,833,788	7,383,434	34,217,222	-	34,217,222
4475 Facilities Maintenance					
8000 General Fund	12,096,143	404,795	12,500,938	-	12,500,938
3400 Other Funds Ltd	664,634	19,938	684,572	-	684,572
All Funds	12,760,777	424,733	13,185,510	-	13,185,510
4500 Food and Kitchen Supplies					
8000 General Fund	26,904,345	893,142	27,797,487	-	27,797,487

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	1,563,488	46,907	1,610,395	-	1,610,395
All Funds	28,467,833	940,049	29,407,882	-	29,407,882
4525 Medical Services and Supplies					
8000 General Fund	91,788,147	15,091,190	106,879,337	(794,414)	106,084,923
3400 Other Funds Ltd	5,628,946	301,629	5,930,575	-	5,930,575
6400 Federal Funds Ltd	6,253,705	(2,141,401)	4,112,304	-	4,112,304
All Funds	103,670,798	13,251,418	116,922,216	(794,414)	116,127,802
4550 Other Care of Residents and Patients					
8000 General Fund	21,207,019	789,282	21,996,301	-	21,996,301
3400 Other Funds Ltd	4,684,831	34,177	4,719,008	-	4,719,008
All Funds	25,891,850	823,459	26,715,309	-	26,715,309
4625 Other COP Costs					
8000 General Fund	111,640	3,349	114,989	-	114,989
3400 Other Funds Ltd	89,000	2,670	91,670	406,307	497,977
All Funds	200,640	6,019	206,659	406,307	612,966
4650 Other Services and Supplies					
8000 General Fund	4,345,237	486,657	4,831,894	214,033	5,045,927
3020 Other Funds Cap Construction	-	-	-	465,314	465,314
3400 Other Funds Ltd	1,470,282	44,109	1,514,391	9,712	1,524,103
All Funds	5,815,519	530,766	6,346,285	689,059	7,035,344
4700 Expendable Prop 250 - 5000					
8000 General Fund	1,604,640	61,610	1,666,250	12,312,395	13,978,645
3400 Other Funds Ltd	180,287	5,408	185,695	24,392	210,087

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
All Funds	1,784,927	67,018	1,851,945	12,336,787	14,188,732
4715 IT Expendable Property					
8000 General Fund	835,238	24,832	860,070	1,481,579	2,341,649
3400 Other Funds Ltd	50,164	1,506	51,670	380,592	432,262
All Funds	885,402	26,338	911,740	1,862,171	2,773,911
TOTAL SERVICES & SUPPLIES					
8000 General Fund	260,798,013	35,769,305	296,567,318	19,211,847	315,779,165
3020 Other Funds Cap Construction	-	-	-	465,314	465,314
3400 Other Funds Ltd	18,715,750	598,739	19,314,489	1,199,992	20,514,481
6400 Federal Funds Ltd	7,077,210	(1,790,337)	5,286,873	122,683	5,409,556
TOTAL SERVICES & SUPPLIES	**$286,590,973**	**$34,577,707**	**$321,168,680**	**$20,999,836**	**$342,168,516**
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
8000 General Fund	60,591	1,818	62,409	-	62,409
5150 Telecommunications Equipment					
8000 General Fund	66,524	1,996	68,520	-	68,520
5200 Technical Equipment					
8000 General Fund	-	-	-	730,711	730,711
5250 Household and Institutional Equip.					
8000 General Fund	255,527	7,666	263,193	-	263,193
5350 Industrial and Heavy Equipment					
8000 General Fund	12,533	376	12,909	-	12,909
5500 Recreational Equipment					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	28,756	863	29,619	-	29,619
5550 Data Processing Software					
8000 General Fund	19,449	583	20,032	472,000	492,032
5600 Data Processing Hardware					
8000 General Fund	73,073	2,192	75,265	-	75,265
5650 Land and Improvements					
8010 General Fund Cap Improvement	2,592,874	77,786	2,670,660	-	2,670,660
5700 Building Structures					
3020 Other Funds Cap Construction	-	-	-	19,321,799	19,321,799
5800 Professional Services					
8010 General Fund Cap Improvement	51,826	1,555	53,381	-	53,381
5900 Other Capital Outlay					
8000 General Fund	411,423	12,344	423,767	2,747,353	3,171,120
3400 Other Funds Ltd	58,892	1,769	60,661	263,175	323,836
All Funds	470,315	14,113	484,428	3,010,528	3,494,956
TOTAL CAPITAL OUTLAY					
8000 General Fund	899,120	26,975	926,095	3,950,064	4,876,159
8010 General Fund Cap Improvement	2,644,700	79,341	2,724,041	-	2,724,041
3020 Other Funds Cap Construction	-	-	-	19,321,799	19,321,799
3400 Other Funds Ltd	87,648	2,632	90,280	263,175	353,455
TOTAL CAPITAL OUTLAY	**$3,631,468**	**$108,948**	**$3,740,416**	**$23,535,038**	**$27,275,454**
SPECIAL PAYMENTS					
6020 Dist to Counties					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	224,791,068	30,899,352	255,690,420	(207,351)	255,483,069
3400 Other Funds Ltd	5,058,950	151,769	5,210,719	-	5,210,719
6400 Federal Funds Ltd	291,797	8,754	300,551	-	300,551
All Funds	230,141,815	31,059,875	261,201,690	(207,351)	260,994,339
6025 Dist to Other Gov Unit					
3400 Other Funds Ltd	-	106,369	106,369	-	106,369
6035 Dist to Individuals					
8000 General Fund	94,245	2,827	97,072	-	97,072
6085 Other Special Payments					
8000 General Fund	8,359	251	8,610	-	8,610
TOTAL SPECIAL PAYMENTS					
8000 General Fund	224,893,672	30,902,430	255,796,102	(207,351)	255,588,751
3400 Other Funds Ltd	5,058,950	258,138	5,317,088	-	5,317,088
6400 Federal Funds Ltd	291,797	8,754	300,551	-	300,551
TOTAL SPECIAL PAYMENTS	**$230,244,419**	**$31,169,322**	**$261,413,741**	**($207,351)**	**$261,206,390**
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	39,779,355	-	39,779,355	2,005,000	41,784,355
7150 Interest - Bonds					
8030 General Fund Debt Svc	30,552,699	-	30,552,699	899,458	31,452,157
7200 Principal - COP					
8030 General Fund Debt Svc	45,548,245	-	45,548,245	-	45,548,245
7250 Interest - COP					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8030 General Fund Debt Svc	11,994,795	-	11,994,795	-	11,994,795
6230 Federal Funds Debt Svc Non-Ltd	1,119,495	-	1,119,495	-	1,119,495
All Funds	13,114,290	-	13,114,290	-	13,114,290
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	127,875,094	-	127,875,094	2,904,458	130,779,552
6230 Federal Funds Debt Svc Non-Ltd	1,119,495	-	1,119,495	-	1,119,495
TOTAL DEBT SERVICE	**$128,994,589**	**-**	**$128,994,589**	**$2,904,458**	**$131,899,047**
TOTAL EXPENDITURES					
8000 General Fund	1,331,292,533	102,113,662	1,433,406,195	48,968,135	1,482,374,330
8010 General Fund Cap Improvement	2,644,700	79,341	2,724,041	-	2,724,041
8030 General Fund Debt Svc	127,875,094	-	127,875,094	2,904,458	130,779,552
3020 Other Funds Cap Construction	-	-	-	19,787,113	19,787,113
3400 Other Funds Ltd	34,217,558	969,335	35,186,893	3,029,482	38,216,375
6230 Federal Funds Debt Svc Non-Ltd	1,119,495	-	1,119,495	-	1,119,495
6400 Federal Funds Ltd	7,369,007	(1,781,583)	5,587,424	122,683	5,710,107
TOTAL EXPENDITURES	**$1,504,518,387**	**$101,380,755**	**$1,605,899,142**	**$74,811,871**	**$1,680,711,013**
ENDING BALANCE					
3400 Other Funds Ltd	4,322,432	(945,545)	3,376,887	-	3,376,887
3430 Other Funds Debt Svc Ltd	755,039	-	755,039	-	755,039
6230 Federal Funds Debt Svc Non-Ltd	143,331	-	143,331	-	143,331
6400 Federal Funds Ltd	380,570	1,781,583	2,162,153	-	2,162,153
TOTAL ENDING BALANCE	**$5,601,372**	**$836,038**	**$6,437,410**	**-**	**$6,437,410**
AUTHORIZED POSITIONS					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8150 Class/Unclass Positions	4,482	-	4,482	165	4,647
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	4,441.58	-	4,441.58	161.46	4,603.04

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	2,244,404	-	2,244,404	-	2,244,404
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	686,381,252	36,857,437	723,238,689	17,299,449	740,538,138
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	3,354,280	-	3,354,280	-	3,354,280
0415 Admin and Service Charges					
3400 Other Funds Ltd	510,974	-	510,974	-	510,974
TOTAL CHARGES FOR SERVICES					
3400 Other Funds Ltd	3,865,254	-	3,865,254	-	3,865,254
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	26,343	-	26,343	-	26,343
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	12,994	-	12,994	-	12,994
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	1,170,838	-	1,170,838	-	1,170,838

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	2,452,390	23,790	2,476,180	-	2,476,180
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	266,295	-	266,295	-	266,295
TOTAL REVENUES					
8000 General Fund	686,381,252	36,857,437	723,238,689	17,299,449	740,538,138
3400 Other Funds Ltd	7,794,114	23,790	7,817,904	-	7,817,904
TOTAL REVENUES	**$694,175,366**	**$36,881,227**	**$731,056,593**	**$17,299,449**	**$748,356,042**
AVAILABLE REVENUES					
8000 General Fund	686,381,252	36,857,437	723,238,689	17,299,449	740,538,138
3400 Other Funds Ltd	10,038,518	23,790	10,062,308	-	10,062,308
TOTAL AVAILABLE REVENUES	**$696,419,770**	**$36,881,227**	**$733,300,997**	**$17,299,449**	**$750,600,446**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	353,592,057	-	353,592,057	8,576,232	362,168,289
3400 Other Funds Ltd	1,890,960	-	1,890,960	-	1,890,960
All Funds	355,483,017	-	355,483,017	8,576,232	364,059,249
3170 Overtime Payments					
8000 General Fund	14,108,538	1,633,993	15,742,531	763,560	16,506,091

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	543,238	46,176	589,414	-	589,414
All Funds	14,651,776	1,680,169	16,331,945	763,560	17,095,505
3180 Shift Differential					
8000 General Fund	2,593,725	374,614	2,968,339	107,520	3,075,859
3400 Other Funds Ltd	10,170	1,199	11,369	-	11,369
All Funds	2,603,895	375,813	2,979,708	107,520	3,087,228
3190 All Other Differential					
8000 General Fund	16,377,387	2,434,574	18,811,961	699,720	19,511,681
3400 Other Funds Ltd	82,289	22,584	104,873	-	104,873
All Funds	16,459,676	2,457,158	18,916,834	699,720	19,616,554
TOTAL SALARIES & WAGES					
8000 General Fund	386,671,707	4,443,181	391,114,888	10,147,032	401,261,920
3400 Other Funds Ltd	2,526,657	69,959	2,596,616	-	2,596,616
TOTAL SALARIES & WAGES	**$389,198,364**	**$4,513,140**	**$393,711,504**	**$10,147,032**	**$403,858,536**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	142,516	-	142,516	4,444	146,960
3400 Other Funds Ltd	880	-	880	-	880
All Funds	143,396	-	143,396	4,444	147,840
3220 Public Employees' Retire Cont					
8000 General Fund	75,517,295	867,747	76,385,042	1,981,695	78,366,737
3400 Other Funds Ltd	493,454	13,665	507,119	-	507,119
All Funds	76,010,749	881,412	76,892,161	1,981,695	78,873,856

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3221 Pension Obligation Bond					
8000 General Fund	22,201,565	1,903,399	24,104,964	-	24,104,964
3400 Other Funds Ltd	144,877	15,879	160,756	-	160,756
All Funds	22,346,442	1,919,278	24,265,720	-	24,265,720
3230 Social Security Taxes					
8000 General Fund	29,570,532	339,912	29,910,444	776,248	30,686,692
3400 Other Funds Ltd	193,290	5,353	198,643	-	198,643
All Funds	29,763,822	345,265	30,109,087	776,248	30,885,335
3240 Unemployment Assessments					
8000 General Fund	215,459	6,465	221,924	11,161	233,085
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	223,491	-	223,491	6,969	230,460
3400 Other Funds Ltd	1,380	-	1,380	-	1,380
All Funds	224,871	-	224,871	6,969	231,840
3260 Mass Transit Tax					
8000 General Fund	961,785	57,787	1,019,572	60,882	1,080,454
3400 Other Funds Ltd	11,612	876	12,488	-	12,488
All Funds	973,397	58,663	1,032,060	60,882	1,092,942
3270 Flexible Benefits					
8000 General Fund	98,452,800	-	98,452,800	3,083,328	101,536,128
3400 Other Funds Ltd	610,560	-	610,560	-	610,560
All Funds	99,063,360	-	99,063,360	3,083,328	102,146,688
TOTAL OTHER PAYROLL EXPENSES					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	227,285,443	3,175,310	230,460,753	5,924,727	236,385,480
3400 Other Funds Ltd	1,456,053	35,773	1,491,826	-	1,491,826
TOTAL OTHER PAYROLL EXPENSES	**$228,741,496**	**$3,211,083**	**$231,952,579**	**$5,924,727**	**$237,877,306**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(21,959,174)	19,607,049	(2,352,125)	-	(2,352,125)
3400 Other Funds Ltd	(6,761)	(1,878)	(8,639)	-	(8,639)
All Funds	(21,965,935)	19,605,171	(2,360,764)	-	(2,360,764)
TOTAL PERSONAL SERVICES					
8000 General Fund	591,997,976	27,225,540	619,223,516	16,071,759	635,295,275
3400 Other Funds Ltd	3,975,949	103,854	4,079,803	-	4,079,803
TOTAL PERSONAL SERVICES	**$595,973,925**	**$27,329,394**	**$623,303,319**	**$16,071,759**	**$639,375,078**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	1,977,640	59,331	2,036,971	158,873	2,195,844
3400 Other Funds Ltd	231,541	147,897	379,438	-	379,438
All Funds	2,209,181	207,228	2,416,409	158,873	2,575,282
4125 Out of State Travel					
8000 General Fund	127,517	3,825	131,342	-	131,342
3400 Other Funds Ltd	35,980	1,079	37,059	-	37,059
All Funds	163,497	4,904	168,401	-	168,401
4150 Employee Training					
8000 General Fund	397,763	11,931	409,694	-	409,694

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	2,912	5,508	8,420	-	8,420
All Funds	400,675	17,439	418,114	-	418,114
4175 Office Expenses					
8000 General Fund	3,059,560	101,923	3,161,483	733,967	3,895,450
3400 Other Funds Ltd	150,457	20,778	171,235	-	171,235
All Funds	3,210,017	122,701	3,332,718	733,967	4,066,685
4200 Telecommunications					
8000 General Fund	5,074	153	5,227	-	5,227
3400 Other Funds Ltd	21,002	3,762	24,764	-	24,764
All Funds	26,076	3,915	29,991	-	29,991
4250 Data Processing					
8000 General Fund	303,038	10,077	313,115	61,913	375,028
3400 Other Funds Ltd	34,753	6,029	40,782	-	40,782
All Funds	337,791	16,106	353,897	61,913	415,810
4275 Publicity and Publications					
8000 General Fund	9,760	292	10,052	-	10,052
4300 Professional Services					
8000 General Fund	2,322,412	84,160	2,406,572	-	2,406,572
4325 Attorney General					
8000 General Fund	247,648	47,548	295,196	-	295,196
3400 Other Funds Ltd	5,621	1,079	6,700	-	6,700
All Funds	253,269	48,627	301,896	-	301,896
4375 Employee Recruitment and Develop					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	185,527	5,565	191,092	-	191,092
3400 Other Funds Ltd	472	3,267	3,739	-	3,739
All Funds	185,999	8,832	194,831	-	194,831
4400 Dues and Subscriptions					
8000 General Fund	9,976	299	10,275	-	10,275
3400 Other Funds Ltd	447	14	461	-	461
All Funds	10,423	313	10,736	-	10,736
4450 Fuels and Utilities					
8000 General Fund	25,140,966	7,305,871	32,446,837	-	32,446,837
3400 Other Funds Ltd	180,165	5,405	185,570	-	185,570
All Funds	25,321,131	7,311,276	32,632,407	-	32,632,407
4475 Facilities Maintenance					
8000 General Fund	11,164,674	361,107	11,525,781	-	11,525,781
3400 Other Funds Ltd	215,737	114,896	330,633	-	330,633
All Funds	11,380,411	476,003	11,856,414	-	11,856,414
4500 Food and Kitchen Supplies					
8000 General Fund	26,899,051	892,981	27,792,032	-	27,792,032
3400 Other Funds Ltd	1,094,138	32,826	1,126,964	-	1,126,964
All Funds	27,993,189	925,807	28,918,996	-	28,918,996
4525 Medical Services and Supplies					
8000 General Fund	50,596	2,706	53,302	-	53,302
3400 Other Funds Ltd	523	5,704	6,227	-	6,227
All Funds	51,119	8,410	59,529	-	59,529

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
4550 Other Care of Residents and Patients					
8000 General Fund	18,812,979	613,774	19,426,753	-	19,426,753
3400 Other Funds Ltd	2,534,950	111,252	2,646,202	-	2,646,202
All Funds	21,347,929	725,026	22,072,955	-	22,072,955
4650 Other Services and Supplies					
8000 General Fund	2,308,472	87,245	2,395,717	122,614	2,518,331
3400 Other Funds Ltd	724,176	32,569	756,745	-	756,745
All Funds	3,032,648	119,814	3,152,462	122,614	3,275,076
4700 Expendable Prop 250 - 5000					
8000 General Fund	717,519	23,816	741,335	147,749	889,084
3400 Other Funds Ltd	126,297	25,473	151,770	-	151,770
All Funds	843,816	49,289	893,105	147,749	1,040,854
4715 IT Expendable Property					
8000 General Fund	231,681	6,949	238,630	2,574	241,204
3400 Other Funds Ltd	-	37,949	37,949	-	37,949
All Funds	231,681	44,898	276,579	2,574	279,153
TOTAL SERVICES & SUPPLIES					
8000 General Fund	93,971,853	9,619,553	103,591,406	1,227,690	104,819,096
3400 Other Funds Ltd	5,359,171	555,487	5,914,658	-	5,914,658
TOTAL SERVICES & SUPPLIES	**$99,331,024**	**$10,175,040**	**$109,506,064**	**$1,227,690**	**$110,733,754**
CAPITAL OUTLAY					
5900 Other Capital Outlay					
8000 General Fund	411,423	12,344	423,767	-	423,767

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	58,892	1,769	60,661	-	60,661
All Funds	470,315	14,113	484,428	-	484,428
TOTAL EXPENDITURES					
8000 General Fund	686,381,252	36,857,437	723,238,689	17,299,449	740,538,138
3400 Other Funds Ltd	9,394,012	661,110	10,055,122	-	10,055,122
TOTAL EXPENDITURES	**$695,775,264**	**$37,518,547**	**$733,293,811**	**$17,299,449**	**$750,593,260**
ENDING BALANCE					
3400 Other Funds Ltd	644,506	(637,320)	7,186	-	7,186
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	3,259	-	3,259	101	3,360
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	3,241.60	-	3,241.60	101.00	3,342.60

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	862,667	-	862,667	-	862,667
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	61,735,983	10,277,940	72,013,923	17,024,103	89,038,026
FEDERAL FUNDS AS OTHER FUNDS					
0355 Federal Revenues					
3400 Other Funds Ltd	39,233	-	39,233	-	39,233
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	2,174	-	2,174	-	2,174
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	609	-	609	-	609
BOND SALES					
0555 General Fund Obligation Bonds					
3400 Other Funds Ltd	-	-	-	406,307	406,307
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	13,368	-	13,368	-	13,368
OTHER					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
0975 Other Revenues					
3400 Other Funds Ltd	3,715,670	-	3,715,670	-	3,715,670
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	618,000	325,124	943,124	122,683	1,065,807
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	81,723	-	81,723	-	81,723
TOTAL REVENUES					
8000 General Fund	61,735,983	10,277,940	72,013,923	17,024,103	89,038,026
3400 Other Funds Ltd	3,852,777	-	3,852,777	406,307	4,259,084
6400 Federal Funds Ltd	618,000	325,124	943,124	122,683	1,065,807
TOTAL REVENUES	**$66,206,760**	**$10,603,064**	**$76,809,824**	**$17,553,093**	**$94,362,917**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(1,438,365)	-	(1,438,365)	-	(1,438,365)
AVAILABLE REVENUES					
8000 General Fund	61,735,983	10,277,940	72,013,923	17,024,103	89,038,026
3400 Other Funds Ltd	3,277,079	-	3,277,079	406,307	3,683,386
6400 Federal Funds Ltd	618,000	325,124	943,124	122,683	1,065,807
TOTAL AVAILABLE REVENUES	**$65,631,062**	**$10,603,064**	**$76,234,126**	**$17,553,093**	**$93,787,219**
EXPENDITURES					
PERSONAL SERVICES					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	11,927,177	-	11,927,177	1,166,568	13,093,745
3400 Other Funds Ltd	317,592	-	317,592	-	317,592
All Funds	12,244,769	-	12,244,769	1,166,568	13,411,337
3160 Temporary Appointments					
8000 General Fund	144,495	4,335	148,830	-	148,830
3170 Overtime Payments					
8000 General Fund	21,935	658	22,593	-	22,593
3190 All Other Differential					
8000 General Fund	159,613	4,788	164,401	-	164,401
3400 Other Funds Ltd	20,532	616	21,148	-	21,148
All Funds	180,145	5,404	185,549	-	185,549
TOTAL SALARIES & WAGES					
8000 General Fund	12,253,220	9,781	12,263,001	1,166,568	13,429,569
3400 Other Funds Ltd	338,124	616	338,740	-	338,740
TOTAL SALARIES & WAGES	**$12,591,344**	**$10,397**	**$12,601,741**	**$1,166,568**	**$13,768,309**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	3,652	-	3,652	308	3,960
3400 Other Funds Ltd	132	-	132	-	132
All Funds	3,784	-	3,784	308	4,092
3220 Public Employees' Retire Cont					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	2,364,827	1,063	2,365,890	227,831	2,593,721
3400 Other Funds Ltd	66,037	120	66,157	-	66,157
All Funds	2,430,864	1,183	2,432,047	227,831	2,659,878
3221 Pension Obligation Bond					
8000 General Fund	707,373	42,986	750,359	-	750,359
3400 Other Funds Ltd	19,148	1,886	21,034	-	21,034
All Funds	726,521	44,872	771,393	-	771,393
3230 Social Security Taxes					
8000 General Fund	928,236	748	928,984	89,243	1,018,227
3400 Other Funds Ltd	25,867	47	25,914	-	25,914
All Funds	954,103	795	954,898	89,243	1,044,141
3240 Unemployment Assessments					
8000 General Fund	4,409	132	4,541	2,099	6,640
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	5,727	-	5,727	483	6,210
3400 Other Funds Ltd	207	-	207	-	207
All Funds	5,934	-	5,934	483	6,417
3260 Mass Transit Tax					
8000 General Fund	70,436	3,142	73,578	7,000	80,578
3400 Other Funds Ltd	1,895	137	2,032	-	2,032
All Funds	72,331	3,279	75,610	7,000	82,610
3270 Flexible Benefits					
8000 General Fund	2,533,824	-	2,533,824	213,696	2,747,520

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	91,584	-	91,584	-	91,584
All Funds	2,625,408	-	2,625,408	213,696	2,839,104
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	6,618,484	48,071	6,666,555	540,660	7,207,215
3400 Other Funds Ltd	204,870	2,190	207,060	-	207,060
TOTAL OTHER PAYROLL EXPENSES	**$6,823,354**	**$50,261**	**$6,873,615**	**$540,660**	**$7,414,275**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(1,085,088)	1,036,910	(48,178)	-	(48,178)
3400 Other Funds Ltd	(1,138)	(11)	(1,149)	-	(1,149)
All Funds	(1,086,226)	1,036,899	(49,327)	-	(49,327)
TOTAL PERSONAL SERVICES					
8000 General Fund	17,786,616	1,094,762	18,881,378	1,707,228	20,588,606
3400 Other Funds Ltd	541,856	2,795	544,651	-	544,651
TOTAL PERSONAL SERVICES	**$18,328,472**	**$1,097,557**	**$19,426,029**	**$1,707,228**	**$21,133,257**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	221,109	6,633	227,742	11,011	238,753
3400 Other Funds Ltd	16,795	504	17,299	-	17,299
6400 Federal Funds Ltd	96,651	2,900	99,551	-	99,551
All Funds	334,555	10,037	344,592	11,011	355,603
4125 Out of State Travel					
8000 General Fund	11,873	356	12,229	-	12,229

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	20,000	600	20,600	-	20,600
All Funds	31,873	956	32,829	-	32,829
4150 Employee Training					
8000 General Fund	180,665	5,420	186,085	-	186,085
4175 Office Expenses					
8000 General Fund	601,795	20,033	621,828	50,869	672,697
3400 Other Funds Ltd	10,353	311	10,664	-	10,664
All Funds	612,148	20,344	632,492	50,869	683,361
4200 Telecommunications					
8000 General Fund	-	3,596,969	3,596,969	-	3,596,969
6400 Federal Funds Ltd	-	325,124	325,124	122,683	447,807
All Funds	-	3,922,093	3,922,093	122,683	4,044,776
4225 State Gov. Service Charges					
8000 General Fund	36,316,252	2,129,448	38,445,700	-	38,445,700
4250 Data Processing					
8000 General Fund	941,541	2,772,300	3,713,841	4,291	3,718,132
4275 Publicity and Publications					
8000 General Fund	37,562	1,126	38,688	-	38,688
4300 Professional Services					
8000 General Fund	224,600	8,131	232,731	-	232,731
6400 Federal Funds Ltd	411,200	13,570	424,770	-	424,770
All Funds	635,800	21,701	657,501	-	657,501
4325 Attorney General					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	2,131,671	416,100	2,547,771	-	2,547,771
4375 Employee Recruitment and Develop					
8000 General Fund	23,817	715	24,532	-	24,532
4400 Dues and Subscriptions					
8000 General Fund	5,186	156	5,342	-	5,342
4425 Facilities Rental and Taxes					
8000 General Fund	895,802	39,415	935,217	-	935,217
4450 Fuels and Utilities					
8000 General Fund	742,909	24,664	767,573	-	767,573
4475 Facilities Maintenance					
8000 General Fund	5,121	153	5,274	-	5,274
4525 Medical Services and Supplies					
8000 General Fund	208,245	6,913	215,158	-	215,158
4550 Other Care of Residents and Patients					
8000 General Fund	1,981	59	2,040	-	2,040
4625 Other COP Costs					
8000 General Fund	111,640	3,349	114,989	-	114,989
3400 Other Funds Ltd	89,000	2,670	91,670	406,307	497,977
All Funds	200,640	6,019	206,659	406,307	612,966
4650 Other Services and Supplies					
8000 General Fund	1,046,640	144,007	1,190,647	8,498	1,199,145
3400 Other Funds Ltd	60,000	1,800	61,800	-	61,800
All Funds	1,106,640	145,807	1,252,447	8,498	1,260,945

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
4700 Expendable Prop 250 - 5000					
8000 General Fund	39,626	1,190	40,816	12,021,343	12,062,159
4715 IT Expendable Property					
8000 General Fund	38,137	1,145	39,282	18,018	57,300
TOTAL SERVICES & SUPPLIES					
8000 General Fund	43,786,172	9,178,282	52,964,454	12,114,030	65,078,484
3400 Other Funds Ltd	196,148	5,885	202,033	406,307	608,340
6400 Federal Funds Ltd	507,851	341,594	849,445	122,683	972,128
TOTAL SERVICES & SUPPLIES	**$44,490,171**	**$9,525,761**	**$54,015,932**	**$12,643,020**	**$66,658,952**
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
8000 General Fund	60,591	1,818	62,409	-	62,409
5200 Technical Equipment					
8000 General Fund	-	-	-	730,711	730,711
5550 Data Processing Software					
8000 General Fund	-	-	-	280,000	280,000
5900 Other Capital Outlay					
8000 General Fund	-	-	-	2,192,134	2,192,134
TOTAL CAPITAL OUTLAY					
8000 General Fund	60,591	1,818	62,409	3,202,845	3,265,254
SPECIAL PAYMENTS					
6035 Dist to Individuals					
8000 General Fund	94,245	2,827	97,072	-	97,072

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
6085 Other Special Payments					
8000 General Fund	8,359	251	8,610	-	8,610
TOTAL SPECIAL PAYMENTS					
8000 General Fund	102,604	3,078	105,682	-	105,682
TOTAL EXPENDITURES					
8000 General Fund	61,735,983	10,277,940	72,013,923	17,024,103	89,038,026
3400 Other Funds Ltd	738,004	8,680	746,684	406,307	1,152,991
6400 Federal Funds Ltd	507,851	341,594	849,445	122,683	972,128
TOTAL EXPENDITURES	**$62,981,838**	**$10,628,214**	**$73,610,052**	**$17,553,093**	**$91,163,145**
ENDING BALANCE					
3400 Other Funds Ltd	2,539,075	(8,680)	2,530,395	-	2,530,395
6400 Federal Funds Ltd	110,149	(16,470)	93,679	-	93,679
TOTAL ENDING BALANCE	**$2,649,224**	**($25,150)**	**$2,624,074**	**-**	**$2,624,074**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	86	-	86	7	93
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	85.50	-	85.50	7.00	92.50

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	969,881	-	969,881	-	969,881
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	52,048,006	1,790,833	53,838,839	4,547,591	58,386,430
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	3,574,438	-	3,574,438	-	3,574,438
FINES, RENTS AND ROYALTIES					
0510 Rents and Royalties					
3400 Other Funds Ltd	267,865	-	267,865	-	267,865
BOND SALES					
0555 General Fund Obligation Bonds					
3400 Other Funds Ltd	-	-	-	2,623,175	2,623,175
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	511,196	-	511,196	-	511,196
LOAN REPAYMENT					
0925 Loan Repayments					
3400 Other Funds Ltd	34,563	-	34,563	-	34,563
OTHER					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
0975 Other Revenues					
3400 Other Funds Ltd	2,200,001	-	2,200,001	-	2,200,001
TOTAL REVENUES					
8000 General Fund	52,048,006	1,790,833	53,838,839	4,547,591	58,386,430
3400 Other Funds Ltd	6,588,063	-	6,588,063	2,623,175	9,211,238
TOTAL REVENUES	**$58,636,069**	**$1,790,833**	**$60,426,902**	**$7,170,766**	**$67,597,668**
AVAILABLE REVENUES					
8000 General Fund	52,048,006	1,790,833	53,838,839	4,547,591	58,386,430
3400 Other Funds Ltd	7,557,944	-	7,557,944	2,623,175	10,181,119
TOTAL AVAILABLE REVENUES	**$59,605,950**	**$1,790,833**	**$61,396,783**	**$7,170,766**	**$68,567,549**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	29,514,745	-	29,514,745	779,040	30,293,785
3400 Other Funds Ltd	3,495,721	-	3,495,721	1,032,504	4,528,225
All Funds	33,010,466	-	33,010,466	1,811,544	34,822,010
3160 Temporary Appointments					
8000 General Fund	30,689	921	31,610	-	31,610
3170 Overtime Payments					
8000 General Fund	213,010	6,390	219,400	-	219,400
3400 Other Funds Ltd	23,248	697	23,945	-	23,945
All Funds	236,258	7,087	243,345	-	243,345

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3190 All Other Differential					
8000 General Fund	206,446	6,193	212,639	12,840	225,479
3400 Other Funds Ltd	77,111	2,313	79,424	-	79,424
All Funds	283,557	8,506	292,063	12,840	304,903
TOTAL SALARIES & WAGES					
8000 General Fund	29,964,890	13,504	29,978,394	791,880	30,770,274
3400 Other Funds Ltd	3,596,080	3,010	3,599,090	1,032,504	4,631,594
TOTAL SALARIES & WAGES	**$33,560,970**	**$16,514**	**$33,577,484**	**$1,824,384**	**$35,401,868**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	9,930	-	9,930	308	10,238
3400 Other Funds Ltd	1,452	-	1,452	352	1,804
All Funds	11,382	-	11,382	660	12,042
3220 Public Employees' Retire Cont					
8000 General Fund	5,846,164	2,456	5,848,620	154,654	6,003,274
3400 Other Funds Ltd	702,321	589	702,910	201,647	904,557
All Funds	6,548,485	3,045	6,551,530	356,301	6,907,831
3221 Pension Obligation Bond					
8000 General Fund	1,732,893	121,928	1,854,821	-	1,854,821
3400 Other Funds Ltd	204,907	18,181	223,088	-	223,088
All Funds	1,937,800	140,109	2,077,909	-	2,077,909
3230 Social Security Taxes					
8000 General Fund	2,290,635	1,033	2,291,668	60,578	2,352,246

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	275,099	231	275,330	78,984	354,314
All Funds	2,565,734	1,264	2,566,998	139,562	2,706,560
3240 Unemployment Assessments					
8000 General Fund	35,195	1,056	36,251	1,425	37,676
3400 Other Funds Ltd	76	2	78	1,857	1,935
All Funds	35,271	1,058	36,329	3,282	39,611
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	15,571	-	15,571	483	16,054
3400 Other Funds Ltd	2,277	-	2,277	552	2,829
All Funds	17,848	-	17,848	1,035	18,883
3260 Mass Transit Tax					
8000 General Fund	176,337	3,533	179,870	4,751	184,621
3400 Other Funds Ltd	20,278	1,316	21,594	6,195	27,789
All Funds	196,615	4,849	201,464	10,946	212,410
3270 Flexible Benefits					
8000 General Fund	6,858,625	-	6,858,625	152,640	7,011,265
3400 Other Funds Ltd	1,007,424	-	1,007,424	244,224	1,251,648
All Funds	7,866,049	-	7,866,049	396,864	8,262,913
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	16,965,350	130,006	17,095,356	374,839	17,470,195
3400 Other Funds Ltd	2,213,834	20,319	2,234,153	533,811	2,767,964
TOTAL OTHER PAYROLL EXPENSES	**$19,179,184**	**$150,325**	**$19,329,509**	**$908,650**	**$20,238,159**
P.S. BUDGET ADJUSTMENTS					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3455 Vacancy Savings					
8000 General Fund	(1,313,153)	1,195,335	(117,818)	-	(117,818)
3400 Other Funds Ltd	(12,641)	421	(12,220)	-	(12,220)
All Funds	(1,325,794)	1,195,756	(130,038)	-	(130,038)
TOTAL PERSONAL SERVICES					
8000 General Fund	45,617,087	1,338,845	46,955,932	1,166,719	48,122,651
3400 Other Funds Ltd	5,797,273	23,750	5,821,023	1,566,315	7,387,338
TOTAL PERSONAL SERVICES	**$51,414,360**	**$1,362,595**	**$52,776,955**	**$2,733,034**	**$55,509,989**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	339,395	17,560	356,955	36,279	393,234
3400 Other Funds Ltd	27,362	820	28,182	12,584	40,766
All Funds	366,757	18,380	385,137	48,863	434,000
4125 Out of State Travel					
8000 General Fund	6,454	194	6,648	-	6,648
4150 Employee Training					
8000 General Fund	155,569	17,411	172,980	-	172,980
3400 Other Funds Ltd	1,024	31	1,055	-	1,055
All Funds	156,593	17,442	174,035	-	174,035
4175 Office Expenses					
8000 General Fund	270,727	28,483	299,210	36,336	335,546
3400 Other Funds Ltd	110,973	3,330	114,303	58,136	172,439
All Funds	381,700	31,813	413,513	94,472	507,985

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
4200 Telecommunications					
8000 General Fund	1,848,161	112,707	1,960,868	1,469,799	3,430,667
4250 Data Processing					
8000 General Fund	1,018,071	83,244	1,101,315	318,066	1,419,381
3400 Other Funds Ltd	8,829	265	9,094	4,904	13,998
All Funds	1,026,900	83,509	1,110,409	322,970	1,433,379
4275 Publicity and Publications					
8000 General Fund	16,688	501	17,189	-	17,189
4300 Professional Services					
8000 General Fund	113,780	4,118	117,898	-	117,898
4315 IT Professional Services					
8000 General Fund	-	-	-	8,000	8,000
3400 Other Funds Ltd	-	-	-	303,365	303,365
All Funds	-	-	-	311,365	311,365
4325 Attorney General					
8000 General Fund	296,069	57,793	353,862	-	353,862
3400 Other Funds Ltd	2,144	411	2,555	-	2,555
All Funds	298,213	58,204	356,417	-	356,417
4375 Employee Recruitment and Develop					
8000 General Fund	6,288	188	6,476	-	6,476
4400 Dues and Subscriptions					
8000 General Fund	10,047	301	10,348	-	10,348
3400 Other Funds Ltd	512	15	527	-	527

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
All Funds	10,559	316	10,875	-	10,875
4450 Fuels and Utilities					
8000 General Fund	643,200	43,698	686,898	-	686,898
3400 Other Funds Ltd	117,760	3,532	121,292	-	121,292
All Funds	760,960	47,230	808,190	-	808,190
4475 Facilities Maintenance					
8000 General Fund	793,881	38,898	832,779	-	832,779
3400 Other Funds Ltd	338,630	10,159	348,789	-	348,789
All Funds	1,132,511	49,057	1,181,568	-	1,181,568
4500 Food and Kitchen Supplies					
8000 General Fund	4,839	146	4,985	-	4,985
3400 Other Funds Ltd	469,350	14,081	483,431	-	483,431
All Funds	474,189	14,227	488,416	-	488,416
4525 Medical Services and Supplies					
8000 General Fund	2,080	97	2,177	-	2,177
4550 Other Care of Residents and Patients					
8000 General Fund	36,723	1,101	37,824	-	37,824
3400 Other Funds Ltd	74,650	2,239	76,889	-	76,889
All Funds	111,373	3,340	114,713	-	114,713
4650 Other Services and Supplies					
8000 General Fund	345,508	23,906	369,414	33,803	403,217
3400 Other Funds Ltd	442,621	13,279	455,900	9,712	465,612
All Funds	788,129	37,185	825,314	43,515	868,829

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
4700 Expendable Prop 250 - 5000					
8000 General Fund	59,695	7,730	67,425	21,343	88,768
3400 Other Funds Ltd	10,184	305	10,489	24,392	34,881
All Funds	69,879	8,035	77,914	45,735	123,649
4715 IT Expendable Property					
8000 General Fund	85,245	2,557	87,802	710,027	797,829
3400 Other Funds Ltd	13,320	401	13,721	380,592	394,313
All Funds	98,565	2,958	101,523	1,090,619	1,192,142
TOTAL SERVICES & SUPPLIES					
8000 General Fund	6,052,420	440,633	6,493,053	2,633,653	9,126,706
3400 Other Funds Ltd	1,617,359	48,868	1,666,227	793,685	2,459,912
TOTAL SERVICES & SUPPLIES	**$7,669,779**	**$489,501**	**$8,159,280**	**$3,427,338**	**$11,586,618**
CAPITAL OUTLAY					
5150 Telecommunications Equipment					
8000 General Fund	66,524	1,996	68,520	-	68,520
5250 Household and Institutional Equip.					
8000 General Fund	255,527	7,666	263,193	-	263,193
5350 Industrial and Heavy Equipment					
8000 General Fund	12,533	376	12,909	-	12,909
5550 Data Processing Software					
8000 General Fund	19,449	583	20,032	192,000	212,032
5600 Data Processing Hardware					
8000 General Fund	24,466	734	25,200	-	25,200

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
5900 Other Capital Outlay					
8000 General Fund	-	-	-	555,219	555,219
3400 Other Funds Ltd	-	-	-	263,175	263,175
All Funds	-	-	-	818,394	818,394
TOTAL CAPITAL OUTLAY					
8000 General Fund	378,499	11,355	389,854	747,219	1,137,073
3400 Other Funds Ltd	-	-	-	263,175	263,175
TOTAL CAPITAL OUTLAY	**$378,499**	**$11,355**	**$389,854**	**$1,010,394**	**$1,400,248**
TOTAL EXPENDITURES					
8000 General Fund	52,048,006	1,790,833	53,838,839	4,547,591	58,386,430
3400 Other Funds Ltd	7,414,632	72,618	7,487,250	2,623,175	10,110,425
TOTAL EXPENDITURES	**$59,462,638**	**$1,863,451**	**$61,326,089**	**$7,170,766**	**$68,496,855**
ENDING BALANCE					
3400 Other Funds Ltd	143,312	(72,618)	70,694	-	70,694
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	260	-	260	15	275
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	258.16	-	258.16	13.00	271.16

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	1,006	-	1,006	-	1,006
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	14,452,255	172,321	14,624,576	1,811,962	16,436,538
FINES, RENTS AND ROYALTIES					
0510 Rents and Royalties					
3400 Other Funds Ltd	6,463	-	6,463	-	6,463
TOTAL REVENUES					
8000 General Fund	14,452,255	172,321	14,624,576	1,811,962	16,436,538
3400 Other Funds Ltd	6,463	-	6,463	-	6,463
TOTAL REVENUES	**$14,458,718**	**$172,321**	**$14,631,039**	**$1,811,962**	**$16,443,001**
AVAILABLE REVENUES					
8000 General Fund	14,452,255	172,321	14,624,576	1,811,962	16,436,538
3400 Other Funds Ltd	7,469	-	7,469	-	7,469
TOTAL AVAILABLE REVENUES	**$14,459,724**	**$172,321**	**$14,632,045**	**$1,811,962**	**$16,444,007**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	8,341,692	-	8,341,692	1,051,152	9,392,844

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	2,772	-	2,772	440	3,212
3220 Public Employees' Retire Cont					
8000 General Fund	1,629,132	-	1,629,132	205,292	1,834,424
3221 Pension Obligation Bond					
8000 General Fund	484,194	32,070	516,264	-	516,264
3230 Social Security Taxes					
8000 General Fund	638,135	-	638,135	80,412	718,547
3240 Unemployment Assessments					
8000 General Fund	3,272	98	3,370	1,891	5,261
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	4,347	-	4,347	690	5,037
3260 Mass Transit Tax					
8000 General Fund	56,675	(6,624)	50,051	3,905	53,956
3270 Flexible Benefits					
8000 General Fund	1,923,264	-	1,923,264	305,280	2,228,544
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	4,741,791	25,544	4,767,335	597,910	5,365,245
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(36,722)	3,923	(32,799)	-	(32,799)
TOTAL PERSONAL SERVICES					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	13,046,761	29,467	13,076,228	1,649,062	14,725,290
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	96,603	5,650	102,253	15,730	117,983
4125 Out of State Travel					
8000 General Fund	4,933	148	5,081	-	5,081
4150 Employee Training					
8000 General Fund	126,596	3,798	130,394	-	130,394
4175 Office Expenses					
8000 General Fund	94,650	15,556	110,206	72,670	182,876
4200 Telecommunications					
8000 General Fund	4,696	141	4,837	-	4,837
4250 Data Processing					
8000 General Fund	30,476	1,987	32,463	6,130	38,593
4275 Publicity and Publications					
8000 General Fund	3,630	109	3,739	-	3,739
4300 Professional Services					
8000 General Fund	407,014	13,431	420,445	-	420,445
4325 Attorney General					
8000 General Fund	498,789	95,767	594,556	-	594,556
4375 Employee Recruitment and Develop					
8000 General Fund	44,116	1,324	45,440	-	45,440
4400 Dues and Subscriptions					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	2,557	77	2,634	-	2,634
4450 Fuels and Utilities					
8000 General Fund	8,788	264	9,052	-	9,052
4475 Facilities Maintenance					
8000 General Fund	12,049	361	12,410	-	12,410
3400 Other Funds Ltd	5,000	150	5,150	-	5,150
All Funds	17,049	511	17,560	-	17,560
4525 Medical Services and Supplies					
8000 General Fund	12,480	374	12,854	-	12,854
4550 Other Care of Residents and Patients					
8000 General Fund	804	24	828	-	828
4650 Other Services and Supplies					
8000 General Fund	26,671	2,924	29,595	12,140	41,735
4700 Expendable Prop 250 - 5000					
8000 General Fund	4,831	145	4,976	30,490	35,466
4715 IT Expendable Property					
8000 General Fund	25,811	774	26,585	25,740	52,325
TOTAL SERVICES & SUPPLIES					
8000 General Fund	1,405,494	142,854	1,548,348	162,900	1,711,248
3400 Other Funds Ltd	5,000	150	5,150	-	5,150
TOTAL SERVICES & SUPPLIES	**$1,410,494**	**$143,004**	**$1,553,498**	**$162,900**	**$1,716,398**
TOTAL EXPENDITURES					
8000 General Fund	14,452,255	172,321	14,624,576	1,811,962	16,436,538

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	5,000	150	5,150	-	5,150
TOTAL EXPENDITURES	**$14,457,255**	**$172,471**	**$14,629,726**	**$1,811,962**	**$16,441,688**
ENDING BALANCE					
3400 Other Funds Ltd	2,469	(150)	2,319	-	2,319
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	63	-	63	10	73
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	62.50	-	62.50	10.00	72.50

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	353,498	-	353,498	-	353,498
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	240,041,657	31,043,403	271,085,060	587,052	271,672,112
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	870,058	-	870,058	-	870,058
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	47,898	-	47,898	-	47,898
0510 Rents and Royalties					
3400 Other Funds Ltd	15,512	-	15,512	-	15,512
TOTAL FINES, RENTS AND ROYALTIES					
3400 Other Funds Ltd	63,410	-	63,410	-	63,410
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	78	-	78	-	78
DONATIONS AND CONTRIBUTIONS					
0905 Donations					
3400 Other Funds Ltd	8,047	-	8,047	-	8,047

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
0910 Grants (Non-Fed)					
3400 Other Funds Ltd	194,618	-	194,618	-	194,618
TOTAL DONATIONS AND CONTRIBUTIONS					
3400 Other Funds Ltd	202,665	-	202,665	-	202,665
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	824,974	-	824,974	-	824,974
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	300,551	-	300,551	-	300,551
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	87,695	-	87,695	-	87,695
1050 Transfer In Other					
3400 Other Funds Ltd	3,986,493	-	3,986,493	-	3,986,493
1213 Tsfr From Criminal Justice Comm					
3400 Other Funds Ltd	370,800	-	370,800	-	370,800
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	4,444,988	-	4,444,988	-	4,444,988
TOTAL REVENUES					
8000 General Fund	240,041,657	31,043,403	271,085,060	587,052	271,672,112
3400 Other Funds Ltd	6,406,173	-	6,406,173	-	6,406,173
6400 Federal Funds Ltd	300,551	-	300,551	-	300,551

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
TOTAL REVENUES	**$246,748,381**	**$31,043,403**	**$277,791,784**	**$587,052**	**$278,378,836**
AVAILABLE REVENUES					
8000 General Fund	240,041,657	31,043,403	271,085,060	587,052	271,672,112
3400 Other Funds Ltd	6,759,671	-	6,759,671	-	6,759,671
6400 Federal Funds Ltd	300,551	-	300,551	-	300,551
TOTAL AVAILABLE REVENUES	**$247,101,879**	**$31,043,403**	**$278,145,282**	**$587,052**	**$278,732,334**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	8,592,075	-	8,592,075	479,184	9,071,259
3400 Other Funds Ltd	12,573	-	12,573	-	12,573
All Funds	8,604,648	-	8,604,648	479,184	9,083,832
3170 Overtime Payments					
8000 General Fund	9,447	283	9,730	-	9,730
3190 All Other Differential					
8000 General Fund	257,265	7,718	264,983	-	264,983
TOTAL SALARIES & WAGES					
8000 General Fund	8,858,787	8,001	8,866,788	479,184	9,345,972
3400 Other Funds Ltd	12,573	-	12,573	-	12,573
TOTAL SALARIES & WAGES	**$8,871,360**	**$8,001**	**$8,879,361**	**$479,184**	**$9,358,545**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	2,739	-	2,739	176	2,915
3400 Other Funds Ltd	4	-	4	-	4
All Funds	2,743	-	2,743	176	2,919
3220 Public Employees' Retire Cont					
8000 General Fund	1,730,109	1,562	1,731,671	93,585	1,825,256
3400 Other Funds Ltd	2,456	-	2,456	-	2,456
All Funds	1,732,565	1,562	1,734,127	93,585	1,827,712
3221 Pension Obligation Bond					
8000 General Fund	485,917	63,753	549,670	-	549,670
3400 Other Funds Ltd	666	112	778	-	778
All Funds	486,583	63,865	550,448	-	550,448
3230 Social Security Taxes					
8000 General Fund	676,017	613	676,630	36,658	713,288
3400 Other Funds Ltd	962	-	962	-	962
All Funds	676,979	613	677,592	36,658	714,250
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	4,295	-	4,295	276	4,571
3400 Other Funds Ltd	6	-	6	-	6
All Funds	4,301	-	4,301	276	4,577
3260 Mass Transit Tax					
8000 General Fund	52,155	1,046	53,201	2,875	56,076
3400 Other Funds Ltd	66	9	75	-	75
All Funds	52,221	1,055	53,276	2,875	56,151

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3270 Flexible Benefits					
8000 General Fund	1,900,163	-	1,900,163	122,112	2,022,275
3400 Other Funds Ltd	2,748	-	2,748	-	2,748
All Funds	1,902,911	-	1,902,911	122,112	2,025,023
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	4,851,395	66,974	4,918,369	255,682	5,174,051
3400 Other Funds Ltd	6,908	121	7,029	-	7,029
TOTAL OTHER PAYROLL EXPENSES	**$4,858,303**	**$67,095**	**$4,925,398**	**$255,682**	**$5,181,080**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(35,250)	418	(34,832)	-	(34,832)
3400 Other Funds Ltd	(42)	(1)	(43)	-	(43)
All Funds	(35,292)	417	(34,875)	-	(34,875)
TOTAL PERSONAL SERVICES					
8000 General Fund	13,674,932	75,393	13,750,325	734,866	14,485,191
3400 Other Funds Ltd	19,439	120	19,559	-	19,559
TOTAL PERSONAL SERVICES	**$13,694,371**	**$75,513**	**$13,769,884**	**$734,866**	**$14,504,750**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	40,994	1,230	42,224	6,292	48,516
4125 Out of State Travel					
8000 General Fund	9,574	287	9,861	-	9,861
4150 Employee Training					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	28,067	842	28,909	-	28,909
4175 Office Expenses					
8000 General Fund	82,955	2,489	85,444	29,068	114,512
4250 Data Processing					
8000 General Fund	45,295	1,358	46,653	2,452	49,105
4275 Publicity and Publications					
8000 General Fund	647	19	666	-	666
4300 Professional Services					
8000 General Fund	133,871	4,417	138,288	-	138,288
4325 Attorney General					
8000 General Fund	129,555	24,875	154,430	-	154,430
4375 Employee Recruitment and Develop					
8000 General Fund	670	20	690	-	690
4400 Dues and Subscriptions					
8000 General Fund	59,230	1,777	61,007	-	61,007
4475 Facilities Maintenance					
8000 General Fund	9,085	273	9,358	-	9,358
4500 Food and Kitchen Supplies					
8000 General Fund	310	9	319	-	319
4550 Other Care of Residents and Patients					
8000 General Fund	899,965	26,999	926,964	-	926,964
3400 Other Funds Ltd	1,373,215	41,197	1,414,412	-	1,414,412
All Funds	2,273,180	68,196	2,341,376	-	2,341,376

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
4650 Other Services and Supplies					
8000 General Fund	41,687	1,251	42,938	4,856	47,794
3400 Other Funds Ltd	6,144	184	6,328	-	6,328
All Funds	47,831	1,435	49,266	4,856	54,122
4700 Expendable Prop 250 - 5000					
8000 General Fund	45,145	1,354	46,499	9,147	55,646
4715 IT Expendable Property					
8000 General Fund	-	-	-	7,722	7,722
TOTAL SERVICES & SUPPLIES					
8000 General Fund	1,527,050	67,200	1,594,250	59,537	1,653,787
3400 Other Funds Ltd	1,379,359	41,381	1,420,740	-	1,420,740
TOTAL SERVICES & SUPPLIES	**$2,906,409**	**$108,581**	**$3,014,990**	**$59,537**	**$3,074,527**
CAPITAL OUTLAY					
5600 Data Processing Hardware					
8000 General Fund	48,607	1,458	50,065	-	50,065
SPECIAL PAYMENTS					
6020 Dist to Counties					
8000 General Fund	224,791,068	30,899,352	255,690,420	(207,351)	255,483,069
3400 Other Funds Ltd	5,058,950	151,769	5,210,719	-	5,210,719
6400 Federal Funds Ltd	291,797	8,754	300,551	-	300,551
All Funds	230,141,815	31,059,875	261,201,690	(207,351)	260,994,339
6025 Dist to Other Gov Unit					
3400 Other Funds Ltd	-	106,369	106,369	-	106,369

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
TOTAL SPECIAL PAYMENTS					
8000 General Fund	224,791,068	30,899,352	255,690,420	(207,351)	255,483,069
3400 Other Funds Ltd	5,058,950	258,138	5,317,088	-	5,317,088
6400 Federal Funds Ltd	291,797	8,754	300,551	-	300,551
TOTAL SPECIAL PAYMENTS	**$230,141,815**	**$31,166,244**	**$261,308,059**	**($207,351)**	**$261,100,708**
TOTAL EXPENDITURES					
8000 General Fund	240,041,657	31,043,403	271,085,060	587,052	271,672,112
3400 Other Funds Ltd	6,457,748	299,639	6,757,387	-	6,757,387
6400 Federal Funds Ltd	291,797	8,754	300,551	-	300,551
TOTAL EXPENDITURES	**$246,791,202**	**$31,351,796**	**$278,142,998**	**$587,052**	**$278,730,050**
ENDING BALANCE					
3400 Other Funds Ltd	301,923	(299,639)	2,284	-	2,284
6400 Federal Funds Ltd	8,754	(8,754)	-	-	-
TOTAL ENDING BALANCE	**$310,677**	**($308,393)**	**$2,284**	**-**	**$2,284**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	62	-	62	4	66
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	62.33	-	62.33	4.00	66.33

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	354,569	-	354,569	-	354,569
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	212,398,371	19,254,556	231,652,927	5,746,420	237,399,347
FEDERAL FUNDS AS OTHER FUNDS					
0355 Federal Revenues					
3400 Other Funds Ltd	91,109	-	91,109	-	91,109
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	11,989	-	11,989	-	11,989
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	43,916	-	43,916	-	43,916
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	26,436	-	26,436	-	26,436
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	395,000	-	395,000	-	395,000
FEDERAL FUNDS REVENUE					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
0995 Federal Funds					
6400 Federal Funds Ltd	6,831,026	(325,124)	6,505,902	-	6,505,902
TOTAL REVENUES					
8000 General Fund	212,398,371	19,254,556	231,652,927	5,746,420	237,399,347
3400 Other Funds Ltd	568,450	-	568,450	-	568,450
6400 Federal Funds Ltd	6,831,026	(325,124)	6,505,902	-	6,505,902
TOTAL REVENUES	**$219,797,847**	**$18,929,432**	**$238,727,279**	**$5,746,420**	**$244,473,699**
AVAILABLE REVENUES					
8000 General Fund	212,398,371	19,254,556	231,652,927	5,746,420	237,399,347
3400 Other Funds Ltd	923,019	-	923,019	-	923,019
6400 Federal Funds Ltd	6,831,026	(325,124)	6,505,902	-	6,505,902
TOTAL AVAILABLE REVENUES	**$220,152,416**	**$18,929,432**	**$239,081,848**	**$5,746,420**	**$244,828,268**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	82,097,885	-	82,097,885	2,067,517	84,165,402
3170 Overtime Payments					
8000 General Fund	950,323	80,778	1,031,101	-	1,031,101
3180 Shift Differential					
8000 General Fund	774,897	65,868	840,765	-	840,765
3190 All Other Differential					
8000 General Fund	2,177,256	185,066	2,362,322	-	2,362,322

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
TOTAL SALARIES & WAGES					
8000 General Fund	86,000,361	331,712	86,332,073	2,067,517	88,399,590
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	24,596	-	24,596	880	25,476
3220 Public Employees' Retire Cont					
8000 General Fund	16,795,877	64,784	16,860,661	403,788	17,264,449
3221 Pension Obligation Bond					
8000 General Fund	4,821,806	521,249	5,343,055	-	5,343,055
3230 Social Security Taxes					
8000 General Fund	6,182,798	25,375	6,208,173	158,163	6,366,336
3240 Unemployment Assessments					
8000 General Fund	25,362	760	26,122	-	26,122
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	38,568	-	38,568	1,380	39,948
3260 Mass Transit Tax					
8000 General Fund	265,688	22,478	288,166	10,390	298,556
3270 Flexible Benefits					
8000 General Fund	16,668,288	-	16,668,288	549,504	17,217,792
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	44,822,983	634,646	45,457,629	1,124,105	46,581,734
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	(3,877,895)	3,539,752	(338,143)	-	(338,143)
TOTAL PERSONAL SERVICES					
8000 General Fund	126,945,449	4,506,110	131,451,559	3,191,622	134,643,181
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	338,801	10,163	348,964	29,038	378,002
4150 Employee Training					
8000 General Fund	104,144	3,128	107,272	100,000	207,272
4175 Office Expenses					
8000 General Fund	974,538	32,184	1,006,722	134,149	1,140,871
4200 Telecommunications					
6400 Federal Funds Ltd	315,654	9,470	325,124	-	325,124
4250 Data Processing					
8000 General Fund	9,881	296	10,177	2,306,778	2,316,955
4300 Professional Services					
8000 General Fund	-	-	-	200,000	200,000
4375 Employee Recruitment and Develop					
8000 General Fund	3,824	115	3,939	-	3,939
4475 Facilities Maintenance					
8000 General Fund	87,119	2,942	90,061	-	90,061
4525 Medical Services and Supplies					
8000 General Fund	83,886,799	14,698,183	98,584,982	(794,414)	97,790,568
3400 Other Funds Ltd	561,676	63,468	625,144	-	625,144

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
6400 Federal Funds Ltd	6,253,705	(2,141,401)	4,112,304	-	4,112,304
All Funds	90,702,180	12,620,250	103,322,430	(794,414)	102,528,016
4650 Other Services and Supplies					
8000 General Fund	21,591	648	22,239	22,410	44,649
4700 Expendable Prop 250 - 5000					
8000 General Fund	6,268	188	6,456	57,931	64,387
4715 IT Expendable Property					
8000 General Fund	19,957	599	20,556	498,906	519,462
TOTAL SERVICES & SUPPLIES					
8000 General Fund	85,452,922	14,748,446	100,201,368	2,554,798	102,756,166
3400 Other Funds Ltd	561,676	63,468	625,144	-	625,144
6400 Federal Funds Ltd	6,569,359	(2,131,931)	4,437,428	-	4,437,428
TOTAL SERVICES & SUPPLIES	**$92,583,957**	**$12,679,983**	**$105,263,940**	**$2,554,798**	**$107,818,738**
TOTAL EXPENDITURES					
8000 General Fund	212,398,371	19,254,556	231,652,927	5,746,420	237,399,347
3400 Other Funds Ltd	561,676	63,468	625,144	-	625,144
6400 Federal Funds Ltd	6,569,359	(2,131,931)	4,437,428	-	4,437,428
TOTAL EXPENDITURES	**$219,529,406**	**$17,186,093**	**$236,715,499**	**$5,746,420**	**$242,461,919**
ENDING BALANCE					
3400 Other Funds Ltd	361,343	(63,468)	297,875	-	297,875
6400 Federal Funds Ltd	261,667	1,806,807	2,068,474	-	2,068,474
TOTAL ENDING BALANCE	**$623,010**	**$1,743,339**	**$2,366,349**	**-**	**$2,366,349**
AUTHORIZED POSITIONS					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8150 Class/Unclass Positions	559	-	559	20	579
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	539.99	-	539.99	18.46	558.45

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	414,973	-	414,973	-	414,973
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	64,235,009	2,717,172	66,952,181	1,951,558	68,903,739
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	579,294	-	579,294	-	579,294
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	63,379	-	63,379	-	63,379
DONATIONS AND CONTRIBUTIONS					
0905 Donations					
3400 Other Funds Ltd	5,998	-	5,998	-	5,998
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	7,486,070	-	7,486,070	-	7,486,070
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	1,002,652	-	1,002,652	-	1,002,652
1137 Tsfr From Justice, Dept of					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	26,000	-	26,000	-	26,000
1525 Tsfr From HECC					
3400 Other Funds Ltd	189,850	-	189,850	-	189,850
1581 Tsfr From Education, Dept of					
3400 Other Funds Ltd	208,074	-	208,074	-	208,074
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	1,426,576	-	1,426,576	-	1,426,576
TOTAL REVENUES					
8000 General Fund	64,235,009	2,717,172	66,952,181	1,951,558	68,903,739
3400 Other Funds Ltd	9,561,317	-	9,561,317	-	9,561,317
TOTAL REVENUES	**$73,796,326**	**$2,717,172**	**$76,513,498**	**$1,951,558**	**$78,465,056**
AVAILABLE REVENUES					
8000 General Fund	64,235,009	2,717,172	66,952,181	1,951,558	68,903,739
3400 Other Funds Ltd	9,976,290	-	9,976,290	-	9,976,290
TOTAL AVAILABLE REVENUES	**$74,211,299**	**$2,717,172**	**$76,928,471**	**$1,951,558**	**$78,880,029**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	22,444,080	-	22,444,080	975,816	23,419,896
3160 Temporary Appointments					
8000 General Fund	359,179	10,776	369,955	-	369,955
3170 Overtime Payments					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	183,071	5,493	188,564	-	188,564
3180 Shift Differential					
3400 Other Funds Ltd	325	(325)	-	-	-
3190 All Other Differential					
8000 General Fund	154,518	4,636	159,154	-	159,154
3400 Other Funds Ltd	15,136	(15,136)	-	-	-
All Funds	169,654	(10,500)	159,154	-	159,154
TOTAL SALARIES & WAGES					
8000 General Fund	23,140,848	20,905	23,161,753	975,816	24,137,569
3400 Other Funds Ltd	15,461	(15,461)	-	-	-
TOTAL SALARIES & WAGES	**$23,156,309**	**$5,444**	**$23,161,753**	**$975,816**	**$24,137,569**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	8,492	-	8,492	352	8,844
3220 Public Employees' Retire Cont					
8000 General Fund	4,449,252	1,979	4,451,231	190,577	4,641,808
3400 Other Funds Ltd	3,019	(3,019)	-	-	-
All Funds	4,452,271	(1,040)	4,451,231	190,577	4,641,808
3221 Pension Obligation Bond					
8000 General Fund	1,295,395	116,329	1,411,724	-	1,411,724
3400 Other Funds Ltd	937	(937)	-	-	-
All Funds	1,296,332	115,392	1,411,724	-	1,411,724
3230 Social Security Taxes					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	1,768,583	1,599	1,770,182	74,650	1,844,832
3400 Other Funds Ltd	1,183	(1,183)	-	-	-
All Funds	1,769,766	416	1,770,182	74,650	1,844,832
3240 Unemployment Assessments					
8000 General Fund	20,539	617	21,156	293	21,449
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	13,317	-	13,317	552	13,869
3260 Mass Transit Tax					
8000 General Fund	129,012	9,958	138,970	5,855	144,825
3400 Other Funds Ltd	93	(93)	-	-	-
All Funds	129,105	9,865	138,970	5,855	144,825
3270 Flexible Benefits					
8000 General Fund	5,891,904	-	5,891,904	244,224	6,136,128
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	13,576,494	130,482	13,706,976	516,503	14,223,479
3400 Other Funds Ltd	5,232	(5,232)	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$13,581,726**	**$125,250**	**$13,706,976**	**$516,503**	**$14,223,479**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(1,084,435)	993,448	(90,987)	-	(90,987)
TOTAL PERSONAL SERVICES					
8000 General Fund	35,632,907	1,144,835	36,777,742	1,492,319	38,270,061
3400 Other Funds Ltd	20,693	(20,693)	-	-	-

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
TOTAL PERSONAL SERVICES	**$35,653,600**	**$1,124,142**	**$36,777,742**	**$1,492,319**	**$38,270,061**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	254,075	11,443	265,518	12,584	278,102
3400 Other Funds Ltd	136,847	(136,847)	-	-	-
All Funds	390,922	(125,404)	265,518	12,584	278,102
4125 Out of State Travel					
8000 General Fund	13,297	558	13,855	-	13,855
3400 Other Funds Ltd	1,828	55	1,883	-	1,883
All Funds	15,125	613	15,738	-	15,738
4150 Employee Training					
8000 General Fund	79,244	3,627	82,871	-	82,871
3400 Other Funds Ltd	17,341	(4,901)	12,440	-	12,440
All Funds	96,585	(1,274)	95,311	-	95,311
4175 Office Expenses					
8000 General Fund	969,753	77,622	1,047,375	58,136	1,105,511
3400 Other Funds Ltd	32,136	(15,300)	16,836	-	16,836
All Funds	1,001,889	62,322	1,064,211	58,136	1,122,347
4200 Telecommunications					
8000 General Fund	150,556	5,602	156,158	-	156,158
3400 Other Funds Ltd	3,122	(3,039)	83	-	83
All Funds	153,678	2,563	156,241	-	156,241
4250 Data Processing					

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8000 General Fund	116,008	5,632	121,640	4,904	126,544
3400 Other Funds Ltd	4,944	(4,838)	106	-	106
All Funds	120,952	794	121,746	4,904	126,650
4275 Publicity and Publications					
8000 General Fund	3,708	162	3,870	-	3,870
4300 Professional Services					
8000 General Fund	15,775,088	590,891	16,365,979	130,919	16,496,898
3400 Other Funds Ltd	3,205,640	105,786	3,311,426	-	3,311,426
All Funds	18,980,728	696,677	19,677,405	130,919	19,808,324
4325 Attorney General					
8000 General Fund	401,164	78,306	479,470	-	479,470
4375 Employee Recruitment and Develop					
8000 General Fund	8,407	368	8,775	-	8,775
3400 Other Funds Ltd	3,158	(3,158)	-	-	-
All Funds	11,565	(2,790)	8,775	-	8,775
4400 Dues and Subscriptions					
8000 General Fund	3,298	146	3,444	-	3,444
4475 Facilities Maintenance					
8000 General Fund	24,214	1,061	25,275	-	25,275
3400 Other Funds Ltd	105,267	(105,267)	-	-	-
All Funds	129,481	(104,206)	25,275	-	25,275
4500 Food and Kitchen Supplies					
8000 General Fund	145	6	151	-	151

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
4525 Medical Services and Supplies					
8000 General Fund	7,627,947	382,917	8,010,864	-	8,010,864
3400 Other Funds Ltd	5,066,747	232,457	5,299,204	-	5,299,204
All Funds	12,694,694	615,374	13,310,068	-	13,310,068
4550 Other Care of Residents and Patients					
8000 General Fund	1,454,567	147,325	1,601,892	-	1,601,892
3400 Other Funds Ltd	702,016	(120,511)	581,505	-	581,505
All Funds	2,156,583	26,814	2,183,397	-	2,183,397
4650 Other Services and Supplies					
8000 General Fund	554,668	226,676	781,344	9,712	791,056
3400 Other Funds Ltd	237,341	(3,723)	233,618	-	233,618
All Funds	792,009	222,953	1,014,962	9,712	1,024,674
4700 Expendable Prop 250 - 5000					
8000 General Fund	731,556	27,187	758,743	24,392	783,135
3400 Other Funds Ltd	43,806	(20,370)	23,436	-	23,436
All Funds	775,362	6,817	782,179	24,392	806,571
4715 IT Expendable Property					
8000 General Fund	434,407	12,808	447,215	218,592	665,807
3400 Other Funds Ltd	36,844	(36,844)	-	-	-
All Funds	471,251	(24,036)	447,215	218,592	665,807
TOTAL SERVICES & SUPPLIES					
8000 General Fund	28,602,102	1,572,337	30,174,439	459,239	30,633,678
3400 Other Funds Ltd	9,597,037	(116,500)	9,480,537	-	9,480,537

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
TOTAL SERVICES & SUPPLIES	**$38,199,139**	**$1,455,837**	**$39,654,976**	**$459,239**	**$40,114,215**
CAPITAL OUTLAY					
5500 Recreational Equipment					
3400 Other Funds Ltd	28,756	863	29,619	-	29,619
TOTAL EXPENDITURES					
8000 General Fund	64,235,009	2,717,172	66,952,181	1,951,558	68,903,739
3400 Other Funds Ltd	9,646,486	(136,330)	9,510,156	-	9,510,156
TOTAL EXPENDITURES	**$73,881,495**	**$2,580,842**	**$76,462,337**	**$1,951,558**	**$78,413,895**
ENDING BALANCE					
3400 Other Funds Ltd	329,804	136,330	466,134	-	466,134
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	193	-	193	8	201
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	191.50	-	191.50	8.00	199.50

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3430 Other Funds Debt Svc Ltd	755,039	-	755,039	-	755,039
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8030 General Fund Debt Svc	127,875,094	-	127,875,094	2,904,458	130,779,552
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	-	1,262,826	-	1,262,826
TOTAL REVENUES					
8030 General Fund Debt Svc	127,875,094	-	127,875,094	2,904,458	130,779,552
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	-	1,262,826	-	1,262,826
TOTAL REVENUES	**$129,137,920**	**-**	**$129,137,920**	**$2,904,458**	**$132,042,378**
AVAILABLE REVENUES					
8030 General Fund Debt Svc	127,875,094	-	127,875,094	2,904,458	130,779,552
3430 Other Funds Debt Svc Ltd	755,039	-	755,039	-	755,039
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	-	1,262,826	-	1,262,826
TOTAL AVAILABLE REVENUES	**$129,892,959**	**-**	**$129,892,959**	**$2,904,458**	**$132,797,417**
EXPENDITURES					
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	39,779,355	-	39,779,355	2,005,000	41,784,355

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
7150 Interest - Bonds					
8030 General Fund Debt Svc	30,552,699	-	30,552,699	899,458	31,452,157
7200 Principal - COP					
8030 General Fund Debt Svc	45,548,245	-	45,548,245	-	45,548,245
7250 Interest - COP					
8030 General Fund Debt Svc	11,994,795	-	11,994,795	-	11,994,795
6230 Federal Funds Debt Svc Non-Ltd	1,119,495	-	1,119,495	-	1,119,495
All Funds	13,114,290	-	13,114,290	-	13,114,290
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	127,875,094	-	127,875,094	2,904,458	130,779,552
6230 Federal Funds Debt Svc Non-Ltd	1,119,495	-	1,119,495	-	1,119,495
TOTAL DEBT SERVICE	**$128,994,589**	**-**	**$128,994,589**	**$2,904,458**	**$131,899,047**
ENDING BALANCE					
3430 Other Funds Debt Svc Ltd	755,039	-	755,039	-	755,039
6230 Federal Funds Debt Svc Non-Ltd	143,331	-	143,331	-	143,331
TOTAL ENDING BALANCE	**$898,370**	**-**	**$898,370**	**-**	**$898,370**

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8010 General Fund Cap Improvement	2,644,700	79,341	2,724,041	-	2,724,041
AVAILABLE REVENUES					
8010 General Fund Cap Improvement	2,644,700	79,341	2,724,041	-	2,724,041
EXPENDITURES					
CAPITAL OUTLAY					
5650 Land and Improvements					
8010 General Fund Cap Improvement	2,592,874	77,786	2,670,660	-	2,670,660
5800 Professional Services					
8010 General Fund Cap Improvement	51,826	1,555	53,381	-	53,381
TOTAL CAPITAL OUTLAY					
8010 General Fund Cap Improvement	2,644,700	79,341	2,724,041	-	2,724,041

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
REVENUE CATEGORIES					
BOND SALES					
0555 General Fund Obligation Bonds					
3020 Other Funds Cap Construction	-	-	-	19,787,113	19,787,113
AVAILABLE REVENUES					
3020 Other Funds Cap Construction	-	-	-	19,787,113	19,787,113
EXPENDITURES					
SERVICES & SUPPLIES					
4650 Other Services and Supplies					
3020 Other Funds Cap Construction	-	-	-	465,314	465,314
CAPITAL OUTLAY					
5700 Building Structures					
3020 Other Funds Cap Construction	-	-	-	19,321,799	19,321,799
TOTAL EXPENDITURES					
3020 Other Funds Cap Construction	-	-	-	19,787,113	19,787,113

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	102,113,662	34,269,288	(3,199,501)	10,298,151	22,103,210	1,647,134
8010 General Fund Cap Improvement	79,341	-	-	-	79,341	-
All Funds	102,193,003	34,269,288	(3,199,501)	10,298,151	22,182,551	1,647,134
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	23,790	23,790	-	-	-	-
REVENUE CATEGORIES						
8000 General Fund	102,113,662	34,269,288	(3,199,501)	10,298,151	22,103,210	1,647,134
8010 General Fund Cap Improvement	79,341	-	-	-	79,341	-
3400 Other Funds Ltd	23,790	23,790	-	-	-	-
TOTAL REVENUE CATEGORIES	**$102,216,793**	**$34,293,078**	**($3,199,501)**	**$10,298,151**	**$22,182,551**	**$1,647,134**
AVAILABLE REVENUES						
8000 General Fund	102,113,662	34,269,288	(3,199,501)	10,298,151	22,103,210	1,647,134
8010 General Fund Cap Improvement	79,341	-	-	-	79,341	-
3400 Other Funds Ltd	23,790	23,790	-	-	-	-
TOTAL AVAILABLE REVENUES	**$102,216,793**	**$34,293,078**	**($3,199,501)**	**$10,298,151**	**$22,182,551**	**$1,647,134**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3160 Temporary Appointments						
8000 General Fund	16,032	16,032	-	-	-	-
3170 Overtime Payments						
8000 General Fund	1,727,595	1,326,888	-	400,707	-	-
3400 Other Funds Ltd	46,873	46,873	-	-	-	-
All Funds	1,774,468	1,373,761	-	400,707	-	-
3180 Shift Differential						
8000 General Fund	440,482	298,414	-	142,068	-	-
3400 Other Funds Ltd	874	874	-	-	-	-
All Funds	441,356	299,288	-	142,068	-	-
3190 All Other Differential						
8000 General Fund	2,642,975	1,630,914	-	358,045	-	-
3400 Other Funds Ltd	10,377	10,377	-	-	-	-
All Funds	2,653,352	1,641,291	-	358,045	-	-
SALARIES & WAGES						
8000 General Fund	4,827,084	3,272,248	-	900,820	-	-
3400 Other Funds Ltd	58,124	58,124	-	-	-	-
TOTAL SALARIES & WAGES	**$4,885,208**	**$3,330,372**	**-**	**$900,820**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	939,591	635,933	-	175,930	-	-
3400 Other Funds Ltd	11,355	11,355	-	-	-	-
All Funds	950,946	647,288	-	175,930	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3221 Pension Obligation Bond						
8000 General Fund	2,801,714	2,801,714	-	-	-	-
3400 Other Funds Ltd	35,121	35,121	-	-	-	-
All Funds	2,836,835	2,836,835	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	369,280	250,333	-	68,914	-	-
3400 Other Funds Ltd	4,448	4,448	-	-	-	-
All Funds	373,728	254,781	-	68,914	-	-
3240 Unemployment Assessments						
8000 General Fund	9,128	9,128	-	-	-	-
3400 Other Funds Ltd	2	2	-	-	-	-
All Funds	9,130	9,130	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	91,320	91,320	-	-	-	-
3400 Other Funds Ltd	2,245	2,245	-	-	-	-
All Funds	93,565	93,565	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	4,211,033	3,788,428	-	244,844	-	-
3400 Other Funds Ltd	53,171	53,171	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$4,264,204**	**$3,841,599**	**-**	**$244,844**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	26,376,835	27,208,612	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	(1,469)	(1,469)	-	-	-	-
All Funds	26,375,366	27,207,143	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	35,414,952	34,269,288	-	1,145,664	-	-
3400 Other Funds Ltd	109,826	109,826	-	-	-	-
TOTAL PERSONAL SERVICES	**$35,524,778**	**$34,379,114**	**-**	**$1,145,664**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	112,010	-	2,752	10,872	98,386	-
3400 Other Funds Ltd	12,374	-	-	-	12,374	-
6400 Federal Funds Ltd	2,900	-	-	-	2,900	-
All Funds	127,284	-	2,752	10,872	113,660	-
4125 Out of State Travel						
8000 General Fund	5,368	-	-	155	5,213	-
3400 Other Funds Ltd	1,734	-	-	-	1,734	-
All Funds	7,102	-	-	155	6,947	-
4150 Employee Training						
8000 General Fund	46,157	-	-	13,585	32,572	-
3400 Other Funds Ltd	638	-	-	-	638	-
All Funds	46,795	-	-	13,585	33,210	-
4175 Office Expenses						
8000 General Fund	278,290	-	12,716	62,861	183,508	-
3400 Other Funds Ltd	9,119	-	-	-	9,119	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
All Funds	287,409	-	12,716	62,861	192,627	-
4200 Telecommunications						
8000 General Fund	3,715,572	-	-	50,436	61,768	-
3400 Other Funds Ltd	723	-	-	-	723	-
6400 Federal Funds Ltd	334,594	-	-	-	9,470	-
All Funds	4,050,889	-	-	50,436	71,961	-
4225 State Gov. Service Charges						
8000 General Fund	2,129,448	-	-	-	7,707,651	-
4250 Data Processing						
8000 General Fund	2,874,894	-	1,072	286,857	82,538	-
3400 Other Funds Ltd	1,456	-	-	-	1,456	-
All Funds	2,876,350	-	1,072	286,857	83,994	-
4275 Publicity and Publications						
8000 General Fund	2,209	-	-	49	2,160	-
4300 Professional Services						
8000 General Fund	705,148	-	-	19,215	569,877	56,984
3400 Other Funds Ltd	105,786	-	-	-	96,170	9,616
6400 Federal Funds Ltd	13,570	-	-	-	12,336	1,234
All Funds	824,504	-	-	19,215	678,383	67,834
4325 Attorney General						
8000 General Fund	720,389	-	-	-	711,340	-
3400 Other Funds Ltd	1,490	-	-	-	1,490	-
All Funds	721,879	-	-	-	712,830	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
4375 Employee Recruitment and Develop						
8000 General Fund	8,295	-	-	112	8,183	-
3400 Other Funds Ltd	109	-	-	-	109	-
All Funds	8,404	-	-	112	8,292	-
4400 Dues and Subscriptions						
8000 General Fund	2,756	-	-	45	2,711	-
3400 Other Funds Ltd	29	-	-	-	29	-
All Funds	2,785	-	-	45	2,740	-
4425 Facilities Rental and Taxes						
8000 General Fund	39,415	-	-	-	39,415	-
4450 Fuels and Utilities						
8000 General Fund	7,374,497	-	-	6,295,196	984,930	-
3400 Other Funds Ltd	8,937	-	-	-	8,937	-
All Funds	7,383,434	-	-	6,295,196	993,867	-
4475 Facilities Maintenance						
8000 General Fund	404,795	-	-	12,634	363,265	-
3400 Other Funds Ltd	19,938	-	-	-	19,938	-
All Funds	424,733	-	-	12,634	383,203	-
4500 Food and Kitchen Supplies						
8000 General Fund	893,142	-	-	2	807,128	-
3400 Other Funds Ltd	46,907	-	-	-	46,907	-
All Funds	940,049	-	-	2	854,035	-
4525 Medical Services and Supplies						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
8000 General Fund	15,091,190	-	(3,218,166)	1,970,782	2,812,767	1,590,150
3400 Other Funds Ltd	301,629	-	-	-	168,869	95,690
6400 Federal Funds Ltd	(2,141,401)	-	-	-	187,611	106,313
All Funds	13,251,418	-	(3,218,166)	1,970,782	3,169,247	1,792,153
4550 Other Care of Residents and Patients						
8000 General Fund	789,282	-	-	96,151	639,094	-
3400 Other Funds Ltd	34,177	-	-	-	140,546	-
All Funds	823,459	-	-	96,151	779,640	-
4625 Other COP Costs						
8000 General Fund	3,349	-	-	-	3,349	-
3400 Other Funds Ltd	2,670	-	-	-	2,670	-
All Funds	6,019	-	-	-	6,019	-
4650 Other Services and Supplies						
8000 General Fund	486,657	-	2,125	322,900	140,049	-
3400 Other Funds Ltd	44,109	-	-	-	44,109	-
All Funds	530,766	-	2,125	322,900	184,158	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	61,610	-	-	10,852	48,472	-
3400 Other Funds Ltd	5,408	-	-	-	5,408	-
All Funds	67,018	-	-	10,852	53,880	-
4715 IT Expendable Property						
8000 General Fund	24,832	-	-	(217)	25,049	-
3400 Other Funds Ltd	1,506	-	-	-	1,506	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
All Funds	26,338	-	-	(217)	26,555	-
SERVICES & SUPPLIES						
8000 General Fund	35,769,305	-	(3,199,501)	9,152,487	15,329,425	1,647,134
3400 Other Funds Ltd	598,739	-	-	-	562,732	105,306
6400 Federal Funds Ltd	(1,790,337)	-	-	-	212,317	107,547
TOTAL SERVICES & SUPPLIES	**$34,577,707**	**-**	**($3,199,501)**	**$9,152,487**	**$16,104,474**	**$1,859,987**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	1,818	-	-	-	1,818	-
5150 Telecommunications Equipment						
8000 General Fund	1,996	-	-	-	1,996	-
5250 Household and Institutional Equip.						
8000 General Fund	7,666	-	-	-	7,666	-
5350 Industrial and Heavy Equipment						
8000 General Fund	376	-	-	-	376	-
5500 Recreational Equipment						
3400 Other Funds Ltd	863	-	-	-	863	-
5550 Data Processing Software						
8000 General Fund	583	-	-	-	583	-
5600 Data Processing Hardware						
8000 General Fund	2,192	-	-	-	2,192	-
5650 Land and Improvements						
8010 General Fund Cap Improvement	77,786	-	-	-	77,786	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
5800 Professional Services						
8010 General Fund Cap Improvement	1,555	-	-	-	1,555	-
5900 Other Capital Outlay						
8000 General Fund	12,344	-	-	-	12,344	-
3400 Other Funds Ltd	1,769	-	-	-	1,769	-
All Funds	14,113	-	-	-	14,113	-
CAPITAL OUTLAY						
8000 General Fund	26,975	-	-	-	26,975	-
8010 General Fund Cap Improvement	79,341	-	-	-	79,341	-
3400 Other Funds Ltd	2,632	-	-	-	2,632	-
TOTAL CAPITAL OUTLAY	**$108,948**	**-**	**-**	**-**	**$108,948**	**-**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	30,899,352	-	-	-	6,743,732	-
3400 Other Funds Ltd	151,769	-	-	-	151,769	-
6400 Federal Funds Ltd	8,754	-	-	-	8,754	-
All Funds	31,059,875	-	-	-	6,904,255	-
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	106,369	-	-	-	-	-
6035 Dist to Individuals						
8000 General Fund	2,827	-	-	-	2,827	-
6085 Other Special Payments						
8000 General Fund	251	-	-	-	251	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
SPECIAL PAYMENTS						
8000 General Fund	30,902,430	-	-	-	6,746,810	-
3400 Other Funds Ltd	258,138	-	-	-	151,769	-
6400 Federal Funds Ltd	8,754	-	-	-	8,754	-
TOTAL SPECIAL PAYMENTS	**$31,169,322**	**-**	**-**	**-**	**$6,907,333**	**-**
EXPENDITURES						
8000 General Fund	102,113,662	34,269,288	(3,199,501)	10,298,151	22,103,210	1,647,134
8010 General Fund Cap Improvement	79,341	-	-	-	79,341	-
3400 Other Funds Ltd	969,335	109,826	-	-	717,133	105,306
6400 Federal Funds Ltd	(1,781,583)	-	-	-	221,071	107,547
TOTAL EXPENDITURES	**$101,380,755**	**$34,379,114**	**($3,199,501)**	**$10,298,151**	**$23,120,755**	**$1,859,987**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8010 General Fund Cap Improvement	-	-	-	-	-	-
3400 Other Funds Ltd	(945,545)	(86,036)	-	-	(717,133)	(105,306)
6400 Federal Funds Ltd	1,781,583	-	-	-	(221,071)	(107,547)
TOTAL ENDING BALANCE	**$836,038**	**($86,036)**	**-**	**-**	**($938,204)**	**($212,853)**

Description	Pkg: 033 Exceptional Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 050 Fundshifts Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	10,012,556	24,872,623	2,110,201	-		
AVAILABLE REVENUES						
8000 General Fund	10,012,556	24,872,623	2,110,201	-		
TOTAL AVAILABLE REVENUES	**$10,012,556**	**$24,872,623**	**$2,110,201**	**-**		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3190 All Other Differential						
8000 General Fund	-	-	-	654,016		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	-	-	-	127,728		
3230 Social Security Taxes						
8000 General Fund	-	-	-	50,033		
OTHER PAYROLL EXPENSES						
8000 General Fund	-	-	-	177,761		
TOTAL OTHER PAYROLL EXPENSES	**-**	**-**	**-**	**$177,761**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						

Description	Pkg: 033 Exceptional Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 050 Fundshifts Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
8000 General Fund	-	-	-	(831,777)		
PERSONAL SERVICES						
8000 General Fund	-	-	-	-		
TOTAL PERSONAL SERVICES	**-**	**-**	**-**	**-**		
SERVICES & SUPPLIES						
4175 Office Expenses						
8000 General Fund	-	19,205	-	-		
4200 Telecommunications						
8000 General Fund	-	6,399	-	3,596,969		
6400 Federal Funds Ltd	-	-	-	325,124		
All Funds	-	6,399	-	3,922,093		
4225 State Gov. Service Charges						
8000 General Fund	-	-	-	(5,578,203)		
4250 Data Processing						
8000 General Fund	-	7,528	-	2,496,899		
4300 Professional Services						
8000 General Fund	-	59,072	-	-		
4325 Attorney General						
8000 General Fund	-	9,049	-	-		
4450 Fuels and Utilities						
8000 General Fund	-	94,371	-	-		
4475 Facilities Maintenance						
8000 General Fund	-	28,896	-	-		

Description	Pkg: 033 Exceptional Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 050 Fundshifts Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
4500 Food and Kitchen Supplies						
8000 General Fund	-	86,012	-	-		
4525 Medical Services and Supplies						
8000 General Fund	10,012,556	328,565	2,110,201	(515,665)		
3400 Other Funds Ltd	37,070	-	-	-		
6400 Federal Funds Ltd	-	-	(2,110,201)	(325,124)		
All Funds	10,049,626	328,565	-	(840,789)		
4550 Other Care of Residents and Patients						
8000 General Fund	-	54,037	-	-		
3400 Other Funds Ltd	-	-	-	(106,369)		
All Funds	-	54,037	-	(106,369)		
4650 Other Services and Supplies						
8000 General Fund	-	21,583	-	-		
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	2,286	-	-		
SERVICES & SUPPLIES						
8000 General Fund	10,012,556	717,003	2,110,201	-		
3400 Other Funds Ltd	37,070	-	-	(106,369)		
6400 Federal Funds Ltd	-	-	(2,110,201)	-		
TOTAL SERVICES & SUPPLIES	**$10,049,626**	**$717,003**	**-**	**($106,369)**		
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	-	24,155,620	-	-		

Description	Pkg: 033 Exceptional Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 050 Fundshifts Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	-	-	-	106,369		
SPECIAL PAYMENTS						
8000 General Fund	-	24,155,620	-	-		
3400 Other Funds Ltd	-	-	-	106,369		
TOTAL SPECIAL PAYMENTS	**-**	**$24,155,620**	**-**	**$106,369**		
EXPENDITURES						
8000 General Fund	10,012,556	24,872,623	2,110,201	-		
3400 Other Funds Ltd	37,070	-	-	-		
6400 Federal Funds Ltd	-	-	(2,110,201)	-		
TOTAL EXPENDITURES	**$10,049,626**	**$24,872,623**	**-**	**-**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	(37,070)	-	-	-		
6400 Federal Funds Ltd	-	-	2,110,201	-		
TOTAL ENDING BALANCE	**($37,070)**	**-**	**$2,110,201**	**-**		

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	36,857,437	26,079,876	7,419,167	3,059,831	7,824	290,739
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	23,790	23,790	-	-	-	-
REVENUE CATEGORIES						
8000 General Fund	36,857,437	26,079,876	7,419,167	3,059,831	7,824	290,739
3400 Other Funds Ltd	23,790	23,790	-	-	-	-
TOTAL REVENUE CATEGORIES	**$36,881,227**	**$26,103,666**	**$7,419,167**	**$3,059,831**	**$7,824**	**$290,739**
AVAILABLE REVENUES						
8000 General Fund	36,857,437	26,079,876	7,419,167	3,059,831	7,824	290,739
3400 Other Funds Ltd	23,790	23,790	-	-	-	-
TOTAL AVAILABLE REVENUES	**$36,881,227**	**$26,103,666**	**$7,419,167**	**$3,059,831**	**$7,824**	**$290,739**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3170 Overtime Payments						
8000 General Fund	1,633,993	1,233,286	400,707	-	-	-
3400 Other Funds Ltd	46,176	46,176	-	-	-	-
All Funds	1,680,169	1,279,462	400,707	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
3180 Shift Differential						
8000 General Fund	374,614	232,546	142,068	-	-	-
3400 Other Funds Ltd	1,199	864	-	-	-	-
All Funds	375,813	233,410	142,068	-	-	-
3190 All Other Differential						
8000 General Fund	2,434,574	1,422,513	358,045	-	-	-
3400 Other Funds Ltd	22,584	6,994	-	-	-	-
All Funds	2,457,158	1,429,507	358,045	-	-	-
SALARIES & WAGES						
8000 General Fund	4,443,181	2,888,345	900,820	-	-	-
3400 Other Funds Ltd	69,959	54,034	-	-	-	-
TOTAL SALARIES & WAGES	**$4,513,140**	**$2,942,379**	**$900,820**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	867,747	564,089	175,930	-	-	-
3400 Other Funds Ltd	13,665	10,555	-	-	-	-
All Funds	881,412	574,644	175,930	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	1,903,399	1,903,399	-	-	-	-
3400 Other Funds Ltd	15,879	14,841	-	-	-	-
All Funds	1,919,278	1,918,240	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	339,912	220,965	68,914	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
3400 Other Funds Ltd	5,353	4,134	-	-	-	-
All Funds	345,265	225,099	68,914	-	-	-
3240 Unemployment Assessments						
8000 General Fund	6,465	6,465	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	57,787	57,787	-	-	-	-
3400 Other Funds Ltd	876	780	-	-	-	-
All Funds	58,663	58,567	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	3,175,310	2,752,705	244,844	-	-	-
3400 Other Funds Ltd	35,773	30,310	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$3,211,083**	**$2,783,015**	**$244,844**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	19,607,049	20,438,826	-	-	-	-
3400 Other Funds Ltd	(1,878)	(1,825)	-	-	-	-
All Funds	19,605,171	20,437,001	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	27,225,540	26,079,876	1,145,664	-	-	-
3400 Other Funds Ltd	103,854	82,519	-	-	-	-
TOTAL PERSONAL SERVICES	**$27,329,394**	**$26,162,395**	**$1,145,664**	**-**	**-**	**-**
SERVICES & SUPPLIES						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
4100 Instate Travel						
8000 General Fund	59,331	-	-	59,331	-	-
3400 Other Funds Ltd	147,897	-	-	6,945	-	-
All Funds	207,228	-	-	66,276	-	-
4125 Out of State Travel						
8000 General Fund	3,825	-	-	3,825	-	-
3400 Other Funds Ltd	1,079	-	-	1,079	-	-
All Funds	4,904	-	-	4,904	-	-
4150 Employee Training						
8000 General Fund	11,931	-	-	11,931	-	-
3400 Other Funds Ltd	5,508	-	-	87	-	-
All Funds	17,439	-	-	12,018	-	-
4175 Office Expenses						
8000 General Fund	101,923	-	-	91,785	-	10,138
3400 Other Funds Ltd	20,778	-	-	4,514	-	-
All Funds	122,701	-	-	96,299	-	10,138
4200 Telecommunications						
8000 General Fund	153	-	-	153	-	-
3400 Other Funds Ltd	3,762	-	-	630	-	-
All Funds	3,915	-	-	783	-	-
4250 Data Processing						
8000 General Fund	10,077	-	-	9,096	-	981
3400 Other Funds Ltd	6,029	-	-	1,043	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
All Funds	16,106	-	-	10,139	-	981
4275 Publicity and Publications						
8000 General Fund	292	-	-	292	-	-
4300 Professional Services						
8000 General Fund	84,160	-	-	69,673	6,964	7,523
4325 Attorney General						
8000 General Fund	47,548	-	-	47,548	-	-
3400 Other Funds Ltd	1,079	-	-	1,079	-	-
All Funds	48,627	-	-	48,627	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	5,565	-	-	5,565	-	-
3400 Other Funds Ltd	3,267	-	-	14	-	-
All Funds	8,832	-	-	5,579	-	-
4400 Dues and Subscriptions						
8000 General Fund	299	-	-	299	-	-
3400 Other Funds Ltd	14	-	-	14	-	-
All Funds	313	-	-	313	-	-
4450 Fuels and Utilities						
8000 General Fund	7,305,871	-	6,273,503	942,432	-	89,936
3400 Other Funds Ltd	5,405	-	-	5,405	-	-
All Funds	7,311,276	-	6,273,503	947,837	-	89,936
4475 Facilities Maintenance						
8000 General Fund	361,107	-	-	334,943	-	26,164

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
3400 Other Funds Ltd	114,896	-	-	6,471	-	-
All Funds	476,003	-	-	341,414	-	26,164
4500 Food and Kitchen Supplies						
8000 General Fund	892,981	-	-	806,969	-	86,012
3400 Other Funds Ltd	32,826	-	-	32,826	-	-
All Funds	925,807	-	-	839,795	-	86,012
4525 Medical Services and Supplies						
8000 General Fund	2,706	-	-	1,518	860	328
3400 Other Funds Ltd	5,704	-	-	16	8	-
All Funds	8,410	-	-	1,534	868	328
4550 Other Care of Residents and Patients						
8000 General Fund	613,774	-	-	564,390	-	49,384
3400 Other Funds Ltd	111,252	-	-	76,050	-	-
All Funds	725,026	-	-	640,440	-	49,384
4650 Other Services and Supplies						
8000 General Fund	87,245	-	-	69,258	-	17,987
3400 Other Funds Ltd	32,569	-	-	21,726	-	-
All Funds	119,814	-	-	90,984	-	17,987
4700 Expendable Prop 250 - 5000						
8000 General Fund	23,816	-	-	21,530	-	2,286
3400 Other Funds Ltd	25,473	-	-	3,788	-	-
All Funds	49,289	-	-	25,318	-	2,286
4715 IT Expendable Property						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
8000 General Fund	6,949	-	-	6,949	-	-
3400 Other Funds Ltd	37,949	-	-	-	-	-
All Funds	44,898	-	-	6,949	-	-
SERVICES & SUPPLIES						
8000 General Fund	9,619,553	-	6,273,503	3,047,487	7,824	290,739
3400 Other Funds Ltd	555,487	-	-	161,687	8	-
TOTAL SERVICES & SUPPLIES	**$10,175,040**	**-**	**$6,273,503**	**$3,209,174**	**$7,832**	**$290,739**
CAPITAL OUTLAY						
5900 Other Capital Outlay						
8000 General Fund	12,344	-	-	12,344	-	-
3400 Other Funds Ltd	1,769	-	-	1,769	-	-
All Funds	14,113	-	-	14,113	-	-
EXPENDITURES						
8000 General Fund	36,857,437	26,079,876	7,419,167	3,059,831	7,824	290,739
3400 Other Funds Ltd	661,110	82,519	-	163,456	8	-
TOTAL EXPENDITURES	**$37,518,547**	**$26,162,395**	**$7,419,167**	**$3,223,287**	**$7,832**	**$290,739**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(637,320)	(58,729)	-	(163,456)	(8)	-
TOTAL ENDING BALANCE	**($637,320)**	**($58,729)**	**-**	**($163,456)**	**($8)**	**-**

Description	Pkg: 060 Technical Adjustments Priority: 00					
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3180 Shift Differential						
3400 Other Funds Ltd	335					
3190 All Other Differential						
8000 General Fund	654,016					
3400 Other Funds Ltd	15,590					
All Funds	669,606					
SALARIES & WAGES						
8000 General Fund	654,016					
3400 Other Funds Ltd	15,925					
TOTAL SALARIES & WAGES	**$669,941**					
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	127,728					
3400 Other Funds Ltd	3,110					
All Funds	130,838					
3221 Pension Obligation Bond						
3400 Other Funds Ltd	1,038					
3230 Social Security Taxes						
8000 General Fund	50,033					
3400 Other Funds Ltd	1,219					

Description	Pkg: 060 Technical Adjustments Priority: 00					
All Funds	51,252					
3260 Mass Transit Tax						
3400 Other Funds Ltd	96					
OTHER PAYROLL EXPENSES						
8000 General Fund	177,761					
3400 Other Funds Ltd	5,463					
TOTAL OTHER PAYROLL EXPENSES	**$183,224**					
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(831,777)					
3400 Other Funds Ltd	(53)					
All Funds	(831,830)					
PERSONAL SERVICES						
8000 General Fund	-					
3400 Other Funds Ltd	21,335					
TOTAL PERSONAL SERVICES	**$21,335**					
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	140,952					
4150 Employee Training						
3400 Other Funds Ltd	5,421					
4175 Office Expenses						

Description	Pkg: 060 Technical Adjustments Priority: 00					
3400 Other Funds Ltd	16,264					
4200 Telecommunications						
3400 Other Funds Ltd	3,132					
4250 Data Processing						
3400 Other Funds Ltd	4,986					
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	3,253					
4475 Facilities Maintenance						
3400 Other Funds Ltd	108,425					
4525 Medical Services and Supplies						
3400 Other Funds Ltd	5,680					
4550 Other Care of Residents and Patients						
3400 Other Funds Ltd	35,202					
4650 Other Services and Supplies						
3400 Other Funds Ltd	10,843					
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	21,685					
4715 IT Expendable Property						
3400 Other Funds Ltd	37,949					
SERVICES & SUPPLIES						
3400 Other Funds Ltd	393,792					
TOTAL SERVICES & SUPPLIES	**$393,792**					

EXPENDITURES

Description	Pkg: 060 Technical Adjustments Priority: 00					
8000 General Fund	-					
3400 Other Funds Ltd	415,127					
TOTAL EXPENDITURES	**$415,127**					
ENDING BALANCE						
8000 General Fund	-					
3400 Other Funds Ltd	(415,127)					
TOTAL ENDING BALANCE	**($415,127)**					

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	10,277,940	1,094,762	345,780	8,304,890	674	16,169
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	325,124	-	-	-	-	-
REVENUE CATEGORIES						
8000 General Fund	10,277,940	1,094,762	345,780	8,304,890	674	16,169
6400 Federal Funds Ltd	325,124	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$10,603,064**	**$1,094,762**	**$345,780**	**$8,304,890**	**$674**	**$16,169**
AVAILABLE REVENUES						
8000 General Fund	10,277,940	1,094,762	345,780	8,304,890	674	16,169
6400 Federal Funds Ltd	325,124	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$10,603,064**	**$1,094,762**	**$345,780**	**$8,304,890**	**$674**	**$16,169**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
8000 General Fund	4,335	4,335	-	-	-	-
3170 Overtime Payments						
8000 General Fund	658	658	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
3190 All Other Differential						
8000 General Fund	4,788	4,788	-	-	-	-
3400 Other Funds Ltd	616	616	-	-	-	-
All Funds	5,404	5,404	-	-	-	-
SALARIES & WAGES						
8000 General Fund	9,781	9,781	-	-	-	-
3400 Other Funds Ltd	616	616	-	-	-	-
TOTAL SALARIES & WAGES	**$10,397**	**$10,397**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	1,063	1,063	-	-	-	-
3400 Other Funds Ltd	120	120	-	-	-	-
All Funds	1,183	1,183	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	42,986	42,986	-	-	-	-
3400 Other Funds Ltd	1,886	1,886	-	-	-	-
All Funds	44,872	44,872	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	748	748	-	-	-	-
3400 Other Funds Ltd	47	47	-	-	-	-
All Funds	795	795	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	132	132	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
3260 Mass Transit Tax						
8000 General Fund	3,142	3,142	-	-	-	-
3400 Other Funds Ltd	137	137	-	-	-	-
All Funds	3,279	3,279	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	48,071	48,071	-	-	-	-
3400 Other Funds Ltd	2,190	2,190	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$50,261**	**$50,261**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	1,036,910	1,036,910	-	-	-	-
3400 Other Funds Ltd	(11)	(11)	-	-	-	-
All Funds	1,036,899	1,036,899	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	1,094,762	1,094,762	-	-	-	-
3400 Other Funds Ltd	2,795	2,795	-	-	-	-
TOTAL PERSONAL SERVICES	**$1,097,557**	**$1,097,557**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	6,633	-	-	6,633	-	-
3400 Other Funds Ltd	504	-	-	504	-	-
6400 Federal Funds Ltd	2,900	-	-	2,900	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
All Funds	10,037	-	-	10,037	-	-
4125 Out of State Travel						
8000 General Fund	356	-	-	356	-	-
3400 Other Funds Ltd	600	-	-	600	-	-
All Funds	956	-	-	956	-	-
4150 Employee Training						
8000 General Fund	5,420	-	-	5,420	-	-
4175 Office Expenses						
8000 General Fund	20,033	-	-	18,054	-	1,979
3400 Other Funds Ltd	311	-	-	311	-	-
All Funds	20,344	-	-	18,365	-	1,979
4200 Telecommunications						
8000 General Fund	3,596,969	-	-	-	-	-
6400 Federal Funds Ltd	325,124	-	-	-	-	-
All Funds	3,922,093	-	-	-	-	-
4225 State Gov. Service Charges						
8000 General Fund	2,129,448	-	-	7,707,651	-	-
4250 Data Processing						
8000 General Fund	2,772,300	-	237,125	35,360	-	2,916
4275 Publicity and Publications						
8000 General Fund	1,126	-	-	1,126	-	-
4300 Professional Services						
8000 General Fund	8,131	-	-	6,738	674	719

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
6400 Federal Funds Ltd	13,570	-	-	12,336	1,234	-
All Funds	21,701	-	-	19,074	1,908	719
4325 Attorney General						
8000 General Fund	416,100	-	-	409,281	-	6,819
4375 Employee Recruitment and Develop						
8000 General Fund	715	-	-	715	-	-
4400 Dues and Subscriptions						
8000 General Fund	156	-	-	156	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	39,415	-	-	39,415	-	-
4450 Fuels and Utilities						
8000 General Fund	24,664	-	-	22,287	-	2,377
4475 Facilities Maintenance						
8000 General Fund	153	-	-	153	-	-
4525 Medical Services and Supplies						
8000 General Fund	6,913	-	-	6,247	-	666
4550 Other Care of Residents and Patients						
8000 General Fund	59	-	-	59	-	-
4625 Other COP Costs						
8000 General Fund	3,349	-	-	3,349	-	-
3400 Other Funds Ltd	2,670	-	-	2,670	-	-
All Funds	6,019	-	-	6,019	-	-
4650 Other Services and Supplies						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
8000 General Fund	144,007	-	108,655	34,659	-	693
3400 Other Funds Ltd	1,800	-	-	1,800	-	-
All Funds	145,807	-	108,655	36,459	-	693
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,190	-	-	1,190	-	-
4715 IT Expendable Property						
8000 General Fund	1,145	-	-	1,145	-	-
SERVICES & SUPPLIES						
8000 General Fund	9,178,282	-	345,780	8,299,994	674	16,169
3400 Other Funds Ltd	5,885	-	-	5,885	-	-
6400 Federal Funds Ltd	341,594	-	-	15,236	1,234	-
TOTAL SERVICES & SUPPLIES	**$9,525,761**	**-**	**$345,780**	**$8,321,115**	**$1,908**	**$16,169**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	1,818	-	-	1,818	-	-
SPECIAL PAYMENTS						
6035 Dist to Individuals						
8000 General Fund	2,827	-	-	2,827	-	-
6085 Other Special Payments						
8000 General Fund	251	-	-	251	-	-
SPECIAL PAYMENTS						
8000 General Fund	3,078	-	-	3,078	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
TOTAL SPECIAL PAYMENTS	**$3,078**	**-**	**-**	**$3,078**	**-**	**-**
EXPENDITURES						
8000 General Fund	10,277,940	1,094,762	345,780	8,304,890	674	16,169
3400 Other Funds Ltd	8,680	2,795	-	5,885	-	-
6400 Federal Funds Ltd	341,594	-	-	15,236	1,234	-
TOTAL EXPENDITURES	**$10,628,214**	**$1,097,557**	**$345,780**	**$8,326,011**	**$1,908**	**$16,169**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(8,680)	(2,795)	-	(5,885)	-	-
6400 Federal Funds Ltd	(16,470)	-	-	(15,236)	(1,234)	-
TOTAL ENDING BALANCE	**($25,150)**	**($2,795)**	**-**	**($21,121)**	**($1,234)**	**-**

Description	Pkg: 060 Technical Adjustments Priority: 00					
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	515,665					
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	325,124					
REVENUE CATEGORIES						
8000 General Fund	515,665					
6400 Federal Funds Ltd	325,124					
TOTAL REVENUE CATEGORIES	**$840,789**					
AVAILABLE REVENUES						
8000 General Fund	515,665					
6400 Federal Funds Ltd	325,124					
TOTAL AVAILABLE REVENUES	**$840,789**					
EXPENDITURES						
SERVICES & SUPPLIES						
4200 Telecommunications						
8000 General Fund	3,596,969					
6400 Federal Funds Ltd	325,124					
All Funds	3,922,093					
4225 State Gov. Service Charges						

Description	Pkg: 060 Technical Adjustments Priority: 00					
8000 General Fund	(5,578,203)					
4250 Data Processing						
8000 General Fund	2,496,899					
SERVICES & SUPPLIES						
8000 General Fund	515,665					
6400 Federal Funds Ltd	325,124					
TOTAL SERVICES & SUPPLIES	**$840,789**					
ENDING BALANCE						
8000 General Fund	-					
6400 Federal Funds Ltd	-					
TOTAL ENDING BALANCE	**-**					

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,790,833	1,338,845	187,960	246,531	376	17,121
AVAILABLE REVENUES						
8000 General Fund	1,790,833	1,338,845	187,960	246,531	376	17,121
TOTAL AVAILABLE REVENUES	**$1,790,833**	**$1,338,845**	**$187,960**	**$246,531**	**$376**	**$17,121**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
8000 General Fund	921	921	-	-	-	-
3170 Overtime Payments						
8000 General Fund	6,390	6,390	-	-	-	-
3400 Other Funds Ltd	697	697	-	-	-	-
All Funds	7,087	7,087	-	-	-	-
3190 All Other Differential						
8000 General Fund	6,193	6,193	-	-	-	-
3400 Other Funds Ltd	2,313	2,313	-	-	-	-
All Funds	8,506	8,506	-	-	-	-
SALARIES & WAGES						
8000 General Fund	13,504	13,504	-	-	-	-
3400 Other Funds Ltd	3,010	3,010	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
TOTAL SALARIES & WAGES	**$16,514**	**$16,514**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	2,456	2,456	-	-	-	-
3400 Other Funds Ltd	589	589	-	-	-	-
All Funds	3,045	3,045	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	121,928	121,928	-	-	-	-
3400 Other Funds Ltd	18,181	18,181	-	-	-	-
All Funds	140,109	140,109	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	1,033	1,033	-	-	-	-
3400 Other Funds Ltd	231	231	-	-	-	-
All Funds	1,264	1,264	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	1,056	1,056	-	-	-	-
3400 Other Funds Ltd	2	2	-	-	-	-
All Funds	1,058	1,058	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	3,533	3,533	-	-	-	-
3400 Other Funds Ltd	1,316	1,316	-	-	-	-
All Funds	4,849	4,849	-	-	-	-
OTHER PAYROLL EXPENSES						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
8000 General Fund	130,006	130,006	-	-	-	-
3400 Other Funds Ltd	20,319	20,319	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$150,325**	**$150,325**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	1,195,335	1,195,335	-	-	-	-
3400 Other Funds Ltd	421	421	-	-	-	-
All Funds	1,195,756	1,195,756	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	1,338,845	1,338,845	-	-	-	-
3400 Other Funds Ltd	23,750	23,750	-	-	-	-
TOTAL PERSONAL SERVICES	**$1,362,595**	**$1,362,595**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	17,560	-	7,163	10,397	-	-
3400 Other Funds Ltd	820	-	-	820	-	-
All Funds	18,380	-	7,163	11,217	-	-
4125 Out of State Travel						
8000 General Fund	194	-	-	194	-	-
4150 Employee Training						
8000 General Fund	17,411	-	12,372	5,039	-	-
3400 Other Funds Ltd	31	-	-	31	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
All Funds	17,442	-	12,372	5,070	-	-
4175 Office Expenses						
8000 General Fund	28,483	-	18,757	8,684	-	1,042
3400 Other Funds Ltd	3,330	-	-	3,330	-	-
All Funds	31,813	-	18,757	12,014	-	1,042
4200 Telecommunications						
8000 General Fund	112,707	-	49,850	56,940	-	5,917
4250 Data Processing						
8000 General Fund	83,244	-	48,002	31,982	-	3,260
3400 Other Funds Ltd	265	-	-	265	-	-
All Funds	83,509	-	48,002	32,247	-	3,260
4275 Publicity and Publications						
8000 General Fund	501	-	-	501	-	-
4300 Professional Services						
8000 General Fund	4,118	-	-	3,413	341	364
4325 Attorney General						
8000 General Fund	57,793	-	-	56,846	-	947
3400 Other Funds Ltd	411	-	-	411	-	-
All Funds	58,204	-	-	57,257	-	947
4375 Employee Recruitment and Develop						
8000 General Fund	188	-	-	188	-	-
4400 Dues and Subscriptions						
8000 General Fund	301	-	-	301	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
3400 Other Funds Ltd	15	-	-	15	-	-
All Funds	316	-	-	316	-	-
4450 Fuels and Utilities						
8000 General Fund	43,698	-	21,693	19,947	-	2,058
3400 Other Funds Ltd	3,532	-	-	3,532	-	-
All Funds	47,230	-	21,693	23,479	-	2,058
4475 Facilities Maintenance						
8000 General Fund	38,898	-	12,309	24,185	-	2,404
3400 Other Funds Ltd	10,159	-	-	10,159	-	-
All Funds	49,057	-	12,309	34,344	-	2,404
4500 Food and Kitchen Supplies						
8000 General Fund	146	-	-	146	-	-
3400 Other Funds Ltd	14,081	-	-	14,081	-	-
All Funds	14,227	-	-	14,227	-	-
4525 Medical Services and Supplies						
8000 General Fund	97	-	-	62	35	-
4550 Other Care of Residents and Patients						
8000 General Fund	1,101	-	-	1,101	-	-
3400 Other Funds Ltd	2,239	-	-	2,239	-	-
All Funds	3,340	-	-	3,340	-	-
4650 Other Services and Supplies						
8000 General Fund	23,906	-	12,049	10,728	-	1,129
3400 Other Funds Ltd	13,279	-	-	13,279	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
All Funds	37,185	-	12,049	24,007	-	1,129
4700 Expendable Prop 250 - 5000						
8000 General Fund	7,730	-	5,765	1,965	-	-
3400 Other Funds Ltd	305	-	-	305	-	-
All Funds	8,035	-	5,765	2,270	-	-
4715 IT Expendable Property						
8000 General Fund	2,557	-	-	2,557	-	-
3400 Other Funds Ltd	401	-	-	401	-	-
All Funds	2,958	-	-	2,958	-	-
SERVICES & SUPPLIES						
8000 General Fund	440,633	-	187,960	235,176	376	17,121
3400 Other Funds Ltd	48,868	-	-	48,868	-	-
TOTAL SERVICES & SUPPLIES	**$489,501**	**-**	**$187,960**	**$284,044**	**$376**	**$17,121**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
8000 General Fund	1,996	-	-	1,996	-	-
5250 Household and Institutional Equip.						
8000 General Fund	7,666	-	-	7,666	-	-
5350 Industrial and Heavy Equipment						
8000 General Fund	376	-	-	376	-	-
5550 Data Processing Software						
8000 General Fund	583	-	-	583	-	-
5600 Data Processing Hardware						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
8000 General Fund	734	-	-	734	-	-
CAPITAL OUTLAY						
8000 General Fund	11,355	-	-	11,355	-	-
TOTAL CAPITAL OUTLAY	**$11,355**	**-**	**-**	**$11,355**	**-**	**-**
EXPENDITURES						
8000 General Fund	1,790,833	1,338,845	187,960	246,531	376	17,121
3400 Other Funds Ltd	72,618	23,750	-	48,868	-	-
TOTAL EXPENDITURES	**$1,863,451**	**$1,362,595**	**$187,960**	**$295,399**	**$376**	**$17,121**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(72,618)	(23,750)	-	(48,868)	-	-
TOTAL ENDING BALANCE	**($72,618)**	**($23,750)**	**-**	**($48,868)**	**-**	**-**

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	172,321	29,467	18,665	122,968	1,221	
AVAILABLE REVENUES						
8000 General Fund	172,321	29,467	18,665	122,968	1,221	
TOTAL AVAILABLE REVENUES	**$172,321**	**$29,467**	**$18,665**	**$122,968**	**$1,221**	
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3221 Pension Obligation Bond						
8000 General Fund	32,070	32,070	-	-	-	
3240 Unemployment Assessments						
8000 General Fund	98	98	-	-	-	
3260 Mass Transit Tax						
8000 General Fund	(6,624)	(6,624)	-	-	-	
OTHER PAYROLL EXPENSES						
8000 General Fund	25,544	25,544	-	-	-	
TOTAL OTHER PAYROLL EXPENSES	**$25,544**	**$25,544**	**-**	**-**	**-**	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	3,923	3,923	-	-	-	

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
PERSONAL SERVICES						
8000 General Fund	29,467	29,467	-	-	-	
TOTAL PERSONAL SERVICES	**$29,467**	**$29,467**	**-**	**-**	**-**	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	5,650	-	2,752	2,898	-	
4125 Out of State Travel						
8000 General Fund	148	-	-	148	-	
4150 Employee Training						
8000 General Fund	3,798	-	-	3,798	-	
4175 Office Expenses						
8000 General Fund	15,556	-	12,716	2,840	-	
4200 Telecommunications						
8000 General Fund	141	-	-	141	-	
4250 Data Processing						
8000 General Fund	1,987	-	1,072	915	-	
4275 Publicity and Publications						
8000 General Fund	109	-	-	109	-	
4300 Professional Services						
8000 General Fund	13,431	-	-	12,210	1,221	
4325 Attorney General						
8000 General Fund	95,767	-	-	95,767	-	
4375 Employee Recruitment and Develop						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
8000 General Fund	1,324	-	-	1,324	-	
4400 Dues and Subscriptions						
8000 General Fund	77	-	-	77	-	
4450 Fuels and Utilities						
8000 General Fund	264	-	-	264	-	
4475 Facilities Maintenance						
8000 General Fund	361	-	-	361	-	
3400 Other Funds Ltd	150	-	-	150	-	
All Funds	511	-	-	511	-	
4525 Medical Services and Supplies						
8000 General Fund	374	-	-	374	-	
4550 Other Care of Residents and Patients						
8000 General Fund	24	-	-	24	-	
4650 Other Services and Supplies						
8000 General Fund	2,924	-	2,125	799	-	
4700 Expendable Prop 250 - 5000						
8000 General Fund	145	-	-	145	-	
4715 IT Expendable Property						
8000 General Fund	774	-	-	774	-	
SERVICES & SUPPLIES						
8000 General Fund	142,854	-	18,665	122,968	1,221	
3400 Other Funds Ltd	150	-	-	150	-	
TOTAL SERVICES & SUPPLIES	**$143,004**	**-**	**$18,665**	**$123,118**	**$1,221**	

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
EXPENDITURES						
8000 General Fund	172,321	29,467	18,665	122,968	1,221	
3400 Other Funds Ltd	150	-	-	150	-	
TOTAL EXPENDITURES	**$172,471**	**$29,467**	**$18,665**	**$123,118**	**$1,221**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	(150)	-	-	(150)	-	
TOTAL ENDING BALANCE	**($150)**	**-**	**-**	**($150)**	**-**	

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	31,043,403	75,393	6,811,988	402	24,155,620	-
AVAILABLE REVENUES						
8000 General Fund	31,043,403	75,393	6,811,988	402	24,155,620	-
TOTAL AVAILABLE REVENUES	**$31,043,403**	**$75,393**	**$6,811,988**	**$402**	**$24,155,620**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3170 Overtime Payments						
8000 General Fund	283	283	-	-	-	-
3190 All Other Differential						
8000 General Fund	7,718	7,718	-	-	-	-
SALARIES & WAGES						
8000 General Fund	8,001	8,001	-	-	-	-
TOTAL SALARIES & WAGES	**$8,001**	**$8,001**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	1,562	1,562	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	63,753	63,753	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
3400 Other Funds Ltd	112	112	-	-	-	-
All Funds	63,865	63,865	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	613	613	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	1,046	1,046	-	-	-	-
3400 Other Funds Ltd	9	9	-	-	-	-
All Funds	1,055	1,055	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	66,974	66,974	-	-	-	-
3400 Other Funds Ltd	121	121	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$67,095**	**$67,095**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	418	418	-	-	-	-
3400 Other Funds Ltd	(1)	(1)	-	-	-	-
All Funds	417	417	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	75,393	75,393	-	-	-	-
3400 Other Funds Ltd	120	120	-	-	-	-
TOTAL PERSONAL SERVICES	**$75,513**	**$75,513**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
4100 Instate Travel						
8000 General Fund	1,230	-	1,230	-	-	-
4125 Out of State Travel						
8000 General Fund	287	-	287	-	-	-
4150 Employee Training						
8000 General Fund	842	-	842	-	-	-
4175 Office Expenses						
8000 General Fund	2,489	-	2,489	-	-	-
4250 Data Processing						
8000 General Fund	1,358	-	1,358	-	-	-
4275 Publicity and Publications						
8000 General Fund	19	-	19	-	-	-
4300 Professional Services						
8000 General Fund	4,417	-	4,015	402	-	-
4325 Attorney General						
8000 General Fund	24,875	-	24,875	-	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	20	-	20	-	-	-
4400 Dues and Subscriptions						
8000 General Fund	1,777	-	1,777	-	-	-
4475 Facilities Maintenance						
8000 General Fund	273	-	273	-	-	-
4500 Food and Kitchen Supplies						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
8000 General Fund	9	-	9	-	-	-
4550 Other Care of Residents and Patients						
8000 General Fund	26,999	-	26,999	-	-	-
3400 Other Funds Ltd	41,197	-	41,197	-	-	-
All Funds	68,196	-	68,196	-	-	-
4650 Other Services and Supplies						
8000 General Fund	1,251	-	1,251	-	-	-
3400 Other Funds Ltd	184	-	184	-	-	-
All Funds	1,435	-	1,435	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,354	-	1,354	-	-	-
SERVICES & SUPPLIES						
8000 General Fund	67,200	-	66,798	402	-	-
3400 Other Funds Ltd	41,381	-	41,381	-	-	-
TOTAL SERVICES & SUPPLIES	**$108,581**	**-**	**$108,179**	**$402**	**-**	**-**
CAPITAL OUTLAY						
5600 Data Processing Hardware						
8000 General Fund	1,458	-	1,458	-	-	-
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	30,899,352	-	6,743,732	-	24,155,620	-
3400 Other Funds Ltd	151,769	-	151,769	-	-	-
6400 Federal Funds Ltd	8,754	-	8,754	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
All Funds	31,059,875	-	6,904,255	-	24,155,620	-
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	106,369	-	-	-	-	106,369
SPECIAL PAYMENTS						
8000 General Fund	30,899,352	-	6,743,732	-	24,155,620	-
3400 Other Funds Ltd	258,138	-	151,769	-	-	106,369
6400 Federal Funds Ltd	8,754	-	8,754	-	-	-
TOTAL SPECIAL PAYMENTS	**$31,166,244**	**-**	**$6,904,255**	**-**	**$24,155,620**	**$106,369**
EXPENDITURES						
8000 General Fund	31,043,403	75,393	6,811,988	402	24,155,620	-
3400 Other Funds Ltd	299,639	120	193,150	-	-	106,369
6400 Federal Funds Ltd	8,754	-	8,754	-	-	-
TOTAL EXPENDITURES	**$31,351,796**	**$75,513**	**$7,013,892**	**$402**	**$24,155,620**	**$106,369**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(299,639)	(120)	(193,150)	-	-	(106,369)
6400 Federal Funds Ltd	(8,754)	-	(8,754)	-	-	-
TOTAL ENDING BALANCE	**($308,393)**	**($120)**	**($201,904)**	**-**	**-**	**($106,369)**

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	19,254,556	4,506,110	(3,218,166)	1,970,782	2,622,718	1,459,580
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	(325,124)	-	-	-	-	-
REVENUE CATEGORIES						
8000 General Fund	19,254,556	4,506,110	(3,218,166)	1,970,782	2,622,718	1,459,580
6400 Federal Funds Ltd	(325,124)	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$18,929,432**	**$4,506,110**	**($3,218,166)**	**$1,970,782**	**$2,622,718**	**$1,459,580**
AVAILABLE REVENUES						
8000 General Fund	19,254,556	4,506,110	(3,218,166)	1,970,782	2,622,718	1,459,580
6400 Federal Funds Ltd	(325,124)	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$18,929,432**	**$4,506,110**	**($3,218,166)**	**$1,970,782**	**$2,622,718**	**$1,459,580**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3170 Overtime Payments						
8000 General Fund	80,778	80,778	-	-	-	-
3180 Shift Differential						
8000 General Fund	65,868	65,868	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3190 All Other Differential						
8000 General Fund	185,066	185,066	-	-	-	-
SALARIES & WAGES						
8000 General Fund	331,712	331,712	-	-	-	-
TOTAL SALARIES & WAGES	**$331,712**	**$331,712**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	64,784	64,784	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	521,249	521,249	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	25,375	25,375	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	760	760	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	22,478	22,478	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	634,646	634,646	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$634,646**	**$634,646**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	3,539,752	3,539,752	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
PERSONAL SERVICES						
8000 General Fund	4,506,110	4,506,110	-	-	-	-
TOTAL PERSONAL SERVICES	**$4,506,110**	**$4,506,110**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	10,163	-	-	-	10,163	-
4150 Employee Training						
8000 General Fund	3,128	-	-	-	3,128	-
4175 Office Expenses						
8000 General Fund	32,184	-	-	-	29,240	-
4200 Telecommunications						
6400 Federal Funds Ltd	9,470	-	-	-	9,470	-
4250 Data Processing						
8000 General Fund	296	-	-	-	296	-
4375 Employee Recruitment and Develop						
8000 General Fund	115	-	-	-	115	-
4475 Facilities Maintenance						
8000 General Fund	2,942	-	-	-	2,614	-
4525 Medical Services and Supplies						
8000 General Fund	14,698,183	-	(3,218,166)	1,970,782	2,575,727	1,459,580
3400 Other Funds Ltd	63,468	-	-	-	16,850	9,548
6400 Federal Funds Ltd	(2,141,401)	-	-	-	187,611	106,313
All Funds	12,620,250	-	(3,218,166)	1,970,782	2,780,188	1,575,441

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
4650 Other Services and Supplies						
8000 General Fund	648	-	-	-	648	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	188	-	-	-	188	-
4715 IT Expendable Property						
8000 General Fund	599	-	-	-	599	-
SERVICES & SUPPLIES						
8000 General Fund	14,748,446	-	(3,218,166)	1,970,782	2,622,718	1,459,580
3400 Other Funds Ltd	63,468	-	-	-	16,850	9,548
6400 Federal Funds Ltd	(2,131,931)	-	-	-	197,081	106,313
TOTAL SERVICES & SUPPLIES	**$12,679,983**	**-**	**($3,218,166)**	**$1,970,782**	**$2,836,649**	**$1,575,441**
EXPENDITURES						
8000 General Fund	19,254,556	4,506,110	(3,218,166)	1,970,782	2,622,718	1,459,580
3400 Other Funds Ltd	63,468	-	-	-	16,850	9,548
6400 Federal Funds Ltd	(2,131,931)	-	-	-	197,081	106,313
TOTAL EXPENDITURES	**$17,186,093**	**$4,506,110**	**($3,218,166)**	**$1,970,782**	**$2,836,649**	**$1,575,441**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(63,468)	-	-	-	(16,850)	(9,548)
6400 Federal Funds Ltd	1,806,807	-	-	-	(197,081)	(106,313)
TOTAL ENDING BALANCE	**$1,743,339**	**-**	**-**	**-**	**($213,931)**	**($115,861)**

Description	Pkg: 033 Exceptional Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 050 Fundshifts Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	10,012,556	306,440	2,110,201	(515,665)		
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	-	-	-	(325,124)		
REVENUE CATEGORIES						
8000 General Fund	10,012,556	306,440	2,110,201	(515,665)		
6400 Federal Funds Ltd	-	-	-	(325,124)		
TOTAL REVENUE CATEGORIES	**$10,012,556**	**$306,440**	**$2,110,201**	**($840,789)**		
AVAILABLE REVENUES						
8000 General Fund	10,012,556	306,440	2,110,201	(515,665)		
6400 Federal Funds Ltd	-	-	-	(325,124)		
TOTAL AVAILABLE REVENUES	**$10,012,556**	**$306,440**	**$2,110,201**	**($840,789)**		
EXPENDITURES						
SERVICES & SUPPLIES						
4175 Office Expenses						
8000 General Fund	-	2,944	-	-		
4475 Facilities Maintenance						
8000 General Fund	-	328	-	-		
4525 Medical Services and Supplies						

Description	Pkg: 033 Exceptional Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 050 Fundshifts Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
8000 General Fund	10,012,556	303,168	2,110,201	(515,665)		
3400 Other Funds Ltd	37,070	-	-	-		
6400 Federal Funds Ltd	-	-	(2,110,201)	(325,124)		
All Funds	10,049,626	303,168	-	(840,789)		
SERVICES & SUPPLIES						
8000 General Fund	10,012,556	306,440	2,110,201	(515,665)		
3400 Other Funds Ltd	37,070	-	-	-		
6400 Federal Funds Ltd	-	-	(2,110,201)	(325,124)		
TOTAL SERVICES & SUPPLIES	**$10,049,626**	**$306,440**	**-**	**($840,789)**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	(37,070)	-	-	-		
6400 Federal Funds Ltd	-	-	2,110,201	-		
TOTAL ENDING BALANCE	**($37,070)**	**-**	**$2,110,201**	**-**		

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	2,717,172	1,144,835	374,462	934,284	177,057	86,534
AVAILABLE REVENUES						
8000 General Fund	2,717,172	1,144,835	374,462	934,284	177,057	86,534
TOTAL AVAILABLE REVENUES	**$2,717,172**	**$1,144,835**	**$374,462**	**$934,284**	**$177,057**	**$86,534**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
8000 General Fund	10,776	10,776	-	-	-	-
3170 Overtime Payments						
8000 General Fund	5,493	5,493	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	(325)	10	-	-	-	-
3190 All Other Differential						
8000 General Fund	4,636	4,636	-	-	-	-
3400 Other Funds Ltd	(15,136)	454	-	-	-	-
All Funds	(10,500)	5,090	-	-	-	-
SALARIES & WAGES						
8000 General Fund	20,905	20,905	-	-	-	-
3400 Other Funds Ltd	(15,461)	464	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
TOTAL SALARIES & WAGES	**$5,444**	**$21,369**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	1,979	1,979	-	-	-	-
3400 Other Funds Ltd	(3,019)	91	-	-	-	-
All Funds	(1,040)	2,070	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	116,329	116,329	-	-	-	-
3400 Other Funds Ltd	(937)	101	-	-	-	-
All Funds	115,392	116,430	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	1,599	1,599	-	-	-	-
3400 Other Funds Ltd	(1,183)	36	-	-	-	-
All Funds	416	1,635	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	617	617	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	9,958	9,958	-	-	-	-
3400 Other Funds Ltd	(93)	3	-	-	-	-
All Funds	9,865	9,961	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	130,482	130,482	-	-	-	-
3400 Other Funds Ltd	(5,232)	231	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
TOTAL OTHER PAYROLL EXPENSES	**$125,250**	**$130,713**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	993,448	993,448	-	-	-	-
3400 Other Funds Ltd	-	(53)	-	-	-	-
All Funds	993,448	993,395	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	1,144,835	1,144,835	-	-	-	-
3400 Other Funds Ltd	(20,693)	642	-	-	-	-
TOTAL PERSONAL SERVICES	**$1,124,142**	**$1,145,477**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	11,443	-	3,709	7,734	-	-
3400 Other Funds Ltd	(136,847)	-	-	4,105	-	-
All Funds	(125,404)	-	3,709	11,839	-	-
4125 Out of State Travel						
8000 General Fund	558	-	155	403	-	-
3400 Other Funds Ltd	55	-	-	55	-	-
All Funds	613	-	155	458	-	-
4150 Employee Training						
8000 General Fund	3,627	-	1,213	2,414	-	-
3400 Other Funds Ltd	(4,901)	-	-	520	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
All Funds	(1,274)	-	1,213	2,934	-	-
4175 Office Expenses						
8000 General Fund	77,622	-	44,104	30,416	-	3,102
3400 Other Funds Ltd	(15,300)	-	-	964	-	-
All Funds	62,322	-	44,104	31,380	-	3,102
4200 Telecommunications						
8000 General Fund	5,602	-	586	4,534	-	482
3400 Other Funds Ltd	(3,039)	-	-	93	-	-
All Funds	2,563	-	586	4,627	-	482
4250 Data Processing						
8000 General Fund	5,632	-	1,730	3,531	-	371
3400 Other Funds Ltd	(4,838)	-	-	148	-	-
All Funds	794	-	1,730	3,679	-	371
4275 Publicity and Publications						
8000 General Fund	162	-	49	113	-	-
4300 Professional Services						
8000 General Fund	590,891	-	19,215	473,828	47,382	50,466
3400 Other Funds Ltd	105,786	-	-	96,170	9,616	-
All Funds	696,677	-	19,215	569,998	56,998	50,466
4325 Attorney General						
8000 General Fund	78,306	-	-	77,023	-	1,283
4375 Employee Recruitment and Develop						
8000 General Fund	368	-	112	256	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
3400 Other Funds Ltd	(3,158)	-	-	95	-	-
All Funds	(2,790)	-	112	351	-	-
4400 Dues and Subscriptions						
8000 General Fund	146	-	45	101	-	-
4475 Facilities Maintenance						
8000 General Fund	1,061	-	325	736	-	-
3400 Other Funds Ltd	(105,267)	-	-	3,158	-	-
All Funds	(104,206)	-	325	3,894	-	-
4500 Food and Kitchen Supplies						
8000 General Fund	6	-	2	4	-	-
4525 Medical Services and Supplies						
8000 General Fund	382,917	-	-	228,839	129,675	24,403
3400 Other Funds Ltd	232,457	-	-	152,003	86,134	-
All Funds	615,374	-	-	380,842	215,809	24,403
4550 Other Care of Residents and Patients						
8000 General Fund	147,325	-	96,151	46,521	-	4,653
3400 Other Funds Ltd	(120,511)	-	-	21,060	-	-
All Funds	26,814	-	96,151	67,581	-	4,653
4650 Other Services and Supplies						
8000 General Fund	226,676	-	202,196	22,706	-	1,774
3400 Other Funds Ltd	(3,723)	-	-	7,120	-	-
All Funds	222,953	-	202,196	29,826	-	1,774
4700 Expendable Prop 250 - 5000						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
8000 General Fund	27,187	-	5,087	22,100	-	-
3400 Other Funds Ltd	(20,370)	-	-	1,315	-	-
All Funds	6,817	-	5,087	23,415	-	-
4715 IT Expendable Property						
8000 General Fund	12,808	-	(217)	13,025	-	-
3400 Other Funds Ltd	(36,844)	-	-	1,105	-	-
All Funds	(24,036)	-	(217)	14,130	-	-
SERVICES & SUPPLIES						
8000 General Fund	1,572,337	-	374,462	934,284	177,057	86,534
3400 Other Funds Ltd	(116,500)	-	-	287,911	95,750	-
TOTAL SERVICES & SUPPLIES	**$1,455,837**	**-**	**$374,462**	**$1,222,195**	**$272,807**	**$86,534**
CAPITAL OUTLAY						
5500 Recreational Equipment						
3400 Other Funds Ltd	863	-	-	863	-	-
EXPENDITURES						
8000 General Fund	2,717,172	1,144,835	374,462	934,284	177,057	86,534
3400 Other Funds Ltd	(136,330)	642	-	288,774	95,750	-
TOTAL EXPENDITURES	**$2,580,842**	**$1,145,477**	**$374,462**	**$1,223,058**	**$272,807**	**$86,534**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	136,330	(642)	-	(288,774)	(95,750)	-
TOTAL ENDING BALANCE	**$136,330**	**($642)**	**-**	**($288,774)**	**($95,750)**	**-**

Description	Pkg: 060 Technical Adjustments Priority: 00					
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3180 Shift Differential						
3400 Other Funds Ltd	(335)					
3190 All Other Differential						
3400 Other Funds Ltd	(15,590)					
SALARIES & WAGES						
3400 Other Funds Ltd	(15,925)					
TOTAL SALARIES & WAGES	**($15,925)**					
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	(3,110)					
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(1,038)					
3230 Social Security Taxes						
3400 Other Funds Ltd	(1,219)					
3260 Mass Transit Tax						
3400 Other Funds Ltd	(96)					
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(5,463)					
TOTAL OTHER PAYROLL EXPENSES	**($5,463)**					

Description	Pkg: 060 Technical Adjustments Priority: 00					
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	53					
PERSONAL SERVICES						
3400 Other Funds Ltd	(21,335)					
TOTAL PERSONAL SERVICES	**($21,335)**					
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	(140,952)					
4150 Employee Training						
3400 Other Funds Ltd	(5,421)					
4175 Office Expenses						
3400 Other Funds Ltd	(16,264)					
4200 Telecommunications						
3400 Other Funds Ltd	(3,132)					
4250 Data Processing						
3400 Other Funds Ltd	(4,986)					
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	(3,253)					
4475 Facilities Maintenance						
3400 Other Funds Ltd	(108,425)					
4525 Medical Services and Supplies						
3400 Other Funds Ltd	(5,680)					

Description	Pkg: 060 Technical Adjustments Priority: 00					
4550 Other Care of Residents and Patients						
3400 Other Funds Ltd	(141,571)					
4650 Other Services and Supplies						
3400 Other Funds Ltd	(10,843)					
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(21,685)					
4715 IT Expendable Property						
3400 Other Funds Ltd	(37,949)					
SERVICES & SUPPLIES						
3400 Other Funds Ltd	(500,161)					
TOTAL SERVICES & SUPPLIES	**($500,161)**					
EXPENDITURES						
3400 Other Funds Ltd	(521,496)					
TOTAL EXPENDITURES	**($521,496)**					
ENDING BALANCE						
3400 Other Funds Ltd	521,496					
TOTAL ENDING BALANCE	**$521,496**					

Description	Total Essential Packages	Pkg: 031 Standard Inflation Priority: 00				
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8010 General Fund Cap Improvement	79,341	79,341				
AVAILABLE REVENUES						
8010 General Fund Cap Improvement	79,341	79,341				
TOTAL AVAILABLE REVENUES	**$79,341**	**$79,341**				
EXPENDITURES						
CAPITAL OUTLAY						
5650 Land and Improvements						
8010 General Fund Cap Improvement	77,786	77,786				
5800 Professional Services						
8010 General Fund Cap Improvement	1,555	1,555				
CAPITAL OUTLAY						
8010 General Fund Cap Improvement	79,341	79,341				
TOTAL CAPITAL OUTLAY	**$79,341**	**$79,341**				
ENDING BALANCE						
8010 General Fund Cap Improvement	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

Description	Total Policy Packages	Pkg: 101 Electronic Health Records Priority: 00	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	48,968,135	3,045,462	17,228,386	3,037,485	-	-
8030 General Fund Debt Svc	2,904,458	-	-	-	-	-
All Funds	51,872,593	3,045,462	17,228,386	3,037,485	-	-
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construction	19,787,113	-	-	-	-	-
3400 Other Funds Ltd	3,029,482	-	-	-	2,000,000	623,175
All Funds	22,816,595	-	-	-	2,000,000	623,175
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	122,683	-	-	-	-	-
REVENUE CATEGORIES						
8000 General Fund	48,968,135	3,045,462	17,228,386	3,037,485	-	-
8030 General Fund Debt Svc	2,904,458	-	-	-	-	-
3020 Other Funds Cap Construction	19,787,113	-	-	-	-	-
3400 Other Funds Ltd	3,029,482	-	-	-	2,000,000	623,175
6400 Federal Funds Ltd	122,683	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$74,811,871**	**$3,045,462**	**$17,228,386**	**$3,037,485**	**$2,000,000**	**$623,175**
AVAILABLE REVENUES						
8000 General Fund	48,968,135	3,045,462	17,228,386	3,037,485	-	-

Description	Total Policy Packages	Pkg: 101 Electronic Health Records Priority: 00	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00
8030 General Fund Debt Svc	2,904,458	-	-	-	-	-
3020 Other Funds Cap Construction	19,787,113	-	-	-	-	-
3400 Other Funds Ltd	3,029,482	-	-	-	2,000,000	623,175
6400 Federal Funds Ltd	122,683	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$74,811,871**	**$3,045,462**	**$17,228,386**	**$3,037,485**	**$2,000,000**	**$623,175**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	15,095,509	-	8,520,600	1,945,752	-	-
3400 Other Funds Ltd	1,032,504	-	-	-	1,032,504	-
All Funds	16,128,013	-	8,520,600	1,945,752	1,032,504	-
3170 Overtime Payments						
8000 General Fund	763,560	-	763,560	-	-	-
3180 Shift Differential						
8000 General Fund	107,520	-	107,520	-	-	-
3190 All Other Differential						
8000 General Fund	712,560	-	699,720	12,840	-	-
SALARIES & WAGES						
8000 General Fund	16,679,149	-	10,091,400	1,958,592	-	-
3400 Other Funds Ltd	1,032,504	-	-	-	1,032,504	-
TOTAL SALARIES & WAGES	**$17,711,653**	**-**	**$10,091,400**	**$1,958,592**	**$1,032,504**	**-**

Description	Total Policy Packages	Pkg: 101 Electronic Health Records Priority: 00	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	6,908	-	4,444	484	-	-
3400 Other Funds Ltd	352	-	-	-	352	-
All Funds	7,260	-	4,444	484	352	-
3220 Public Employees Retire Cont						
8000 General Fund	3,257,422	-	1,970,830	382,512	-	-
3400 Other Funds Ltd	201,647	-	-	-	201,647	-
All Funds	3,459,069	-	1,970,830	382,512	201,647	-
3230 Social Security Taxes						
8000 General Fund	1,275,952	-	771,992	149,833	-	-
3400 Other Funds Ltd	78,984	-	-	-	78,984	-
All Funds	1,354,936	-	771,992	149,833	78,984	-
3240 Unemployment Assessments						
8000 General Fund	16,869	-	11,184	2,068	-	-
3400 Other Funds Ltd	1,857	-	-	-	1,857	-
All Funds	18,726	-	11,184	2,068	1,857	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	10,833	-	6,969	759	-	-
3400 Other Funds Ltd	552	-	-	-	552	-
All Funds	11,385	-	6,969	759	552	-
3260 Mass Transit Tax						
8000 General Fund	95,658	-	60,549	11,752	-	-

Description	Total Policy Packages	Pkg: 101 Electronic Health Records Priority: 00	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00
3400 Other Funds Ltd	6,195	-	-	-	6,195	-
All Funds	101,853	-	60,549	11,752	6,195	-
3270 Flexible Benefits						
8000 General Fund	4,670,784	-	3,083,328	335,808	-	-
3400 Other Funds Ltd	244,224	-	-	-	244,224	-
All Funds	4,915,008	-	3,083,328	335,808	244,224	-
OTHER PAYROLL EXPENSES						
8000 General Fund	9,334,426	-	5,909,296	883,216	-	-
3400 Other Funds Ltd	533,811	-	-	-	533,811	-
TOTAL OTHER PAYROLL EXPENSES	**$9,868,237**	**-**	**$5,909,296**	**$883,216**	**$533,811**	**-**
PERSONAL SERVICES						
8000 General Fund	26,013,575	-	16,000,696	2,841,808	-	-
3400 Other Funds Ltd	1,566,315	-	-	-	1,566,315	-
TOTAL PERSONAL SERVICES	**$27,579,890**	**-**	**$16,000,696**	**$2,841,808**	**$1,566,315**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	269,807	-	158,873	17,303	-	-
3400 Other Funds Ltd	12,584	-	-	-	12,584	-
All Funds	282,391	-	158,873	17,303	12,584	-
4150 Employee Training						
8000 General Fund	100,000	100,000	-	-	-	-
4175 Office Expenses						

Description	Total Policy Packages	Pkg: 101 Electronic Health Records Priority: 00	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00
8000 General Fund	1,115,195	-	733,967	79,937	-	-
3400 Other Funds Ltd	58,136	-	-	-	58,136	-
All Funds	1,173,331	-	733,967	79,937	58,136	-
4200 Telecommunications						
8000 General Fund	1,469,799	-	-	-	-	-
6400 Federal Funds Ltd	122,683	-	-	-	-	-
All Funds	1,592,482	-	-	-	-	-
4250 Data Processing						
8000 General Fund	2,704,534	2,295,462	61,913	6,743	-	-
3400 Other Funds Ltd	4,904	-	-	-	4,904	-
All Funds	2,709,438	2,295,462	61,913	6,743	4,904	-
4300 Professional Services						
8000 General Fund	330,919	200,000	-	-	-	-
4315 IT Professional Services						
8000 General Fund	8,000	-	-	-	-	-
3400 Other Funds Ltd	303,365	-	-	-	303,365	-
All Funds	311,365	-	-	-	303,365	-
4525 Medical Services and Supplies						
8000 General Fund	(794,414)	-	-	-	-	-
4625 Other COP Costs						
3400 Other Funds Ltd	406,307	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	214,033	-	122,614	41,087	-	-

Description	Total Policy Packages	Pkg: 101 Electronic Health Records Priority: 00	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00
3020 Other Funds Cap Construction	465,314	-	-	-	-	-
3400 Other Funds Ltd	9,712	-	-	-	9,712	-
All Funds	689,059	-	122,614	41,087	9,712	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	12,312,395	-	147,749	27,441	-	-
3400 Other Funds Ltd	24,392	-	-	-	24,392	-
All Funds	12,336,787	-	147,749	27,441	24,392	-
4715 IT Expendable Property						
8000 General Fund	1,481,579	450,000	2,574	23,166	-	-
3400 Other Funds Ltd	380,592	-	-	-	20,592	360,000
All Funds	1,862,171	450,000	2,574	23,166	20,592	360,000
SERVICES & SUPPLIES						
8000 General Fund	19,211,847	3,045,462	1,227,690	195,677	-	-
3020 Other Funds Cap Construction	465,314	-	-	-	-	-
3400 Other Funds Ltd	1,199,992	-	-	-	433,685	360,000
6400 Federal Funds Ltd	122,683	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$20,999,836**	**$3,045,462**	**$1,227,690**	**$195,677**	**$433,685**	**$360,000**
CAPITAL OUTLAY						
5200 Technical Equipment						
8000 General Fund	730,711	-	-	-	-	-
5550 Data Processing Software						
8000 General Fund	472,000	-	-	-	-	-
5700 Building Structures						

Description	Total Policy Packages	Pkg: 101 Electronic Health Records Priority: 00	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00
3020 Other Funds Cap Construction	19,321,799	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	2,747,353	-	-	-	-	-
3400 Other Funds Ltd	263,175	-	-	-	-	263,175
All Funds	3,010,528	-	-	-	-	263,175
CAPITAL OUTLAY						
8000 General Fund	3,950,064	-	-	-	-	-
3020 Other Funds Cap Construction	19,321,799	-	-	-	-	-
3400 Other Funds Ltd	263,175	-	-	-	-	263,175
TOTAL CAPITAL OUTLAY	**$23,535,038**	**-**	**-**	**-**	**-**	**$263,175**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	(207,351)	-	-	-	-	-
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	2,005,000	-	-	-	-	-
7150 Interest - Bonds						
8030 General Fund Debt Svc	899,458	-	-	-	-	-
DEBT SERVICE						
8030 General Fund Debt Svc	2,904,458	-	-	-	-	-
TOTAL DEBT SERVICE	**$2,904,458**	**-**	**-**	**-**	**-**	**-**

EXPENDITURES

Description	Total Policy Packages	Pkg: 101 Electronic Health Records Priority: 00	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00
8000 General Fund	48,968,135	3,045,462	17,228,386	3,037,485	-	-
8030 General Fund Debt Svc	2,904,458	-	-	-	-	-
3020 Other Funds Cap Construction	19,787,113	-	-	-	-	-
3400 Other Funds Ltd	3,029,482	-	-	-	2,000,000	623,175
6400 Federal Funds Ltd	122,683	-	-	-	-	-
TOTAL EXPENDITURES	**$74,811,871**	**$3,045,462**	**$17,228,386**	**$3,037,485**	**$2,000,000**	**$623,175**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
3020 Other Funds Cap Construction	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	165	-	101	11	8	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	161.46	-	101.00	11.00	8.00	-

Description	Pkg: 106 Deferred Maintenance Priority Projects Priority: 00	Pkg: 107 Health Services - Operational Enhancements Priority: 00	Pkg: 108 Education - GED Fees & Inflation Restoration Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 112 PREA Technology Solutions Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	-	2,399,102	539,378	2,841,664	2,098,998	14,922,845
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construction	14,220,432	-	-	-	-	-
REVENUE CATEGORIES						
8000 General Fund	-	2,399,102	539,378	2,841,664	2,098,998	14,922,845
3020 Other Funds Cap Construction	14,220,432	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$14,220,432**	**$2,399,102**	**$539,378**	**$2,841,664**	**$2,098,998**	**$14,922,845**
AVAILABLE REVENUES						
8000 General Fund	-	2,399,102	539,378	2,841,664	2,098,998	14,922,845
3020 Other Funds Cap Construction	14,220,432	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$14,220,432**	**$2,399,102**	**$539,378**	**$2,841,664**	**$2,098,998**	**$14,922,845**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	1,388,821	-	351,024	1,251,984	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						

Description	Pkg: 106 Deferred Maintenance Priority Projects Priority: 00	Pkg: 107 Health Services - Operational Enhancements Priority: 00	Pkg: 108 Education - GED Fees & Inflation Restoration Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 112 PREA Technology Solutions Priority: 00
8000 General Fund	-	660	-	220	440	-
3220 Public Employees Retire Cont						
8000 General Fund	-	271,238	-	68,554	244,514	-
3230 Social Security Taxes						
8000 General Fund	-	106,243	-	26,852	95,778	-
3240 Unemployment Assessments						
8000 General Fund	-	-	-	632	1,488	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	-	1,035	-	345	690	-
3260 Mass Transit Tax						
8000 General Fund	-	6,318	-	2,106	7,511	-
3270 Flexible Benefits						
8000 General Fund	-	396,864	-	91,584	305,280	-
OTHER PAYROLL EXPENSES						
8000 General Fund	-	782,358	-	190,293	655,701	-
TOTAL OTHER PAYROLL EXPENSES	**-**	**$782,358**	**-**	**$190,293**	**$655,701**	**-**
PERSONAL SERVICES						
8000 General Fund	-	2,171,179	-	541,317	1,907,685	-
TOTAL PERSONAL SERVICES	**-**	**$2,171,179**	**-**	**$541,317**	**$1,907,685**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	21,173	-	4,720	44,143	-

Description	Pkg: 106 Deferred Maintenance Priority Projects Priority: 00	Pkg: 107 Health Services - Operational Enhancements Priority: 00	Pkg: 108 Education - GED Fees & Inflation Restoration Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 112 PREA Technology Solutions Priority: 00
4175 Office Expenses						
8000 General Fund	-	97,814	-	21,802	72,670	-
4250 Data Processing						
8000 General Fund	-	8,251	-	316,840	6,130	-
4300 Professional Services						
8000 General Fund	-	-	539,378	-	-	-
4315 IT Professional Services						
8000 General Fund	-	-	-	8,000	-	-
4650 Other Services and Supplies						
8000 General Fund	-	16,340	-	3,642	12,140	-
3020 Other Funds Cap Construction	465,314	-	-	-	-	-
All Funds	465,314	16,340	-	3,642	12,140	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	45,735	-	15,245	30,490	12,000,000
4715 IT Expendable Property						
8000 General Fund	-	38,610	-	902,879	25,740	-
SERVICES & SUPPLIES						
8000 General Fund	-	227,923	539,378	1,273,128	191,313	12,000,000
3020 Other Funds Cap Construction	465,314	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$465,314**	**$227,923**	**$539,378**	**$1,273,128**	**$191,313**	**$12,000,000**
CAPITAL OUTLAY						
5200 Technical Equipment						
8000 General Fund	-	-	-	-	-	730,711

Description	Pkg: 106 Deferred Maintenance Priority Projects Priority: 00	Pkg: 107 Health Services - Operational Enhancements Priority: 00	Pkg: 108 Education - GED Fees & Inflation Restoration Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 112 PREA Technology Solutions Priority: 00
5550 Data Processing Software						
8000 General Fund	-	-	-	472,000	-	-
5700 Building Structures						
3020 Other Funds Cap Construction	13,755,118	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	-	-	-	555,219	-	2,192,134
CAPITAL OUTLAY						
8000 General Fund	-	-	-	1,027,219	-	2,922,845
3020 Other Funds Cap Construction	13,755,118	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$13,755,118**	**-**	**-**	**$1,027,219**	**-**	**$2,922,845**
EXPENDITURES						
8000 General Fund	-	2,399,102	539,378	2,841,664	2,098,998	14,922,845
3020 Other Funds Cap Construction	14,220,432	-	-	-	-	-
TOTAL EXPENDITURES	**$14,220,432**	**$2,399,102**	**$539,378**	**$2,841,664**	**$2,098,998**	**$14,922,845**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3020 Other Funds Cap Construction	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	15	-	5	10	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	13.46	-	3.00	10.00	-

Description	Pkg: 113 Community Corrections SB 267 Program Evaluator Priority: 00	Pkg: 114 Health Services - BHS Service Change Priority: 00	Pkg: 115 Education Services Delivery System Changes Priority: 00	Pkg: 116 New Debt Service and Bond Sale Costs Priority: 00	Pkg: 117 Oregon Health Network Subsidy Limitation Priority: 00	Pkg: 118 ntermediate-Advance Certification Training Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	-	-	-	-	-	1,385,016
8030 General Fund Debt Svc	-	-	-	2,904,458	-	-
All Funds	-	-	-	2,904,458	-	1,385,016
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	-	-	-	406,307	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	-	-	-	-	122,683	-
REVENUE CATEGORIES						
8000 General Fund	-	-	-	-	-	1,385,016
8030 General Fund Debt Svc	-	-	-	2,904,458	-	-
3400 Other Funds Ltd	-	-	-	406,307	-	-
6400 Federal Funds Ltd	-	-	-	-	122,683	-
TOTAL REVENUE CATEGORIES	**-**	**-**	**-**	**$3,310,765**	**$122,683**	**$1,385,016**
AVAILABLE REVENUES						
8000 General Fund	-	-	-	-	-	1,385,016
8030 General Fund Debt Svc	-	-	-	2,904,458	-	-
3400 Other Funds Ltd	-	-	-	406,307	-	-
6400 Federal Funds Ltd	-	-	-	-	122,683	-

Description	Pkg: 113 Community Corrections SB 267 Program Evaluator Priority: 00	Pkg: 114 Health Services - BHS Service Change Priority: 00	Pkg: 115 Education Services Delivery System Changes Priority: 00	Pkg: 116 New Debt Service and Bond Sale Costs Priority: 00	Pkg: 117 Oregon Health Network Subsidy Limitation Priority: 00	Pkg: 118 ntermediate-Advance Certification Training Priority: 00
TOTAL AVAILABLE REVENUES	**-**	**-**	**-**	**$3,310,765**	**$122,683**	**$1,385,016**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	125,544	474,792	246,144	-	-	790,848
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	44	176	88	-	-	352
3220 Public Employees Retire Cont						
8000 General Fund	24,519	92,728	48,072	-	-	154,455
3230 Social Security Taxes						
8000 General Fund	9,604	36,321	18,830	-	-	60,499
3240 Unemployment Assessments						
8000 General Fund	-	-	74	-	-	1,423
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	69	276	138	-	-	552
3260 Mass Transit Tax						
8000 General Fund	753	2,849	1,477	-	-	2,343
3270 Flexible Benefits						
8000 General Fund	30,528	122,112	61,056	-	-	244,224
OTHER PAYROLL EXPENSES						
8000 General Fund	65,517	254,462	129,735	-	-	463,848

Description	Pkg: 113 Community Corrections SB 267 Program Evaluator Priority: 00	Pkg: 114 Health Services - BHS Service Change Priority: 00	Pkg: 115 Education Services Delivery System Changes Priority: 00	Pkg: 116 New Debt Service and Bond Sale Costs Priority: 00	Pkg: 117 Oregon Health Network Subsidy Limitation Priority: 00	Pkg: 118 ntermediate-Advance Certification Training Priority: 00
TOTAL OTHER PAYROLL EXPENSES	**$65,517**	**$254,462**	**$129,735**	**-**	**-**	**$463,848**
PERSONAL SERVICES						
8000 General Fund	191,061	729,254	375,879	-	-	1,254,696
TOTAL PERSONAL SERVICES	**$191,061**	**$729,254**	**$375,879**	**-**	**-**	**$1,254,696**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,573	6,292	3,146	-	-	12,584
4175 Office Expenses						
8000 General Fund	7,267	29,068	14,534	-	-	58,136
4200 Telecommunications						
6400 Federal Funds Ltd	-	-	-	-	122,683	-
4250 Data Processing						
8000 General Fund	613	2,452	1,226	-	-	4,904
4300 Professional Services						
8000 General Fund	-	-	(408,459)	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	-	(794,414)	-	-	-	-
4625 Other COP Costs						
3400 Other Funds Ltd	-	-	-	406,307	-	-
4650 Other Services and Supplies						
8000 General Fund	1,214	4,856	2,428	-	-	9,712
4700 Expendable Prop 250 - 5000						

Description	Pkg: 113 Community Corrections SB 267 Program Evaluator Priority: 00	Pkg: 114 Health Services - BHS Service Change Priority: 00	Pkg: 115 Education Services Delivery System Changes Priority: 00	Pkg: 116 New Debt Service and Bond Sale Costs Priority: 00	Pkg: 117 Oregon Health Network Subsidy Limitation Priority: 00	Pkg: 118 ntermediate-Advance Certification Training Priority: 00
8000 General Fund	3,049	12,196	6,098	-	-	24,392
4715 IT Expendable Property						
8000 General Fund	2,574	10,296	5,148	-	-	20,592
SERVICES & SUPPLIES						
8000 General Fund	16,290	(729,254)	(375,879)	-	-	130,320
3400 Other Funds Ltd	-	-	-	406,307	-	-
6400 Federal Funds Ltd	-	-	-	-	122,683	-
TOTAL SERVICES & SUPPLIES	**$16,290**	**($729,254)**	**($375,879)**	**$406,307**	**$122,683**	**$130,320**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	(207,351)	-	-	-	-	-
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	-	-	-	2,005,000	-	-
7150 Interest - Bonds						
8030 General Fund Debt Svc	-	-	-	899,458	-	-
DEBT SERVICE						
8030 General Fund Debt Svc	-	-	-	2,904,458	-	-
TOTAL DEBT SERVICE	**-**	**-**	**-**	**$2,904,458**	**-**	**-**
EXPENDITURES						
8000 General Fund	-	-	-	-	-	1,385,016
8030 General Fund Debt Svc	-	-	-	2,904,458	-	-

Description	Pkg: 113 Community Corrections SB 267 Program Evaluator Priority: 00	Pkg: 114 Health Services - BHS Service Change Priority: 00	Pkg: 115 Education Services Delivery System Changes Priority: 00	Pkg: 116 New Debt Service and Bond Sale Costs Priority: 00	Pkg: 117 Oregon Health Network Subsidy Limitation Priority: 00	Pkg: 118 ntermediate-Advance Certification Training Priority: 00
3400 Other Funds Ltd	-	-	-	406,307	-	-
6400 Federal Funds Ltd	-	-	-	-	122,683	-
TOTAL EXPENDITURES	**-**	**-**	**-**	**$3,310,765**	**$122,683**	**$1,385,016**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1	4	2	-	-	8
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	1.00	4.00	2.00	-	-	8.00

Description	Pkg: 119 DAS VOIP Telephony Upgrade Priority: 00					
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,469,799					
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construction	5,566,681					
REVENUE CATEGORIES						
8000 General Fund	1,469,799					
3020 Other Funds Cap Construction	5,566,681					
TOTAL REVENUE CATEGORIES	**$7,036,480**					
AVAILABLE REVENUES						
8000 General Fund	1,469,799					
3020 Other Funds Cap Construction	5,566,681					
TOTAL AVAILABLE REVENUES	**$7,036,480**					
EXPENDITURES						
SERVICES & SUPPLIES						
4200 Telecommunications						
8000 General Fund	1,469,799					
CAPITAL OUTLAY						
5700 Building Structures						
3020 Other Funds Cap Construction	5,566,681					

Description	Pkg: 119 DAS VOIP Telephony Upgrade Priority: 00					
EXPENDITURES						
8000 General Fund	1,469,799					
3020 Other Funds Cap Construction	5,566,681					
TOTAL EXPENDITURES	**$7,036,480**					
ENDING BALANCE						
8000 General Fund	-					
3020 Other Funds Cap Construction	-					
TOTAL ENDING BALANCE	**-**					

Description	Total Policy Packages	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00			
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	17,299,449	17,027,135	272,314			
AVAILABLE REVENUES						
8000 General Fund	17,299,449	17,027,135	272,314			
TOTAL AVAILABLE REVENUES	**$17,299,449**	**$17,027,135**	**$272,314**			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	8,576,232	8,400,000	176,232			
3170 Overtime Payments						
8000 General Fund	763,560	763,560	-			
3180 Shift Differential						
8000 General Fund	107,520	107,520	-			
3190 All Other Differential						
8000 General Fund	699,720	699,720	-			
SALARIES & WAGES						
8000 General Fund	10,147,032	9,970,800	176,232			
TOTAL SALARIES & WAGES	**$10,147,032**	**$9,970,800**	**$176,232**			
OTHER PAYROLL EXPENSES						

Description	Total Policy Packages	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00			
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	4,444	4,400	44			
3220 Public Employees Retire Cont						
8000 General Fund	1,981,695	1,947,277	34,418			
3230 Social Security Taxes						
8000 General Fund	776,248	762,766	13,482			
3240 Unemployment Assessments						
8000 General Fund	11,161	10,967	194			
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	6,969	6,900	69			
3260 Mass Transit Tax						
8000 General Fund	60,882	59,825	1,057			
3270 Flexible Benefits						
8000 General Fund	3,083,328	3,052,800	30,528			
OTHER PAYROLL EXPENSES						
8000 General Fund	5,924,727	5,844,935	79,792			
TOTAL OTHER PAYROLL EXPENSES	**$5,924,727**	**$5,844,935**	**$79,792**			
PERSONAL SERVICES						
8000 General Fund	16,071,759	15,815,735	256,024			
TOTAL PERSONAL SERVICES	**$16,071,759**	**$15,815,735**	**$256,024**			
SERVICES & SUPPLIES						
4100 Instate Travel						

Description	Total Policy Packages	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00			
8000 General Fund	158,873	157,300	1,573			
4175 Office Expenses						
8000 General Fund	733,967	726,700	7,267			
4250 Data Processing						
8000 General Fund	61,913	61,300	613			
4650 Other Services and Supplies						
8000 General Fund	122,614	121,400	1,214			
4700 Expendable Prop 250 - 5000						
8000 General Fund	147,749	144,700	3,049			
4715 IT Expendable Property						
8000 General Fund	2,574	-	2,574			
SERVICES & SUPPLIES						
8000 General Fund	1,227,690	1,211,400	16,290			
TOTAL SERVICES & SUPPLIES	**$1,227,690**	**$1,211,400**	**$16,290**			
EXPENDITURES						
8000 General Fund	17,299,449	17,027,135	272,314			
TOTAL EXPENDITURES	**$17,299,449**	**$17,027,135**	**$272,314**			
ENDING BALANCE						
8000 General Fund	-	-	-			
TOTAL ENDING BALANCE	**-**	**-**	**-**			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	101	100	1			

Description	Total Policy Packages	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	101.00	100.00	1.00			

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 112 PREA Technology Solutions Priority: 00	Pkg: 116 New Debt Service and Bond Sale Costs Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	17,024,103	916,814	280,000	904,444	14,922,845	-
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	406,307	-	-	-	-	406,307
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	122,683	-	-	-	-	-
REVENUE CATEGORIES						
8000 General Fund	17,024,103	916,814	280,000	904,444	14,922,845	-
3400 Other Funds Ltd	406,307	-	-	-	-	406,307
6400 Federal Funds Ltd	122,683	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$17,553,093**	**$916,814**	**$280,000**	**$904,444**	**$14,922,845**	**$406,307**
AVAILABLE REVENUES						
8000 General Fund	17,024,103	916,814	280,000	904,444	14,922,845	-
3400 Other Funds Ltd	406,307	-	-	-	-	406,307
6400 Federal Funds Ltd	122,683	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$17,553,093**	**$916,814**	**$280,000**	**$904,444**	**$14,922,845**	**$406,307**
EXPENDITURES						
PERSONAL SERVICES						

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 112 PREA Technology Solutions Priority: 00	Pkg: 116 New Debt Service and Bond Sale Costs Priority: 00
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,166,568	606,456	-	560,112	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	308	132	-	176	-	-
3220 Public Employees Retire Cont						
8000 General Fund	227,831	118,441	-	109,390	-	-
3230 Social Security Taxes						
8000 General Fund	89,243	46,394	-	42,849	-	-
3240 Unemployment Assessments						
8000 General Fund	2,099	1,091	-	1,008	-	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	483	207	-	276	-	-
3260 Mass Transit Tax						
8000 General Fund	7,000	3,639	-	3,361	-	-
3270 Flexible Benefits						
8000 General Fund	213,696	91,584	-	122,112	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	540,660	261,488	-	279,172	-	-
TOTAL OTHER PAYROLL EXPENSES	**$540,660**	**$261,488**	**-**	**$279,172**	**-**	**-**
PERSONAL SERVICES						
8000 General Fund	1,707,228	867,944	-	839,284	-	-

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 112 PREA Technology Solutions Priority: 00	Pkg: 116 New Debt Service and Bond Sale Costs Priority: 00
TOTAL PERSONAL SERVICES	**$1,707,228**	**$867,944**	**-**	**$839,284**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	11,011	4,719	-	6,292	-	-
4175 Office Expenses						
8000 General Fund	50,869	21,801	-	29,068	-	-
4200 Telecommunications						
6400 Federal Funds Ltd	122,683	-	-	-	-	-
4250 Data Processing						
8000 General Fund	4,291	1,839	-	2,452	-	-
4625 Other COP Costs						
3400 Other Funds Ltd	406,307	-	-	-	-	406,307
4650 Other Services and Supplies						
8000 General Fund	8,498	3,642	-	4,856	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	12,021,343	9,147	-	12,196	12,000,000	-
4715 IT Expendable Property						
8000 General Fund	18,018	7,722	-	10,296	-	-
SERVICES & SUPPLIES						
8000 General Fund	12,114,030	48,870	-	65,160	12,000,000	-
3400 Other Funds Ltd	406,307	-	-	-	-	406,307
6400 Federal Funds Ltd	122,683	-	-	-	-	-

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 112 PREA Technology Solutions Priority: 00	Pkg: 116 New Debt Service and Bond Sale Costs Priority: 00
TOTAL SERVICES & SUPPLIES	**$12,643,020**	**$48,870**	**-**	**$65,160**	**$12,000,000**	**$406,307**
CAPITAL OUTLAY						
5200 Technical Equipment						
8000 General Fund	730,711	-	-	-	730,711	-
5550 Data Processing Software						
8000 General Fund	280,000	-	280,000	-	-	-
5900 Other Capital Outlay						
8000 General Fund	2,192,134	-	-	-	2,192,134	-
CAPITAL OUTLAY						
8000 General Fund	3,202,845	-	280,000	-	2,922,845	-
TOTAL CAPITAL OUTLAY	**$3,202,845**	**-**	**$280,000**	**-**	**$2,922,845**	**-**
EXPENDITURES						
8000 General Fund	17,024,103	916,814	280,000	904,444	14,922,845	-
3400 Other Funds Ltd	406,307	-	-	-	-	406,307
6400 Federal Funds Ltd	122,683	-	-	-	-	-
TOTAL EXPENDITURES	**$17,553,093**	**$916,814**	**$280,000**	**$904,444**	**$14,922,845**	**$406,307**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 112 PREA Technology Solutions Priority: 00	Pkg: 116 New Debt Service and Bond Sale Costs Priority: 00
8150 Class/Unclass Positions	7	3	-	4	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	7.00	3.00	-	4.00	-	-

Description	Pkg: 117 Oregon Health Network Subsidy Limitation Priority: 00					
REVENUE CATEGORIES						
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	122,683					
AVAILABLE REVENUES						
6400 Federal Funds Ltd	122,683					
TOTAL AVAILABLE REVENUES	**$122,683**					
EXPENDITURES						
SERVICES & SUPPLIES						
4200 Telecommunications						
6400 Federal Funds Ltd	122,683					
ENDING BALANCE						
6400 Federal Funds Ltd	-					
TOTAL ENDING BALANCE	**-**					

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	4,547,591	364,939	-	-	2,363,664	349,189
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	2,623,175	-	2,000,000	623,175	-	-
REVENUE CATEGORIES						
8000 General Fund	4,547,591	364,939	-	-	2,363,664	349,189
3400 Other Funds Ltd	2,623,175	-	2,000,000	623,175	-	-
TOTAL REVENUE CATEGORIES	**$7,170,766**	**$364,939**	**$2,000,000**	**$623,175**	**$2,363,664**	**$349,189**
AVAILABLE REVENUES						
8000 General Fund	4,547,591	364,939	-	-	2,363,664	349,189
3400 Other Funds Ltd	2,623,175	-	2,000,000	623,175	-	-
TOTAL AVAILABLE REVENUES	**$7,170,766**	**$364,939**	**$2,000,000**	**$623,175**	**$2,363,664**	**$349,189**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	779,040	214,008	-	-	351,024	214,008
3400 Other Funds Ltd	1,032,504	-	1,032,504	-	-	-
All Funds	1,811,544	214,008	1,032,504	-	351,024	214,008

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00
3190 All Other Differential						
8000 General Fund	12,840	12,840	-	-	-	-
SALARIES & WAGES						
8000 General Fund	791,880	226,848	-	-	351,024	214,008
3400 Other Funds Ltd	1,032,504	-	1,032,504	-	-	-
TOTAL SALARIES & WAGES	**$1,824,384**	**$226,848**	**$1,032,504**	**-**	**$351,024**	**$214,008**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	308	44	-	-	220	44
3400 Other Funds Ltd	352	-	352	-	-	-
All Funds	660	44	352	-	220	44
3220 Public Employees Retire Cont						
8000 General Fund	154,654	44,304	-	-	68,554	41,796
3400 Other Funds Ltd	201,647	-	201,647	-	-	-
All Funds	356,301	44,304	201,647	-	68,554	41,796
3230 Social Security Taxes						
8000 General Fund	60,578	17,354	-	-	26,852	16,372
3400 Other Funds Ltd	78,984	-	78,984	-	-	-
All Funds	139,562	17,354	78,984	-	26,852	16,372
3240 Unemployment Assessments						
8000 General Fund	1,425	408	-	-	632	385
3400 Other Funds Ltd	1,857	-	1,857	-	-	-
All Funds	3,282	408	1,857	-	632	385

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	483	69	-	-	345	69
3400 Other Funds Ltd	552	-	552	-	-	-
All Funds	1,035	69	552	-	345	69
3260 Mass Transit Tax						
8000 General Fund	4,751	1,361	-	-	2,106	1,284
3400 Other Funds Ltd	6,195	-	6,195	-	-	-
All Funds	10,946	1,361	6,195	-	2,106	1,284
3270 Flexible Benefits						
8000 General Fund	152,640	30,528	-	-	91,584	30,528
3400 Other Funds Ltd	244,224	-	244,224	-	-	-
All Funds	396,864	30,528	244,224	-	91,584	30,528
OTHER PAYROLL EXPENSES						
8000 General Fund	374,839	94,068	-	-	190,293	90,478
3400 Other Funds Ltd	533,811	-	533,811	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$908,650**	**$94,068**	**$533,811**	**-**	**$190,293**	**$90,478**
PERSONAL SERVICES						
8000 General Fund	1,166,719	320,916	-	-	541,317	304,486
3400 Other Funds Ltd	1,566,315	-	1,566,315	-	-	-
TOTAL PERSONAL SERVICES	**$2,733,034**	**$320,916**	**$1,566,315**	**-**	**$541,317**	**$304,486**
SERVICES & SUPPLIES						
4100 Instate Travel						

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00
8000 General Fund	36,279	1,573	-	-	4,720	29,986
3400 Other Funds Ltd	12,584	-	12,584	-	-	-
All Funds	48,863	1,573	12,584	-	4,720	29,986
4175 Office Expenses						
8000 General Fund	36,336	7,267	-	-	21,802	7,267
3400 Other Funds Ltd	58,136	-	58,136	-	-	-
All Funds	94,472	7,267	58,136	-	21,802	7,267
4200 Telecommunications						
8000 General Fund	1,469,799	-	-	-	-	-
4250 Data Processing						
8000 General Fund	318,066	613	-	-	316,840	613
3400 Other Funds Ltd	4,904	-	4,904	-	-	-
All Funds	322,970	613	4,904	-	316,840	613
4315 IT Professional Services						
8000 General Fund	8,000	-	-	-	8,000	-
3400 Other Funds Ltd	303,365	-	303,365	-	-	-
All Funds	311,365	-	303,365	-	8,000	-
4650 Other Services and Supplies						
8000 General Fund	33,803	28,947	-	-	3,642	1,214
3400 Other Funds Ltd	9,712	-	9,712	-	-	-
All Funds	43,515	28,947	9,712	-	3,642	1,214
4700 Expendable Prop 250 - 5000						
8000 General Fund	21,343	3,049	-	-	15,245	3,049

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00
3400 Other Funds Ltd	24,392	-	24,392	-	-	-
All Funds	45,735	3,049	24,392	-	15,245	3,049
4715 IT Expendable Property						
8000 General Fund	710,027	2,574	-	-	704,879	2,574
3400 Other Funds Ltd	380,592	-	20,592	360,000	-	-
All Funds	1,090,619	2,574	20,592	360,000	704,879	2,574
SERVICES & SUPPLIES						
8000 General Fund	2,633,653	44,023	-	-	1,075,128	44,703
3400 Other Funds Ltd	793,685	-	433,685	360,000	-	-
TOTAL SERVICES & SUPPLIES	**$3,427,338**	**$44,023**	**$433,685**	**$360,000**	**$1,075,128**	**$44,703**
CAPITAL OUTLAY						
5550 Data Processing Software						
8000 General Fund	192,000	-	-	-	192,000	-
5900 Other Capital Outlay						
8000 General Fund	555,219	-	-	-	555,219	-
3400 Other Funds Ltd	263,175	-	-	263,175	-	-
All Funds	818,394	-	-	263,175	555,219	-
CAPITAL OUTLAY						
8000 General Fund	747,219	-	-	-	747,219	-
3400 Other Funds Ltd	263,175	-	-	263,175	-	-
TOTAL CAPITAL OUTLAY	**$1,010,394**	**-**	**-**	**$263,175**	**$747,219**	**-**

EXPENDITURES

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 104 CIS Replacement Project Priority: 00	Pkg: 105 Inmate Thin-Client Network Replacement Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00
8000 General Fund	4,547,591	364,939	-	-	2,363,664	349,189
3400 Other Funds Ltd	2,623,175	-	2,000,000	623,175	-	-
TOTAL EXPENDITURES	**$7,170,766**	**$364,939**	**$2,000,000**	**$623,175**	**$2,363,664**	**$349,189**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	15	1	8	-	5	1
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	13.00	1.00	8.00	-	3.00	1.00

Description	Pkg: 119 DAS VOIP Telephony Upgrade Priority: 00					
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,469,799					
AVAILABLE REVENUES						
8000 General Fund	1,469,799					
TOTAL AVAILABLE REVENUES	**$1,469,799**					
EXPENDITURES						
SERVICES & SUPPLIES						
4200 Telecommunications						
8000 General Fund	1,469,799					
ENDING BALANCE						
8000 General Fund	-					
TOTAL ENDING BALANCE	**-**					

Description	Total Policy Packages	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 118 ntermediate-Advance Certification Training Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,811,962	201,251	225,695	1,385,016		
AVAILABLE REVENUES						
8000 General Fund	1,811,962	201,251	225,695	1,385,016		
TOTAL AVAILABLE REVENUES	**$1,811,962**	**$201,251**	**$225,695**	**$1,385,016**		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,051,152	120,600	139,704	790,848		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	440	44	44	352		
3220 Public Employees Retire Cont						
8000 General Fund	205,292	23,553	27,284	154,455		
3230 Social Security Taxes						
8000 General Fund	80,412	9,226	10,687	60,499		
3240 Unemployment Assessments						
8000 General Fund	1,891	217	251	1,423		
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	690	69	69	552		

Description	Total Policy Packages	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 118 ntermediate-Advance Certification Training Priority: 00		
3260 Mass Transit Tax						
8000 General Fund	3,905	724	838	2,343		
3270 Flexible Benefits						
8000 General Fund	305,280	30,528	30,528	244,224		
OTHER PAYROLL EXPENSES						
8000 General Fund	597,910	64,361	69,701	463,848		
TOTAL OTHER PAYROLL EXPENSES	**$597,910**	**$64,361**	**$69,701**	**$463,848**		
PERSONAL SERVICES						
8000 General Fund	1,649,062	184,961	209,405	1,254,696		
TOTAL PERSONAL SERVICES	**$1,649,062**	**$184,961**	**$209,405**	**$1,254,696**		
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	15,730	1,573	1,573	12,584		
4175 Office Expenses						
8000 General Fund	72,670	7,267	7,267	58,136		
4250 Data Processing						
8000 General Fund	6,130	613	613	4,904		
4650 Other Services and Supplies						
8000 General Fund	12,140	1,214	1,214	9,712		
4700 Expendable Prop 250 - 5000						
8000 General Fund	30,490	3,049	3,049	24,392		
4715 IT Expendable Property						

Description	Total Policy Packages	Pkg: 102 Staff Wellness Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 118 ntermediate-Advance Certification Training Priority: 00		
8000 General Fund	25,740	2,574	2,574	20,592		
SERVICES & SUPPLIES						
8000 General Fund	162,900	16,290	16,290	130,320		
TOTAL SERVICES & SUPPLIES	**$162,900**	**$16,290**	**$16,290**	**$130,320**		
EXPENDITURES						
8000 General Fund	1,811,962	201,251	225,695	1,385,016		
TOTAL EXPENDITURES	**$1,811,962**	**$201,251**	**$225,695**	**$1,385,016**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	10	1	1	8		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	10.00	1.00	1.00	8.00		

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 113 Community Corrections SB 267 Program Evaluator Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	587,052	289,314	297,738	-		
AVAILABLE REVENUES						
8000 General Fund	587,052	289,314	297,738	-		
TOTAL AVAILABLE REVENUES	**$587,052**	**$289,314**	**$297,738**	**-**		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	479,184	194,088	159,552	125,544		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	176	44	88	44		
3220 Public Employees Retire Cont						
8000 General Fund	93,585	37,905	31,161	24,519		
3230 Social Security Taxes						
8000 General Fund	36,658	14,848	12,206	9,604		
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	276	69	138	69		
3260 Mass Transit Tax						
8000 General Fund	2,875	1,165	957	753		

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 113 Community Corrections SB 267 Program Evaluator Priority: 00		
3270 Flexible Benefits						
8000 General Fund	122,112	30,528	61,056	30,528		
OTHER PAYROLL EXPENSES						
8000 General Fund	255,682	84,559	105,606	65,517		
TOTAL OTHER PAYROLL EXPENSES	**$255,682**	**$84,559**	**$105,606**	**$65,517**		
PERSONAL SERVICES						
8000 General Fund	734,866	278,647	265,158	191,061		
TOTAL PERSONAL SERVICES	**$734,866**	**$278,647**	**$265,158**	**$191,061**		
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	6,292	1,573	3,146	1,573		
4175 Office Expenses						
8000 General Fund	29,068	7,267	14,534	7,267		
4250 Data Processing						
8000 General Fund	2,452	613	1,226	613		
4650 Other Services and Supplies						
8000 General Fund	4,856	1,214	2,428	1,214		
4700 Expendable Prop 250 - 5000						
8000 General Fund	9,147	-	6,098	3,049		
4715 IT Expendable Property						
8000 General Fund	7,722	-	5,148	2,574		
SERVICES & SUPPLIES						

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 113 Community Corrections SB 267 Program Evaluator Priority: 00		
8000 General Fund	59,537	10,667	32,580	16,290		
TOTAL SERVICES & SUPPLIES	**$59,537**	**$10,667**	**$32,580**	**$16,290**		
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	(207,351)	-	-	(207,351)		
EXPENDITURES						
8000 General Fund	587,052	289,314	297,738	-		
TOTAL EXPENDITURES	**$587,052**	**$289,314**	**$297,738**	**-**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	4	1	2	1		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	4.00	1.00	2.00	1.00		

Description	Total Policy Packages	Pkg: 101 Electronic Health Records Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 107 Health Services - Operational Enhancements Priority: 00	Pkg: 114 Health Services - BHS Service Change Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	5,746,420	3,045,462	301,856	2,399,102	-	
AVAILABLE REVENUES						
8000 General Fund	5,746,420	3,045,462	301,856	2,399,102	-	
TOTAL AVAILABLE REVENUES	**$5,746,420**	**$3,045,462**	**$301,856**	**$2,399,102**	**-**	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	2,067,517	-	203,904	1,388,821	474,792	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	880	-	44	660	176	
3220 Public Employees Retire Cont						
8000 General Fund	403,788	-	39,822	271,238	92,728	
3230 Social Security Taxes						
8000 General Fund	158,163	-	15,599	106,243	36,321	
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	1,380	-	69	1,035	276	
3260 Mass Transit Tax						
8000 General Fund	10,390	-	1,223	6,318	2,849	

Description	Total Policy Packages	Pkg: 101 Electronic Health Records Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 107 Health Services - Operational Enhancements Priority: 00	Pkg: 114 Health Services - BHS Service Change Priority: 00	
3270 Flexible Benefits						
8000 General Fund	549,504	-	30,528	396,864	122,112	
OTHER PAYROLL EXPENSES						
8000 General Fund	1,124,105	-	87,285	782,358	254,462	
TOTAL OTHER PAYROLL EXPENSES	**$1,124,105**	**-**	**$87,285**	**$782,358**	**$254,462**	
PERSONAL SERVICES						
8000 General Fund	3,191,622	-	291,189	2,171,179	729,254	
TOTAL PERSONAL SERVICES	**$3,191,622**	**-**	**$291,189**	**$2,171,179**	**$729,254**	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	29,038	-	1,573	21,173	6,292	
4150 Employee Training						
8000 General Fund	100,000	100,000	-	-	-	
4175 Office Expenses						
8000 General Fund	134,149	-	7,267	97,814	29,068	
4250 Data Processing						
8000 General Fund	2,306,778	2,295,462	613	8,251	2,452	
4300 Professional Services						
8000 General Fund	200,000	200,000	-	-	-	
4525 Medical Services and Supplies						
8000 General Fund	(794,414)	-	-	-	(794,414)	
4650 Other Services and Supplies						

Description	Total Policy Packages	Pkg: 101 Electronic Health Records Priority: 00	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 107 Health Services - Operational Enhancements Priority: 00	Pkg: 114 Health Services - BHS Service Change Priority: 00	
8000 General Fund	22,410	-	1,214	16,340	4,856	
4700 Expendable Prop 250 - 5000						
8000 General Fund	57,931	-	-	45,735	12,196	
4715 IT Expendable Property						
8000 General Fund	498,906	450,000	-	38,610	10,296	
SERVICES & SUPPLIES						
8000 General Fund	2,554,798	3,045,462	10,667	227,923	(729,254)	
TOTAL SERVICES & SUPPLIES	**$2,554,798**	**$3,045,462**	**$10,667**	**$227,923**	**($729,254)**	
EXPENDITURES						
8000 General Fund	5,746,420	3,045,462	301,856	2,399,102	-	
TOTAL EXPENDITURES	**$5,746,420**	**$3,045,462**	**$301,856**	**$2,399,102**	**-**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	20	-	1	15	4	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	18.46	-	1.00	13.46	4.00	

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 108 Education - GED Fees & Inflation Restoration Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 115 Education Services Delivery System Changes Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,951,558	666,553	539,378	198,000	547,627	-
AVAILABLE REVENUES						
8000 General Fund	1,951,558	666,553	539,378	198,000	547,627	-
TOTAL AVAILABLE REVENUES	**$1,951,558**	**$666,553**	**$539,378**	**$198,000**	**$547,627**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	975,816	411,360	-	-	318,312	246,144
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	352	132	-	-	132	88
3220 Public Employees Retire Cont						
8000 General Fund	190,577	80,338	-	-	62,167	48,072
3230 Social Security Taxes						
8000 General Fund	74,650	31,469	-	-	24,351	18,830
3240 Unemployment Assessments						
8000 General Fund	293	124	-	-	95	74
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	552	207	-	-	207	138

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 108 Education - GED Fees & Inflation Restoration Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 115 Education Services Delivery System Changes Priority: 00
3260 Mass Transit Tax						
8000 General Fund	5,855	2,469	-	-	1,909	1,477
3270 Flexible Benefits						
8000 General Fund	244,224	91,584	-	-	91,584	61,056
OTHER PAYROLL EXPENSES						
8000 General Fund	516,503	206,323	-	-	180,445	129,735
TOTAL OTHER PAYROLL EXPENSES	**$516,503**	**$206,323**	**-**	**-**	**$180,445**	**$129,735**
PERSONAL SERVICES						
8000 General Fund	1,492,319	617,683	-	-	498,757	375,879
TOTAL PERSONAL SERVICES	**$1,492,319**	**$617,683**	**-**	**-**	**$498,757**	**$375,879**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	12,584	4,719	-	-	4,719	3,146
4175 Office Expenses						
8000 General Fund	58,136	21,801	-	-	21,801	14,534
4250 Data Processing						
8000 General Fund	4,904	1,839	-	-	1,839	1,226
4300 Professional Services						
8000 General Fund	130,919	-	539,378	-	-	(408,459)
4650 Other Services and Supplies						
8000 General Fund	9,712	3,642	-	-	3,642	2,428
4700 Expendable Prop 250 - 5000						

Description	Total Policy Packages	Pkg: 103 Staffing: New Initiatives & Existing Workload Priority: 00	Pkg: 108 Education - GED Fees & Inflation Restoration Priority: 00	Pkg: 110 Technology Infrastructure Priority: 00	Pkg: 111 Staff Enhancements to Address Workload Priority: 00	Pkg: 115 Education Services Delivery System Changes Priority: 00
8000 General Fund	24,392	9,147	-	-	9,147	6,098
4715 IT Expendable Property						
8000 General Fund	218,592	7,722	-	198,000	7,722	5,148
SERVICES & SUPPLIES						
8000 General Fund	459,239	48,870	539,378	198,000	48,870	(375,879)
TOTAL SERVICES & SUPPLIES	**$459,239**	**$48,870**	**$539,378**	**$198,000**	**$48,870**	**($375,879)**
EXPENDITURES						
8000 General Fund	1,951,558	666,553	539,378	198,000	547,627	-
TOTAL EXPENDITURES	**$1,951,558**	**$666,553**	**$539,378**	**$198,000**	**$547,627**	**-**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	8	3	-	-	3	2
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	8.00	3.00	-	-	3.00	2.00

Description	Total Policy Packages	Pkg: 116 New Debt Service and Bond Sale Costs Priority: 00				
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8030 General Fund Debt Svc	2,904,458	2,904,458				
AVAILABLE REVENUES						
8030 General Fund Debt Svc	2,904,458	2,904,458				
TOTAL AVAILABLE REVENUES	**$2,904,458**	**$2,904,458**				
EXPENDITURES						
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	2,005,000	2,005,000				
7150 Interest - Bonds						
8030 General Fund Debt Svc	899,458	899,458				
DEBT SERVICE						
8030 General Fund Debt Svc	2,904,458	2,904,458				
TOTAL DEBT SERVICE	**$2,904,458**	**$2,904,458**				
ENDING BALANCE						
8030 General Fund Debt Svc	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

Description	Total Policy Packages	Pkg: 106 Deferred Maintenance Priority Projects Priority: 00	Pkg: 119 DAS VOIP Telephony Upgrade Priority: 00			
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construction	19,787,113	14,220,432	5,566,681			
AVAILABLE REVENUES						
3020 Other Funds Cap Construction	19,787,113	14,220,432	5,566,681			
TOTAL AVAILABLE REVENUES	**$19,787,113**	**$14,220,432**	**$5,566,681**			
EXPENDITURES						
SERVICES & SUPPLIES						
4650 Other Services and Supplies						
3020 Other Funds Cap Construction	465,314	465,314	-			
CAPITAL OUTLAY						
5700 Building Structures						
3020 Other Funds Cap Construction	19,321,799	13,755,118	5,566,681			
EXPENDITURES						
3020 Other Funds Cap Construction	19,787,113	14,220,432	5,566,681			
TOTAL EXPENDITURES	**$19,787,113**	**$14,220,432**	**$5,566,681**			
ENDING BALANCE						
3020 Other Funds Cap Construction	-	-	-			
TOTAL ENDING BALANCE	**-**	**-**	**-**			

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0103 AA	OFFICE SPECIALIST 1	11	11.00	264.00	2,703.45	713,712				713,712
000	AAONC0104 AA	OFFICE SPECIALIST 2	90	88.95	2134.80	3,500.15	7,480,549				7,480,549
000	AAONC0107 AA	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	4,170.00	100,080				100,080
000	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	13	13.00	312.00	4,270.92	1,332,528				1,332,528
000	AAONC0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	22	22.00	528.00	3,901.72	2,060,112				2,060,112
000	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	2	2.00	48.00	3,745.50	179,784				179,784
000	AAONC0759 AA	SUPPLY SPECIALIST 2	3	3.00	72.00	4,051.33	291,696				291,696
000	AAONC0860 AA	PROGRAM ANALYST 1	5	5.00	120.00	5,058.60	506,952	100,080			607,032
000	AAONC0861 AA	PROGRAM ANALYST 2	10	10.00	240.00	6,435.20	1,544,448				1,544,448
000	AAONC0871 AA	OPERATIONS & POLICY ANALYST 2	5	5.00	120.00	6,266.40	751,968				751,968
000	AAONC2219 AA	CORRECTION LIBRARY COORDINATOR	12	12.00	288.00	3,872.50	1,115,280				1,115,280
000	AAONC4001 AA	PAINTER	6	6.00	144.00	5,189.66	747,312				747,312
000	AAONC4003 AA	CARPENTER	6	6.00	144.00	5,111.33	736,032				736,032
000	AAONC4005 AA	PLUMBER	10	10.00	240.00	5,407.70	1,297,848				1,297,848
000	AAONC4008 AA	ELECTRICIAN 2	9	9.00	216.00	6,259.66	1,352,088				1,352,088
000	AAONC4009 AA	ELECTRICIAN 3	3	3.00	72.00	6,597.00	474,984				474,984
000	AAONC4012 AA	FACILITY MAINTENANCE SPEC	50	50.00	1200.00	4,031.52	4,837,824				4,837,824
000	AAONC4021 AA	WELDER 2	7	7.00	168.00	5,392.71	905,976				905,976
000	AAONC4033 AA	FACILITY ENERGY TECHNICIAN 2	17	17.00	408.00	4,505.94	1,838,424				1,838,424
000	AAONC4034 AA	FACILITY ENERGY TECHNICIAN 3	13	13.00	312.00	5,538.69	1,728,072				1,728,072
000	AAONC4039 AA	PHYSCL/ELECTRNC SECRTY TECH 3	10	10.00	240.00	5,328.70	1,278,888				1,278,888
000	AAONC4101 AA	CUSTODIAN	1	1.00	24.00	2,584.00	62,016				62,016
000	AAONC4110 AA	GROUNDS MAINTENANCE WORKER 2	7	6.52	156.50	3,492.42	550,239				550,239
000	AAONC4419 AA	AUTOMOTIVE TECHNICIAN 2	4	4.00	96.00	4,859.00	466,464				466,464
000	AAONC6268 AA	CLINICAL DIETICIAN	1	1.00	24.00	5,516.00	132,384				132,384

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC6519	AA	CORRECTIONS RECREATION SPEC 2	17	16.71	401.04	4,137.29	1,663,830				1,663,830
000	AAONC6783	AA	CORRECTIONAL COUNSELOR	71	71.00	1704.00	5,605.22	9,551,304				9,551,304
000	AAONC9120	AA	CORRECTIONS FOOD SERV COORD	98	97.31	2335.41	4,043.15	9,444,281				9,444,281
000	AAOSC6775	AA	CORRECTIONAL OFFICER	1509	1497.29	35934.90	4,235.57	151,154,243	1,240,560			152,394,803
000	AAOSC6776	AA	CORRECTIONAL CORPORAL	145	144.50	3468.00	4,537.19	15,743,386				15,743,386
000	AAOSC6777	AA	CORRECTIONAL SERGEANT	210	207.32	4975.68	5,125.62	25,516,137				25,516,137
000	CP	C0103 AA	OFFICE SPECIALIST 1	1	1.00	24.00	3,047.00	73,128				73,128
000	CP	C0104 AA	OFFICE SPECIALIST 2	12	12.00	288.00	3,662.66	1,054,848				1,054,848
000	CP	C0108 AA	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,278.00	205,344				205,344
000	CP	C0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	4	4.00	96.00	3,867.75	371,304				371,304
000	CP	C0861 AA	PROGRAM ANALYST 2	1	1.00	24.00	5,011.00	120,264				120,264
000	CP	C0871 AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,323.00	151,752				151,752
000	CP	C2219 AA	CORRECTION LIBRARY COORDINATOR	1	1.00	24.00	4,164.00	99,936				99,936
000	CP	C4001 AA	PAINTER	1	1.00	24.00	5,250.00	126,000				126,000
000	CP	C4003 AA	CARPENTER	1	1.00	24.00	4,566.00	109,584				109,584
000	CP	C4005 AA	PLUMBER	1	1.00	24.00	5,011.00	120,264				120,264
000	CP	C4008 AA	ELECTRICIAN 2	1	1.00	24.00	6,323.00	151,752				151,752
000	CP	C4009 AA	ELECTRICIAN 3	1	1.00	24.00	6,944.00	166,656				166,656
000	CP	C4012 AA	FACILITY MAINTENANCE SPEC	9	9.00	216.00	3,823.11	825,792				825,792
000	CP	C4021 AA	WELDER 2	1	1.00	24.00	5,795.00	139,080				139,080
000	CP	C4033 AA	FACILITY ENERGY TECHNICIAN 2	5	5.00	120.00	4,506.20	540,744				540,744
000	CP	C4034 AA	FACILITY ENERGY TECHNICIAN 3	2	2.00	48.00	5,403.00	259,344				259,344
000	CP	C4039 AA	PHYSCL/ELECTRNC SECRTY TECH 3	1	1.00	24.00	5,795.00	139,080				139,080
000	CP	C5232 AA	INVESTIGATOR 2	1	1.00	24.00	4,788.00	114,912				114,912
000	CP	C6519 AA	CORRECTIONS RECREATION SPEC 2	5	5.00	120.00	4,337.80	520,536				520,536

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	CP	C6783 AA	CORRECTIONAL COUNSELOR	14	14.00	336.00	5,787.07	1,944,456				1,944,456
000	CP	C9120 AA	CORRECTIONS FOOD SERV COORD	23	23.00	552.00	3,949.52	2,180,136				2,180,136
000	CS	C6775 AA	CORRECTIONAL OFFICER	385	385.00	9240.00	4,306.87	39,245,160	550,320			39,795,480
000	CS	C6776 AA	CORRECTIONAL CORPORAL	101	101.00	2424.00	4,534.03	10,990,512				10,990,512
000	CS	C6777 AA	CORRECTIONAL SERGEANT	60	60.00	1440.00	5,226.20	7,525,728				7,525,728
000	MESNZ	7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	4	4.00	96.00	8,613.00	826,848				826,848
000	MESNZ	7012 AA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	10,306.00	247,344				247,344
000	MESNZ	7014 AA	PRINCIPAL EXECUTIVE/MANAGER H	9	9.00	216.00	10,848.66	2,343,312				2,343,312
000	MMN	X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	3	3.00	72.00	3,923.00	282,456				282,456
000	MMN	X0871 AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,046.00	145,104				145,104
000	MMN	X0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,998.00	167,952				167,952
000	MMN	X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	6,351.00	152,424				152,424
000	MMS	X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	9	9.00	216.00	4,067.22	878,520				878,520
000	MMS	X0833 AA	SUPV EXECUTIVE ASSISTANT	5	5.00	120.00	5,208.60	625,032				625,032
000	MMS	X4046 AA	MAINTENANCE & OPERATIONS SUPV	8	8.00	192.00	5,839.62	1,121,208				1,121,208
000	MMS	X6779 AA	CORRECTIONAL LIEUTENANT	99	99.00	2376.00	5,983.19	14,216,064				14,216,064
000	MMS	X6780 AA	CORRECTIONAL CAPTAIN	48	48.00	1152.00	7,078.87	8,154,864				8,154,864
000	MMS	X7002 AA	PRINCIPAL EXECUTIVE/MANAGER B	8	8.00	192.00	5,075.25	974,448				974,448
000	MMS	X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	15	15.00	360.00	6,137.73	2,209,584				2,209,584
000	MMS	X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	17	17.00	408.00	7,153.52	2,918,640				2,918,640
000	MMS	X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	8	8.00	192.00	7,761.37	1,490,184				1,490,184
000	MMS	X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	20	20.00	480.00	8,547.75	4,102,920				4,102,920
000				3259	3241.60	77798.33	4,564.95	353,592,057	1,890,960			355,483,017

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
102	AAOSC6775 AA	CORRECTIONAL OFFICER	100	100.00	2400.00	3,500.00	8,400,000				8,400,000
102			100	100.00	2400.00	3,500.00	8,400,000				8,400,000

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	MESNZ7012 AA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	7,343.00	176,232				176,232
103			1	1.00	24.00	7,343.00	176,232				176,232
			3360	3342.60	80222.33	4,534.08	362,168,289	1,890,960			364,059,249

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0104 AA	OFFICE SPECIALIST 2	9	9.00	216.00	3,423.77	663,384	76,152			739,536
000	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,025.00	193,200				193,200
000	AAONC0855 AA	PROJECT MANAGER 2	1	1.00	24.00	7,321.00	175,704				175,704
000	AAONC0861 AA	PROGRAM ANALYST 2	1	1.00	24.00	5,821.00	139,704				139,704
000	AAONC0870 AA	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC0871 AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,267.00	126,408				126,408
000	AAONC1117 AA	RESEARCH ANALYST 3	3	3.00	72.00	5,713.66	411,384				411,384
000	AAONC1118 AA	RESEARCH ANALYST 4	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1243 AA	FISCAL ANALYST 1	1	1.00	24.00	5,267.00	126,408				126,408
000	AAONC1244 AA	FISCAL ANALYST 2	4	4.00	96.00	6,514.50	625,392				625,392
000	AAONC1245 AA	FISCAL ANALYST 3	1	1.00	24.00	6,665.00	159,960				159,960
000	AAONC1483 IA	INFO SYSTEMS SPECIALIST 3	2	2.00	48.00	5,030.00		241,440			241,440
000	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	2	2.00	48.00	6,926.50	332,472				332,472
000	AAONC1519 AA	CORRECTIONAL HEARINGS OFFICER	13	13.00	312.00	6,205.07	1,935,984				1,935,984
000	AAONC5237 AA	DEPT/CORRECTIONS INSPECTOR 1	3	2.50	60.08	3,814.00	229,145				229,145
000	AAONC5238 AA	DEPT/CORRECTIONS INSPECTOR 2	12	12.00	288.00	5,700.25	1,641,672				1,641,672
000	CP C0104 AA	OFFICE SPECIALIST 2	1	1.00	24.00	3,813.00	91,512				91,512
000	MEAHZ7016 HA	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	13,348.00	320,352				320,352
000	MENNZ0830 AA	EXECUTIVE ASSISTANT	1	1.00	24.00	5,492.00	131,808				131,808
000	MESNZ7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	6,351.00	152,424				152,424
000	MESNZ7014 AA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	8,496.00	203,904				203,904
000	MESNZ7016 AA	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	12,523.00	300,552				300,552
000	MMN X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,111.00	98,664				98,664
000	MMN X0866 AA	PUBLIC AFFAIRS SPECIALIST 3	1	1.00	24.00	6,998.00	167,952				167,952
000	MMN X0873 AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,701.00	184,824				184,824

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMN X5239	AA	DEPT/CORRECTIONS INSPECTOR 3	6	6.00	144.00	6,253.16	900,456				900,456
000	MMN X5618	AA	INTERNAL AUDITOR 3	2	2.00	48.00	6,213.50	298,248				298,248
000	MMN X6779	AA	CORRECTIONAL LIEUTENANT	5	5.00	120.00	6,055.20	726,624				726,624
000	MMN X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,343.00	176,232				176,232
000	MMS X6779	AA	CORRECTIONAL LIEUTENANT	1	1.00	24.00	6,351.00	152,424				152,424
000	MMS X7006	IA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	8,496.00	203,904				203,904
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	7,894.00	378,912				378,912
000	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	2	2.00	48.00	7,522.00	361,056				361,056
000				86	85.50	2052.08	5,954.56	11,927,177	317,592			12,244,769

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	MESNZ7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	8,917.00	214,008				214,008
103	MESNZ7012 AA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	10,306.00	247,344				247,344
103	MMN X0861 AA	PROGRAM ANALYST 2	1	1.00	24.00	6,046.00	145,104				145,104
103			3	3.00	72.00	8,423.00	606,456				606,456

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
111	MMN X0862 AA	PROGRAM ANALYST 3	1	1.00	24.00	6,046.00	145,104				145,104
111	MMS X6780 AA	CORRECTIONAL CAPTAIN	3	3.00	72.00	5,764.00	415,008				415,008
111			4	4.00	96.00	5,834.50	560,112				560,112
			93	92.50	2220.08	6,029.03	13,093,745	317,592			13,411,337

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0103 AA	OFFICE SPECIALIST 1	4	4.00	96.00	3,009.75	288,936				288,936
000	AAONC0104 AA	OFFICE SPECIALIST 2	6	6.00	144.00	3,546.00	335,688	174,936			510,624
000	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,575.00	219,600				219,600
000	AAONC0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	2	2.00	48.00	4,105.50	197,064				197,064
000	AAONC0210 AA	ACCOUNTING TECHNICIAN 1	8	8.00	192.00	3,039.75	583,632				583,632
000	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	11	11.00	264.00	3,740.27	987,432				987,432
000	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	20	20.00	480.00	4,457.40	2,139,552				2,139,552
000	AAONC0435 AA	PROCUREMENT AND CONTRACT ASST	2	2.00	48.00	4,194.50	201,336				201,336
000	AAONC0436 AA	PROCUREMENT & CONTRACT SPEC 1	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC0437 AA	PROCUREMENT & CONTRACT SPEC 2	4	4.00	96.00	6,588.25	632,472				632,472
000	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	6	6.00	144.00	7,102.33	1,022,736				1,022,736
000	AAONC0759 AA	SUPPLY SPECIALIST 2	47	45.99	1103.63	4,355.89	2,205,145	2,616,193			4,821,338
000	AAONC1215 AA	ACCOUNTANT 1	1	.67	16.00	4,803.00	76,848				76,848
000	AAONC1216 AA	ACCOUNTANT 2	4	4.00	96.00	5,516.00	529,536				529,536
000	AAONC1217 AA	ACCOUNTANT 3	1	1.00	24.00	6,665.00	159,960				159,960
000	AAONC1218 AA	ACCOUNTANT 4	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1244 AA	FISCAL ANALYST 2	4	4.00	96.00	6,454.00	619,584				619,584
000	AAONC1483 IA	INFO SYSTEMS SPECIALIST 3	6	5.50	132.00	4,453.50	580,944				580,944
000	AAONC1485 IA	INFO SYSTEMS SPECIALIST 5	44	44.00	1056.00	5,645.27	5,961,408				5,961,408
000	AAONC1486 IA	INFO SYSTEMS SPECIALIST 6	10	10.00	240.00	5,924.40	1,421,856				1,421,856
000	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	18	18.00	432.00	6,947.38	3,001,272				3,001,272
000	AAONC1488 IA	INFO SYSTEMS SPECIALIST 8	2	2.00	48.00	7,901.00	379,248				379,248
000	AAONC2169 AA	COMMUNICATIONS SYS ANALYST 3	5	5.00	120.00	5,557.80	666,936				666,936
000	AAONC3268 AA	CONSTRUCTION PROJECT MANAGER 2	4	4.00	96.00	7,584.25	728,088				728,088
000	AAONC4008 AA	ELECTRICIAN 2	2	2.00	48.00	6,358.00	305,184				305,184

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC4012	AA	FACILITY MAINTENANCE SPEC	1	1.00	24.00	4,361.00	104,664				104,664
000	AAONC4015	AA	FACILITY OPERATIONS SPEC 2	1	1.00	24.00	6,358.00	152,592				152,592
000	AAONC4034	AA	FACILITY ENERGY TECHNICIAN 3	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC4402	AA	TRUCK DRIVER 2	7	7.00	168.00	4,614.85	775,296				775,296
000	CP C0759	AA	SUPPLY SPECIALIST 2	4	4.00	96.00	4,188.25		402,072			402,072
000	CP C1485	IA	INFO SYSTEMS SPECIALIST 5	2	2.00	48.00	5,208.00	249,984				249,984
000	MESNZ7012	IA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	11,362.00	272,688				272,688
000	MMN X0873	AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,701.00	184,824				184,824
000	MMN X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	6,351.00	152,424				152,424
000	MMS X0113	AA	SUPPORT SERVICES SUPERVISOR 2	1	1.00	24.00	4,111.00	98,664				98,664
000	MMS X3269	AA	CONSTRUCTION PROJECT MANAGER 3	1	1.00	24.00	7,701.00	184,824				184,824
000	MMS X7000	AA	PRINCIPAL EXECUTIVE/MANAGER A	1	1.00	24.00	5,231.00	125,544				125,544
000	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	6	6.00	144.00	5,586.33	804,432				804,432
000	MMS X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	3	3.00	72.00	5,442.66	283,440	108,432			391,872
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	4	4.00	96.00	7,343.00	704,928				704,928
000	MMS X7006	IA	PRINCIPAL EXECUTIVE/MANAGER D	2	2.00	48.00	8,098.50	388,728				388,728
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	8,087.00		194,088			194,088
000	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	9,354.00	448,992				448,992
000	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	4	4.00	96.00	6,687.75	642,024				642,024
000	MMS X7010	IA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	10,306.00	247,344				247,344
000				260	258.16	6195.63	5,320.73	29,514,745	3,495,721			33,010,466

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	MESNZ7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	8,917.00	214,008				214,008
103			1	1.00	24.00	8,917.00	214,008				214,008

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
104	AAONC0104 AA	OFFICE SPECIALIST 2	1	1.00	24.00	2,907.00		69,768			69,768
104	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	5,516.00		132,384			132,384
104	AAONC0872 AA	OPERATIONS & POLICY ANALYST 3	3	3.00	72.00	5,821.00		419,112			419,112
104	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	2	2.00	48.00	5,236.00		251,328			251,328
104	MMS X7008 IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	6,663.00		159,912			159,912
104			8	8.00	192.00	5,377.62		1,032,504			1,032,504

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
110	AAONC0103 AA	OFFICE SPECIALIST 1	2	.50	12.00	2,487.00	29,844				29,844
110	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	2	2.00	48.00	5,236.00	251,328				251,328
110	AAONC3268 AA	CONSTRUCTION PROJECT MANAGER 2	1	.50	12.00	5,821.00	69,852				69,852
110			5	3.00	72.00	4,253.40	351,024				351,024

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
111	MESNZ7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	8,917.00	214,008				214,008
111			1	1.00	24.00	8,917.00	214,008				214,008
			275	271.16	6507.63	5,329.13	30,293,785	4,528,225			34,822,010

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0104 AA	OFFICE SPECIALIST 2	1	1.00	24.00	3,475.00	83,400				83,400
000	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	4,575.00	109,800				109,800
000	AAONC0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	3	3.00	72.00	4,051.33	291,696				291,696
000	AAONC1338 AA	TRAINING & DEVELOPMENT SPEC 1	2	2.00	48.00	5,270.50	252,984				252,984
000	AAONC1339 AA	TRAINING & DEVELOPMENT SPEC 2	13	13.00	312.00	6,150.38	1,918,920				1,918,920
000	AAONC5232 AA	INVESTIGATOR 2	4	4.00	96.00	4,464.75	428,616				428,616
000	MESNZ7012 AA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	8,917.00	214,008				214,008
000	MMN X0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	3,717.00	89,208				89,208
000	MMN X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,111.00	98,664				98,664
000	MMN X1319 AA	HUMAN RESOURCE ASSISTANT	5	5.00	120.00	3,447.00	413,640				413,640
000	MMN X1320 AA	HUMAN RESOURCE ANALYST 1	4	3.50	84.00	4,548.25	376,884				376,884
000	MMN X1321 AA	HUMAN RESOURCE ANALYST 2	6	6.00	144.00	5,054.00	727,776				727,776
000	MMN X1322 AA	HUMAN RESOURCE ANALYST 3	16	16.00	384.00	6,294.62	2,417,136				2,417,136
000	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,343.00	176,232				176,232
000	MMS X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	3	3.00	72.00	7,483.66	538,824				538,824
000	MMS X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	8,496.00	203,904				203,904
000			63	62.50	1500.00	5,556.50	8,341,692				8,341,692

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
102	AAONC0861	AA PROGRAM ANALYST 2	1	1.00	24.00	5,025.00	120,600				120,600
102			1	1.00	24.00	5,025.00	120,600				120,600

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	AAONC0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,821.00	139,704				139,704
103			1	1.00	24.00	5,821.00	139,704				139,704

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
118	AAONC0104 AA	OFFICE SPECIALIST 2	1	1.00	24.00	2,907.00	69,768				69,768
118	AAONC1338 AA	TRAINING & DEVELOPMENT SPEC 1	6	6.00	144.00	4,170.00	600,480				600,480
118	AAONC1339 AA	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	5,025.00	120,600				120,600
118			8	8.00	192.00	4,119.00	790,848				790,848
			73	72.50	1740.00	5,395.31	9,392,844				9,392,844

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0104	AA	OFFICE SPECIALIST 2	6	6.00	144.00	3,448.50	496,584				496,584
000	AAONC0108	AA	ADMINISTRATIVE SPECIALIST 2	3	3.00	72.00	4,575.00	329,400				329,400
000	AAONC0119	AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,575.00	109,800				109,800
000	AAONC0861	AA	PROGRAM ANALYST 2	1	1.00	24.00	5,821.00	127,131	12,573			139,704
000	AAONC1215	AA	ACCOUNTANT 1		.33	8.00	4,803.00	38,424				38,424
000	AQ C6787	AA	ADULT PAROLE/PROBATION OFFICER	37	37.00	888.00	5,884.18	5,225,160				5,225,160
000	MESNZ7014	AA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	11,362.00	272,688				272,688
000	MMN X0872	AA	OPERATIONS & POLICY ANALYST 3	4	4.00	96.00	6,998.00	671,808				671,808
000	MMN X0873	AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	6,998.00	167,952				167,952
000	MMS X0119	AA	EXECUTIVE SUPPORT SPECIALIST 2	2	2.00	48.00	3,914.00	187,872				187,872
000	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	5,764.00	138,336				138,336
000	MMS X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	3	3.00	72.00	6,351.00	457,272				457,272
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	7,701.00	369,648				369,648
000				62	62.33	1496.00	5,741.73	8,592,075	12,573			8,604,648

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	MMS X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	8,087.00	194,088				194,088
103			1	1.00	24.00	8,087.00	194,088				194,088

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
111	AAONC0107 AA	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	3,173.00	76,152				76,152
111	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	3,475.00	83,400				83,400
111			2	2.00	48.00	3,324.00	159,552				159,552

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
113	MMN	X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,231.00	125,544				125,544
113				1	1.00	24.00	5,231.00	125,544				125,544
				66	66.33	1592.00	5,696.94	9,071,259	12,573			9,083,832

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0015	AA	MEDICAL RECORDS SPECIALIST	7	6.64	159.36	3,943.85	629,615				629,615
000	AAONC0103	AA	OFFICE SPECIALIST 1	21	20.50	492.00	3,128.19	1,538,532				1,538,532
000	AAONC0104	AA	OFFICE SPECIALIST 2	24	23.00	552.00	3,605.12	1,987,152				1,987,152
000	AAONC0107	AA	ADMINISTRATIVE SPECIALIST 1	4	4.00	96.00	3,877.00	372,192				372,192
000	AAONC0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	2	2.00	48.00	3,822.50	183,480				183,480
000	AAONC0759	AA	SUPPLY SPECIALIST 2	5	5.00	120.00	4,299.80	515,976				515,976
000	AAONC0870	AA	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	5,267.00	126,408				126,408
000	AAONC0871	AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,665.00	159,960				159,960
000	AAONC0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1245	AA	FISCAL ANALYST 3	1	1.00	24.00	6,358.00	152,592				152,592
000	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	5,025.00	120,600				120,600
000	AAONC6138	AA	HEALTH SERVICES TECHNICIAN	15	14.97	359.28	4,031.46	1,448,326				1,448,326
000	AAONC6214	AA	INSTITUTION REGISTERED NURSE	194	183.47	4403.22	6,230.94	27,581,710				27,581,710
000	AAONC6255	AA	NURSE PRACTITIONER	22	21.30	511.20	7,733.65	3,964,044				3,964,044
000	AAONC6260	AA	PHARMACIST	7	7.00	168.00	10,657.00	1,790,376				1,790,376
000	AAONC6348	AA	RADIOLOGIC TECHNOLOGIST	3	3.00	72.00	4,361.00	313,992				313,992
000	AAONC6385	AA	PHARMACY TECHNICIAN 1	21	19.53	468.70	3,091.76	1,467,033				1,467,033
000	AAONC6391	AA	DENTAL ASSISTANT	27	25.38	609.21	3,543.14	2,165,329				2,165,329
000	AAONC6531	AA	MENTAL HEALTH SPECIALIST	50	50.00	1200.00	4,899.74	5,879,688				5,879,688
000	AE U7510	AA	DENTIST	22	20.50	492.00	13,887.48	6,813,708				6,813,708
000	CP C0015	AA	MEDICAL RECORDS SPECIALIST	1	1.00	24.00	4,164.00	99,936				99,936
000	CP C0103	AA	OFFICE SPECIALIST 1	3	3.00	72.00	3,136.33	225,816				225,816
000	CP C0104	AA	OFFICE SPECIALIST 2	1	1.00	24.00	3,813.00	91,512				91,512
000	CP C0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,625.00	183,000				183,000
000	CP C6138	AA	HEALTH SERVICES TECHNICIAN	5	5.00	120.00	4,059.00	487,080				487,080

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	CP	C6214 AA	INSTITUTION REGISTERED NURSE	28	27.20	652.80	6,543.92	4,271,592				4,271,592
000	CP	C6255 AA	NURSE PRACTITIONER	2	1.50	36.00	8,183.50	296,916				296,916
000	CP	C6385 AA	PHARMACY TECHNICIAN 1	2	2.00	48.00	2,793.00	134,064				134,064
000	CP	C6391 AA	DENTAL ASSISTANT	3	3.00	72.00	3,813.00	274,536				274,536
000	CP	C6531 AA	MENTAL HEALTH SPECIALIST	12	12.00	288.00	4,885.41	1,407,000				1,407,000
000	MMN	X0863 AA	PROGRAM ANALYST 4	1	1.00	24.00	6,998.00	167,952				167,952
000	MMS	X0114 AA	SUPPORT SERVICES SUPERVISOR 3	1	1.00	24.00	4,518.00	108,432				108,432
000	MMS	X0805 AA	OFFICE MANAGER 1	2	2.00	48.00	3,915.00	187,920				187,920
000	MMS	X0833 AA	SUPV EXECUTIVE ASSISTANT	1	1.00	24.00	5,764.00	138,336				138,336
000	MMS	X6241 AA	NURSE MANAGER	12	12.00	288.00	8,033.66	2,313,696				2,313,696
000	MMS	X7000 AA	PRINCIPAL EXECUTIVE/MANAGER A	1	1.00	24.00	5,231.00	125,544				125,544
000	MMS	X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	16	16.00	384.00	6,017.50	2,294,712				2,294,712
000	MMS	X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	10	10.00	240.00	7,017.90	1,684,296				1,684,296
000	MMS	X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	4	4.00	96.00	8,087.00	776,352				776,352
000	MMS	X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	3	3.00	72.00	8,917.00	642,024				642,024
000	MNNNZ	7514 AA	CORRECTIONS PHYSICIAN SPECIALI	19	19.00	456.00	17,664.81	8,099,472				8,099,472
000	MNSNZ	7511 AA	SUPERVISING DENTIST A	1	1.00	24.00	8,496.00	203,904				203,904
000	MNSNZ	7519 AA	CLINCIAL DIRECTOR	1	1.00	24.00	20,373.00	488,952				488,952
000				559	539.99	12959.77	6,418.03	82,097,885				82,097,885

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	MESNZ7014 AA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	8,496.00	203,904				203,904
103			1	1.00	24.00	8,496.00	203,904				203,904

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
107	AAONC0015	AA	MEDICAL RECORDS SPECIALIST	1	.36	8.60	3,321.00	28,561				28,561
107	AAONC0104	AA	OFFICE SPECIALIST 2	1	1.00	24.00	2,907.00	69,768				69,768
107	AAONC6214	AA	INSTITUTION REGISTERED NURSE	5	4.10	98.40	5,115.00	503,316				503,316
107	AAONC6391	AA	DENTAL ASSISTANT	2	2.00	48.00	2,907.00	139,536				139,536
107	AAONC6396	AA	DENTAL HYGIENIST	1	1.00	24.00	4,803.00	115,272				115,272
107	CP C6391	AA	DENTAL ASSISTANT	1	1.00	24.00	2,911.00	69,864				69,864
107	CP C6396	AA	DENTAL HYGIENIST	1	1.00	24.00	5,495.00	131,880				131,880
107	MMS X0114	AA	SUPPORT SERVICES SUPERVISOR 3	2	2.00	48.00	3,389.00	162,672				162,672
107	MMS X6241	AA	NURSE MANAGER	1	1.00	24.00	6,998.00	167,952				167,952
107				15	13.46	323.00	4,306.80	1,388,821				1,388,821

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
114	AAONC6720 WA	PSYCHIATRIC SOCIAL WORKER	1	1.00	24.00	4,803.00	115,272				115,272
114	MMS X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	4,518.00	108,432				108,432
114	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	2	2.00	48.00	5,231.00	251,088				251,088
114			4	4.00	96.00	4,945.75	474,792				474,792
			579	558.45	13402.77	6,357.69	84,165,402				84,165,402

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0103 AA	OFFICE SPECIALIST 1	5	5.00	120.00	3,066.60	367,992				367,992
000	AAONC0104 AA	OFFICE SPECIALIST 2	41	40.50	972.00	3,596.51	3,493,200				3,493,200
000	AAONC0107 AA	ADMINISTRATIVE SPECIALIST 1	6	6.00	144.00	4,051.33	583,392				583,392
000	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	28	28.00	672.00	4,124.85	2,771,904				2,771,904
000	AAONC0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	3	3.00	72.00	3,547.66	255,432				255,432
000	AAONC0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,575.00	109,800				109,800
000	AAONC0860 AA	PROGRAM ANALYST 1	2	2.00	48.00	5,391.50	258,792				258,792
000	AAONC0861 AA	PROGRAM ANALYST 2	10	10.00	240.00	5,985.60	1,436,544				1,436,544
000	AAONC0870 AA	OPERATIONS & POLICY ANALYST 1	7	7.00	168.00	5,142.28	863,904				863,904
000	AAONC0871 AA	OPERATIONS & POLICY ANALYST 2	4	4.00	96.00	6,437.75	618,024				618,024
000	AAONC0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC6298 AA	TEST COORDINATOR	4	4.00	96.00	3,460.50	332,208				332,208
000	AAONC6680 AA	CHAPLAIN	19	18.50	444.00	5,309.00	2,370,864				2,370,864
000	AAONC6783 AA	CORRECTIONAL COUNSELOR	35	35.00	840.00	5,725.02	4,809,024				4,809,024
000	CP C0104 AA	OFFICE SPECIALIST 2	3	3.00	72.00	3,754.33	270,312				270,312
000	CP C6680 AA	CHAPLAIN	3	2.50	60.00	4,741.66	291,432				291,432
000	CP C6783 AA	CORRECTIONAL COUNSELOR	3	3.00	72.00	5,797.66	417,432				417,432
000	MESNZ7014 AA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	11,362.00	272,688				272,688
000	MMN X0872 AA	OPERATIONS & POLICY ANALYST 3	3	3.00	72.00	6,886.33	495,816				495,816
000	MMN X0873 AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,701.00	184,824				184,824
000	MMS X0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,764.00	138,336				138,336
000	MMS X7002 AA	PRINCIPAL EXECUTIVE/MANAGER B	3	3.00	72.00	4,944.66	356,016				356,016
000	MMS X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	4	4.00	96.00	5,725.75	549,672				549,672
000	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,343.00	176,232				176,232
000	MMS X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	8,087.00	194,088				194,088

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMS	X7010	AA PRINCIPAL EXECUTIVE/MANAGER F	3	3.00	72.00	8,917.00	642,024				642,024
000				193	191.50	4596.00	4,876.91	22,444,080				22,444,080

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	AAONC0861 AA	PROGRAM ANALYST 2	1	1.00	24.00	5,025.00	120,600				120,600
103	MMN X0873 AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	5,764.00	138,336				138,336
103	MMS X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	6,351.00	152,424				152,424
103			3	3.00	72.00	5,713.33	411,360				411,360

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
111	AAONC0860 AA	PROGRAM ANALYST 1	1	1.00	24.00	4,170.00	100,080				100,080
111	AAONC6783 AA	CORRECTIONAL COUNSELOR	1	1.00	24.00	4,575.00	109,800				109,800
111	MMN X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	4,518.00	108,432				108,432
111			3	3.00	72.00	4,421.00	318,312				318,312

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
115	AAONC0861 AA	PROGRAM ANALYST 2	1	1.00	24.00	5,025.00	120,600				120,600
115	MMN X0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,231.00	125,544				125,544
115			2	2.00	48.00	5,128.00	246,144				246,144
			201	199.50	4788.00	4,885.08	23,419,896				23,419,896
			4647	4603.04	110472.81	4,886.52	531,605,220	6,749,350			538,354,570

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				4647	4603.04	110472.81	4,886.52	531,605,220	6,749,350			538,354,570

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
107	AAONC0015 AA	MEDICAL RECORDS SPECIALIST	8	7.00	167.96	3,866.00	658,176				658,176
110	AAONC0103 AA	OFFICE SPECIALIST 1	43	41.00	984.00	2,971.53	2,939,016				2,939,016
107	AAONC0104 AA	OFFICE SPECIALIST 2	180	177.45	4258.80	3,522.06	14,679,493	320,856			15,000,349
111	AAONC0107 AA	ADMINISTRATIVE SPECIALIST 1	12	12.00	288.00	3,929.91	1,131,816				1,131,816
111	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	50	50.00	1200.00	4,199.86	5,039,832				5,039,832
000	AAONC0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	30	30.00	720.00	3,876.00	2,790,720				2,790,720
000	AAONC0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	4	4.00	96.00	4,340.25	416,664				416,664
000	AAONC0210 AA	ACCOUNTING TECHNICIAN 1	8	8.00	192.00	3,039.75	583,632				583,632
000	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	13	13.00	312.00	3,741.07	1,167,216				1,167,216
000	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	20	20.00	480.00	4,457.40	2,139,552				2,139,552
000	AAONC0435 AA	PROCUREMENT AND CONTRACT ASST	2	2.00	48.00	4,194.50	201,336				201,336
000	AAONC0436 AA	PROCUREMENT & CONTRACT SPEC 1	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC0437 AA	PROCUREMENT & CONTRACT SPEC 2	4	4.00	96.00	6,588.25	632,472				632,472
104	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	7	7.00	168.00	6,875.71	1,022,736	132,384			1,155,120
000	AAONC0759 AA	SUPPLY SPECIALIST 2	55	53.99	1295.63	4,334.18	3,012,817	2,616,193			5,629,010
000	AAONC0855 AA	PROJECT MANAGER 2	1	1.00	24.00	7,321.00	175,704				175,704
111	AAONC0860 AA	PROGRAM ANALYST 1	8	8.00	192.00	5,030.75	865,824	100,080			965,904
102	AAONC0861 AA	PROGRAM ANALYST 2	25	25.00	600.00	6,037.00	3,609,627	12,573			3,622,200
000	AAONC0870 AA	OPERATIONS & POLICY ANALYST 1	9	9.00	216.00	5,197.66	1,122,696				1,122,696
000	AAONC0871 AA	OPERATIONS & POLICY ANALYST 2	11	11.00	264.00	6,274.09	1,656,360				1,656,360
104	AAONC0872 AA	OPERATIONS & POLICY ANALYST 3	6	6.00	144.00	6,438.00	507,960	419,112			927,072
000	AAONC1117 AA	RESEARCH ANALYST 3	3	3.00	72.00	5,713.66	411,384				411,384
000	AAONC1118 AA	RESEARCH ANALYST 4	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1215 AA	ACCOUNTANT 1	1	1.00	24.00	4,803.00	115,272				115,272
000	AAONC1216 AA	ACCOUNTANT 2	4	4.00	96.00	5,516.00	529,536				529,536

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC1217 AA	ACCOUNTANT 3	1	1.00	24.00	6,665.00	159,960				159,960
000	AAONC1218 AA	ACCOUNTANT 4	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1243 AA	FISCAL ANALYST 1	1	1.00	24.00	5,267.00	126,408				126,408
000	AAONC1244 AA	FISCAL ANALYST 2	8	8.00	192.00	6,484.25	1,244,976				1,244,976
000	AAONC1245 AA	FISCAL ANALYST 3	2	2.00	48.00	6,511.50	312,552				312,552
118	AAONC1338 AA	TRAINING & DEVELOPMENT SPEC 1	8	8.00	192.00	4,445.12	853,464				853,464
118	AAONC1339 AA	TRAINING & DEVELOPMENT SPEC 2	15	15.00	360.00	6,000.33	2,160,120				2,160,120
000	AAONC1483 IA	INFO SYSTEMS SPECIALIST 3	8	7.50	180.00	4,597.62	580,944	241,440			822,384
000	AAONC1485 IA	INFO SYSTEMS SPECIALIST 5	44	44.00	1056.00	5,645.27	5,961,408				5,961,408
000	AAONC1486 IA	INFO SYSTEMS SPECIALIST 6	10	10.00	240.00	5,924.40	1,421,856				1,421,856
104	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	24	24.00	576.00	6,660.41	3,585,072	251,328			3,836,400
000	AAONC1488 IA	INFO SYSTEMS SPECIALIST 8	2	2.00	48.00	7,901.00	379,248				379,248
000	AAONC1519 AA	CORRECTIONAL HEARINGS OFFICER	13	13.00	312.00	6,205.07	1,935,984				1,935,984
000	AAONC2169 AA	COMMUNICATIONS SYS ANALYST 3	5	5.00	120.00	5,557.80	666,936				666,936
000	AAONC2219 AA	CORRECTION LIBRARY COORDINATOR	12	12.00	288.00	3,872.50	1,115,280				1,115,280
110	AAONC3268 AA	CONSTRUCTION PROJECT MANAGER 2	5	4.50	108.00	7,231.60	797,940				797,940
000	AAONC4001 AA	PAINTER	6	6.00	144.00	5,189.66	747,312				747,312
000	AAONC4003 AA	CARPENTER	6	6.00	144.00	5,111.33	736,032				736,032
000	AAONC4005 AA	PLUMBER	10	10.00	240.00	5,407.70	1,297,848				1,297,848
000	AAONC4008 AA	ELECTRICIAN 2	11	11.00	264.00	6,277.54	1,657,272				1,657,272
000	AAONC4009 AA	ELECTRICIAN 3	3	3.00	72.00	6,597.00	474,984				474,984
000	AAONC4012 AA	FACILITY MAINTENANCE SPEC	51	51.00	1224.00	4,037.98	4,942,488				4,942,488
000	AAONC4015 AA	FACILITY OPERATIONS SPEC 2	1	1.00	24.00	6,358.00	152,592				152,592
000	AAONC4021 AA	WELDER 2	7	7.00	168.00	5,392.71	905,976				905,976
000	AAONC4033 AA	FACILITY ENERGY TECHNICIAN 2	17	17.00	408.00	4,505.94	1,838,424				1,838,424

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC4034	AA	FACILITY ENERGY TECHNICIAN 3	14	14.00	336.00	5,537.07	1,860,456				1,860,456
000	AAONC4039	AA	PHYSCL/ELECTRNC SECRTY TECH 3	10	10.00	240.00	5,328.70	1,278,888				1,278,888
000	AAONC4101	AA	CUSTODIAN	1	1.00	24.00	2,584.00	62,016				62,016
000	AAONC4110	AA	GROUNDS MAINTENANCE WORKER 2	7	6.52	156.50	3,492.42	550,239				550,239
000	AAONC4402	AA	TRUCK DRIVER 2	7	7.00	168.00	4,614.85	775,296				775,296
000	AAONC4419	AA	AUTOMOTIVE TECHNICIAN 2	4	4.00	96.00	4,859.00	466,464				466,464
000	AAONC5232	AA	INVESTIGATOR 2	4	4.00	96.00	4,464.75	428,616				428,616
000	AAONC5237	AA	DEPT/CORRECTIONS INSPECTOR 1	3	2.50	60.08	3,814.00	229,145				229,145
000	AAONC5238	AA	DEPT/CORRECTIONS INSPECTOR 2	12	12.00	288.00	5,700.25	1,641,672				1,641,672
000	AAONC6138	AA	HEALTH SERVICES TECHNICIAN	15	14.97	359.28	4,031.46	1,448,326				1,448,326
107	AAONC6214	AA	INSTITUTION REGISTERED NURSE	199	187.57	4501.62	6,202.90	28,085,026				28,085,026
000	AAONC6255	AA	NURSE PRACTITIONER	22	21.30	511.20	7,733.65	3,964,044				3,964,044
000	AAONC6260	AA	PHARMACIST	7	7.00	168.00	10,657.00	1,790,376				1,790,376
000	AAONC6268	AA	CLINICAL DIETICIAN	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC6298	AA	TEST COORDINATOR	4	4.00	96.00	3,460.50	332,208				332,208
000	AAONC6348	AA	RADIOLOGIC TECHNOLOGIST	3	3.00	72.00	4,361.00	313,992				313,992
000	AAONC6385	AA	PHARMACY TECHNICIAN 1	21	19.53	468.70	3,091.76	1,467,033				1,467,033
107	AAONC6391	AA	DENTAL ASSISTANT	29	27.38	657.21	3,499.27	2,304,865				2,304,865
107	AAONC6396	AA	DENTAL HYGIENIST	1	1.00	24.00	4,803.00	115,272				115,272
000	AAONC6519	AA	CORRECTIONS RECREATION SPEC 2	17	16.71	401.04	4,137.29	1,663,830				1,663,830
000	AAONC6531	AA	MENTAL HEALTH SPECIALIST	50	50.00	1200.00	4,899.74	5,879,688				5,879,688
000	AAONC6680	AA	CHAPLAIN	19	18.50	444.00	5,309.00	2,370,864				2,370,864
114	AAONC6720	WA	PSYCHIATRIC SOCIAL WORKER	1	1.00	24.00	4,803.00	115,272				115,272
111	AAONC6783	AA	CORRECTIONAL COUNSELOR	107	107.00	2568.00	5,634.78	14,470,128				14,470,128
000	AAONC9120	AA	CORRECTIONS FOOD SERV COORD	98	97.31	2335.41	4,043.15	9,444,281				9,444,281

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
102	AAOSC6775	AA	CORRECTIONAL OFFICER	1609	1597.29	38334.90	4,189.85	159,554,243	1,240,560			160,794,803
000	AAOSC6776	AA	CORRECTIONAL CORPORAL	145	144.50	3468.00	4,537.19	15,743,386				15,743,386
000	AAOSC6777	AA	CORRECTIONAL SERGEANT	210	207.32	4975.68	5,125.62	25,516,137				25,516,137
000	AE U7510	AA	DENTIST	22	20.50	492.00	13,887.48	6,813,708				6,813,708
000	AQ C6787	AA	ADULT PAROLE/PROBATION OFFICER	37	37.00	888.00	5,884.18	5,225,160				5,225,160
000	CP C0015	AA	MEDICAL RECORDS SPECIALIST	1	1.00	24.00	4,164.00	99,936				99,936
000	CP C0103	AA	OFFICE SPECIALIST 1	4	4.00	96.00	3,114.00	298,944				298,944
000	CP C0104	AA	OFFICE SPECIALIST 2	17	17.00	408.00	3,696.52	1,508,184				1,508,184
000	CP C0108	AA	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,278.00	205,344				205,344
000	CP C0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	4	4.00	96.00	3,867.75	371,304				371,304
000	CP C0759	AA	SUPPLY SPECIALIST 2	4	4.00	96.00	4,188.25		402,072			402,072
000	CP C0861	AA	PROGRAM ANALYST 2	1	1.00	24.00	5,011.00	120,264				120,264
000	CP C0871	AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,323.00	151,752				151,752
000	CP C0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,625.00	183,000				183,000
000	CP C1485	IA	INFO SYSTEMS SPECIALIST 5	2	2.00	48.00	5,208.00	249,984				249,984
000	CP C2219	AA	CORRECTION LIBRARY COORDINATOR	1	1.00	24.00	4,164.00	99,936				99,936
000	CP C4001	AA	PAINTER	1	1.00	24.00	5,250.00	126,000				126,000
000	CP C4003	AA	CARPENTER	1	1.00	24.00	4,566.00	109,584				109,584
000	CP C4005	AA	PLUMBER	1	1.00	24.00	5,011.00	120,264				120,264
000	CP C4008	AA	ELECTRICIAN 2	1	1.00	24.00	6,323.00	151,752				151,752
000	CP C4009	AA	ELECTRICIAN 3	1	1.00	24.00	6,944.00	166,656				166,656
000	CP C4012	AA	FACILITY MAINTENANCE SPEC	9	9.00	216.00	3,823.11	825,792				825,792
000	CP C4021	AA	WELDER 2	1	1.00	24.00	5,795.00	139,080				139,080
000	CP C4033	AA	FACILITY ENERGY TECHNICIAN 2	5	5.00	120.00	4,506.20	540,744				540,744
000	CP C4034	AA	FACILITY ENERGY TECHNICIAN 3	2	2.00	48.00	5,403.00	259,344				259,344

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	CP	C4039 AA	PHYSCL/ELECTRNC SECRTY TECH 3	1	1.00	24.00	5,795.00	139,080				139,080
000	CP	C5232 AA	INVESTIGATOR 2	1	1.00	24.00	4,788.00	114,912				114,912
000	CP	C6138 AA	HEALTH SERVICES TECHNICIAN	5	5.00	120.00	4,059.00	487,080				487,080
000	CP	C6214 AA	INSTITUTION REGISTERED NURSE	28	27.20	652.80	6,543.92	4,271,592				4,271,592
000	CP	C6255 AA	NURSE PRACTITIONER	2	1.50	36.00	8,183.50	296,916				296,916
000	CP	C6385 AA	PHARMACY TECHNICIAN 1	2	2.00	48.00	2,793.00	134,064				134,064
107	CP	C6391 AA	DENTAL ASSISTANT	4	4.00	96.00	3,587.50	344,400				344,400
107	CP	C6396 AA	DENTAL HYGIENIST	1	1.00	24.00	5,495.00	131,880				131,880
000	CP	C6519 AA	CORRECTIONS RECREATION SPEC 2	5	5.00	120.00	4,337.80	520,536				520,536
000	CP	C6531 AA	MENTAL HEALTH SPECIALIST	12	12.00	288.00	4,885.41	1,407,000				1,407,000
000	CP	C6680 AA	CHAPLAIN	3	2.50	60.00	4,741.66	291,432				291,432
000	CP	C6783 AA	CORRECTIONAL COUNSELOR	17	17.00	408.00	5,788.94	2,361,888				2,361,888
000	CP	C9120 AA	CORRECTIONS FOOD SERV COORD	23	23.00	552.00	3,949.52	2,180,136				2,180,136
000	CS	C6775 AA	CORRECTIONAL OFFICER	385	385.00	9240.00	4,306.87	39,245,160	550,320			39,795,480
000	CS	C6776 AA	CORRECTIONAL CORPORAL	101	101.00	2424.00	4,534.03	10,990,512				10,990,512
000	CS	C6777 AA	CORRECTIONAL SERGEANT	60	60.00	1440.00	5,226.20	7,525,728				7,525,728
000	MEAHZ7016	HA	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	13,348.00	320,352				320,352
000	MENNZ0830	AA	EXECUTIVE ASSISTANT	1	1.00	24.00	5,492.00	131,808				131,808
111	MESNZ7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	8	8.00	192.00	8,444.25	1,621,296				1,621,296
103	MESNZ7012	AA	PRINCIPAL EXECUTIVE/MANAGER G	4	4.00	96.00	9,218.00	884,928				884,928
000	MESNZ7012	IA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	11,362.00	272,688				272,688
103	MESNZ7014	AA	PRINCIPAL EXECUTIVE/MANAGER H	13	13.00	312.00	10,565.69	3,296,496				3,296,496
000	MESNZ7016	AA	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	12,523.00	300,552				300,552
000	MMN X0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	3,717.00	89,208				89,208
000	MMN X0119	AA	EXECUTIVE SUPPORT SPECIALIST 2	5	5.00	120.00	3,998.20	479,784				479,784

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	MMN	X0861	AA PROGRAM ANALYST 2	1	1.00	24.00	6,046.00	145,104				145,104
111	MMN	X0862	AA PROGRAM ANALYST 3	1	1.00	24.00	6,046.00	145,104				145,104
000	MMN	X0863	AA PROGRAM ANALYST 4	1	1.00	24.00	6,998.00	167,952				167,952
000	MMN	X0866	AA PUBLIC AFFAIRS SPECIALIST 3	1	1.00	24.00	6,998.00	167,952				167,952
000	MMN	X0871	AA OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,046.00	145,104				145,104
113	MMN	X0872	AA OPERATIONS & POLICY ANALYST 3	10	10.00	240.00	6,611.10	1,586,664				1,586,664
103	MMN	X0873	AA OPERATIONS & POLICY ANALYST 4	5	5.00	120.00	7,173.00	860,760				860,760
000	MMN	X1319	AA HUMAN RESOURCE ASSISTANT	5	5.00	120.00	3,447.00	413,640				413,640
000	MMN	X1320	AA HUMAN RESOURCE ANALYST 1	4	3.50	84.00	4,548.25	376,884				376,884
000	MMN	X1321	AA HUMAN RESOURCE ANALYST 2	6	6.00	144.00	5,054.00	727,776				727,776
000	MMN	X1322	AA HUMAN RESOURCE ANALYST 3	16	16.00	384.00	6,294.62	2,417,136				2,417,136
000	MMN	X5239	AA DEPT/CORRECTIONS INSPECTOR 3	6	6.00	144.00	6,253.16	900,456				900,456
000	MMN	X5618	AA INTERNAL AUDITOR 3	2	2.00	48.00	6,213.50	298,248				298,248
000	MMN	X6779	AA CORRECTIONAL LIEUTENANT	5	5.00	120.00	6,055.20	726,624				726,624
111	MMN	X7004	AA PRINCIPAL EXECUTIVE/MANAGER C	3	3.00	72.00	5,740.00	413,280				413,280
000	MMN	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,343.00	176,232				176,232
000	MMS	X0113	AA SUPPORT SERVICES SUPERVISOR 2	1	1.00	24.00	4,111.00	98,664				98,664
107	MMS	X0114	AA SUPPORT SERVICES SUPERVISOR 3	3	3.00	72.00	3,765.33	271,104				271,104
000	MMS	X0119	AA EXECUTIVE SUPPORT SPECIALIST 2	11	11.00	264.00	4,039.36	1,066,392				1,066,392
000	MMS	X0805	AA OFFICE MANAGER 1	2	2.00	48.00	3,915.00	187,920				187,920
000	MMS	X0833	AA SUPV EXECUTIVE ASSISTANT	6	6.00	144.00	5,301.16	763,368				763,368
000	MMS	X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,764.00	138,336				138,336
000	MMS	X3269	AA CONSTRUCTION PROJECT MANAGER 3	1	1.00	24.00	7,701.00	184,824				184,824
000	MMS	X4046	AA MAINTENANCE & OPERATIONS SUPV	8	8.00	192.00	5,839.62	1,121,208				1,121,208
107	MMS	X6241	AA NURSE MANAGER	13	13.00	312.00	7,954.00	2,481,648				2,481,648

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMS X6779	AA	CORRECTIONAL LIEUTENANT	100	100.00	2400.00	5,986.87	14,368,488				14,368,488
111	MMS X6780	AA	CORRECTIONAL CAPTAIN	51	51.00	1224.00	7,001.52	8,569,872				8,569,872
000	MMS X7000	AA	PRINCIPAL EXECUTIVE/MANAGER A	2	2.00	48.00	5,231.00	251,088				251,088
000	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	18	18.00	432.00	5,262.11	2,273,232				2,273,232
114	MMS X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	42	42.00	1008.00	5,981.43	5,903,112	108,432			6,011,544
114	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	35	35.00	840.00	7,037.40	5,911,416				5,911,416
000	MMS X7006	IA	PRINCIPAL EXECUTIVE/MANAGER D	3	3.00	72.00	8,231.00	592,632				592,632
103	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	22	22.00	528.00	7,833.68	3,942,096	194,088			4,136,184
104	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	3	3.00	72.00	8,457.00	448,992	159,912			608,904
103	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	34	34.00	816.00	8,267.61	6,746,376				6,746,376
000	MMS X7010	IA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	10,306.00	247,344				247,344
000	MNNNZ7514	AA	CORRECTIONS PHYSICIAN SPECIALI	19	19.00	456.00	17,664.81	8,099,472				8,099,472
000	MNSNZ7511	AA	SUPERVISING DENTIST A	1	1.00	24.00	8,496.00	203,904				203,904
000	MNSNZ7519	AA	CLINCIAL DIRECTOR	1	1.00	24.00	20,373.00	488,952				488,952
				4647	4603.04	110472.81	4,886.52	531,605,220	6,749,350			538,354,570

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				4647	4603.04	110472.81	4,886.52	531,605,220	6,749,350			538,354,570

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500001	001237200	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500002	001237210	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500003	001237220	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500004	001237230	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500005	001237240	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500006	001237250	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500007	001237280	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500008	001237380	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500009	001237750	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500010	001237770	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500011	001237790	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500012	001237800	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500013	001237810	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500014	001237830	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500015	001237850	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500016	001237860	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500017	001237870	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500018	001237890	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500019	001237910	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500020	001237920	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500021	001237940	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500022	001237950	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500023	001237970	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500024	001237980	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500025	001238020	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500026	001238050	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500027	001238080	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500028	001238100	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500029	001238110	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500030	001238120	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500031	001238140	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500032	001238150	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500033	001238180	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500034	001238170	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500035	001238200	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500036	001238230	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500037	001238260	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500038	001238290	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500039	001238320	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500040	001238350	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500041	001238370	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500042	001238410	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500043	001238440	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500044	001238480	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500045	001238540	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500046	001238600	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500047	001238650	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500048	001238670	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500049	001238710	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500050	001238740	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500051	001238770	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500052	001238790	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500053	001238820	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500054	001238840	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500055	001238870	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500056	001238890	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500057	001238910	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500058	001238950	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500059	001238980	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500060	001239000	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500061	001238800	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500062	001238810	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500063	001238830	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500064	001238850	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500065	001238880	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500066	001238900	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500067	001238920	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500068	001238940	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500069	001238970	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500070	001238610	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500071	001238630	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500072	001238640	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500073	001238680	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500074	001238700	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500075	001238720	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500076	001238730	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500077	001238760	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500078	001238220	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500079	001238250	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500080	001238280	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500081	001238300	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500082	001238310	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500083	001238330	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500084	001238360	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500085	001238390	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500086	001238400	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500087	001238420	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500088	001238430	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500089	001238450	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500090	001238460	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500091	001238470	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500092	001238490	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500093	001238500	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500094	001238510	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500095	001238520	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500096	001238530	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500097	001238550	003-01-01-00000	102	0 PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500098	001238560	003-01-01-00000	102	0 PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500099	001238570	003-01-01-00000	102	0 PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500100	001238580	003-01-01-00000	102	0 PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
			102						100	100.00		2400.00	8,400,000				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500148	001238040	003-01-01-00000	103	0 PF	MESNZ7012 AA	38X	02	1	1.00	7,343.00	24.00	176,232				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			103					1	1.00		24.00	176,232				
								101	101.00		2424.00	8,576,232				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500126	001237340	004-19-01-00000	103	0	PF	MMN	X0861 AA	27	08	1	1.00	6,046.00	24.00	145,104				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500128	001237270	004-11-01-00000	103	0	PF	MESNZ	7012 AA	38X	09	1	1.00	10,306.00	24.00	247,344				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500129	001237300	004-11-01-00000	103	0	PF	MESNZ	7010 AA	35X	09	1	1.00	8,917.00	24.00	214,008				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
			103							3	3.00		72.00	606,456				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500144	001237400	004-19-01-00000	111	0 PF	MMS X6780 AA	32	02	1	1.00	5,764.00	24.00	138,336				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500145	001237410	004-19-01-00000	111	0 PF	MMS X6780 AA	32	02	1	1.00	5,764.00	24.00	138,336				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500146	001237420	004-19-01-00000	111	0 PF	MMS X6780 AA	32	02	1	1.00	5,764.00	24.00	138,336				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500149	001237390	004-20-01-00000	111	0 PF	MMN X0862 AA	29	06	1	1.00	6,046.00	24.00	145,104				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			111					4	4.00		96.00	560,112				
								7	7.00		168.00	1,166,568				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500130	001237840	006-10-01-00000	103	0 PF	MESNZ7010 AA	35X	09	1	1.00	8,917.00	24.00	214,008				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			103					1	1.00		24.00	214,008				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500131	001238060	006-06-03-00000	104	0 LF	MMS X7008 IA	33X	02	1	1.00	6,663.00	24.00		159,912			
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500132	001238160	006-06-03-00000	104	0 LF	AAONC0872 AA	30	02	1	1.00	5,821.00	24.00		139,704			
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500133	001238190	006-06-03-00000	104	0 LF	AAONC0872 AA	30	02	1	1.00	5,821.00	24.00		139,704			
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500134	001238210	006-06-03-00000	104	0 LF	AAONC0872 AA	30	02	1	1.00	5,821.00	24.00		139,704			
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500135	001238240	006-06-03-00000	104	0 LF	AAONC0104 AA	15	02	1	1.00	2,907.00	24.00		69,768			
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500136	001238270	006-01-20-00000	104	0 LF	AAONC0438 AA	29	02	1	1.00	5,516.00	24.00		132,384			
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500137	001238340	006-06-03-00000	104	0 LF	AAONC1487 IA	31	02	1	1.00	5,236.00	24.00		125,664			
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500138	001238380	006-06-03-00000	104	0 LF	AAONC1487 IA	31	02	1	1.00	5,236.00	24.00		125,664			
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
			104					8	8.00		192.00		1,032,504			

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500139	001237490	006-01-50-00000	110	0 PP	AAONC0103	AA	11	02	1	.25	2,487.00	6.00	14,922				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500140	001237500	006-01-50-00000	110	0 PP	AAONC0103	AA	11	02	1	.25	2,487.00	6.00	14,922				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500141	001237540	006-05-01-00000	110	0 PP	AAONC3268	AA	30	02	1	.50	5,821.00	12.00	69,852				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500142	001237430	006-06-03-00000	110	0 PF	AAONC1487	IA	31	02	1	1.00	5,236.00	24.00	125,664				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500143	001237450	006-06-03-00000	110	0 PF	AAONC1487	IA	31	02	1	1.00	5,236.00	24.00	125,664				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
			110						5	3.00		72.00	351,024				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500147	001237900	006-04-03-00000	111	0 PF	MESNZ7010 AA	35X	09	1	1.00	8,917.00	24.00	214,008				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			111					1	1.00		24.00	214,008				
								15	13.00		312.00	779,040	1,032,504			

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS	COMP	RNG	STP	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	TRK
1500125	001237570	008-01-00-00000	102	0 PF	AAONC	0861 AA	27	02	1	1.00	5,025.00	24.00	120,600				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
			102						1	1.00		24.00	120,600				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500127	001237580	008-01-00-00000	103	0 PF	AAONC0872 AA	30	02	1	1.00	5,821.00	24.00	139,704				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			103					1	1.00		24.00	139,704				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	STP	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	TRK
1500150	001237590	008-02-00-00000	118	0 PF	AAONC1339 AA	27	02	1	1.00	5,025.00	24.00	120,600				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500151	001237610	008-02-00-00000	118	0 PF	AAONC1338 AA	23	02	1	1.00	4,170.00	24.00	100,080				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500152	001237630	008-02-00-00000	118	0 PF	AAONC1338 AA	23	02	1	1.00	4,170.00	24.00	100,080				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500153	001237650	008-02-00-00000	118	0 PF	AAONC1338 AA	23	02	1	1.00	4,170.00	24.00	100,080				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500154	001237660	008-02-00-00000	118	0 PF	AAONC1338 AA	23	02	1	1.00	4,170.00	24.00	100,080				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500155	001237680	008-02-00-00000	118	0 PF	AAONC1338 AA	23	02	1	1.00	4,170.00	24.00	100,080				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500156	001237700	008-02-00-00000	118	0 PF	AAONC1338 AA	23	02	1	1.00	4,170.00	24.00	100,080				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500157	001237720	008-02-00-00000	118	0 PF	AAONC0104 AA	15	02	1	1.00	2,907.00	24.00	69,768				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			118					8	8.00		192.00	790,848				
								10	10.00		240.00	1,051,152				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500102	001239380	009-01-01-00000	103	0 PF	MMS X7008 AA	33X	09	1	1.00	8,087.00	24.00	194,088				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			103					1	1.00		24.00	194,088				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500119	001239420	009-04-01-00000	111	0 PF	AAONC0108 AA	19	02	1	1.00	3,475.00	24.00	83,400				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500120	001239430	009-01-01-00000	111	0 PF	AAONC0107 AA	17	02	1	1.00	3,173.00	24.00	76,152				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			111					2	2.00		48.00	159,552				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500118	001239400	009-01-02-00000	113	0 PF	MMN X0872 AA	30	02	1	1.00	5,231.00	24.00	125,544				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			113					1	1.00		24.00	125,544				
								4	4.00		96.00	479,184				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500101	001237600	010-01-01-00000	103	0 PF	MESNZ	7014 AA	40X	03	1	1.00	8,496.00	24.00	203,904				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
			103						1	1.00		24.00	203,904				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500103	001239060	010-01-40-00000	107	0	PF	MMS X6241 AA	36	02	1	1.00	6,998.00	24.00	167,952				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500104	001239070	010-01-40-00000	107	0	PF	AAONC6214 AA	28N	02	1	1.00	5,115.00	24.00	122,760				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500105	001239080	010-01-40-00000	107	0	PF	AAONC6214 AA	28N	02	1	1.00	5,115.00	24.00	122,760				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500106	001239090	010-01-40-00000	107	0	PF	AAONC6214 AA	28N	02	1	1.00	5,115.00	24.00	122,760				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500107	001239100	010-01-40-00000	107	0	PP	AAONC6214 AA	28N	02	1	.10	5,115.00	2.40	12,276				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500108	001239110	010-01-40-00000	107	0	PF	AAONC6214 AA	28N	02	1	1.00	5,115.00	24.00	122,760				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500109	001239120	010-01-40-00000	107	0	PP	AAONC0015 AA	18	02	1	.36	3,321.00	8.60	28,561				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500110	001239130	010-01-40-00000	107	0	PF	AAONC0104 AA	15	02	1	1.00	2,907.00	24.00	69,768				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500111	001239150	010-02-30-00000	107	0	PF	CP C6391 AA	15	02	1	1.00	2,911.00	24.00	69,864				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500112	001239170	010-02-45-00000	107	0	PF	AAONC6391 AA	15	02	1	1.00	2,907.00	24.00	69,768				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500113	001239180	010-02-60-00000	107	0	PF	AAONC6391 AA	15	02	1	1.00	2,907.00	24.00	69,768				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500114	001239210	010-02-30-00000	107	0	PF	MMS X0114 AA	21	02	1	1.00	3,389.00	24.00	81,336				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500115	001239220	010-02-45-00000	107	0	PF	MMS X0114 AA	21	02	1	1.00	3,389.00	24.00	81,336				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500116	001239230	010-02-30-00000	107	0	PF	CP C6396 AA	29	02	1	1.00	5,495.00	24.00	131,880				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500117	001239250	010-02-45-00000	107	0	PF	AAONC6396 AA	26	02	1	1.00	4,803.00	24.00	115,272				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
			107						15	13.46		323.00	1,388,821				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500121	001239300	010-05-58-00000	114	0 PF	MMS X7006 AA	31X	02	1	1.00	5,231.00	24.00	125,544				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500122	001239310	010-05-01-00000	114	0 PF	MMS X7006 AA	31X	02	1	1.00	5,231.00	24.00	125,544				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500123	001239320	010-05-37-00000	114	0 PF	MMS X7004 AA	28X	02	1	1.00	4,518.00	24.00	108,432				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500124	001239330	010-05-55-00000	114	0 PF	AAONC6720 WA	26	02	1	1.00	4,803.00	24.00	115,272				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			114					4	4.00		96.00	474,792				
								20	18.46		443.00	2,067,517				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500158	001237440	011-11-01-00000	103	0	PF	MMS	X7010 AA	35X	02	1	1.00	6,351.00	24.00	152,424				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500159	001237460	011-08-01-00000	103	0	PF	MMN	X0873 AA	32	02	1	1.00	5,764.00	24.00	138,336				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500160	001237470	011-08-01-00000	103	0	PF	AAONC	0861 AA	27	02	1	1.00	5,025.00	24.00	120,600				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
			103							3	3.00		72.00	411,360				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500161	001237480	011-10-01-00000	111	0 PF	MMN X7004 AA	28X	02	1	1.00	4,518.00	24.00	108,432				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500162	001237510	011-10-01-00000	111	0 PF	AAONC6783 AA	25	02	1	1.00	4,575.00	24.00	109,800				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500163	001237520	011-06-01-00000	111	0 PF	AAONC0860 AA	23	02	1	1.00	4,170.00	24.00	100,080				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			111					3	3.00		72.00	318,312				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500164	001237530	011-07-01-00000	115	0 PF	MMN X0872 AA	30	02	1	1.00	5,231.00	24.00	125,544				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500165	001237560	011-07-01-00000	115	0 PF	AAONC0861 AA	27	02	1	1.00	5,025.00	24.00	120,600				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			115					2	2.00		48.00	246,144				
								8	8.00		192.00	975,816				
								165	161.46		3875.00	15,095,509	1,032,504			

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
									165	161.46		3875.00	15,095,509	1,032,504			