

OREGON DEPARTMENT OF REVENUE

2021–2023

Agency Request

Budget



Oregon Department of Revenue
2021–23 Agency Request
Budget
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CERTIFICATION

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

Oregon Department of Revenue

AGENCY NAME

955 Center St. NE, Salem, OR 97301

AGENCY ADDRESS



SIGNATURE

Acting Director

TITLE

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

☒ Agency Request

☐ Governor's Budget

☐ Legislatively Adopted

HB 5033 A BUDGET REPORT and MEASURE SUMMARY

Carrier: Sen. Wagner

Joint Committee On Ways and Means

Action Date: 06/07/19

Action: Do pass the A-Eng bill.

Senate Vote

Yeas: 10 - Beyer, Frederick, Girod, Heard, Johnson, Manning Jr, Roblan, Steiner Hayward, Thomsen, Wagner

Exc: 1 - Hansell

House Vote

Yeas: 9 - Gomberg, Holvey, McLain, McLane, Nosse, Piluso, Rayfield, Smith G, Stark

Prepared By: Patrick Heath, Department of Administrative Services

Reviewed By: John Borden, Legislative Fiscal Office

Department of Revenue

2019-21

This summary has not been adopted or officially endorsed by action of the committee.

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Budget Summary*

	2017-19 Legislatively Approved Budget ⁽¹⁾	2019-21 Current Service Level	2019-21 Committee Recommendation	Committee Change from 2017-19 Leg. Approved	
				\$ Change	% Change
General Fund	\$ 180,043,954	\$ 189,808,830	\$ 196,120,914	\$ 16,076,960	8.9%
General Fund Debt Service	\$ 14,425,618	\$ 15,066,620	\$ 15,066,620	\$ 641,002	4.5%
Other Funds Limited	\$ 128,749,265	\$ 122,443,785	\$ 124,818,941	\$ (3,930,324)	(3.1%)
Other Funds Debt Service	\$ 1,185,157	\$ 1,237,830	\$ 1,237,830	\$ 52,673	4.5%
Total	\$ 324,403,994	\$ 328,557,065	\$ 337,244,305	\$ 12,840,311	4.0%

Position Summary

Authorized Positions	1,102	1,024	1,018	(84)
Full-time Equivalent (FTE) positions	963.68	969.22	973.35	9.67

⁽¹⁾ Includes adjustments through December 2018

* Excludes Capital Construction expenditures

Summary of Revenue Changes

The Department of Revenue (DOR) is responsible for collecting taxes that make up more than 95 percent of the state's General Fund revenue, including the Personal Income Tax, Corporate Income Tax, Estate Transfer Tax, Cigarette Tax, and Other Tobacco Products Tax. General Fund revenues are expected to reach \$21.3 billion in the 2019-21 biennium. The General Fund is uniquely dependent on the Personal Income Tax, which is projected to account for approximately 89 percent of General Fund revenues in 2019-21.

The Department's primary source of Other Funds to pay for the cost of administering its tax portfolio is the Other Funds taxes it collects, including the Marijuana Tax, portions of the Cigarette and Other Tobacco Products Tax, transportation taxes, the State Lodging Tax, and a host of other taxes collected on behalf of other state departments or local governments. Proceeds from these taxes are transferred to the departments or local governments after deducting the costs of administration. The revenues from these taxes are subject to appropriation and many of the taxes the Department collects have legal caps on administrative costs. In addition to the Other Funds tax revenues supporting administrative work, the Property Tax program receives fees for maintaining tax maps for counties, as well as document recording fees and a portion of the interest on delinquent properties. The primary revenue source for Property Tax Division, the County Assessment Function Funding Assistance revenue, is projected to bring in \$39.6 million during the 2019-21 biennium. Of this amount, 90.0 percent will be transferred to counties to help pay for the administration of their property tax programs, while 10.0 percent will be retained by the Property Tax Division to administer the division's programs. Other Funds revenue is also associated with the Senior and Disabled Property Tax Deferral account. The deferred taxes and interest are collected when the property is disqualified. These proceeds are used to pay counties for the property taxes of

homeowners that still qualify under the program. The program makes approximately \$15 million in property tax payments each year and receives an estimated \$21 million in repayments.

The Subcommittee approved Package 803 to better align the Department's budgeted Other Funds revenues with the 2019-21 Legislatively Adopted Budget. There is no expenditure impact associated with this package.

Summary of General Government Subcommittee Action

DOR administers almost 40 tax programs, collecting more than 95 percent of the state's General Fund revenue. DOR oversees the county property tax function and collects and distributes taxes and fees for other state agencies and local governments. The Department operates two tax relief programs for the elderly and persons with disabilities: the Non-profit Housing for Elderly Persons Program and the Senior Citizens' and Disabled Citizens' Property Tax Deferral Program. The Subcommittee approved a total funds budget of \$337,244,305 and 1,018 positions (973.35 FTE) for the 2019-21 biennium. The budget consists of a General Fund appropriation of \$211,187,534 and \$126,056,771 in Other Funds expenditure limitation. This represents a 4.0 percent increase in total funds from the 2017-19 Legislatively Approved Budget.

Administration Division

The Administration Division provides overall Department leadership and supports the work of the rest of DOR by providing services in the following areas: the Director's Office, Finance (including the Accounting, Procurement, and Budget and Payroll sections), Communications, Facilities, Project Management, the Disclosure Office, Human Resources, Internal Audit, and Research. This Division has undergone a significant reorganization in creating the Department's budget. The Human Resources, Internal Audit, Communications, Facilities, and the Director's Office sections moved to the Administration Division from the Executive Division, during the development of the 2019-21 budget. Research and Project Management moved to Administration from the General Services Division budget. The Processing Center, which processes tax returns and payments for all taxes, and the Information Technology Services group were formerly part of this Division and were moved to create a stand-alone division as part of the development of the 2019-21 budget. The Subcommittee recommended budget for the Administration Division is \$37.7 million total funds and 71 positions (71.00 FTE). The Subcommittee recommended the following packages:

Package 812, Vacant Position Elimination. This package reduces General Fund by \$219,918 and Other Funds expenditure limitation by \$19,124 and abolishes a permanent full-time Information Systems Specialist 8 (1.00 FTE).

Property Tax Division

The Property Tax Division (PTD) oversees the property tax function of Oregon county government, which generates over \$5 billion a year to fund public schools, police and fire departments, and other local government services. This is locally-generated revenues that do not pass through the Department's budget. PTD consists of four major program areas: County Oversight, Industrial and Utility Valuation, Forestland Valuation and Timber Taxes, and Cadastral Information Systems.

This Division is supported by General Fund and Other Funds revenues. Other Funds revenues come from the County Mapping and County Assessment Funding Programs. Document recording fees plus a portion of the interest collected on delinquent property tax payments support the Department's appraisal of about 900 industrial sites and approximately 525 utility and transportation companies, as well as the Department administration of the county grant process. The Subcommittee recommended budget for the Division consists of \$61.5 million total funds and 81 positions (80.13 FTE). The Subcommittee recommended the following packages:

Package 804, Property Valuation System Business Case Update. This package increases General Fund by \$210,500 and establishes one limited duration Information Systems Specialist 8 position (0.88 FTE) to begin the process to re-initiate the Property Valuation System information technology project, including a thorough review and updating of foundational documents used in the Stage Gate approval process for information technology projects. The Department was forced to stop work on this project in the 2017-19 biennium due to the lack of legislatively approved funding and vendor responses to a Request for Proposals whose costs greatly exceeded earlier project estimates.

Package 805, Comprehensive Reconciliation of Position Funding. This package increases General Fund by \$1,219,490, reduces Other Funds expenditure limitation by \$724,252, and increases position funding by 2.57 FTE. This package resolves long-standing funding issues within the Property Tax Division. Earlier attempts to address the issue by the Department have been unsuccessful. With the funding approved in this package, the legislative expectation is that DOR will hire for all currently vacant positions in the Property Tax Division.

Package 812, Vacant Position Elimination. This package reduces General Fund by \$181,556, reduces Other Funds expenditure limitation by \$90,093, and abolishes a permanent full-time Information Systems Specialist 3 position (1.00 FTE) and 0.25 FTE of an Operations and Policy Analyst 2 position for a reduction of 1.25 FTE.

Personal Tax and Compliance Division

The Personal Tax and Compliance Division (PTAC) is responsible for administering the Personal Income Tax. It also provides enforcement and collection services for the TriMet and Lane Transit District Self-Employment taxes. The Personal Income Tax is projected to bring in approximately \$18.7 billion during the 2019-21 biennium. An estimated 2.15 million personal income tax returns will be filed for the 2019 tax year.

The mission of PTAC is to improve taxpayer compliance with the programs it administers through taxpayer assistance, education, and enforcement activities. To aid voluntary compliance, PTAC provides taxpayer education and assistance programs. It also employs enforcement activities for those who do not voluntarily comply with Oregon's personal income tax laws. Enforcement actions affect individuals who fail to file required returns, understate income, overstate expenses or deductions, or fail to pay. The Division commits most of its resources to enforcement, business audits, single-issue audits, and collection of debt. The Personal Tax and Compliance Division's program responsibility also includes collection of delinquent taxes.

This Division is supported primarily by General Fund revenues. PTAC Other Funds expenditures are primarily for the administration of Tri-Met and Lane County Transit Self-Employment Tax programs. The Subcommittee recommended budget for PTAC consists of \$82.0 million total funds and 391 positions (390.76 FTE). The Subcommittee recommended the following packages:

Package 101, Senate Bill 254 (2018). This package increases General Fund by \$166,029 and Other Funds expenditure limitation by \$29,299. This package provides the budgetary authority to pay fees to banks for their participation in the state's bank account data matching function, as well as for a third-party service provider to ensure the bank information they have is up to date. The financial institutions data match program was approved as part of Senate Bill 254 in the 2018 Legislative Session and is a collections tool for the Department to pursue delinquent accounts. Banks are compensated for their participation in this effort through a payment of \$2,500 for start-up costs and up to \$150 per quarter for the actual costs of complying with the bill. The package is recommended on a one-time basis.

Package 105, Marijuana Program / Income Tax Audits. This package increases General Fund by \$408,276 and Other Funds expenditure limitation by \$8,332 to establish two permanent full-time Tax Auditor 2 positions (1.76 FTE). These positions are being funded to audit the personal income tax returns of licensed marijuana business owners. There is a high risk of non-compliance in this new cash-driven industry.

Package 812, Vacant Position Elimination. This package reduces General Fund by \$482,208, Other Funds expenditure limitation by \$9,841, and abolishes four vacant positions – one Student Office Worker, two Revenue Agent 3s, and one Administrative Specialist 1 (3.17 FTE).

Business Division

The Business Division administers the Corporation Income and Excise taxes, Employer Income Tax Withholdings, state and local Transit Payroll Taxes, Fiduciary, Estate Transfer, Cigarette Tax, Tobacco Tax, the Vehicle Excise and Use Taxes, other Special Programs, and other taxes. Although administered by the Business Division, the costs associated with administering the Marijuana Tax are budgeted in the Marijuana Program. The Business Division shares administrative responsibility for administering the Combined Payroll Tax program with the Oregon Employment Department, which processes the majority of the returns and administers the state's unemployment tax and the Department of Consumer and Business Services, which administers the workers' benefit fund assessment.

The Business Division's program responsibility includes collection of delinquent business taxes. These include income taxes withheld by employers and sent to the Department, corporation taxes, and local transit district taxes. The Division audits corporation income and excise tax returns, fiduciary returns, and transit self-employment tax returns. Audit activity is performed by staff located in Salem and in field offices around the state. The Other Agency Accounts section of the Business Division was spun out to form the Collections Division during the development of the 2019-21 budget.

This section is supported by General Fund and by charges to Other Funds programs for their share of the Department's administrative expenses. Other Funds revenue includes administrative charges to the Other Funds taxes the division administers. The Subcommittee recommended

budget for the Business Division consists of \$35.5 million total funds and 154 positions (152.38 FTE). The Subcommittee recommended the following packages:

Package 081, September 2018 Emergency Board. This package increases Other Funds expenditure limitation by \$26,790 for the Department to complete the rollout of its data matching portal for the state lodging tax. House Bill 3180 (2017) directed the creation of a data matching portal to improve the enforcement and collection of state and local transient lodging taxes through a quarterly exchange of data between the state and local governments. The expenditure limitation for this work was approved by the September 2018 Emergency Board, while this package represents the remaining limitation needs to complete and operationalize the data matching portal. This package is recommended on a one-time basis.

Package 106, Auditing. This package increases Other Funds expenditure limitation by \$309,403 and authorizes the establishment of one permanent full-time Tax Auditor 2 position (0.88 FTE). This position is intended to audit State Lodging Tax returns and increase rates of compliance. The package also includes \$112,164 in Other Funds expenditure limitation for one year of a professional services contract to purchase data related to transient lodging providers from companies that collect the data from online transient lodging portals. The revenue supporting this work comes from the State Lodging Tax. The \$112,164 in Other Funds expenditure limitation for the professional services contract is approved on a one-time basis for the 2019-21 biennium.

Package 802, Heavy Equipment Rental Tax. This package increases Other Funds expenditure limitation by \$341,361 and authorizes the establishment of three positions (1.50 FTE). This package provides the expenditure limitation to complete the implementation of the Heavy Equipment Rental Tax by providing one limited duration full-time Operations and Policy Analyst 2 for program development, one permanent part-time Administrative Support Specialist 2 to perform filing enforcement, suspense, and to prepare billings and refunds for the two true-up years of the tax, and one permanent full-time Tax Auditor 1 to ensure compliance and the accuracy of tax returns. Gentax system configuration and testing for the Heavy Equipment Rental Tax implementation is funded under the Core System Replacement Program. The revenue to support this package comes from the Heavy Equipment Rental Tax.

Package 812, Vacant Position Elimination. This package reduces General Fund by \$179,406 and Other Funds expenditure limitation by \$362,381 and abolishes four vacant Public Service Representative 4 positions (2.75 FTE).

Collections Division

The Collections Division includes the Other Agency Accounts (OAA) section, previously part of the Business Division. The OAA section acts as an in-house collections agency for state government, collecting on debts for 180 state departments, boards, and commissions. The Department collects the debts and transfers the amount collected less a fee for its work. Senate Bill 1067 (2017) recently expanded the work of the section by requiring the Executive Branch agencies send their liquidated and delinquent debt to OAA sooner. OAA also now manages all of the debt assigned to private collection firms.

The Collections Division does not currently include all of the Department's collections functions. The Legislature in 2019 acknowledged receipt of a report by the Department on the feasibility of consolidating all collections functions within a single division. Beginning with the 2021-23 biennium, the department proposed to transfer the collections functions within the Personal Tax and Compliance Division and the Business Division into the newly established division. The department's feasibility analysis is to undertake this consolidation over the course of the next two biennia, subject to legislative review and approval.

The Collections Division recovers its costs through fees charged against the debt it collects. The Subcommittee recommended budget for the Collections Division is \$13.4 million total funds and 73 positions (73.00 FTE). The Subcommittee recommended the following package:

Package 801, LFO Analyst Adjustments. This package reduces General Fund by \$190,154 and increases Other Funds expenditure limitation by \$190,154 to shift one position in the Collections Division from General Fund to Other Funds to match the revenue source that supports the program's work.

Corporate Division

The Corporate Division was established to administer the Corporate Activity Tax established by House Bill 3427 (2019). The Corporate Activity Tax applies to business receipts earned on or after July 1, 2020. Proceeds from the tax will support investments in education. The primary budget authority for implementing the Corporate Activity Tax was provided to the Department of Revenue via House Bill 5047 (2019). The Subcommittee recommended the following package:

Package 801, LFO Analyst Adjustments. This package increase General Fund by \$1 and Other Funds expenditure limitation by \$1 to establish the Corporate Division for administration of the Corporate Activity Tax established by House Bill 3427 (2019).

Information Technology Services Division

The Information Technology Services Division supports the technology platforms on which DOR operates, processes incoming paper returns and correspondence, and processes and deposits all payments received by the Department. The Division includes Engineering Services, which manages DOR's network, databases, middleware, systems and servers; the Service Desk, which provides end-user support for DOR's employees; the Core Systems group, which supports DOR's core system, Gentax; Application Services, which develops and supports in-house applications DOR uses to administer its tax portfolio; and the Processing Center, which processes all incoming paper returns, payments and correspondence and deposits all payments.

This Division is supported by General Fund and by charges to Other Funds programs for their share of the Department's administrative expenses. The Subcommittee recommended budget for the Information Technology Services Division consists of \$48.7 million total funds and 224 positions (182.57 FTE). The Subcommittee recommended the following packages:

Package 110, Processing Center Permanent Staffing. This package increases Other Funds expenditure limitation by \$1,500,231 and authorizes the establishment of 11 limited duration positions (11.00 FTE). This package provides the staff needed to handle paper returns and correspondence related to the statewide transit tax enacted by the Legislature in 2017. The state has a joint payroll tax form administered by the Employment Department, but due to that agency's modernization efforts and a lack of space on the tax form, DOR was unable to use that form. Permanent funding for these positions will be reconsidered once electronic filing becomes more prevalent. The Services and Supplies and Capital Outlay approved as part of this package will be phased out in the development of the 2021-23 budget. The revenue to support this package comes from the statewide transit tax.

Package 111, Processing Center Modernization Project. This package increases General Fund by \$780,007 and Other Funds expenditure limitation by \$67,826. The purpose of this package is to complete the Processing Center Modernization project, which replaces the Department's obsolete scanners with new scanners that are integrated with Gentax, the Department's primary tax processing system. The project has completed Phase 1 and successfully decommissioned the legacy scanners most at risk of failure. The Department plans to complete Phase 2 in August 2019 and Phase 3, which will finalize the remaining programs, in August 2020. This package is approved on a one-time basis.

Package 112, Shared Services. This package increases General Fund by \$6,488,923 and Other Funds expenditure limitation by \$564,254 in order to fund the maintenance and support of the Department's Gentax application, which is DOR's primary tax processing system. The package funds Level 2 maintenance from the vendor and includes five vendor augmentation staff for 2019 and four vendor augmentation staff for 2020. The Department of Administrative Services is directed to unscheduled \$3,122,219 General Fund and \$271,497 Other Fund expenditure limitation until DOR reports to the Legislature in 2020, on the status of outstanding issues related to the Gentax implementation. This package is approved on a one-time basis and will be phased out in the development of the 2021-23 budget.

Package 801, LFO Adjustments. This package reduces General Fund by \$428,400 and Other Funds expenditure limitation by \$81,600 in Services and Supplies by eliminating funding for contracts that support document scanners the agency no longer needs as a result of the Processing Center Modernization project Phase 1.

Package 812, Vacant Position Elimination. This package reduces General Fund by \$1,279,500 and Other Funds expenditure limitation by \$142,836 and abolishes 14 positions – one Information Systems Specialist 3, one Information Systems Specialist 6, One Information Systems Specialist 7, one Information Systems Specialist 8, one Data Entry Operator, one Office Specialist 1, and eight Office Specialist 2 positions for a total reduction of 7.05 FTE.

Marijuana Program

The Marijuana Program consists of the staff needed to administer the Marijuana Tax, including communications, policy analysis, and the development of administrative rules and forms. In addition, the Marijuana Program administers over 70 local marijuana taxes on behalf of local governments. In addition to heightened interest from Legislators and the media, administering the Marijuana Tax has brought new challenges to the Department. As many marijuana businesses are unable use the formal banking system due to federal law, significant numbers pay their

taxes in cash, which required the Department to build and staff a cash handling facility where all taxpayers seeking to make cash payments must go.

This section is supported by marijuana tax revenues and reimbursements from local governments for the administration of their taxes. The Subcommittee recommended budget for the Marijuana Program is \$4.5 million total funds and 16 positions (15.76 FTE). The Subcommittee recommended the following packages:

Package 105, Marijuana Program / Income Tax Audits. This package increases Other Funds expenditure limitation by \$416,608 and authorizes the establishment of two permanent full-time Tax Auditor 2 positions (1.76 FTE). The purpose of this package is to audit the Marijuana Tax returns of licensed marijuana businesses. There is a high risk of non-compliance in this cash-driven industry.

Package 812, Vacant Position Elimination. This package reduces Other Funds expenditure limitation by \$43,472 and abolishes one Economist 3 position (0.25 FTE).

Non-profit Housing For Elderly Persons

The Nonprofit Housing for Elderly Persons program reimburses counties for the costs of a property tax exemption for certain nonprofit homes for the elderly. The nonprofit homes receive the exemption regardless of whether or to what extent the counties are reimbursed for this exemption. The Subcommittee recommended a budget of \$3,348,966 General Fund for this program.

Senior Deferral Program

The Department administers the Senior Citizens' Property Tax Deferral program, the Senior Citizens' Special Assessment Deferral Program, and the Disabled Citizens' Property Tax Deferral Program. These programs pay the property taxes and special property assessments for qualified senior and disabled citizens in exchange for a lien against the property in the amount of the deferred taxes. The deferred taxes are repaid when either the participant no longer lives in their home, sells the home, or the participant dies. The Subcommittee recommended a budget of \$33.8 million total funds and eight positions (7.75 FTE). The Subcommittee recommended the following package:

Package 812, Vacant Position Elimination. This package reduces Other Funds expenditure limitation by \$140,504 and abolishes one permanent Operations and Policy Analyst 2 position (0.75 FTE).

Core System Replacement Project

The Department recently completed a multi-biennia effort to replace their legacy tax processing system with a new, integrated system called GenTax. The goal of the project was to replace the Department's core tax systems to improve efficiency, reduce the risk of system failure, and enhance the ability to improve performance and generate revenue. The Subcommittee recommended a budget of \$535,000 Other Funds. The Subcommittee recommended the following package:

Package 802, Heavy Equipment Rental Tax. This package increases Other Funds expenditure limitation by \$535,000 for the Core System Replacement project to fund vendor costs for the implementation of the Heavy Equipment Rental Tax. This package is approved on a one-time basis and will be phased out in the development of the 2021-23 budget.

Debt Service

This program unit includes the total cost of all debt service for the Department. The base budget pays for Core System Replacement and Property Valuation System bonds issued during previous biennia. The Subcommittee recommended a budget of \$15,066,620 General Fund and \$1,237,830 Other Funds expenditure limitation for this program.

Summary of Maximum Supervisory Ratio

The Subcommittee reviewed the agency's proposed Maximum Supervisory Ratio of 1:11.

Summary of Performance Measure Action

See attached "Legislatively Approved 2019-2021 Key Performance Measures."

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Department of Revenue
Patrick Heath - 503-378-3742

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
2017-19 Legislatively Approved Budget at Dec 2018 *	\$ 194,469,572	\$ -	\$ 129,934,422	\$ -	\$ -	\$ -	324,403,994	1,102	963.68
2019-21 Current Service Level (CSL)*	\$ 204,875,450	\$ -	\$ 123,681,615	\$ -	\$ -	\$ -	328,557,065	1,024	969.22
<u>SUBCOMMITTEE ADJUSTMENTS (from CSL)</u>									
SCR 003 - Administration									
Package 812: Vacant Position Elimination									
Personal Services	\$ (210,115)	\$ -	\$ (18,272)	\$ -	\$ -	\$ -	(228,387)	(1)	(1.00)
Services and Supplies	\$ (9,803)	\$ -	\$ (852)	\$ -	\$ -	\$ -	(10,655)		
SCR 004 - Property Tax Division									
Package 804: Property Valuation System Business Case Update									
Personal Services	\$ 199,845	\$ -	\$ -	\$ -	\$ -	\$ -	199,845	1	0.88
Capital Outlay	\$ 10,655	\$ -	\$ -	\$ -	\$ -	\$ -	10,655		
Package 805: Comprehensive Reconciliation of Position Funding									
Personal Services	\$ 1,219,490	\$ -	\$ (724,252)	\$ -	\$ -	\$ -	495,238	0	2.57
Package 812: Vacant Position Elimination									
Personal Services	\$ (173,032)	\$ -	\$ (85,298)	\$ -	\$ -	\$ -	(258,330)	(1)	(1.25)
Services and Supplies	\$ (8,524)	\$ -	\$ (4,795)	\$ -	\$ -	\$ -	(13,319)		
SCR 005 - Personal Tax and Compliance Division									
Package 101: SB 254 (2018)									
Services and Supplies	\$ 166,029	\$ -	\$ 29,299	\$ -	\$ -	\$ -	195,328		
Package 105: Marijuana Program / Income Tax Audits									
Personal Services	\$ 314,447	\$ -	\$ 6,417	\$ -	\$ -	\$ -	320,864	2	1.76
Services and Supplies	\$ 79,494	\$ -	\$ 1,622	\$ -	\$ -	\$ -	81,116		
Capital Outlay	\$ 14,335	\$ -	\$ 293	\$ -	\$ -	\$ -	14,628		
Package 812: Vacant Position Elimination									
Personal Services	\$ (449,107)	\$ -	\$ (9,166)	\$ -	\$ -	\$ -	(458,273)	(4)	(3.17)
Services and Supplies	\$ (33,101)	\$ -	\$ (675)	\$ -	\$ -	\$ -	(33,776)		
SCR 006 - Business Division									
Package 081: September 2018 Emergency Board									
Services and Supplies	\$ -	\$ -	\$ 26,790	\$ -	\$ -	\$ -	26,790		
Package 106: Auditing									
Personal Services	\$ -	\$ -	\$ 160,432	\$ -	\$ -	\$ -	160,432	1	0.88
Services and Supplies	\$ -	\$ -	\$ 141,657	\$ -	\$ -	\$ -	141,657		
Capital Outlay	\$ -	\$ -	\$ 7,314	\$ -	\$ -	\$ -	7,314		
Package 802: Heavy Equipment Rental Tax									
Personal Services	\$ -	\$ -	\$ 267,247	\$ -	\$ -	\$ -	267,247	3	1.50
Services and Supplies	\$ -	\$ -	\$ 74,114	\$ -	\$ -	\$ -	74,114		

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DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
Package 812: Vacant Position Elimination									
Personal Services	\$ (169,949)	\$ -	\$ (342,536)	\$ -	\$ -	\$ -	(512,485)	(4)	(2.75)
Services and Supplies	\$ (9,457)	\$ -	\$ (19,845)	\$ -	\$ -	\$ -	(29,302)		
SCR 007 - Collections Division									
Package 801: LFO Analyst Adjustment									
Personal Services	\$ (190,154)	\$ -	\$ 190,154	\$ -	\$ -	\$ -	-	0	0.00
SCR 008 - Corporate Division									
Package 801: LFO Analyst Adjustments									
Services and Supplies	\$ 1	\$ -	\$ 1	\$ -	\$ -	\$ -	2		
SCR 009 -Information Technology Services Division									
Package 110: Processing Center Permanent Staffing									
Personal Services	\$ -	\$ -	\$ 1,302,575	\$ -	\$ -	\$ -	1,302,575	11	11.00
Services and Supplies	\$ -	\$ -	\$ 117,202	\$ -	\$ -	\$ -	117,202		
Capital Outlay	\$ -	\$ -	\$ 80,454	\$ -	\$ -	\$ -	80,454		
Package 111: PCM Project									
Services and Supplies	\$ 780,007	\$ -	\$ 67,826	\$ -	\$ -	\$ -	847,833		
Package 112: Shared Services									
Services and Supplies	\$ 6,488,923	\$ -	\$ 564,254	\$ -	\$ -	\$ -	7,053,177		
Package 801: LFO Analyst Adjustments									
Services and Supplies	\$ (428,400)	\$ -	\$ (81,600)	\$ -	\$ -	\$ -	(510,000)		
Package 812: Vacant Position Elimination									
Personal Services	\$ (1,211,200)	\$ -	\$ (136,017)	\$ -	\$ -	\$ -	(1,347,217)	(14)	(7.05)
Services and Supplies	\$ (68,300)	\$ -	\$ (6,819)	\$ -	\$ -	\$ -	(75,119)		
SCR 014 - Marijuana Program									
Package 105: Marijuana Program / Income Tax Audits									
Personal Services	\$ -	\$ -	\$ 320,864	\$ -	\$ -	\$ -	320,864	2	1.76
Services and Supplies	\$ -	\$ -	\$ 81,116	\$ -	\$ -	\$ -	81,116		
Capital Outlay	\$ -	\$ -	\$ 14,628	\$ -	\$ -	\$ -	14,628		
Package 812: Vacant Position Elimination									
Personal Services	\$ -	\$ -	\$ (40,808)	\$ -	\$ -	\$ -	(40,808)	(1)	(0.25)
Services and Supplies	\$ -	\$ -	\$ (2,664)	\$ -	\$ -	\$ -	(2,664)		
SCR 025 - Sr Citizens Prop Tax Deferral									
Package 812: Vacant Position Elimination									
Personal Services	\$ -	\$ -	\$ (132,513)	\$ -	\$ -	\$ -	(132,513)	(1)	(0.75)
Services and Supplies	\$ -	\$ -	\$ (7,991)	\$ -	\$ -	\$ -	(7,991)		

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
SCR 030 - Core System Replacement Package 802: Heavy Equipment Rental Tax Services and Supplies	\$ -	\$ -	\$ 535,000	\$ -	\$ -	\$ -	\$ 535,000		
TOTAL ADJUSTMENTS	\$ 6,312,084	\$ -	\$ 2,375,156	\$ -	\$ -	\$ -	\$ 8,687,240	(6)	4.13
SUBCOMMITTEE RECOMMENDATION *	\$ 211,187,534	\$ -	\$ 126,056,771	\$ -	\$ -	\$ -	\$ 337,244,305	1,018	973.35
% Change from 2017-19 Leg Approved Budget	8.6%	0.0%	(3.0%)	0.0%	0.0%	0.0%	4.0%	(7.6%)	1.0%
% Change from 2019-21 Current Service Level	3.1%	0.0%	1.9%	0.0%	0.0%	0.0%	2.7%	(0.6%)	0.4%

*Excludes Capital Construction Expenditures

Legislatively Approved 2019 - 2021 Key Performance Measures

Published: 6/6/2019 5:03:49 PM

Agency: Revenue, Department of

Mission Statement:

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

Legislatively Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2020	Target 2021
1. Average Days to Process Personal Income Tax Refund.		Approved	18	16	16
2. Percent of Personal Income Tax Returns Filed Electronically		Approved	88%	90%	90%
3. Employee Training Per Year (percent receiving 20 hours per year).		Approved	64%	65%	65%
4. Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good"; or "excellent" based on overall experience, timeliness, accuracy, helpfulness, expertise, and availability of information.	Overall	Approved	81%	85%	85%
	Availability of Information		80%	85%	85%
	Helpfulness		86%	85%	85%
	Timeliness		81%	85%	85%
	Accuracy		83%	85%	85%
	Expertise		86%	85%	85%
5. Effective Taxpayer Assistance - Provide effective taxpayer assistance through a combination of direct assistance and electronic self-help services.		Approved	79	85	85
6. Appraisal Program Equity and Uniformity - We will measure the degree to which county appraisal program equity and uniformity is achieved by determining the percentage of study areas statewide with real market values that are within accepted appraisal standards.		Approved	96%	98%	98%
7. Appraisal Value Uniformity - We will demonstrate our ability to deliver high quality business results by measuring appraisal equity and uniformity for DOR industrial accounts.		Approved	20%	20%	20%
8. Direct Enforcement Dollars Cost of Funds - We will demonstrate our efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens by measuring the cost of funds (COF) for every direct enforcement dollar received by our agency.		Approved	\$0.27	\$0.20	\$0.20
9. Collection Dollars Cost of Funds - We will demonstrate our efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens by measuring the cost of funds (COF) for every dollar collected by our agency.		Approved	\$0.12	\$0.10	\$0.10
10. Cost of Assessments - We will demonstrate our efficiency and effectiveness of our suspense, audit and filing enforcement functions by measuring the cost of every audit and filing enforcement dollar assessed.		Approved	\$0.15	\$0.18	\$0.18
11. Employee Engagement - Index of employees considered actively engaged by a standardized survey.		Approved	55	60	60

LFO Recommendation:

The Legislative Fiscal Office recommends approval of the proposed key Performance Measures and targets with direction that the agency conduct a comprehensive review of existing Key Performance Measures, data, and targets and report back to the Legislature in 2020 with proposed changes. The agency should utilize the recently completed Outcome-Based Management Assessment and roadmap as guidance for proposed

key performance measurement changes.

SubCommittee Action:

The General Government Subcommittee adopted the Legislative Fiscal Office recommendation.

HB 5050 A BUDGET REPORT and MEASURE SUMMARY

Carrier: Sen. Johnson

Joint Committee On Ways and Means

Action Date: 06/25/19

Action: Do pass the A-Eng bill.

Senate Vote

Yeas: 8 - Beyer, Boles, Frederick, Johnson, Manning Jr, Roblan, Steiner Hayward, Wagner

Abs: 4 - Girod, Hansell, Heard, Thomsen

House Vote

Yeas: 8 - Gomberg, Holvey, McLain, McLane, Nosse, Piluso, Rayfield, Stark

Exc: 1 - Smith G

Prepared By: Julie Neburka and Theresa McHugh, Legislative Fiscal Office

Reviewed By: Paul Siebert, Legislative Fiscal Office

Emergency Board

2019-21

Department of Corrections

2017-19

This summary has not been adopted or officially endorsed by action of the committee.

HB 5050 A

Budget Summary*

	<u>2017-19 Legislatively Approved Budget</u>	<u>2019-21 Committee Recommendation</u>	<u>Committee Change</u>
<u>Emergency Board</u>			
General Fund - General Purpose	-	\$ 75,000,000	\$ 75,000,000
General Fund - Special Purpose Appropriations			
State Agencies for state employee compensation	-	\$ 200,000,000	\$ 200,000,000
State Agencies for non-state worker compensation	-	\$ 20,000,000	\$ 20,000,000
Public Defense services and contract model		\$ 20,000,000	\$ 20,000,000
Grand Jury Recordation	-	\$ 3,000,000	\$ 3,000,000
OHA - Youth with Behavioral Health Needs		\$ 5,700,000	\$ 5,700,000
PDSC and DOC - Unauthorized Use of a Vehicle		\$ 1,000,000	\$ 1,000,000
Secretary of State - SB 861 implementation		\$ 1,146,094	\$ 1,146,094

ADMINISTRATION PROGRAM AREA**Department of Administrative Services**

General Fund	\$ 23,939,562	\$ 23,939,562
General Fund Debt Service	\$ (243,315)	\$ (243,315)
Lottery Funds Debt Service	\$ (2,797,357)	\$ (2,797,357)
Other Funds	\$ 98,343,839	\$ 98,343,839
Other Funds Debt Service	\$ 4,975,884	\$ 4,975,884

Advocacy Commissions Office

General Fund	\$ (3,910)	\$ (3,910)
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Employment Relations Board

General Fund	\$ (24,878)	\$ (24,878)
Other Funds	\$ (17,900)	\$ (17,900)

Oregon Government Ethics Commission

Other Funds	\$ (31,294)	\$ (31,294)
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Office of the Governor

General Fund	\$ 37,976	\$ 37,976
Lottery Funds	\$ (30,060)	\$ (30,060)
Other Funds	\$ (14,162)	\$ (14,162)

Oregon Liquor Control Commission

Other Funds	-	\$ (365,805)	\$ (365,805)
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Budget Summary***Public Employees Retirement System,**

	<u>2017-19 Legislatively Approved Budget</u>	<u>2019-21 Committee Recommendation</u>	<u>Committee Change</u>
Other Funds		\$ (99,540)	\$ (99,540)

Racing Commission

Other Funds		\$ (74,492)	\$ (74,492)
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Department of Revenue

General Fund		\$ (1,951,713)	\$ (1,951,713)
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General Fund Debt Service		\$ (86,500)	\$ (86,500)
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Other Funds		\$ (625,879)	\$ (625,879)
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Other Funds Debt Service		\$ 90,000	\$ 90,000
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Secretary of State

General Fund		\$ 198,280	\$ 198,280
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Other Funds		\$ (731,332)	\$ (731,332)
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Federal Funds		\$ (6,624)	\$ (6,624)
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State Library

General Fund		\$ (2,658)	\$ (2,658)
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Other Funds		\$ (54,948)	\$ (54,948)
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Federal Funds		\$ (4,478)	\$ (4,478)
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State Treasurer

Other Funds		\$ (786,435)	\$ (786,435)
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CONSUMER AND BUSINESS SERVICES PROGRAM AREA**State Board of Accountancy**

Other Funds	-	\$ (41,790)	\$ (41,790)
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Chiropractic Examiners Board

Other Funds	-	\$ (40,563)	\$ (40,563)
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Consumer and Business Services

Other Funds		\$ (1,805,550)	\$ (1,805,550)
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Federal Funds		\$ 724,474	\$ 724,474
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Construction Contractors Board

Other Funds		\$ (223,798)	\$ (223,798)
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A second reservation was established within the general purpose Emergency Fund of \$9 million for the Oregon Health Authority for the purpose of supporting community mental health programs. The Oregon Health Authority may request allocation of the reservation from the Emergency Board if any or all of these funds are deemed necessary to maintain the 2017-19 level of on-going community mental health program services funded by the agency.

Adjustments to Approved 2019-21 Agency Budgets

STATEWIDE ADJUSTMENTS

Statewide adjustments reflect budget changes in multiple agencies based on reductions in Department of Administrative Services' assessments and charges for services, Attorney General rates, Secretary of State assessments, and Parks assessments. Statewide adjustments also reflect net reductions to debt service realized through interest rate savings on bond sales, and Other Funds balances and interest earnings that can be applied to debt service. Total savings are \$66.2 million General Fund, \$13.7 million Lottery Funds, \$34 million Other Funds, and \$11 million Federal Funds.

Specific reductions include \$37.1 million total funds from lower Department of Administrative Services assessments and service rates; \$31.1 million total funds from PERS rate updates; \$39.8 million total funds from debt service interest rate savings and refunding of outstanding bonds; \$8.1 million total funds from lower Attorney General rates; and \$2.6 million total funds from lower Secretary of State and Parks assessments.

Section 161 of the budget bill reflects the changes, as described above, for each agency. These adjustments are included in the table at the beginning of the budget report but are not addressed in the individual agency narratives. Additionally, new Other Funds debt service expenditure limitations for multiple agencies are established to accommodate the use of fund balances for debt repayment.

ADMINISTRATION

Department of Administrative Services

The Subcommittee approved various one-time General Fund appropriations to the Department of Administrative Services for the following purposes:

HB 5047 A BUDGET REPORT and MEASURE SUMMARY

Carrier: Sen. Roblan

Joint Committee On Ways and Means

Action Date: 05/03/19

Action: Do pass the A-Eng bill.

Senate Vote

Yeas: 7 - Beyer, Frederick, Johnson, Manning Jr, Roblan, Steiner Hayward, Wagner

Nays: 2 - Hansell, Heard

Exc: 3 - Girod, Thomsen, Winters

House Vote

Yeas: 9 - Gomberg, Holvey, McLain, McLane, Nosse, Piluso, Rayfield, Smith G, Stark

Prepared By: Lisa Pearson, Department of Administrative Services

Reviewed By: Doug Wilson, Legislative Fiscal Office

Department of Education

2019-21

Department of Revenue

2019-21

Department of Justice

2019-21

This summary has not been adopted or officially endorsed by action of the committee.

HB 5047 A

Budget Summary*

	2017-19 Legislatively Approved Budget ⁽¹⁾	2019-21 Current Service Level	2019-21 Committee Recommendation	Committee Change from 2017-19 Leg. Approved	
				\$ Change	% Change
Department of Education					
General Fund	\$ -	\$ -	\$ 5,504,403	\$ 5,504,403	0.0%
Other Funds	\$ -	\$ -	\$ 908,986,836	\$ 908,986,836	0.0%
Subtotal	\$ -	\$ -	\$ 914,491,239	\$ 914,491,239	0.0%
Department of Revenue					
General Fund	\$ -	\$ -	\$ 3,954,361	\$ 3,954,361	0.0%
Subtotal	\$ -	\$ -	\$ 3,954,361	\$ 3,954,361	0.0%
Department of Justice					
Other Funds	\$ -	\$ -	\$ 464,086	\$ 464,086	0.0%
Subtotal	\$ -	\$ -	\$ 464,086	\$ 464,086	0.0%
Total	\$ -	\$ -	\$ 918,909,686	\$ 918,909,686	0.0%

Position Summary

Department of Education				
Authorized Positions	0	0	72	72
Full-time Equivalent (FTE) positions	0.00	0.00	51.95	51.95
Department of Revenue				
Authorized Positions	0	0	38	38
Full-time Equivalent (FTE) positions	0.00	0.00	9.29	9.29
Department of Justice				
Authorized Positions	0	0	3	3
Full-time Equivalent (FTE) positions	0.00	0.00	1.76	1.76

⁽¹⁾ Includes adjustments through December 2018

* Excludes Capital Construction expenditures

Summary of Revenue Changes

Pending passage of the revenue package included in House Bill 3427, House Bill 5047 allocates revenues derived by a commercial activities tax on Oregon businesses effective for the tax year beginning January 1, 2020. Estimated revenues for the 2019-21 biennium total \$1.6 billion from the activities tax minus the cost of a reduction of personal income rates of \$311 million and other changes in the bill affecting General Fund revenues. House Bill 3427 transfers funding to the Department of Revenue (DOR) for the implementation, collection, and administrative costs of the new commercial business activities tax. The balance is transferred to the Fund for Student Success established in House Bill 3427. For 2019-21, House Bill 3427 transfers a total of \$643 million from the Fund for Student Success to the State School Fund of which \$423 million represents the lost General Fund revenues from the tax changes in the bill, \$20 million is for an increase in the High Cost Disabilities Account and the remaining \$200 million is for distribution to the districts through the statutory school revenue formula. The remaining amount in the Fund for Student Success is divided between the Early Learning Account (at least 20 percent), the Statewide Education Initiative Account (up to 30 percent), and the Student Investment Account (at least 50 percent). The 2019-21 spending out of each of these accounts are described in more detail below.

Summary of Education Subcommittee Action

House Bill 5047 provides the budget expenditure authority for programs funded through the new revenue stream established in House Bill 3427. Resources are provided for both the Oregon Department of Education for the various programs and staffing needs resulting from House Bill 3427 and the Department of Revenue for implementing, collecting, and administering the new revenue stream. Limitation is also increased for the Department of Justice for the anticipated increase in the legal work required by the Department of Revenue.

The Subcommittee approved \$9,458,764 General Fund and \$909,450,922, Other Funds expenditure limitation for the three agencies. The General Fund resources are for the upfront costs for the initial development of the programs, systems, and infrastructure prior to the availability of the new revenue stream. The Other Funds expenditure limitation represents the ongoing program and administrative costs for the agencies after the new revenues become available.

Department of Education

The Subcommittee approved \$5,504,403 General Fund and \$908,986,836 Other Funds expenditure limitation for the Oregon Department of Education (ODE) in House Bill 5047. These resources are for; (1) various early learning programs and related costs funded out of the newly established Early Learning Account, (2) education related initiatives such as a portion of 2019-21 Ballot Measure 98 costs and nutritional programs from the new Statewide Education Initiative Account, and (3) resources for school districts and eligible charter schools distributed from the new Student Investment Account through the same allocation formula used for the State School Fund, but with a double weighting for poverty. For development of the 2021-23 biennial budget, current service level calculations for the grant and other programs funded in this bill should be developed based on the funding levels for the second year of the 2019-21 biennium.

- Healthy Families Oregon and parenting education. An additional \$2,000,000 Other Funds is designated for the Healthy Families Oregon program for expanding this intensive home visiting program to more eligible families. Another \$1,000,000 Other Funds is directed to parenting education programs and resources to increase skills and strategies for parenting, strengthening parent-child relationships, and promoting positive child development and school readiness. The resources for these two programs are available in the second year of the biennium.
- Early learning professional and workforce development. The Subcommittee approved \$12,500,000 million Other Funds available in the second year of the biennium for professional development, education opportunities, and related services for the early learning workforce.

Budget Note

The Early Learning Council, Early Learning Division staff, and Educator Advancement Council shall consult with other units of the Oregon Department of Education, Higher Education Coordinating Commission; and representatives of early learning Hubs, providers and families in developing a plan on the most effective set of programs and initiatives for early learning educator professional development and expanded education/training opportunities. The plan shall include consideration of workforce retention, recruitment, a greater diversified education workforce, early learner educator scholarships, and the potential for a coordinated stackable system of programs incorporating work experience, community college credits and public university credits. The Division shall submit the report to the Legislature by January 15, 2020 for consideration during the 2020 Legislative Session.

Youth Development Grant-in-Aid

A total of \$4,000,000 Other Funds was authorized for youth re-engagement grants in the second year of the biennium. House Bill 3427 establishes a re-engagement grant program to reconnect youth aged 14 to 21 who are dropouts, not making sufficient progress toward a high school diploma, or are referred to the program. School districts or other eligible entities approved by the Youth Development Council are eligible to receive grants for academic instruction, career counseling, workforce readiness services, and assistance with accessing resources supporting at-risk youth and reduce barriers to educational success.

Department of Revenue

The Subcommittee approved \$3,954,361 General Fund and the establishment of 22 permanent full-time positions (5.43 FTE) and 16 limited duration positions (3.86 FTE) related to implementation of the Corporate Activities Tax (CAT) (House Bill 3427). Of this amount, \$2,789,361 will be for program and program support costs and \$1,165,000 will be for the acquisition of an information technology modification and vendor maintenance costs.

The Subcommittee's approved startup funding and position authority providing sufficient resources for DOR to implement the measure through April 30, 2020. The Legislature in 2020 may provide additional resources for the remainder of the biennium, which would be funded from gross corporate activities tax proceeds. The costs for May 2020 to June 30, 2021 is estimated to total \$9.5 million Other Funds (corporate activity tax) and an additional 30 positions (18.33 FTE).

A new division ("Corporate Division") would need to be established within the agency to administer the CAT and to allow for the tracking of budget and actual expenditures. The Department of Administrative Services is instructed to establish a new Summary Cross Reference program in the Oregon Budget Information Tracking System entitled: *Corporate Division Program*.

The Subcommittee approved \$700,000 General Fund for a commercial-off-the-shelf product (GENTAX) that provides integrated system support for state-wide tax, revenue collection and is otherwise known as the Core Systems Replacement Project. DOR would amend the current GENTAX vendor contract to acquire the following modification or system enhancements related to a CAT: the configuration and testing of registration; financials; revenue accounting; case workflow; Revenue Online; and payment processing. An additional \$300,000 General Fund was included for ongoing operation and maintenance costs, as the first such payment is due in February 2020. The actual contract amendment cost may change depending upon contract negotiations. There is an additional \$165,000 General Fund for independent quality assurance oversight of the implementation.

Internal DOR information technology staff were approved for non-vendor supported GENTAX system requirements, design, configuration, and development. This includes one permanent full-time Information Systems Specialist 8 (0.33 FTE) one permanent full-time Information Systems Specialist 7 (0.33 FTE), one permanent full-time Information Systems Specialist 6 (0.13 FTE) to support processing of paper returns (i.e. document imaging). Also approved were two limited duration Training Development Specialist-1 positions (0.67 FTE) and five limited duration Operation and Policy Analyst 3 positions (1.67 FTE).

Staffing and related costs were approved for general program administration, including assistance with GENTAX system configuration, assisting with website content, consulting on configuration of online system, and integrated tax accounting taxpayer forms, letters, and website development, responding to appeals, coordination of program-related legislation, administrative rule development, and coordination of configuration changes related to ongoing program administration. This includes: one permanent full-time Principal Executive Manager D (0.42 FTE); three permanent full-time Operation and Policy Analyst 3 (1.25 FTE); one limited duration Operation and Policy Analyst 3 (0.13 FTE); three permanent full-time Operation and Policy Analyst 2 (0.96 FTE); one limited duration Operation and Policy Analyst 2 (0.42 FTE). DOR anticipates use of the Department of Justice for administrative rule development, administrative and legal appeals.

Communications staff would organize and coordinate media outreach activities, including taxpayer communication, television, and radio commercials. This work will be done with one permanent full-time Public Affairs Specialist 2 position (0.42 FTE).

Customer service, or tax services, will answer phone inquiries specific to the tax using a dedicated phone line. This will be done by two permanent full-time Public Services Representative 3 (0.25 FTE) and three limited duration Public Services Representative 3 (0.38 FTE).

Non-electronic filing of paper returns and payments will need to be processed, including the document imaging of filings and the depositing of funds. This work will be overseen by one limited duration Operation and Policy Analyst 2 (0.21 FTE).

Account suspense staff will perform taxpayer account maintenance and work with businesses to reconcile discrepancies between submitted payments and taxes due (i.e. payment and return suspense processing). Staff will also perform administration duties of filing enforcement and taxpayer account maintenance. This work will be done by seven permanent full-time Administrative Support Specialist 2 positions (0.88 FTE) and three limited duration Administrative Support Specialist 2 positions (0.38 FTE).

Accounting services would account for gross tax revenues, tax adjustments or refunds, DOR's administrative expenditures, and distribute the net revenue to the Fund for Student Success. This will be done by one permanent full-time Accountant 3 position (0.04 FTE).

Due to the increase in positions to the agency, one permanent full-time Human Resource Analyst 2 (0.42 FTE) is added to support the ongoing needs of the program.

The program will have \$676,473 General Fund Services and Supplies, which is largely comprised of mailing costs, and \$88,512 General Fund for Capital Outlay expenses for office furniture. This excludes the costs for the GENTAX modification and maintenance contract (\$1 million) independent quality assurance (\$165,000), and legal service charges (\$365,274).

The auditing of tax returns will begin in Spring 2021 upon approval of the position authority by the Legislature or the Emergency Board in 2020.

Activities related to filing enforcement and collections will begin with the 2021-23 biennium.

Department of Justice

The Subcommittee approved \$464,086 Other Funds expenditure limitation and the establishment of three permanent full-time positions (1.76 FTE) to support the Department of Revenue's anticipated need for legal services related to implementation of the Corporate Activities Tax (House Bill 3427).

The positions include: one permanent full-time Assistant Attorney General (0.88 FTE), one permanent full-time Legal Secretary (0.44 FTE), and one permanent full-time Paralegal position (0.44 FTE) with associated Services and Supplies. These costs are estimated to total \$464,086 in the 2019-21 biennium and \$527,428 in the 2021-23 biennium; however, DOJ will bill DOR for actual legal services provided under the standard legal services hourly billing model, which will also include an administrative overhead charge.

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Department of Education
Lisa Pearson -- 503-373-7501

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
2017-19 Legislatively Approved Budget at Dec 2018 *	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	0	0.00
2019-21 Current Service Level (CSL)*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	0	0.00
SUBCOMMITTEE ADJUSTMENTS (from CSL)									
Department of Education									
SCR 100- Operations									
Personal Services	\$ 2,020,746	\$ -	\$ 8,575,584	\$ -	\$ -	\$ -	10,596,330	72	51.95
Services and Supplies	\$ 933,866	\$ -	\$ 10,229,458	\$ -	\$ -	\$ -	23,663,324		
Capital Outlay	\$ -	\$ -	\$ 420,000	\$ -	\$ -	\$ -	420,000		
Account 6443 (Transfer to HECC)	\$ 1,537,324	\$ -	\$ 2,647,611	\$ -	\$ -	\$ -	4,184,935		
SCR 300- Grant in Aid									
Special Payments									
Account 6040	\$ -	\$ -	\$ 751,522,833	\$ -	\$ -	\$ -	751,522,833		
SCR 500- Early Learning Division									
Special Payments									
Account 6040	\$ 1,012,467	\$ -	\$ 131,591,350	\$ -	\$ -	\$ -	120,103,817		
Account 6085	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-		
SCR 550- Youth Development Division									
Special Payments									
Account 6040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-		
Account 6085	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	4,000,000		
Department of Revenue									
SCR 150-010 - Corporate Division Program									
Personal Services	\$ 1,659,102	\$ -	\$ -	\$ -	\$ -	\$ -	1,659,102	38	9.29
Services and Supplies	\$ 1,041,747	\$ -	\$ -	\$ -	\$ -	\$ -	1,041,747		
Capital Outlay	\$ 88,512	\$ -	\$ -	\$ -	\$ -	\$ -	88,512		
SCR 150-030 - Core System Replacement									
Services and Supplies	\$ 1,165,000	\$ -	\$ -	\$ -	\$ -	\$ -	1,165,000		
Department of Justice									
SCR 137-050-- General Counsel									
Personal Services	\$ -	\$ -	\$ 349,802	\$ -	\$ -	\$ -	349,802	3	1.76
Services and Supplies	\$ -	\$ -	\$ 114,284	\$ -	\$ -	\$ -	114,284		
TOTAL ADJUSTMENTS	\$ 9,458,764	\$ -	\$ 909,450,922	\$ -	\$ -	\$ -	918,909,686	113	63.00
SUBCOMMITTEE RECOMMENDATION *	\$ 9,458,764	\$ -	\$ 909,450,922	\$ -	\$ -	\$ -	918,909,686	113	63.00
% Change from 2017-19 Leg Approved Budget	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Change from 2019-21 Current Service Level	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Excludes Capital Construction Expenditures

HB 3136 B BUDGET REPORT and MEASURE SUMMARY

Carrier: Sen. Roblan

Joint Committee On Ways and Means

Action Date: 06/14/19

Action: Do pass the B-Eng bill.

Senate Vote

Yeas: 11 - Beyer, Frederick, Girod, Hansell, Heard, Johnson, Manning Jr, Roblan, Steiner Hayward, Thomsen, Wagner

Exc: 1 - Baertschiger Jr

House Vote

Yeas: 8 - Gomberg, Holvey, McLain, Nosse, Piluso, Rayfield, Smith G, Stark

Exc: 1 - McLane

Prepared By: Patrick Heath, Department of Administrative Services

Reviewed By: John Borden, Legislative Fiscal Office

Department of Revenue
2019-21

This summary has not been adopted or officially endorsed by action of the committee.

HB 3136 B

1 of 4

Budget Summary*

	2017-19 Legislatively Approved Budget ⁽¹⁾	2019-21 Current Service Level	2019-21 Committee Recommendation	Committee Change from 2017-19 Leg. Approved	
				\$ Change	% Change
Other Funds Limited	\$ -	\$ -	\$ 574,533	\$ 574,533	100.0%
Total	\$ -	\$ -	\$ 574,533	\$ 574,533	100.0%

Position Summary

Authorized Positions	0	0	1	1
Full-time Equivalent (FTE) positions	0.00	0.00	0.75	0.75

⁽¹⁾ Includes adjustments through December 2018

* Excludes Capital Construction expenditures

Summary of Revenue Changes

House Bill 3136 creates a pilot program under which the Department of Revenue will collect local lodging taxes under agreements with local governments. The bill is funded by diverting the cost of collection discount retained by transient lodging intermediaries for administering state and local lodging taxes. Transient lodging intermediaries, which are companies that do not own the lodgings that they rent but provide a platform for other private entities to do so, are required under Oregon law to collect transient lodging taxes on behalf of the property owner. Under current law, these intermediaries are allowed to retain a percentage of those tax collections for the cost of administering the tax on behalf of the state or local government. House Bill 3136 suspends this cost of collection discount for transient lodging intermediaries until after the Department has repaid the Oregon Tourism Commission for the cost of funds they have diverted to start up the pilot program.

The bill caps the amount of state transient lodging tax revenue that goes to stand up the pilot program but would otherwise be sent to the Oregon Tourism Commission at \$900,000. The Department is directed to pay back the amounts it retains from state and local transient lodging taxes to the Commission plus 2.0 percent interest per year.

The local and state revenue impact will be determined by the effectiveness of the Department's enforcement efforts using the data purchased and resources provided in the Department of Revenue's main budget bill.

Summary of General Government Subcommittee Action

The Subcommittee recommended \$574,533 in Other Funds expenditure limitation and one limited duration full-time position (0.75 FTE) for the Department of Revenue to implement House Bill 3136. Of this amount, \$114,788 will fund one limited duration Program Analyst 1 position to

administer the pilot program and to coordinate with local governments and contracted professional services providers. An additional \$18,745 will pay for position-related Services and Supplies and \$25,000 will serve as a contingency for contracted services to purchase data related to online travel company rentals, both recommended on a one-time basis. The Department of Revenue's main budget measure for the 2019-21 biennium, House Bill 5033 (2019), contains \$112,164 in Other Funds expenditure limitation for one year of a professional services contract to purchase data related to transient lodging providers from companies that collect the data from online transient lodging portals. The additional \$25,000, noted above, is recommended as a contingency for the amounts in approved in the Department's main budget bill.

To improve compliance with predominately local, and then state, lodging taxes, House Bill 3136 establishes a funding mechanism for the Department of Revenue to administer local transient lodging taxes on behalf of participating local governments. In a survey of local governments, the League of Oregon Cities found 46 city governments were either interested or very interested in using the Department to collect their local transient lodging tax. While House Bill 2400 (2017) authorized the Department to collect local transient lodging taxes, the cost of implementing these new taxes within Gentax, the Department's main tax processing software, was considered prohibitive for any one unit of local government and there was no uptake of the program.

The bill also directs the Department to contract with a contractor to collect online data from online travel companies to enforce state lodging taxes and the Department to engage in a second pilot of more detailed online data sharing with between two and four local governments for which the Department administers the local transient lodging tax. This builds on work the Department has been undertaking to confidentially share lodging tax data with local governments for purposes of enforcement, as authorized by House Bill 3180 (2017).

The bill takes effect on the 91st day following adjournment of sine die; however, there is some concern that a delayed implementation may become necessary because other new tax programs becoming law this session will take priority over some key shared resources (e.g., Corporate Activities Tax under House Bill 3427).

The Oregon Tourism Commission is a semi-independent agency that by statute falls outside of the legislative budget review process.

Local governments will have no fiscal impact.

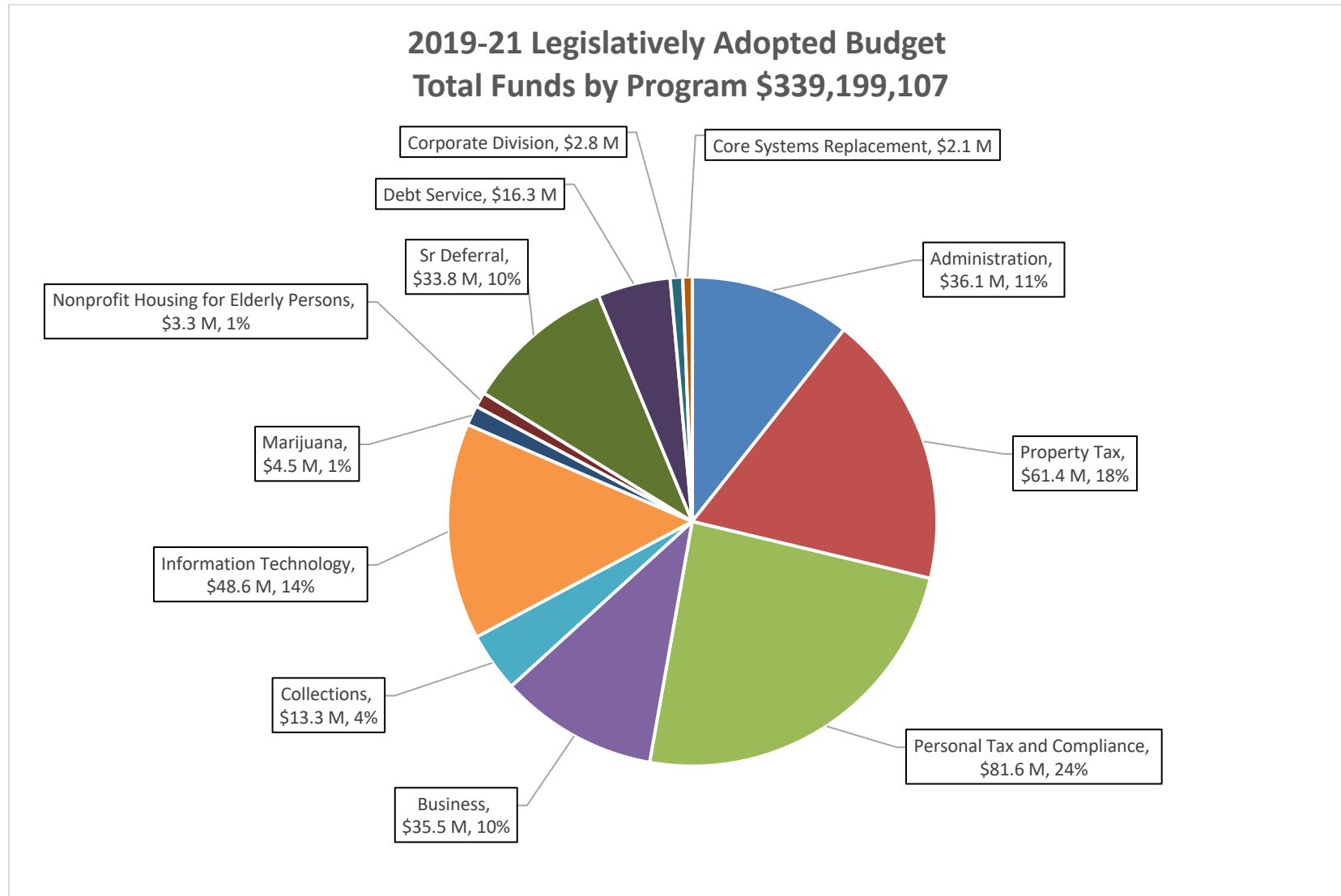
DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Department of Revenue
Patrick Heath - 503-378-3742

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
SUBCOMMITTEE ADJUSTMENTS (from CSL)									
SCR 006 - Business Division									
Personal Services	\$ -	\$ -	\$ 114,788	\$ -	\$ -	\$ -	114,788	1	0.75
Services and Supplies	\$ -	\$ -	\$ 43,745	\$ -	\$ -	\$ -	43,745		
SCR 030 - Core System Replacement Project									
Services and Supplies	\$ -	\$ -	\$ 416,000	\$ -	\$ -	\$ -	416,000		
TOTAL ADJUSTMENTS	\$ -	\$ -	\$ 574,533	\$ -	\$ -	\$ -	574,533	1	0.75
SUBCOMMITTEE RECOMMENDATION	\$ -	\$ -	\$ 574,533	\$ -	\$ -	\$ -	574,533	1	0.75

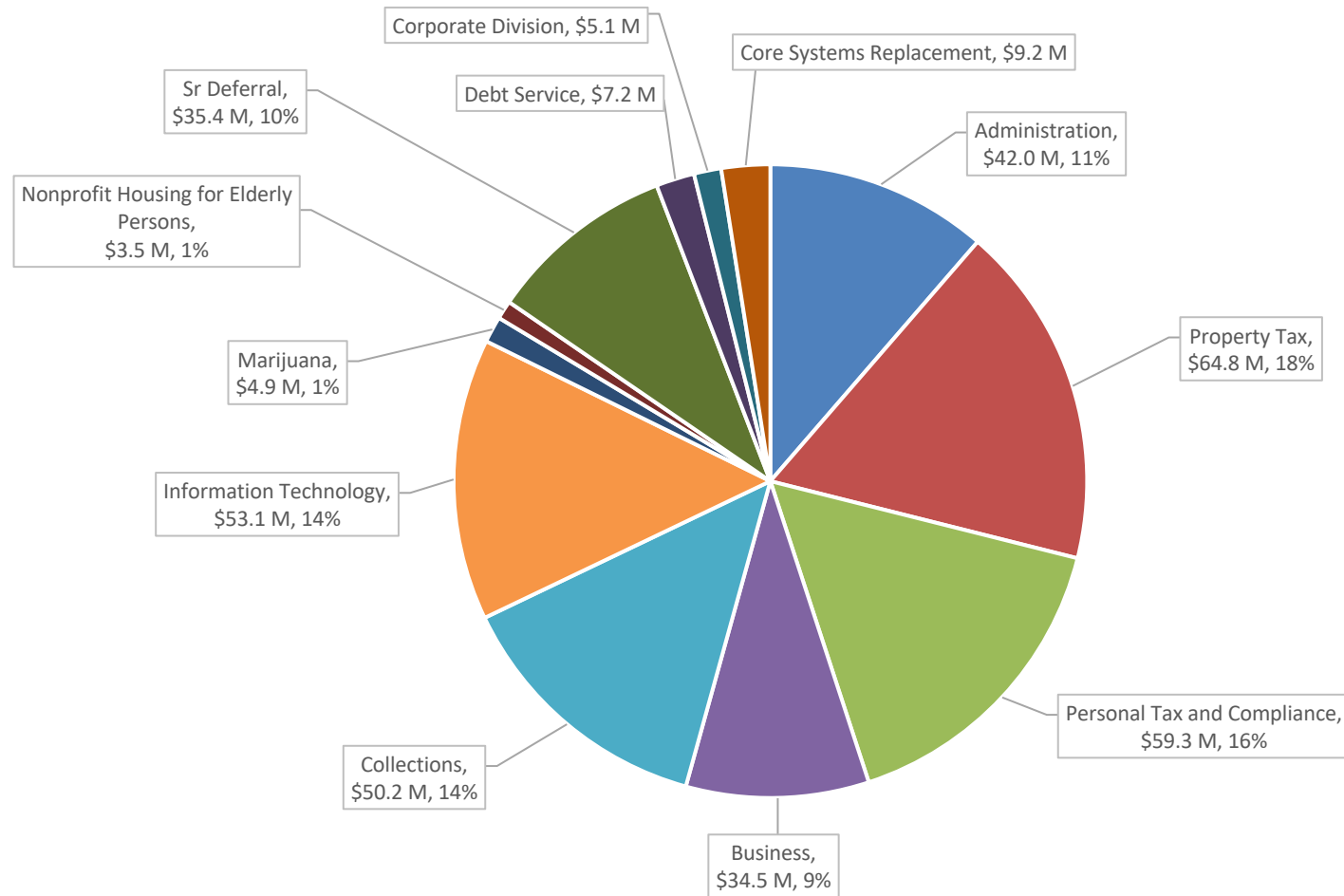
BUDGET NARRATIVE

Department of Revenue



BUDGET NARRATIVE

2021-23 Agency Request Budget Total Funds by Program \$369,315,252



BUDGET NARRATIVE

Funding

The Department of Revenue Agency Request Budget requests an additional \$8.0 million General Fund, \$19.9 million Other Funds, and \$27.9 million total funds for the 2021–2023 biennium from the 2019–21 Legislatively Adopted Budget.

Department of Revenue	GF	OF	TF	POS	FTE
LAB 19-21	\$ 213,103,682	\$ 128,350,426	\$ 341,454,108	1,057	983.39
CSL 21-23	\$ 211,133,745	\$ 130,361,113	\$ 341,494,858	1,001	957.18
ARB 21-23	\$ 221,067,674	\$ 148,247,578	\$ 369,315,252	1,068	1,013.34
Difference	\$ 7,963,992	\$ 19,897,152	\$ 27,861,144	11	29.95
Pct Change	3.74%	15.50%	8.16%	1.04%	3.05%

Major changes from LAB to CSL are driven by roll up of 2019–21 investments and standard inflation.

Department of Revenue	GF	OF	TF	POS	FTE
LAB 19-21	\$ 213,103,682	\$ 128,350,426	\$ 341,454,108	1,057	983.39
CSL 21-23	\$ 211,133,745	\$ 130,361,113	\$ 341,494,858	1,001	957.18
Difference	\$ (1,969,937)	\$ 2,010,687	\$ 40,750	(56)	(26.21)
Pct Change	-0.92%	1.57%	0.01%	-5.30%	-2.67%

Strategic Funding Investments

The following Excellence in State Government investments above the CSL are being proposed to improve services provided to Oregonians:

Department of Revenue	GF	OF	TF	POS	FTE
CSL 21-23	\$ 211,133,745	\$ 130,361,113	\$ 341,494,858	1,001	957.18
ARB 21-23	\$ 221,067,674	\$ 148,247,578	\$ 369,315,252	1,068	1,013.34
Difference	\$ 9,933,929	\$ 17,886,465	\$ 27,820,394	67.00	56.16
Pct Change	4.71%	13.72%	8.15%	6.69%	5.87%

BUDGET NARRATIVE

These investments are proposed through the following list of the Policy Option Packages (POP):

Number	POP Name	General Fund	Other Funds	Total Funds	Positions	FTE
101	HR Training	717,257	79,692	796,949	4	3.52
102	ELVIS Bond Funding		9,185,216	9,185,216	5	4.40
103	PTAC Seasonal Staffing	575,790	11,747	587,537	10	4.68
104	Business Cigarette Tax, Vap	-	1,319,851	1,319,851	6	6.00
105	CAT	-	5,118,048	5,118,048	21	17.76
106	Consolidate Collections	-	-	-	0	0.00
107	FIDM	214,500	71,500	286,000	0	0.00
109	GenTax Ops & Maint	5,571,002	484,435	6,055,437	0	0.00
110	Core Systems Ops & Maint	2,217,434	192,818	2,410,252	9	7.92
111	IT Compliance Risk Mitigation	243,871	21,206	265,077	1	0.88
112	Proc Ctr Trans Tax Processing	-	1,367,685	1,367,685	11	11.00
113	Proc Ctr Quick Modules	394,075	34,267	428,342	0	0.00
	Totals	9,933,929	17,886,465	27,820,394	67	56.16

Descriptions of each Policy Option Package (POP) are included in the appropriate program budget narrative of the DOR ARB document.

Agency Summary

The agency administers nearly 40 tax and fee programs:

amusement device tax	forest products harvest tax	private railcar
bicycle excise tax	hazardous substance fee	property tax
charitable check-off program	heavy equipment rental tax	senior and disabled citizen property tax deferral
cigarette tax	Lane transit district self-employment tax	small tract forestland property tax
corporate activity tax	Lane transit district payroll tax	state lodging tax
corporation excise tax	marijuana tax (retail)	statewide transit tax
corporation income tax	non-profit housing for the elderly	Tri-Met transit district self-employment tax
county funding function assistance	oil and gas products	Tri-Met transit district payroll tax
criminal fines and assessments	Oregon map project	vehicle privilege tax
eastern Oregon privilege tax	other agency accounts collections	vehicle use tax
electric cooperative	other tobacco products tax	western Oregon privilege tax
emergency communications tax (E-911)	personal income tax	withholding program
estate transfer tax	petroleum load fee	

BUDGET NARRATIVE

The agency is organized into eight divisions:

Administration directs the activities of the other divisions and coordinates financial, legislative, rulemaking, communications, human resources, safety and security, research, and internal audit activities.

Administration	GF	OF	TF	POS	FTE
LAB 19-21	\$ 28,515,247	\$ 7,592,490	\$ 36,107,737	71	71.00
CSL 21-23	\$ 32,733,434	\$ 8,422,461	\$ 41,155,895	68	68.00
ARB 21-23	\$ 33,450,691	\$ 8,502,153	\$ 41,952,844	72	71.52
GB 21-23	\$ -	\$ -	\$ -	-	-
LAB 21-23	\$ -	\$ -	\$ -	-	-
Difference	\$ 4,935,444	\$ 909,663	\$ 5,845,107	1	0.52
Pct Change	17.3%	12.0%	16.2%	1.4%	0.7%

The **Information Technology Services Division** provides project and portfolio management, technology and support services including maintenance and support of our core systems, and return and payment remittance processing.

Information Technology	GF	OF	TF	POS	FTE
LAB 19-21	\$ 41,524,773	\$ 7,036,887	\$ 48,561,660	224	182.57
CSL 21-23	\$ 37,194,466	\$ 5,421,723	\$ 42,616,189	212	170.57
ARB 21-23	\$ 45,620,848	\$ 7,515,350	\$ 53,136,198	233	190.37
GB 21-23	\$ -	\$ -	\$ -	-	-
LAB 21-23	\$ -	\$ -	\$ -	-	-
Difference	\$ 4,096,075	\$ 478,463	\$ 4,574,538	9	7.80
Pct Change	9.9%	6.8%	9.4%	4.0%	4.3%

BUDGET NARRATIVE

The **Personal Tax and Compliance Division** directs and manages the state's personal income tax program, including tax program administration, collection, audit, and filing enforcement functions. The division also administers the charitable checkoff program and fund transfers to its specific donation recipients.

Personal Tax and Compliance	GF	OF	TF	POS	FTE
LAB 19-21	\$ 79,740,978	\$ 1,851,154	\$ 81,592,132	391	390.76
CSL 21-23	\$ 86,643,016	\$ 1,875,337	\$ 88,518,353	391	390.55
ARB 21-23	\$ 57,990,776	\$ 1,303,758	\$ 59,294,534	254	248.23
GB 21-23	\$ -	\$ -	\$ -	-	-
LAB 21-23	\$ -	\$ -	\$ -	-	-
Difference	\$ (21,750,202)	\$ (547,396)	\$ (22,297,598)	(137)	(142.53)
Pct Change	-27.3%	-29.6%	-27.3%	-35.0%	-36.5%

The **Business Division** performs collection, audit, filing enforcement, and tax program administration functions for the amusement device tax, bicycle excise tax, corporate activity tax, cigarette tax, corporation income tax, corporation excise tax, emergency communications tax (E-911), estate transfer tax, hazardous substance fee, heavy equipment rental tax, Lane transit district self-employment tax, Lane transit district payroll tax, marijuana tax (retail), other tobacco products tax, petroleum load fee, state lodging tax, statewide transit tax, Tri-Met transit district self-employment tax, Tri-Met transit district payroll tax, vehicle use tax, vehicle privilege tax, and the withholding program.

Business	GF	OF	TF	POS	FTE
LAB 19-21	\$ 23,431,030	\$ 12,037,862	\$ 35,468,892	155	153.13
CSL 21-23	\$ 25,120,857	\$ 13,335,699	\$ 38,456,556	153	152.06
ARB 21-23	\$ 21,733,761	\$ 12,729,503	\$ 34,463,264	131	130.50
GB 21-23	\$ -	\$ -	\$ -	-	-
LAB 21-23	\$ -	\$ -	\$ -	-	-
Difference	\$ (1,697,269)	\$ 691,641	\$ (1,005,628)	(24)	(22.63)
Pct Change	-7.2%	5.7%	-2.8%	-15.5%	-14.8%

BUDGET NARRATIVE

The **Property Tax Division** administers the statewide property tax system through partnerships with Oregon's 36 counties, and directly administers the following tax programs: county funding function assistance, eastern Oregon privilege tax, electric cooperative, forest products harvest tax, non-profit housing for the elderly, oil and gas products, Oregon map project, private railcar, property tax, senior and disabled citizen property tax deferral, small tract forestland property tax, and western Oregon privilege tax.

Property Tax	GF	OF	TF	POS	FTE
LAB 19-21	\$ 17,608,206	\$ 43,752,297	\$ 61,360,503	81	80.13
CSL 21-23	\$ 19,253,100	\$ 45,580,451	\$ 64,833,551	80	79.25
ARB 21-23	\$ 19,253,100	\$ 45,580,451	\$ 64,833,551	80	79.25
GB 21-23	\$ -	\$ -	\$ -	-	-
LAB 21-23	\$ -	\$ -	\$ -	-	-
Difference	\$ 1,644,894	\$ 1,828,154	\$ 3,473,048	(1)	(0.88)
Pct Change	9.3%	4.2%	5.7%	-1.2%	-1.1%

The **Collections Division** acts as the central collection agency for other state agencies, boards, commissions, and local governments through the other agency accounts program. Further consolidation of agency collections functions are included in the 2021–23 Agency Request Budget. These collection functions previously were under the Personal Tax and Compliance and Business Divisions.

Collections	GF	OF	TF	POS	FTE
LAB 19-21	\$ -	\$ 13,326,479	\$ 13,326,479	73	73.00
CSL 21-23	\$ -	\$ 14,801,885	\$ 14,801,885	73	73.00
ARB 21-23	\$ 32,829,626	\$ 17,382,758	\$ 50,212,384	248	247.56
GB 21-23	\$ -	\$ -	\$ -	-	-
LAB 21-23	\$ -	\$ -	\$ -	-	-
Difference	\$ 32,829,626	\$ 4,056,279	\$ 36,885,905	175	174.56
Pct Change	0.0%	30.4%	276.8%	239.7%	239.1%

BUDGET NARRATIVE

The **Corporate Division** was established by the 2019 Legislature to administer the new corporate activity tax.

Corporate Division	GF	OF	TF	POS	FTE
LAB 19-21	\$ 2,789,362	\$ 1	\$ 2,789,363	38	9.29
CSL 21-23	\$ -	\$ 20,682	\$ 20,682	-	-
ARB 21-23	\$ -	\$ 5,145,514	\$ 5,145,514	21	17.76
GB 21-23	\$ -	\$ -	\$ -	-	-
LAB 21-23	\$ -	\$ -	\$ -	-	-
Difference	\$ (2,789,362)	\$ 5,145,513	\$ 2,356,151	(17)	8.47
Pct Change	-100.0%	514551300.0%	84.5%	-44.7%	91.2%

The **Marijuana Tax Division** administers the tax on recreational marijuana.

Marijuana	GF	OF	TF	POS	FTE
LAB 19-21	\$ -	\$ 4,455,308	\$ 4,455,308	16	15.76
CSL 21-23	\$ -	\$ 4,926,318	\$ 4,926,318	16	16.00
ARB 21-23	\$ -	\$ 4,926,318	\$ 4,926,318	16	16.00
GB 21-23	\$ -	\$ -	\$ -	-	-
LAB 21-23	\$ -	\$ -	\$ -	-	-
Difference	\$ -	\$ 471,010	\$ 471,010	-	0.24
Pct Change	0.0%	10.6%	10.6%	0.0%	1.5%

These divisions are described in more detail under their individual tabs.

BUDGET NARRATIVE

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

Tax Administration:

- 003—Administration Division
- 004—Property Tax Division
- 005—Personal Tax and Compliance Division
- 006—Business Division
- 007—Collections
- 008—Corporate Division
- 009—Information Technology Services Division

Property Tax Relief:

- 019—Nonprofit Housing for Elderly Persons (NPH)
- 025—Senior and Disabled Citizen Property Tax Deferral

Other: 014—Marijuana Program

- 030—Core Systems Replacement
- 087—Capital Debt Service and Related Costs

Mission Statement & Statutory Authority

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

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

BUDGET NARRATIVE

2021–23 Two-year agency plan

The Department of Revenue’s two-year plan is rooted in its adopted mission, vision, values, outcome areas, strategic priorities, and the goals identified to help advance the priorities.

Mindful of the current economic environment, our two-year plan prioritizes information technology, equity investments, and essential staffing. This plan proposes modest investments in information technology to continue the momentum available from our recently completed modernization project. The equity investment will help train and diversify our workforce. Temporary staffing will help us process tax refunds quickly at a time when families are in need.

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

Vision: “We are a model of revenue administration through the strength of our people, technology, innovation, service, and collaboration.”

Values: In pursuit of the mission and vision, the agency values:

- **Highly ethical conduct**—honesty, fairness, and courage to do the “right” thing to protect integrity at the highest level.
- **Service and operational excellence**—doing our part, supporting others’ success, and pursuing ways to improve service delivery.
- **Fiscal responsibility**—prudent stewards of public dollars, effective financial controls, and information transparency.
- **Quality in relationships**—respectful, supportive, and authentic collaborators.
- **Accountability**—deliver on our commitments to establish credibility and trust.
- **Continuous improvement**—monitor performance results, be open to change, and reinforce an improvement mindset.

Strategic priorities: The agency regularly updates its strategic priorities representing short-term, cross-agency improvement opportunities. Existing strategic priorities are:

- **Optimize Collections Efforts**—clarify collections potential, improve methods, and more effectively communicate results.
 - **Goal 1:** Enhance enforcement processes and tools to improve results.
 - **Goal 2:** Communicate our debt collection potential and results.
 - **Goal 3:** Integrate structures, processes, and cultures from across the agency to effectively manage debt collection activities.

BUDGET NARRATIVE

- **Enhance Taxpayer Assistance**—create the tools and environment that make paying taxes an understandable and satisfactory experience for taxpayers.
 - **Goal 4:** Ensure taxpayer assistance is easily accessible and customer focused.
 - **Goal 5:** Establish service standards, align processes, and educate staff to achieve more timely and effective service.
 - **Goal 6:** Provide timely guidance so taxpayers can meet standards and requirements.
- **Cultivate Operational Excellence**—clarify roles and responsibilities, promote data driven decisions, and leverage staff potential to optimize agency performance.
 - **Goal 7:** Successfully implement new programs, standardize core processes, and promote a mindset of continuous improvement.
 - **Goal 8:** Create tools and processes that improve decision-making and communication.
 - **Goal 9:** Invest in people and actions that create a healthy and productive work environment.

Outcome areas: The agency has defined the following five outcome areas as the essential foundational elements for all successful initiatives. The outcome areas serve as grounding reminders of how to maximize effective tax administration.

- **Employee engagement**—We engage employees so they care about their work and the performance of the organization and they recognize how their efforts make a difference.
- **Customer experience**—We provide clear, accurate, and timely information and services that yield an appropriate customer experience.
- **Voluntary compliance**—We remove barriers and provide incentives, tools, and education to encourage taxpayers to meet their obligation to pay taxes.
- **Enforcement**—We enforce compliance to generate revenue and promote long-term voluntary compliance.
- **Equity & uniformity**—We administer statutes and rules consistently and treat all taxpayers fairly.

BUDGET NARRATIVE



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Program descriptions

Agency programs: Administration of the department's tax programs generate 97 percent of the state's General Fund revenue and 82 percent of all local government revenue (based on 2021–2023 biennial estimates). That includes nearly 40 programs that can be divided into eight categories. All tax and revenue numbers mentioned below are based on the 2021–23 Current Service Level.

- **Personal income and corporation taxes:** Generates \$20.0 billion in General Fund revenues from 741 FTE in the areas of taxpayer assistance and education, processing, banking, auditing, collecting, and filing enforcement.
- **Corporate activity tax:** Expected to generate \$1 billion per year to fund education through the Fund for Student Success. It imposes a tax on business entities of all types for the privilege of doing business in Oregon.
- **Property taxes:** Provide essential support and oversight to the system of property taxation that generates over \$12 billion in local government revenues from 80.50 FTE in the areas of utility and transportation valuation, industrial property valuation, mapping, county administrative oversight, and forestland valuation.
- **Cigarette and other tobacco taxes:** Generates \$496.6 million for the Oregon Health Plan, General Fund, local government, Tobacco Prevention and Education Program, and public transit. Department staff are responsible for processing, banking, auditing, inspecting, and referring appropriate matters to the Department of Justice and Oregon State Police for criminal investigations.
- **Marijuana Taxes:** Estimated to generate \$286.8 million in tax revenues in the 2021–23 biennium. These revenues will be used to pay state agency expenses related to the regulation of this new industry in Oregon. After expenses are paid for administration, remaining funds will be disbursed to city and county governments, school districts, and law enforcement agencies according to a statutory distribution formula.
- **Other taxes:** The department provides administrative support for the amusement device tax, bicycle excise tax, emergency communication tax (911), estate transfer tax, forest products harvest tax, hazardous substance fee, heavy equipment rental tax, oil and gas products, petroleum load fee, small tract forestland property tax, statewide transit tax, and vehicle privilege and use taxes. These programs generate revenues for the General Fund, 911 System, Tourism Commission, Statewide Transportation Improvement Fund, State Highway Fund, Zero-Emission Incentive Fund, Connect Oregon Fund, local governments, schools, Department of Forestry, and toxic waste reduction.
- **Partnerships:** The department has partnerships with other agencies, the courts, and local government for the administration, tracking, and collection of funds. For Other Agency Accounts, the department collects approximately \$116 million in debt owed to agencies that they have not been able to collect themselves. The department works with the state and municipal courts in collecting, tracking, and disbursing court fines and assessments of about \$119.7 million. The department works under an interagency agreement with the Tri-Met and Lane Transit Districts to administer their transit taxes. The programs collect and remit approximately \$1.1 billion back to the transit districts each biennium.
- **Assistance programs:** The department is responsible for the administration of the nonprofit homes for the elderly (NPH) and senior and disabled citizen property tax deferral programs. NPH funds property tax exemptions granted to nonprofit homes for the elderly. The senior and disabled citizen property tax deferral programs allow homeowners age 62 and older or disabled with low income to defer property tax payments.

BUDGET NARRATIVE

Environmental factors

COVID-19—The COVID-19 pandemic and the public health response has greatly impacted the Department of Revenue’s operations. In March, agency operations transitioned to remote work where more than 90 percent of the employees began working from home. The limits of in-person interactions modified our operations by converting in-person audits to electronic, reduced account volumes referred to us for collections by other agencies, reduced physical property tax inspections and appraisals, and increased use of virtual trainings and meetings.

These changes, and the possibility for permanent change, has caused evaluation of how the department conducts business and search for long-term alternatives. This includes recruiting talent from all areas of the state, or from out-of-state where multi-state and multi-national corporations that owe Oregon tax have corporate offices, which were previously limited by physical building locations. Some of these changes may be long lasting.

For income tax programs, both personal and corporate, travel restrictions have impacted the way taxpayer audits are conducted. Fewer face-to-face meetings and out-of-state travel have led to changes in audit strategy to work remotely and still perform audits. In-person meetings and trainings on new law updates have been restricted due to group-size limitations on physical meetings. However, electronic options are being used and tools are being evaluated for public meetings as well as remote training and team collaboration while staff work in remote locations.

Reduced account volumes are being sent to Other Agency Accounts by state agencies due to impacts of COVID-19 on their own processes, including establishing fewer new accounts, following state or federal guidance, and separate relief efforts. Taxpayer relief efforts have extended deadlines and loosened payment plan criteria slowing some tax collection activity. Travel restrictions have impacted some field collections work.

The property tax programs have seen a reduction in physical inspections, appraisals, audit of physical assets, and visual confirmation of depreciation due to COVID-19 restrictions and concerns. Processing of Industrial Property Returns has been dependent on physical paper and material files that are being modified to digital formats. Training for appraisers was designed to be in-person, and impacted by restrictions on in-person meetings. Application processing for the property tax deferral programs had some dependency on paper filing but have been reduced to digital format for processing purposes. Planned county visits for operational oversight have been postponed, and conducted virtually as needed. Appraiser registration testing was conducted in-person at the agency, and moved to online testing with virtual proctoring in the interim. Changes to processes are underway, especially for new hires.

Effects of significant change—For many years, the Department of Revenue operated in an environment of stable systems, processes, and tax programs—with few new additions to its administrative duties, processes, or technology infrastructure. The department’s Core Systems Replacement project was completed in the 2017–19 biennium. This brought new technology infrastructure (replacing two-thirds of the agency’s applications), new processes, and a different environment for operating and maintaining the system that is far more dynamic than older technology. Like any modern system, the department’s technology infrastructure will continually need more ongoing maintenance including service packs and security updates

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than the older systems required. This shorter life-cycle of status quo brings an overall increased rate of change and need for constant training and change management to ensure impacted employees understand how best to perform their jobs with the tools and resources available to them.

Impact of new tax programs—The 2019–21 biennium added the Corporate Activity Tax, a complex new tax program. The agency has also recently implemented a number of smaller programs, among them taxes from the 2017 transportation package. Implementing a new program requires experienced staff from a variety of subject matter areas to quickly assimilate to be successful. The technical skills necessary to deliver systems and processes for taxpayers is essential. When implementing a new program the department often hires or rotates experienced staff to the new priority leaving their current roles to be assumed by capable but less experienced colleagues. This creates a potential imbalance in the effectiveness of existing programs that could put programs at risk as staff increase their knowledge. Often, the timeframe expected of new programs requires this type of shift. The longer the agency has to prepare and respond to new responsibilities lessens the overall impact and decreases risk for existing department programs.

Increasing complexity in existing programs—Both Oregon and federal tax law continue to increase in complexity which makes it harder to understand how these provisions work, particularly provisions that interact with each other, so we can administer them correctly and provide guidance to taxpayers and their representatives.

Complexity has implications for compliance as well as frustration for taxpayers and tax practitioners if clear guidance can't be provided. The recent Tax Cuts and Jobs Act is a great illustration of this—portions of the corporation international provisions are so complex that even seasoned tax professionals struggle to understand them. Similarly, adapting Oregon's tax withholding process in response to federal changes has required considerable effort. One of the risks of such complexity is that it may take months or years to know the overall effects of the incremental changes made to the tax system, even as broader goals like equity are sought. In addition, the department must commit an increasing amount of technical resource or risk mistakes in administering such complex provisions.

Changes at the IRS—The IRS has significantly changed their activities after budget reductions. These changes have specific implications for Oregon's Department of Revenue. Changes in federal tax law must be reviewed by the IRS before draft forms are available for Oregon to prepare its own state tax forms. Reduced staff at the IRS lengthens the time the IRS takes before making drafts available to states. Reductions in the number of audits of Oregon taxpayers conducted by the IRS reduces the amount of associated Oregon audits. Audits based on federal audits are typically low in complexity and high in additional payments compared to other types of audits. Both return processing and taxpayer assistance staff have been reduced by the IRS leading to increased timeframes for federal refunds. Call center hours have been reduced and some locations have been closed (even before COVID-19), meaning those with even basic questions are left calling Oregon DOR to receive any individual assistance. Federal resources directly impact resources and efficiency of Department of Revenue activities.

BUDGET NARRATIVE

Differences between federal and state tax policy—Congress passed the 2017 Tax Cuts and Jobs Act (TCJA) making broad changes to the federal definition of taxable income. Oregon has addressed changes due to TCJA and is now preparing for the 2020 tax year processing season. If there are significant changes in tax policy, due either to a change in federal administration, or federal response to the COVID-19 pandemic, Oregon DOR may have little time to prepare for potential changes. Over the last several years, there has been a growing difference between federal and state tax policy. The larger the difference, the more work the department undertakes to manage the difference between definitions of federal taxable income and Oregon taxable income. Oregon’s returns for both personal and corporate income taxes begin with federal taxable income, but then must account for Oregon-specific additions, subtractions, deductions, and credits. This makes it difficult for taxpayers and their representatives to easily understand how to file and treat specific taxable items differently between state and federal tax filings, which increases demand for customer service resources. The differences increase noncompliance due to inadvertent errors and intentional evasion which increases the need for enforcement staff to ensure the correct amount of tax is paid.

Expectations of local administration—There is increasing interest in the department administering tax programs on behalf of local governments. For example, the department already has intergovernmental agreements with cities and counties to administer local transit district taxes and marijuana taxes. The department has been approached by several cities seeking payroll tax administration. Agreements for local lodging taxes are already being developed. When local governments have specific provisions that are different than other jurisdictions, like different exemptions or exclusions from the tax base, it becomes difficult and time consuming to administer on their behalf. Where local provisions match state provisions with little difference (for example only a difference in tax rate, but subjectivity and applicability match) it is easier and usually less expensive for the department to administer on behalf of other governments. Mirroring existing programs makes it easier for taxpayers and practitioners to comply because it’s familiar to them. However, when provisions are markedly different, the department may have to design what amounts to individual new programs for each jurisdiction. Additional staffing resources are often required due to differences and complexity in implementing and maintaining unique needs/requirements. When there are additional variables we need even more resources to meet and manage the multiple variables for local jurisdictions. Start-up costs and lead time would be significant to be successful. The department understands the desire for efficiency and is working with the League of Oregon Cities on model ordinance language as options for local governments to adopt programs the department can easily administer.

Advancing equity initiatives—The recently released State of Oregon Equity Framework in COVID-19 Response and Recovery provides guidance on advancing equity through all state government programs and services. The department is looking at ways to advance initiatives to engage and outreach communities regarding taxpayer assistance, and promote an inclusive workforce.

BUDGET NARRATIVE

Initiatives and accomplishments

Other initiatives being continued or implemented during the 2021–23 biennium include:

- Continue the staged implementation of the Corporate Activity Tax.
- Stabilizing and continuing to optimize the use of GenTax within core service delivery areas for efficient and effective tax administration, including streamlined business processes that incorporate automation where appropriate.
- Improving the department’s security programs to ensure employee and taxpayer safety while conducting transactions in-person or online.
- Delivering an increasing collection of online services to taxpayers so they can access their tax accounts and pay their tax debts online at a time they choose.
- Seeking opportunities to automate business processes in the Property Tax Division.
- Continue developing expertise of department staff in operating and maintaining the GenTax product to reduce reliance on the vendor for support services.
- Completing modernization efforts through the Processing Center Modernization Project that will deliver a front-end processing system that captures and transmits taxpayer data from paper and electronic forms reducing the need for staff to key data.

Criteria for 2021–23 budget development

The department used the following criteria to develop its 2021–23 Agency Request Budget:

1. Initiatives or improvements that identify and address equity in administration or disparate impacts to historically underserved populations.
2. The agency completed its initial modernization of core systems during the 2017–19 biennia. Stabilization of programs that have transitioned into the GenTax system and making adjustments to work flows and functions is critical.
3. Establish data sets and reporting mechanisms that will help monitor and inform the impacts of new systems and updated business processes. This will inform future changes in resource needs to meet changing demands from taxpayers, staff, and policymakers.
4. Recognize the statewide budget environment and agency’s role in responding to fiscal resource needs through enforcement efforts, as well as the 2021–23 budget request.
5. Finalize stabilization of new systems and processes to be flexible and responsive to new laws, tax programs, and information or reporting requests.

BUDGET NARRATIVE

Major information technology projects/initiatives

Processing Center Modernization project

The purpose of this project is to replace or upgrade the department's aging, and in some cases unsupported, return and remittance processing systems. The agency administers nearly 40 different types of taxes and fees for the state of Oregon. Processing systems capture data from payments, returns, and correspondence that is then applied to individual and business accounts. Personal income taxes alone made up 86 percent of the state's General Fund for the 2017–19 biennium. Stated concisely, remittance and return processing are integral to the agency's business and the services provided to the state of Oregon. The department's Processing Center handles more than 3 million paper returns and payments annually, which is approximately 39 percent of their total volume.

Electronic Valuation Information System (ELVIS) project

The objective of this project is to modernize the various outdated appraisal systems and associated manual processes used by the Valuation Section. This will enhance the Property Tax Division's ability to provide equitable real market value property appraisals and to improve services provided to the counties and taxpayers of Oregon. Delivery of these improved services is to be achieved through implementation of a modern system with the objective of greatly reducing the reliance on paper filing and record keeping. This will be accomplished with electronic document management, work queues to streamline workflow management processes, an online electronic interface for taxpayer filings, and data analytics reporting for better data analysis and managerial reporting. This will result in a better customer experience that allows the taxpayer to review their tax filings and associated appraisal detail online without having to rely on paper dependent transmission of information or the need to travel to the Salem office for appraisal file review. Improved data transparency will result in increased customer satisfaction and a reduction of appeals being filed due to a lack of taxpayer understanding regarding their assessed values.

Key Performance Measure Criteria

The agency has 11 performance measures that relate to the agency's mission. In 2019–21 the department undertook a comprehensive review of key performance measures that was informed by the outcome-based management assessment conducted under a legislative budget note, and the agency's strategic framework. The results of this work were presented to the 2020 Legislature. No action has been taken due to the abrupt end of the 2020 session.

1. Average Days to Process Personal Income Tax Refund: Measures whether we meet taxpayer expectations of a timely refund.
2. Percent of Personal Income Tax Returns Filed Electronically: Measures taxpayers' acceptance and use of electronic filing.
3. Employee Training Per Year: Measures the importance placed on employee development and the commitment of resources toward training.

BUDGET NARRATIVE

4. Customer Service: Percent of customers rating their overall satisfaction with the agency as “Above Average” or “Excellent.”
5. Effective Taxpayer Assistance: Measures the effectiveness of taxpayer services provided by a data-driven combination of direct assistance and electronic self-help services.
6. Appraisal Program Equity and Uniformity: Measures the degree to which county appraisal program equity and uniformity is achieved by determining the percentage of study areas statewide with real market values that are within accepted appraisal standards.
7. Appraisal Value Uniformity: Measures our ability to deliver high quality business results by measuring appraisal equity and uniformity for DOR industrial accounts.
8. Direct Enforcement Dollars Cost of Funds: Measures our efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens by measuring the cost of funds (COF) for every direct enforcement dollar received by our agency.
9. Collection Dollars Cost of Funds: Measures our efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens by measuring the cost of funds (COF) for every dollar collected by our agency.
10. Cost of Assessments: Measures the efficiency and effectiveness of our suspense, audit, and filing enforcement functions by measuring the cost of every audit and filing enforcement dollar assessed.
11. Employee Engagement: Measures active engagement among employees through a standardized survey.

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Revenue, Dept of
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	1,057	983.39	339,199,107	213,103,682	-	126,095,425	-	-	-
2019-21 Emergency Boards	-	-	2,255,001	-	-	-	-	2,255,001	-
2019-21 Leg Approved Budget	1,057	983.39	341,454,108	213,103,682	-	126,095,425	-	2,255,001	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(54)	(24.21)	11,853,903	9,376,762	-	2,477,141	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			(11,308,114)	(8,284,220)	-	(777,710)	-	(2,246,184)	-
Base Nonlimited Adjustment			(8,817)	-	-	-	-	(8,817)	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	1,003	959.18	341,991,080	214,196,224	-	127,794,856	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	921,634	868,624	-	53,010	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	757,244	584,471	-	172,773	-	-	-
Subtotal	-	-	1,678,878	1,453,095	-	225,783	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(11,747,316)	(9,747,268)	-	(2,000,048)	-	-	-
Subtotal	-	-	(11,747,316)	(9,747,268)	-	(2,000,048)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	7,379,557	3,309,782	-	4,069,775	-	-	-
State Gov't & Services Charges Increase/(Decrease)			2,192,659	1,979,540	-	213,119	-	-	-

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Summary of 2021-23 Biennium Budget

Revenue, Dept of
Revenue, Dept of
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	9,572,216	5,289,322	-	4,282,894	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	(2)	(2.00)	-	(57,628)	-	57,628	-	-	-
Subtotal: 2021-23 Current Service Level	1,001	957.18	341,494,858	211,133,745	-	130,361,113	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Revenue, Dept of
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	1,001	957.18	341,494,858	211,133,745	-	130,361,113	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	1,001	957.18	341,494,858	211,133,745	-	130,361,113	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	4	3.52	796,949	717,257	-	79,692	-	-	-
102 - ELVIS Bond Funding	5	4.40	9,185,216	-	-	9,185,216	-	-	-
103 - PTAC Seasonal Staff	10	4.68	587,537	575,790	-	11,747	-	-	-
104 - Bus Cig Tax, Vape	6	6.00	1,319,851	-	-	1,319,851	-	-	-
105 - CAT	21	17.76	5,118,048	-	-	5,118,048	-	-	-
106 - Consolidate Collections	-	-	-	-	-	-	-	-	-
107 - FIDM ongoing costs	-	-	286,000	214,500	-	71,500	-	-	-
109 - Gen Tax Ops & Maint	-	-	6,055,437	5,571,002	-	484,435	-	-	-
110 - Core Systems Ops & Maint	9	7.92	2,410,252	2,217,434	-	192,818	-	-	-
111 - IT Compliance Risk Mitigation	1	0.88	265,077	243,871	-	21,206	-	-	-
112 - Proc Ctr Trans Tax Processing	11	11.00	1,367,685	-	-	1,367,685	-	-	-

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Summary of 2021-23 Biennium Budget

Revenue, Dept of
Revenue, Dept of
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	428,342	394,075	-	34,267	-	-	-
Subtotal Policy Packages	67	56.16	27,820,394	9,933,929	-	17,886,465	-	-	-
Total 2021-23 Agency Request Budget	1,068	1,013.34	369,315,252	221,067,674	-	148,247,578	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	1.04%	3.05%	8.16%	3.74%	-	17.57%	-	-100.00%	-
Percentage Change From 2021-23 Current Service Level	6.69%	5.87%	8.15%	4.71%	-	13.72%	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Executive Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	-	-	-	-	-	-	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	-	-	-	-	-	-	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	-	-	-	-	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Executive Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	-	-	-	-	-	-	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

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Summary of 2021-23 Biennium Budget

Revenue, Dept of
Executive Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	-	-	-	-	-	-	-
Total 2021-23 Agency Request Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
General Services Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	-	-	-	-	-	-	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	-	-	-	-	-	-	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	-	-	-	-	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
General Services Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	-	-	-	-	-	-	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

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Summary of 2021-23 Biennium Budget

Revenue, Dept of
General Services Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	-	-	-	-	-	-	-
Total 2021-23 Agency Request Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Administration
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	71	71.00	36,107,737	28,515,247	-	7,592,490	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	71	71.00	36,107,737	28,515,247	-	7,592,490	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(1)	(1.00)	1,526,648	1,387,489	-	139,159	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	70	70.00	37,634,385	29,902,736	-	7,731,649	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	145,628	140,569	-	5,059	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	74,104	70,050	-	4,054	-	-	-
Subtotal	-	-	219,732	210,619	-	9,113	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	1,411,819	919,147	-	492,672	-	-	-
State Gov't & Services Charges Increase/(Decrease)			2,192,659	1,979,540	-	213,119	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Administration
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	3,604,478	2,898,687	-	705,791	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	(2)	(2.00)	(302,700)	(278,608)	-	(24,092)	-	-	-
Subtotal: 2021-23 Current Service Level	68	68.00	41,155,895	32,733,434	-	8,422,461	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Administration
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	68	68.00	41,155,895	32,733,434	-	8,422,461	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	68	68.00	41,155,895	32,733,434	-	8,422,461	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	4	3.52	796,949	717,257	-	79,692	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	-	-	-	-	-	-	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

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Summary of 2021-23 Biennium Budget

Revenue, Dept of
Administration
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	4	3.52	796,949	717,257	-	79,692	-	-	-
Total 2021-23 Agency Request Budget	72	71.52	41,952,844	33,450,691	-	8,502,153	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	1.41%	0.73%	16.19%	17.31%	-	11.98%	-	-	-
Percentage Change From 2021-23 Current Service Level	5.88%	5.18%	1.94%	2.19%	-	0.95%	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Property Tax Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	81	80.13	61,360,503	17,608,206	-	43,752,297	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	81	80.13	61,360,503	17,608,206	-	43,752,297	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(1)	(0.88)	1,259,558	1,041,033	-	218,525	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	80	79.25	62,620,061	18,649,239	-	43,970,822	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	148,195	105,354	-	42,841	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	95,751	115,508	-	(19,757)	-	-	-
Subtotal	-	-	243,946	220,862	-	23,084	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(10,656)	(10,656)	-	-	-	-	-
Subtotal	-	-	(10,656)	(10,656)	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	2,129,739	378,588	-	1,751,151	-	-	-
Subtotal	-	-	2,129,739	378,588	-	1,751,151	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Property Tax Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	(149,539)	15,067	-	(164,606)	-	-	-
Subtotal: 2021-23 Current Service Level	80	79.25	64,833,551	19,253,100	-	45,580,451	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Property Tax Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	80	79.25	64,833,551	19,253,100	-	45,580,451	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	80	79.25	64,833,551	19,253,100	-	45,580,451	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	-	-	-	-	-	-	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Property Tax Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	-	-	-	-	-	-	-
<hr/>									
Total 2021-23 Agency Request Budget	80	79.25	64,833,551	19,253,100	-	45,580,451	-	-	-
<hr/>									
Percentage Change From 2019-21 Leg Approved Budget	-1.23%	-1.10%	5.66%	9.34%	-	4.18%	-	-	-
Percentage Change From 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Personal Tax and Compliance Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	391	390.76	81,592,132	79,740,978	-	1,851,154	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	391	390.76	81,592,132	79,740,978	-	1,851,154	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	(0.21)	5,244,774	5,142,816	-	101,958	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	391	390.55	86,836,906	84,883,794	-	1,953,112	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	265,080	366,497	-	(101,417)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	262,776	253,916	-	8,860	-	-	-
Subtotal	-	-	527,856	620,413	-	(92,557)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(195,328)	(166,029)	-	(29,299)	-	-	-
Subtotal	-	-	(195,328)	(166,029)	-	(29,299)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	1,230,001	1,188,343	-	41,658	-	-	-
Subtotal	-	-	1,230,001	1,188,343	-	41,658	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Personal Tax and Compliance Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	118,918	116,495	-	2,423	-	-	-
Subtotal: 2021-23 Current Service Level	391	390.55	88,518,353	86,643,016	-	1,875,337	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Personal Tax and Compliance Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	391	390.55	88,518,353	86,643,016	-	1,875,337	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	391	390.55	88,518,353	86,643,016	-	1,875,337	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	10	4.68	587,537	575,790	-	11,747	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	(147)	(147.00)	(29,811,356)	(29,228,030)	-	(583,326)	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Personal Tax and Compliance Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	(137)	(142.32)	(29,223,819)	(28,652,240)	-	(571,579)	-	-	-
Total 2021-23 Agency Request Budget	254	248.23	59,294,534	57,990,776	-	1,303,758	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	-35.04%	-36.48%	-27.33%	-27.28%	-	-29.57%	-	-	-
Percentage Change From 2021-23 Current Service Level	-35.04%	-36.44%	-33.01%	-33.07%	-	-30.48%	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Business Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	155	153.13	35,468,892	23,431,030	-	12,037,862	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	155	153.13	35,468,892	23,431,030	-	12,037,862	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(2)	(1.07)	2,310,561	1,175,927	-	1,134,634	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	153	152.06	37,779,453	24,606,957	-	13,172,496	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	68,964	28,377	-	40,587	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	191,477	52,760	-	138,717	-	-	-
Subtotal	-	-	260,441	81,137	-	179,304	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(190,013)	-	-	(190,013)	-	-	-
Subtotal	-	-	(190,013)	-	-	(190,013)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	559,534	401,350	-	158,184	-	-	-
Subtotal	-	-	559,534	401,350	-	158,184	-	-	-

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Summary of 2021-23 Biennium Budget

Revenue, Dept of
Business Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	47,141	31,413	-	15,728	-	-	-
Subtotal: 2021-23 Current Service Level	153	152.06	38,456,556	25,120,857	-	13,335,699	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Business Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	153	152.06	38,456,556	25,120,857	-	13,335,699	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	153	152.06	38,456,556	25,120,857	-	13,335,699	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	6	6.00	1,319,851	-	-	1,319,851	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	(28)	(27.56)	(5,313,143)	(3,387,096)	-	(1,926,047)	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

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Summary of 2021-23 Biennium Budget

Revenue, Dept of
Business Division
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	(22)	(21.56)	(3,993,292)	(3,387,096)	-	(606,196)	-	-	-
Total 2021-23 Agency Request Budget	131	130.50	34,463,264	21,733,761	-	12,729,503	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	-15.48%	-14.78%	-2.84%	-7.24%	-	5.75%	-	-	-
Percentage Change From 2021-23 Current Service Level	-14.38%	-14.18%	-10.38%	-13.48%	-	-4.55%	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Collections Division
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-007-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	73	73.00	13,326,479	-	-	13,326,479	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	73	73.00	13,326,479	-	-	13,326,479	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	1,328,454	-	-	1,328,454	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	73	73.00	14,654,933	-	-	14,654,933	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	46,681	1,093	-	45,588	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	306	(1,093)	-	1,399	-	-	-
Subtotal	-	-	46,987	-	-	46,987	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	79,892	-	-	79,892	-	-	-
Subtotal	-	-	79,892	-	-	79,892	-	-	-

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Summary of 2021-23 Biennium Budget

Revenue, Dept of
Collections Division
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-007-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	20,073	-	-	20,073	-	-	-
Subtotal: 2021-23 Current Service Level	73	73.00	14,801,885	-	-	14,801,885	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Collections Division
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-007-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	73	73.00	14,801,885	-	-	14,801,885	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	73	73.00	14,801,885	-	-	14,801,885	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	175	174.56	35,124,499	32,615,126	-	2,509,373	-	-	-
107 - FIDM ongoing costs	-	-	286,000	214,500	-	71,500	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

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Summary of 2021-23 Biennium Budget

Revenue, Dept of
Collections Division
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-007-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	175	174.56	35,410,499	32,829,626	-	2,580,873	-	-	-
Total 2021-23 Agency Request Budget	248	247.56	50,212,384	32,829,626	-	17,382,758	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	239.73%	239.12%	276.79%	-	-	30.44%	-	-	-
Percentage Change From 2021-23 Current Service Level	239.73%	239.12%	239.23%	-	-	17.44%	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Corporate Division
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-008-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	38	9.29	2,789,363	2,789,362	-	1	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	38	9.29	2,789,363	2,789,362	-	1	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(38)	(9.29)	(1,652,709)	(1,652,709)	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	-	-	1,136,654	1,136,653	-	1	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Non-PICS Personal Service Increase/(Decrease)	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(1,136,653)	(1,136,653)	-	-	-	-	-
Subtotal	-	-	(1,136,653)	(1,136,653)	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
040 - Mandated Caseload									

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Corporate Division
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-008-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	20,681	-	-	20,681	-	-	-
Subtotal: 2021-23 Current Service Level	-	-	20,682	-	-	20,682	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Corporate Division
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-008-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	-	-	20,682	-	-	20,682	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	-	-	20,682	-	-	20,682	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	21	17.76	5,118,048	-	-	5,118,048	-	-	-
106 - Consolidate Collections	-	-	-	-	-	-	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

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Summary of 2021-23 Biennium Budget

Revenue, Dept of
Corporate Division
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-008-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	6,784	-	-	6,784	-	-	-
Subtotal Policy Packages	21	17.76	5,124,832	-	-	5,124,832	-	-	-
Total 2021-23 Agency Request Budget	21	17.76	5,145,514	-	-	5,145,514	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	-44.74%	91.17%	84.47%	-100.00%		-14,551,300.00%	-	-	-
Percentage Change From 2021-23 Current Service Level	-	-	24,779.19%	-	-	24,779.19%	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Information Technology Services Division
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	224	182.57	48,561,660	41,524,773	-	7,036,887	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	224	182.57	48,561,660	41,524,773	-	7,036,887	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(12)	(12.00)	1,396,542	2,282,206	-	(885,664)	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	212	170.57	49,958,202	43,806,979	-	6,151,223	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	247,086	226,734	-	20,352	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	102,918	93,330	-	9,588	-	-	-
Subtotal	-	-	350,004	320,064	-	29,940	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(8,098,666)	(7,268,930)	-	(829,736)	-	-	-
Subtotal	-	-	(8,098,666)	(7,268,930)	-	(829,736)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	338,522	278,348	-	60,174	-	-	-
Subtotal	-	-	338,522	278,348	-	60,174	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Information Technology Services Division
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	68,127	58,005	-	10,122	-	-	-
Subtotal: 2021-23 Current Service Level	212	170.57	42,616,189	37,194,466	-	5,421,723	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Information Technology Services Division
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	212	170.57	42,616,189	37,194,466	-	5,421,723	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	212	170.57	42,616,189	37,194,466	-	5,421,723	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	-	-	-	-	-	-	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	6,055,437	5,571,002	-	484,435	-	-	-
110 - Core Systems Ops & Maint	9	7.92	2,410,252	2,217,434	-	192,818	-	-	-
111 - IT Compliance Risk Mitigation	1	0.88	265,077	243,871	-	21,206	-	-	-
112 - Proc Ctr Trans Tax Processing	11	11.00	1,367,685	-	-	1,367,685	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Information Technology Services Division
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	421,558	394,075	-	27,483	-	-	-
Subtotal Policy Packages	21	19.80	10,520,009	8,426,382	-	2,093,627	-	-	-
Total 2021-23 Agency Request Budget	233	190.37	53,136,198	45,620,848	-	7,515,350	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	4.02%	4.27%	9.42%	9.86%	-	6.80%	-	-	-
Percentage Change From 2021-23 Current Service Level	9.91%	11.61%	24.69%	22.65%	-	38.62%	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Marijuana Program
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-014-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	16	15.76	4,455,308	-	-	4,455,308	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	16	15.76	4,455,308	-	-	4,455,308	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.24	342,482	-	-	342,482	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	16	16.00	4,797,790	-	-	4,797,790	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Non-PICS Personal Service Increase/(Decrease)	-	-	29,443	-	-	29,443	-	-	-
Subtotal	-	-	29,443	-	-	29,443	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	94,219	-	-	94,219	-	-	-
Subtotal	-	-	94,219	-	-	94,219	-	-	-
040 - Mandated Caseload									

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Marijuana Program
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-014-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	4,866	-	-	4,866	-	-	-
Subtotal: 2021-23 Current Service Level	16	16.00	4,926,318	-	-	4,926,318	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Marijuana Program
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-014-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	16	16.00	4,926,318	-	-	4,926,318	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	16	16.00	4,926,318	-	-	4,926,318	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	-	-	-	-	-	-	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Marijuana Program
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-014-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	-	-	-	-	-	-	-
Total 2021-23 Agency Request Budget	16	16.00	4,926,318	-	-	4,926,318	-	-	-

Percentage Change From 2019-21 Leg Approved Budget	-	1.52%	10.57%	-	-	10.57%	-	-	-
Percentage Change From 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Multistate Tax Commission
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	-	-	-	-	-	-	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	-	-	-	-	-	-	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	-	-	-	-	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Multistate Tax Commission
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	-	-	-	-	-	-	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

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BDV104 - Biennial Budget Summary
BDV104

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Multistate Tax Commission
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	-	-	-	-	-	-	-
Total 2021-23 Agency Request Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Non-Profit Housing for Elderly Persons
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	-	-	3,348,966	3,348,966	-	-	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	-	-	3,348,966	3,348,966	-	-	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	-	-	3,348,966	3,348,966	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	144,006	144,006	-	-	-	-	-
Subtotal	-	-	144,006	144,006	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Non-Profit Housing for Elderly Persons
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2021-23 Current Service Level	-	-	3,492,972	3,492,972	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Non-Profit Housing for Elderly Persons
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	-	-	3,492,972	3,492,972	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	-	-	3,492,972	3,492,972	-	-	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	-	-	-	-	-	-	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Non-Profit Housing for Elderly Persons
2021-23 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	-	-	-	-	-	-	-
Total 2021-23 Agency Request Budget	-	-	3,492,972	3,492,972	-	-	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	-	-	4.30%	4.30%	-	-	-	-	-
Percentage Change From 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Sr Citizens Prop Tax Deferral
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-025-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	8	7.75	33,764,117	-	-	33,764,117	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	8	7.75	33,764,117	-	-	33,764,117	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	97,593	-	-	97,593	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	8	7.75	33,861,710	-	-	33,861,710	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Non-PICS Personal Service Increase/(Decrease)	-	-	469	-	-	469	-	-	-
Subtotal	-	-	469	-	-	469	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	1,391,825	-	-	1,391,825	-	-	-
Subtotal	-	-	1,391,825	-	-	1,391,825	-	-	-
040 - Mandated Caseload									

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Sr Citizens Prop Tax Deferral
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-025-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	172,433	-	-	172,433	-	-	-
Subtotal: 2021-23 Current Service Level	8	7.75	35,426,437	-	-	35,426,437	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Sr Citizens Prop Tax Deferral
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-025-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	8	7.75	35,426,437	-	-	35,426,437	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	8	7.75	35,426,437	-	-	35,426,437	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	-	-	-	-	-	-	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Sr Citizens Prop Tax Deferral
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-025-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	-	-	-	-	-	-	-
Total 2021-23 Agency Request Budget	8	7.75	35,426,437	-	-	35,426,437	-	-	-

Percentage Change From 2019-21 Leg Approved Budget	-	-	4.92%	-	-	4.92%	-	-	-
Percentage Change From 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Core System Replacement
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-030-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	-	-	2,116,000	1,165,000	-	951,000	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	-	-	2,116,000	1,165,000	-	951,000	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	-	-	2,116,000	1,165,000	-	951,000	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(2,116,000)	(1,165,000)	-	(951,000)	-	-	-
Subtotal	-	-	(2,116,000)	(1,165,000)	-	(951,000)	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Core System Replacement
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-030-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	5	4.40	9,185,216	-	-	9,185,216	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	-	-	-	-	-	-	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Core System Replacement
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-030-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	5	4.40	9,185,216	-	-	9,185,216	-	-	-
Total 2021-23 Agency Request Budget	5	4.40	9,185,216	-	-	9,185,216	-	-	-

Percentage Change From 2019-21 Leg Approved Budget	-	-	334.08%	-100.00%	-	865.85%	-	-	-
Percentage Change From 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Capital Debt Service and Related Costs
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-087-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	-	-	16,307,950	14,980,120	-	1,327,830	-	-	-
2019-21 Emergency Boards	-	-	2,255,001	-	-	-	-	2,255,001	-
2019-21 Leg Approved Budget	-	-	18,562,951	14,980,120	-	1,327,830	-	2,255,001	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			(11,308,114)	(8,284,220)	-	(777,710)	-	(2,246,184)	-
Base Nonlimited Adjustment			(8,817)	-	-	-	-	(8,817)	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	-	-	7,246,020	6,695,900	-	550,120	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2021-23 Current Service Level	-	-	7,246,020	6,695,900	-	550,120	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Capital Debt Service and Related Costs
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-087-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	-	-	7,246,020	6,695,900	-	550,120	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	-	-	7,246,020	6,695,900	-	550,120	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - HR Training	-	-	-	-	-	-	-	-	-
102 - ELVIS Bond Funding	-	-	-	-	-	-	-	-	-
103 - PTAC Seasonal Staff	-	-	-	-	-	-	-	-	-
104 - Bus Cig Tax, Vape	-	-	-	-	-	-	-	-	-
105 - CAT	-	-	-	-	-	-	-	-	-
106 - Consolidate Collections	-	-	-	-	-	-	-	-	-
107 - FIDM ongoing costs	-	-	-	-	-	-	-	-	-
109 - Gen Tax Ops & Maint	-	-	-	-	-	-	-	-	-
110 - Core Systems Ops & Maint	-	-	-	-	-	-	-	-	-
111 - IT Compliance Risk Mitigation	-	-	-	-	-	-	-	-	-
112 - Proc Ctr Trans Tax Processing	-	-	-	-	-	-	-	-	-

Summary of 2021-23 Biennium Budget

Revenue, Dept of
Capital Debt Service and Related Costs
2021-23 Biennium

Agency Request Budget
Cross Reference Number: 15000-087-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
113 - Proc Ctr Quick Modules	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	-	-	-	-	-	-	-
Total 2021-23 Agency Request Budget	-	-	7,246,020	6,695,900	-	550,120	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	-	-	-60.97%	-55.30%	-	-58.57%	-	-100.00%	-
Percentage Change From 2021-23 Current Service Level	-	-	-	-	-	-	-	-	-

Agency-Wide Priorities for 2021-23 Biennium																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, F, or D)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Dept	Prgrm/ Div																				
1	PTAC	DOR	PIT	Personal Income Tax (Infrastructure)	1,2,4,5,6,7,9,10	4		61,128,926				\$ 61,128,926	252	207.77			Y		ORS 316.032		
2	BUS	DOR	PIT	Withholding Tax/CP/II/WC (Infrastructure)		4		13,644,451	841,718			\$ 14,486,169	82	81.14			Y		ORS 316.032		
3	BUS	DOR	CORP	Corp Excise/Income Tax (Infrastructure)	6	4		16,479,261	206,145			\$ 16,685,406	74	73.79			Y		ORS 318.020, 318.031	New Program added in LAB	
4	CORP	DOR	CAT	Corporate Activities Tax		4		5,145,514	5,145,514			\$ 5,145,514	21	17.76			N		ORS 317A		
5	BUS	DOR	Tobacco	Tobacco Taxes (Infrastructure)		4		6,064,665	6,064,665			\$ 6,064,665	8	7.69					ORS 323		
6	PTD	DOR	VALUATION	Utility - Property Tax	2	4		4,519,851	1,635,730			\$ 6,155,581	19	18.29			Y		ORS 308.505-665		
7	PTD	DOR	VALUATION	Industrial - Property Tax	2	4		4,304,233	11,451,661			\$ 15,755,894	23	23.00			Y		ORS 306.113-126		
8	BUS	DOR	Compliance	Withholding Tax/CP/II/WC		4		4,372,144	269,715			\$ 4,641,858	26	26.00			Y		ORS 316.032	Local revenues from appraised properties	
9	PTAC	DOR	Audit	PIT	8,9,10	4		32,243,097				\$ 32,243,097	131	131.00			Y		ORS 316.032		
10	BUS	DOR	Audit	Corp Excise Tax		4		8,039,753	100,572			\$ 8,140,325	36	36.00			Y		ORS 305.015,317,070	Local revenues from appraised properties	
11	TOB	DOR	Audit	Tobacco Taxes		4						\$ -						ORS 323			
12	BUS	DOR	Collection	Withholding Tax/CP/II/WC		4		4,708,462	290,462			\$ 4,998,925	28	28.00			Y		ORS 316.032	Function generates \$29 million in tax assessments; revenue included in lines 8 and 18.	
13	PTAC	DOR	Collection	PIT	8,9,10	4						\$ -					Y		ORS 316.032		
14	Coll	DOR	Collection	Tobacco Taxes		4		32,829,626				\$ 32,829,626	144	144.00					ORS 316.032		
15	TOB	DOR	Collection	Tobacco Taxes		4						\$ -							ORS 323		
16	PTAC	DOR	Filing Enforcement	PIT	5,7	4		7,260,850				\$ 7,260,850	30	29.50			Y		ORS 316.032		
17	BUS	DOR	INH TAX	Inheritance Tax		4		810,476				\$ 810,476	3	2.78					ORS 118		
18	BUS	DOR	INC TAX	Fiduciary Estate Tax		4		302,563				\$ 302,563	2	1.09					ORS 118		
19	BUS	DOR	INC TAX	Fiduciary Trust Tax		4		840,944				\$ 840,944	5	4.43					ORS 118		
20	PTD	DOR	ATS	A&T Standards (Infrastructure)	2	4		6,228,935				\$ 6,228,935	20	19.86			Y		ORS 306.120		
21	PTD	DOR	MAPPING	A&T Mapping (Infrastructure)	3	4		3,559,490				\$ 3,559,490	10	10.00			Y		ORS 306.125		
22	PTD	DOR	ORMAP	OR Land Info System (ORMAP)	3	4			1,629,070			\$ 1,629,070	0	0.51					ORS 306.132		
23	PTD	DOR	OVERSIGHT	Local Budget Program (Infrastructure)	8	4		746,464				\$ 746,464	3	2.96			Y		ORS 294		
24	PTD	DOR	OVERSIGHT	Finance-Prop Tax (Infrastructure)	8	4		663,352				\$ 663,352	2	2.00			Y		ORS 306.115		
25	PTD	DOR	TIMBER	Forest Products Harvest Tax		4		1,310,294				\$ 1,310,294	3	3.00			Y		ORS 321		
26	ASD	DOR	FINES	Court Fines & Assessments		4		62,576				\$ 62,576	0	0.22					ORS 137.300		
27	Coll	DOR	OAA	Other Agency Accounts		4		20,603,685				\$ 20,603,685	73	73.00			Y		ORS 293.250		
28	BUS	DOR	TRANSIT TAX	Tri-Met Trans Dist Payroll Tax		4		5,223,477				\$ 5,223,477	17	17.00			Y		ORS 305.620		
29	BUS	DOR	TRANSIT TAX	Lane Transit Dist. Payroll Tax		4		1,433,026				\$ 1,433,026	5	5.00			Y		ORS 305.620		
30	BUS	DOR	TRANSIT TAX	Tri-Met Self Employment Tax		4		901,585				\$ 901,585	3	3.00			Y		ORS 305.620		
31	BUS	DOR	TRANSIT TAX	Lane Trans. Dist. Self Emp Tax		4		220,972				\$ 220,972	1	1.00			Y		ORS 305.620		
32	BUS	DOR	LODGING	State Lodging Tax		4		925,060				\$ 925,060	3	3.00					ORS 320.315		
33	BUS	DOR	911	Emergency Communications Tax		4		600,879				\$ 600,879	2	2.00					ORS 401.792		
34	PTD	DOR	TIMBER	Small Tract Forestland		4		110,519				\$ 110,519	1	0.36					ORS 321		
35	BUS	DOR	SPA	Hazardous Substance Fee		4		377,920				\$ 377,920	2	1.38					ORS 453.400	Property tax revenues for local government	
36	BUS	DOR	Collection	Statewide Transit		4		261,662				\$ 261,662	1	0.82					ORS 320.400- 320.490		
37	BUS	DOR	SPA	Vehicle Privilege Tax		4		685,016				\$ 685,016	2	2.00					ORS 320.400- 320.490		
38	BUS	DOR	SPA	Vehicle Use Tax		4		338,465				\$ 338,465	1	1.00					ORS 320.400- 320.490		
39	BUS	DOR	SPA	Bike Tax		4		141,475				\$ 141,475	1	0.50					ORS 320.400- 320.490		
40	BUS	DOR	SPA	Heavy Equipment Rental Tax		4		876,361				\$ 876,361	3	3.00					OR Laws 2018, Chapter 64 (HB 4139)		
41	BUS	DOR	SPA	Amusement Device Tax		4		223,216				\$ 223,216	1	0.78					ORS 320.011		
42	MJ	DOR	Marijuana	Marijuana Tax		4		4,926,318				\$ 4,926,318	16	16.00					ORS 475B		
43	BUS	DOR	SPA	Petroleum Load Fee		4		149,856				\$ 149,856	1	0.36					ORS 465.104		
44	PTD	DOR	SENIOR DEF	Deferral Programs (Property Tx)		4		72,518,974				\$ 72,518,974	8	7.75					ORS 311.665- 311.701		
45	PTD	DOR	VALUATION	Gas & Oil Production Tax		4		22,697				\$ 22,697	0	0.06					ORS 324.700		
46	PTD	DOR	VALUATION	Strategic Investment Program		4		52,514				\$ 52,514	0	0.09					ORS 285C		
47	PTD	DOR	NPH	Non-Profit Homes for the Elderly		12		3,348,966				\$ 3,348,966	0	0.00					ORS 310.630- 310.706		
48	ASD	DOR	FINANCE	Checkoff Commission		4		4,351				\$ 4,351	0	0.05					ORS 305.690- 305.753		
49	CSR	DOR	CSR	Core Systems Replacement				9,185,216				\$ 9,185,216	5	4.40							
50	CSR	DOR	CSR & PVS	Debt Service				6,695,900				\$ 7,246,020	0	0.00							
												\$ -									
								214,371,774	-	147,697,458	-	\$ 362,069,232	1,068	1,013.34							

Prioritize each program activity for the Department as a whole
Document criteria used to prioritize activities:

- * Large Funding Stream over \$100million.
- * Impact to General Fund
- * Long term Health of tax programs.
- * Core business function.
- * Administrative efficiency
- * Statutorily Required.
- * Business Continuity Plan
- * Customer Funded.

214,371,774

147,697,458

362,069,232

1068

1013.34

7. Primary Purpose Program/Activity Exists

- | | |
|----|-----------------------------------|
| 1 | Civil Justice |
| 2 | Community Development |
| 3 | Consumer Protection |
| 4 | Administrative Function |
| 5 | Criminal Justice |
| 6 | Economic Development |
| 7 | Education & Skill Development |
| 8 | Emergency Services |
| 9 | Environmental Protection |
| 10 | Public Health |
| 11 | Recreation, Heritage, or Cultural |
| 12 | Social Support |

20. Legal Requirement Code

- C Constitutional
- F Federal
- D Debt Service

DOR 2019-2021 CSL (audited) 7-22-2020

DOR 2019-2021 CSL (audited) 7-22-2020			204,437,845	56,488,208	260,926,053	1,001	957.18		
Priority	Division	Reduction Description	GF	OF	TF	POS	FTE	Impact of Reduction	Effective Date
	NPH	Non-Profit Homes	3,492,972		3,492,972			This will eliminate the reimbursement of local taxing districts for the revenue lost through the NPH exemption.	
	Comm	Quick Copy Plus S&S	35,000		35,000			A greater degree of coordination and advance planning will be necessary so production print jobs can be performed by DAS P&D rather than QCP. Ricoh machines in business areas have much higher per image costs and lower production quality than P&D or QCP.	
	Research	Economist 4 - Reduce	249,464	5,092	254,556	1	1.00	This position was added to the Department in 2018 to help the Department understand GenTax data and to enable more complete analyses using operational data. The position has helped document GenTax data and most recently worked on describing the characteristics of debtors to provide background and insight for the program regarding collection strategy. This work will be slowed by the reduction in this position and the Department will be less able to conduct analysis using GenTax data. The integrity of NAICS data will decay which will reduce the reliability of sector reporting and analysis.	
	ITS-PC	OA2 PP (ITU)	57,721	5,020	62,741	1	0.50	Vacant None	
	ITS-PC	OS2 (PQA)	115,445	10,038	125,483	1	1.00	Vacant None	
	ITS-PC	OS2 (Review)	115,445	10,038	125,483	1	1.00	Vacant None	
	ITS-PC	OS2 (Payment Proc.)	129,881	11,294	141,175	1	1.00	Vacant None	
	ITS-PC	OS2 (TPID)	112,935	12,548	125,483	1	1.00	Vacant None	
	ITS-PC	ISS1 (Ops)	125,527	10,916	136,443	1	1.00	Vacant None	
	ITS-PC	OPA1 (Ops)	151,181	10,597	161,778	1	1.00	Vacant None	
	GSD	OS2	122,973	2,510	125,483	1	1.00	OS2 in Disclosure-processing of IRS transcripts, inputting secrecy certificates into KAST (which affects front desk), assisting disclosure office.	
	HR	AS1	127,513	11,088	138,601	1	1.00	With the elimination of this position, HR will not have someone dedicated to handle the office front desk, answer incoming calls and addressing inquiries from customers. HR will also not have someone dedicated to assist with the appraiser exam and issuing property appraiser certificates.	
	PTD	SAO-Appraiser Analyst 3	190,415	3,886	194,301	1	1.00	Reduction of appraiser on training team for DOR and county appraisers.	
	PTAC	AS1	128,689	3,980	132,669	1	1.00	Increased processing times for tax returns due to reduction in staff.	
	PTAC	RA3	147,655	3,013	150,668	1	1.00	Reduction in advanced and field tax collections. Collections Division.	
	PTAC	RA3	147,655	3,013	150,668	1	1.00	Reduction in advanced and field tax collections. Collections Division.	
	PTAC	RA3	147,655	3,013	150,668	1	1.00	Reduction in advanced and field tax collections. Collections Division.	
	PTAC	RA3	150,668		150,668	1	1.00	Reduction in advanced and field tax collections. Collections Division.	
	PTAC	RA3	147,655	3,013	150,668	1	1.00	Reduction in advanced and field tax collections. Collections Division.	
	PTAC	RA3	197,811	4,037	201,848	1	1.00	Reduction in advanced and field tax collections. Collections Division.	
	PTAC	AS1	158,542	3,236	161,778	1	1.00	Increased processing times for tax returns due to reduction in staff.	
	PTAC	AS1	130,016	2,653	132,669	1	1.00	Increased processing times for tax returns due to reduction in staff.	
	PTAC	AS1	130,016	2,653	132,669	1	1.00	Increased processing times for tax returns due to reduction in staff.	
	PTAC	AS1	130,016	2,653	132,669	1	1.00	Increased processing times for tax returns due to reduction in staff.	
	PTAC	AS1	128,689	3,980	132,669	1	1.00	Increased processing times for tax returns due to reduction in staff.	
	BUS	Corp TA2	253,321	13,333	266,654	1	1.00	Will reduce number of large multi-state corporations who are audited, directly reducing GF revenues.	
	BUS	Corp TA2	233,691	12,300	245,991	1	1.00	Will reduce number of large multi-state corporations who are audited, directly reducing GF revenues.	
	BUS	Corp OS1	143,135	7,533	150,668	1	1.00	Reduced administrative and customer support.	
	BUS	Collections RA1	132,669		132,669	1	1.00	Will reduce collection activity related to all Business Division programs as well as other enforcement activities directly reducing OF revenues.	
	BUS	Collections RA1	132,669	0	132,669	1	1.00	Will reduce collection activity related to all Business Division programs as well as other enforcement activities directly reducing OF revenues.	
	BUS	Collections RA1	88,888	43,781	132,669	1	1.00	Will reduce collection activity related to all Business Division programs as well as other enforcement activities directly reducing OF revenues.	
	Coll	OS1		125,483	125,483	1	1.00	Delay in capacity to conduct support-related work including sorting, scanning, and documenting mail.	
	Coll	RA2		141,175	141,175	1	1.00	Decrease in direct collection activities for individual and business debts, and multiple responsible parties, as well as reduced associated revenue.	
	Coll	RA1		132,669	132,669	1	1.00	Decrease in direct collection activities for individual debts and associated revenue reduction.	
	ITS	ISS	191,320	16,637	207,957	1	1.00	The implication of removing this position is that it will take longer to resolve tickets on the IT Service Desk. The agency personnel will have less support than what they would have had without the reduction. Loss of this position will affect the productivity of the entire agency.	
	MJ	TA2	0	194,301	194,301	1	1.00	Will reduce number of marijuana audits, directly reducing OF revenues	
	SD	AS1		68,476	68,476	1	0.50	Reductions will immediately impact response times to inquiries from taxpayers as well as existing participants in the program. Application processing would be impaired with reductions in current staffing. If new applications aren't processed timely, the state will not pay taxes on eligible participants that could result in foreclosure on senior citizens' homes.	
	PTD	VAL-Appraiser Analyst 2	105,069	68,599	173,668	1	1.00	Reduction of appraisal resource to conduct annual appraisals.	
	PTAC	TA1	218,289		218,289	1	1.00	Fewer audits of personal income tax returns completed.	
	PTAC	AS1	170,195	3,473	173,668	1	1.00	Increased processing time for refunds and penalty waivers.	
	PTAC	AS1	170,195	3,473	173,668	1	1.00	Increased processing time for refunds and penalty waivers.	

	BUS	Collections RA1	0	136,952	136,952	1	1.00	Will reduce collection activity related to all Business Division programs, as well as other enforcement activities directly reducing OF revenues.	
	BUS	Collections OS1		125,483	125,483	1	1.00	Will reduce collection activity related to all Business Division programs, as well as other enforcement activities directly reducing OF revenues.	
	BUS	Corp TA2	215,824	11,359	227,183	1	1.00	Will reduce number of large multi-state corporations who are audited, directly reducing GF revenues.	
	BUS	Withholding CS2	0	173,668	173,668	1	1.00	Will reduce enforcement activities related to employers filing payroll taxes.	
	DO	4150 Employee Training	40,000		40,000			This will eliminate the department's ability to conduct agency-wide director-sponsored training including managers meetings and executive team off-site planning sessions.	
	DO	4300 Professional Services	60,000		60,000			Agency Support services will not be supported. No consulting contracts will occur.	
	FSD	AS1	154,016	13,392	167,408	1	1.00	The division will no longer have any administrative support. All records keeping and assistance will have to be done by professional staff. Division will have to seek administrative support from other areas of the department.	
	FSD	AT2	138,614	12,054	150,668	1	1.00	Essential work will have to be sent to other parts of the department, such as banking and tax services. More senior-level accountants will have to pick up the accounting data entry that will not be done at this level.	
	FSD	AT2	129,881	11,294	141,175	1	1.00	Essential work will have to be sent to other parts of the department, such as banking and tax services. More senior-level accountants will have to pick up the accounting data entry that will not be done at this level.	
	FSD	AT2	154,016	13,392	167,408	1	1.00	Essential work will have to be sent to other parts of the department, such as banking and tax services. More senior-level accountants will have to pick up the accounting data entry that will not be done at this level.	
	GSD	SSS1	143,601	12,487	156,088	1	1.00	Eliminates staff to complete Quick Copy requests (including budget books). Eliminates or delays delivery of OfficeDepot orders and delays taxpayers' requests for booklets and forms.	
	Research	4150 Employee Training	22,435		22,435			Having less training and fewer reference resources will reduce Oregon's tax knowledge base, limiting its analytical capability and presenting recruitment challenges.	
	PTD	SAO-Training & Dev Spec 2	250,785	5,118	255,903	1	1.00	Eliminate training coordinator, reallocate duties to general program team.	
	PTD	SAO-Appraiser Analyst 3	190,415	3,886	194,301	1	1.00	Reduce level of support and review of county operations, CAFFA grant administration, Ratio Review, and assistance to counties.	
	PTD	SAO-Appraiser Analyst 3	205,618	4,196	209,814	1	1.00	Reduce level of support and review of county operations, CAFFA grant administration, Ratio Review, and assistance to counties.	
5%			10,316,185	1,482,785	11,798,970	51	50.00		
Target			10,221,892	2,824,410	13,046,303				
	PTD	SAO-Appraiser Analyst 3	250,785	5,118	255,903	1	1.00	Appraiser reduction on timber tax team.	
	PTAC	AS1	164,060	3,348	167,408	1	1.00	Less tax compliance work accomplished. Higher classifications will be needed for customer service in the field office.	
	PTAC	AS1	170,195	3,473	173,668	1	1.00	Less tax compliance work accomplished. Higher classifications will be needed for customer service in the field office.	
	PTAC	AS1	170,195	3,473	173,668	1	1.00	Less tax compliance work accomplished. Higher classifications will be needed for customer service in the field office.	
	PTAC	AS1	170,195	3,473	173,668	1	1.00	Increased processing times for tax returns as work shifts to another area with other responsibilities.	
	PTAC	AS1	170,195	3,473	173,668	1	1.00	Increased processing times for tax returns as work shifts to another area with other responsibilities.	
	PTAC	AS1	170,195	3,473	173,668	1	1.00	Increased processing times for tax returns due to reduction in staff.	
	PTAC	AS1	164,060	3,348	167,408	1	1.00	Increased processing times for tax returns due to reduction in staff.	
	PTAC	AS1	158,542	3,236	161,778	1	1.00	Increased processing times for tax returns due to reduction in staff.	
	PTAC	AS1	170,195	3,473	173,668	1	1.00	Increased processing times for tax returns due to reduction in staff.	
	PTAC	AS1	138,352	2,824	141,176	1	1.00	Increased processing times for tax returns due to reduction in staff.	
	PTAC	AS1	170,195	3,473	173,668	1	1.00	Increased processing times for tax returns due to reduction in staff.	
	PTAC	OS1	130,016	2,653	132,669	1	1.00	This position provides support for staff in Program Services and Compliance sections. Cutting this position will result in higher level staff spending time on administrative tasks.	
	PTAC	RA3	197,811	4,037	201,848	1	1.00	Reduction in advanced and field tax collections. Collections Division	
	PTAC	RA3	197,811	4,037	201,848	1	1.00	Reduction in advanced and field tax collections. Collections Division	
	PTAC	RA3	170,195	3,473	173,668	1	1.00	Reduction in advanced and field tax collections. Collections Division	
	PTAC	S&S	186,614	3,808	190,422			Removing S&S for 27 positions	
	BUS	Withholding CS2	158,252	77,945	236,197	1	1.00	Will reduce enforcement activities related to employers filing payroll taxes.	
	BUS	Withholding PA1		194,301	194,301	1	1.00	Will reduce taxpayer support activities, increase call wait times and increase response time for taxpayer resolution.	
	BUS	S&S / capital outlay	98,800	53,200	152,000			This will reduce S&S costs that are related to the positions offered for reduction in categories such as telephone, travel, office supplies, and training, among others.	
	Coll	AS1		161,778	161,778	1	1.00	Decrease in capacity for coordination and management of accounts assigned to PCFs and delay in responding to debt disputes, which would reduce collections and revenue generation.	
	Coll	RA2		180,555	180,555	1	1.00	Decrease in direct collection activities for individual and business debts, and multiple responsible parties, as well as reduce associated revenue.	
	ITS	ISS	222,922	19,384	242,306	1	1.00	The implication of removing this position is that it will take longer to resolve tickets on the IT Service Desk. Agency personnel will have less support than what they would have had without the reduction. Loss of this position will affect the productivity of the entire agency.	

	ITS	ISS	246,432	61,896	308,328	1	1.00	Reducing one position from the GenTax Operations Team means that while the division will still be able to operate the GenTax system, there will be one FTE less available to make corrections or small enhancements to the application. The change request (SQR) backlog will grow as a result. In addition, the knowledge the person has of the GenTax application will be lost, increasing the agency's dependence on the vendor.	
	ITS	ISS	259,621	22,576	282,197	1	1.00	Reducing one position from the GenTax Report team will increase the amount of time that it will take to make changes to GenTax reports. The agency has a number of initiatives that will affect reporting, and eliminating this position will reduce capacity on the reporting team by 1/3.	
	ITS	ISS	193,845	48,461	242,306	1	1.00	The implication of removing this position is that it will take longer to give access to the appropriate systems to new employees of the agency. Loss of this position will affect the productivity of the entire agency.	
	MJ	S&S / capital outlay		50,038	50,038			This will reduce S&S costs that are related to the positions offered for reduction in categories such as telephone, travel, office supplies, and training, among others.	
	Comms	PAS2	248,175	15,200	263,375	1	1.00	CAT-funded PAS2 would need to perform all public affairs duties for all programs. Includes all public records requests, media inquiries, editing and review, etc. Scope of work provided to agency would be greatly diminished.	
	FSD	Capital Outlay	141,130	134,649	275,779			Division will not be able to support any agency-sponsored improvements. This is the money that is used to catch all Director's Office initiatives and building improvements that are not specific to any division. These costs will have to be cost allocated to the divisions.	
	GSD	PM2	265,489	23,086	288,575	1	1.00	Requires moving COOP coordinating duties to others, eliminating project manager to process work unit configurations, and reducing project management for large projects (Payment Center) and agency-wide projects.	
	GSD	OS2	143,601	12,487	156,088	1	1.00	Completely eliminate unit configurations, immediate desk adjustments, move system furniture inventories to others, hard key coordinator duties to others. Will need to hire Accurate to do system furniture adjustments at a considerable increase in cost. Eliminate miscellaneous handyman work he completes.	
	HR	HRA1	157,570	13,702	171,272	1	1.00	With the elimination of this position, HR will not have someone dedicated to handling the agency's new employee orientation (NEO) program and the seasonal employee program, which involves recruiting, hiring and tracking. The seasonal program supports the agency's Processing Center. It eliminates the position responsible for conducting the agency's fingerprinting and criminal background check program. It also eliminates a key resource utilized for tracking agency-wide training.	
	Research	4150 Employee Training	22,435		22,435			Having less training and fewer reference resources will reduce Oregon's tax knowledge base, limiting its analytical capability and presenting recruitment challenges.	
	PTD	SAO- Operations and Policy Analyst 3	283,889	5,794	289,683	1	1.00	OPA3 reduction on Finance, Taxation, Exemptions team. Less responsive to inquiries from taxing districts and counties assessors.	
	PTD	SAO-Appraiser Analyst 3	205,618	4,196	209,814	1	1.00	Reduce level of support and review of county operations, CAFFA grant administration, Ratio Review, and assistance to counties.	
	PTD	SAO- Administrative Specialist 1	158,542	3,236	161,778	1	1.00	Eliminates administrative support resource for the Central Assessment team. Shifts duties to appraisers to complete.	
	PTD	VAL- Appraiser Analyst 3	117,552	76,749	194,301	1	1.00	Reduction of appraiser on Central Assessment team.	
	PTAC	RA3	197,811	4,037	201,848	1	1.00	Reduction in advanced and field tax collections. Collections Division.	
	PTAC	RA3	197,811	4,037	201,848	1	1.00	Reduction in advanced and field tax collections. Collections Division.	
	PTAC	RA3	197,811	4,037	201,848	1	1.00	Reduction in advanced and field tax collections. Collections Division.	
	PTAC	RA3	197,811	4,037	201,848	1	1.00	Reduction in advanced and field tax collections. Collections Division.	
	PTAC	RA3	201,848		201,848	1	1.00	Reduction in advanced and field tax collections. Collections Division.	
	PTAC	RA3	197,811	4,037	201,848	1	1.00	Reduction in advanced and field tax collections. Collections Division.	
	PTAC	RA3	197,811	4,037	201,848	1	1.00	Reduction in advanced and field tax collections. Collections Division.	
	PTAC	PEMC Collections	260,146	5,309	265,455	1	1.00	Reduction in supervision for advanced collections processes and employees.	
	PTAC	TA1	170,195	3,473	173,668	1	1.00	Fewer audits of personal income tax returns completed.	
	PTAC	TA1	176,944	3,611	180,555	1	1.00	Fewer audits of personal income tax returns completed.	
	PTAC	TA1	180,555		180,555	1	1.00	Fewer audits of personal income tax returns completed.	
	PTAC	TA1	183,547	3,746	187,293	1	1.00	Fewer audits of personal income tax returns completed.	
	PTAC	TA2	190,415	3,886	194,301	1	1.00	Fewer complex audits for personal income tax returns completed.	
	PTAC	PEMA	167,847	3,425	171,272	1	1.00	Reduction in supervision for return processing and employees.	
	PTAC	TA1	176,944	3,611	180,555	1	1.00	Fewer audits of personal income tax returns completed.	
	PTAC	TA1	218,289		218,289	1	1.00	Fewer audits of personal income tax returns completed.	
	PTAC	TA1	170,195	3,473	173,668	1	1.00	Fewer audits of personal income tax returns completed.	
	PTAC	TA1	170,795	3,473	174,268	1	1.00	Fewer audits of personal income tax returns completed.	
	PTAC	TA1	194,301		194,301	1	1.00	Fewer audits of personal income tax returns completed.	
	PTAC	S&S	168,416	3,437	171,853			Removing 22 positions' S&S.	
	BUS	Collections RA1	161,778	0	161,778	1	1.00	Will reduce collection activity related to all Business Division programs as well as other enforcement activities directly reducing OF revenues.	
	BUS	Corp TA2	184,586	9,715	194,301	1	1.00	Will reduce number of large multi-state corporations who are audited, directly reducing GF revenues.	
	BUS	Withholding CS2	158,252	77,945	236,197	1	1.00	Will reduce enforcement activities related to employers filing payroll taxes.	
	BUS	Withholding CS2	166,259	69,938	236,197	1	1.00	Will reduce enforcement activities related to employers filing payroll taxes.	
10%			10,361,662	1,438,690	11,800,352	55	55.00		

		Subtotal	20,677,847	2,921,475	23,599,322	106	105.00		
Target			20,443,785	5,648,821	26,092,605				
		5%	10,221,892	2,824,410	13,046,303				
		10%	20,443,785	5,648,821	26,092,605				

Department of Revenue

Organizational chart

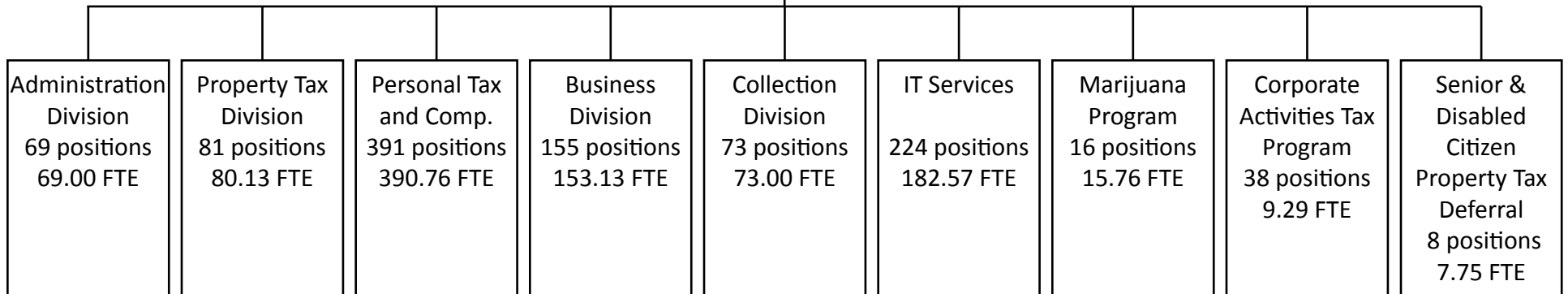
2019–21 Legislatively Adopted Budget

1057 positions

983.39 FTE

Director
1 position
1.00 FTE

Deputy Director
1 position
1.00 FTE



District Offices

Bend
Eugene
Gresham
Medford
Portland
Salem

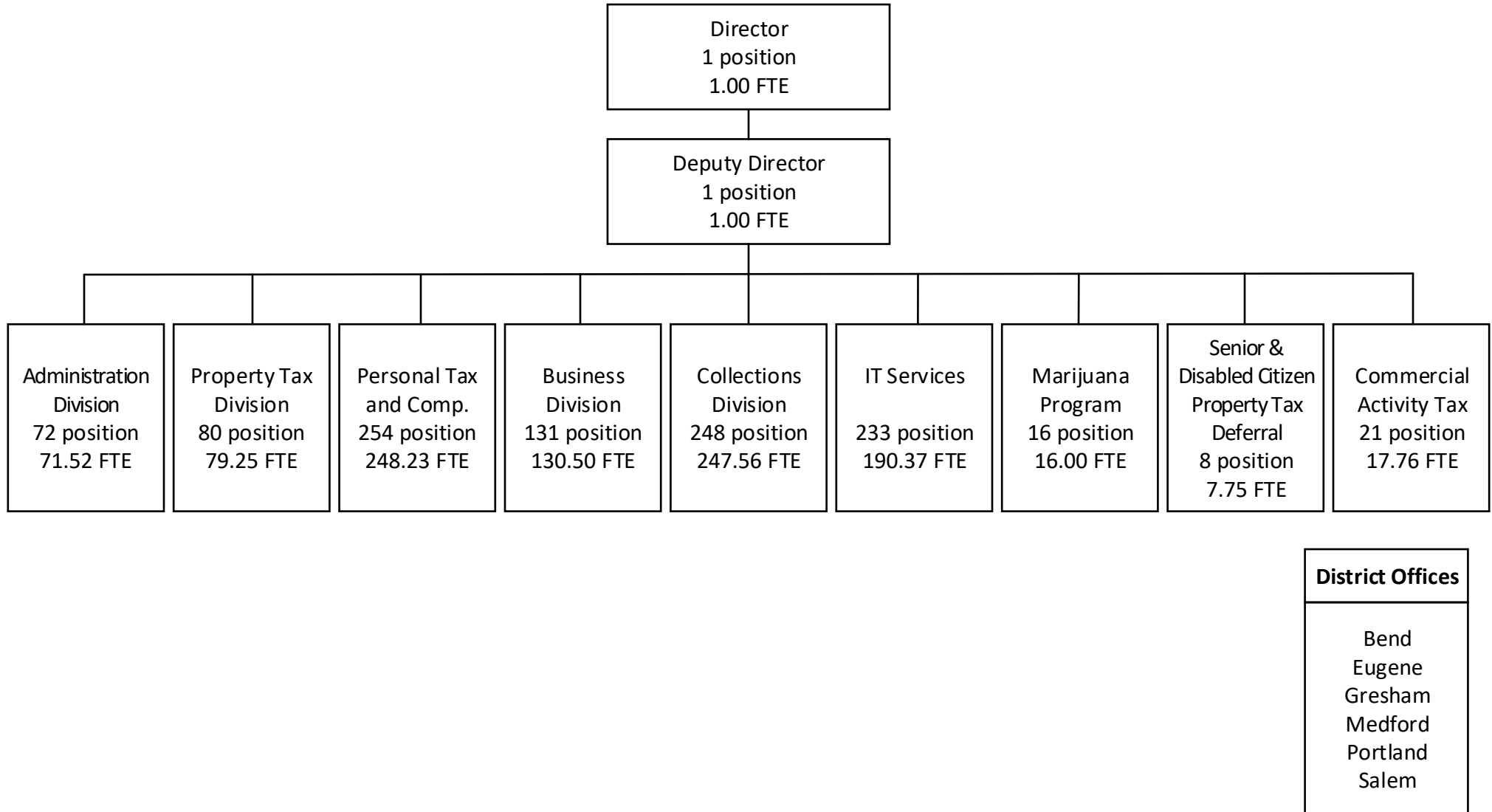
Department of Revenue

Organizational chart

2021–23 Agency Request Budget

1068 positions

1013.34 FTE



Agencywide Program Unit Summary
2021-23 Biennium

Version: V - 01 - Agency Request Budget

Summary Cross Reference Number	Cross Reference Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
001-00-00-00000	Executive Division						
	General Fund	8,548,623	-	-	-	-	-
002-00-00-00000	General Services Division						
	General Fund	6,715,096	-	-	-	-	-
	Other Funds	8,617,231	-	-	-	-	-
	All Funds	15,332,327	-	-	-	-	-
003-00-00-00000	Administration						
	General Fund	50,886,992	28,515,247	28,515,247	33,450,691	-	-
	Other Funds	5,298,936	7,592,490	7,592,490	8,502,153	-	-
	All Funds	56,185,928	36,107,737	36,107,737	41,952,844	-	-
004-00-00-00000	Property Tax Division						
	General Fund	15,504,093	17,608,206	17,608,206	19,253,100	-	-
	Other Funds	40,316,484	43,752,297	43,752,297	45,580,451	-	-
	All Funds	55,820,577	61,360,503	61,360,503	64,833,551	-	-
005-00-00-00000	Personal Tax and Compliance Division						
	General Fund	69,604,479	79,740,978	79,740,978	57,990,776	-	-
	Other Funds	735,992	1,851,154	1,851,154	1,303,758	-	-
	All Funds	70,340,471	81,592,132	81,592,132	59,294,534	-	-

Agencywide Program Unit Summary
2021-23 Biennium

Version: V - 01 - Agency Request Budget

Summary Cross Reference Number	Cross Reference Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
006-00-00-00000	Business Division						
	General Fund	20,929,124	23,431,030	23,431,030	21,733,761	-	-
	Other Funds	18,189,353	12,037,862	12,037,862	12,729,503	-	-
	All Funds	39,118,477	35,468,892	35,468,892	34,463,264	-	-
007-00-00-00000	Collections Division						
	General Fund	-	-	-	32,829,626	-	-
	Other Funds	-	13,326,479	13,326,479	17,382,758	-	-
	All Funds	-	13,326,479	13,326,479	50,212,384	-	-
008-00-00-00000	Corporate Division						
	General Fund	-	2,789,362	2,789,362	-	-	-
	Other Funds	-	1	1	5,145,514	-	-
	All Funds	-	2,789,363	2,789,363	5,145,514	-	-
009-00-00-00000	Information Technology Services Division						
	General Fund	-	41,524,773	41,524,773	45,620,848	-	-
	Other Funds	-	7,036,887	7,036,887	7,515,350	-	-
	All Funds	-	48,561,660	48,561,660	53,136,198	-	-
014-00-00-00000	Marijuana Program						
	Other Funds	3,513,553	4,455,308	4,455,308	4,926,318	-	-

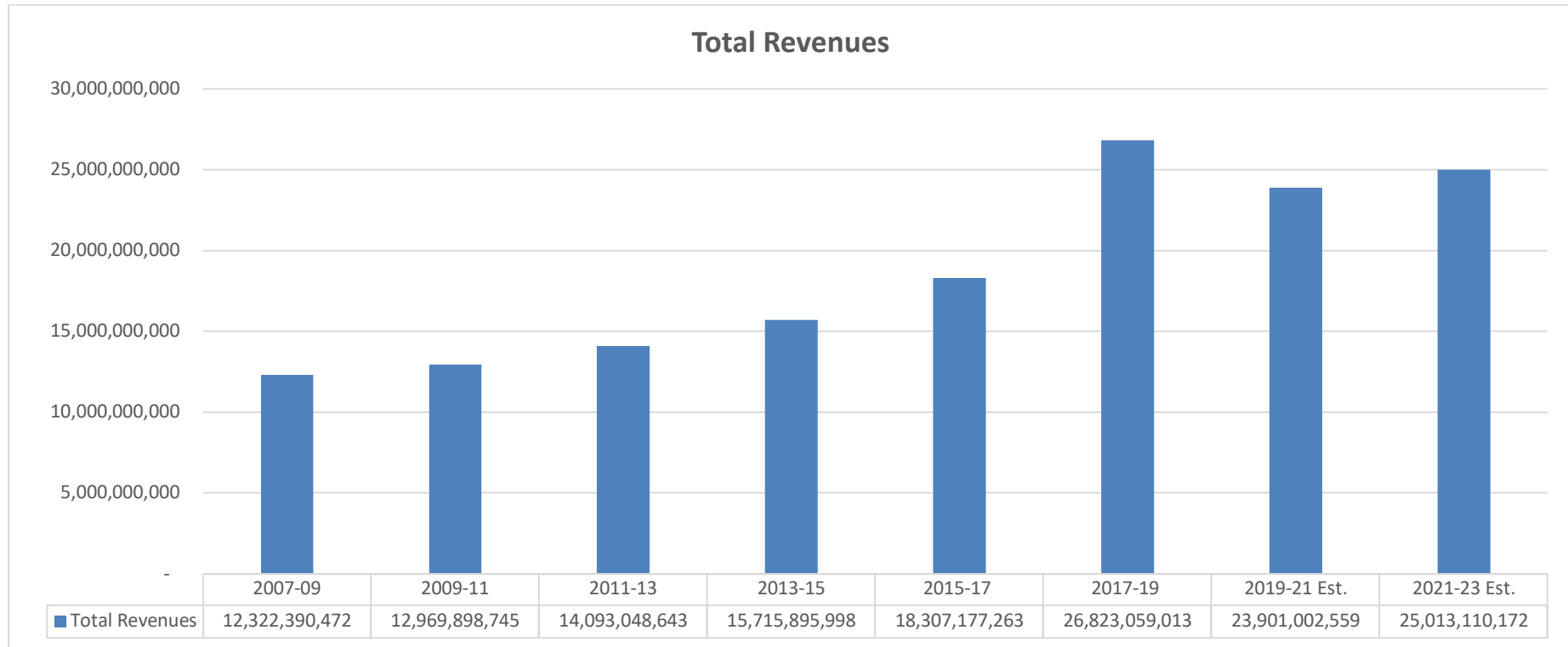
Agencywide Program Unit Summary
2021-23 Biennium

Version: V - 01 - Agency Request Budget

Summary Cross Reference Number	Cross Reference Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
015-00-00-00000	Multistate Tax Commission						
	Other Funds	285,765	-	-	-	-	-
019-00-00-00000	Non-Profit Housing for Elderly Persons						
	General Fund	3,037,426	3,348,966	3,348,966	3,492,972	-	-
025-00-00-00000	Sr Citizens Prop Tax Deferral						
	Other Funds	26,893,888	33,764,117	33,764,117	35,426,437	-	-
030-00-00-00000	Core System Replacement						
	General Fund	1,017,746	1,165,000	1,165,000	-	-	-
	Other Funds	10,091,605	951,000	951,000	9,185,216	-	-
	All Funds	11,109,351	2,116,000	2,116,000	9,185,216	-	-
087-00-00-00000	Capital Debt Service and Related Costs						
	General Fund	14,376,932	14,980,120	14,980,120	6,695,900	-	-
	Other Funds	1,200,880	1,327,830	3,582,831	550,120	-	-
	All Funds	15,577,812	16,307,950	18,562,951	7,246,020	-	-
TOTAL AGENCY							
	General Fund	190,620,511	213,103,682	213,103,682	221,067,674	-	-
	Other Funds	115,143,687	126,095,425	128,350,426	148,247,578	-	-
	All Funds	305,764,198	339,199,107	341,454,108	369,315,252	-	-

BUDGET NARRATIVE

Revenues

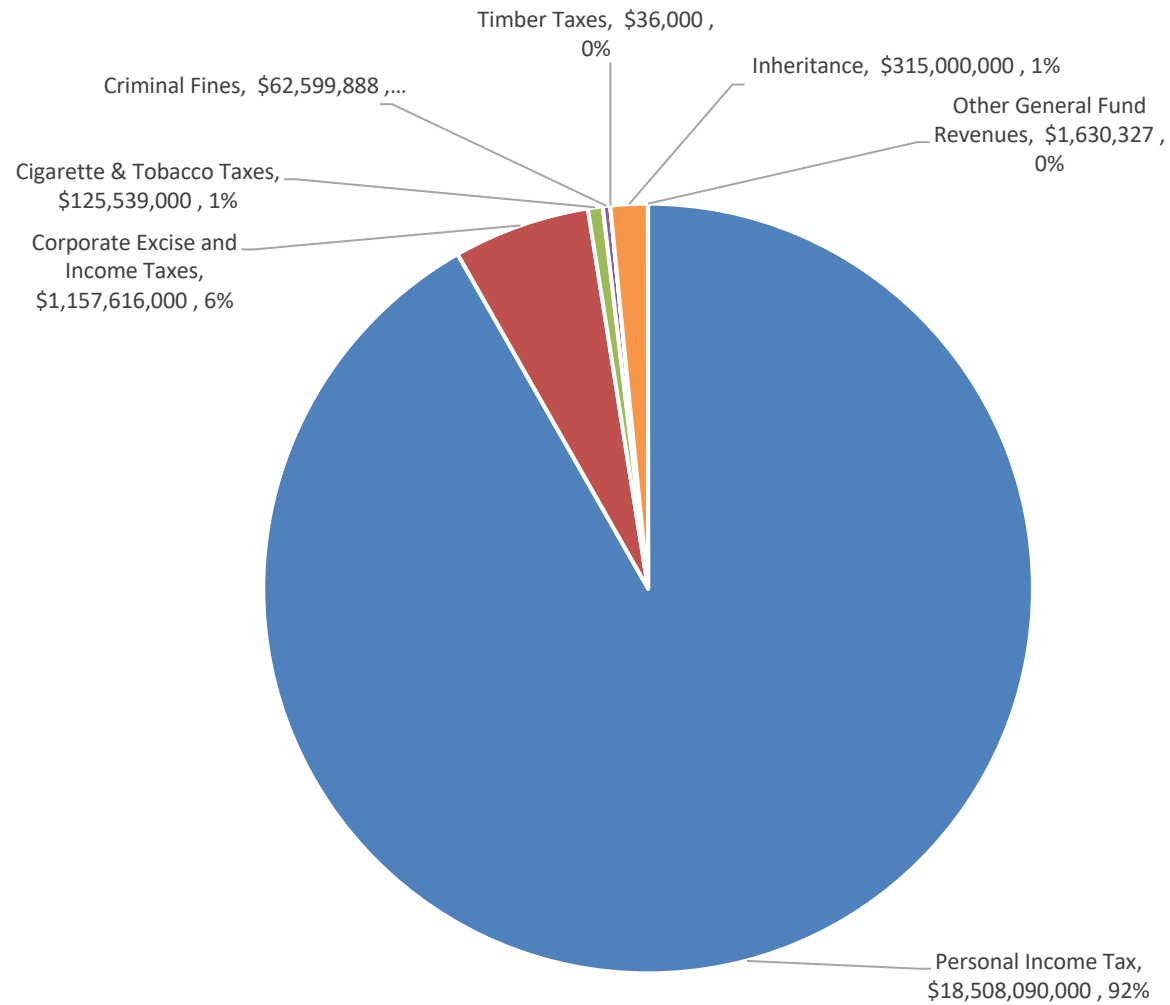


The Oregon Office of Economic Analysis (OEA) releases revenue forecasts four times per year. According to the June 2020 forecast, General Fund revenues for the state are expected to total \$20.8 billion in 2021–23 biennium. In 2019–21 biennium, the Covid-19 outbreak caused a sudden stop of economic activity putting Oregon in a recession and the downturn will be severe and recovery will take years.

The department has two types of revenues: General Fund and Other Funds. General Fund revenues are the largest source of funding to the state. Both General Fund and Other Funds revenue sources are described below.

BUDGET NARRATIVE

General Fund Revenues DOR Administers



BUDGET NARRATIVE

Tax Revenue

Personal Income Taxes (ORS 316.032)

Personal income taxes are collected on resident individuals, partnerships, estates, and trusts, as well as part-year residents and nonresidents with income from Oregon sources. The tax rates vary from 5 percent to 9.9 percent on taxable income. A variety of deductions and credits are available to those who qualify.

Personal income taxes are the largest source of revenue for the State of Oregon. Estimates for the 2021–23 biennium have personal income tax revenue at \$18.5 billion. One-hundred percent of these funds are transferred to the General Fund for general governmental purposes.

Corporate Excise and Income Taxes (ORS 305.015, 317.056, 317.070)

Corporate excise taxes are paid by corporations doing business in Oregon.

Corporations not doing business in Oregon, but having income from an Oregon source, pay a corporate income tax. The corporate tax rate is 6.6 percent of the first \$1 million of taxable income and 7.6 percent of any amount of taxable income in excess of \$1 million. The minimum excise tax for an S corporation is \$150. The minimum excise tax for a C corporation is \$150 for corporations with Oregon sales below \$500,000 with a graduated increase up to \$100,000 for C corporations with Oregon sales of \$100 million or more. There is no minimum for corporate income tax.

Corporate excise and income taxes are estimated for 2021–23 to be \$1.5 billion. One-hundred percent of these funds are transferred to the General Fund for general governmental purposes.

Cigarette Tax (ORS Chapter 323)

The Department of Revenue currently collects a tax of \$1.33 per pack of 20 cigarettes distributed in the state of Oregon. This tax is paid by the cigarette distributors. Of the \$1.33 collected, \$.22 goes to the General Fund for general governmental purposes, \$.857 goes to the Oregon Health Authority for the Oregon Health Plan, \$.15 goes to the Oregon Health Authority for Mental Health, \$.034 goes to the Oregon Health Authority for the Tobacco Use Reduction Account, \$.023 goes to the Department of Transportation for Public Transit, and the other \$.046 is transferred to the Department of Administrative Services, which in turn transfers \$.023 to Oregon cities and \$.023 to Oregon counties. All transfers are net of administrative expenses. For the 2021–23 biennium, the estimated Cigarette Tax revenue is \$374.6 million. The General Fund share of this revenue is \$61.5 million. The balance of \$313 million, Other Funds revenue, is transferred to the agencies listed above.

HB 2270 (2019) is referred to voters for the November 3, 2020 General Election. If approved by voters, the bill will add an additional tax of \$2 per pack of 20 cigarettes beginning January 1, 2021. The new tax revenue is dedicated to the Oregon Health Plan, tobacco and nicotine prevention and

BUDGET NARRATIVE

cessation programs across state, and tribal and local health programs. The bill also classifies little cigars as cigarettes, making them subject to the cigarette tax.

Other Tobacco Products Tax (ORS Chapter 323)

The department currently collects a tax of 65 percent of the wholesale sales price imposed on all other tobacco products (maximum of \$.50 per cigar and \$1.78 per ounce, with a minimum of \$2.14 per retail container, on moist snuff and other non-combustible products) sold, stored, used, consumed, handled, or distributed in Oregon. This tax is paid by the distributors of other tobacco products. For the 2021–23 biennium, the estimated Other Tobacco Products Tax revenue is \$119.7 million. Revenues are transferred as follows: 53.84 percent to the General Fund for general governmental purposes, 41.54 percent to the Oregon Health Authority for the Oregon Health Plan, and 4.62 percent to the Oregon Health Authority for the Tobacco Use Reduction Account. The General Fund share of this revenue is \$64.5 million. The balance of \$55.5 million, Other Funds revenue, is transferred to the Oregon Health Authority as mentioned above.

HB 2270 (2019) is referred to voters for the November 3, 2020 General Election. If approved by voters, the bill will increase the cigar tax cap to \$1 and add inhalant delivery systems to the definition of tobacco products subject to the tobacco tax at 65 percent of wholesale sales price, beginning January 1, 2021. The new tax revenue attributable to taxation of inhalant delivery systems is dedicated to the Oregon Health Plan, tobacco and nicotine prevention and cessation programs across state, and tribal and local health programs.

Amusement Device Tax (ORS 320.005-320.150)

An excise tax must be paid by any person who engages in the business of operating a qualifying amusement device in Oregon. This tax is imposed on video lottery game terminals. The annual tax is \$135 per video lottery game terminal with a limit of six per establishment. An additional \$50 is imposed on each video lottery game terminal when yearly net receipts of the terminals at a location exceed \$104,000. An additional \$75 is imposed on each video lottery game terminal when yearly net receipts of the terminals at a location exceed \$260,000. The State Lottery Commission sends uncollected accounts to the department for collection activity. For the 2021–23 biennium, the estimated Amusement Device Tax revenue is \$5.5 million. Revenues are transferred as follows: 29.14 percent to the General Fund for general governmental purposes, 33.37 percent to the Department of Administrative Services, which in turn transfers to Oregon counties, and 37.48 percent to the Higher Education Coordinating Commission for the Oregon Youth Corps. The General Fund share of this revenue is \$1.6 million. The balance of \$3.9 million, Other Funds revenue, is transferred to the agencies listed above.

Estate Transfer Tax (formerly inheritance tax) (ORS Chapter 118)

The Estate Transfer (or inheritance) Tax needs to be filed if the gross estate is \$1 million or more at the date of death. The Oregon Estate Transfer Tax is tied to the federal estate tax. For the 2021–23 biennium, the estimated inheritance tax revenue is just over \$315 million. One-hundred percent of these revenues are transferred to the General Fund for general governmental purposes.

BUDGET NARRATIVE

Timber Taxes (Eastern Oregon, Western Oregon, and Small Tract Forestland Severance Taxes) (ORS Chapter 321)

Timber harvested in Oregon is subject to one or more timber taxes: the Small Tract Forestland (STF) Severance Tax and/or the Forest Products Harvest Tax.

The Small Tract Forestland Severance Tax is paid upon harvest of timber from lands that are taxed under the Small Tract Forestland program (STF). STF is optional and only available for eligible small private forestland owners. Under this program, landowners pay 20 percent on the forestland portion of their annual property tax. The 80 percent not paid is made up for by the STF Severance Tax at the time of harvest. Severance tax rates are adjusted each year by the same percentage of change in assessed value of the forestland. The 2020 rates used are \$6.15 per thousand board feet of timber harvested in western Oregon and \$4.78 per thousand board feet of timber harvested in eastern Oregon. For the 2021–23 biennium, the estimated severance tax revenues are \$1 million. Revenues are transferred as follows: 4.37 percent to the General Fund for general governmental purposes, 57.86 percent to the Department of Education for the State School Fund, 4.30 percent to the Higher Education Coordinating Commission, and 33.47 percent to Oregon counties. The General Fund share of this revenue is \$36,000. The balance of \$990,260, Other Funds revenue, is transferred to the agencies listed above.

The Forest Products Harvest Tax is paid on timber harvested from all land, public and private, in Oregon. The tax rate for 2020 is fixed at \$4.1322 per thousand board feet harvested. For the 2021–23 biennium, Forest Products Harvest Tax revenue is estimated at \$33.7 million. Revenues are transferred as follows: 21.78 percent to Public Universities for the Forest Research and Experiment Account, 15.125 percent to the Department of Forestry for the Forest Land Protection Fund, 33.57 percent to the Department of Forestry for the Oregon Forest Practices Act, 2.42 percent to Public Universities for Professional Forestry Education, and 27.104 percent to the Oregon Forest Resources Institute Fund.

Heavy Equipment Rental Tax (ORS 307.872)

The Heavy Equipment Rental Tax imposes a 2 percent tax on the rental price of construction, mining, earthmoving, or industrial equipment, together with attachments and other equipment and tools that are mobile and held primarily for rental. For the 2021–23 biennium, the estimated Heavy Equipment Rental Tax revenue is \$18 million. Revenues are transferred as follows: 2 percent to counties without rental locations, up to 5 percent to the Department of Revenue for administrative costs, and the remainder to counties with rental locations, proportionate to rental tax revenue attributable to rental locations in each county.

Transit Taxes (ORS 267.385, 305.620, Chapter 750)

Transit taxes are made up of taxes from Tri-Met and Lane transit district taxes and the Statewide Transit Tax.

The Tri-Met Transit District Payroll Tax and Lane Transit District Payroll Tax are payroll-based mass transit taxes collected from employers in the Lane and TriMet transit districts. Self-employment transit taxes are also imposed on self-employed income earned by businesses within these districts. The transit districts set the rates, and the department administers these tax programs for the districts. For the 2021–23 biennium, the

BUDGET NARRATIVE

estimated TriMet Transit District and Lane Transit District transit taxes are estimated at \$966.7 million. These revenues, net of Department of Revenue administrative costs, are transferred to the transit districts.

The Statewide Transit Tax is a tax on employee gross wages paid or periodic payments made under ORS 316.189 on or after July 1, 2018. The Statewide Transit Tax is one-tenth of 1 percent of gross wages paid to Oregon residents (regardless of where the service is performed), nonresident employees who provide services in Oregon, and periodic payments made by payers to Oregon residents. For the 2021–23 biennium, Statewide Transit Tax revenue is estimated at \$205.5 million. These revenues, net of Department of Revenue administrative costs, are transferred to the Department of Transportation.

Marijuana Tax (ORS 475B.705)

Marijuana taxes are paid at the point-of-sale by consumers to licensed marijuana retailers selling recreational marijuana in Oregon. Those retailers then remit those taxes to the Department of Revenue. Since June 2016, the marijuana tax rate is 17 percent on eight separate categories of marijuana items: marijuana leaves, marijuana flowers, immature marijuana plants, cannabinoid edibles, cannabinoid concentrates, cannabinoid extracts, cannabinoid products that are intended to be used by applying the product to the skin or hair, and other cannabinoid products. For the 2021–23 biennium, estimated marijuana revenue is \$286.7 million. These revenues are transferred to the Oregon Liquor Control Commission, Criminal Justice Commission, Department of Education for the State School Fund, Oregon Health Authority for Mental Health and Drug and Alcohol Abuse Services, Oregon State Police, and the Department of Administrative Services, which in turn transfers funds to Oregon cities and counties. The Department of Revenue is authorized to enter into a rebate agreement with tribal governments for a rebate of marijuana tax received for tribal-produced or -processed marijuana.

Gas and Oil Severance Taxes (ORS 324.340)

A severance tax is imposed on gas and oil production in Oregon. For the 2021–23 biennium, estimated revenues from the Gas and Oil Severance Tax are \$150,000. These funds, net Department of Revenue administrative costs, are transferred to the Common School Fund at the Department of State Lands.

Vehicle Taxes (ORS 320.400-320.490)

The Vehicle Privilege Tax is a tax on the privilege of selling taxable motor vehicles in Oregon. The 0.5 percent tax is calculated on the retail sales price of taxable motor vehicles with 7,500 or fewer miles when sold on or after January 1, 2018. The tax is paid by the Oregon vehicle dealer, but it may be passed on to the purchaser of the vehicle. For the 2021–23 biennium, estimated privilege tax revenues are \$50.5 million. Revenues from the privilege tax are transferred to the Department of Environmental Quality for the Zero Emissions Incentive Fund and the Department of Transportation for the Connect Oregon Fund.

BUDGET NARRATIVE

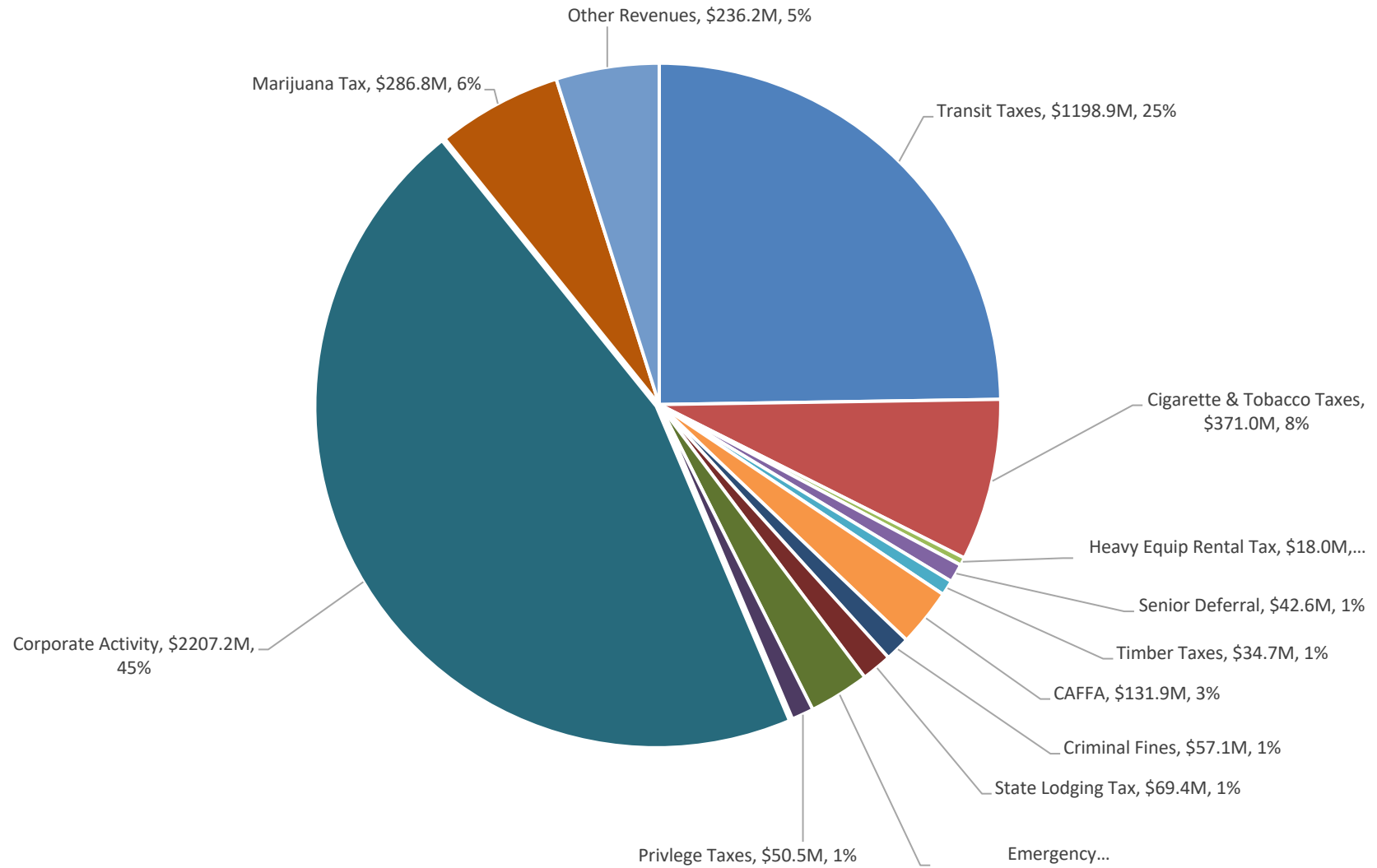
The Vehicle Use Tax is a 0.5 percent tax on the retail sales price of taxable motor vehicles with 7,500 or fewer miles when purchased on or after January 1, 2018 from an out-of-state dealer by an Oregon resident or business where the vehicle will be titled and registered in Oregon. For the 2021–23 biennium, the estimated use tax revenues are \$14.8 million. Revenues from the use tax are transferred to the State Highway Fund.

State Lodging Tax (ORS 320.300-320.350)

A State Transient Lodging Tax of 1.5 percent is imposed on the consideration rendered for occupancy of dwelling units and recreational vehicle or tent sites used for temporary overnight occupancy. Providers of temporary lodging and persons that facilitate the retail sale of temporary lodging are responsible for collecting the tax when collecting consideration charged for occupancy. This tax is in addition to lodging, room, or occupancy taxes imposed by local governments. For the 2021–23 biennium, estimated State Transient Lodging Tax revenues are \$86.5 million. These revenues, net of Department of Revenue administrative costs, are transferred to the Oregon Tourism Commission.

BUDGET NARRATIVE

Other Funds Revenue



BUDGET NARRATIVE

Bicycle Excise Tax (ORS 320.400-320.490)

The Oregon Bicycle Excise Tax is a flat tax of \$15 on the purchase of a new bicycle with a retail sales price of \$200 or more. The tax is to be collected by the retailer at the point of sale starting January 1, 2018. For the 2021–23 biennium, the estimated Bicycle Excise Tax revenues are \$1.4 million. These revenues, net of Department of Revenue administrative costs, are transferred to the Department of Transportation for the Connect Oregon Fund.

County Assessment Funding Assistance Program (ORS 294.175–294.187)

The County Assessment Function Funding Account (CAFFA) is funded through a document recording fee plus a portion of the interest collected on delinquent property tax payments. For the 2021–23 biennium, estimated revenues from the County Assessment Funding Assistance Program are \$40 million. These revenues, net of Department of Revenue administrative costs, are transferred to Oregon Counties.

Oregon Land Information System Fund (ORS 205.323 / 306.132)

The Oregon Land Information System is funded through a document recording fee. The Oregon Land Information System is a comprehensive statewide property tax mapping system for valuing properties. Most counties have in-house mapping services or contract with other counties for such services. The Department of Revenue's Property Tax Division provides mapping services to 10 counties under ORS 306.125(4)(a). For the 2021–23 biennium, estimated revenues from the Oregon Land Information System Fund are \$1.7 million. These revenues support the activities associated with mapping services statewide.

Emergency Communications Tax (E911) (ORS 403.200-403.250)

Telecommunications services or Voice Over Internet Protocol (VOIP) services with access to the emergency communications system are taxed \$1 per access line per month (for subscriber service) or \$1 per retail transaction (for prepaid wireless service). Both rates will increase to \$1.25 beginning January 1, 2021. The tax is collected by the telecommunications or VOIP service provider from subscribers and retailers of prepaid wireless services who collect the tax from consumers at the time of purchase. For the 2021–23 biennium, estimated revenues from the Emergency Communications Tax are \$158.8 million. These funds are transferred to the Oregon Military Department for emergency management.

Private Rail Car and Cooperative Electric Taxes (ORS 308.505–308.700 & 308.805–308.820)

In addition to the above sources, the Department of Revenue collects revenues for the Private Rail Car Tax and the Cooperative Electric Tax. For the 2021–23 biennium, estimated revenues for the Private Railcar Tax are \$582,000. Estimated revenues for the Cooperative Electric Tax are \$20.2 million. These funds are transferred to Oregon counties.

Greenlight Oregon Labor Rebate Fund (ORS 316.220-316.222)

Greenlight Oregon is a labor rebate incentive fund paid to projects/producers that incur \$1 million or more in actual expenses for film, commercial, or television show production in Oregon. The rebate imports work to Oregon and entices production to stay in Oregon. The labor rebate is equal to

BUDGET NARRATIVE

6.2 percent of payroll. For the 2021–23 biennium, estimated revenues for the Greenlight Oregon Labor Rebate fund are \$9.7 million. These funds, net Department of Revenue administrative costs, are transferred to the Oregon Business Development Department.

Corporate Activity Tax (ORS Chapter 317A):

The Corporate Activity Tax was established in the 2019 legislative session. The taxes are paid by all business entity types with taxable Oregon commercial activity over \$1 million. The tax rate is \$250 plus 0.57 percent of any taxable Oregon commercial activity over \$1 million. There are a number of exclusions from the tax as well as a subtraction for 35 percent of either cost inputs or labor expense. For the 2021–23 biennium, estimated revenues from the Corporate Activity Tax are \$2.2 billion. The taxes collected are Other Funds revenue and are transferred to the Student Success Fund, net of administrative expenses.

Business Licenses and Fees

Hazardous Substances Fee (ORS 453.396-453.414)

The Department of Revenue collects Hazardous Substance Possession Fees, which are assessed by the State Fire Marshal. For the 2021–23 biennium, estimated revenues for the hazardous substance fees are \$6.3 million. These revenues, net Department of Revenue administrative costs, are transferred to the Department of Environmental Quality for the Toxics Use Reduction and Hazardous Waste Reduction Act and the Orphan Site Account. The balance is transferred to the Oregon State Police, State Fire Marshal, for the Community Right to Know and Protection Act.

Petroleum Products Fee (ORS 465.101-465.131)

The Department of Revenue collects a fee for each load on the initial withdrawal of petroleum products from bulk and the import of petroleum products to a storage tank in Oregon. For the 2021–23 biennium, estimated revenues for the Petroleum Products Fee are \$5.7 million. These revenues, net Department of Revenue administrative costs, are transferred to the Department of Environmental Quality and the Oregon State Police, State Fire Marshal.

Charges for Services

Administrative and Service Charges

For the 2021–23 biennium, estimated revenues for administrative and service charges are \$20.4 million. Of this amount, \$19.9 million is used to cover Department of Revenue administrative costs to operate various tax and collection programs. The remaining \$.5 million is for debt service.

BUDGET NARRATIVE

Fines and Forfeitures

Criminal Fines (ORS 137.300)

The Department of Revenue receives and distributes funds pertaining to the Criminal Fine and Assessment Account. Funds for this account are collected from municipal and justice courts, as well as the Oregon Judicial Department, which collects funds from circuit and district courts. For the 2021–23 biennium, estimated criminal fines are \$119.7 million. The General Fund share of this revenue is \$48.9 million. The balance of \$70.8 million is Other Funds revenue to be transferred to various agencies as determined by the Legislature.

Donations

Charitable Checkoff Program (ORS 305.690-305.799)

Taxpayers, through a check-off system on their tax return, may donate part of their Personal Income Tax refund to the following charities: Oregon Nongame Wildlife; Child Abuse Prevention; Alzheimer's Disease Research; Stop Domestic and Sexual Violence; Habitat for Humanity of Oregon; Oregon Head Start Association; American Diabetes Association; Oregon Coast Aquarium; SMART; SOLV; St. Vincent de Paul Society of Oregon; The Nature Conservancy; Doernbecher Children's Hospital Foundation; The Oregon Humane Society; The Salvation Army-Oregon; the Oregon Veterans' Home; Planned Parenthood of Oregon; Oregon Lions; Shriner's Hospital for Children; Special Olympics of Oregon; Susan G Komen; Oregon Military Emergency Financial Assistance; Oregon Historical Society; Oregon Food Bank; Albertina Kerr Centers; American Red Cross; Cascade AIDS Project; and Veteran's Suicide Prevention. For the 2021–23 biennium, estimated revenues for the Charitable Checkoff Program are \$2 million. These revenues, net Department of Revenue administrative costs, are transferred to the various eligible entities.

Loan Repayments

Property Tax Deferral for Senior and Disabled Citizens (ORS 311.666-311.701)

Property Tax Deferral for Senior and Disabled Citizens revenue comes from repayments by taxpayers of loans made by the department to pay homestead property taxes. These property tax deferral loans create liens against the property, may be paid at any time, and become due following disqualification from the program. They accrue 6 percent simple interest. The department uses these collections to pay property taxes for qualifying senior and disabled homeowners currently participating in the program and to cover program administrative costs. For the 2021–23 biennium, estimated revenues for the Property Tax Deferral for Senior and Disabled Citizens is \$42.6 million. These funds, net of Department of Revenue administrative costs, are transferred to counties.

BUDGET NARRATIVE

Other Revenues

County Assessment Function Funding Assistance Program (ORS 294.175-294.187)

A portion of the recording fees revenue collected under the County Assessment Function Funding Assistance (CAFFA) Program is transferred through the Department of Revenue to accounts at the Housing and Community Services Department. Recordings are charged \$9 to fund CAFFA and \$60 for Housing and Community Services Department programs. The \$60 fees for housing are deposited with 76 percent going to the General Housing Account, 10 percent to the Emergency Housing Account, and 14 percent to the Home Ownership Assistance Account. For the 2021–23 biennium, estimated revenues for the CAFFA Program are \$40 million. These revenues are transferred to the Housing and Community Services Department accounts for housing-related programs.

BUDGET NARRATIVE

DETAIL OF FEE, LICENSE, OR ASSESSMENT REVENUE INCREASE

PROPOSED FOR INCREASE/ESTABLISHMENT

Purpose or Type of Fee, License or Assessment	Who Pays	2017-19 Estimated Revenue	2017-19 Agency Request	2017-19 Governor's Budget	2017-19 Legislatively Adopted	Explanation
None						

____ Agency Request

____ Governor's Budget

____ Legislatively Adopted

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		ORBITS		2019-21		2021-23		
Source	Fund	Revenue Acct	2017-19 Actual	Legislatively Adopted	2019-21 Estimated	Agency Request	Governor's	Legislatively Adopted
Personal Income Taxes	GENERAL	0105	18,781,067,937	18,705,068,000		18,508,090,000		
Corp Excise and Income Taxes	GENERAL	0110	1,663,455,066	1,245,753,673		1,157,616,000		
Corporate Activity Tax	OTHER	0113		909,450,923		2,207,190,681		
Other Employer – Employee Taxes	OTHER	0130						
• TriMet Self Employment				43,038,000		42,288,000		
• TriMet				839,811,000		835,311,000		
• LTD Self Employment				4,885,592		4,685,592		
• LTD				85,648,095		84,398,095		
• Payroll Tax			210,512,067	203,500,000		232,200,000		
• Worker's Comp				1,150,000		1,150,000		
• Debt Service	OF Debt Srv	0130		1,327,830		550,120		
Cigarette Taxes	GENERAL	0135	68,475,903	64,998,000		61,070,000		
	OTHER	0135	331,569,127	330,730,869		313,544,080		
Other Tobacco Products Taxes	GENERAL	0140	63,597,835	66,533,000		64,469,000		
	OTHER	0140	55,442,355	58,043,000		57,470,058		
Marijuana Tax	OTHER	0142	256,243,251	238,019,334		286,760,528		
Amusement Taxes	GENERAL	0145	1,681,833	1,600,000		1,600,000		
	OTHER	0145	0	3,890,000		3,890,000		
Inheritance Taxes	GENERAL	0155	381,187,043	361,189,000		315,000,000		

Eastern Oregon Severance Taxes	GENERAL	0160	5,428	6,000		6,000		
	OTHER	0160		18,000		20,260		
Western Oregon Severance Taxes	GENERAL	0162	295,827	30,000		30,000		
	OTHER	0162		970,000		970,000		
Other Severance Taxes	OTHER	0165		150,000		150,000		
Privilege Taxes	OTHER	0185	22,475,878	52,350,000		50,500,000		
• Vehicle								
Other Taxes	GENERAL	0195	609,139	30,327		30,327		
• Other Taxes	OTHER	0195						
• State Lodging tax				73,900,000		86,461,922		
• Electric Coop				20,198,320		19,302,680		
• Private Rail Car				582,000		582,000		
• Emergency “911” Phone				93,101,180		158,827,041		
• Assessor Funding				39,640,046		39,971,096		
• Forest Products Harvest Tax				33,708,283		31,020,012		
• Bicycle Excise Tax				1,178,000		1,430,000		
• Oregon Land Information System				1,504,000		1,657,734		
• Heavy Equipment Rental Tax				17,976,361		18,000,000		
• Greenlight Oregon				9,700,000		9,700,000		
• Multistate				306,717		306,327		
• Other						41,282,267		

Business License and Fees	OTHER	0205						
• Hazardous Substances				6,804,865		6,328,034		
• Petroleum Load				5,775,670		5,775,670		
Charges for Services	OTHER	0410		20,311,377		20,458,329		
Admin and Service Charges	OTHER	0415	28,344,224					
Fines and Forfeitures	GENERAL	0505	28,560,094	12,028,333		12,028,333		
	OTHER	0505		17,688,874		20,219,258		
Donations	OTHER	0905		2,000,000		2,000,000		
Senior Citizen Property Tax Repayments	OTHER	0950		40,924,836		42,587,156		
Other Revenues	GENERAL	0975	3,278,543					
	OTHER	0975	18,736,498	89,111,954		101,638,990		
Transfer from Judicial Department	GENERAL	1198		50,571,555		50,571,555		
(Fines and Forfeitures)	OTHER	1198	89,097,195	71,313,365		36,911,091		

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

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

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Personal Income Taxes	18,781,067,937	18,705,068,000	18,705,068,000	18,508,090,000	-	-
Corp Excise and Income Taxes	1,663,455,066	1,245,753,673	1,245,753,673	1,157,616,000	-	-
Corporate Activity Tax	-	-	-	2,207,190,681	-	-
Other Employer -Employee Taxes	210,512,067	1,178,032,687	1,178,032,687	1,198,882,687	-	-
Cigarette Taxes	400,045,030	395,728,869	395,728,869	374,614,080	-	-
Other Tobacco Products Taxes	119,040,190	124,576,000	124,576,000	121,939,058	-	-
Marijuana Taxes	256,243,251	238,019,334	238,019,334	286,760,528	-	-
Amusement Taxes	1,681,833	5,490,000	5,490,000	5,490,000	-	-
Inheritance Taxes	381,187,043	361,189,000	361,189,000	315,000,000	-	-
Eastern Oregon Severance Taxes	5,428	24,000	24,000	26,260	-	-
Western Oregon Severance Taxes	295,827	1,000,000	1,000,000	1,000,000	-	-
Other Severance Taxes	-	150,000	150,000	150,000	-	-
Privilege Taxes	22,475,878	52,350,000	52,350,000	50,500,000	-	-
Other Taxes	609,139	1,201,276,157	1,201,276,157	408,571,406	-	-
Business Lic and Fees	-	11,597,353	11,597,353	12,103,704	-	-
Charges for Services	-	20,311,377	20,311,377	20,458,329	-	-
Admin and Service Charges	28,344,224	-	-	-	-	-
Fines and Forfeitures	28,560,094	29,717,207	29,717,207	32,247,591	-	-
General Fund Obligation Bonds	9,382,352	-	-	-	-	-
Interest Income	118,669	-	-	-	-	-
Donations	-	2,000,000	2,000,000	2,000,000	-	-
Sr Citizen Prop Tax Repayments	-	40,924,836	40,924,836	42,587,156	-	-
Other Revenues	22,015,041	89,111,954	89,111,954	101,638,990	-	-
Transfer In - Intrafund	4,837,246,973	74,542,191	74,542,191	78,761,056	-	-

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

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

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Transfer from General Fund	3,037,426	-	-	-	-	-
Tsfr From OR Business Development	20,000	-	-	-	-	-
Tsfr From Judicial Dept	89,097,195	121,884,920	121,884,920	87,482,646	-	-
Transfer Out - Intrafund	(4,837,246,973)	(74,542,191)	(74,542,191)	(78,761,056)	-	-
Transfer to Public Universities	-	(7,966,616)	(7,966,616)	(7,966,616)	-	-
Transfer to Other	-	(1,014,183,579)	(1,014,183,579)	(1,014,183,579)	-	-
Transfer to General Fund	(20,963,045,415)	(20,507,807,888)	(20,507,807,888)	(20,170,511,215)	-	-
Transfer to Counties	60,632,308	(38,226,120)	(38,226,120)	(38,226,120)	-	-
Tsfr To Human Svcs, Dept of	(2,758,007)	(2,758,007)	(2,758,007)	(2,876,601)	-	-
Tsfr To Administrative Svcs	(94,648,341)	(59,995,190)	(59,995,190)	(75,307,190)	-	-
Tsfr To Justice, Dept of	(21,281,875)	(20,144,307)	(20,144,307)	(23,172,359)	-	-
Tsfr To Lands, Dept of State	(23,723)	(100,000)	(100,000)	(100,000)	-	-
Tsfr To Judicial Dept	(9,549,866)	(12,682,392)	(12,682,392)	(11,092,862)	-	-
Tsfr To Criminal Justice Comm	(1,500,000)	(3,000,000)	(3,000,000)	(3,000,000)	-	-
Tsfr To Military Dept, Or	(89,820,504)	(92,235,386)	(92,235,386)	(153,326,228)	-	-
Tsfr To Police, Dept of State	(27,039,078)	(49,198,281)	(49,198,281)	(52,188,772)	-	-
Tsfr To Pub Safety Std/Trng	(36,516,280)	(37,520,327)	(37,520,327)	(36,691,932)	-	-
Tsfr To Corrections, Dept of	(4,257,421)	(4,585,442)	(4,585,442)	(4,846,812)	-	-
Tsfr To Environmental Quality	(22,452,505)	(25,780,444)	(25,780,444)	(26,155,444)	-	-
Tsfr To Oregon Health Authority	(425,190,417)	(435,629,808)	(435,629,808)	(425,554,808)	-	-
Tsfr To HECC	(2,159,205)	(2,093,270)	(2,093,270)	(2,093,270)	-	-
Tsfr To Education, Dept of	(90,597,143)	(1,013,349,476)	(1,013,349,476)	(2,306,664,000)	-	-
Tsfr To Forestry, Dept of	(15,435,725)	(25,741,667)	(25,741,667)	(26,848,559)	-	-
Tsfr To Fish/Wildlife, Dept of	(75,237)	(30,000)	(30,000)	(30,000)	-	-

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

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

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Tsfr To Transportation, Dept	(101,353,443)	(256,884,667)	(256,884,667)	(290,909,667)	-	-
Tsfr To Or Liquor Cntrl Comm	(6,723,539)	(7,000,000)	(7,000,000)	(7,000,000)	-	-
Tsfr To Housing and Com Svcs	(53,119,771)	(88,765,387)	(88,765,387)	(90,352,414)	-	-
Total Other Funds	\$110,278,503	\$118,527,113	\$118,527,113	\$165,250,668	-	-
Nonlimited Other Funds						
Other Revenues	-	-	2,255,001	-	-	-
Total Nonlimited Other Funds	-	-	\$2,255,001	-	-	-

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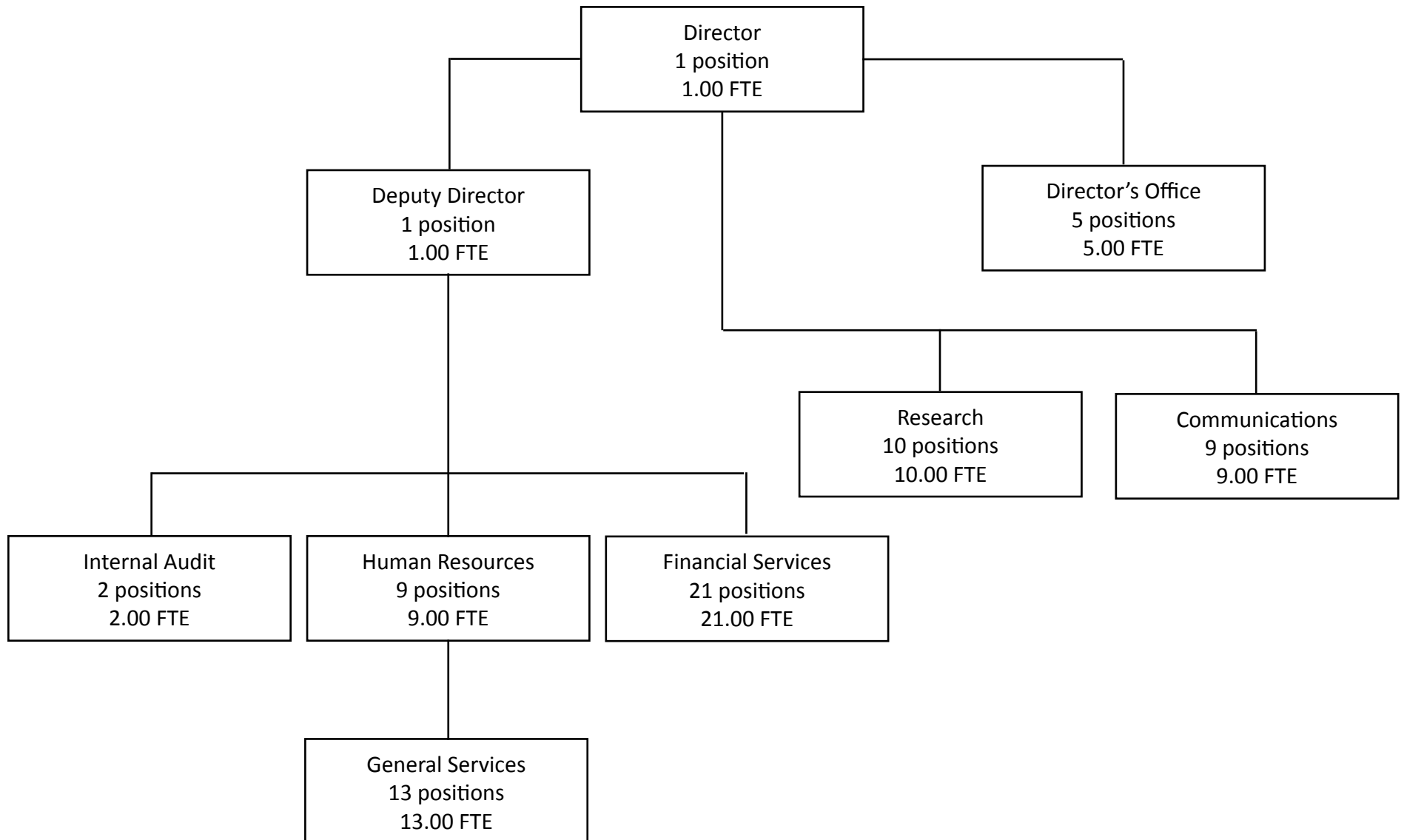
Administration

Organizational chart

2019–21 Legislatively Adopted Budget

71 positions

71.00 FTE



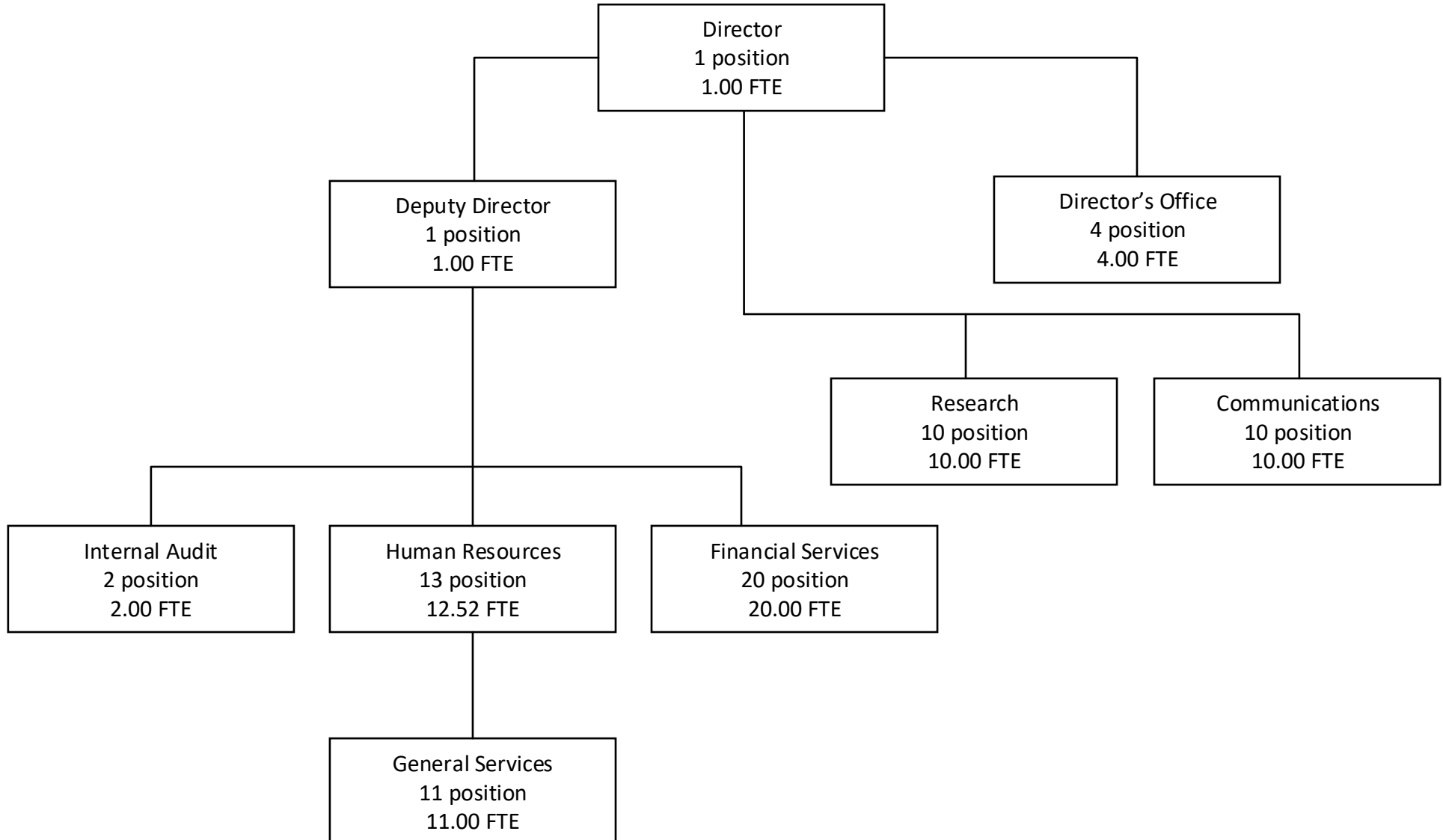
Administration

Organizational chart

2021–23 Agency Request Budget

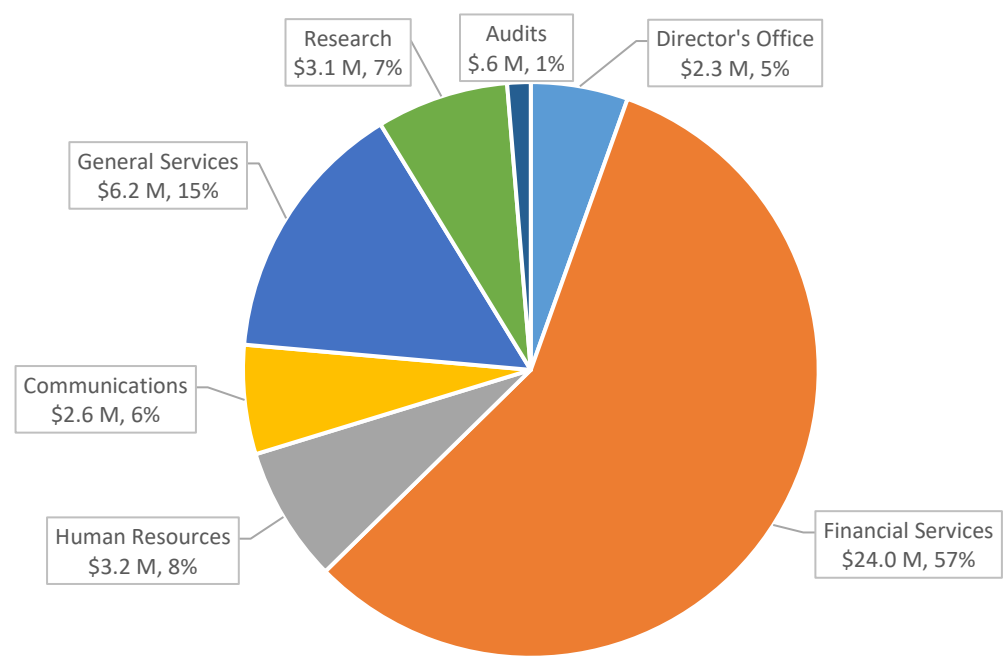
72 positions

71.52 FTE



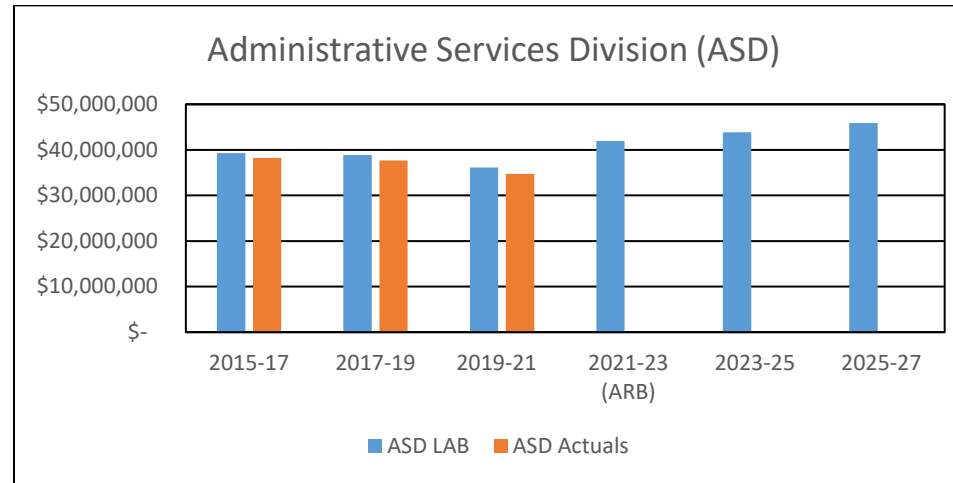
Administration Program

2021-23 Agency Request Budget
Administrative Services Division Total Funds by Program
\$41,952,844



Long-term focus area: Excellence in state government.

Primary program contact: Satish Upadhyay, deputy director



Division	Actual / LAB	2015-17	2017-19	2019-21	2021-23 (ARB)	2023-25	2025-27
ASD	LAB	\$ 49,275,805	\$ 31,860,211	\$ 36,107,737	\$ 41,952,844	\$ 43,869,773	\$ 45,892,439
	Actuals	\$ 38,215,634	\$ 37,695,006	\$ 34,730,702			

Program Overview

The Administration Program includes the Director's Office and Financial Services Division (FSD), and the Communications, Human Resource Management, General Services, Internal Audit, and Research sections. It includes agency leadership, central agency administration, legislative coordination, and research functions. Effective management of this program allows the agency's service delivery staff to focus on providing excellence in core business program delivery and customer assistance.

Program Funding Request

Administrative Services Division	GF	OF	TF	POS	FTE
LAB 19-21	\$ 28,515,247	\$ 7,592,490	\$ 36,107,737	71	71.00
CSL 21-23	\$ 32,733,434	\$ 8,422,461	\$ 41,155,895	68	68.00
ARB 21-23	\$ 33,450,691	\$ 8,502,153	\$ 41,952,844	72	71.52
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 4,935,444	\$ 909,663	\$ 5,845,107	1	0.52
% change	17.3%	12.0%	16.2%	1.4%	0.7%

Program Description

Director's Office

The Director's Office provides top-level leadership and direction for the agency's programs and divisions. The director, deputy director, executive support staff, legislative policy and processes and rulemaking reside in the Director's Office.

Agency leadership: The director and deputy director work together to create the structures, processes, activities, and environment necessary to support achieving the agency's mission and vision. This involves working strategically and collaboratively with executive and legislative branch leadership, agency stakeholders, and customers. The director and deputy also work collaboratively with the agency through the senior leadership team to define strategic priorities and manage day-to-day challenges that have agency-wide impacts.

Legislative policy and rulemaking: These functions ensure that the agency is responsive to legislative policy needs and that the agency's policy agenda is aligned to key strategic outcomes. As new bills are enacted, this function ensures that legislation is effectively implemented through development and adoption of appropriate administrative rules.

Performance management: This function led efforts in the 2017–19 biennium across the agency to define strategic outcomes that cascade within the organization, metrics, and other performance management processes and tools that helped the agency monitor performance progress and outcomes. The position associated with this function was limited-duration, and was not included in the agency's 2019–21 budget. The limited duration operations and policy analyst 4 completed a legislative budget note requested by the 2017 Legislature asking the agency to complete an assessment of outcome-based management (OBM) practices. The results of this assessment were reported to the 2019 Legislature.

Director's Office	GF	OF	TF	POS	FTE
LAB 19-21	\$ 2,128,890	\$ 264,600	\$ 2,393,490	7	7.00
CSL 21-23	\$ 2,100,272	\$ 190,247	\$ 2,290,519	6	6.00
ARB 21-23	\$ 2,100,272	\$ 190,247	\$ 2,290,519	6	6.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ (28,618)	\$ (74,353)	\$ (102,971)	(1)	(1.00)
% change	-1.3%	-28.1%	-4.3%	-14.3%	-14.3%

Financial Services Division

FSD provides advice, leadership, and direction on financial, budget, and procurement matters to all internal partners and stakeholders. This includes ensuring that practices comply with all applicable laws, rules, and professional standards, and ensures transparency and accountability. FSD manages all of the funding for the expenditures associated with the State Government Services Charges, Rent and Facilities. During the 2019–21 biennium, FSD continued the implementation of the suggested changes from the various audits that were targeted at improving financial integrity and controls within the agency. With most recommendations completed, the division continues to seek ways to implement best business practices and employ continuous improvement and education efforts in all areas. Long-term improvement actions will continue to be executed through the 2021–23 biennium.

The FSD is composed of three units: Finance, Budget, and Procurement.

Finance Unit: This unit provides accounting services, prepares financial reports, transfers and reconciles funds, and collects funds owed to DOR. The unit works closely with the DAS State Controller’s Division, the Oregon State Treasury, other state agencies, and the federal government. During the 2019–21 biennium, this unit partnered with the budget team to create a crosswalk between RSTARS and ORBITS in coordination with the agency restructure and new cost allocation process. Budget note improvement actions included:

- Staffing all vacant Finance positions including an accounting manager, two accountant 4s, two accountant 3s, and two accountant 2s.
- Training and improving proficiency for all new employees on key systems such as SFMS, Datamart, GenTax accountant, Treasury, and SARS year-end training. Additional ongoing training and partnership with DAS will continue.
- Improving management quality controls by defining procedures and points of contact for numbers that leave the Finance Unit, defining clear control procedures for review of system accesses, establishing unit expectations, and performing monthly updates to manage unit priorities.

During the 2021–23 biennium, work will continue to develop desk manuals that are living documents, implement recommendations received through various audits, and examine best practices to strengthen financial recording and revenue management. The unit will continue to find opportunities to better assist the agency and work strategically and collaboratively with leadership, agency stakeholders, and customers.

Budget Unit: This unit leads the biennial budget process and provides guidance and direction to program and administrative staff. Budget is responsible for initiating and coordinating processes for budget planning, financial analysis, and overall technical budget support for the agency. During the 2019–21 biennium, improvement actions included:

- Shifted the payroll function to DAS Payroll.
- New Financial Services Forum—used to keep the agency informed of progress on the budget build, as well as sharing process changes.
- Budget staff created desk manuals.

During the 2021–23 biennium, work will continue to improve communication with internal and external customers; train budget staff; improve the fiscal impact and financial forecasting processes; improve monthly financial reports; and keep desk manuals up to date.

Contracts and Procurement Unit: This unit is responsible for managing all contracting and procurement activities on behalf of the agency by conducting market research; determining efficient, ethical and fiscally responsible strategic sourcing strategies; helping internal customers translate business needs into procurement language; developing and managing all phases of procurements; and preparing, negotiating, processing, and administering contracts. This unit partners with other government agencies, businesses, and service providers for all contracts and intergovernmental agreements. This unit ensures the agency is compliant with Oregon procurement rules, guidelines, processes, and provides related procurement training that ensures accountability to these rules. As part of the Revenue Annual Risk Assessment and Audit Plan, an internal audit of procurement processes and practices was conducted and completed at the end of 2019. The objective of the audit was to assess the appropriateness and effectiveness of the process-control framework to support contract and procurement activities. Through the next biennium, this unit will establish and execute an operational improvement plan that aligns with the audit recommendations. The plan will include developing systematic and repeatable processes and methods; improving standard controls in workflows; strengthening training and monitoring components; leveraging a new agency intranet; and developing metrics and actionable plans to increase the maturity of procurement processes in anticipation of the OregonBuys modernization initiative.

Financial Services	GF	OF	TF	POS	FTE
LAB 19-21	\$ 16,149,140	\$ 3,820,035	\$ 19,969,175	21	21.00
CSL 21-23	\$ 19,466,898	\$ 4,527,555	\$ 23,994,453	20	20.00
ARB 21-23	\$ 19,466,898	\$ 4,527,555	\$ 23,994,453	20	20.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 3,317,758	\$ 707,520	\$ 4,025,278	(1)	(1.00)
% change	20.5%	18.5%	20.2%	-4.8%	-4.8%

Communications

Communications provides guidance and expertise to business areas to help them educate and communicate with taxpayers, stakeholders, and external partners. Their services fall into three main programs: public affairs, publishing, and web.

Public Affairs: This group ensures accurate information is provided to the public, media, public officials, employees, and other interested parties in a timely manner. Specific activities include responding to more than 500 media inquiries and public records requests each year, strategically planning communications activities for agency initiatives, managing the agency's high-level internal communications efforts, and editing agency correspondence, outreach materials, presentations, reports, and other products to ensure consistency, accuracy, readability, and adherence to agency standards.

Publishing: This group is responsible for analyzing, designing, editing, producing, and procuring the agency's approximately 750 forms and publications. Filling out forms and reading publications are the primary ways most taxpayers interact with the department. Therefore, these documents must be easy to use and understand. The section's publishers also maintain the agency's technical standards for forms, which helps ensure the forms can be effectively reproduced and processed.

Web Program: The Web Program provides project management and support for the development, implementation, and ongoing governance related to the agency's external website and agency intranet. The external website, which has more than 4 million unique visitors each year, is critical to the agency's ability to respond to the changing needs of taxpayers, achieve the highest level of compliance, and maximize service delivery. A key part of the Web Program is continuous data collection, analysis, and evaluation that guides recommendations for improvements to the site's accessibility and usability.

Communications	GF	OF	TF	POS	FTE
LAB 19-21	\$ 1,756,623	\$ 251,387	\$ 2,008,010	9	9.00
CSL 21-23	\$ 2,259,585	\$ 312,660	\$ 2,572,245	10	10.00
ARB 21-23	\$ 2,259,585	\$ 312,660	\$ 2,572,245	10	10.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 502,962	\$ 61,273	\$ 564,235	1	1.00
% change	28.6%	24.4%	28.1%	11.1%	11.1%

Human Resources

Human Resources provides guidance to ensure the agency follows policies and pursues best practices to create a work environment that attracts, develops, and retains the best and brightest employees. Specifically, HR provides:

- Education and leadership on policies and best practices for recruiting and retaining a diverse and competent workforce that is aligned with the agency's equal employment and affirmative action goals.
- Advice and counsel to agency managers on employee performance management, policy and contract interpretation, leave of absence management, and American with Disabilities Act requirements related to employee accommodation requests.
- Coordination of training and staff development, administration of worker's compensation and unemployment insurance matters, oversight of job classifications, compensation, position control, position management, and maintenance of employee personnel records.

During the 2019–21 biennium, HR successfully transitioned to Workday, an enterprise-wide electronic human resource information system. Workday allows HR to perform recruitment management, classification and compensation, absence management, position management, and talent and performance management. HR also committed to, and fulfilled, the recommendations in a 2019 Oregon Secretary of State culture audit report pertaining to the implementation of an effective accountability framework that, at minimum, sets clear and measurable expectations and feedback to address employee performance. HR was required to track employee position descriptions to ensure employees have updated and accurate descriptions of their work; track employee performance evaluations to ensure employees received timely feedback on their performance; ensure position descriptions and performance evaluation standards are clear and consistently applied; ensure that managers and supervisors had the requisite training and skills; and consult with the Department of Administrative Services' Human Resource Office for assistance with supervisor training and development. However, while executing the recommendations of the SOS culture audit, the department identified gaps in its employee training and development plan and revealed opportunities to improve on its commitment to ensure a culture of diversity, equity, and inclusion.

The agency's budget request includes four new positions, one human resources analyst 3 to be solely dedicated to the agency's diversity, equity, and inclusion efforts, two training and development specialists and one principal executive/manager C to ensure the agency is able to better provide a comprehensive and sustainable employee training and development program.

Human Resources	GF	OF	TF	POS	FTE
LAB 19-21	\$ 1,950,878	\$ 184,301	\$ 2,135,179	9	9.00
CSL 21-23	\$ 2,183,693	\$ 213,856	\$ 2,397,549	9	9.00
ARB 21-23	\$ 2,900,950	\$ 293,548	\$ 3,194,498	13	12.52
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 950,072	\$ 109,247	\$ 1,059,319	4	3.52
% change	48.7%	59.3%	49.6%	44.4%	39.1%

General Services

General Services is composed of Facilities, Special Services, and the Disclosure Office.

Facilities: The unit engages in space planning, cubicle configuration, oversight of building maintenance needs, and public accessibility. Additionally, the unit performs keycard access functions and the initial phase of the Request for Computer Access process. This unit holds a critical role in the oversight of the agency's physical building safety and security controls.

Special Services: This unit coordinates critical services such as Quick Copy services, fleet management, mail retrieval and distribution, and forms distribution and inventory. The unit delivers all office supplies and packages from courier services to Revenue staff.

Disclosure Office: This office is charged with oversight of the agency's access and use of confidential computer systems and legislatively authorized disclosure of confidential information. Additionally, the Disclosure Office acts as the IRS liaison and ensures the department meets all agreed-upon criteria in the handling of federal tax information as required by the IRS.

General Services	GF	OF	TF	POS	FTE
LAB 19-21	\$ 3,343,213	\$ 2,766,282	\$ 6,109,495	13	13.00
CSL 21-23	\$ 3,367,050	\$ 2,866,836	\$ 6,233,886	11	11.00
ARB 21-23	\$ 3,367,050	\$ 2,866,836	\$ 6,233,886	11	11.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 23,837	\$ 100,554	\$ 124,391	(2)	(2.00)
% change	0.7%	3.6%	2.0%	-15.4%	-15.4%

Internal Audit

Internal auditing, in a government setting, is a cornerstone of good public sector governance. By providing independent, objective assessments of whether public programs, policies, and operations are effectively managed, IA helps public entities achieve accountability, integrity, and efficient operations. ORS 184.360 and OAR 125-700 require the agency to have an established, maintained, and supported IA function. IA provides assurance and consulting activities designed to add value and improve the agency's operations. IA is responsible for planning and executing critical projects across business units, key functions, and processes in areas related to the following: risk-based audits; performing consultations at the request of management; business process reviews; internal controls training and awareness; risk assessments; process design; and internal controls testing. The internal auditor also acts as the liaison between the agency and external auditors; participates on agency committees; tracks internal and external audit recommendations until closure; and engages with the statewide audit community to share expertise and best practices.

During the 2019–21 biennium, key contributions of this function included audit and consultation work that benefited the agency's IT governance structure, financial management, physical and operational controls, process efficiencies, and the overall risk environment. Significant contributions were also made to the state-wide internal audit function through filling key leadership roles with the Institute for Internal Auditors' Salem Chapter (board of directors, certification chair) and the Chief Audit Executive Council (Performance Management Development Committee and the Design Committee for IA Annual Report to the Legislature).

Audits	GF	OF	TF	POS	FTE
LAB 19-21	\$ 564,324	\$ 88,298	\$ 652,622	2	2.00
CSL 21-23	\$ 479,339	\$ 72,479	\$ 551,818	2	2.00
ARB 21-23	\$ 479,339	\$ 72,479	\$ 551,818	2	2.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ (84,985)	\$ (15,819)	\$ (100,804)	-	-
% change	-15.1%	-17.9%	-15.4%	0.0%	0.0%

Research

The agency's Research Section is composed of economists and research analysts who produce descriptive information about the department's tax programs and conduct analysis relating to the revenue and distributional effects of actual or proposed law changes and the effects of the department's administrative activities. The section participates in state revenue forecasting and tax policy analysis, working closely with the Office of Economic Analysis and the Legislative Revenue Office. The section provides meaningful information to external stakeholders such as policymakers, lobbyists, academics, media, and citizens, and produces annual publications describing Oregon's Personal Income Tax, Corporation Excise Tax, Property Tax, lodging tax, and marijuana tax programs. It also coordinates and develops much of the material for the biennial Tax Expenditure Report, which is a companion document to the Governor's Recommended Budget.

Research	GF	OF	TF	POS	FTE
LAB 19-21	\$ 2,622,179	\$ 217,587	\$ 2,839,766	10	10.00
CSL 21-23	\$ 2,876,597	\$ 238,828	\$ 3,115,425	10	10.00
ARB 21-23	\$ 2,876,597	\$ 238,828	\$ 3,115,425	10	10.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 254,418	\$ 21,241	\$ 275,659	-	-
% change	\$ 2,876,597	\$ 238,828	9.7%	0.0%	0.0%

Program Justification and Link to Long-Term Outcomes

Excellence in state government has long been a priority for the governor. The Core Systems Replacement Project was completed in the 2017–19 biennium. During the project, it was all hands on deck to ensure that the project was successfully implemented within the planned timeframes. After a

significant business process transformation, it is valuable for an organization to step back and assess how effectively business and support services are aligned.

The agency has defined cultivating operational excellence as a strategic priority for the 2021–23 biennium. The Administration division will be a leader and catalyst for effectively achieving this strategic priority and its alignment to the governor’s goal of excellence in state government.

Program Performance

The Administration Program oversees two of the agency’s key performance measures:

- Employee Training Per Year—percent receiving 20 hours or more per year.
- Employee Engagement—index of employees considered actively engaged by a standardized survey.

The agency acknowledges that both of these measures are not optimal. Changes to the agency’s KPMs were reported to the 2020 Legislature, but no recommendations were adopted due to abrupt close of the session.

Enabling Legislation/Program Authorization

ORS 305.015 provides that “It is the intent of the Legislative Assembly to place in the Department of Revenue and its director the administration of the revenue and tax laws of this state...” The department and its administrative divisions are established under ORS 305.025.

Funding Streams

This program is funded with a mix of General Fund and Other Funds.

Describe how the 2019–21 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

The agency is advancing one policy option package for this program:

Building Equity in the Workplace through Employee Training and Development—Policy Option Package 101

The package will invest in people and processes that create a healthy, productive work environment through advancing initiatives that promote a diverse, respectful, equitable and inclusive culture; addresses employee onboarding, development, performance management, and succession planning; enhance the employee/employer relationship; and improve employee engagement, while continuing to be responsive to the January 2019 recommendations of the Oregon Secretary of State culture audit. This POP also ensures that the agency has the appropriate level of coordination and oversight of the training and development of all employees.

Agency Request Budget

Staff Impact

Positions	4
FTE	3.50

Revenue Source

General Fund	\$717,253
Other Funds	\$79,695

Administration Program

Essential Package 010—Vacancy Factor and Non-PICS Personal Services

Package Description

Purpose

This package includes three components: 1) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity. 2) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by the Position Information Control System (PICS). 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved

Vacancy Savings—Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

Non-PICS Accounts—With the exception of mass transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2019–21 Base Budget by the standard inflation factor of 4.3 percent. Mass transit is calculated using the Oregon Budget Information Tracking System (ORBITS) Mass Transit Audit Report ANA104A.

PERS Pension Obligation Bond—The PERS Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to the PERS Pension Obligation Bond value.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$210,619
Other Funds	\$ 9,113

2023–25 Fiscal Impact

Non-PICS Personal Services actions, approved in this package, will become part of the base budget for 2023–25. Vacancy savings are projected again each biennium, based on agency experience. The PERS Pension Obligation Bond will be an ongoing liability for the agency.

Administration Program

Essential Package 031—Standard Inflation and State Government Service Charge

Package Description

Purpose

This package includes funding for inflation and adjustments to reflect the Price List of Goods and Services issued by DAS. The prescribed standard inflation factors were used for all accounts in this division.

How Achieved

For 2021–23, inflation factors are 4.3 percent for standard inflation, 5.7 percent for professional services, 19.4 percent for Attorney General charges, and 22.6 percent for facility rental and taxes. Also included in this package for this division is a CFO approved exceptional inflation value for Treasury fees. Inflation requested in this package is based on the 2021–23 base budget. Inflation associated with biennial amounts for phased-in programs, when applicable, is included in package 021.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$2,898,687
Other Funds	\$ 705,791

2023–25 Fiscal Impact

Standard inflation actions, approved in this package, will become part of the base budget for 2023–25. State government service charges are projected each biennium based on the statewide price list.

Administration Program

Essential Package 060—Technical Adjustments

Package Description

Purpose

In consultation with CFO and LFO, the Department of Revenue adjusted specific budget line items to more accurately reflect its operations and current spending.

How Achieved

The department adjusted specific budget line items to more accurately reflect its operations and current spending. In addition, the department eliminated payroll processing within the department and now uses DAS shared payroll services. The department eliminated two payroll positions and converted the personal services budget to services and supplies budget to cover the cost of the new service. The budget for those services were spread throughout the agency in this package.

Agency Request Budget

Staff Impact

Position	(2)
FTE	(2.00)

Revenue Source

General Fund	(\$278,608)
Other Funds	(\$ 24,092)

2023–25 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

Administration Division

Policy Package 101— Building Equity in the Workplace Through Employee Recruitment, Training and Development

Purpose

The POP requests the addition of one new human resources analyst 3 (to serve as a dedicated diversity, equity, and inclusion officer), two (2) new training and development specialist 2s (TDS2) and one new principal executive/manager C (PEMC) to Department of Revenue’s Human Resources for a total of four (4) new positions to align better with its strategic priority to “Cultivate Operational Excellence, Goal 9: Invest in people and actions that create a healthy, productive work environment” through advancing initiatives that promote a diverse, respectful, equitable and inclusive culture; addresses employee onboarding, development, performance management, engagement, and succession planning; enhance the employee-employer relationship; and continue to be responsive to the January 2019 recommendations of the Oregon Secretary of State Culture Audit. This POP also ensures that the agency has the appropriate level of coordination and oversight of the training and development of all its employees, management and non-management alike.

What would this policy option package (POP) do and how would it be implemented?

In 2018, the Department of Revenue participated in an audit conducted by the Secretary of State Oregon Audits Division on organizational culture. A report was published in January 2019 titled “Enhancing Organizational Culture and Addressing Customer Service Challenges Will Optimize Agency Performance.” The report made five recommendations. Two stated that DOR leadership should:

Implement an effective accountability framework that, at a minimum, sets clear and measurable expectations and feedback to address employee performance. For example:

- *Track employee position descriptions to ensure employees have updated and accurate descriptions of their work.*
- *Track employee performance evaluations to ensure employees receive timely feedback on their performance.*
- *Ensure position descriptions and performance evaluation standards are clear and consistently applied.*
- *Ensure that managers and supervisors have the requisite training and skills.*
- *Consult with the Department of Administrative Services Human Resource Office for assistance with supervisor training and development.*

The Department of Revenue has, for the most part, fulfilled the requirements of this recommendation. Employee position descriptions are updated and accurate; employee performance evaluations are being tracked in Workday; and both position description and performance evaluation standards are clear and consistently applied. The department is also ensuring that managers and supervisors have the requisite training and skill to perform their jobs. For example, the department provided training for managers around creating a respectful workplace and is currently offering a four-part training series around accountability. Managers of managers in management service are currently completing the TOMP Performance Accountability and Feedback (PAF) training provided through the Department of Administrative Services.

However, while executing the recommendations of the SOS Culture Audit, the department identified gaps in the way agency training is developed, coordinated, and executed. Human Resources provides leadership, guidance, consultation, and training services in the area of all human resource-related functions for the agency. However, training at times is reactive and the majority of current training is focused primarily on completing statewide and agency mandatory annual training requirements (e.g. agency-wide policy reviews, disclosure and confidentiality, DAS – CHRO – Preventing Discrimination, Harassment, and Sexual Harassment in the Workplace, OSCIO Information Security training, Federal Tax Information Awareness training) with little geared toward employee development, mentorship, internal internship, or development programs for positions that are difficult to recruit. Increasingly, mid- and upper-level managers are seeking assistance with strategies to provide development opportunities for their employees.

Training is currently listed as the agency's KPM#3 (Employee Training Per Year [percent receiving 20 hours per year]) and the agency has sought to have it removed as an external measure and still does. The measure was originally adopted to align the agency with an Oregon Benchmark, which has been abolished. Although the agency still seeks to remove this KPM, the agency will continue to track training. The measure is internally focused and provides essential information on employee development and insight for succession planning. The agency places great value on employee training and development and the lack of a comprehensive training program, that is appropriately staffed, makes it extremely challenging for the agency to meet one of its strategic priorities.

Human Resource Analyst 3 (one position)

Another gap identified in the SOS cultural audit response was around diversity, equity, and inclusion (DE&I). The agency does not have a position solely dedicated to DE&I. Currently, there is a senior human resource analyst that has an additional role as the agency's affirmative action officer. The main duty associated with the role of affirmative action officer is primarily the production of the agency's biennial affirmative action plan. The agency does have a diversity committee (Revenue Committee on Diversity and Inclusion [RCDI]) that has a vested interest in seeing the agency hire a more diverse workforce. The committee also coordinates activities that promote diversity and is one of the sponsors of the state's annual diversity conference. The committee is currently in the process of being restructured.

Revenue desires to create and sustain a diverse, equitable, and inclusive work environment where all employees are valued and affirmed, whatever their race, ethnicity, national origin, age, sexual orientation or identity, education, or disability. The addition of a dedicated DE&I officer allows the

agency to build the core values of diversity, equity, and inclusion into the agency operational model, workplace culture, and focus on using those values to advance the agency's mission. This position will assist the agency to pursue cultural competency by providing input on agency strategic planning, program specific policy creation, and procedure development and review to ensure equity is a primary outcome with the processes. The position will support the agency's efforts to provide access to substantive learning opportunities focused on ensuring agency personnel treat individuals respectfully, compassionately, and in a manner that recognizes, affirms, and values the worth of individuals, families, and communities. Additionally, this position will help guide the agency's recruitment, retention, promotion, and succession planning activities to maintain an inclusive environment with equitable opportunity for all.

Training Development Specialist 2 (two positions)

The Department of Revenue, like many state agencies, has a maturing workforce. As of July 1, 2021, about 18 percent of Revenue's current workforce will be of retirement age and/or eligible for PERS retirement. While there is a higher-than-average retirement-eligible workforce in some critical classifications (tax auditor 2 and revenue agent 3, for example), the agency has the ability to develop employees to gain the needed skills to fill those positions as they become vacant. This is while continuing to replenish entry-level positions to these classifications from their current workforce and through external recruitment. There are, however, other mission-critical classifications that the agency currently is unable to develop employees internally for and that can be difficult to fill externally. Exploratory groups have been talked about and ideas have been floated regarding strategies (like trainee or apprenticeship programs, mentoring programs, developmental and job enrichment opportunities) to address hard-to-fill positions in order to create a highly-skilled workforce. By adding these training positions the agency will have resources dedicated specifically towards this effort.

These positions will be tasked with expanding the agency's limited career pathing options to create developmental programs for the information systems specialist, auditor, and the appraiser analyst series. These programs would be open to all Revenue employees to apply for and would include required training for employee success in their new classification series, mentorship from a lead worker / manager in that area, and a set duration of assignment to meet the experience minimum qualification requirement of that classification. This would allow Revenue the ability to develop its workforce that understands Revenue's operations and mission, to fill these crucial positions instead of relying on external candidates who are missing this critical context. Additionally, the agency is proposing to create a comprehensive management mentorship and education program for lower- and mid-level managers. This program would be focused on partnering a new manager with a successful seasoned manager for mentorship and developmental purposes. The agency would ensure all new managers would receive appropriate basic DAS management training and develop Revenue-specific success training. The focus of the manager mentorship program will be two-fold. First, success in their current position as a new manager or new to state manager. Second, preparing for career advancement within the management series.

Once the current proposed programs are created, launched, and stabilized, the agency would look at expanding the developmental programs into other classification and developmental avenues. This will result in both a more engaged and satisfied workforce, offering career paths and not just jobs for current and new employees. This will allow Revenue to develop current personnel to qualify for mission-critical classifications in order to

facilitate a non-disruptive succession of its workforce by drawing upon the experience, knowledge, and insight of its current workforce while still allowing for the addition of new ideas and perspectives of new employees.

These additional positions are also necessary for the development, delivery, tracking, and assessment of both hard skills (or technical skills) and soft skills training. Currently employee training is decentralized in the agency and there is an agency requirement that all training be tracked and retained by Human Resources. The lack of a centralized administration of the agency's program allows for opportunities for some training to not be reported. One example of this is the GenTax training provided to all employees on the core software system the agency uses for tax administration. This training is conducted outside of Human Resources' oversight and quite frequently conducted by employees on job rotations, meaning there is a regular turnover of employees. This results in knowledge loss on processes and procedures which has resulted in breaks in notification, tracking, and meeting training requirements. It also affects an employee's transcript and databases that track training provided for each employee. One of the impacts of this is that we do not know what training our employees have received in GenTax that may be outside of their current position. This hampers the agency's ability to be agile in the event of unforeseen circumstances (like the current pandemic crisis) to identify employees who have the required training on GenTax that can be temporarily moved in order to cover critical agency functions if the need arises.

While the agency has put some programs into place to address the hard skills needs of its employees (even if those programs have room for improvement) there are no internal resources to provide necessary soft skills training for its employees. Revenue has identified the need to provide soft skills training agency wide on topics such as a respectful workplace, diversity and inclusion, effective communication, teamwork, critical thinking, adaptability, etc. The only way the agency can provide this training is by contacting an external vendor.

However, the contracting process hampers the agency's ability to quickly create training to address a specific need identified in the workforce or triggered by external events. The contracting process, while being somewhat adequate in the past, has limitations built into it which prevents the agency from quickly being able to transition content or presentation method. For instance, classroom Respectful Workplace training had to be halted in March due to the pandemic, the contract had to be amended, and content changed to work in a virtual training atmosphere. While our employees transitioned to working remotely in short order, the contract change process has resulted in a minimum of a six-month delay in providing this necessary training to our employees (the agency hopes to launch in September 2020).

Additionally, while the agency has used the contracting process to provide soft skills training to its employees in the past, the contracted training has an end date. Although the agency will have access to the training products, we do not have dedicated trained educators to sustain the training—meaning new employees are not trained on topics current employees are trained in. This has resulted in a discontinuity on understanding, expectations, and skills between seasoned employees and new employees. Without a base level of understanding on critical topics for every employee, it is highly unlikely the agency will be able to make a sustained shift in its environment as identified by the SOS audit.

Principle Executive Manager C (one position)

The level of employee engagement is an important metric for agency leadership to have available for planning purposes and to evaluate initiatives implemented to shift the organizational culture. However, the previous employee engagement survey tool, before it became unavailable in 2018, defined employee engagement quite broadly and did not actually link the employee engagement score to key agency values and initiatives. Many items outside of the agency's ability to influence were used to measure employee engagement (such as questions concerning satisfaction with pay or benefits). The agency still feels strongly that it needs to measure employee engagement, but to shift the factors it measures to items that are more specific indicators of organizational health, such as employee development opportunities, effective leadership, a culture of inclusion and diversity, and employee morale.

The addition of this position would provide the agency with a dedicated resource to develop an updated employee engagement program. This program would ensure measurements were specific to the agency and its efforts to change workplace culture by increasing employee engagement while identifying areas where additional focus is needed to continue a culture of operational excellence. Once the employee engagement model is created, surveys are launched, and the data is analyzed, this position would oversee personnel who would be able to implement strategies and programs surrounding employee development, training, and diversity, equity, and inclusion initiatives based on data received from employees and be able to measure the effectiveness of its initiatives. This represents a change in approach when it comes to training programs and identifying where the agency should focus its precious resources to create a shift in the organizational culture that is positive, sustainable, and measurable. Directions, strategies, and initiatives implemented by this position would be focused on leading the agency to increase performance and meet the KPM baselines in the areas of training and employee engagement while increasing the agency's cultural competency in the areas of diversity, equity, and inclusion.

Why does DOR propose this POP?

The agency is proposing this POP to sustain the work that has been done in fulfilling the recommendations of the SOS Culture Audit and address the shortfalls in the KPMs of training and employee engagement. The POP will expand the Human Resources Section by four employees by adding a principal executive/manager C (PEMC), one human resource analyst 3, and two training and development specialist 2s.

The addition of the HRA3 will allow the agency to focus on shifting the organizational culture to improve respectful interactions, teamwork, and performance of employees in a manner designed to protect and preserve the dignity of each employee via educational and training opportunities for all personnel. The HRA3 will provide strategic input on the high-level organizational goals, as well as program-specific policy and procedures to ensure diversity, equity, and inclusion is a fundamental part of the agency's action plans. The two TDS2 training staff are needed to provide new career pathing programs for employees to ensure the agency has employees with the needed knowledge, skills, and experience for succession purposes in mission-critical and hard-to-fill classifications; provide and track technical training for employees to fulfill their duties and meet training and security requirements; provide and track soft-skills training to increase employee engagement; and supply employees with needed tools to be successful in their interactions with the citizens of Oregon and fellow employees. The addition of the PEMC will allow the agency to create a new employee engagement program designed specifically to measure the effectiveness of agency initiatives to influence workplace culture and increase engagement, thereby providing a framework for data-driven decisions. This is all while increasing the agility of the agency to respond to the needs of

its workforce. The PEMC will also provide direction and oversight of employee training and development programs with an eye toward the employee engagement and training KPMs while focusing on diversity, equity, and inclusion initiatives.

How does this further the agency's mission or goals? How does this further the program funding team outcomes or strategies?

This POP aligns with the agency's strategic priority: "Cultivate Operational Excellence, Goal 9: Invest in people and actions that create a healthy, productive work environment." It recognizes that our employees are our most important asset by offering professional career development opportunities for employees while providing them with the knowledge and skills they need to be successful both professionally and interpersonally. This further aligns with the DOR Human Resources strategic initiatives of addressing employee onboarding, development, performance management, engagement, and succession planning needs and priorities. This POP also supports the agency's ongoing efforts to impact the workplace culture positively by ensuring a universal understanding of critical topics such as respectful workplace, diversity and inclusion, communication methods and styles, etc., for all employees seasoned and new.

Is this POP tied to a DOR performance measure? If yes, identify the performance measure. If no, how will DOR measure the success of this POP?

The POP is in line with, but not tied to, the Department of Revenue key performance measure (KPM) #3: Training. The measures of success of this POP are a more diverse, respectful, equitable and inclusive culture; improved employee engagement; improved employee performance, development and growth opportunities; enhanced employee, employer relationship.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.

No.

What alternatives were considered and what were the reasons for rejecting them?

Human Resources has three positions at the classification level that could potentially perform some of the required tasks. There is one operations and policy analyst 2 and two human resource analyst 3s. The OPA2 is currently assigning and tracking iLearn training in addition to data management and policy work. Due to the volume and complexity of the work done by the OPA2, some of the lower-level administrative work that the OPA2 is responsible for has already been shifted to an administrative specialist 2 and a human resource analyst 1 for better work distribution to ensure work quality is maintained and delivered on time. The human resource analyst 3s are working at capacity with investigations, manager guidance, counseling, interpretation of the Collective Bargaining Agreement and various labor laws, and being members of targeted critical committees to provide management/personnel management input. For the above reasons, Human Resources is not able to permanently shift the training development and coordination function to the OPA2 or the HRA3s.

What would be the adverse effects of not funding this POP?

Prior to the implementation of Workday in February 2019, the Department of Revenue's Human Resources staff were operating at full capacity. After a full year working within the system, staff frequently have been working beyond normal hours to keep pace with the agency needs. If the POP is not funded, there is no capacity in the current Human Resources structure to address the agency's need surrounding the KPMs of employee engagement, employee training, and development, or improve the agency's cultural competency surrounding the areas of diversity, equity, and inclusion.

What other agencies (state, tribal, and/or local government) would be affected by this POP? How would they be affected?

None.

What other agencies, programs or stakeholders are collaborating on this POP?

None.

WHAT IS YOUR EQUITY ANALYSIS?

The Department of Revenue takes seriously its determination to treat all employees in a fair and equitable manner. However, limited resources prevent Revenue in expanding its current employee and development programs. For instance, Revenue offers limited support to develop employees for career advancement, and most of that is in the tax auditor classification. While the program to apply for educational assistance to meet the minimum qualifications (MQ) of the tax auditor entry 1 positions is open to all employees, the only way someone can meet the MQ is to complete a specific number of college credits, creating a disparate impact for employees who are not able to attend college classes due to family obligations, financial limitations, child care needs or other reasons. This barrier limits an entire segment of Revenue employees from receiving any assistance to advance their career into a higher-level (and higher paying) classification.

The adoption of this POP will allow the creation of new developmental programs in the fields of information systems specialists and appraiser analysts (to be developed and administered by the requested positions) which could allow staff to develop the requisite knowledge, skills, and experience without having to attend any college courses. This offers new opportunities for professional growth. Additionally, once these initially proposed career development programs are implemented and stabilized, the agency would look at expanding the program to include more avenues of growth. In this way, Revenue Human Resources is looking to offer career pathing to all employees, correcting the unintended limiting of career development.

Additionally, the agency has a goal to improve the cultural competency in diversity, equity, and inclusion. Revenue is beginning to look at its recruitment and retention strategies through an equity lens to ensure that the workforce includes employees from a variety of age ranges, races, national origins, disabilities, and education to better mirror the current and future population of the state. This creates challenges for both employees and managers as they work and interact with individuals whose backgrounds, communication styles, and cultural identities may be different from their own. Revenue acknowledges the need to provide education and skills development for its employees and managers in the areas of diversity,

equity, and inclusion and to build these values as a part of the agency's core operational framework to boost the quality of decision-making and foster enhanced innovation. The resources requested in this POP will allow the agency the ability to move forward with these very important goal and strategies which are in direct support of the Governor's goals on diversity, equity, and inclusion.

What assumptions affect the pricing of this POP?

Implementation Date(s): July 1, 2021

End Date (if applicable): June 30, 2023

- a. **Will there be new responsibilities for DOR? Specify which program area(s) and describe their new responsibilities.** No
- b. **Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.**

We do not anticipate any impacts to Central Services that would require additional funding beyond those associated with the normal onboarding of a new employee, including a computer, telephone, and cubical arrangement.

- c. **Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.**

We do not anticipate any changes to the client or services provided to population groups.

- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.**

The human resource analyst 3, two training and development specialists 2, and the principal executive/manager C (PEMC) positions would be new, permanent positions to be filled with full-time employees, scheduled to work 24 months in each biennium.

- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**

Start-up costs are minimal with no additional costs projected beyond the standard cost associated with onboarding a new employee.

f. What are the ongoing costs?

Ongoing costs are limited to only the standard cost of employment.

g. What are the potential savings?

We do not anticipate any potential savings.

h. Based on these answers, is there a fiscal impact?

Agency Request Budget

Staff Impact

Position	4
FTE	3.52

Revenue Source

General Fund	\$	717,257
Other Funds	\$	79,692

2023–2025 Fiscal Impact

The actions included in this package will become part of the base budget for 2023–25.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	210,619	-	-	-	-	-	210,619
Transfer In - Intrafund	-	-	9,113	-	-	-	9,113
Total Revenues	\$210,619	-	\$9,113	-	-	-	\$219,732
Personal Services							
Temporary Appointments	1,196	-	3,363	-	-	-	4,559
Overtime Payments	1,787	-	-	-	-	-	1,787
Shift Differential	1,220	-	-	-	-	-	1,220
All Other Differential	8,866	-	914	-	-	-	9,780
Public Employees' Retire Cont	2,034	-	157	-	-	-	2,191
Pension Obligation Bond	46,504	-	(1,258)	-	-	-	45,246
Social Security Taxes	1,000	-	327	-	-	-	1,327
Unemployment Assessments	2,650	-	46	-	-	-	2,696
Mass Transit Tax	4,793	-	505	-	-	-	5,298
Vacancy Savings	140,569	-	5,059	-	-	-	145,628
Total Personal Services	\$210,619	-	\$9,113	-	-	-	\$219,732
Total Expenditures							
Total Expenditures	210,619	-	9,113	-	-	-	219,732
Total Expenditures	\$210,619	-	\$9,113	-	-	-	\$219,732

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,898,687	-	-	-	-	-	2,898,687
Transfer In - Intrafund	-	-	705,791	-	-	-	705,791
Total Revenues	\$2,898,687	-	\$705,791	-	-	-	\$3,604,478

Services & Supplies

Instate Travel	5,567	-	1,040	-	-	-	6,607
Out of State Travel	454	-	237	-	-	-	691
Employee Training	8,974	-	1,599	-	-	-	10,573
Office Expenses	59,440	-	38,056	-	-	-	97,496
Telecommunications	13,957	-	2,977	-	-	-	16,934
State Gov. Service Charges	1,979,540	-	213,119	-	-	-	2,192,659
Data Processing	1,772	-	301	-	-	-	2,073
Publicity and Publications	275	-	34	-	-	-	309
Professional Services	14,359	-	1,256	-	-	-	15,615
Attorney General	27,176	-	-	-	-	-	27,176
Employee Recruitment and Develop	294	-	180	-	-	-	474
Dues and Subscriptions	2,405	-	202	-	-	-	2,607
Facilities Rental and Taxes	763,970	-	371,196	-	-	-	1,135,166
Facilities Maintenance	6,178	-	1,330	-	-	-	7,508
Intra-agency Charges	428	-	47	-	-	-	475
Other Services and Supplies	1,619	-	67,799	-	-	-	69,418
Expendable Prop 250 - 5000	5,717	-	724	-	-	-	6,441

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	744	-	143	-	-	-	887
Total Services & Supplies	\$2,892,869	-	\$700,240	-	-	-	\$3,593,109
Capital Outlay							
Office Furniture and Fixtures	296	-	1,266	-	-	-	1,562
Telecommunications Equipment	1,276	-	111	-	-	-	1,387
Data Processing Software	209	-	235	-	-	-	444
Data Processing Hardware	1,144	-	3,939	-	-	-	5,083
Other Capital Outlay	2,893	-	-	-	-	-	2,893
Total Capital Outlay	\$5,818	-	\$5,551	-	-	-	\$11,369
Total Expenditures							
Total Expenditures	2,898,687	-	705,791	-	-	-	3,604,478
Total Expenditures	\$2,898,687	-	\$705,791	-	-	-	\$3,604,478
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 060 - Technical Adjustments

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(278,608)	-	-	-	-	-	(278,608)
Transfer In - Intrafund	-	-	(24,092)	-	-	-	(24,092)
Total Revenues	(\$278,608)	-	(\$24,092)	-	-	-	(\$302,700)
Personal Services							
Class/Unclass Sal. and Per Diem	(185,649)	-	(16,143)	-	-	-	(201,792)
Empl. Rel. Bd. Assessments	(106)	-	(10)	-	-	-	(116)
Public Employees' Retire Cont	(31,802)	-	(2,765)	-	-	-	(34,567)
Social Security Taxes	(14,202)	-	(1,235)	-	-	-	(15,437)
Worker's Comp. Assess. (WCD)	(84)	-	(8)	-	-	-	(92)
Flexible Benefits	(70,346)	-	(6,118)	-	-	-	(76,464)
Total Personal Services	(\$302,189)	-	(\$26,279)	-	-	-	(\$328,468)
Services & Supplies							
Employee Training	(74,714)	-	(10,016)	-	-	-	(84,730)
Office Expenses	(40,000)	-	(2,592)	-	-	-	(42,592)
Professional Services	74,714	-	10,016	-	-	-	84,730
IT Professional Services	40,000	-	2,592	-	-	-	42,592
Facilities Rental and Taxes	4,174	-	-	-	-	-	4,174
Intra-agency Charges	19,407	-	2,187	-	-	-	21,594
Total Services & Supplies	\$23,581	-	\$2,187	-	-	-	\$25,768

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 060 - Technical Adjustments

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	(278,608)	-	(24,092)	-	-	-	(302,700)
Total Expenditures	(\$278,608)	-	(\$24,092)	-	-	-	(\$302,700)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							(2)
Total Positions	-	-	-	-	-	-	(2)
Total FTE							
Total FTE							(2.00)
Total FTE	-	-	-	-	-	-	(2.00)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 101 - HR Training

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	717,257	-	-	-	-	-	717,257
Transfer In - Intrafund	-	-	79,692	-	-	-	79,692
Total Revenues	\$717,257	-	\$79,692	-	-	-	\$796,949

Personal Services							
Class/Unclass Sal. and Per Diem	402,307	-	44,699	-	-	-	447,006
Empl. Rel. Bd. Assessments	180	-	20	-	-	-	200
Public Employees' Retire Cont	68,916	-	7,656	-	-	-	76,572
Social Security Taxes	30,777	-	3,420	-	-	-	34,197
Worker's Comp. Assess. (WCD)	144	-	16	-	-	-	160
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	120,432	-	13,380	-	-	-	133,812
Total Personal Services	\$622,756	-	\$69,191	-	-	-	\$691,947

Services & Supplies							
Instate Travel	1,755	-	195	-	-	-	1,950
Employee Training	5,760	-	640	-	-	-	6,400
Office Expenses	5,569	-	619	-	-	-	6,188
Telecommunications	10,440	-	1,160	-	-	-	11,600
Data Processing	2,189	-	243	-	-	-	2,432
Facilities Rental and Taxes	28,598	-	3,178	-	-	-	31,776
Expendable Prop 250 - 5000	1,980	-	220	-	-	-	2,200

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 101 - HR Training

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	11,880	-	1,320	-	-	-	13,200
Total Services & Supplies	\$68,171	-	\$7,575	-	-	-	\$75,746
Capital Outlay							
Office Furniture and Fixtures	26,330	-	2,926	-	-	-	29,256
Total Capital Outlay	\$26,330	-	\$2,926	-	-	-	\$29,256
Total Expenditures							
Total Expenditures	717,257	-	79,692	-	-	-	796,949
Total Expenditures	\$717,257	-	\$79,692	-	-	-	\$796,949
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							4
Total Positions	-	-	-	-	-	-	4
Total FTE							
Total FTE							3.52
Total FTE	-	-	-	-	-	-	3.52

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Essential and Policy Package Fiscal Impact Summary - BPR013

PICS116 - Net Package Fiscal Impact Report

Administration

2021-23 Biennium

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

Current Service Level

Package Number: 60

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2165000	24250	43293	OAS C0212 A P	ACCOUNTING TECHNICIAN 3	19	PF	0	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
3698000	1311230	42014	OAS C0212 A P	ACCOUNTING TECHNICIAN 3	19	PF	0	2	3,434	-82,416	-58,759	-141,175	-1	-1.00
General Funds										-185,649	-116,542	-302,191		
Lottery Funds										0	0	0		
Other Funds										-16,143	-10,134	-26,277		
Federal Funds										0	0	0		
Total Funds										-201,792	-126,676	-328,468	-2	-2.00

PICS116 - Net Package Fiscal Impact Report

Administration

2021-23 Biennium

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

Agency Request Budget

Package Number: 101

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1142000	1383991		MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	21	2	5,394	113,274	61,613	174,887	1	0.88
1143000	1384291		OAS C1339 A P	TRAINING & DEVELOPMENT SPEC	27	PF	21	2	4,974	104,454	59,427	163,881	1	0.88
1144000	1384351		OAS C1339 A P	TRAINING & DEVELOPMENT SPEC	27	PF	21	2	4,974	104,454	59,427	163,881	1	0.88
1145000	1386251		MMN X1322 A P	HUMAN RESOURCE ANALYST 3	29	PF	21	2	5,944	124,824	64,474	189,298	1	0.88
General Funds										402,307	220,447	622,752		
Lottery Funds										0	0	0		
Other Funds										44,699	24,494	69,195		
Federal Funds										0	0	0		
Total Funds										447,006	244,941	691,947	4	3.52

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

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

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Transfer In - Intrafund	-	7,592,490	7,592,490	8,502,153	-	-
Total Other Funds	-	\$7,592,490	\$7,592,490	\$8,502,153	-	-

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Detail of LF, OF, and FF Revenues - BPR012

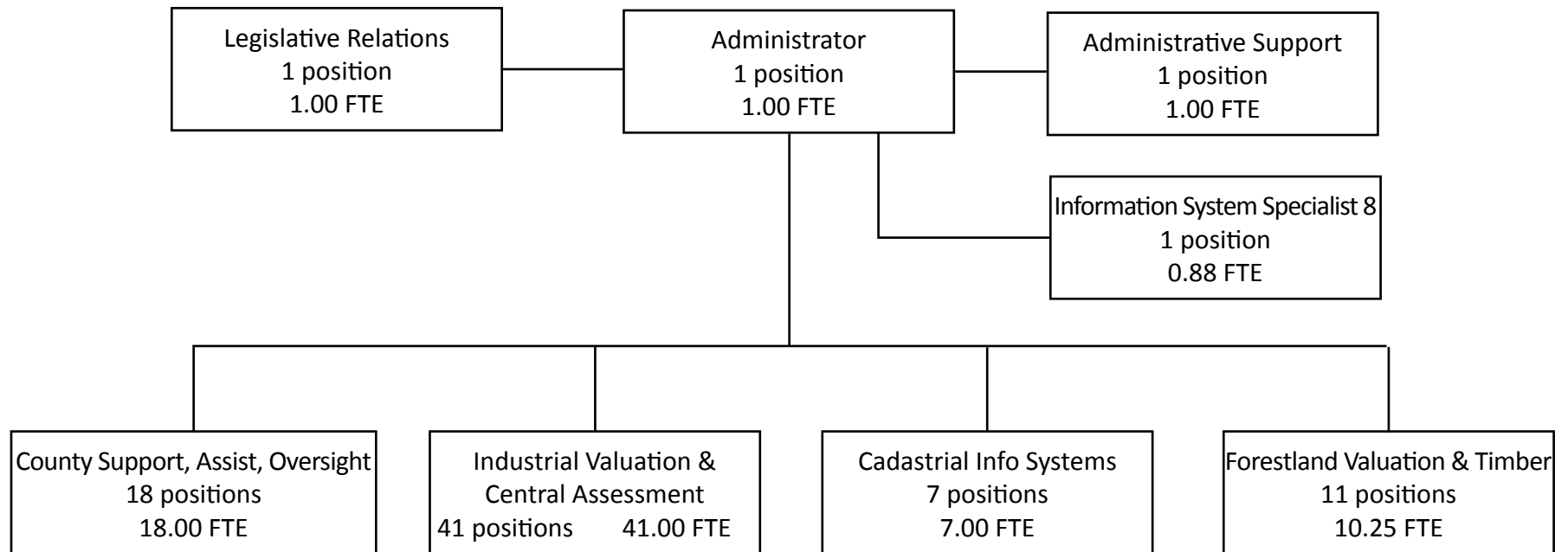
Property Tax Division

Organizational chart

2019–21 Legislatively Adopted Budget

81 positions

80.13 FTE



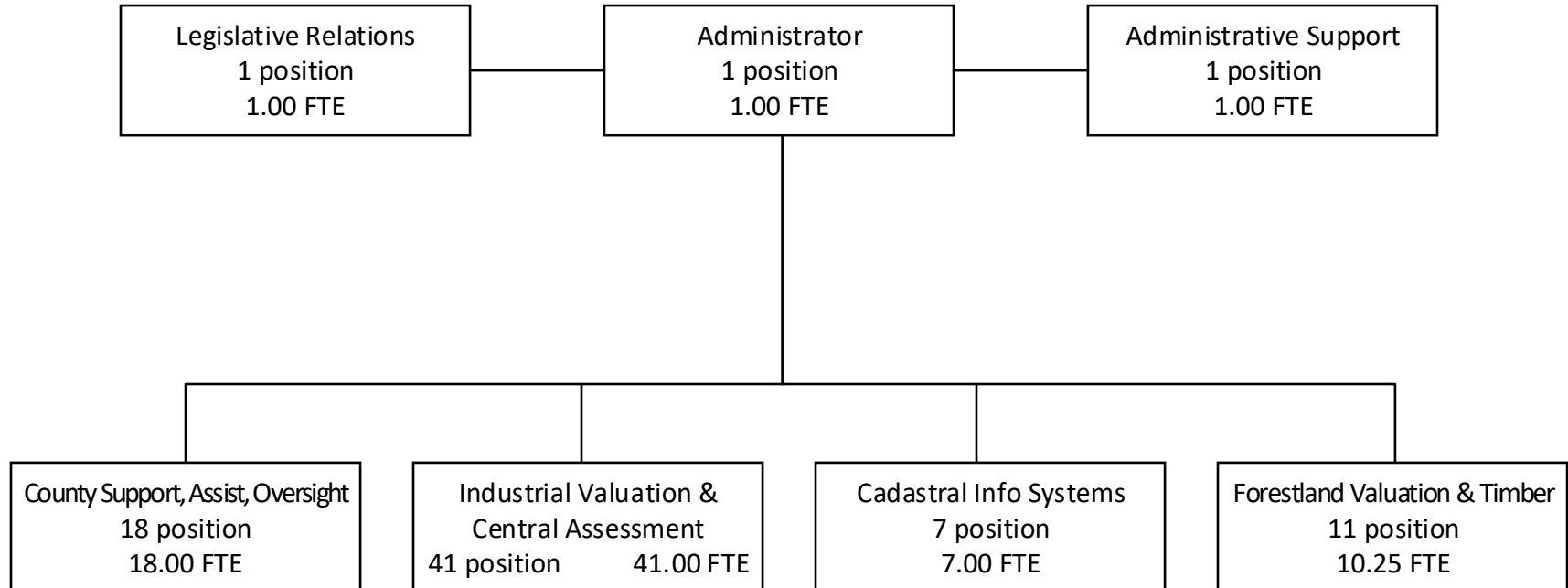
Property Tax Division

Organizational chart

2021–23 Agency Request Budget

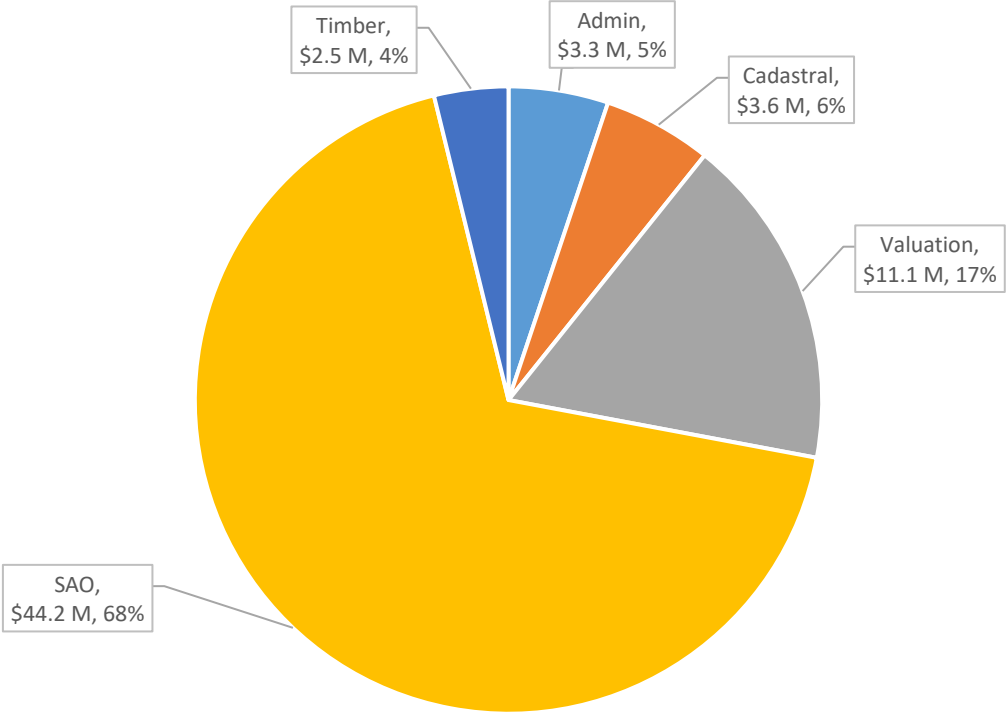
80 positions

79.25 FTE



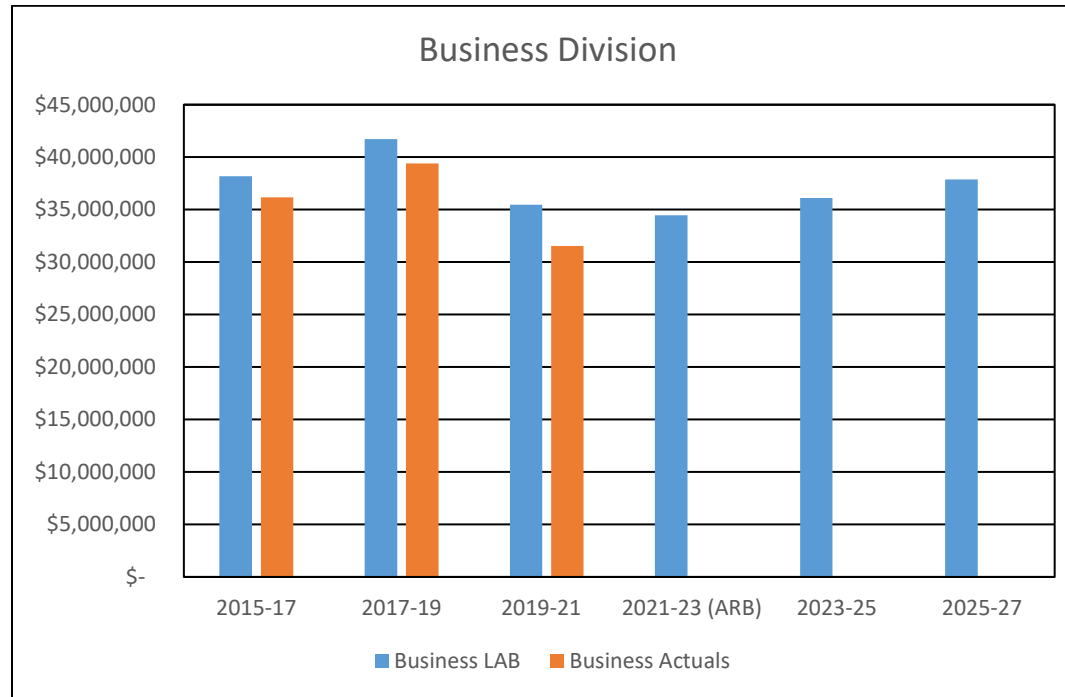
Property Tax Division

**2021-23 Agency Request Budget
Property Tax Total Funds by Program \$64,833,551**



Long-term focus area: Excellence in state government

Primary program contact: Bram Ekstrand, Property Tax Division administrator



Division	Actual / LAB	2015-17	2017-19	2019-21	2021-23 (ARB)	2023-25	2025-27
PTD	LAB	\$ 57,118,377	\$ 58,329,530	\$ 61,360,503	\$ 64,833,551	\$ 67,743,993	\$ 70,804,883
	Actuals	\$ 55,387,284	\$ 55,820,577	\$ 58,296,766			

Program Overview

Property tax is one of the most important sources of revenue for the public sector in Oregon, raising over \$14 billion per biennium for local governments to fund services to citizens. Only state personal income taxes bring in more revenue to fund public services.

Program Funding Request

Property Tax	GF	OF	TF	POS	FTE
LAB 19-21	\$ 17,608,206	\$ 43,752,297	\$ 61,360,503	81	80.13
CSL 21-23	\$ 19,253,100	\$ 45,580,451	\$ 64,833,551	80	79.25
ARB 21-23	\$ 19,253,100	\$ 45,580,451	\$ 64,833,551	80	79.25
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 1,644,894	\$ 1,828,154	\$ 3,473,048	(1)	(0.88)
% change	9.3%	4.2%	5.7%	-1.2%	-1.1%

Program Description

The Property Tax Division (PTD) provides oversight of the property tax system for Oregon's 36 counties and provides property valuations for state-appraised industrial properties and for centrally-assessed companies.

To make for a more equitable and uniform system, the division sets appraisal standards through uniform methods of assessment, monitoring of programs, providing training to county and agency staff, evaluating county performance, and offering direct assistance to counties.

The Valuation Program determines the real-market value (RMV) for two main property types: state-appraised industrial properties (processing or manufacturing activities) and companies operating in this and other states, including airlines, utilities, railroads, and telecommunications—these are referred to as centrally-assessed companies. Between the two property types, there is a combined property value of over \$63 billion, equating to more than \$600 million in property taxes imposed by Oregon's 36 counties annually.

The division's Forestland Program is involved in three functions directly related to property taxes on forestland:

- Establishing the specially-assessed value for about 8.1 million acres of forestland for a statewide assessed value of about \$2.5 billion.
- Determining the productivity classes of western Oregon forestlands used for property tax values.
- Providing assistance to the counties identifying owners with 5,000 or more acres of forestland and providing general Forestland Program guidance.

The division administers the Small Tract Forestland (STF) Severance Tax and Forest Products Harvest Tax (FPHT) programs. The STF program generates nearly \$1.1 million per biennium statewide for the State School Fund, community colleges, and counties. The FPHT raises about \$33 million per biennium for various state programs and the Oregon Forest Resources Institute.

The Property Tax Deferral for Senior and Disabled Citizens program pays the property taxes for qualified senior and disabled citizens in exchange for a lien against the property for the estimated amount of the deferred taxes plus interest. The lien is released upon repayment of the debt when the

property is sold. The state paid more than \$13 million in property taxes to counties for nearly 5,000 program participants in the 2019–20 tax year. The program is funded by the repayment of the tax paid by the state when the property is sold or ownership becomes ineligible to remain on the program. The revolving account is stable, and the balance has been growing the past several years.

The division sets mapping standards for county assessment maps, maintains and updates maps for 10 counties, and reviews and approves taxing district boundary change data. The division also administers the Oregon Map (ORMAP) program, which supports developing a seamless statewide digital tax lot base map.

Program Justification and Link to Long-Term Outcomes

The Oregon Constitution (Article 1, Section 32, and Article 9, Section 1) requires uniformity in property assessment and taxation. It also requires property taxes to be levied and collected under general laws that operate uniformly throughout the state, a requirement that reinforces our strategic objective of optimizing collection efforts. The Legislature is the body with the authority to adopt uniform rules of assessment and taxation. The Department of Revenue is responsible for providing general supervision and control over the property tax system throughout the state (ORS 306.115). In carrying out these responsibilities, the division is focused on improving the services they provide to counties and property owners, along with achieving equity and uniformity in property taxation throughout the state.

Division staff work closely with county staff to identify best practices and develop the most efficient procedures in uniform methods of assessment and tax administration. Training and implementation of best practices is provided to counties in accordance with nationally-recognized assessment standards for mass appraisal programs and foundational competencies. Staff collaborate with stakeholders to improve assessment methods by providing instruction on best practices and making progress toward delivering solutions using current technologies.

For valuation of state-appraised industrial properties and centrally-assessed companies, the best way to ensure equitable values is through appraisals. The department is a member of the Western States Association of Tax Administrators (WSATA), Committee on Centrally Assessed Properties (CCAP), and the Committee for Valuing Industrial Property (CVIP). Both committees include representatives from several western states, and they work toward defining best practices in the appraisal field. Staff regularly collaborate with other states to ensure the division's appraisal methodology and application meets those of other states.

In support of our strategic priority of cultivating operational excellence, the Timber Unit continues to embrace new technology and pursue cost effective solutions to emerging issues. The software solutions provided by the agency's Core Systems Replacement project have resulted in measurable efficiency gains in return processing and administration.

The disabled and senior citizens deferral program aligns with our strategic priority of enhancing taxpayer assistance by providing benefits to thousands of individuals statewide who are unable to pay their property taxes. Efficient administration of this program maximizes funds available to program participants.

Accurate cartographic maps are essential to ensure accurate real property taxation. Statewide mapping standards are necessary to maintain accuracy and consistency across Oregon's 36 counties.

Program Performance

The division has made improvements through technology in many areas.

All education materials are sent and received electronically and offer online self-service options for customers. Last year, 24 in-person classes were held with 696 participants for a total of 4,579 hours of training. The Appraiser Continuing Education Database was also created. It allows registered appraisers to comply with reporting and verify required continuing-education training.

The County Assessment Function Funding Assistance (CAFFA) grant program including deposits, distributions, and grant applications has moved to Revenue Online and GenTax. This is an all-electronic process reducing requests for assistance by more than 95 percent and creating self-sufficiency for the counties.

Another measure of uniformity within the assessment programs for ensuring public trust in the assessment of properties is the coefficient of dispersion from annual ratio studies. The computation is important in measuring accuracy of real-market value and the mass appraisal program for the 36 counties. The lower the percentage of deviation, the greater the accuracy. The results of these ratio studies comprise a Key Performance Measure.

After the 2016 season, the Valuation Section changed the way it conducted business in order to appraise more sites and achieve its goal of an eight-year appraisal cycle for state-appraised industrial property. In 2017, that goal was met. Most sites were partially appraised (referred to as a partial site appraisal). Each site has multiple accounts and the appraiser had discretion to decide how many accounts they could appraise at a site given their workload and time to conduct the appraisal. Also, some of the appraisal work for each site was reduced to a site visit, rather than a site appraisal (or partial site appraisal). Site appraisals are preferred because the appraiser is appraising the entire site in arriving at a value. Site visits are more limited and specific to a portion of the overall site.

The timber tax programs have taken advantage of technology to lower suspense rates and decrease manual return processing. This allows staff more time to perform compliance work related to filing of returns and validating accuracy of returns filed.

In the 2019–20 tax year, the state paid more than \$13 million in property taxes to counties for nearly 5,000 participants in the senior and disabled citizen deferral program. The number of program participants is remaining relatively constant with the amount of new participants each year nearly matching those leaving the program. The balance in the revolving account is growing and was approximately \$48 million at the beginning of the 2019–21 biennium.

The Cadastral Unit uses a cycle time measurement to evaluate performance. ORS 308.225 requires the agency to approve or disapprove boundary change submissions within 30 days. An internal standard has been set to return map maintenance items to counties within 14 days of receipt. The unit is meeting this goal with few exceptions.

Enabling Legislation/Program Authorization

The Oregon Constitution referred to in section “g” provides the high-level authorization for the property tax program. ORS Chapters 285C, 294, 306, 307, 308, 308A, 309, 310, 311, and 321 provide authority for the various programs administered by the division. The specific functions and statutory authority are identified more clearly in the program narratives.

Funding Streams

Funding for oversight, training, and assessment standards comes from the General Fund, except for one position that is used to administer the CAFFA grant program and is funded by CAFFA revenues.

About 69 percent of the funding for positions in the Valuation Program comes from the General Fund with the balance coming from CAFFA revenues. Established under ORS 294.184, CAFFA provides an Other Funds stream that supports the appraisal of state-appraised industrial property and centrally-assessed companies. This funding stream supports 41 FTE, almost entirely in the industrial valuation and centrally-assessed areas. Monies from the CAFFA account are from delinquent property tax interest and document recording fees collected by Oregon’s 36 counties.

Expenses related to administration of the senior and disabled citizen property tax deferral program are reimbursed from the program’s Other Funds revolving account.

Timber and forestland programs are almost entirely General Fund. ORS Chapter 321 allows for administrative expenses related to small tract forestland to be charged prior to distribution of receipts.

Cadastral and mapping work is funded between the General Fund and Other Funds, including \$1 per document recorded, which is used to fund the ORMAP project. Map maintenance, provided to 10 counties, accounts for about 10 percent of the funding for cadastral and mapping functions.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

Policy Package 102—Electronic Valuation Information System (ELVIS)

Purpose

The objective of this project is to modernize the various outdated appraisal systems and associated manual processes used by the Valuation Section. This will enhance the Property Tax Division’s ability to provide equitable real market value property appraisals and to improve services provided to the counties and taxpayers of Oregon. Delivery of these improved services is to be achieved through implementation of a modern system with the objective of greatly reducing the reliance on paper filing and record keeping. This will be accomplished with electronic document management, work queues to streamline workflow management processes, an online electronic interface for taxpayer filings, and data analytics reporting for better data analysis and managerial reporting. This will result in a better customer experience that allows the taxpayer to review their tax filings and associated appraisal detail online without having to rely on paper dependent transmission of information or the need to travel to the Salem office for appraisal file review. Improved data transparency will result in increased customer satisfaction and a reduction of appeals being filed due to a lack of taxpayer understanding regarding their assessed values.

Property Tax Division Administration

Program Overview

Property Tax Division Administration is responsible for leadership and coordination of the functions within the division. This includes providing leadership in the areas of budget development and execution, policy development, representation of the division at the Legislature, and interactions with county assessors and tax collectors. The administration area also participates in committees responsible for agency leadership in the areas of budget development and execution, policy development, and strategic direction.

Program Funding Request

Administration	GF	OF	TF	POS	FTE
LAB 19-21	\$ 2,824,063	\$ 326,172	\$ 3,150,235	4	3.88
CSL 21-23	\$ 3,074,168	\$ 259,330	\$ 3,333,498	3	3.00
ARB 21-23	\$ 3,074,168	\$ 259,330	\$ 3,333,498	3	3.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 250,105	\$ (66,842)	\$ 183,263	(1)	(0.88)
% change	8.9%	-20.5%	5.8%	-25.0%	-22.7%

Program Description

Property Tax Division Administration consists of four positions: the division administrator, property tax policy liaison, information systems specialist, and division executive assistant. The administrator participates on the department's executive leadership team to contribute toward the management of the agency and establishes broad division policy and strategic plans to align the Property Tax Division's programs with the agency's desired outcomes. Program administration work conducted by the Property Tax Division includes overseeing the statewide property tax system, prescribing technical standards for appraisal, providing assistance to counties, administering the County Assessment Function Funding Assistance (CAFFA) grant program, administering the Property Tax Deferral for Senior and Disabled Citizen program, administering the Oregon Map Project (ORMAP) grant program, distributing funds for the Non-profit Homes for the Elderly program, providing cadastral services to counties, administering timber tax programs, and appraising high-value properties for the state's property tax system. The statewide property tax system generates more than \$7 billion a year to fund public schools, police and fire departments, and other local government services.

The division administrator leads the development of Property Tax Division strategic plans, strategies, and resource and organization plans for the effective delivery of services by developing teams that work toward meeting the department's mission, vision, and goals. The administrator plans, coordinates, monitors, implements, and reports progress on multiple facets of operations, including outcomes related to the department's values. Core

functions include tax administration, training, grant administration, oversight, policy development, appraisal, and budget management, which all require coordination within the division and with key business partners, both internal and external.

Two sections within the division, each lead by a section manager, manage these programs and functions. They join the administrator on the division's leadership team representing the Support, Assistance, and Oversight (SAO), and Valuation sections. The division executive assistant supports the division administrator and leadership team by organizing meetings, processing personnel action forms, keeping documentation and organization charts updated, and providing clerical support for division management. The property tax policy liaison provides a leadership role in coordinating legislation impacting property tax-related programs and the administrative rules process and serves as an adviser to the division leadership team on property tax issues. This person also works with a variety of stakeholders in planning the implementation of new and revised tax policies and providing training to DOR staff and counties.

The information systems specialist position is a limited duration position that was added for the 2019–21 biennium. This position is charged with updating the division's business plans for modernizing the core systems used in the Valuation Section.

Program Justification and Link to Long-Term Outcomes

The property tax system generates over \$7 billion in revenue each year that supports many of the programs the local governments in Oregon depend on for education, public safety, and health. The Department of Revenue is responsible for providing general supervision and control over the property tax system throughout the state (ORS 306.115). In carrying out these responsibilities, the division is focused on the long-term outcome of equity and uniformity in property taxation throughout the state.

Program Performance

There are no specific program performance indicators for the division administration area. Please reference the sections of this budget document that contain the program performance details for the following programs:

- Cadastral Information Systems and the Oregon Map Project (ORMAP).
- Timber tax programs.
- Property Tax Deferral for Senior and Disabled Citizens program.
- Support, assistance, and oversight of county assessment and taxation responsibilities.
- Valuation of state-appraised industrial properties and centrally assessed companies. These valuations typically involve the largest and most complex businesses operating in Oregon.

Enabling Legislation/Program Authorization

The Property Tax Division is one of the divisions authorized under ORS 305.025 with an administrator. The division administers multiple programs. Please reference the sections of this budget document that contain enabling legislation/program authorization details for the following programs:

- Cadastral Information Systems and the Oregon Map Project (ORMAP).
- Timber tax programs.
- Property Tax Deferral for Senior and Disabled Citizens program.
- Support, assistance, and oversight of county assessment and taxation responsibilities.
- Valuation of state-appraised industrial properties and centrally assessed companies.

Funding Streams

Property Tax Division administration is primarily funded by General Fund.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

None.

Cadastral Information Systems Unit

Program Overview

The Cadastral Information Systems Unit (CISU) sets mapping standards for county assessment maps, maintains and updates maps for 10 counties, and reviews and approves taxing district boundary changes. This unit also administers the Oregon Map (ORMAP) program, which supports digital mapping activities statewide. Accurate mapping of a county's real property is essential to ensure complete and accurate property assessment.

Program Funding Request

Cadastral Information Systems	GF	OF	TF	POS	FTE
LAB 19-21	\$ 1,929,995	\$ 1,488,493	\$ 3,418,488	7	7.00
CSL 21-23	\$ 2,066,439	\$ 1,572,119	\$ 3,638,558	7	7.00
ARB 21-23	\$ 2,066,439	\$ 1,572,119	\$ 3,638,558	7	7.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 136,444	\$ 83,626	\$ 220,070	-	-
% change	7.1%	5.6%	6.4%	0.0%	0.0%

Program Description

Cadastral mapping and ORMAP

CISU sets mapping standards for county assessment maps, maintains and updates maps for 10 counties, and reviews and approves taxing district boundary change data. The unit also administers the Oregon Map (ORMAP) program, which supports the development of a seamless, statewide, digital tax lot base map that will facilitate and improve administration of the property tax system. CISU also participates in statewide committees to maintain awareness and utilization of industry best practices and efficiencies.

CISU provides services to internal and external customers, including:

- Processing property classification memos (PCMs) for the Valuation Section. PCMs identify the assessment responsibilities of the state and counties.
- Performing contractual map maintenance work and providing expertise to solve mapping issues for county cartography offices.
- Approving boundary change data submitted by local taxing districts, as required under ORS 308.225.
- Setting statewide mapping criteria and reviewing county maps for uniformity and adherence to standards to ensure accuracy for map users.

Services are provided upon request or as needed throughout the year. PCMs, map maintenance, and boundary changes must be completed before property tax assessments can be made. Setting mapping standards and reviewing compliance occurs as time allows.

Cost drivers for CISU are mainly related to personnel expenses, with a small component for software related to producing the actual digital maps.

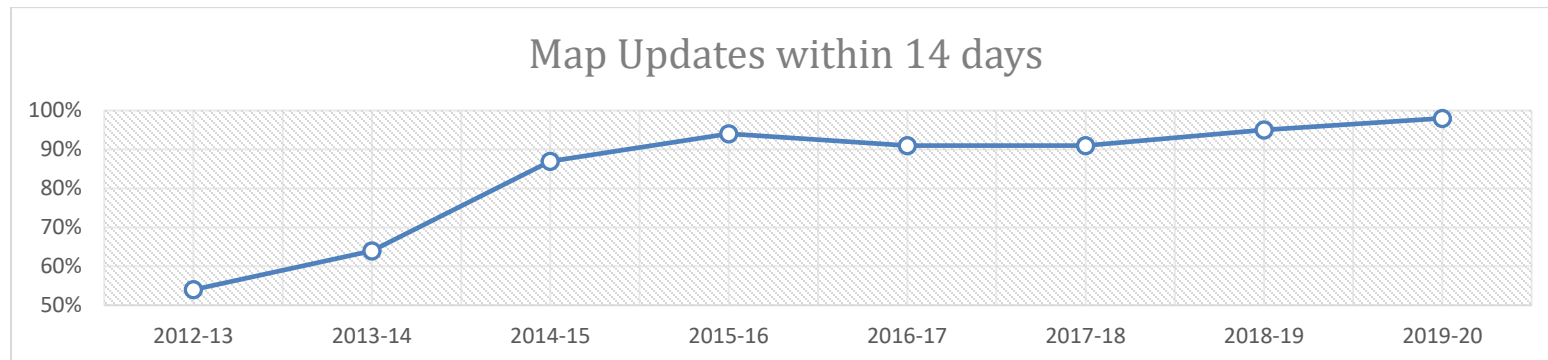
Program Justification and Link to Long-Term Outcome

Accurate cartographic maps are essential to ensure accurate real property taxation. The cartography unit was established by the agency in the 1950s after a legislative inquiry found county mapping standards were inaccurate and inconsistent. Although maps have mostly moved from paper to digital, maintaining accurate and consistent mapping standards are still essential.

Some of the services this unit provides, map maintenance for example, are also available from other providers, such as county cartography units. When demand for our services decreases, corresponding FTE are reduced as needed. This competitive environment is unique to CISU and helps ensure they produce high-quality work at a reasonable price. CISU and ORMAP both convene stakeholder feedback groups and advisory committees to help align efforts to provide timely services that meet customers' expectations.

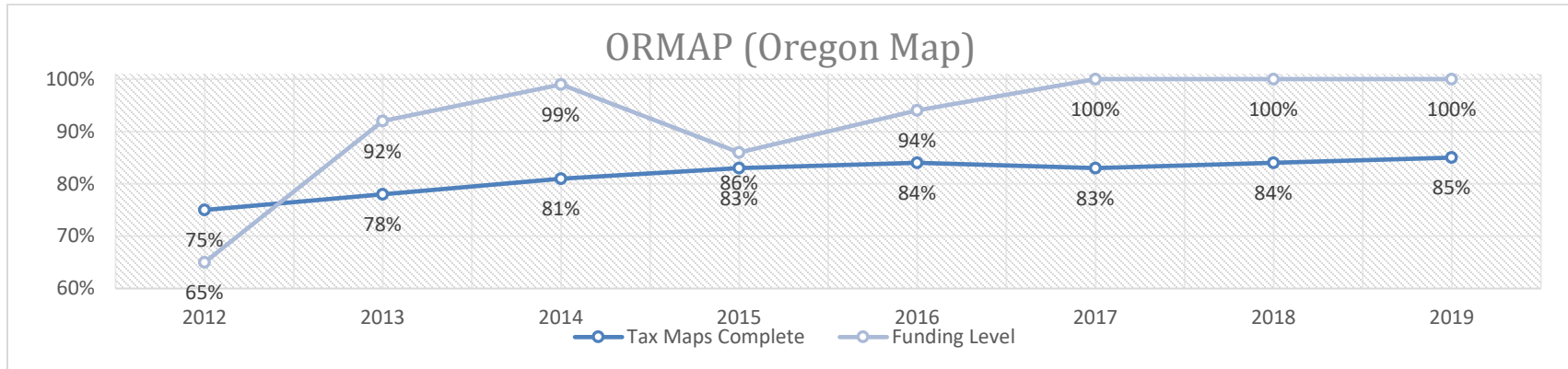
Program Performance

The CISU uses a cycle time measurement to evaluate performance. For example, ORS 308.225 requires the agency to approve or disapprove boundary change submissions within 30 days. The cartography unit's internal target for returning map maintenance items to the counties is within 14 days of receipt.



The graphic below illustrates two things:

- The percentage of maps statewide that have been converted to a digital format that meets ORMAP standards.
- The funding percentage level for all grant requests.



Enabling Legislation/Program Authorization

The work CISU does is mandated by state laws or agency rules:

- County map maintenance—ORS 306.125.
- Approving boundary changes—ORS 308.225.
- Property classification memos—ORS 308.517 and OAR 150-308-0540.
- Prescribe mapping standards for Oregon’s 36 counties—ORS 306.125(1).
- Review county maps for uniformity—ORS 306.125 and 305.115.
- Administer the ORMAP program—ORS 306.132.
- Secure uniformity in the system of assessment and taxation—ORS 306.120.
- Appraise industrial property—ORS 306.126.

Funding Streams

CISU funding is split between General Fund and Other Funds. Expenses related to maintaining cadastral assessment maps for 10 counties, as provided under ORS 306.125, are reimbursed under contract. The CISU charges \$60 per hour for this work. The Other Funds stream partially supports seven FTE. During the 2017–19 biennium, this work provided 10 percent of the program’s funding.

ORMAP is funded entirely with Other Funds generated from a \$1 document recording fee. Administrative expenses are paid from the account as provided under OAR 150-306-0130, prior to distributing grant funds to the counties. The fee is expected to generate approximately \$800,000 annually for the purposes of funding grants. An advisory committee develops policy guidance for issuing grants from the fund to the counties.

Significant Proposed Program Changes from 2019–21

None.

Industrial Valuation and Central Assessment

Program Overview

The Valuation Section is responsible for determining real market value (RMV) and defending those determinations of RMV for two main property types:

1. State-appraised industrial properties engaged in processing or manufacturing activities.
2. Companies operating in this and other states, including airlines, utilities, railroads, and communications. These are referred to as centrally assessed companies.

The values we determine are transmitted to Oregon's 36 counties where property taxes are imposed. Property taxes represent the primary source of revenue to fund services provided by local governments in Oregon.

Program Funding Request

Industrial Valuation & Central Assessment	GF	OF	TF	POS	FTE
LAB 19-21	\$ 6,461,864	\$ 4,084,921	\$ 10,546,785	41	41.00
CSL 21-23	\$ 6,929,093	\$ 4,219,746	\$ 11,148,839	41	41.00
ARB 21-23	\$ 6,929,093	\$ 4,219,746	\$ 11,148,839	41	41.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 467,229	\$ 134,825	\$ 602,054	-	-
% change	7.2%	3.3%	5.7%	0.0%	0.0%

Program Description

The Valuation Section is responsible for determining real market value (RMV) for two main property types:

1. State-appraised industrial properties engaged in processing or manufacturing activities.
2. Companies operating in this and other states, including airlines, utilities, railroads, and communications. These are referred to as centrally assessed companies.

For state-appraised industrial properties, there are currently 831 sites with 4,750 accounts. There are over 530 centrally assessed companies in the state. Between the two property types, there is a combined property value of over \$63 billion, which equates to nearly \$600 million in property tax assessments for Oregon's 36 counties. The property tax collected is distributed to taxing districts to fund taxpayer services such as schools, law enforcement, fire safety, and other public programs. For example, about 42 percent of property tax in 2019–20 was for K–12 school districts and education service districts. In the 2019–21 biennium, the Valuation Section appraisal and assessment work will be responsible for valuing property that will result in approximately \$480 million of property taxes imposed that will go toward K–12 schools alone. Success of this system is dependent on our ability to have the proper resources to determine RMV resulting in a reliable funding stream for Oregon's education system. Other clients include taxpayers, taxpayer representatives, and the Oregon Tax Court. The section interacts with and serves most of these on a daily basis.

The section's appraisers determine RMV by applying commonly accepted appraisal methods and principles to properties and companies. However, the appraisal processes are materially different for state-appraised industrial property and centrally assessed companies.

State-appraised industrial properties are generally the most complex property types to appraise. The program can be broken down into two main seasons each year: industrial property return (IPR) processing season and appraisal season. IPR processing season generally starts in March and ends June 30. This process is heavily driven by information provided by taxpayers on their IPRs. An assigned appraiser uses the taxpayer-provided information and utilizes an assortment of aging technological tools to apply appraisal methodology and determine a value. Trending and depreciating are applied and additions and retirements are accounted for to determine an updated RMV for the current year. Because of the volume of information and time constraints, very little can be done to verify the accuracy of the taxpayer-provided information during the IPR season. Verification is done during the appraisal season, which generally starts July 1 and lasts until the end of February. Verification consists of a physical site inspection—or site visit—and an appraisal of the site. This typically includes buildings, structures, machinery and equipment, and personal property.

Historically, due to the size and complexity of the properties as well as staffing limitations, the section has struggled to appraise all state industrial sites on a regular basis. In 2012, the section reorganized its industrial valuation appraisers, with the goal of appraising all sites within a six-year cycle. This is ideal because statute limits the ability of staff to go back more than six years and add any omitted property to the roll that might not have been reported on an IPR. Unfortunately, the section was not able to achieve the six-year goal with current staffing levels. In 2016, the goal was reset to appraise all sites in an eight-year cycle. The section met this appraisal cycle goal in 2017 and 2018, but only by allowing reductions to our scope of

work and conducting partial site appraisals. In 2019 the section did not meet its annual appraisal goal. However, because more properties were appraised than necessary in the prior two years the section is still on track to appraise all state-responsible properties in an eight-year period. On average, the section appraises approximately 50 percent of the accounts on each site visited. This total is more than what has been appraised in recent years. However, the section is still leaving some portions of sites untouched, which may compromise the accuracy and reliability of the real market values. By taking a targeted approach in deciding where to focus appraisal attention, the section is re-appraising, on average, about 75 percent of each site's RMV.

The Central Assessment (CA) program has two main seasons: appraisal season and infrastructure support season. The appraisal season is from January through mid-August and requires that all the CA companies (531 in 2019) receive a full appraisal every year. The appraisal season includes the director's review process, which is the initial level of appeal. If a CA company wants to appeal the director's review decision, they may file an appeal with the Oregon Tax Court.

The CA infrastructure support season starts mid-August and goes until December 31. The work accomplished during this time of the year supports the appraisal season and the section's fundamental purpose of determining RMV. Examples of necessary CA infrastructure activities include the following: updating county tax code areas, reviewing and refining appraisal methodology and templates, updating reporting requirements, tax court appeal work (a year-round task), discovery and absorption of new CA companies, and staff training with statutorily required continuing appraisal education.

One additional function for state-appraised industrial property and centrally assessed properties is defending our values in tax court when property tax appeals are filed by the taxpayer. It is impossible to forecast how many appeals we will get in any given year or how complex the appeals will be. However, by taking a proactive approach to major economic disruptions that may impact industries and maintaining transparency in how the section communicates their opinions of value, the section can minimize the numbers of unnecessary appeals received. Litigating complex industrial properties and centrally assessed properties, however, can be costly in time and resources and creates the risk of large and potentially devastating refunds for Oregon's 36 counties.

There are several drivers of costs for the section listed below.

Program diversity and complexity:

- There are dozens of special assessment programs, more than 100 different recipients of exemptions, and more than 1,600 taxing districts that receive property tax revenues, all of which have different operational and administrative requirements.
- Past property tax limitation measures (Measures 5 and 50) and complex programs significantly increase the work connected with calculating RMV.

Cost to maintain obsolete business processes and impact of inadequate technology:

- The Core Systems Replacement (CSR) Project automated a very small piece of the section's appraisal work, such as small, private railcars and electric cooperative appraisal. While the CSR improvements helped, the section is still reliant on a patchwork of labor-intensive business processes that do not take advantage of available technology to lower costs, or use best practice processes.
- Reliance on manual processes increases the risk of error and extends response times for customers. Most of the applications the Valuation Section uses for industrial valuation and central assessment were designed over 20 years ago by Revenue's IT section and appraisal staff, using software that is no longer supported and has limited adaptability. The Valuation Section currently relies on antiquated applications, internally developed databases, spreadsheets, and paper files to manage the complex effort of annually valuing the industrial accounts and the CA companies. Maintenance is cumbersome and expensive. The Valuation Section lacks a comprehensive computerized system that integrates all the necessary data to manage its appraisal responsibilities effectively. This distraction is problematic with current staffing levels, which have declined over 30 percent in the past five years while the number of accounts the valuation section is responsible for have increased. The result is that long-term program stability is in question unless there is reinvestment in the tools necessary to sustain and improve the section's work.

Inadequate customer and stakeholder support:

- Taxpayers and counties have come to expect web-based services to view or exchange information electronically. Since the section does not have web-based, self-service options for customers, they can generally only get information about their accounts during office hours or when staff is available. Staff must then be redirected toward hands-on customer and stakeholder support activities, taking time and resources away from other appraisal-related work. Technology-based solutions to account management would likely prove less costly and more valuable to customers and stakeholders.
- The Valuation Section is seeking to modernize and consolidate their various older, outdated, paper and disk-dependent computer systems and plan to seek funding for the Electronic Valuation Information System (ELVIS) project during the spring legislative session. The ELVIS project will move away from older, paper-intensive systems architecture and the dependencies created by those outdated platforms. This system will enable taxpayers, counties, and other agencies to use a web-based access point to submit and retrieve documents and correspond with the Valuation Section, making their experience easier and less time-consuming. It will serve as a single point to integrate data, support documents, and e-mails into one system of record. This, in turn, gives the valuation management team the ability to use trusted data to make better decisions and employ staff more effectively. The ELVIS project seeks to modernize the technological foundation for the Valuation Section to continuously improve, facilitate voluntary compliance, enhance customer experience, and increase equity and uniformity.

Program Justification and Link to Long-Term Outcomes

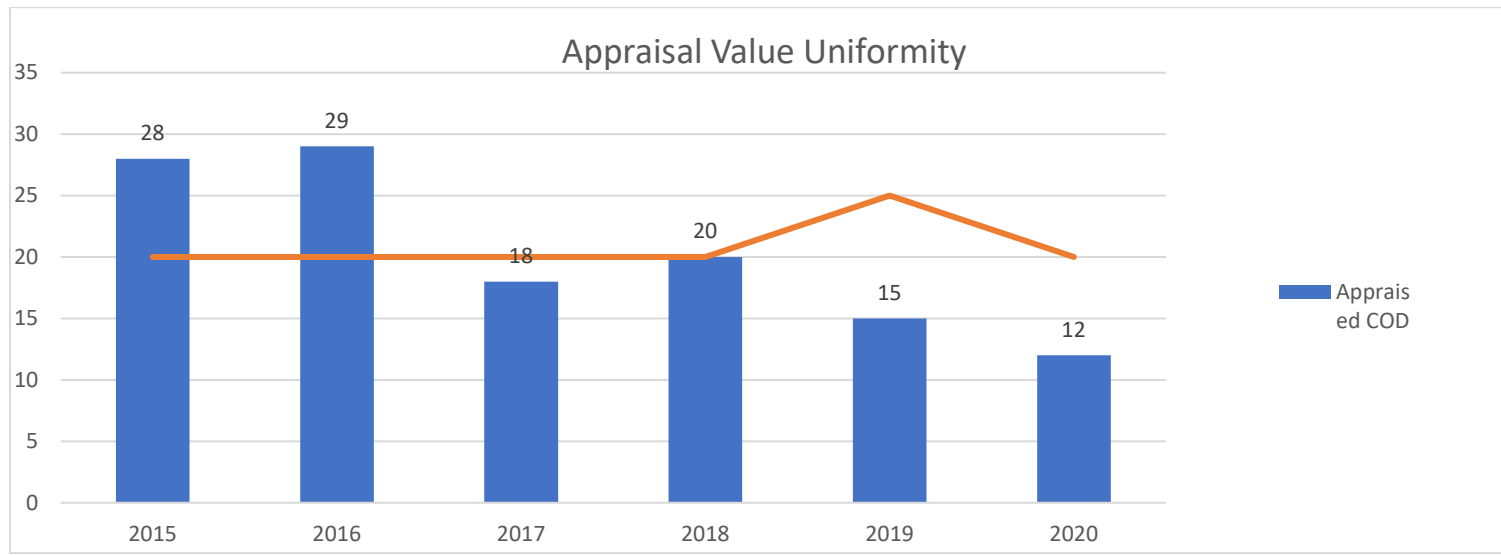
Program performance for the valuation programs can be analyzed using Oregon's long-term outcome of equity, uniformity, and appraised values. The best way for the section to ensure equitable values are determined is through frequent appraisals of industrial sites and centrally assessed companies, which ensures all accounts represent real market value. This conforms to ORS 308.232 (Property to be valued at 100 percent market value).

The Valuation Section maintains active membership in the Western States Association of Tax Administrators (WSATA), Committee for Centrally Assessed Property (CCAP), and the WSATA Committee on Valuation of Industrial Property (CVIP). Both committees include representatives from several western states and work towards defining best practices in the field of complex property appraisal. The section regularly collaborates with other states to ensure appraisal methodology and application meet with peers across the nation.

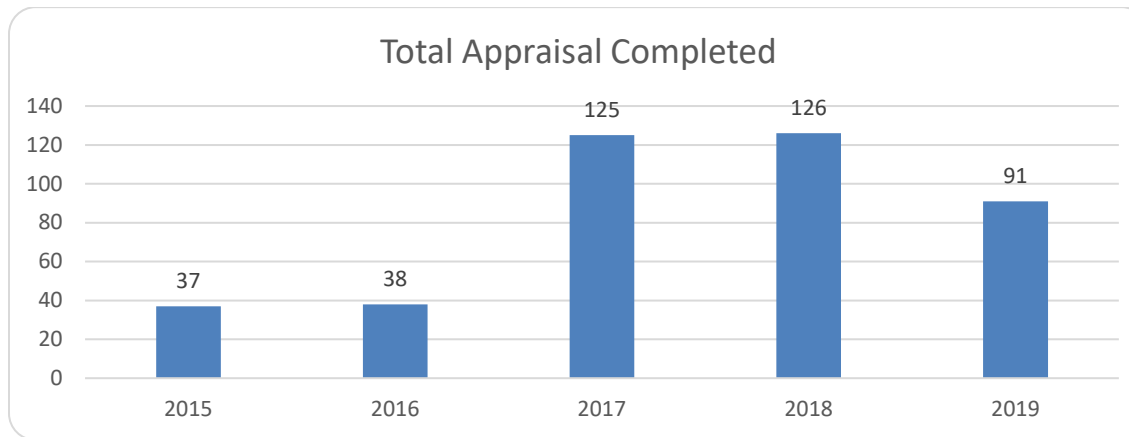
Program Performance

The graph below is Revenue's Key Performance Measure (KPM) No. 7, Appraisal Value Uniformity, which demonstrates the ability to deliver high quality business results by measuring appraisal equity and uniformity for state-appraised industrial properties. Measuring the coefficient of dispersion (COD) is an appraisal industry standard metric for uniformity. Although there are weaknesses inherent in this metric when applied to specialized complex properties, it is still informative. When reviewing the graph below, please note the indication of success in this measurement is when the blue line falls below the red line. Performance for 2020 was 12 percent, well below the target of 20 percent, indicating a high degree of equity and uniformity in our appraisals.

The section will be shifting to a new KPM, which addresses program rework and inefficiencies that better measure the level of service provided to county clients and includes all the section's program areas. However, this is still in the early data collection phase of establishing a measurable baseline for this KPM. Plans are for the section to submit a proposal for a replacement KPM within two years.

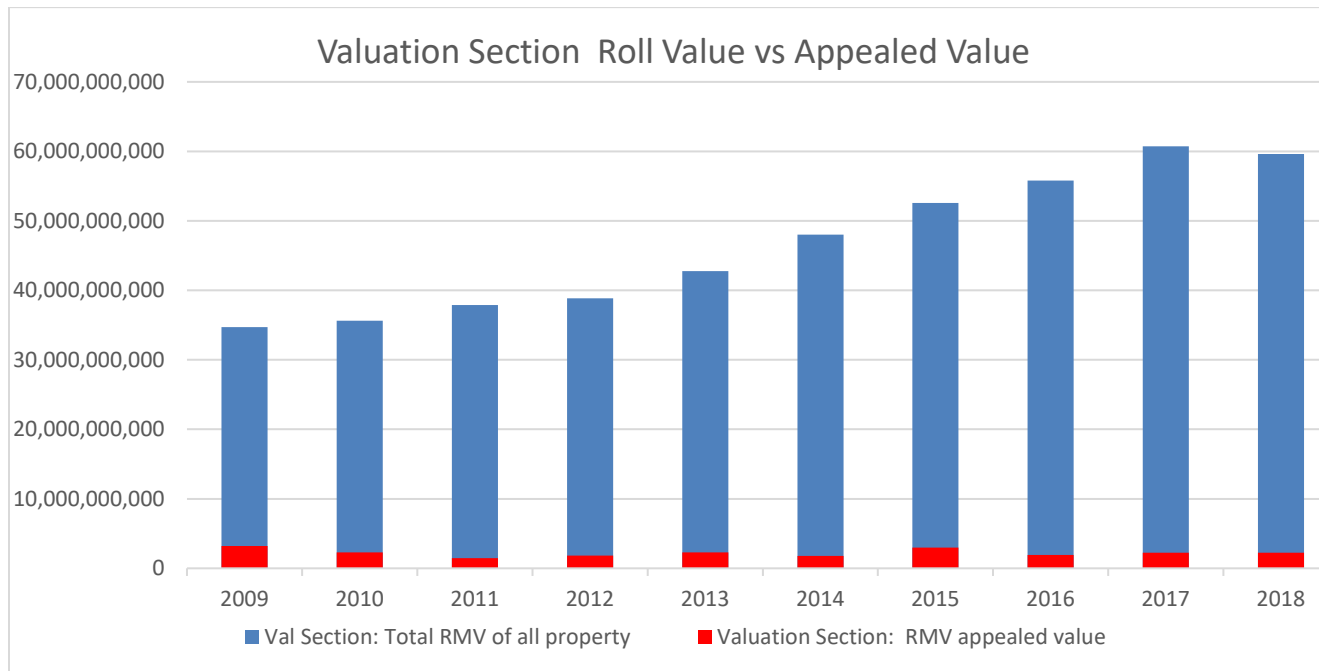


The next graph shows the number of appraisals of state-appraised industrial sites conducted each year. After the 2016 season, a change was made to the way the section conducted business in order to increase site exposure and achieve the goal of an eight-year appraisal cycle. In 2017, the section met their appraisal cycle goal by reducing the scope of appraisals. In 2019, due to high turnover and diminished staffing levels, the section was unable to maintain its desired level of annual appraisals but is still on track to meet its goal of appraising all state-responsible properties within eight years. However, the current COVID-19 pandemic will likely create additional challenges that may limit the ability to conduct enough field inspections to meet the appraisal target in 2020. Process changes relating to in-person site inspections are being implemented to address this issue.

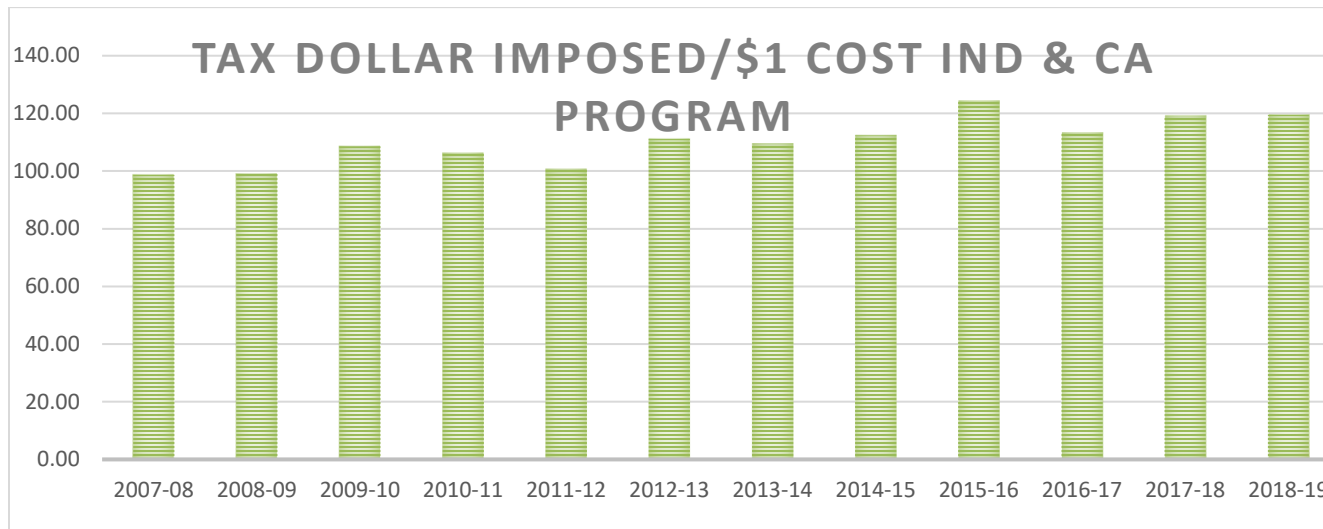


Due to the increase in industrial sites appraised in 2017 and 2018 the section was able to identify over \$115 million in omitted property. This equates to nearly \$2 million in property tax potentially collected by county partners. In 2019 the section continued to identify omitted property through site inspections and the annual return processing season. It is expected that by conducting more site visits and appraisals more omitted property and property tax dollars can and will be added to the property tax roll.

The next graph measures total RMV of property appraised by the Valuation Section as well as the amount of RMV that is appealed each year. The percentage of total RMV appealed has varied from over 14 percent to less than 4 percent over the past 10 years. In many respects, the number of appeals we receive are determined by external forces outside of our control, such as the recession of 2007–08. Although the percentage of value that is contested each year appears to be small compared to the total RMV, the number of individual complaints can be many, and the total dollars contested can be measured in the billions. Litigating complex industrial properties and centrally assessed properties can be costly in time and resources and creates the risk of large—and potentially devastating—refunds from all of Oregon’s 36 counties. Of the total value that is appealed each year, there is only a small reduction in value once a resolution has been achieved. This can be attributed, in part, to the expertise of the appraisal staff valuing these properties.



The graph below shows the amount of property taxes imposed by counties for all the companies appraised within the Valuation Section, compared to the personnel cost of the appraisal work. The data indicates that for every \$1 in appraiser cost, about \$120 in property taxes were collected by the counties each year. The property tax system in Oregon is one of the most efficient revenue-generating programs in the state, second only to personal income tax.



Enabling Legislation/Program Authorization

The work that the Valuation Section does is mandated by state laws or agency rules:

- Definitions of “land” and “real property” for state property tax laws, timber, and mineral interests—ORS 307.010.
- Definitions of “intangible personal property” and “tangible personal property” for state property tax laws, inapplicability to centrally assessed persons—ORS 307.020.
- Real market value defined, rules—ORS 308.205.
- Property to be valued at 100 percent real market value and assessed at assessed value—ORS 308.232.
- Valuation of real property—ORS 308.235.
- Returns; personal property, exception, real property, combined real and personal returns for industrial property, confidentiality and disclosure, lessor-lessee elections, rules—ORS 308.290.
- “Industrial plant” defined—ORS 308.408.
- Appraisal and real market valuation of industrial plants, rules—ORS 308.411.
- Confidential information furnished under ORS 308.411, exception, rules—ORS 308.413.
- Department to make annual assessment of designated utilities and companies—ORS 308.515.
- Valuing property of company operating both within and without the state—ORS 308.550.

- Unit valuation of property—ORS 308.555.
- Apportionment of assessment among counties—ORS 308.565.

Funding Streams

Approximately 61 percent of the funding for the section's positions comes from the General Fund. The remaining funding comes from the County Assessment Function Funding Assistance (CAFFA) account. CAFFA, established under ORS 294.184, provides an Other Funds stream that supports the appraisal of state-appraised industrial property and centrally assessed companies. This funding stream supports 41 FTE, almost entirely in the industrial valuation and central assessment areas. Monies from the CAFFA account are from interest on delinquent property taxes and document recording fees.

Significant Proposed Program Changes from 2019–21

POP 102—ELVIS

The objective of this project is to modernize the various outdated appraisal systems and associated manual processes used by the Valuation Section. This will enhance the Property Tax Division's ability to provide equitable real market value property appraisals and to improve services provided to the counties and taxpayers of Oregon. Delivery of these improved services is to be achieved through implementation of a modern system with the objective of greatly reducing the reliance on paper filing and record keeping. This will be accomplished with electronic document management, work queues to streamline workflow management processes, an online electronic interface for taxpayer filings, and data analytics reporting for better data analysis and managerial reporting. This will result in a better customer experience that allows the taxpayer to review their tax filings and associated appraisal detail online without having to rely on paper dependent transmission of information or the need to travel to the Salem office for appraisal file review. Improved data transparency will result in increased customer satisfaction and a reduction of appeals being filed due to a lack of taxpayer understanding regarding their assessed values.

County Support, Assistance, and Oversight Section

Program Overview

The Property Tax Division is responsible for the overall supervision and support of the statewide property tax system. To make for a more equitable and uniform system, the division sets appraisal standards through uniform methods of assessment, monitors programs, provides training to county and department staff, evaluates county performance, and offers direct assistance to counties.

This section is one of the additional sections that came about during the department's restructuring. The amounts in LAB are the distributions to counties for CAFFA, which is being restructured to a new program for a clearinghouse of pass-through revenues.

Program Funding Request

County Support, Assistance and Oversight	GF	OF	TF	POS	FTE
LAB 19-21	\$ 4,208,730	\$ 37,788,082	\$ 41,996,812	18	18.00
CSL 21-23	\$ 4,779,540	\$ 39,453,218	\$ 44,232,758	18	18.00
ARB 21-23	\$ 4,779,540	\$ 39,453,218	\$ 44,232,758	18	18.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 570,810	\$ 1,665,136	\$ 2,235,946	-	-
% change	13.6%	4.4%	5.3%	0.0%	0.0%

Program Description

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

The Support, Assistance, and Oversight (SAO) Section provides assistance and support to assessors, tax collectors, and county staff. Finance, taxation, and exemption analysts work with local taxing districts and counties on a variety of budget, tax calculation, tax collection, and exemption issues. Staff provide assistance on appraisal and complex assessment issues involving mass appraisal ratio studies, indexing studies, and uniform

assessment methods to include the appraisal methods for unusual or special properties. Staff conduct evaluation and analysis of the County Assessment Function Funding Assistance Program (CAFFA) for all 36 counties. The CAFFA grant application is for assessment and taxation funding adequacy. All staff work with county partners to identify and implement productivity enhancements and efficiencies.

Program Justification and Link to Long-Term Outcomes

The section works closely with counties to identify best practices and develop the most efficient procedures in uniform methods of assessment and tax administration. This unit evaluates county performance to determine accuracy in property tax assessment statewide. This helps make sure all property is taxed or exempted according to statutory provisions. This is a cornerstone of the property tax system and imperative to maintaining the public's trust.

Program Performance

This program has strived to embrace efficiency gains through technology in many areas.

All continuing education materials are provided electronically, and we offer online self-service options for customers. We are using two delivery methods for training and education—web-based and live training. Both methods have produced savings in printing and delivery of training materials, allowing us to effectively reach more rural Oregon counties. In 2019, we delivered 24 in-person classes reaching more than 696 students. Continuing education records are now accessible by students anytime to update information or add classes to their record.

The CAFFA grant program, including deposits, distributions, and grant applications, have moved online with GenTax. The all-electronic process has reduced requests for assistance by more than 95 percent. This allows counties to better manage their applications and grant funding, including deposits and distributions. Additionally, the time savings from automation allow staff to visit counties to review property tax processes for adequacy and compliance with statute and rule. These visits are to examine core functions using a combination of data review, office policy and procedure review, and field testing. The intended goal of county visits are as follows:

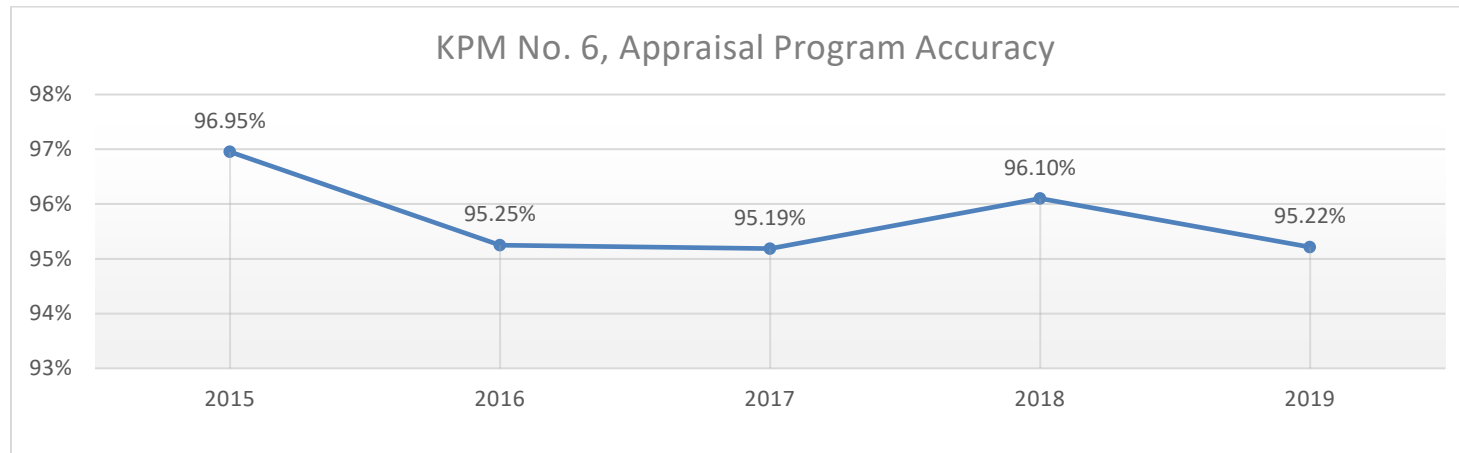
- Determine if the county's assessment and taxation (A&T) functions and systems comply with statutory obligations.
- Make the governing body aware of any deficiencies found.
- Recognize strengths of the county A&T system that may exist.
- Suggest more efficient and effective procedures for completing the statutorily required work, where appropriate.

The CAFFA program, in response to a Secretary of State audit recommendation in November 2018, has conducted a desk audit of Oregon county clerks to survey the accuracy and completeness of the revenues provided by the counties. The analysis provided valuable insight into areas for improvement and the need for a recurring method to track revenues collected from the document recordings in each county.

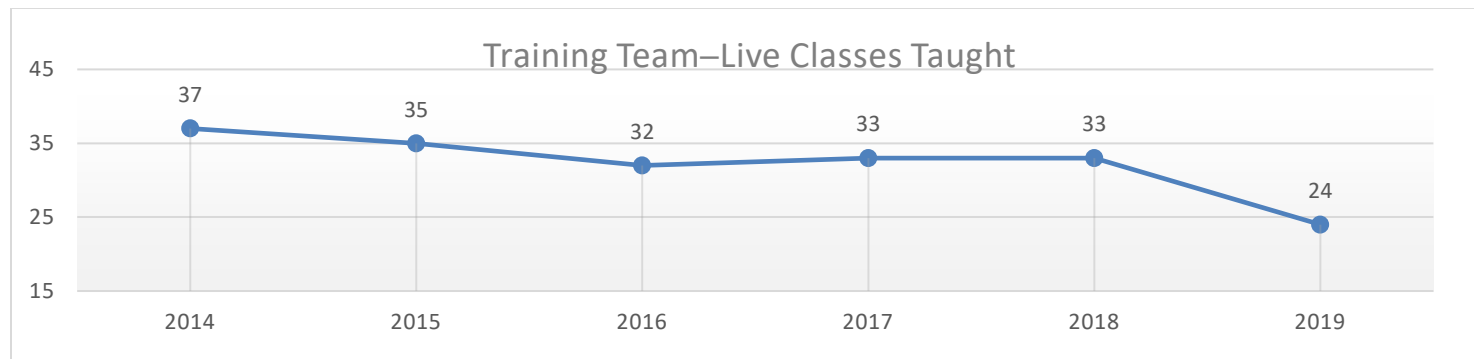
County assessors are responsible for managing estimates of property values and annually developing new assessment and tax rolls. Law mandates that assessors track and measure the real estate market in order to maintain 100 percent of real market value. To demonstrate compliance has been achieved, assessors are required to annually complete ratio studies and publish the Assessor's Certified Ratio Study report. The report assists the

Department of Revenue in fulfilling the role of general supervision and control over the statewide system of property taxation. The department reviews the counties' valuation programs to verify standards are met and to measure the health of the statewide valuation system. The department's Key Performance Measure (KPM) No. 6 reports the findings of its ratio study review.

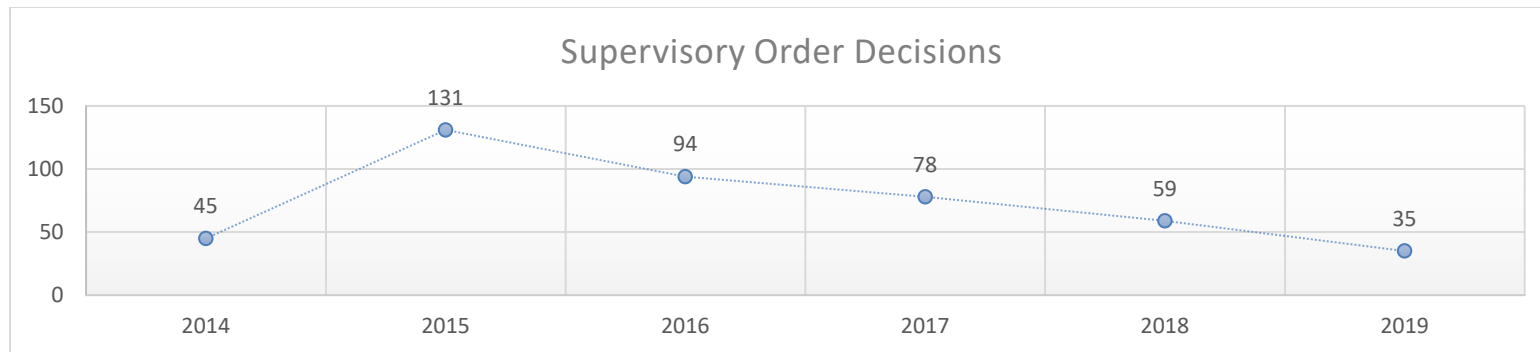
One of the key functions of the SAO Section is to measure accuracy of the assessments being done in county assessors' offices. This is accomplished by measuring the number of geographic areas that are meeting industry performance standards. The chart below illustrates statewide performance.



To assist the counties in maintaining accurate assessment and taxation practices, the section provides classes and instruction to appraisers and assessors statewide. The graph below shows the number of classes offered each year since 2014. Offerings fluctuate based on resource availability.



SAO has a supervisory conference officer who hears testimony and issues orders in situations where facts indicate a likely error on the tax roll.



Enabling Legislation/Program Authorization

The County Support, Assistance, and Oversight Section administers many different programs and functions. Below are the section's major duties and corresponding statutes.

- Provide training to county staff and assessors—ORS 308.010, 306.150.
- Review and certify tax rolls—ORS 294.461 and 294.510.
- Produce annual tax forms and statements for counties—ORS 306.245, 310.060, and 311.250.
- Administer enterprise zone exemptions—ORS 285C.125.
- Administer the CAFFA grant program, including reviewing and approving grants and collecting and distributing funds—ORS 294.175.
- Review and approve county ratio reports to ensure uniformity in assessment and that counties meet 100 percent of real market value—ORS 309.200 and ORS 309.203.
- Review county assessment programs for equity and uniformity—ORS 306.115.
- Set statewide appraisal standards—ORS 306.115.
- Oversee Board of Property Tax Appeals and provide training to members—ORS 306.120 and 306.152.
- Administer statewide appraiser registration and education program—ORS 308.010.
- Administer supervisory appeal process, make decisions, and issue orders—ORS 306.115.
- Administers the Oil and Gas Production Tax program—ORS 324.070.

Funding Streams

These are all General Fund positions with the exception of one used to administer the CAFFA grant program.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

None.

Forestland Valuation and Timber Taxes

Program Overview

The Timber/Farm/Forest Unit administers the Small Tract Forestland Severance Tax and Forest Products Harvest Tax programs, which generate about \$34 million per biennium for state and county programs. It also establishes the specially assessed value for more than 8.1 million acres of private forestland, having an assessed value of over \$2.5 billion, generating about \$46 million per biennium for county and state programs.

Program Funding Request

Forestland Valuation and Timber Taxes	GF	OF	TF	POS	FTE
LAB 19-21	\$ 2,183,554	\$ 64,629	\$ 2,248,183	11	10.25
CSL 21-23	\$ 2,403,860	\$ 76,038	\$ 2,479,898	11	10.25
ARB 21-23	\$ 2,403,860	\$ 76,038	\$ 2,479,898	11	10.25
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 220,306	\$ 11,409	\$ 231,715	-	-
% change	10.1%	17.7%	10.3%	0.0%	0.0%

Program Description

The department's work, related to forestland property taxes, is done by the Forestland Valuation and Timber Tax unit. The unit establishes the specially assessed value of forestland. This process uses a market sales analysis of the highest and best use of forestland to create the specially assessed value for approximately 8.1 million acres of forestland. In western Oregon, the unit is responsible for the establishment and review of the productivity classes of western Oregon forestlands. This classification process is used to assign the property tax values based on productivity. In addition, the unit provides assistance to counties by identifying owners with 5,000 or more acres of forestland and providing general forestland program guidance.

The unit also administers the Small Tract Forestland Severance Tax and Forest Products Harvest Tax programs. The Small Tract Forestland Severance Tax generates nearly \$1.1 million per biennium statewide for the State School Fund, community colleges, and counties. The Forest Products Harvest Tax generates about \$33 million per biennium for fire suppression, forest research, and the Oregon Forest Resources Institute. The unit's activities relating to these tax programs include processing and auditing tax returns; educating the public and taxpayers; collecting and

distributing timber tax revenues; maintaining tax database; and advising the counties regarding laws and processes relating to forestland special assessments.

This unit also provides assistance to counties in the administration of the following special assessment programs: exclusive farm use, home site special assessment, open space, wildlife habitat, conservation easement, and riparian.

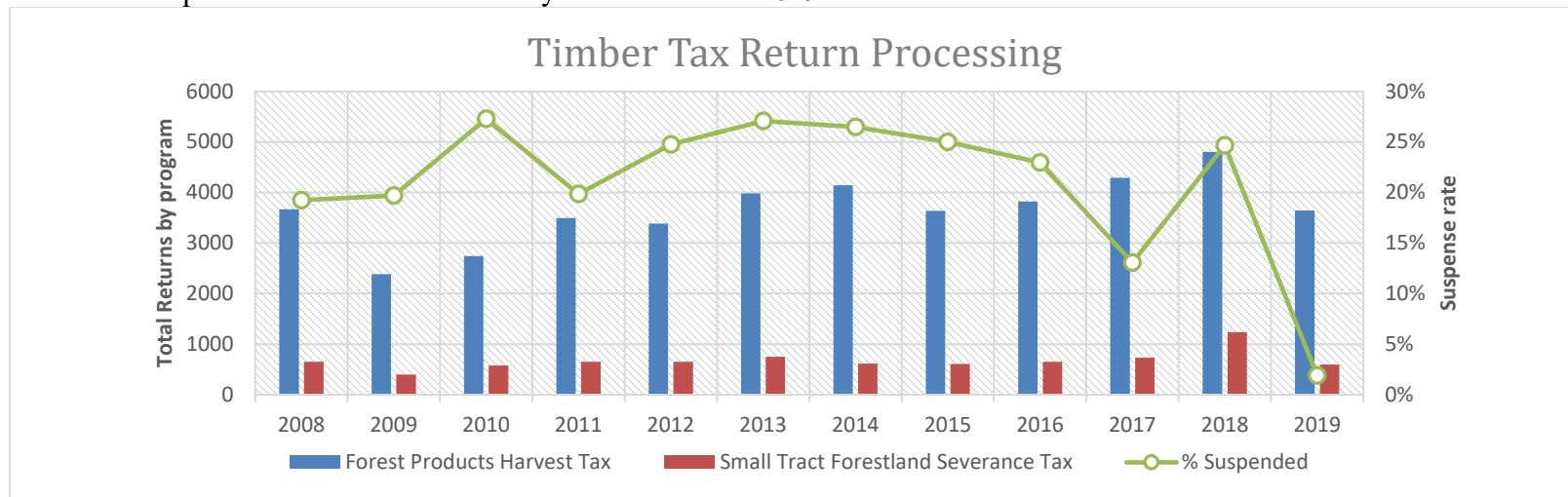
Program Justification and Link to Long-Term Outcomes

The Forestland Valuation and Timber Tax section's revenues provide critical funding for schools, fighting forest fires, and returning some of those funds to the timber industry to promote education and sustainable forestry practices. The Legislature finds it in the interest of the state for the public to share in these costs, which are paid in part from timber tax revenues. The Forestland Valuation and Timber Tax programs function efficiently to provide this funding that aligns with public policy.

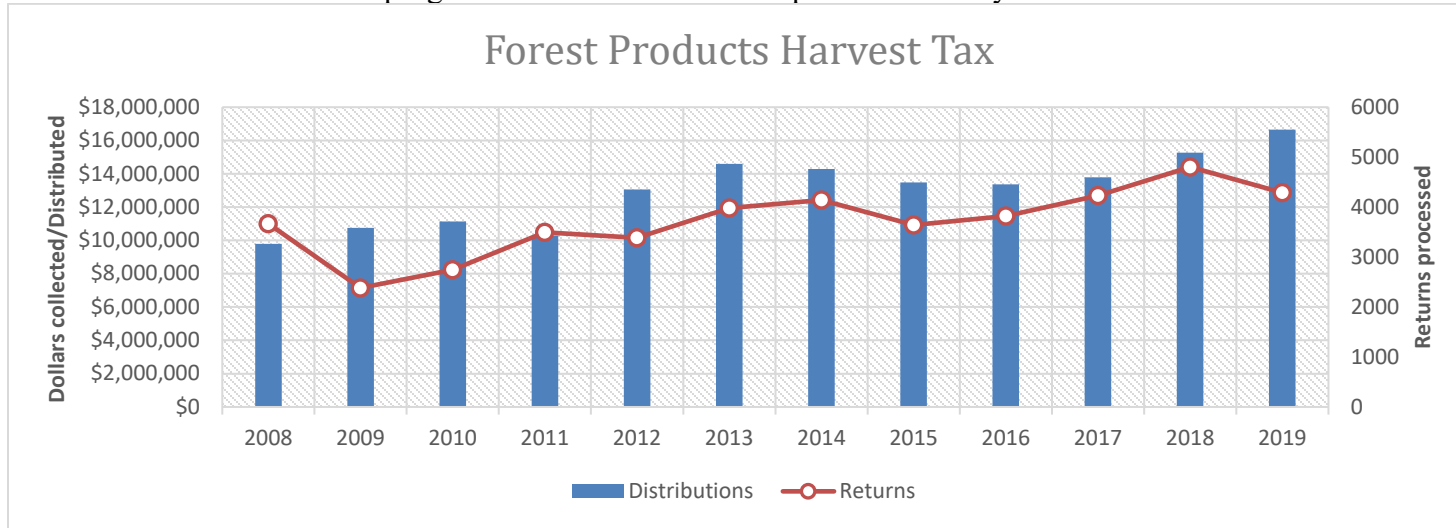
Program Performance

The graphs below provide information about return processing for the unit's tax programs. By taking advantage of technology, the unit has been able to lower our suspense rate and decrease manual return processing.

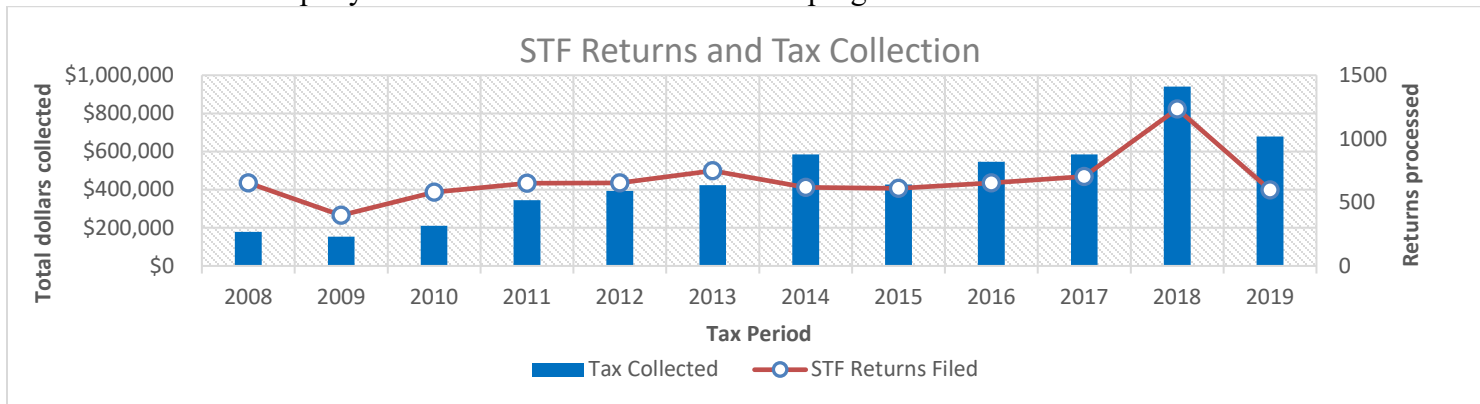
This chart shows the number of returns for both the Forest Products Harvest Tax and Small Tract Forestland Severance Tax, and each year's suspense rate. Returns suspend generally when the information provided by the taxpayer doesn't match what is estimated on their notification to the Department of Forestry. Resolution requires manual intervention. The new software solution, GenTax, has enhanced the unit's ability to provide electronic solutions to suspended returns as reflected by the decrease in 2019.



This chart illustrates the revenue for the FPHT program and number of returns processed each year.

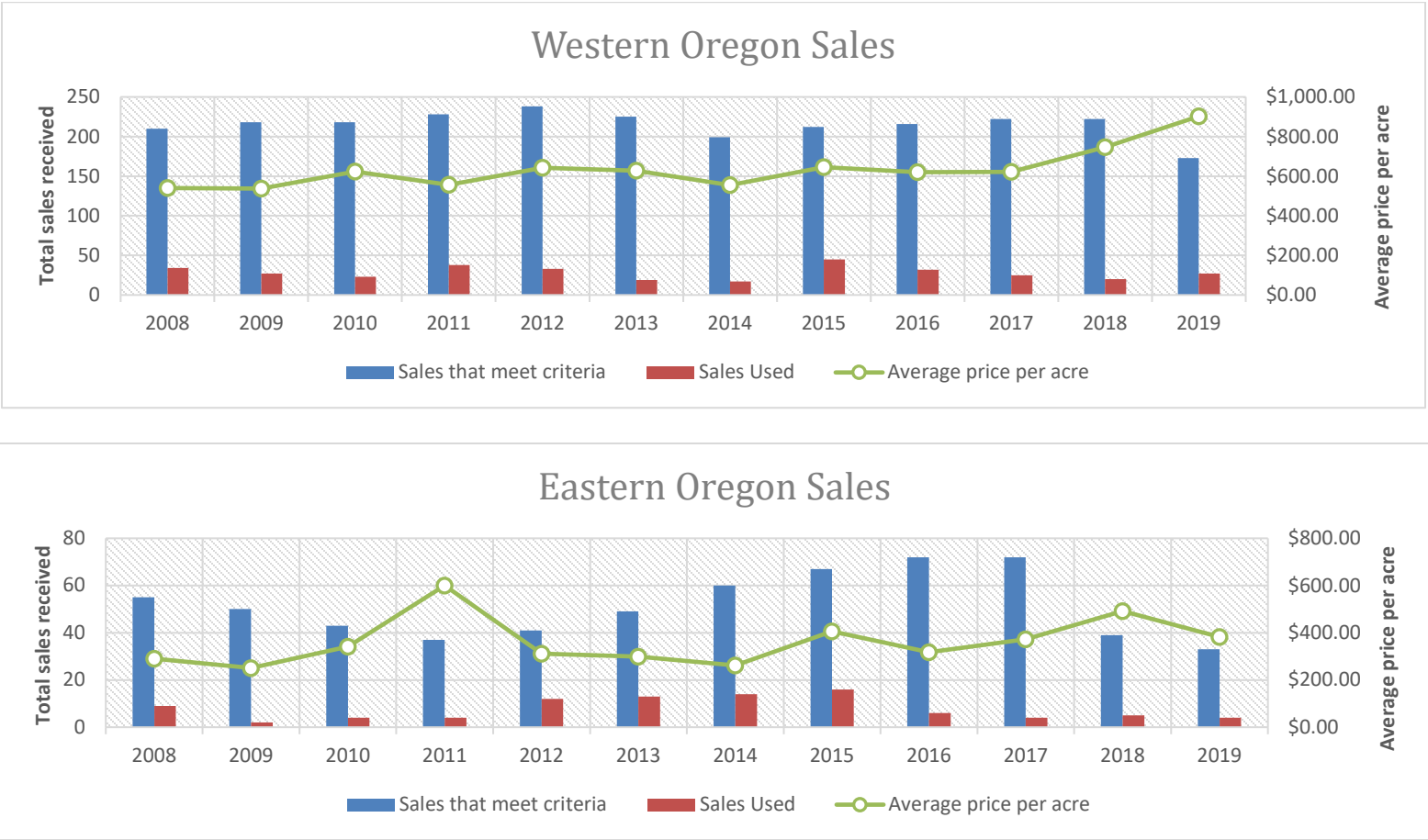


This chart shows the number of returns per year and total revenues for the STF program.

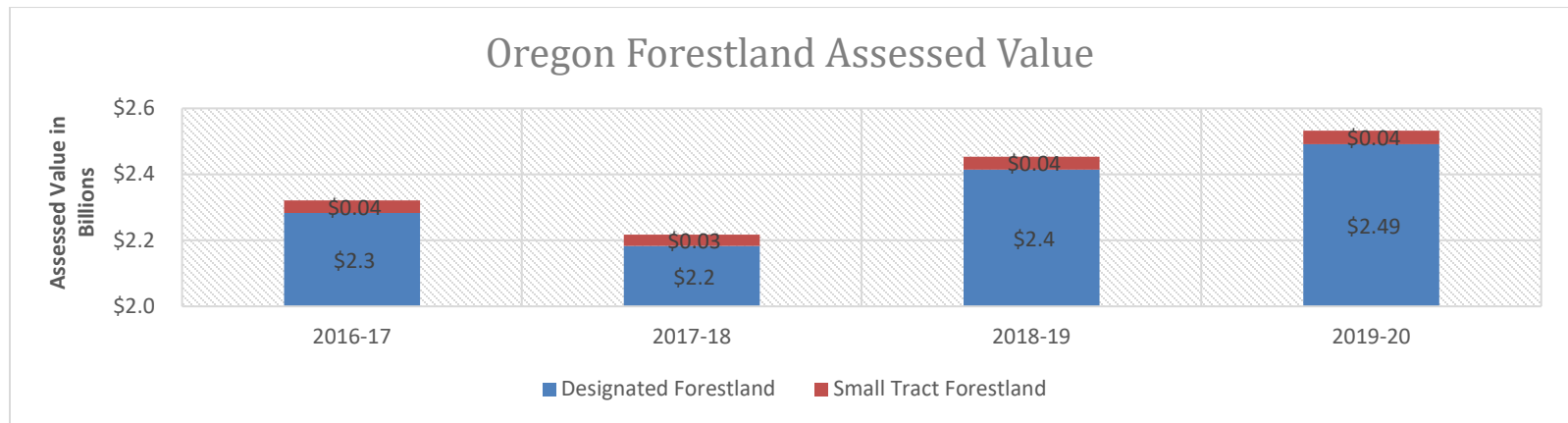


The unit establishes the value per acre of forestland statewide on an annual basis. To accomplish this, staff gather all available sales information and analyze it to determine market trends and calculate a value per acre that is distributed to all counties.

The following two charts illustrate the number of sales analyzed each year, number of usable sales, and resulting value per acre of forestland. It is important to remember this value represents the land value only and excludes the timber value. Not all sales are usable in the study due to lack of information or lack of details on what was included in the sales price.



The following chart illustrates the total assessed value of forestland in Oregon as designated forestland and small tract forestland.



Enabling Legislation/Program Authorization

- Administer Forest Products Harvest Tax Program—ORS 321.005.
- Administer Small Tract Forestland Program—ORS 321.700.
- Establish annual forestland values—ORS 321.210.
- Administer farm special assessment program, set rates—ORS 308A.092.
- Administer designated forestland special assessment—ORS 321.257, ORS 321.805.
- Produce 5,000-acre report—ORS 321.833.

Funding Streams

The Forestland Valuation and Timber Taxes unit is funded almost entirely by the General Fund. However, ORS 321.751 and 321.754 allow the department to subtract administrative expenses related to the Small Tract Forestland Program from total receipts prior to distribution.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

None.

Property Tax Division

Essential Package 010—Vacancy Factor and Non-PICS Personal Services

Package Description

Purpose

This package includes three components: 1) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity. 2) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by the Position Information Control System (PICS). 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved

Vacancy Savings—Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

Non-PICS Accounts—With the exception of mass transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2019–21 Base Budget by the standard inflation factor of 4.3 percent. Mass transit is calculated using the Oregon Budget Information Tracking System (ORBITS) Mass Transit Audit Report ANA104A.

PERS Pension Obligation Bond—The PERS Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to the PERS Pension Obligation Bond value.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$220,862
Other Funds	\$ 23,084

2023–25 Fiscal Impact

Non-PICS Personal Services actions, approved in this package, will become part of the base budget for 2023–25. Vacancy savings are projected again each biennium, based on agency experience. The PERS Pension Obligation Bond will be an ongoing liability for the agency.

Property Tax Division

Essential Package 022—Cost of Phased-out Program and One-Time Costs

Package Description

Purpose

This package includes the costs of phasing out one-time program dollars approved for the 2019–21 biennium.

How Achieved

This package phases out one-time funds approved in the 2019–21 biennium associated with the Property Valuation System Business Case Update.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	(\$10,656)
Other Funds	\$ 0

2023–25 Fiscal Impact

None.

Property Tax Division

Essential Package 031—Standard Inflation and State Government Service Charge

Package Description

Purpose

This package includes funding for inflation and adjustments to reflect the Price List of Goods and Services issued by DAS. The prescribed standard inflation factors were used for all accounts in this division.

How Achieved

For 2021–23, inflation factors are 4.3 percent for standard inflation, 5.7 percent for professional services, 19.4 percent for Attorney General charges, and 22.6 percent for facility rental and taxes. Also included in this package for this division is a CFO approved exceptional inflation value for Treasury fees. Inflation requested in this package is based on the 2021–23 base budget. Inflation associated with biennial amounts for phased-in programs, when applicable, is included in package 021.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund \$ 378,588

Other Funds \$ 1,751,151

2023–25 Fiscal Impact

Standard inflation actions, approved in this package, will become part of the base budget for 2023–25. State government service charges are projected each biennium based on the statewide price list.

Property Tax Division

Essential Package 060—Technical Adjustments

Package Description

Purpose

In consultation with CFO and LFO, the Department of Revenue adjusted specific budget line items to more accurately reflect its operations and current spending.

How Achieved

The department adjusted specific budget line items to more accurately reflect its operations and current spending. In addition, the department eliminated payroll processing within the department and now uses DAS shared payroll services. The department eliminated two payroll positions and converted the personal services budget to services and supplies budget to cover the cost of the new service. The budget for those services were spread throughout the agency in this package. \$170,000 was transferred to Senior Citizens Property Tax Deferral.

Agency Request Budget

Staff Impact

Position
FTE

Revenue Source

General Fund	\$ 15,067
Other Funds	(\$ 164,606)

2023–25 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

Core System Replacement

Policy Package 102—Electronic Valuation Information System (ELVIS)

Purpose

The objective of this project is to modernize the various outdated appraisal systems and associated manual processes used by the Valuation Section. This will enhance the Property Tax Division's ability to provide equitable real market value property appraisals and to improve services provided to the counties and taxpayers of Oregon. Delivery of these improved services is to be achieved through implementation of a modern system with the objective of greatly reducing the reliance on paper filing and record keeping. This will be accomplished with electronic document management, work queues to streamline workflow management processes, an online electronic interface for taxpayer filings, and data analytics reporting for better data analysis and managerial reporting. This will result in a better customer experience that allows the taxpayer to review their tax filings and associated appraisal detail online without having to rely on paper dependent transmission of information or the need to travel to the Salem office for appraisal file review. Improved data transparency will result in increased customer satisfaction and a reduction of appeals being filed due to a lack of taxpayer understanding regarding their assessed values.

What would this policy option package do and how would it be implemented?

This policy option package funds the project to implement a solution to replace the antiquated, manual process-reliant valuation software for the Valuation Section of the Property Tax Division.

The ELVIS project team is currently in the early phases of this project and are basing these estimates on previous RFP response estimates received in 2017 and RFI responses received in July 2020. This project is still in the planning phase, and no vendor has been selected at this point. The next step is to gather the full business requirements to develop an RFP for publication onto ORPIN.

This project will follow the EIS oversight process and intends to publish a solution RFP on ORPIN toward the end of the 2019–21 biennium. Based on the previous RFP and RFI responses, implementation is expected to span 36 months, ending in 2024.

Why does Revenue propose this POP?

The Valuation Section is responsible for determining RMV for approximately 4,750 industrial accounts and 600 central assessment companies around the state. As a result of this program's efforts, local taxing districts annually collect approximately \$600 million in tax revenue on more than \$60 billion in assessed property. The agency seeks to ensure that revenue systems, such as property tax, are administered appropriately now and into the future.

The Valuation Section currently relies on 20-year-old applications, internally developed databases, spreadsheets, and paper files to manage the complex effort of annually determining the assessed values for Oregon's state appraised industrial manufacturing and centrally assessed companies. The properties that are appraised by the Valuation Section are among the most complex properties in the state, representing nearly 10 percent of Oregon's overall property tax base. The Valuation Section lacks a comprehensive computerized system that integrates all the data necessary to manage and perform its appraisal responsibilities effectively. The Valuation Section is spending significant time on inefficient manual processes and on disparate applications that inhibit the ability to perform appraisals. These inefficiencies are problematic as current staffing levels have not kept pace with the increase in the workload for which the section is responsible. This results in long-term program instability that necessitates the need to reinvest in modern appraisal tools to improve the efficiency, accuracy, and transparency of these complex appraisal programs.

Presently, many customer service and stakeholder expectations are unmet due to technology limitations. The Valuation Section's current applications lack basic elements common in private and public sectors. For example, taxpayers cannot electronically file annual returns or electronically access basic information relating to their property tax assessments. Much of this functionality and online access is available when interacting with Oregon counties, further emphasizing the section's deficiencies. Additionally, substandard internal audit capability and value-review information (using data analytics) make it difficult for the Valuation Section to verify that its appraised values are meeting statutory requirements, or if they are equitable within industry segments, regions, and property classifications. The absence of analytics also hinders the section's ability to use internal resources efficiently, due to a lack of workload management interface or audit case selection tools.

How does this further the agency's mission or goals? How does this further the program funding, team outcomes, or strategy?

The ELVIS project is aligned with the agency's strategic priorities, the desire to move away from the older systems architecture, and the dependencies created with these older platforms. The current myriad of systems includes the iSeries mid-range computing platform to process the DB2 databases, Windows servers for the Access databases, plus numerous Excel spreadsheets used to process industrial property returns and centrally assessed returns. Modernizing the property tax appraisal systems with an integrated and seamless solution will enable the Valuation Section to enhance data collection services, maximize employee performance through improved engagement, and develop metrics and tools to enhance program performance. These improvements will, in turn, elevate customer experience and enhance a critical appraisal function that funds important public services statewide. The project aligns with the agency's mission to make revenue systems work to fund the public services that preserve and enhance the quality of life for all citizens. It also aligns with the agency's strategic priority to cultivate operational excellence.

Is this POP tied to a Revenue performance measure? If yes, identify the performance measure. If no, how will Revenue measure the success of this POP?

No. However, the Valuation Section is in the process of proposing a change to its key performance measurements and will be using data collected by the ELVIS project to assist in this proposal. The suggested measure will quantify the root cause and amount of rework and revisions that are made in the section in order to enhance the level of service and the experience provided to our customers.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.

No.

What alternatives were considered and what were the reasons for rejecting them?

Revenue considered two other options, examined below.

Option 1: No action/status quo

This option is the least expensive, but leaves the Valuation Section with little automation, with the majority of the processing being completed through Excel worksheets to inventory and value a taxpayer's assets. This option is paper intensive, lacks transparency, and is prone to errors.

Option 2: Build a new custom solution

Custom development involves the execution of a modernization effort from the ground up with little or no use of existing software assets. Typically, the agency and/or the vendor will start with collaboration on definition of requirements and then execute a system development lifecycle approach to building a custom application from the requirements.

A custom solution can be appropriate when a state has very specific business rules, highly specialized business processes, or legislative restrictions that force a custom solution. There also can be a preference for custom work when an agency has a strong business and technical staff who can be assigned to the project.

What would be the adverse effects of not funding this POP?

Revenue will continue expending resources to maintain ineffective and obsolete applications and forgoing significant functionality improvements currently used by virtually all of Oregon's county partners. The current system architecture lacks modern cybersecurity standards, which has the potential to put taxpayers' data at risk. A failure to act puts Revenue at risk of being unable to complete statutorily required appraisal work. Revenue's reliance on the current system is such that any failure of the system during processing season would render the agency unable to produce values for the counties in a timely manner, which could result in **unrealized property tax revenues.**

What other agencies (state, tribal and/or local government) would be affected by this POP? How would they be affected?

The Valuation Section works with many stakeholders in the performance of its duties including county assessor offices in all Oregon counties, and local property tax programs in cities and municipalities, to mention a few. These entities are directly impacted by the work the Valuation Section will do with this system. A failure to act puts Revenue at risk of being unable to complete statutorily required appraisal work. Reliance on the current system is such that any failure of the system during processing season would render the section unable to produce values for the counties in a timely manner, which could in turn result in unrealized property tax revenues.

What other agencies, programs, or stakeholders are collaborating on this POP?

None.

What is your equity analysis?

Over 1,200 local taxing districts rely on property tax dollars as a primary source of revenue for education, police, fire districts, and social services. Our reliance on the current system is such that any failure of the system during processing season would render the agency unable to produce values for the counties in a timely manner, which could result in unrealized property tax revenues. System failure would create revenue shortfalls for local governments resulting in equity impacts to communities that rely on these services.

What assumptions affect the pricing of this POP?

Implementation Date(s): July 1, 2021

End Date (if applicable): Estimated end date June 30, 2024

- a. **Will there be new responsibilities for Revenue? Specify which program area(s) and describe their new responsibilities.**
No.
- b. **Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.**
No.
- c. **Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.**
No.
- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.**
No anticipated change in the Valuation Section. However, additional IT staffing is required to support the system.

Additional Support Staffing

Position Count	# of months in biennium	FTE	Class Title	Class Description
1	24	1	MMS7006IP	Principal Executive/Manager D
1	24	1	OAS1487IP	Information Systems Specialist 7
2	24	1	OAS1486IP	Information Systems Specialist 6
1	24	1	OAS1488IP	Information Systems Specialist 8 *

- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**

The project is a significant modification to the Valuation Section's computer systems. The estimated cost to implement the system is contained in the table below.

Estimated Grand Total Cost			
Description	2021-2023 Biennium	2023-2025 Biennium	5-Year Cost
Total Project Costs to Purchase and Implement System:	\$5,755,678	\$1,183,774	\$6,939,453
Total Ongoing Costs Over the Life of the Project:	\$2,193,105	\$2,503,458	\$5,811,450
Inflation Factor (7% of Industrial Software Costs):	\$204,208	\$72,688	\$276,896

Contingency (7% of Bond Eligible Costs):	\$439,549	\$108,681	\$548,231
Total of All Costs:	\$8,592,540	\$3,868,601	\$13,576,030

a. **What are the ongoing costs?**

The following table contains the ongoing costs over the life of the project.

Estimated Ongoing Costs Over Life of Project			
Description	2021-2023 Biennium	2023-2025 Biennium	5-Year Cost
Software Support & Maintenance (From Table: Average Software Costs)	\$454,885	\$454,885	\$909,770
GenTax Support Costs CA Component	\$150,000	\$300,000	\$600,000
Support Environments: Production	\$91,956	\$91,956	\$229,891
Support Environments: Test	\$56,942	\$56,942	\$142,355
Support Environments: Staging	\$56,942	\$56,942	\$142,355
Support Environments: Development	\$56,942	\$56,942	\$142,355
Support Environments: Disaster Recovery	\$91,956	\$91,956	\$229,891
Support Staffing	\$1,233,482	\$1,393,835	\$3,414,833
Total Ongoing Costs Over the Life of the Project:	\$2,193,105	\$2,503,458	\$5,811,450

b. **What are the potential savings?**

There are potential savings from the sunseting of the iSeries and possible reductions in physical document storage, purchase of paper and disk media, and postage. The project is in the initiation phase and detailed analysis of these saving is still underway.

c. **Based on these answers, is there a fiscal impact?**

Yes.

Estimated Total Cost (Tax-Exempt Bond Eligible)			
Description	2021-2023 Biennium	2023-2025 Biennium	5-Year Cost
Software, Data Conversion, CA Software, and Third-Party QA	\$5,603,128	\$1,182,924	\$6,786,053
Inflation Factor (7% of Software Costs)	\$204,208	\$72,688	\$276,896
ISS8 Solely Dedicated to Project	\$262,813	\$296,979	\$559,792
Contingency (7% of Tax-Exempt Bond Eligible Costs)	\$424,910	\$108,681	\$533,592
Total Tax-Exempt Bond Eligible Costs:	\$6,495,060	\$1,661,272	\$8,156,333
Estimated Total Cost (Taxable Bond Eligible)			
Description	2021-2023 Biennium	2023-2025 Biennium	5-Year Cost
DAS Procurement Charges	\$150,000	\$0	\$150,000
State Data Center Charges During Installation and Development	\$59,123	\$0	\$59,123
Contingency (7% of Taxable Bond Eligible Costs)	\$14,639	\$0	\$14,639
Total Taxable Bond Eligible Costs:	\$223,762	\$0	\$223,762
Estimated Total Cost (Non-Bond Eligible)			
Description	2021-2023 Biennium	2023-2025 Biennium	5-Year Cost
Training	\$2,550	\$850	\$3,400
Total Ongoing Costs Over the Life of the Project:	\$1,871,169	\$2,206,479	\$5,192,535

Total Non-Bond Eligible Costs:	\$1,873,719	\$2,207,329	\$5,195,935
Total of All Costs			
Description	2021-2023 Biennium	2023-2025 Biennium	5-Year Cost
Total Tax-Exempt Bond Eligible Costs:	\$6,495,060	\$1,661,272	\$8,156,333
Total Taxable Bond Eligible Costs:	\$223,762	\$0	\$223,762
Total Non-Bond Eligible Costs:	\$1,873,719	\$2,207,329	\$5,195,935
Total of All Costs	\$8,592,541	\$3,868,601	\$13,576,030

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	220,862	-	-	-	-	-	220,862
Transfer In - Intrafund	-	-	23,084	-	-	-	23,084
Total Revenues	\$220,862	-	\$23,084	-	-	-	\$243,946
Personal Services							
Temporary Appointments	893	-	-	-	-	-	893
Overtime Payments	492	-	-	-	-	-	492
Shift Differential	67	-	-	-	-	-	67
All Other Differential	1,465	-	-	-	-	-	1,465
Public Employees' Retire Cont	347	-	-	-	-	-	347
Pension Obligation Bond	102,054	-	(17,482)	-	-	-	84,572
Social Security Taxes	223	-	-	-	-	-	223
Unemployment Assessments	813	-	59	-	-	-	872
Mass Transit Tax	9,154	-	(2,334)	-	-	-	6,820
Vacancy Savings	105,354	-	42,841	-	-	-	148,195
Total Personal Services	\$220,862	-	\$23,084	-	-	-	\$243,946
Total Expenditures							
Total Expenditures	220,862	-	23,084	-	-	-	243,946
Total Expenditures	\$220,862	-	\$23,084	-	-	-	\$243,946

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(10,656)	-	-	-	-	-	(10,656)
Total Revenues	(\$10,656)	-	-	-	-	-	(\$10,656)
Services & Supplies							
Office Expenses	(10,656)	-	-	-	-	-	(10,656)
Total Services & Supplies	(\$10,656)	-	-	-	-	-	(\$10,656)
Total Expenditures							
Total Expenditures	(10,656)	-	-	-	-	-	(10,656)
Total Expenditures	(\$10,656)	-	-	-	-	-	(\$10,656)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	220,862	-	-	-	-	-	220,862
Transfer In - Intrafund	-	-	23,084	-	-	-	23,084
Total Revenues	\$220,862	-	\$23,084	-	-	-	\$243,946
Personal Services							
Temporary Appointments	893	-	-	-	-	-	893
Overtime Payments	492	-	-	-	-	-	492
Shift Differential	67	-	-	-	-	-	67
All Other Differential	1,465	-	-	-	-	-	1,465
Public Employees' Retire Cont	347	-	-	-	-	-	347
Pension Obligation Bond	102,054	-	(17,482)	-	-	-	84,572
Social Security Taxes	223	-	-	-	-	-	223
Unemployment Assessments	813	-	59	-	-	-	872
Mass Transit Tax	9,154	-	(2,334)	-	-	-	6,820
Vacancy Savings	105,354	-	42,841	-	-	-	148,195
Total Personal Services	\$220,862	-	\$23,084	-	-	-	\$243,946
Total Expenditures							
Total Expenditures	220,862	-	23,084	-	-	-	243,946
Total Expenditures	\$220,862	-	\$23,084	-	-	-	\$243,946

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(10,656)	-	-	-	-	-	(10,656)
Total Revenues	(\$10,656)	-	-	-	-	-	(\$10,656)
Services & Supplies							
Office Expenses	(10,656)	-	-	-	-	-	(10,656)
Total Services & Supplies	(\$10,656)	-	-	-	-	-	(\$10,656)
Total Expenditures							
Total Expenditures	(10,656)	-	-	-	-	-	(10,656)
Total Expenditures	(\$10,656)	-	-	-	-	-	(\$10,656)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	378,588	-	-	-	-	-	378,588
Transfer In - Intrafund	-	-	1,751,151	-	-	-	1,751,151
Total Revenues	\$378,588	-	\$1,751,151	-	-	-	\$2,129,739
Services & Supplies							
Instate Travel	3,168	-	1,282	-	-	-	4,450
Out of State Travel	2,166	-	228	-	-	-	2,394
Employee Training	6,230	-	2,797	-	-	-	9,027
Office Expenses	4,979	-	2,057	-	-	-	7,036
Telecommunications	4,576	-	505	-	-	-	5,081
Data Processing	139	-	46	-	-	-	185
Publicity and Publications	318	-	185	-	-	-	503
Professional Services	17,566	-	75,616	-	-	-	93,182
Attorney General	325,334	-	37,893	-	-	-	363,227
Employee Recruitment and Develop	503	-	324	-	-	-	827
Dues and Subscriptions	1,307	-	1,711	-	-	-	3,018
Facilities Rental and Taxes	179	-	2,165	-	-	-	2,344
Facilities Maintenance	440	-	9	-	-	-	449
Other Services and Supplies	5,595	-	3,310	-	-	-	8,905
Expendable Prop 250 - 5000	55	-	3	-	-	-	58
IT Expendable Property	5,858	-	2,043	-	-	-	7,901
Total Services & Supplies	\$378,413	-	\$130,174	-	-	-	\$508,587

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Office Furniture and Fixtures	-	-	530	-	-	-	530
Telecommunications Equipment	175	-	157	-	-	-	332
Total Capital Outlay	\$175	-	\$687	-	-	-	\$862
Special Payments							
Dist to Counties	-	-	1,620,290	-	-	-	1,620,290
Total Special Payments	-	-	\$1,620,290	-	-	-	\$1,620,290
Total Expenditures							
Total Expenditures	378,588	-	1,751,151	-	-	-	2,129,739
Total Expenditures	\$378,588	-	\$1,751,151	-	-	-	\$2,129,739
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 060 - Technical Adjustments

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	15,067	-	-	-	-	-	15,067
Transfer In - Intrafund	-	-	(164,606)	-	-	-	(164,606)
Total Revenues	\$15,067	-	(\$164,606)	-	-	-	(\$149,539)
Services & Supplies							
Attorney General	-	-	(170,000)	-	-	-	(170,000)
Facilities Rental and Taxes	(4,174)	-	-	-	-	-	(4,174)
Intra-agency Charges	19,241	-	5,394	-	-	-	24,635
Total Services & Supplies	\$15,067	-	(\$164,606)	-	-	-	(\$149,539)
Total Expenditures							
Total Expenditures	15,067	-	(164,606)	-	-	-	(149,539)
Total Expenditures	\$15,067	-	(\$164,606)	-	-	-	(\$149,539)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

Cross Reference Number: 15000-004-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Admin and Service Charges	6,351,088	-	-	-	-	-
Transfer In - Intrafund	-	43,752,297	43,752,297	45,579,299	-	-
Transfer to Counties	35,111,293	-	-	-	-	-
Total Other Funds	\$41,462,381	\$43,752,297	\$43,752,297	\$45,579,299	-	-

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Detail of LF, OF, and FF Revenues - BPR012

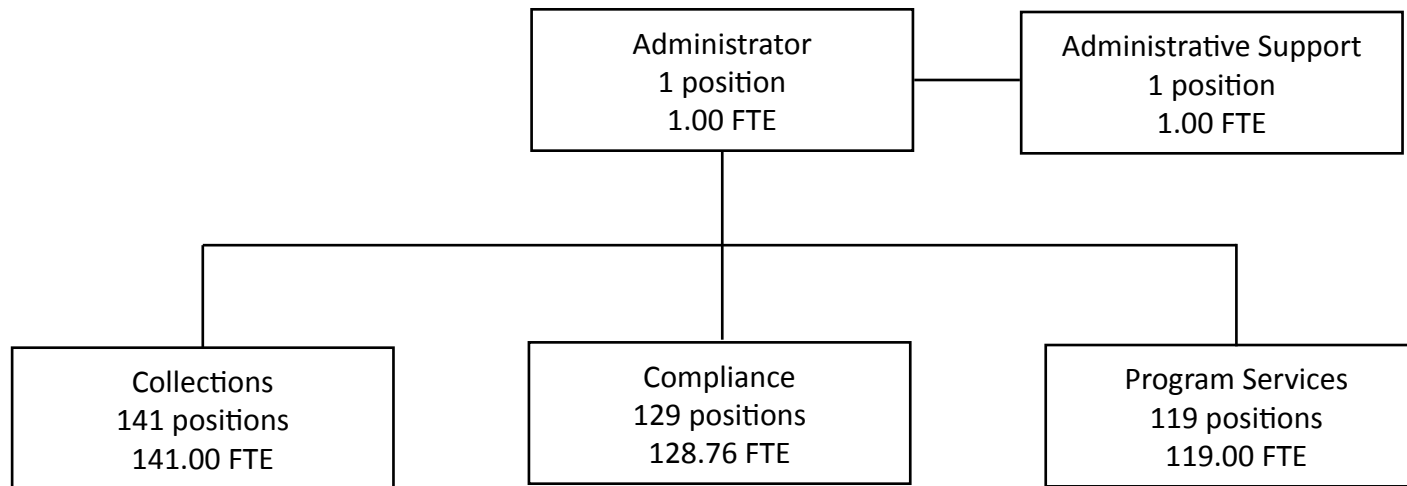
Personal Tax and Compliance Division

Organizational chart

2019–21 Legislatively Adopted Budget

391 positions

390.76 FTE



District Offices
Bend
Eugene
Gresham
Medford
Portland

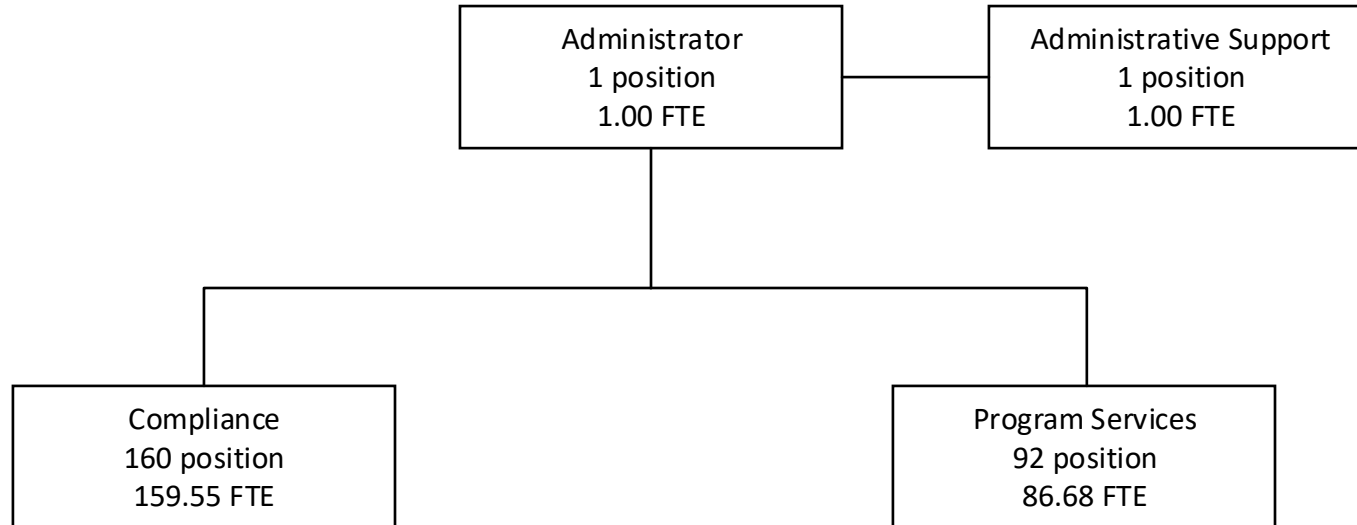
Personal Tax and Compliance Division

Organizational chart

2021–23 Agency Request Budget

254 positions

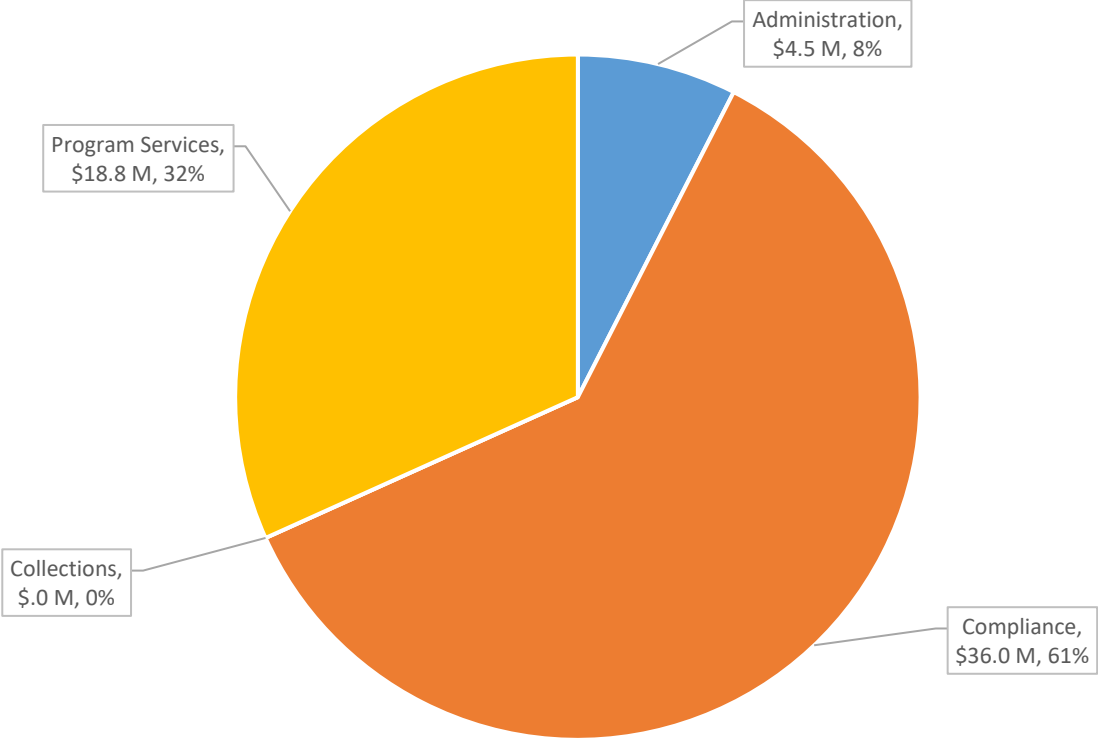
248.23 FTE



District Offices
Bend
Eugene
Gresham
Medford
Portland

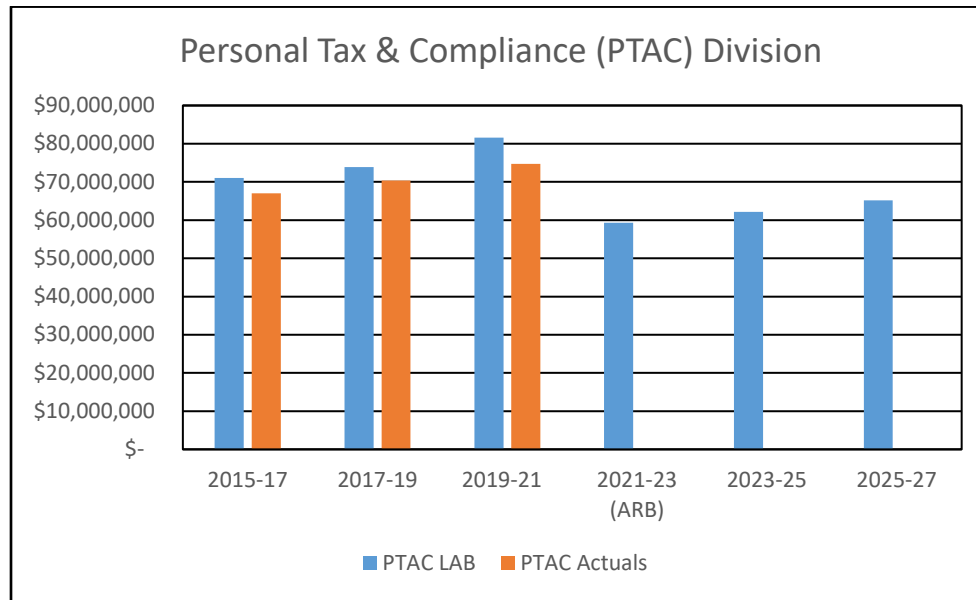
Personal Tax and Compliance Division

2021-23 Agency Request Budget
Personal Income Tax Total Funds by Program \$59,294,534



Long-term focus areas: Excellence in state government.

Primary program contact: JoAnn Martin, Personal Tax and Compliance Division administrator



Division	Actual / LAB	2015-17	2017-19	2019-21	2021-23 (ARB)	2023-25	2025-27
PTAC	LAB	\$ 71,018,838	\$ 73,916,627	\$ 81,592,132	\$ 59,294,534	\$ 62,145,528	\$ 65,181,295
	Actuals	\$ 67,005,907	\$ 70,340,471	\$ 74,702,799			

Program Overview

The Personal Tax and Compliance (PTAC) Division is responsible for managing the state’s personal income tax program responsible for \$19 billion per biennium in revenue for the General Fund. The division focuses on improving and sustaining the voluntary tax system through policy development, forms, return processing, enforcement, and collection efforts.

The Personal Income Tax is the state’s largest single source of revenue, accounting for about 92 percent of the General Fund. The program serves over 2 million taxpayers required to file an annual tax return. More than 2.2million returns were received and processed in 2019. Some taxpayers are subject to more frequent contact through quarterly payments or amended returns.

The PTAC Division handles the administration of the program, which comprises about 32 percent of the Department of Revenue’s operating budget. The division is headed by an administrator with oversight of approximately 390 staff.

In 2017, the Department of Revenue was directed to submit a feasibility study related to the establishment of a combined collections division (HB 5535). In 2018, the timeline for submitting the study was extended to early 2019 (HB 5201). The department submitted the collections structure feasibility study to the 2019 Joint Committee on Ways and Means Subcommittee on General Government. The study recommended centralizing the department's collections activity into a Collections Division, while still allowing for specialization of the collection of debts and debtors with differing characteristics. The department is continuing with the formation of the Collections Division for the 2021–23 biennium. As a result, the current Collections Section within the PTAC Division will formally be moved into the new Collections Division's budget structure. Policy Option Package 106 is the agency request to formally consolidate all collections within the department, thereby removing the Collections Section from the PTAC Division. This action will remove about 147 FTE from PTAC along with the associated program funding. Going forward, PTAC will be composed of Administration, Program Services, and Compliance sections.

Program Funding Request

Personal Income Tax	GF	OF	TF	POS	FTE
LAB 19-21	\$ 79,740,978	\$ 1,851,154	\$ 81,592,132	391	390.76
CSL 21-23	\$ 86,643,016	\$ 1,875,337	\$ 88,518,353	391	390.55
ARB 21-23	\$ 57,990,776	\$ 1,303,758	\$ 59,294,534	254	248.23
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ (21,750,202)	\$ (547,396)	\$ (22,297,598)	(137)	(142.53)
% change	-27.3%	-29.6%	-27.3%	-35.0%	-36.5%

Program Description

The PTAC Division manages the state's Personal Income Tax program. It is divided into three sections and an administrative area, each with varying functions. Overall, the areas advance the goals and strategy of the program. During the 2019–21 biennium, the agency went through structural reorganization to continue implementation of a newly created Collections Division. Through the collections consolidation initiative, the Collections Section is being moved into the Collections Division beginning with the 2021–23 biennium.

Program Services provides support to the program. The work in the section is diverse as it houses several functions including a return processing function (manual review), policy development, form and instruction development, appeals, and general clerical support.

Compliance enforces Oregon personal income tax laws through auditing and filing-enforcement activities. Enforcement actions affect individuals who understate income, overstate expenses or deductions, fail to file required returns, or fail to pay timely. This section also manages the agency's five district offices and remote call center. The offices provide information and assistance to individuals so they can correctly file and pay tax.

Offices also act as an enforcement presence in those communities. The section also manages the agency's primary call center where taxpayers who need assistance over a wide variety of tax programs can receive assistance to meet their filing obligations.

The Collections Section has responsibility to address and collect delinquent taxes from individuals. The collection activity centers around unpaid taxes for returns filed without full payment, assessments based on processing or audit adjustments, and estimated assessments resulting from filing-enforcement activity.

Collectively, the division attempts to improve voluntary compliance by a variety of activities, including providing:

- Assistance through direct contact with taxpayers over the phone or in person.
- Education that includes training practitioners on new law changes.
- Forms and publications.
- Education during enforcement activities.
- Staff updates on the latest changes to the program's policies, laws, and rules.

Program Justification and Link to Long-Term Outcomes

The PTAC Division exists to provide tax revenue necessary to fund services for citizens and businesses in Oregon. The division's activities are linked to all of the agency's strategic priorities and the governor's long-term focus area of excellence in state government.

Voluntary compliance is the cornerstone of the program since most taxpayers voluntarily file and pay. A main program goal is to make filing easy and accessible so taxpayers can meet their filing obligations. A variety of services are provided to assist taxpayers, including providing forms and instructions, website updates, in-person help, assistance by telephone, and access to online accounts.

Enforcement activities that ensure taxpayers file and pay the correct amount of tax on time safeguard the health of the personal income tax system. Enforcement activities include auditing returns to ensure compliance with tax laws and pursuing filing enforcement when taxpayers fail to file a required return. Returns are reviewed and adjusted as they are filed to ensure the correct tax is reported and paid. The final enforcement activity undertaken is collection action. When taxpayers file and remit less than full payment, Collections pursues payment. The goal of enforcement is to ensure that all taxes owed are collected, which in turn supports voluntary compliance. Taxpayers are aware of compliance activities that encourages them to file correct returns with full payment on time.

Providing timely and effective assistance is a focus for the Personal Income Tax Program and a priority for the agency. The customer's experience is supported through a variety of activities and actions. Education and assistance are provided to practitioners and tax professionals through new law update trainings and website updates. Additional assistance is provided through several call centers.

PTAC’s call center provides phone support for all tax programs the department administers, although the Personal Income Tax Program is the largest program supported. Assistance is provided for walk-in customers, emailed questions, and phone calls. Additional walk-in support is provided in five field offices located throughout the state, so taxpayers receive the same level of assistance regardless of location.

Enabling Legislation/Program Authorization

ORS 305.015 provides that “It is the intent of the Legislative Assembly to place in the Department of Revenue and its director the administration of the revenue and tax laws of this state...” The department and its administrative divisions are established under ORS 305.025.

ORS Chapters 305, 314, and 316 are the administrative statutes for the income tax program. These statutes require the department to provide forms and instructions for filing returns and paying tax, preparing withholding tables for use by employers, auditing and examining returns, and collecting taxes due.

Funding Streams

The Personal Income Tax Program is funded almost entirely through the General Fund. The Other Funds revenues represent expenses charged to various programs for the department’s administrative costs. PTAC Other Fund expenditures are primarily for the administration of TriMet and Lane County transit self-employment tax programs.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

Seasonal Help—Policy Option Package 103

As of July 2020, the Personal Income Tax Program processed just under 2.2 million returns, which generate phone calls and paperwork that need to be processed timely. This policy option package would fund ten seasonal positions for the program’s call center for about six months to help address the increased volume of calls to the agency during the program’s busiest season. In addition, the program is seeking funding for six season clerical staff to assist in processing documents and paperwork submitted by taxpayers who need to provide additional information before their tax return can be processed. This seasonal support allows the program to increase its ability to handle more phone calls and reduce the amount of time individuals must wait to get assistance. The seasonal clerical positions help to enhance the response time to complete the processing of returns when additional information has been requested through department review.

Consolidating Collections – Policy Option Package 106

This POP consolidates the budget for positions and expenses related to the department’s collections function from the Personal Income Tax and Compliance and Business Divisions to the Collections Division. The 2019 Legislature acknowledged receipt of the department’s report on the feasibility of consolidating all collections function into a single division. Not funding this package would mean the department’s collections activities

would operate under the Collections Division, but the collection budget would reside across three different divisions, making it more difficult to track expenses related to the department's collection function.

Personal Tax and Compliance Division Administration

Program Overview

The Personal Tax and Compliance Division's Administration Section directs and manages the state's Personal Income Tax Program, including policy development, audit, and collection functions. The overall goal of the division is to sustain and improve voluntary compliance among taxpayers through a three-phase approach by focusing on assistance, education, and enforcement.

Program Funding Request

The Administration Section is requesting \$4,338,337 in General Fund and \$119,033 in Other Funds limitation. This will be used to fund the section's work in personal income tax enforcement activities and to fund the five district offices that provide agency services throughout the state.

Administration	GF	OF	TF	POS	FTE
LAB 19-21	\$ 5,966,802	\$ 116,972	\$ 6,083,774	2	2.00
CSL 21-23	\$ 6,044,459	\$ 126,957	\$ 6,171,416	2	2.00
ARB 21-23	\$ 4,338,337	\$ 119,033	\$ 4,457,370	2	2.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ (1,628,465)	\$ 2,061	\$ (1,626,404)	-	-
% change	-27.3%	1.8%	-26.7%	0.0%	0.0%

Program Description

The Personal Income Tax Program is the major source of revenue for the state. The program is expected to account for 92 percent of the state's General Fund revenue for the 2021-23 biennium.

The program serves all Oregonians. However, not everyone has a requirement to file a tax return. The program also serves nonresidents who are required to file in Oregon. Of those taxpayers who are required to file an annual tax return, we will receive and process over 2.1 million returns in 2020. Most taxpayers only interact with the program when they file their personal income tax return each year, but other taxpayers have more frequent contact if they make quarterly payments or file amended returns.

PTAC comprises about 32 percent of the Department of Revenue's operating budget. The division is headed by an administrator with oversight of its three sections: Program Services, Compliance, and Collections. The purpose of the administrator is to establish broad division policy and lead strategic planning for the division. The administrator, with the assistance of the three section managers, develops objectives, creates resource and organization plans for the effective delivery of services, and leads staff toward meeting the organization's mission, vision, and values.

The division's executive assistant supports the division administrator and leadership team by organizing meetings, keeping documentation and organization charts updated, and providing clerical support.

The Program Services Section provides support to the Personal Income Tax Program. The work in the section is diverse, as it houses several different functions:

- **Return processing.** This includes review of tax returns where staff manually work those that cannot be processed through the automated processing system. This occurs when a return hits a system edit or there are errors that take a manual review to complete the return processing.
- **Fraud detection.** Returns that are identified as potentially fraudulent are reviewed separately. The team also assists taxpayers that are victims of identity theft. Additionally, they coordinate with the IRS and other states to stay abreast of fraud trends to preserve the General Fund.
- **Systems.** This unit coordinates the electronic filing and return processing systems and works with industry partners to ensure the accuracy and speedy processing of returns.
- **Account maintenance.** Staff do refund reviews, process penalty waiver requests, refund apportionment, and other account adjustments, primarily for accounts in collections.
- **Federal data matching.** Using information received from the IRS, adjustments are made to Oregon returns based on income data matching adjustments and federal audit results.
- **Policy.** This unit provides policy direction for the program; coordinates administrative rule processes; authors the program's forms and publications; monitors and implements legislation; develops fiscals for new legislation; develops legislative concepts to address issues in program administration; responds to letters from taxpayers; and provides annual new law training to staff and practitioners.
- **Appeals.** The Conference Unit handles conference requests, which occur when the taxpayer does not agree with the action the agency has taken on a tax return (audit or processing adjustments). In response to conference requests, this staff researches the laws governing the action and provides an objective written response to the disagreement. They also coordinate and conduct in-person or phone conferences, and issue the final determination following the conference.
- **Filing enforcement.** Here, the focus is on taxpayers who have a filing requirement but have not filed a tax return. The process is mostly automated as the system issues request-to-file letters and creates estimated returns when nonfilers do not respond. This automation allows the agency to contact nonfilers sooner and frees up staff to answer phone calls and provide personalized assistance to nonfilers who contact the agency after receiving a notice that they are not in compliance.
- **Administrative support.** Staff provide general program support including ordering supplies, entering power of attorney forms, scanning, attaching correspondence, and processing garnishment responses for accounts in collections.

The Compliance Section enforces Oregon's personal income tax laws through auditing and filing enforcement activities. The section also manages the agency's five district offices. The district offices provide agency presence in the state outside of the Salem area. The offices provide information and assistance to individuals so they can correctly file and pay their tax and serve as an enforcement presence in those communities.

Enforcement activities are employed when people do not voluntarily comply with Oregon’s personal income tax laws. Noncompliance includes understating income, overstating expenses or deductions, failing to file required returns, and failing to pay taxes due. The section also provides enforcement resources to ensure compliance on partnership, corporation, and transit tax returns, because these entities pass income that is eventually reported through the entity to the individual owner’s tax returns.

The Compliance Section focuses their enforcement efforts on high-risk areas for tax compliance. The section focuses on audits of cash-based businesses, partnerships, and pass through entities, and areas where there is little third-party verification of income earned or received by businesses. The section also focuses on Oregon-specific issues, such as residency determinations, credits, and deductions.

The Tax Services Unit is the agency’s main call center and supports all tax programs, not just the Personal Income Tax Program. This unit also staffs the front desk at the agency’s main building in Salem, where they field questions and processes documents received from walk-in visitors.

The division’s Collections Section is responsible for addressing and collecting delinquent taxes. Collection activity occurs when there are unpaid taxes resulting from filing a return without full payment, assessments based on processing or audit adjustments, and filing enforcement activity. The section’s revenue agents also provide collection support for other divisions’ tax programs, including payroll withholding, Lane County and TriMet transit district, property tax deferral, timber, cigarette and other tobacco products, and marijuana tax programs.

All revenue agents work daily with taxpayers to resolve unpaid tax issues. Our revenue agents offer a multitude of repayment options including, but not limited to: ACH payment plans; manual payment plans; temporary payment plans; temporarily uncollectible; and suspended collection status to fit taxpayers’ needs. When taxpayers are not on an approved repayment option, our revenue agents locate assets through garnishments and advanced collection action. Agents make it a priority to work with taxpayers to promote future compliance and self-efficiency by educating taxpayers with information and services. This helps taxpayers understand how, in the future, they can use Revenue’s self-service tools to resolve their debt issue or work with an agent who is ready to assist in a helpful, pleasant, and professional manner. Revenue agent 2s and 3s provide presence throughout the state by making in-person visits to businesses and personal residences.

In addition, the section’s Collection Agency Program (CAP) contracts with private collection firms (PCFs) to collect tax debt. The section also has a Bankruptcy Unit that protects the interest of the state in bankruptcy situations. The unit is responsible for the administration of the bankruptcy workload, which includes receiving, processing, and monitoring bankruptcy cases, performing filing enforcement actions, and applying bankruptcy payments.

Program Justification and Link to Long-Term Outcome

Long term, the goal is to have 100 percent voluntary compliance in Oregon. A secondary goal is to maintain the current voluntary compliance levels to ensure that revenue streams remain stable.

To that end, PTAC commits its resources to providing taxpayers with information about their obligations and avenues to easily file a return and pay their personal income tax. To identify noncompliance and promote future voluntary compliance, the division also uses resources for auditing, filing enforcement, and the collection of debt.

The Program Services Section promotes voluntary compliance by providing education and assistance to taxpayers and practitioners prior to and during the return processing season. This is accomplished through legislative support, policy and rules development, annual updates to forms, publications, and the processing system, working with vendors to update tax preparation software, and presenting new law updates to staff and tax practitioners. As returns are processed, the section impacts the accuracy of outcomes through fraud detection, correcting errors on returns, and refund review to address issues upfront.

To increase voluntary compliance, the Compliance Section acts as “the cop on the street” by having a presence across the state. By doing so, taxpayers realize that the state is actively enforcing compliance with its tax laws. The objective is to change the taxpayer’s behavior in the future to create an environment where taxpayers stay in compliance voluntarily. Without a strong enforcement component, there would be no motivation for taxpayers to comply with tax laws, which would weaken Oregon’s voluntary-compliance-based system and impact the largest revenue stream for the Personal Income Tax Program. Additionally, the Compliance Section oversees the agency phone units that answer filing questions from taxpayers.

The Collections Section strives to assist taxpayers in resolving their tax debt by taking payments and establishing payment plans. It also ensures taxpayers understand the importance of proper income tax withholding or estimated tax payments to avoid the need for collection action in future tax filing years. The section supports this goal through letters, education, face-to-face contact, online interactions through Revenue Online, and the collections call center. Section staff also enforce payment of tax debt through involuntary methods, such as garnishments. All of these actions have a direct impact on voluntary compliance and guide the taxpayer toward future self-sufficiency.

Program Performance

The number of returns received (customers served) grows steadily each year.

Processing Year (Calendar)	2014	2015	2016	2017	2018	2019
Returns	1,886,438	1,942,678	1,999,570	2,040,738	2,105,202	2,156,701

The division has an agency key performance measure (KPM) for electronically filed returns. E-filing is a less costly way to receive and process returns and typically gives a faster turnaround for refunds. Accuracy in filing also increases with electronically filed returns as taxpayers make fewer math and other errors when e-filing.

Calendar Year	2014	2015	2016	2017	2018	2019
Percent of Personal Income Tax Returns Filed Electronically						
Actual	82.5%	84.2%	85.6%	86.0%	87.7%	88.5%
Target	80%	82%	82%	82%	88%	90%

A second KPM for the division is the number of days to refund. This measure is impacted by the necessary balance between ensuring return accuracy and expediently issuing refunds.

Calendar Year	2014	2015	2016	2017	2018	2019
Average Days to Process Personal Income Tax Refund						
Actual	8	5	16	17	18	16
Target	12	12	12	12	8	8

PTAC houses the agency's primary call center. The center is staffed by 37 phone representatives. For the last two tax seasons (January–June), there have been five to seven additional temporary staff. In addition, the call center has an interactive voice response (IVR) system that allows many callers to find answers and self-resolve using pre-recorded messages.

Fiscal Year	2015	2016	2017	2018	2019	2020*
Calls to IVR	402,466	720,834	643,181	718,142	543,130	368,076
Calls answered by staff	124,576	139,237	146,030	189,746	236,486	226,949

*Fiscal year through April 2020.

Calendar Year	2015	2016	2017	2018	2019	2020
Busy**	*	121,220	62,646	41,822	6,908	4,276
Abandoned***	*	54,723	41,239	33,083	22,398	13,109

* Numbers not available.

** Busy = the numbers of callers that tried to move from IVR to a representative but could not because the queue was full.

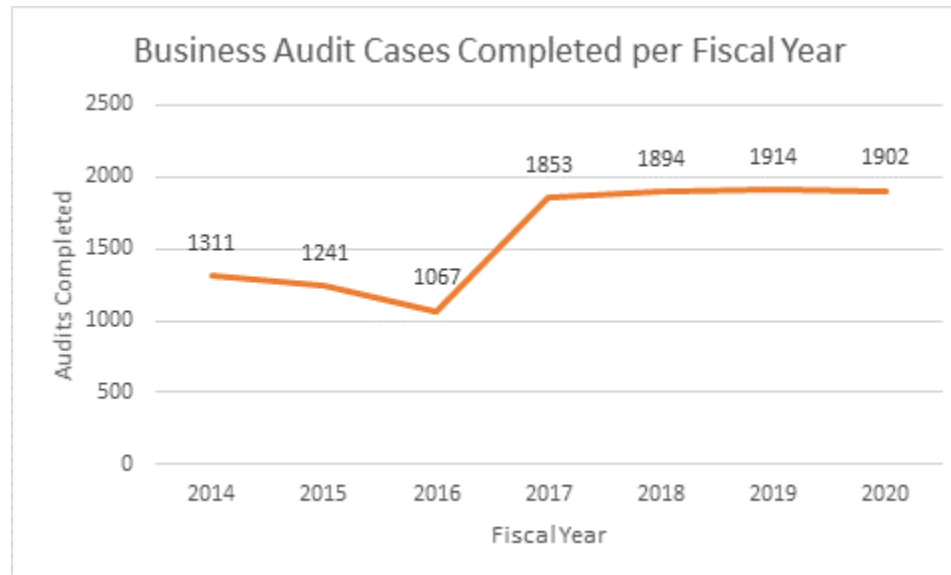
*** Abandoned = number of callers that successfully transferred from the IVR to the representative queue but hung up before their call was answered (presumably because of wait time).

The call center has an agency KPM to answer calls in less than five minutes. This KPM is designed to measure wait time, a factor that has a direct correlation to customer service satisfaction.

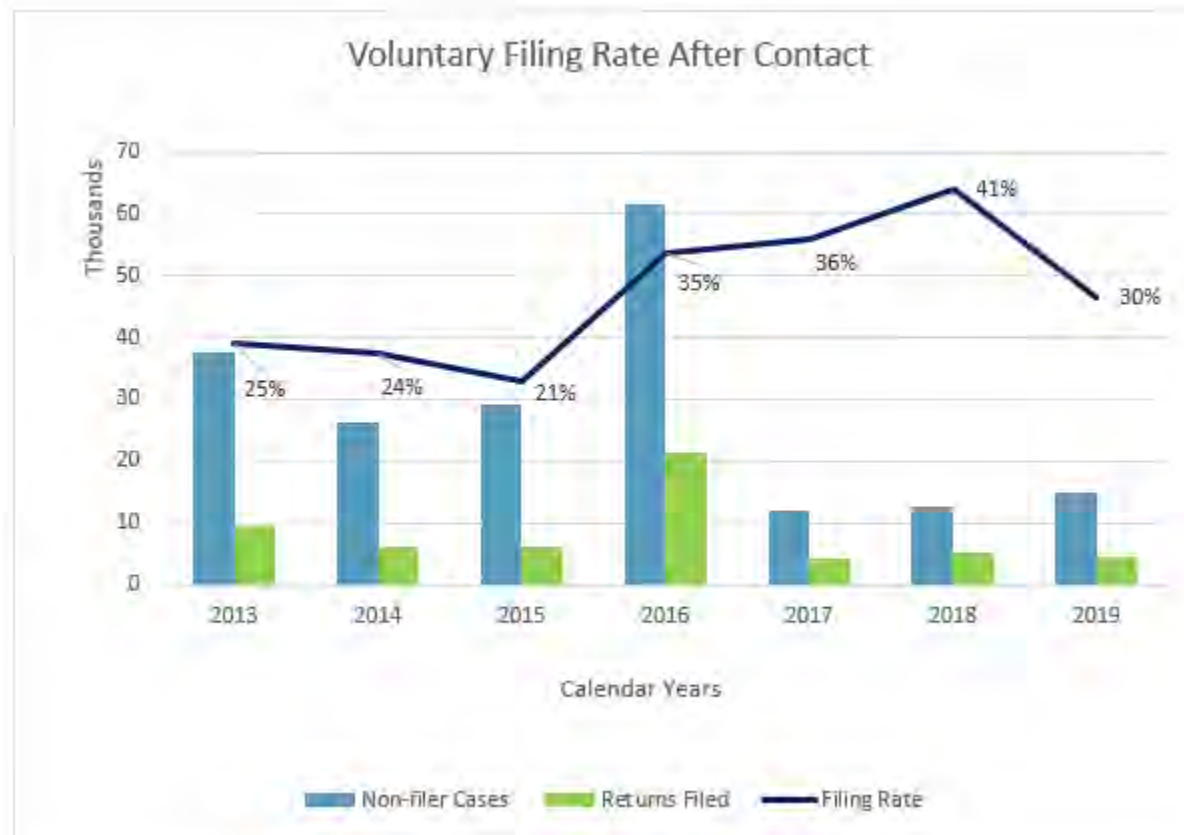
Fiscal Year	2015	2016	2017	2018	2019	2020*
Average Wait Time	6:45	11:26	12:59	6:14	2:45	1:48

*Fiscal year through April 2018.

The following graph shows the business audits completed in the Compliance Section on a fiscal-year basis. This represents the core work of the section and targets the higher risk cases that have a high impact on strengthening voluntary compliance.



The following graph represents the number of request-to-file notices issued and the number of tax returns filed in response to the notices. In 2016, we moved to the new tax system where the process is automated and the nonfiler leads are scored and prioritized. Since moving to GenTax, the response rate has increased each year as we develop better cases based on more current and accurate data.

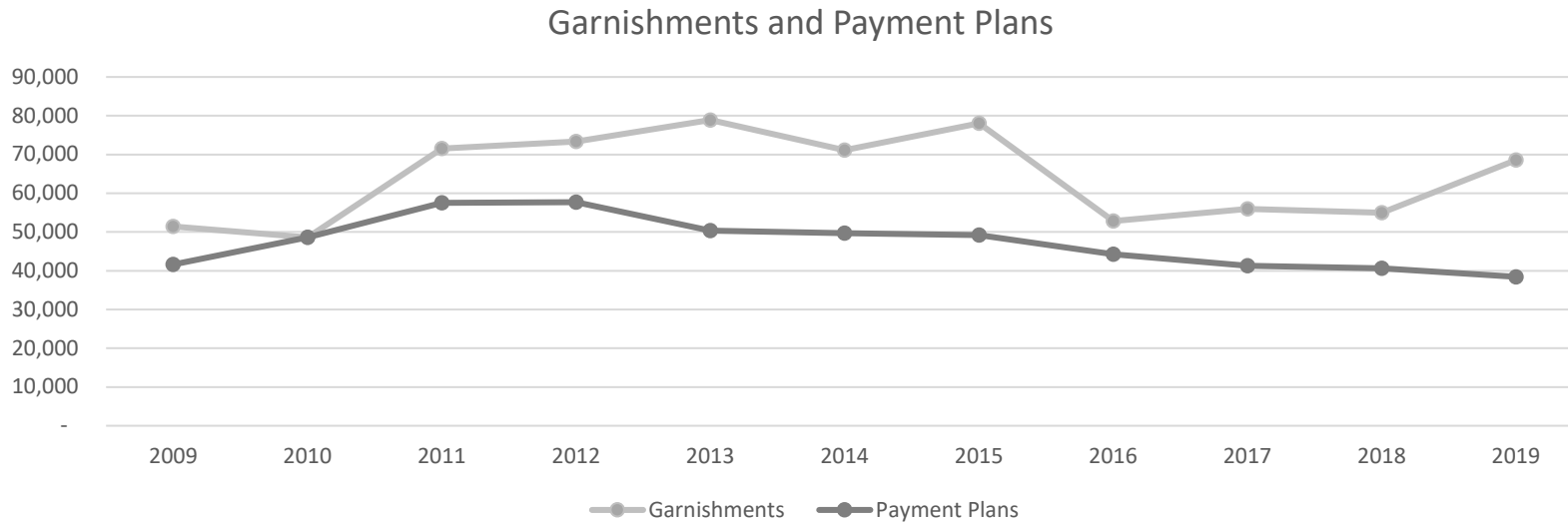


Note: While it appears there is a drop-off in 2019, it's a matter of timing. Nonfiler work ramps up when the processing season is done and peaks late in the year. Responses to that work take several months to appear, so we won't see full results until later in 2020.

The following chart shows the Department of Revenue's accounts receivable (A/R) compared to the total state A/R for the prior six years. The Personal Income Tax Program is the largest contributor to the General Fund. Please note that the Department of Revenue collects upward of \$300 million per biennium and is continually churning through A/R.

Year			2014	2015	2016	2017	2018	2019
Total State A/R			\$ 3,191,576,187	\$ 3,096,124,032	\$ 3,295,365,995	\$ 3,416,432,989	\$ 3,565,171,669	\$ 3,499,327,327
DOR A/R			\$ 757,698,383	\$ 646,947,559	\$ 628,541,807	\$ 801,186,203	\$ 848,727,568	\$ 778,802,056
DOR's % of A/R			24%	21%	19%	23%	24%	22%

The following graph shows the garnishments and payment plans issued by the agency over the past 11 years. The Collections Section actively manages accounts receivable collections, with a primary focus on issuance of payment plans and garnishments. The section helps taxpayers understand their obligations throughout the collections process and encourages future voluntary compliance.



Enabling Legislation/Program Authorization

ORS 305.015 provides that “It is the intent of the Legislative Assembly to place in the Department of Revenue and its director the administration of the revenue and tax laws of this state...” The agency and its administrative divisions are established under ORS 305.025.

ORS Chapters 305, 314, 316, and 317 are the administrative statutes for the income tax program. These statutes require the agency to provide forms and instructions for filing returns and paying taxes, prepare withholding tables for use by employers, audit and examine returns, and collect taxes due.

Funding Streams

The program is funded almost entirely through the General Fund. PTAC’s Other Funds expenditures are primarily for the administration of the TriMet and Lane County transit district self-employment tax programs. In most cases, Other Funds revenue equals the department’s cost.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

The section will ask for one policy option package in the 2021–23 budget cycle to address specific needs.

- Seasonal help. The division will ask for permanent funding to hire seasonal employees for the Tax Services and the Administrative Support units. Both units deal with peak seasonal demands in their respective areas. In Tax Services, during the return processing season, the phone call volume from taxpayers increase to a point where permanent staff are not able to answer inquiries at an acceptable pace. In Program Services, there is an increase in correspondence during the tax return processing season that becomes a bottleneck to processing returns efficiently. The normal staffing levels are not sufficient to take on this workload effectively without creating delays in other areas. In the last couple of years, both areas have hired seasonal staff with leave without pay and vacancy savings. Because this is an ongoing problem, the program is asking for permanent funding for seasonal help.
- While the total effect of the COVID-19 pandemic is still unknown, it has had some disruption to normal operations. There were administrative changes (i.e., the filing and payment due dates were extended three months) that will stretch the tax season out and cause return processing to continue well into the fall. Additionally, there has been a significant reduction to revenues that will ultimately affect the program's budget in both the current and subsequent biennium.

Compliance Section

Program Overview

The Compliance Section consists of the audit function for the Personal Income Tax Program, the primary call centers for the agency, and Revenue's five district offices that provide walk-in customer assistance.

Key external partners:

- IRS.
- Federation of Tax Administrators.
- Tax practitioner community.
- Oregon Department of Justice.

Program Funding Request

The Compliance Section is requesting \$35,198,021 in General Fund and \$818,935 in Other Funds limitation. This will be used to fund the section's work in personal income tax enforcement and customer service activities, as well as the five district offices that provide agency services throughout the state.

Compliance	GF	OF	TF	POS	FTE
LAB 19-21	\$ 28,310,829	\$ 691,859	\$ 29,002,688	129	128.76
CSL 21-23	\$ 35,162,054	\$ 834,482	\$ 35,996,536	159	158.55
ARB 21-23	\$ 35,198,021	\$ 818,935	\$ 36,016,956	160	159.55
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 6,887,192	\$ 127,076	\$ 7,014,268	31	30.79
% change	24.3%	18.4%	24.2%	24.0%	23.9%

Program Description

The Compliance Section is the enforcement and customer service arm of the Personal Tax and Compliance Program (PTAC). The section enforces Oregon's personal income tax laws through auditing and filing enforcement activities. Included within the section is the management of the agency's five district offices located in Portland, Gresham, Bend, Eugene, and Medford. The district offices provide an agency presence in the state outside of the Salem area. The offices provide information and assistance to individuals so they can correctly file and pay their taxes and act as an enforcement presence in communities. The agency's primary call centers are also included within this section and are located in Salem and Fossil.

The major cost for the Compliance Section is personnel. The section continually looks for ways to increase staff productivity through the use of more efficient processes, technological solutions, and enhancing audit selection and management processes.

Program Justification and Link to Long-Term Outcome

The goal of the Compliance Section is to support and improve voluntary compliance within the Personal Income Tax Program through enforcement activities, taxpayer assistance, and education. Voluntary compliance is the biggest revenue stream for the Personal Income Tax Program. Activities to support this goal are designed to connect with all taxpayer segments. By keeping that process healthy, we protect a major funding source for the state of Oregon.

The section's strategy to increase voluntary compliance is to act as "the cop on the street," by maintaining a presence across the state. By doing so, taxpayers will realize that the state is actively enforcing compliance with its tax laws. The objective is to change the taxpayer's behavior in the future and stay in compliance voluntarily.

The Compliance Section focuses its enforcement efforts on high-risk areas for noncompliance as identified in the *2009 Report on Personal Income Tax Compliance in Oregon*. The main focus areas are: lack of third-party verification, cash-based businesses, partnerships, and pass-through entities.

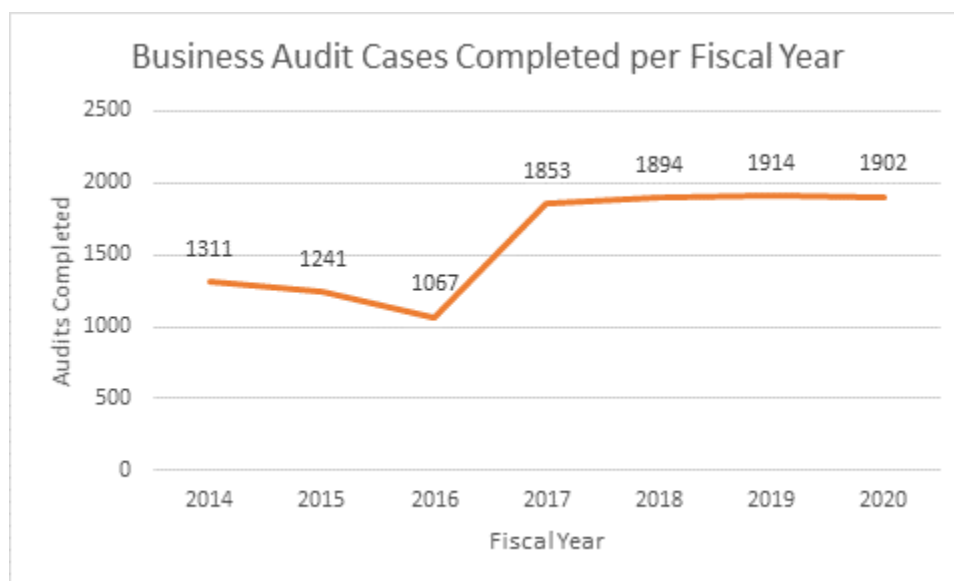
Enforcement activities are employed when people do not voluntarily comply with Oregon's personal income tax laws. Noncompliance includes understating income, overstating expenses or deductions, and failing to file required returns. The Compliance Section partners with the Attorney General's office to conduct additional investigations for situations where there may be potential criminal prosecution. The section also provides enforcement resources to ensure compliance on partnership, corporation, and transit tax returns, because these enforcement actions have a direct impact at the entity level and may flow through to the individual owner's personal tax returns.

The section also supports voluntary compliance by providing exemplary taxpayer assistance through our Tax Services Unit call centers and district offices by providing thorough, professional responses to tax-related questions. The section also strives to support voluntary compliance by providing education to taxpayers at every opportunity, whether during an audit, a phone call with public service representatives, an interaction at a district office, or an interaction with the tax professional community. By understanding how to comply with personal income tax laws, taxpayers are more likely to remain in voluntary compliance.

Without a strong enforcement component, there would be no motivation for taxpayers to comply with tax laws, which would weaken Oregon's voluntary-compliance-based system and impact the largest revenue stream for the Personal Income Tax Program.

Program Performance

The following graph shows the business audits completed in the Compliance Section on a fiscal year basis. This represents the core work of the section and targets the higher risk cases that have a high impact on strengthening voluntary compliance.



PTAC houses the agency's primary call center. The center is staffed by 37 phone representatives. For the last two tax seasons (January–June), there have been five to seven additional temporary staff. In addition, the call center has an interactive voice response (IVR) system that allows many callers to find answers and self-resolve using pre-recorded messages.

Fiscal Year	2015	2016	2017	2018	2019	2020*
Calls to IVR	402,466	720,834	643,181	718,142	543,130	368,076
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Enabling Legislation/Program Authorization

ORS 305.015 provides that “It is the intent of the Legislative Assembly to place in the Department of Revenue and its director the administration of the revenue and tax laws of this state...” The agency and its administrative divisions are established under ORS 305.025.

ORS Chapters 305, 314, 316, and 317 are the administrative statutes for the income tax program. These statutes require the agency to provide forms and instructions for filing returns and paying taxes, prepare withholding tables for use by employers, audit and examine returns, and collect taxes due.

Funding Streams

The section is funded almost entirely through the General Fund. The Other Funds expenditures are primarily for the administration of the Tri-Met and Lane transit district self-employment tax programs.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

Due to COVID-19, most of the workforce in the Compliance Section has been working from home since mid-March 2020. Front counter services in our main building in Salem and at the five district offices around the state have continued by appointment only with reduced staff in the physical locations. Field audits were quickly reduced in scope and completed. The auditors’ work was then shifted to tasks outside of traditional auditing. For example, auditors developed training courses, updated policies and procedures, assisted with processing tax returns, and developed plans for outreach activities. It is anticipated that the division will begin auditing again after counties have moved to Phase 2 reopening, focusing on businesses and industries that were minimally affected by the COVID-19 situation.

The department requested and received a policy option package authorizing funding for a team of four auditors to focus on both income and marijuana tax audit issues for the 2019–21 biennium. These auditors are responsible for conducting audits throughout the state, as well as educating business owners on how to file and report tax properly. The two auditors assigned to the Personal Income Tax Program were hired October 28, 2019. Since their hire, through March 31, 2020, these auditors have completed 19 audits billing \$282,661 in tax and penalty. In addition, these auditors have billed \$5.5 million in taxes and penalties to businesses and individuals that previously had not filed their tax returns.

Collections Section

Program Overview

The PTAC Collections Section supports the goals of the agency through three strategic priorities: optimize collection efforts, enhance taxpayer assistance, and cultivate operational excellence. We achieve these strategies by making payments easy and convenient, simplifying billings, being available for phone calls, focusing on greatest areas of risk, valuing employee participation, and developing clear and consistent processes.

Key external partners:

- Private collection firms.
- Employment Department.
- Licensing agencies (DMV, Construction Contractors' Board, etc.).
- Counties.
- Federal government.

In 2017, the Department of Revenue (DOR) was directed to submit a feasibility study related to the establishment of a combined collections division (HB 5535). In 2018, the timeline for submitting the study was extended to early 2019 (HB 5201). The department submitted the collections structure feasibility study to the 2019 Joint Committee on Ways and Means Subcommittee on General Government. The study recommended centralizing the department's collections activity into a Collections Division, while still allowing for specialization of the collection of debts and debtors with differing characteristics. The department is continuing with the formation of the Collections Division for the 2021–2023 biennium. As a result, the current Collections Section within the division will formally be moved into the new Collection Division's budget structure. Policy Option Package 106 is the agency request to consolidate formally all collections within the department, thereby removing the Collections Section from the Personal Tax and Compliance Division. This action will remove about 147 FTE from PTAC along with the associated program funding. Going forward, PTAC will be composed of Administration, Program Services, and Compliance sections.

Program Funding Request

Collections is requesting \$2 in General Fund and \$0 in Other Funds limitation to administer the state's Personal Income Tax program for the 2021–23 biennium.

Collections	GF	OF	TF	POS	FTE
LAB 19-21	\$ 24,531,962	\$ 533,172	\$ 25,065,134	141	141.00
CSL 21-23	\$ 26,428,537	\$ 487,975	\$ 26,916,512	141	141.00
ARB 21-23	\$ 2	\$ -	\$ 2	0	-
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ (24,531,960)	\$ (533,172)	\$ (25,065,132)	(141)	(141.00)
% change	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%

Program Description

The Collections Section is responsible for addressing and collecting delinquent taxes. Collections activity occurs when there are unpaid taxes resulting from a return being filed without full payment, assessments based on processing or audit adjustments, and filing enforcement activity. The section's revenue agents also provide collection support for other divisions' tax programs, including payroll withholding; Lane and Tri-Met transit district; property tax deferral; timber, cigarette and other tobacco products; and marijuana tax.

All revenue agents work daily with taxpayers to resolve unpaid tax issues. Our revenue agents offer a multitude of repayment options including, but not limited to: ACH payment plans; manual payment plans; temporary payment plans; temporarily uncollectible; and suspended collection status to fit taxpayers' needs. When taxpayers are not on an approved repayment option, our revenue agents locate assets through garnishments and advanced collection action. Agents make it a priority to work with taxpayers to promote future compliance and self-efficiency by educating taxpayers with information and service. This is so taxpayers understand how, in the future, they can use Revenue's self-service tools to resolve their debt issue or work with an agent who is ready to assist in a helpful, pleasant, and professional manner. Revenue agent 2s and 3s provide presence throughout the state by making in-person visits to businesses and personal residences.

In addition, the Collection Agency Program (CAP) contracts with private collection firms (PCFs) to collect tax debt. The section also has a Bankruptcy Unit that protects the interest of the state in bankruptcy situations including receiving, processing, and monitoring bankruptcy cases, performing filing enforcement actions, and applying bankruptcy payments.

Program Justification and Link to Long-Term Outcome

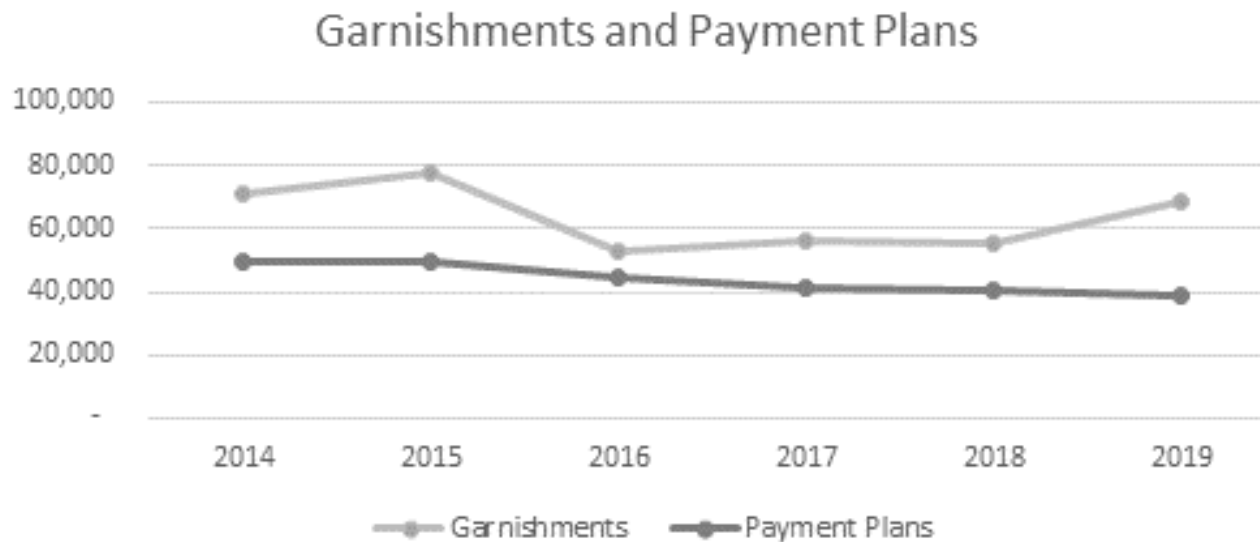
The Collections Section strives for 100 percent voluntary compliance by assisting taxpayers in resolving their tax debt by taking payments and establishing payment plans. It also ensures taxpayers understand the importance of proper income tax withholding or estimated tax payments to avoid the need for collection action in future tax filing years. The section supports this goal through letters, education, face-to-face contact, online interactions through Revenue Online, the Collections call center, as well as establishing voluntary payment plans and involuntary payment plans (garnishments). Each of these actions has a direct impact on voluntary compliance and direct taxpayers to future self-sufficiency.

Program Performance

The following chart shows the Department of Revenue's accounts receivable (A/R) compared to the total state A/R for the prior six years. The Personal Income Tax Program is the largest contributor to the General Fund. Please note that the Department of Revenue collects upward of \$300 million per biennium and is continually churning through A/R.

Year	2014	2015	2016	2017	2018	2019
Total State A/R	\$ 3,191,576,187	\$ 3,096,124,032	\$ 3,295,365,995	\$ 3,416,432,989	\$ 3,565,171,669	\$ 3,499,327,327
DOR A/R	\$ 757,698,383	\$ 646,947,559	\$ 628,541,807	\$ 801,186,203	\$ 848,727,568	\$ 778,802,056
DOR's % of A/R	24%	21%	19%	23%	24%	22%

The following graph shows the garnishments and payment plans issued by the Collections Section over the past six years. The Collections Section makes every effort to actively manage accounts receivable collections, with a primary focus on issuance of payment plans and garnishments. We help taxpayers understand their obligations throughout our collections efforts and encourage future voluntary compliance.



Enabling Legislation/Program Authorization

ORS 305.015 provides that “It is the intent of the Legislative Assembly to place in the Department of Revenue and its director the administration of the revenue and tax laws of this state...” The agency and its administrative divisions are established under ORS 305.025.

ORS Chapters 305, 314, 316, and 317 are the administrative statutes for the income tax program. These statutes require the department to provide forms and instructions for filing returns and paying taxes, prepare withholding tables for use by employers, audit and examine returns, and collect taxes due.

Funding Streams

The section is funded almost entirely through the General Fund. The Other Funds expenditures are primarily for the administration of the Tri-Met and Lane transit self-employment tax programs.

Significant Proposed Changes from 2019–21

Due to COVID-19, nearly all the workforce in the Collections Section has been working from home since mid-March 2020. Phone contact centers remain fully staffed by employees answering taxpayer questions and making outgoing collection calls from temporary telework locations.

Collections-related relief options are available to impacted taxpayers whose households are impacted by COVID-19. For example, one-time skip a payment, one-time 30-day wage garnishment hold, temporary wage garnishment reductions, and reduced and extended payment plan options are available, depending on the needs and situation of the taxpayer.

Field collections were quickly reduced in scope and focused solely on the high-risk, cash-based business, and tax programs. Field collectors also complete advanced collection actions that can be performed remotely. For example, professional license suspension actions that were in progress and seizure actions executed by the county sheriff’s office continue. It is anticipated that the section will resume field collections after counties have moved to Phase 2 reopening, focusing on businesses and industries that were minimally affected by the COVID-19 situation.

Consolidating Collections – Policy Option Package 106

This POP consolidates the budget for positions and expenses related to the department’s collections function from the Personal Income Tax and Compliance and Business Divisions to the Collections Division. The 2019 Legislature acknowledged receipt of the department’s report on the feasibility of consolidating all collections function into a single division. Not funding this package would mean the department’s collections activity would operate under the Collections Division, but the collection budget would reside across three different divisions, making it more difficult to track expenses related to the department’s collection function.

Program Services Section

Program Overview

Program Services provides support for the Personal Income Tax Program. This support includes return adjustment and processing, fraud detection, refund processing, filing enforcement, policy development, and appeals.

Key external partners:

- Tax practitioners.
- Oregon Board of Tax Practitioners (licensing agency).
- Oregon Board of Accountancy (licensing agency).
- Oregon State Bar.
- Federation of Tax Administrators.
- National Association of Computerized Tax Processors.
- Oregon Legislature, Legislative Counsel, and Legislative Revenue Office.
- IRS.

Program Funding Request

Program Services	GF	OF	TF	POS	FTE
LAB 19-21	\$ 20,931,385	\$ 509,151	\$ 21,440,536	119	119.00
CSL 21-23	\$ 19,007,966	\$ 425,923	\$ 19,433,889	89	89.00
ARB 21-23	\$ 18,454,416	\$ 365,790	\$ 18,820,206	92	86.68
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ (2,476,969)	\$ (143,361)	\$ (2,620,330)	(27)	(32.32)
% change	-11.8%	-28.2%	-12.2%	-22.7%	-27.2%

Program Description

The Program Services Section provides support to the Personal Income Tax Program. The work in the section is diverse, as it houses several different functions:

- **Return processing.** This includes review of tax returns where staff manually work those that cannot be processed through the automated processing system. This occurs when a return hits a system edit or there are errors that take a manual review to complete the return processing.

- **Fraud detection.** Returns that are identified as potentially fraudulent are reviewed separately. The team also assists taxpayers that are victims of identity theft. Additionally, they coordinate with the IRS and other states to stay abreast of fraud trends to preserve the General Fund.
- **Systems.** This unit coordinates the electronic filing and return processing systems and works with industry partners to ensure the accuracy and speedy processing of returns.
- **Account maintenance.** Staff do refund reviews, process penalty waiver requests, refund apportionment, and other account adjustments.
- **Federal data matching.** Using information received from the IRS, adjustments are made to Oregon returns based on income data matching adjustments and federal audit results.
- **Policy.** This unit provides policy direction for the program, coordinates administrative rule processes, authors the program's forms and publications, monitors and implements legislation, develops fiscals for new legislation, develops legislative concepts to address issues in program administration, responds to letters from taxpayers, and provides annual new law training to staff and practitioners.
- **Appeals.** The Conference Unit handles conference requests, which occur when the taxpayer does not agree with the action the agency has taken on a tax return (audit or processing adjustments). In response to conference requests, this staff researches the laws governing the action and provides an objective written response to the disagreement. They also coordinate and conduct in-person or phone conferences and issue the final determination following the conference.
- **Filing enforcement.** Here, the focus is on taxpayers who have a filing requirement but have not filed a tax return. The process is mostly automated as the system issues request-to-file letters and creates estimated returns when nonfilers do not respond. This automation allows the agency to contact nonfilers sooner and frees up staff to answer phone calls and provide personalized assistance to nonfilers who contact the agency after receiving a notice that they are not in compliance.
- **Administrative support.** Staff provide general program support including ordering supplies, entering power of attorney forms, scanning, and attaching correspondence, and processing garnishment responses for accounts in collections.

Program Justification and Link to Long-Term Outcomes

The bulk of the personal income tax revenue comes through voluntary compliance. The Program Services Section supports the division's goal to improve voluntary compliance through taxpayer assistance, education, and enforcement activities. Activities to support this goal are designed to connect with all taxpayer segments. By keeping that process healthy, we protect a major funding source for the state of Oregon.

The Program Services Section promotes voluntary compliance by providing education and assistance to taxpayers and practitioners prior to and during the return processing season. This is accomplished through legislative support, policy and rules development, annual updates to forms, publications, and the processing system, working with vendors to update tax preparation software, and presenting new law updates to staff and tax practitioners. As returns are processed, the section impacts the accuracy of results through fraud detection, correcting errors on returns, and refund review to address issues upfront where possible.

Program Performance

The Program Services Section's scope of impact increases as the number of returns received grows steadily each year. In addition to the existing filers and nonfilers the section works with, the people new to the workforce or moving into Oregon need assistance and education in understanding their Oregon tax obligations and filing their return.

Processing Year (Calendar)	2014	2015	2016	2017	2018	2019
Returns	1,886,438	1,942,678	1,993,570	2,040,738	2,105,202	2,156,701

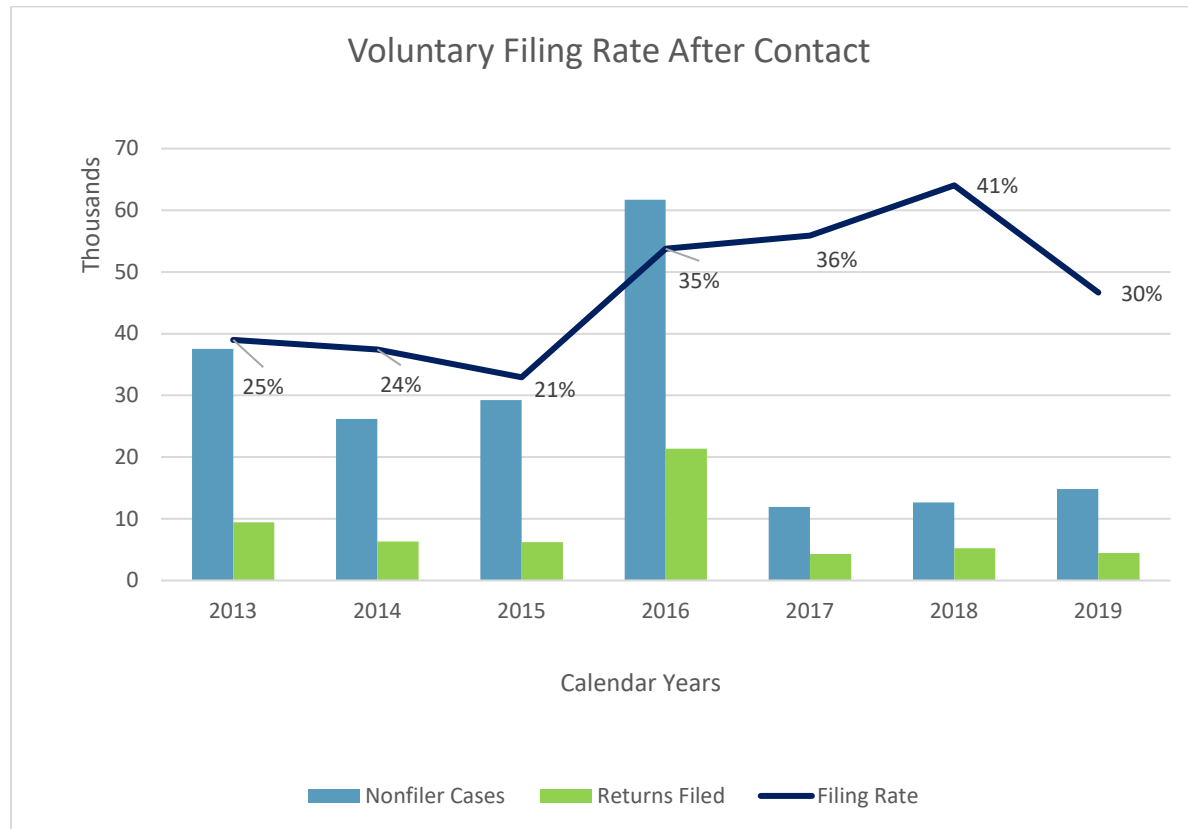
The division has an agency key performance measure (KPM) for electronically filed returns. E-filing is a less costly way to receive and process returns and typically gives a faster turnaround for refunds. Accuracy in filing also increases with electronically filed returns as taxpayers make fewer math and other errors when they e-file.

Calendar Year	2014	2015	2016	2017	2018	2019
Percent of Personal Income Tax Returns Filed Electronically						
Actual	82.5%	84.2%	85.6%	86.0%	87.7%	88.5%
Target	80%	82%	82%	84%	88%	90%

A second KPM for the division is the number of days to refund. This measure is impacted by the necessary balance between ensuring return accuracy and expediently issuing refunds.

Calendar Year	2014	2015	2016	2017	2018	2019
Average Days to Process Personal Income Tax Refund						
Actual	8	5	16	17	18	16
Target	12	12	12	12	8	8

The following chart represents the number of request-to-file notices issued and the number of tax returns filed in response to the notices. In 2016, Revenue moved to the new tax system where they can score and prioritize the nonfiler leads. Since moving to GenTax, the response rate has increased each year as better cases are developed, based on more current and accurate data.



Note: While it appears to drop off in 2019, it's a matter of timing. Nonfiler work increases when the processing season is done and peaks late in the year. Responses to that work take several months to appear, so full results will not be known until later in 2020.

Enabling Legislation/Program Authorization

ORS 305.015 provides that “It is the intent of the Legislative Assembly to place in the Department of Revenue and its director the administration of the revenue and tax laws of this state...” The agency and its administrative divisions are established under ORS 305.025.

ORS chapters 305, 314, 316, and 317 are the administrative statutes for the income tax program. These statutes require the agency to provide forms and instructions for filing returns and paying taxes, prepare withholding tables for use by employers, audit and examine returns, and collect taxes due.

Funding Streams

The section is funded almost entirely through the General Fund. The Other Funds expenditures are primarily for the administration of the TriMet and Lane transit district self-employment tax programs.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

The section will ask for one policy option package in the 2021–23 budget cycle to address specific needs.

- Seasonal help. The division will ask for permanent funding to hire seasonal employees for the Tax Services and the Administrative Support units. Both units deal with peak seasonal demands in their respective areas. In Tax Services, during the return processing season, the phone call volume from taxpayers increase to a point where permanent staff are not able to answer inquiries at an acceptable pace. In Program Services, there is an increase in correspondence during the tax return processing season that becomes a bottleneck to processing returns efficiently. The normal staffing levels are not sufficient to take on this workload effectively without creating delays in other areas. In the last couple of years, both areas have hired seasonal staff with leave without pay and vacancy savings. Because this is an ongoing problem, the program is asking for permanent funding for seasonal help.
- While the total effect of the COVID-19 pandemic is still unknown, it has had some disruption to normal operations. There were administrative changes (i.e., the filing and payment due dates were extended three months) that will stretch the tax season out and cause return processing to continue well into the fall. Additionally, there has been a significant reduction to revenues that will ultimately affect the program's budget in both the current and subsequent.

Personal Income Tax and Compliance

Essential Package 010—Vacancy Factor and Non-PICS Personal Services

Package Description

Purpose

This package includes three components: 1) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity. 2) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by the Position Information Control System (PICS). 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved

Vacancy Savings—Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

Non-PICS Accounts—With the exception of mass transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2019–21 Base Budget by the standard inflation factor of 4.3 percent. Mass transit is calculated using the Oregon Budget Information Tracking System (ORBITS) Mass Transit Audit Report ANA104A.

PERS Pension Obligation Bond—The PERS Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to the PERS Pension Obligation Bond value.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$620,413
Other Funds	(\$ 92,557)

2023–25 Fiscal Impact

Non-PICS Personal Services actions, approved in this package, will become part of the base budget for 2023–25. Vacancy savings are projected again each biennium, based on agency experience. The PERS Pension Obligation Bond will be an ongoing liability for the agency.

Personal Income Tax and Compliance

Essential Package 022—Cost of Phased-out Program and One-Time Costs

Package Description

Purpose

This package includes the costs of phasing out one-time program dollars approved for the 2019–21 biennium.

How Achieved

This package phases out one-time funds approved in the 2019–21 biennium for the FIDM Bank Matching.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	(\$166,029)
Other Funds	(\$ 29,299)

2023–25 Fiscal Impact

None.

Personal Income Tax and Compliance

Essential Package 031—Standard Inflation and State Government Service Charge

Package Description

Purpose

This package includes funding for inflation and adjustments to reflect the Price List of Goods and Services issued by DAS. The prescribed standard inflation factors were used for all accounts in this division.

How Achieved

For 2021–23, inflation factors are 4.3 percent for standard inflation, 5.7 percent for professional services, 19.4 percent for Attorney General charges, and 22.6 percent for facility rental and taxes. Also included in this package for this division is a CFO approved exceptional inflation value for Treasury fees. Inflation requested in this package is based on the 2021–23 base budget. Inflation associated with biennial amounts for phased-in programs, when applicable, is included in package 021.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$1,188,343
Other Funds	\$ 41,658

2023–25 Fiscal Impact

Standard inflation actions, approved in this package, will become part of the base budget for 2023–25. State government service charges are projected each biennium based on the statewide price list.

Personal Income Tax and Compliance

Essential Package 060—Technical Adjustments

Package Description

Purpose

In consultation with CFO and LFO, the Department of Revenue adjusted specific budget line items to more accurately reflect its operations and current spending.

How Achieved

The department adjusted specific budget line items to more accurately reflect its operations and current spending. In addition, the department eliminated payroll processing within the department and now uses DAS shared payroll services. The department eliminated two payroll positions and converted the personal services budget to services and supplies budget to cover the cost of the new service. The budget for those services were spread throughout the agency in this package.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund \$116,495

Other Funds \$ 2,423

2023–25 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

Personal Tax and Compliance Division

Policy Package 103—PTAC Seasonal Staff

Purpose

The objective of this package is to address the division's seasonal workload. Each personal income tax season (February–June), the workload dramatically increases as taxpayers prepare and file, and PTAC processes their income tax returns. Our proposal is to address the need in two areas:

- (1) Agency call center. Increased call volume during the tax season causes call wait times to more than double.
- (2) Manual review of tax returns. As returns are reviewed, additional information may be requested. The amount of paper correspondence received causes a backlog, which adds several weeks to the return processing.

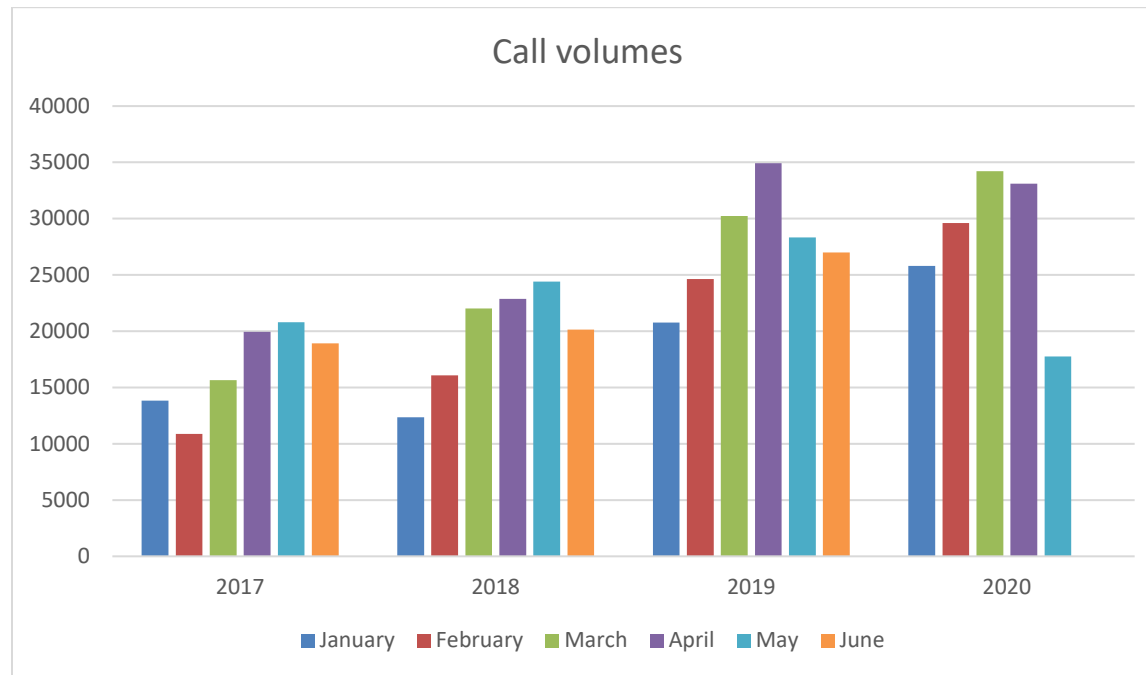
The POP requests permanent funding for seasonal help in each area. For the past few years, both areas have hired seasonal staff with savings from Leave Without Pay and vacancies. As the need is ongoing, the division is asking for permanent funding.

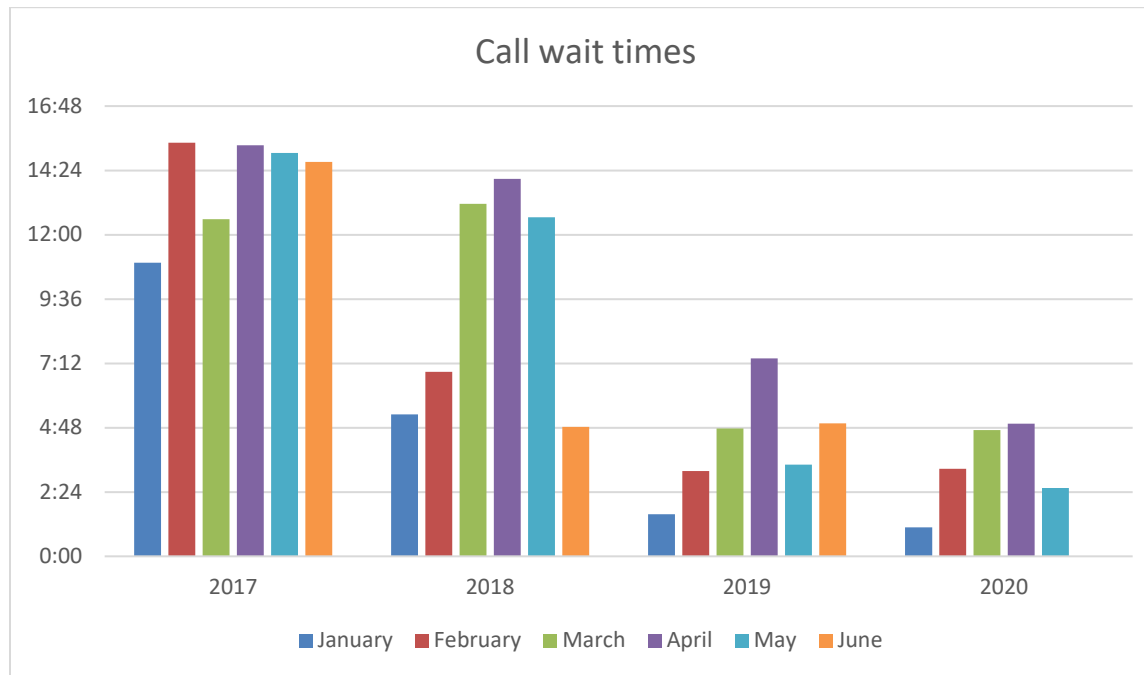
What would this policy option package do and how would it be implemented?

The effect of this package is twofold. It will increase the ability to answer telephone calls and effectively reduce the backlog in processing taxpayer correspondence. Implementation would consist of hiring individuals to work temporarily through the income tax season.

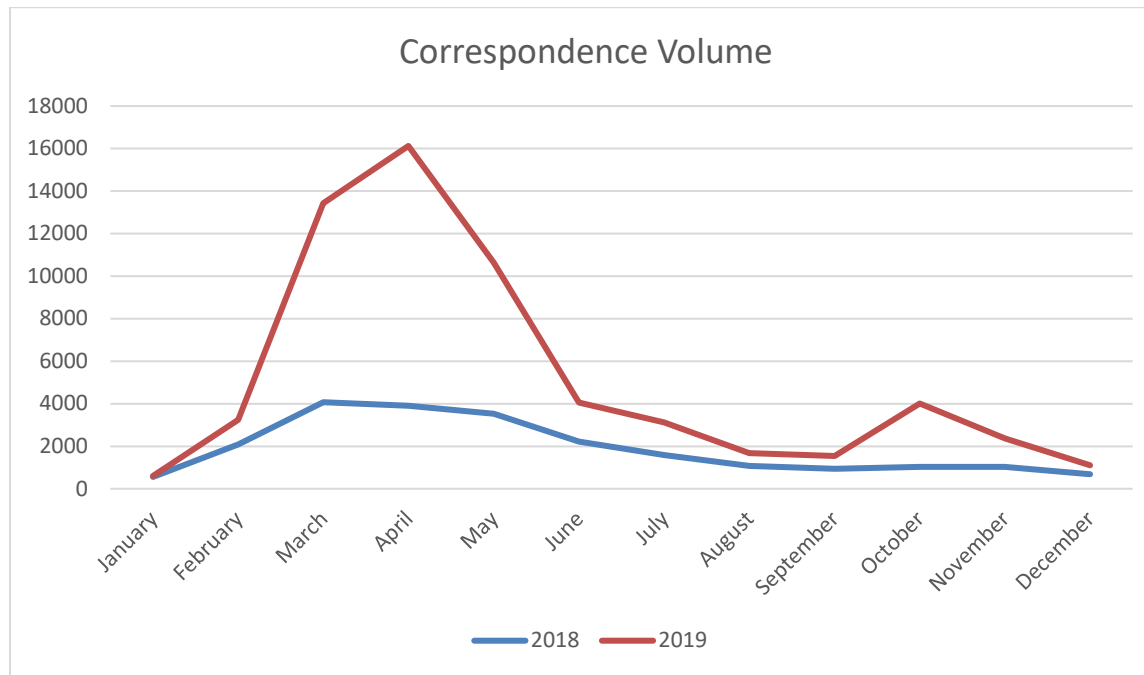
Why does Revenue propose this POP?

Revenue has moved to the point where additional staff is needed to manage the workload during the tax season. Call volume increases every year, which inevitably increases wait times. The past few seasons, temporary help has been hired to work in the call center. The effectiveness is clearly shown by the number of calls answered and the reduction in call wait times. The baseline year was 2017, while 2018 was the first year that Revenue hired temporary help. In 2019, the Fossil field office opened, providing temporary help. The data for 2020 is current through May 16.





The backlog in processing taxpayer correspondence grows exponentially during the tax season. In 2019, attaching correspondence to a taxpayer's account averaged 11 days before and after the season, 54 days during the season.



How does this further the agency’s mission or goals? How does this further the program funding, team outcomes or strategy?

Addressing the seasonal increase in workload drives directly at the agency’s goal of enhanced taxpayer assistance and cultivating operational excellence. This puts us in a position to meet service standards by providing more timely service.

Is this POP tied to a Revenue performance measure? If yes, identify the performance measure. If no, how will Revenue measure the success of this POP?

Yes, the agency has two key performance measures that are directly impacted by this request.

1. Call wait times, less than five minutes. For most of the year, Revenue can consistently hit this mark (or better). But, in peak tax season, the wait time more than doubles. Hiring seasonal help has made a significant difference. Prior to bringing on more help, Revenue averaged 14 minutes of wait time during the season. With more help the past two seasons, Revenue has consistently been faster and able to handle more calls.
2. Average number of days to issue refund. The personal income tax program has a goal to issue refunds in an average of 12 days. For the past several seasons, this goal has not been met. The biggest barrier is the backlog of correspondence received from the taxpayers. It must

be scanned and manually attached to the taxpayer's account. The slowdown experienced during the season causes slower refunds and increased calls to the call center.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.

No statute changes are needed.

What alternatives were considered and what were the reasons for rejecting them?

PTAC has borrowed staff from other areas to help with season-up work. Borrowing staff takes them away from their regular duties (approving refunds, processing returns, billing taxpayers, etc.) that are just as important. We have utilized seasonal staff from the Processing Center after their season ends in May or later. However, our backlog starts much earlier and the help is needed at the beginning of March.

PTAC has adjusted (and will continue to adjust) the business rules that evaluate tax returns. Getting these rules refined will help, but it won't completely reduce the workload. There are a fair number of returns that the system can't make a judgment on and that creates a need for manual review. PTAC is struggling to keep up with the correspondence workload at current staffing levels.

PTAC could turn off tax return edits and not send requests for documentation, but that could potentially result in millions of dollars of refunds improperly issued.

What would be the adverse effects of not funding this POP?

Revenue's work would continue, with the knowledge that they will continue to encounter a backlog of correspondence. The longer it takes to process tax returns, the more refund interest the agency must pay.

What other agencies (state, tribal and/or local government) would be affected by this POP? How would they be affected?

Other agencies, tribal, and/or local governments are not directly affected by this POP.

What other agencies, programs or stakeholders are collaborating on this POP?

None. This is a personal income tax initiative.

What is your equity analysis?

The population that would most benefit from this POP would be those lower income families who need their tax refunds quickly. The population that is anticipated to be served by this POP are the families who receive Working Family Household and Dependent Care (WFHDC) credit refunds and Earned Income Tax Credit (EITC) refunds. The permanent addition of this seasonal staffing would allow PTAC to get ahead of the curve early in the season to decrease the backlog for those who most need their refunds to cover expenses such as childcare, rent and daily living expenses

associated with caring for a family. Without this POP, approximately 29,800 families who file for WFHDC and approximately 268,700 families who file for the EITC run the risk of not receiving their much-needed refunds in a timely manner.

What assumptions affect the pricing of this POP?

N/A

Implementation Date(s): January 2022

End Date (if applicable): N/A would become part of the base budget.

- a. **Will there be new responsibilities for Revenue? Specify which program area(s) and describe their new responsibilities.**
No.
- b. **Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.**
No, this will not cause additional funding for Central Services.
- c. **Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.**
The ability to answer more telephone calls and have shorter wait times. This would also decrease the average time it takes to issue a tax refund.
- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.**
This POP asks for new staff. All positions listed below would be seasonal:
 - Six personal service representative 3s. Each will work 12 months in the biennium (6 months each year).
 - Four office specialist 2s. Each will work 10 months in the biennium (5 months each year).
- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**
All 10 seasonal employees will need computers and telephone access, but start-up costs are minimal. Training is on-the-job and at no additional cost.

f. **What are the ongoing costs?**
Salaries for the temporary help.

g. **What are the potential savings?**
For the call center, no potential savings. Impact is positive to customer service.
For return processing, there is potential savings with faster refunds. Revenue is required to pay interest on a refund if it takes longer than 45 days to process. Based on these answers, is there a fiscal impact?

Yes, see below.

Agency Request Budget

Staff Impact

Position	10
FTE	4.68

Revenue Source

General Fund	\$ 575,790
Other Funds	\$ 11,747

2023–2025 Fiscal Impact

The actions included in this package will become part of the base budget for 2023–25.

Collections Division

Consolidate Collections—Policy Option Package 106

Purpose

This POP consolidates the budget for positions and expenses related to the department's collection functions from the Personal Tax and Compliance and Business divisions to the Collections Division. The 2019 Legislature acknowledged receipt of the department's report on the feasibility of consolidating all collection functions into a single division. Not funding this package would mean the department's collections activity would operate under the Collections Division, but the collections budget would reside across three different divisions, making it more difficult to track expenses related to the department's collection functions.

What would this policy option package do and how would it be implemented?

This POP proposes the transfer of the budget related to positions and expenses identified by the department to fall under the department's Collections Division. These positions and expenses currently form part of the budget for the department's Personal Tax and Compliance and Business divisions. Once transferred, all positions and expenses associated to the department's collection function would be allocated as part of the Collections Division budget.

Why does Revenue propose this POP?

In 2017, the department was directed to submit a feasibility study related to the establishment of a combined collections division (HB 5535). In 2018, the timeline for submitting the study was extended to early 2019 (HB 5201). The 2019 Legislature acknowledged receipt of the department's report on the feasibility of consolidating all collection functions within a single division. Based on the department's feasibility analysis, the consolidation would occur over the course of the following two biennia, subject to legislative review and approval. This request is an extension of the consolidation efforts that are currently ongoing.

How does this further the agency's mission or goals? How does this further the program funding, team outcomes or strategy?

Consolidating the collection functions most closely aligns with the department's strategic priorities by creating an agency-wide collections vision, strengthening the ability to establish and enforce performance standards, streamlining communication, leveraging IT staff resources and system capabilities, and establishing consistent, standardized policies and procedures.

Is this POP tied to a Revenue performance measure? If yes, identify the performance measure. If no, how will Revenue measure the success of this POP?

The performance measure most closely related to this POP is Collection Dollars Cost of Funds. The department will demonstrate efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens by measuring the cost of funds for every dollar collected

by the agency. Consolidating the department's collection functions is expected to enhance the department's ability to control collection dollars cost of funds, while improving collections performance.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.
No.

What alternatives were considered and what were the reasons for rejecting them?

The department's feasibility study on consolidating the department's collection functions considered five organizational structures (see table 1) and were evaluated for alignment with the department's strategic priorities. Options 1 through 4 represent stages between a very programmatic, fully decentralized model, and a less specialized, fully centralized model. Option 5 involves outsourcing all debts through private collection firms. The department concluded that centralizing collection functions most closely aligns with its strategic priorities.

<i>Option 1</i>	<i>Current structure as presented in the 2019-21 Agency Request Budget</i>
<i>Option 2</i>	<i>Current structure, with collections administrator establishing collections metrics and performance standards for all collections areas</i>
<i>Option 3</i>	<i>Centralized division with programmatic focus</i>
<i>Option 4</i>	<i>Centralized division without programmatic focus</i>
<i>Option 5</i>	<i>Private collection firm outsourcing</i>

What would be the adverse effects of not funding this POP?

Although the department's collection functions without consolidation is strong and robust, the department believes that centralizing collection activity under a single division is the best structure. Without an agency-wide approach to collections, including setting and compiling metrics and performance standards that will help guide operational decision-making, department collections will not be as efficient, effective, or consistent as it can be under a centralized model.

What other agencies (state, tribal and/or local government) would be affected by this POP? How would they be affected?
None.

What other agencies, programs, or stakeholders are collaborating on this POP?
None.

What is your equity analysis?

A unified Collections Division will allow the department to provide equitable services and reduce disparities with the aim of eliminating disparities across collection programs. Additionally, a unified Collection Division will enable the department to study the impact of collection activity as it applies to diverse taxpayers, such as language access, and modify policies and practices. In addition, a unified Collections Division will yield increased collections which will provide increased funding for public services.

What assumptions affect the pricing of this POP?

The pricing is calculated on the current number of positions and expenditures related to collections that currently reside in the Personal Tax and Compliance and Business division budgets. This POP will be a zero-sum adjustment within the department.

Implementation Date(s): July 1, 2021

End Date (if applicable): N/A

- a. **Will there be new responsibilities for Revenue? Specify which program area(s) and describe their new responsibilities.**
No.
- b. **Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.**
No.
- c. **Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.**
No.
- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.**
No.
- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**
None.
- f. **What are the ongoing costs?**

All positions and expenses identified by the department as related to collection functions. This POP will be a zero-sum adjustment within the department.

g. **What are the potential savings?**

N/A

h. **Based on these answers, is there a fiscal impact?**

No.

Agency Request Budget

Staff Impact

Position 175

FTE 175.56

Revenue Source

General Fund \$32,615,126

Other Funds \$ 2,509,373

2023–2025 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	620,413	-	-	-	-	-	620,413
Transfer In - Intrafund	-	-	(92,557)	-	-	-	(92,557)
Total Revenues	\$620,413	-	(\$92,557)	-	-	-	\$527,856
Personal Services							
Temporary Appointments	629	-	3,593	-	-	-	4,222
Overtime Payments	165	-	-	-	-	-	165
All Other Differential	167	-	-	-	-	-	167
Public Employees' Retire Cont	57	-	-	-	-	-	57
Pension Obligation Bond	233,531	-	4,628	-	-	-	238,159
Social Security Taxes	73	-	274	-	-	-	347
Unemployment Assessments	2,039	-	-	-	-	-	2,039
Mass Transit Tax	17,255	-	365	-	-	-	17,620
Vacancy Savings	366,497	-	(101,417)	-	-	-	265,080
Total Personal Services	\$620,413	-	(\$92,557)	-	-	-	\$527,856
Total Expenditures							
Total Expenditures	620,413	-	(92,557)	-	-	-	527,856
Total Expenditures	\$620,413	-	(\$92,557)	-	-	-	\$527,856
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

____ Agency Request
2021-23 Biennium

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____ Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(166,029)	-	-	-	-	-	(166,029)
Transfer In - Intrafund	-	-	(29,299)	-	-	-	(29,299)
Total Revenues	(\$166,029)	-	(\$29,299)	-	-	-	(\$195,328)
Services & Supplies							
Professional Services	(166,029)	-	(29,299)	-	-	-	(195,328)
Total Services & Supplies	(\$166,029)	-	(\$29,299)	-	-	-	(\$195,328)
Total Expenditures							
Total Expenditures	(166,029)	-	(29,299)	-	-	-	(195,328)
Total Expenditures	(\$166,029)	-	(\$29,299)	-	-	-	(\$195,328)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,188,343	-	-	-	-	-	1,188,343
Transfer In - Intrafund	-	-	41,658	-	-	-	41,658
Total Revenues	\$1,188,343	-	\$41,658	-	-	-	\$1,230,001

Services & Supplies

Instate Travel	8,597	-	111	-	-	-	8,708
Out of State Travel	1,138	-	-	-	-	-	1,138
Employee Training	10,496	-	116	-	-	-	10,612
Office Expenses	38,755	-	5,132	-	-	-	43,887
Telecommunications	44,722	-	2,125	-	-	-	46,847
Data Processing	1,542	-	152	-	-	-	1,694
Publicity and Publications	811	-	-	-	-	-	811
Professional Services	44,664	-	678	-	-	-	45,342
IT Professional Services	44,779	-	5	-	-	-	44,784
Attorney General	448,792	-	772	-	-	-	449,564
Employee Recruitment and Develop	542	-	14	-	-	-	556
Dues and Subscriptions	669	-	-	-	-	-	669
Facilities Rental and Taxes	412,830	-	29,924	-	-	-	442,754
Facilities Maintenance	1,467	-	6	-	-	-	1,473
Agency Program Related S and S	24,548	-	1,646	-	-	-	26,194
Other Services and Supplies	81,561	-	470	-	-	-	82,031
Expendable Prop 250 - 5000	61	-	120	-	-	-	181

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	1,029	-	9	-	-	-	1,038
Total Services & Supplies	\$1,167,003	-	\$41,280	-	-	-	\$1,208,283
Capital Outlay							
Office Furniture and Fixtures	13,140	-	337	-	-	-	13,477
Telecommunications Equipment	7,935	-	41	-	-	-	7,976
Data Processing Hardware	265	-	-	-	-	-	265
Total Capital Outlay	\$21,340	-	\$378	-	-	-	\$21,718
Total Expenditures							
Total Expenditures	1,188,343	-	41,658	-	-	-	1,230,001
Total Expenditures	\$1,188,343	-	\$41,658	-	-	-	\$1,230,001
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	116,495	-	-	-	-	-	116,495
Transfer In - Intrafund	-	-	2,423	-	-	-	2,423
Total Revenues	\$116,495	-	\$2,423	-	-	-	\$118,918
Services & Supplies							
IT Professional Services	-	-	-	-	-	-	-
Intra-agency Charges	116,495	-	2,423	-	-	-	118,918
Total Services & Supplies	\$116,495	-	\$2,423	-	-	-	\$118,918
Total Expenditures							
Total Expenditures	116,495	-	2,423	-	-	-	118,918
Total Expenditures	\$116,495	-	\$2,423	-	-	-	\$118,918
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 103 - PTAC Seasonal Staff

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	575,790	-	-	-	-	-	575,790
Transfer In - Intrafund	-	-	11,747	-	-	-	11,747
Total Revenues	\$575,790	-	\$11,747	-	-	-	\$587,537
Personal Services							
Class/Unclass Sal. and Per Diem	319,404	-	6,516	-	-	-	325,920
Empl. Rel. Bd. Assessments	264	-	6	-	-	-	270
Public Employees' Retire Cont	54,712	-	1,120	-	-	-	55,832
Social Security Taxes	24,432	-	498	-	-	-	24,930
Worker's Comp. Assess. (WCD)	214	-	-	-	-	-	214
Mass Transit Tax	1,916	-	39	-	-	-	1,955
Flexible Benefits	174,848	-	3,568	-	-	-	178,416
Total Personal Services	\$575,790	-	\$11,747	-	-	-	\$587,537
Total Expenditures							
Total Expenditures	575,790	-	11,747	-	-	-	587,537
Total Expenditures	\$575,790	-	\$11,747	-	-	-	\$587,537
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 103 - PTAC Seasonal Staff

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							10
Total Positions	-	-	-	-	-	-	10
Total FTE							
Total FTE							4.68
Total FTE	-	-	-	-	-	-	4.68

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 106 - Consolidate Collections

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(29,228,030)	-	-	-	-	-	(29,228,030)
Transfer In - Intrafund	-	-	(583,326)	-	-	-	(583,326)
Total Revenues	(\$29,228,030)	-	(\$583,326)	-	-	-	(\$29,811,356)

Personal Services

Class/Unclass Sal. and Per Diem	(15,376,767)	-	(288,321)	-	-	-	(15,665,088)
Temporary Appointments	(5,844)	-	(33,370)	-	-	-	(39,214)
Overtime Payments	(1,526)	-	-	-	-	-	(1,526)
Shift Differential	-	-	-	-	-	-	-
All Other Differential	(1,548)	-	-	-	-	-	(1,548)
Empl. Rel. Bd. Assessments	(8,390)	-	(136)	-	-	-	(8,526)
Public Employees' Retire Cont	(2,634,563)	-	(49,392)	-	-	-	(2,683,955)
Pension Obligation Bond	(954,464)	-	(18,642)	-	-	-	(973,106)
Social Security Taxes	(1,177,021)	-	(24,619)	-	-	-	(1,201,640)
Unemployment Assessments	(19,525)	-	(692)	-	-	-	(20,217)
Worker's Comp. Assess. (WCD)	(6,627)	-	(135)	-	-	-	(6,762)
Mass Transit Tax	(92,314)	-	(1,931)	-	-	-	(94,245)
Flexible Benefits	(5,516,830)	-	(103,274)	-	-	-	(5,620,104)
Other OPE	-	-	-	-	-	-	-
Vacancy Savings	321,712	-	62,928	-	-	-	384,640
Total Personal Services	(\$25,473,707)	-	(\$457,584)	-	-	-	(\$25,931,291)

Services & Supplies

Instate Travel	(23,442)	-	(252)	-	-	-	(23,694)
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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 106 - Consolidate Collections

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Out of State Travel	(16,939)	-	-	-	-	-	(16,939)
Employee Training	(95,718)	-	-	-	-	-	(95,718)
Office Expenses	(353,426)	-	(47,857)	-	-	-	(401,283)
Telecommunications	(334,006)	-	(15,867)	-	-	-	(349,873)
Data Processing	(14,068)	-	(1,384)	-	-	-	(15,452)
Publicity and Publications	(7,392)	-	-	-	-	-	(7,392)
Professional Services	(311,383)	-	(4,727)	-	-	-	(316,110)
Attorney General	(1,037,114)	-	(1,951)	-	-	-	(1,039,065)
Employee Recruitment and Develop	(4,944)	-	(131)	-	-	-	(5,075)
Dues and Subscriptions	(6,105)	-	-	-	-	-	(6,105)
Facilities Rental and Taxes	(6,740)	-	(135)	-	-	-	(6,875)
Facilities Maintenance	(3,561)	-	-	-	-	-	(3,561)
Agency Program Related S and S	(595,448)	-	(39,938)	-	-	-	(635,386)
Other Services and Supplies	(735,549)	-	(8,729)	-	-	-	(744,278)
Expendable Prop 250 - 5000	(563)	-	(1,090)	-	-	-	(1,653)
Total Services & Supplies	(\$3,546,398)	-	(\$122,061)	-	-	-	(\$3,668,459)
Capital Outlay							
Office Furniture and Fixtures	(128,029)	-	(3,280)	-	-	-	(131,309)
Telecommunications Equipment	(77,314)	-	(401)	-	-	-	(77,715)
Data Processing Hardware	(2,582)	-	-	-	-	-	(2,582)
Total Capital Outlay	(\$207,925)	-	(\$3,681)	-	-	-	(\$211,606)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 106 - Consolidate Collections

Cross Reference Name: Personal Tax and Compliance Division
Cross Reference Number: 15000-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	(29,228,030)	-	(583,326)	-	-	-	(29,811,356)
Total Expenditures	(\$29,228,030)	-	(\$583,326)	-	-	-	(\$29,811,356)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							(147)
Total Positions	-	-	-	-	-	-	(147)
Total FTE							
Total FTE							(147.00)
Total FTE	-	-	-	-	-	-	(147.00)

PICS116 - Net Package Fiscal Impact Report

Personal Tax and Compliance Division

2021-23 Biennium

Cross Reference Number: 15000-005-00-00-00000

Agency Request Budget

Package Number: 103

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5696000	1383792		OAS C0323 A P	PUBLIC SERVICE REP 3	15	SP	12	2	2,910	34,920	27,821	62,741	1	0.50
5697000	1383811		OAS C0323 A P	PUBLIC SERVICE REP 3	15	SP	12	2	2,910	34,920	27,821	62,741	1	0.50
5698000	1383812		OAS C0323 A P	PUBLIC SERVICE REP 3	15	SP	12	2	2,910	34,920	27,821	62,741	1	0.50
5699000	1383831		OAS C0323 A P	PUBLIC SERVICE REP 3	15	SP	12	2	2,910	34,920	27,821	62,741	1	0.50
5700000	1383832		OAS C0323 A P	PUBLIC SERVICE REP 3	15	SP	12	2	2,910	34,920	27,821	62,741	1	0.50
5701000	1383851		OAS C0323 A P	PUBLIC SERVICE REP 3	15	SP	12	2	2,910	34,920	27,821	62,741	1	0.50
5702000	1383852		OAS C0104 A P	OFFICE SPECIALIST 2	15	SP	10	2	2,910	29,100	23,184	52,284	1	0.42
5703000	1383871		OAS C0104 A P	OFFICE SPECIALIST 2	15	SP	10	2	2,910	29,100	23,184	52,284	1	0.42
5704000	1383872		OAS C0104 A P	OFFICE SPECIALIST 2	15	SP	10	2	2,910	29,100	23,184	52,284	1	0.42
5705000	1383873		OAS C0104 A P	OFFICE SPECIALIST 2	15	SP	10	2	2,910	29,100	23,184	52,284	1	0.42
General Funds										319,404	254,470	573,868		
Lottery Funds										0	0	0		
Other Funds										6,516	5,192	11,714		
Federal Funds										0	0	0		
Total Funds										325,920	259,662	585,582	10	4.68

PICS116 - Net Package Fiscal Impact Report

Personal Tax and Compliance Division

2021-23 Biennium

Cross Reference Number: 15000-005-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2306000	24660	28132	MMS X7008 A P	PRINCIPAL EXECUTIVE/MANAGER	33X	PF	24	10	10,144	-243,456	-98,664	-342,120	-1	-1.00
3492000	695040	5640	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	10	4,122	-98,928	-62,850	-161,778	-1	-1.00
5157000	30600	1831	MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	8	7,220	-173,280	-81,275	-254,555	-1	-1.00
5296000	525390	48264	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	4	2,910	-69,840	-55,643	-125,483	-1	-1.00
5381000	25100	57456	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	4	2,910	-69,840	-55,643	-125,483	-1	-1.00
5416000	641710	773	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	48	10	7,265	0	0	0	0	0.00
5422000	716020	37369	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	-90,024	-60,644	-150,668	-1	-1.00
5423000	716030	32778	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
5433000	735360	23497	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5438000	735410	65236	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
5439000	735420	28096	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5440000	735430	31714	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5441000	735440	35998	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5443000	735460	1292	MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	9	7,584	-182,016	-83,439	-265,455	-1	-1.00
5447000	794730	11634	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5450000	796240	57466	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
5451000	796250	28092	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	8	4,974	-119,376	-67,917	-187,293	-1	-1.00
5452000	796260	22358	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	-90,024	-60,644	-150,668	-1	-1.00
5461000	855510	22411	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5468000	855580	55209	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5469000	855590	29327	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5471000	855610	65552	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5474000	855640	3833	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	6	5,394	-129,456	-70,415	-199,871	-1	-1.00
5478000	855680	33719	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5479000	855690	50730	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5484000	864710	39545	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	-90,024	-60,644	-150,668	-1	-1.00
5485000	864720	38852	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5486000	864730	34849	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5494000	919340	24077	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5495000	919350	33715	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5496000	919360	35995	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5497000	920050	7933	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5499000	919390	37674	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	7	3,932	-94,368	-61,720	-156,088	-1	-1.00

PICS116 - Net Package Fiscal Impact Report

Personal Tax and Compliance Division

2021-23 Biennium

Cross Reference Number: 15000-005-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5500000	919400	1752	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5514000	919590	4131	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5515000	919600	33006	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	8	4,519	-108,456	-65,212	-173,668	-1	-1.00
5516000	919610	23491	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5518000	919630	55382	OAS C5631 A P	TAX AUDITOR 1	25	PF	72	7	5,726	137,424	72,390	209,814	1	1.00
5548000	940860	3680	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5549000	940870	35441	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5550000	940880	29623	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5551000	940890	65855	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5552000	940900	20152	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5553000	940910	5261	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5554000	940920	36001	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5555000	940930	39209	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5556000	940940	53523	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
5557000	940950	38966	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5559000	940970	2175	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5560000	941000	8120	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,808	-201,848	-1	-1.00
5561000	941010	14812	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	-90,024	-60,644	-150,668	-1	-1.00
5562000	941020	34263	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	8	4,519	-108,456	-65,212	-173,668	-1	-1.00
5563000	941030	13464	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	7	5,663	-135,912	-72,015	-207,927	-1	-1.00
5565000	940840	53506	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	10	3,751	-90,024	-60,644	-150,668	-1	-1.00
5576000	1018430	19847	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5577000	1018440	14907	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5578000	1019990	43954	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	7	5,663	-135,912	-72,015	-207,927	-1	-1.00
5581000	1048010	31717	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	9	4,749	-113,976	-66,579	-180,555	-1	-1.00
5582000	1048180	30149	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
5583000	1048440	10097	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	7	4,310	-103,440	-63,968	-167,408	-1	-1.00
5584000	1048730	19502	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
5586000	1048940	22962	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
5593000	1049340	7015	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5596000	1049530	34857	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
5605000	1049620	25435	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	2	4,439	-106,536	-64,736	-171,272	-1	-1.00
5607000	1049640	20136	OAS C0871 A P	OPERATIONS & POLICY ANALYST	27	PF	24	10	7,265	-174,360	-81,543	-255,903	-1	-1.00

PICS116 - Net Package Fiscal Impact Report

Personal Tax and Compliance Division

2021-23 Biennium

Cross Reference Number: 15000-005-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5608000	1049650	34069	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	7	3,293	-79,032	-57,920	-136,952	-1	-1.00
5632000	1156680	35999	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
5633000	1156690	8191	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5635000	1219990	33718	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5636000	1220000	53532	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5637000	1220010	24564	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5639000	1220030	33714	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5640000	1220040	34223	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	9	4,749	-113,976	-66,579	-180,555	-1	-1.00
5654000	1220180	57463	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
5655000	1220190	3173	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5656000	1220200	30686	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5657000	1220210	1822	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5658000	1220220	28295	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5659000	1220230	30465	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
5661000	1220250	7808	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5662000	1220260	57460	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5663000	1220270	23913	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5664000	1220280	25782	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	9	6,247	-149,928	-75,488	-225,416	-1	-1.00
5666000	1252870	892	MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	6	6,558	-157,392	-77,337	-234,729	-1	-1.00
6013000	31700	37805	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	8	3,434	-82,416	-58,759	-141,175	-1	-1.00
6015000	31720	334	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6017000	31740	6095	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6019000	31760	28163	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	-90,024	-60,644	-150,668	-1	-1.00
6025000	31810	58	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6027000	31830	35438	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	9	5,208	-124,992	-69,309	-194,301	-1	-1.00
6033000	31890	52405	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	-90,024	-60,644	-150,668	-1	-1.00
6052000	32030	24185	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6059000	32090	41753	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
6070000	32190	7128	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	2	5,726	-137,424	-72,390	-209,814	-1	-1.00
6080000	32240	22360	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	-90,024	-60,644	-150,668	-1	-1.00
6083000	32260	7389	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	9	5,208	-124,992	-69,309	-194,301	-1	-1.00
6084000	32270	10046	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6085000	32280	12345	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00

PICS116 - Net Package Fiscal Impact Report

Personal Tax and Compliance Division

2021-23 Biennium

Cross Reference Number: 15000-005-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6086000	32290	9438	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6088000	32300	27074	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6089000	32310	26879	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6090000	32320	34221	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	7	4,749	-113,976	-66,579	-180,555	-1	-1.00
6091000	32330	4168	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6092000	32340	10416	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	-90,024	-60,644	-150,668	-1	-1.00
6093000	32350	7501	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6094000	32360	34412	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	2	4,439	-106,536	-64,736	-171,272	-1	-1.00
6110000	32500	8124	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6112000	32520	33005	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	6	4,519	-108,456	-65,212	-173,668	-1	-1.00
6113000	32530	7540	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	-90,024	-60,644	-150,668	-1	-1.00
6117000	32570	26090	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6129000	32640	33092	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6132000	32660	7911	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6133000	32670	19970	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6134000	32680	33712	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6163000	32760	31716	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
6165000	32780	6887	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6242000	32910	22954	MMS X7002 A P	PRINCIPAL EXECUTIVE/MANAGER	26X	PF	24	10	7,220	-173,280	-81,275	-254,555	-1	-1.00
6255000	33050	19596	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
6257000	33070	47439	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
6260000	33100	34855	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6270000	33200	8429	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6271000	33210	24496	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6272000	33220	52408	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
6278000	33280	20567	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	-90,024	-60,644	-150,668	-1	-1.00
6301000	520910	23526	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6314000	548990	24162	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	10	4,122	-98,928	-62,850	-161,778	-1	-1.00
6321000	550570	2876	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	-90,024	-60,644	-150,668	-1	-1.00
6344000	565060	34225	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6346000	565080	53521	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
6349000	565110	9529	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6353000	576190	31452	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	7	4,749	-113,976	-66,579	-180,555	-1	-1.00

PICS116 - Net Package Fiscal Impact Report

Personal Tax and Compliance Division

2021-23 Biennium

Cross Reference Number: 15000-005-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6357000	608690	20564	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6358000	608700	25436	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6360000	608720	14865	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6361000	608730	34226	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6362000	608740	8069	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6363000	608750	29478	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6364000	608760	39450	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
6365000	608770	64890	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	3	3,293	-79,032	-57,920	-136,952	-1	-1.00
6366000	608780	12773	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6367000	608790	18174	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	9	5,208	-124,992	-69,309	-194,301	-1	-1.00
6368000	608800	7938	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6369000	608810	64891	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6372000	608840	52410	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	7	3,932	-94,368	-61,720	-156,088	-1	-1.00
6373000	608850	11210	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	3	3,293	-79,032	-57,920	-136,952	-1	-1.00
6377000	608890	33090	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6379000	608910	34854	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6380000	608920	64892	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
6444000	855400	65550	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	3	3,293	-79,032	-57,920	-136,952	-1	-1.00
General Funds										-15,376,767	-9,342,295	-24,719,058		
Lottery Funds										0	0	0		
Other Funds										-288,321	-174,933	-463,262		
Federal Funds										0	0	0		
Total Funds										-15,665,088	-9,517,228	-25,182,320	-147	-147.00

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

Cross Reference Number: 15000-005-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Marijuana Taxes	-	8,332	8,332	-	-	-
Admin and Service Charges	735,992	-	-	-	-	-
Transfer In - Intrafund	-	1,842,822	1,842,822	1,303,758	-	-
Total Other Funds	\$735,992	\$1,851,154	\$1,851,154	\$1,303,758	-	-

____ Agency Request
2021-23 Biennium

____ Governor's Budget
Page _____

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

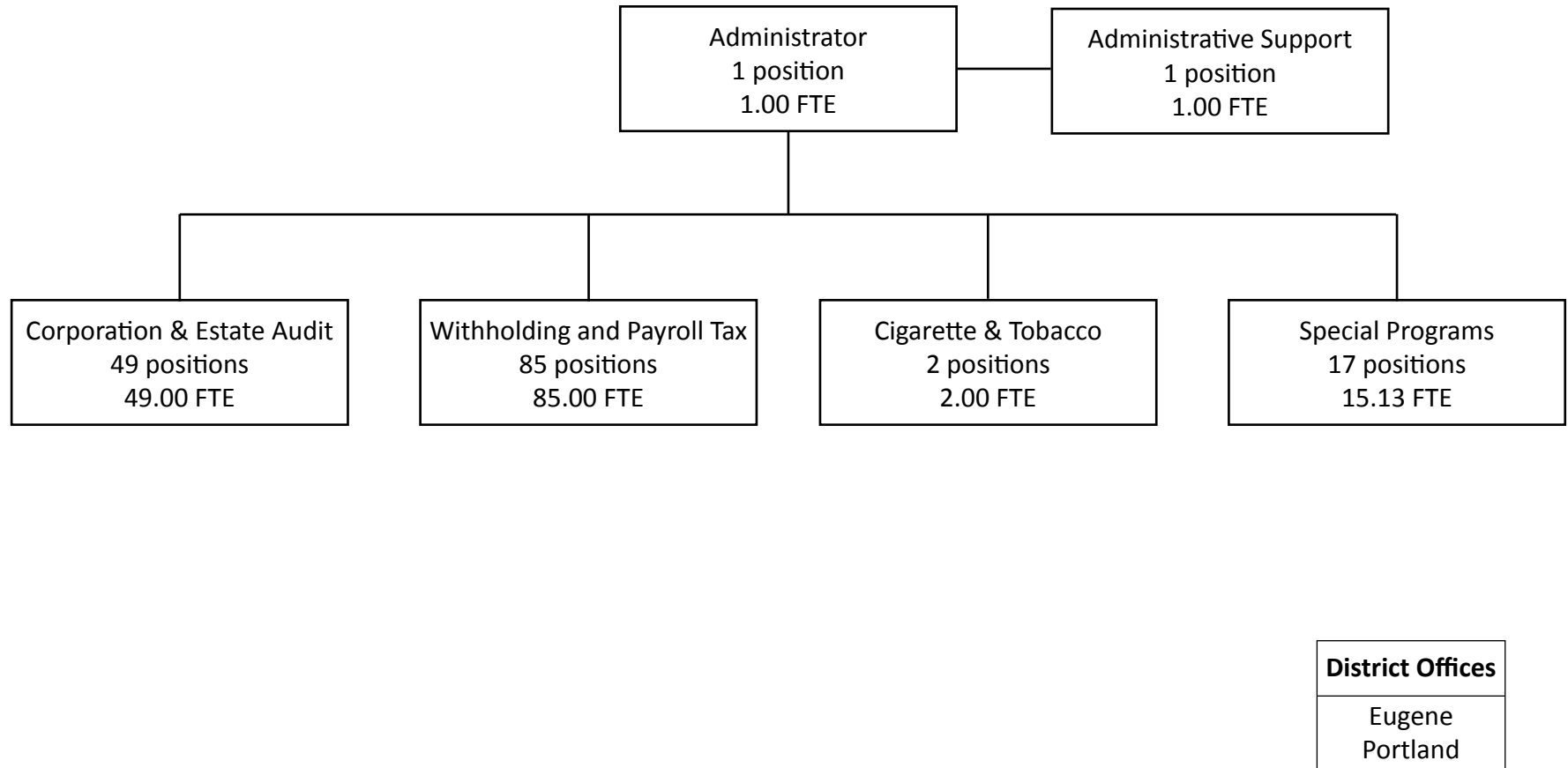
Business Division

Organizational chart

2019–21 Legislatively Adopted Budget

155 positions

153.13 FTE



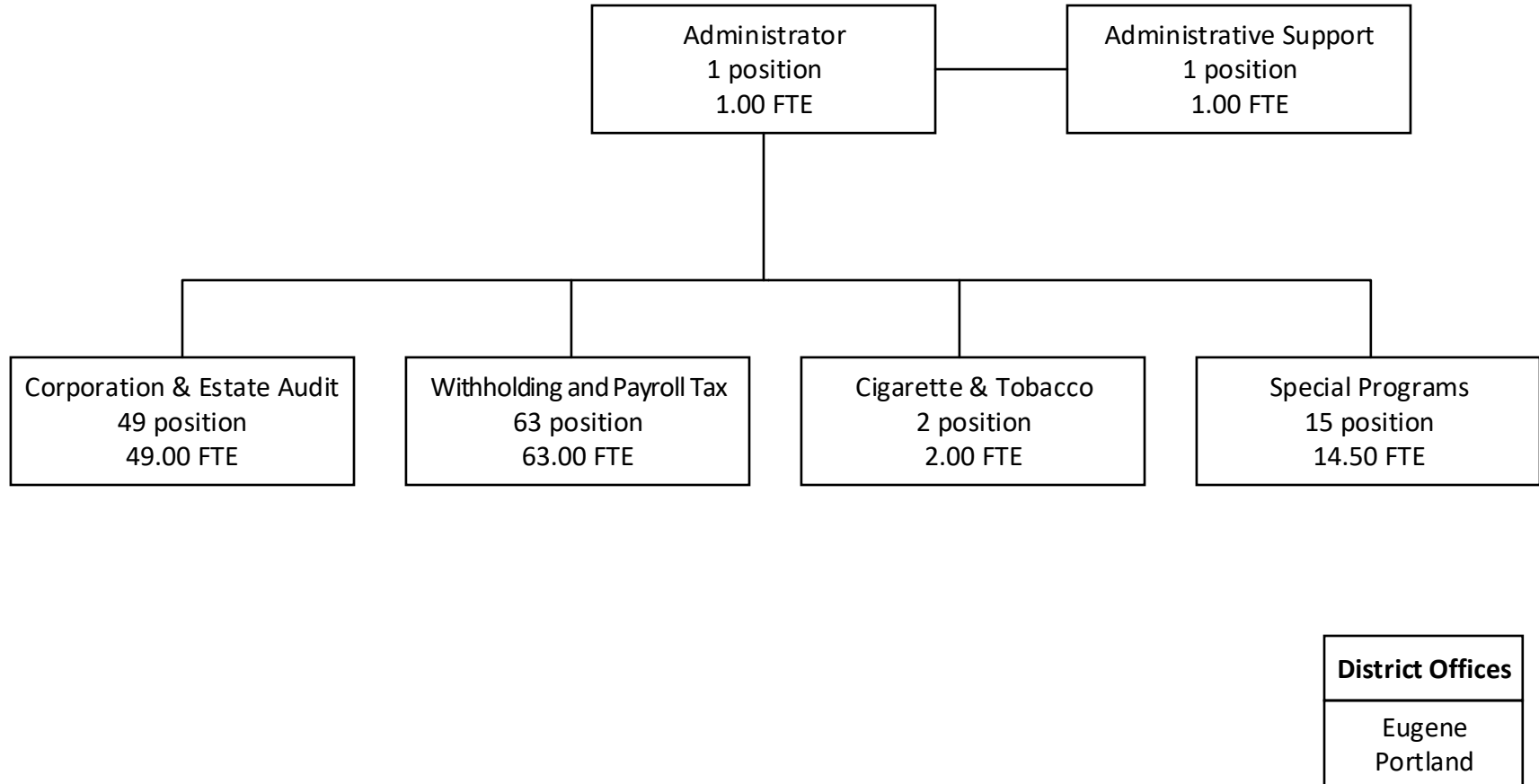
Business Division

Organizational chart

2021–23 Agency Request Budget

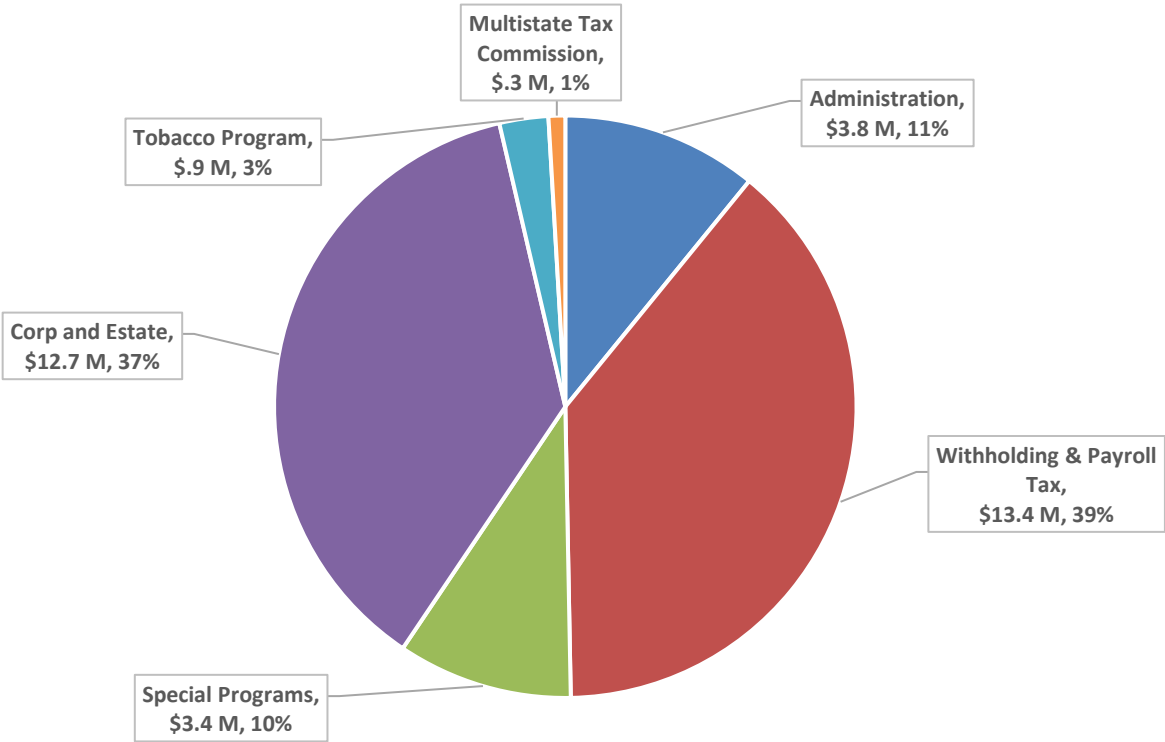
131 positions

130.50 FTE



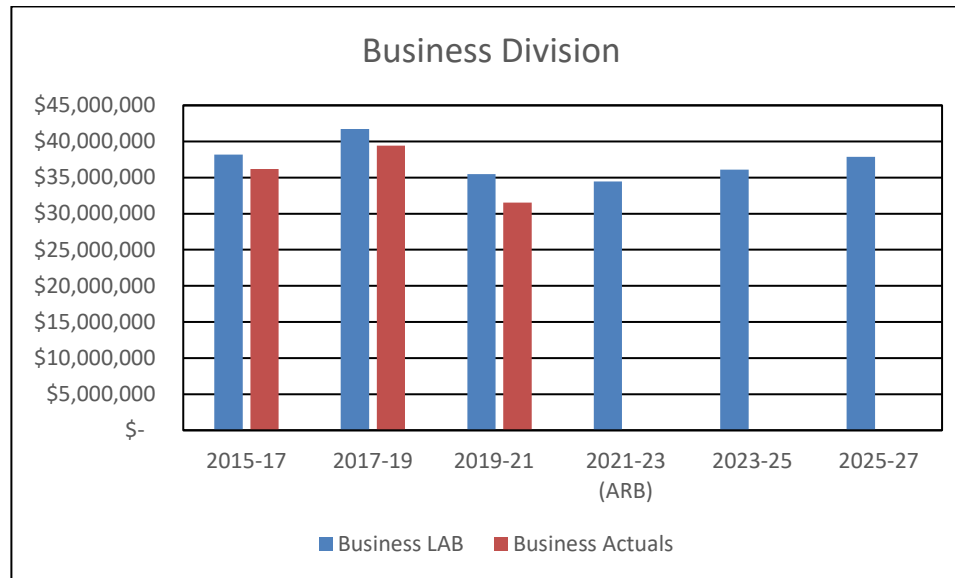
Business Division

2021-23 Agency Request Budget
Business Division Total Funds by Program \$34,463,264



Long-term focus area: Excellence in state government.

Primary program contact: Katie Lolley, Business Division administrator



Division	Actual / LAB	2015-17	2017-19	2019-21	2021-23 (ARB)	2023-25	2025-27
Business	LAB	\$ 38,191,294	\$ 41,708,742	\$ 35,468,892	\$ 34,463,264	\$ 36,116,353	\$ 37,875,845
	Actuals	\$ 36,167,747	\$ 39,404,242	\$ 31,529,483			

Program Overview

The Business Division generates more than \$16 billion in revenue each biennium supporting many of the programs that the state of Oregon depends on. The division administers many programs and processes in a manner that most efficiently and effectively uses the resources allocated to align with the long-term focus area of excellence in state government.

The Business Division is responsible for the administration of taxes imposed on large and small businesses. Division staff work with taxpayers to ensure they can easily report and pay the correct amount of tax for each program. Tax programs administered by the division include: withholding tax, corporate excise and income taxes, cigarette and tobacco taxes, Marijuana Retail Tax, estate and fiduciary taxes, Emergency Communication Tax, State Transient Lodging Tax, Petroleum Load fee, Amusement Device Tax, Hazardous Substance Fee, vehicle privilege and use taxes, Bicycle Excise Tax, Statewide Transit Tax, and Heavy Equipment Rental Tax. We also administer transit district tax programs for Tri-Met and Lane County and local marijuana retail tax for many localities. The division also now administers two new tax programs enacted by the 2019 Legislature: the High Hazard Oil Train fee and the Corporate Activity Tax (included in budget narrative under Corporate Division). The taxes and fees administered

by the division support the General Fund and dedicated Other Funds supporting specific state and local programs.

Program Funding Request

Business Division	GF	OF	TF	POS	FTE
LAB 19-21	\$ 23,431,030	\$ 12,037,862	\$ 35,468,892	155	153.13
CSL 21-23	\$ 25,120,857	\$ 13,335,699	\$ 38,456,556	153	152.06
ARB 21-23	\$ 21,733,761	\$ 12,729,503	\$ 34,463,264	131	130.50
GB 21-23	\$ -	\$ -	\$ -	-	-
LAB 21-23	\$ -	\$ -	\$ -	-	-
Difference	\$ (1,697,269)	\$ 691,641	\$ (1,005,628)	(24)	(22.63)
% change	-7.2%	5.7%	-2.8%	-15.5%	-14.8%

Program Description

More than \$16 billion in revenue reaches the General Fund and local districts through the tax and fee programs administered by the Business Division. This amount includes personal income tax withholding submitted by employers, which is also included in the Personal Tax and Compliance Division narrative. Resources granted in this request are used to efficiently and effectively administer the various programs for which the division is responsible.

The clients served by the division are primarily entities doing business in Oregon who have responsibility to pay taxes administered by the division. Clients also include tax professionals, local jurisdictions, and other state agencies. Partnerships are maintained with other state agencies, the IRS, the Federation of Tax Administrators, the Multistate Tax Commission, and the Western States Association of Tax Administrators in our administration of these taxes. These partnerships provide a diverse backdrop of other tax administration agencies with whom we can share best practices, compliance leads, and ideas for new ways to serve taxpayer demands.

Depending on the size of the business and the tax program involved, taxpayers must pay and file monthly, quarterly, or annually, with some large employers paying more frequently. Program staff regularly interact with taxpayers or their representatives for account maintenance to answer tax-related questions, provide education, and various compliance activities including collection, audit, and filing enforcement. Each of the programs have a different amount of resources assigned to it. Smaller programs have few resources and can offer only basic functions such as return processing, taxpayer assistance, and education. Larger programs have the most resources and thus offer a broader variety of functions including outreach and advanced compliance activities such as audit and filing enforcement. Providing more functions for a tax program assists in better protection of that revenue stream for the beneficiaries of those funds.

Program Justification and Link to Long-Term Outcomes

The activities of the Business Division are linked to all the agency's strategic priorities (optimize collection efforts, enhance taxpayer assistance, and cultivate operational excellence) and the governor's long-term focus area of excellence in state government.

The division supports optimizing collection efforts through enforcement activities such as audits and filing enforcement. By continuing to learn from previous experiences in these areas, the division protects the revenue stream by ensuring taxpayers know about their responsibility and checking that taxpayers are reporting correctly. While voluntary compliance is the backbone of all tax programs, enforcement supports and enhances taxpayer behavior in a voluntary reporting system.

Enhancing taxpayer assistance in the division means ensuring that taxpayers have the tools they need to voluntarily comply, as well as ensuring self-service tools are easily accessible. We use the experience of front-line staff to make changes to our service delivery based on taxpayer needs. We also ensure that staff are consistently trained to provide the best level of quality service. In addition to these efforts we also attend outreach events for new businesses and partner with tax professionals and stakeholders while developing policies that impact them. All these activities ensure that taxpayers feel supported and have the information they need to comply with tax laws.

Cultivating operational excellence has several parts. The first one relates to successfully implementing new programs, which the division has successfully done multiple times over the past several years. With each implementation, we have built upon the learning from previous programs in order to maximize our resources and the effectiveness of the new programs. In addition, program areas in the division are committed to developing new tools and processes to improve decision making by using data and metrics. Many program areas use reports to determine workload needs and monitor resource levels for potential shifts. Finally, because our strength is the people who work in the division, we focus on providing them with what they need to be effective and efficient in their daily work. This can come in the form of training, providing growth opportunities, listening to feedback, and other methods.

Taken together, the division's work, which follows the agency priorities, falls squarely in line with the governor's long-term focus area of excellence in state government. The division strives to provide the tools and information necessary for taxpayers to comply with the tax programs we administer, check compliance when necessary, make necessary improvements to taxpayer assistance, and ensures our staff and managers have what they need to provide top notch service to taxpayers, stakeholders, and partners.

Enabling Legislation/Program Authorization

Oregon Revised Statute (ORS) Chapters 305, 314, 316, 317, and 318 require the department to provide forms and instructions for filing returns and paying tax, preparing withholding tables for use by employers, auditing and examining returns, and collecting taxes due. ORS 293.250 gives us authority to collect debts on behalf of other state agencies and boards. ORS Chapters 320 and 323 give the department authority to administer the tobacco, cigarette, and several other smaller tax programs. ORS Chapter 475B gives the department authority to administer the marijuana tax program.

Funding Streams

Business Division operations are funded by a combination of General Fund and Other Funds. General Fund revenue primarily comes from the income tax programs administered by the department. Sources of Other Funds revenue are transit district payments for administration, collection, and audit services provided by the department and directly from the revenue streams of programs such as tobacco tax, marijuana tax, and other smaller tax and fee programs administered by the division.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

The Business Division is requesting current service-level funding for the 2021–23 biennium. This includes funding for personal services and services and supplies that are used to provide support to the agency’s strategic priorities and goals, and the governor’s long-term focus area of excellence in state government.

Cigarette and Tobacco Tax Increase —Policy Option Package 104

The Department of Revenue is requesting additional Other Funds limitation and position authority to ensure that the department complies with the provisions of HB 2270 (2019) pending voter approval. Additionally, this policy option package will ensure the department is complying with state and federal sales regulations and with the settling state obligations under the Master Settlement Agreement to ensure that Oregon receives approximately \$70 million in MSA payments annually.

Consolidating Collections – Policy Option Package 106

This POP consolidates the budget for positions and expenses related to the department’s collections function from the Personal Tax and Compliance and Business divisions to the Collections Division. The 2019 Legislature acknowledged receipt of the department’s report on the feasibility of consolidating all collection functions into a single division. Not funding this package would mean the department’s collections activity would operate under the Collections Division, but the Collections budget would reside across three different divisions, making it more difficult to track expenses related to the department’s collections function.

Business Division Administration

Program Overview

Business Division Administration is responsible for the performance of all programs within the division, including the withholding, statewide transit, corporate, estate, fiduciary, cigarette, tobacco, marijuana state and local, corporate activity, local administration for transit districts, and nine special tax programs that include the vehicle, bicycle, state lodging, emergency communication, heavy equipment rental, and high hazard oil train taxes.

Program Funding Request

Administration	GF	OF	TF	POS	FTE
LAB 19-21	\$ 3,109,156	\$ 640,798	\$ 3,749,954	2	2.00
CSL 21-23	\$ 3,499,394	\$ 754,845	\$ 4,254,239	2	2.00
ARB 21-23	\$ 3,081,599	\$ 669,379	\$ 3,750,978	2	2.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ (27,557)	\$ 28,581	\$ 1,024	-	-
% change	-0.9%	4.5%	0.0%	0.0%	0.0%

Program Description

Business Division Administration consists of two positions, the division administrator and division executive assistant. The administrator participates on the department's executive leadership team to contribute toward the leadership of the agency, establish broad division policy, and devise plans to align the Business Division's programs with the agency's desired strategies and goals. Programs administered by the Business Division include those stated above. These programs together generate more than \$16 billion per biennium.

The division administrator leads the development of Business Division strategic plans, strategies, resource, and organization plans for the effective delivery of services by developing teams that work toward meeting the department's mission, vision, and goals. The administrator plans, coordinates, monitors, implements, and reports progress on multiple facets of operations, including voluntary compliance, enforcement, customer experience, and employee engagement. Core functions include tax administration, audit, filing enforcement, collection, policy development, and budget management, which all require coordination within the division and with key business partners, both internal and external.

Each section within the division is led by a section manager who manages the programs and functions within their responsibility. They join the administrator on the division's leadership team representing the Corporation and Estate, Withholding, Payroll, and Special Programs, and Corporate Activity Tax sections. The first two sections' budget falls within the Business Division; the last falls within the Corporate Division budget, but the program is structurally located in the Business Division. Similar treatment is provided to the Marijuana Retail Tax Program, which has its own division for budget purposes. The division executive assistant supports the division administrator and leadership team by organizing meetings, processing personnel action forms, keeping documentation, updating organization charts, and providing clerical support for division management and all tax programs.

The Attorney General (AG) budget for the division is also included in the administration budget. These funds cover situations when attorney advice or representation is required. This ranges from representation at Tax Court to advice on policies, statutes, and administrative rules. The postage and printing budget for the entire division is also located in the administration area. This supports printing and mailing done throughout all programs administered by the division.

Program Justification and Link to Long-Term Outcome

The Business Division generates more than \$16 billion in revenue each biennium that supports many of the programs the state of Oregon depends upon for education, public safety, and health. Revenue is generated in a way that efficiently and effectively uses the resources assigned to the division and is in direct alignment with the long-term outcome of excellence in state government.

Program Performance

The Business Division administers multiple programs. Please reference the sections of this budget document that contain the program performance details for the following programs:

- Withholding and payroll taxes.
- Special programs.
- Corporation and estate taxes.
- Cigarette and tobacco taxes.
- Multistate Tax Commission.
- Marijuana Retail Tax.
- Corporate Activity Tax (Corporate Division).

Enabling Legislation/Program Authorization

The Business Division administers multiple programs. Please reference the sections of this budget document that contain enabling legislation/program authorization details for the following programs:

- Withholding and payroll taxes.
- Special programs.

- Corporation and estate taxes.
- Cigarette and tobacco taxes.
- Multistate Tax Commission.
- Marijuana Retail Tax.

Funding Streams

Business Division administration is primarily funded by General Fund, but some of its funding comes from Other Funds associated with the following programs that are administered within the division:

- Local payroll taxes.
- Special programs.
- Cigarette and tobacco taxes.
- Marijuana Retail Tax.
- Corporate Activity Tax.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

The one significant change in this section’s budget for 2021–23 is the consolidation of collections. It is proposed to move funding associated with the collections function from the Business Division to the Collections Division. In 2017, the Department of Revenue (DOR) was directed to submit a feasibility study related to the establishment of a combined collections division (House Bill 5535). In 2018, the timeline for submitting the study was extended to early 2019 (House Bill 5201). The department submitted the collections structure feasibility study to the 2019 Joint Committee on Ways and Means Subcommittee on General Government. The study recommended centralizing the department’s collections activity into a Collections Division, while still allowing for specialization of the collection of debts and debtors with differing characteristics. The department is continuing with the formation of the Collections Division for the 2021–23 biennium. As a result, the current collections-related FTE and associated funding within the Business Division will formally be moved into the new division’s budget structure. Policy option package 106 is the agency request to formally consolidate all collection functions and resources into the Collections Division.

Withholding & Payroll Tax Section, Business Division

Program Overview

Withholding and Payroll Tax Section administers the withholding program as part of a multi-agency effort to administer combined payroll tax programs. WPTS secures about \$8 billion in revenue to the state annually. This includes personal income tax withholding that employers remit to us and is subsequently claimed on individual income tax returns.

In addition to direct responsibility for the withholding program, the section administers the Statewide Transit Tax, Marijuana Retail Tax, and special programs including the Tobacco Program. It's also under contract to administer the Lane and TriMet transit district self-employment and payroll taxes.

In 2017, the Department of Revenue was directed to submit a feasibility study related to the establishment of a combined collections division (HB 5535). In 2018, the timeline for submitting the study was extended to early 2019 (HB 5201). The department submitted the collections structure feasibility study to the 2019 Joint Committee on Ways and Means Subcommittee on General Government. The study recommended centralizing the department's collections activity into a Collections Division, while still allowing for specialization of the collection of debts and debtors with differing characteristics. The department is continuing with the formation of the Collections Division for the 2021–23 biennium. As a result, the current FTE and associated funding within the Business Division will formally be moved into the new division's budget structure. Policy option package 106 is the agency request to consolidate all collections into the Collections Division.

Program Funding Request

Withholding & Payroll Tax	GF	OF	TF	POS	FTE
LAB 19-21	\$ 8,562,372	\$ 6,515,885	\$ 15,078,257	85	85.00
CSL 21-23	\$ 9,320,843	\$ 7,378,977	\$ 16,699,820	85	84.56
ARB 21-23	\$ 6,369,479	\$ 7,007,790	\$ 13,377,269	63	63.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ (2,192,893)	\$ 491,905	\$ (1,700,988)	(22)	(22.00)
% change	-25.6%	7.5%	-11.3%	-25.9%	-25.9%

Program Description

The primary responsibility of the WPTS is to provide the means for employers to report and remit employee income tax withholding. Our goal is to make registering, filing, and paying as easy as possible for employers. When voluntary compliance is easy, it reduces the need for direct enforcement efforts. We partner with the Employment Department, Department of Consumer and Business Services, and two transit districts (TriMet and Lane transit districts) to provide streamlined payroll reporting for employers using a combined return. We provide education for businesses to improve their ability to comply with the state's various business tax laws. During the 2019–21 biennium, we have attended 58 outreach events with over 3,900 attendees. Due to the outbreak of COVID-19, at least 25 events planned in 2020 had been canceled as of April 2020. An additional 44 outreach events are scheduled in 2020. However, many of those may be canceled as well. The most common topics asked about at these events are worker classification (independent contractor vs. employee), filing iWire returns, withholding reconciliation returns, and the Statewide Transit Tax.

WPTS programs have far-reaching impact as they affect the payroll reporting of more than 170,000 employers mostly in Oregon and some outside of Oregon. Employers are required to report payroll taxes quarterly (annually for agricultural and some domestic employers), and to provide a reconciliation for the year with their fourth quarter return. Depending on the amount of income tax withholding, employers have varying requirements on when they are required to pay the tax to the state. Employers with a large number of employees in Oregon pay as frequently as the next business day. WPTS regularly interacts directly with employers to provide information and education to help them comply with the law and agency regulations.

The section also conducts enforcement activities such as filing enforcement to ensure those who have a filing requirement do file, auditing to verify that the correct amount of tax has been reported and paid, and collecting on past-due debt. Employers are required to file quarterly combined payroll reports for each quarter they are registered with the department, even if they have no payroll. If an employer fails to file their quarterly return, the department will send them a notice and demand to file. If the employers do not file after receiving that notice, the department will issue an assessment for failure to file, and revenue agents will attempt to collect the amount owed. Staff are assigned to those nonfiler business accounts to bring the business into filing compliance and help the business understand their continued reporting obligations under Oregon's tax laws. Generally, all of the section's automated filing enforcement is completed on a quarterly basis. However, an issue with the automated nonfiler assessments in mid-2019 delayed the automated filing enforcement for three quarters until February 2020. This led to an increased number of calls from taxpayers in early March 2020 seeking to resolve their accounts.

Withholding, transit tax, and marijuana compliance projects continue to be conducted throughout the state. Compliance activities include both automated efforts, as well as dedicated staff who focus on bringing businesses into compliance. These compliance specialists perform audits, site visits, and construction sweeps, and partner with the Interagency Compliance Network to ensure that employers are complying with their reporting obligations. The section also works with community partners such as the Oregon Society of CPAs, the State Bar Association, and other tax

professional and business groups to educate business owners about their responsibilities under the tax programs administered by WPTS. This is done through listserv emails, in-person presentations, and direct engagement of stakeholders.

Revenue agents in WPTS perform collections of delinquent business taxes. Additionally, the section handles appeals and conference requests on past-due debts on corporate income and excise taxes, local transit district taxes, Marijuana Retail Tax, and the Statewide Transit Tax. As of April 2020, delinquent WPTS accounts totaled \$126.70 million in unpaid payroll, and Lane Transit District, Tri-Met, and statewide transit taxes. For the 2019–21 biennium through April 2020, the section has generated more than \$52.3M from collections activity.

The units that make up the Withholding and Payroll Tax Section and the work they are responsible for include:

Program Coordination Unit: This unit's functions directly support the agency strategic priorities of Cultivating Operational Excellence and Enhance Taxpayer Assistance. The unit provides the section's legal, technical, educational, and operational assistance and direction for the WPTS tax programs. This unit processes appeals, coordinates with the Attorney General's office, and ensures accurate information to support finance/accounting's payment transfers for other agencies and internal programs. They are responsible for creating forms, publications, data analysis, updating administrative rules, monitoring and providing feedback on legislation that may impact these tax programs, and filing and payment methods to facilitate tax compliance. This unit supports the implementation of new programs, standardizes core processes, and promotes a mindset of continuous improvement. This unit ensures taxpayer assistance is easily accessible and customer focused, establishes service standards, aligns processes, and educates staff to achieve faster and better service for Oregon taxpayers.

Business, Compliance & Investigation Unit: This unit's functions directly support the agency strategic priority of Optimizing Collection Efforts. Compliance specialists in this unit investigate employers that are not accurately reporting their payroll in an effort to manage noncompliance effectively to allow the agency to collect money owed. They spend a great deal of time in the field working directly with Oregon employers and investigating businesses that don't accurately classify their employees or pay withholding taxes. The ongoing impacts of the COVID-19 pandemic restricted the ability of this unit to conduct certain investigations such as field calls and site visits during the period covered by the governor's executive orders. The unit shifted its focus to identifying businesses who had repeated instances of nonfiling and focused on educating those taxpayers and closing accounts that were no longer needed. This unit also participates in the Interagency Compliance Network formed under ORS 670.700. They participate in joint audits with multiple state agencies to establish consistency in agency determinations of worker classification. This effort creates a coordinated enforcement process that benefits participating agencies and taxpayers by streamlining processes and sharing information.

Account Resolution Unit: This unit's functions directly support the agency strategic priority of Enhancing Taxpayer Assistance. The unit provides direct education and assistance to ensure that new employers and the more than 170,000 current employers comply with their obligations. The unit is responsible for processing returns, waiver requests, payments, refunds, and assisting businesses in complying. When taxpayers correspond with the

section, it is generally with staff from this unit, which handles more than 10,000 calls annually. They often resolve issues with taxpayers before the issue reaches litigation. This unit reviews the annual reconciliation returns and compares the reconciliation return to the quarterly reports to identify deficiencies of income tax withholding. The unit performs other duties to assist employers in their efforts to accurately report and pay their payroll taxes such as assisting taxpayers with electronic filing.

Registrations & Support Unit: This unit's functions directly support the agency strategic priority of Enhancing Taxpayer Assistance. The staff in this unit register employers for combined payroll reporting, resolve registration issues, and act as the first level of investigation for employers. They also provide general clerical support such as ordering supplies, forms, and handling mail for the section. When registration work is not complete or finished on time, it creates a variety of problems for staff and taxpayers, such as not knowing where to apply payments or direct returns; sending mail to the wrong place; providing inaccurate assessments; issuing garnishments when debt is not actually owed; and creating additional and unnecessary expense for the agency and taxpayers.

WPTS cooperates with other state and federal agencies to simplify payroll tax filing for Oregon employers. For example, the section continues to participate in the Oregon Business Registry, which provides a single starting point for Oregon businesses to register with state agencies. WPTS partners with two other agencies for the combined payroll tax reporting of five different programs. During the 2019–21 biennium, the section aided the Oregon Employment Department (OED) during the initial phase of its Modernization Project, as well as served on the task force to support the Family Insurance and Medical Leave Act. The Employment Department will be administering the Paid Family Medical Leave Insurance contributions program and there is potential that Revenue will collect the payments as we do for other programs in the Combined Payroll Report. The section is also evaluating the feasibility of including the Statewide Transit Tax filing with the combined payroll report as part of the OED Unemployment Insurance Modernization, further reducing the need for Oregon employers to file multiple returns with multiple agencies.

The department has also partnered with seven other state agencies and boards to comprise the Interagency Compliance Network. These seven agencies and boards work together to achieve better compliance with independent contractor laws. The ICN provides an information website, outreach activities, and joint audit and enforcement efforts to establish a level playing field for all businesses, whether they hire employees or independent contractors.

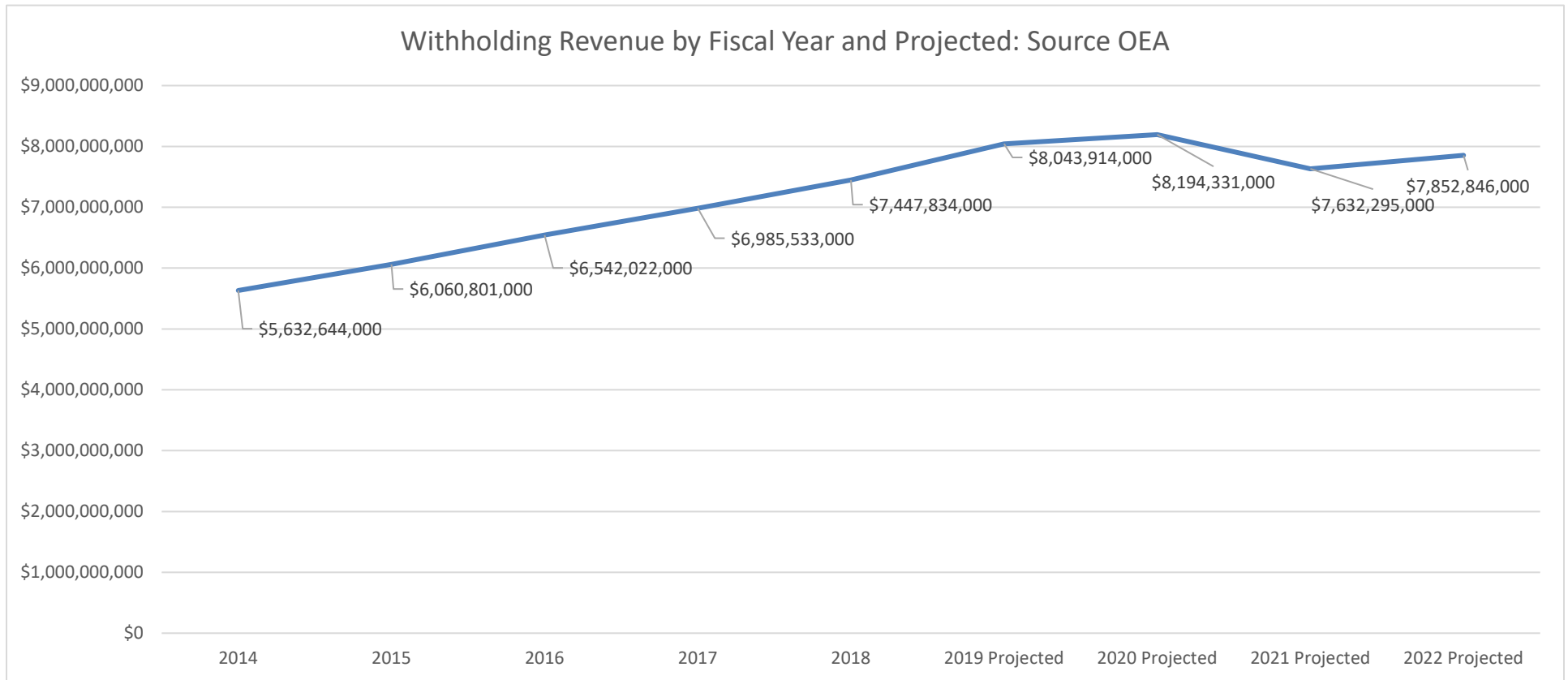
Program Justification and Link to Long-Term Outcomes

Confidence in the department's administration of tax programs is impacted by how fair people view the current system and enforcement of tax laws. To fulfill the department's mission, they focus on making the tax systems work so funding for public services is preserved, achieving the long-term outcome of excellence in state government. The work of the section encompasses all agency strategic priorities. Further, the section partners with a variety of other Oregon state agencies, the legislative and judicial branches of Oregon government, other states, the federal government, and the tax professional community to accomplish its mission. WPTS provides the tools for businesses to comply with tax reporting and payment regulations.

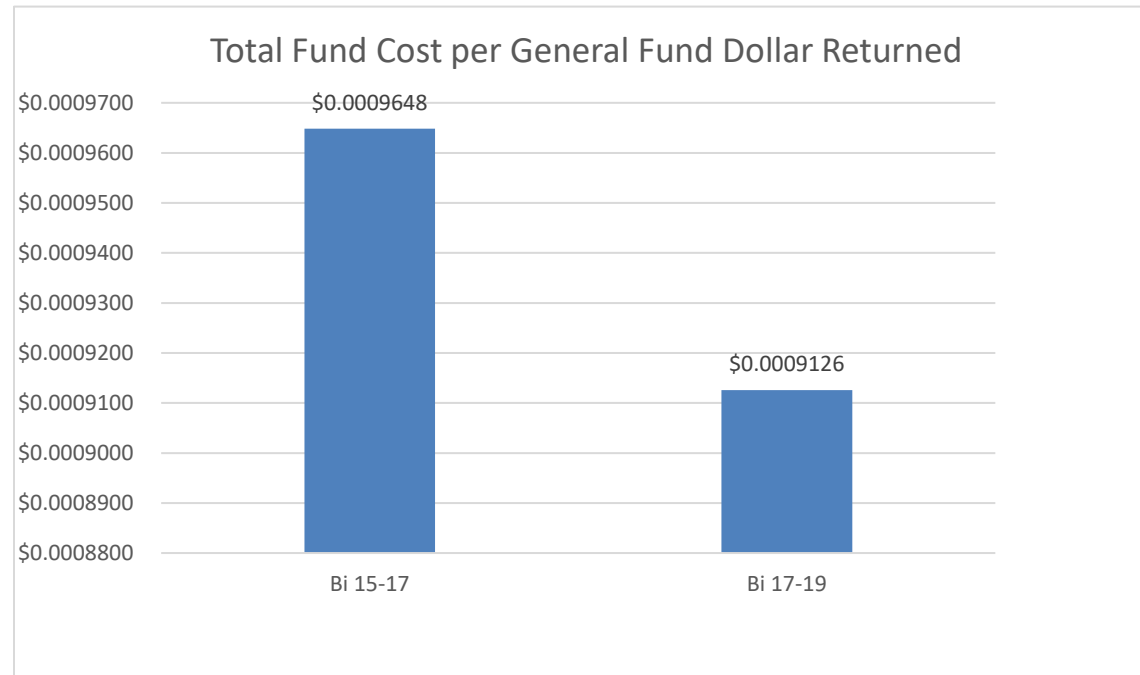
They encourage electronic filing and paying so the data they received requires less human intervention with reduced keying errors. A healthy revenue system is essential to creating the fertile environment needed by the private sector to build the vibrant and innovative economy that is central to the long-term outcomes and goals. The withholding and payroll tax is one of the state's largest revenue streams and is instrumental in funding the public services that preserve and enhance the quality of life for all citizens.

Program Performance

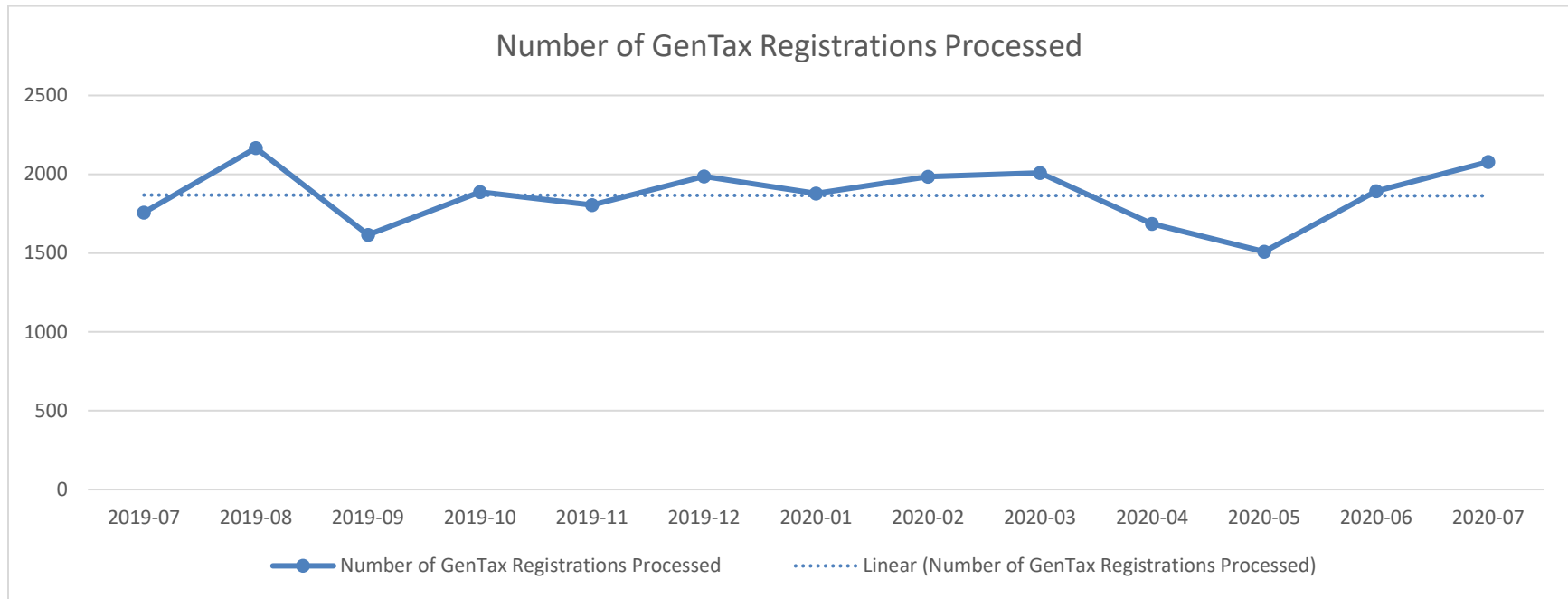
The work of WPTS impacts nearly every single wage-earning Oregonian. The program continually adapts to the business needs of taxpayers and has transitioned to using GenTax to perform much of the work previously done through legacy systems. As the economy has stabilized after the great recession, and the department has continued to see wage growth, the program has had to increase automation of their core processes to keep pace with the increased revenue and bring new businesses in compliance with filing and payment requirements. Policy and operational changes impacting these core processes require significant configuration changes to existing IT systems and can be driven internally or externally as a result of new legislation or legislative changes to existing tax programs administered by the section. As an example, for tax year 2020, the department modified the Oregon Tax Coupon to allow taxpayers to pay Statewide Transit Tax along with the Combined Payroll programs. This change reduced the number of payment vouchers the department had to process and the number of payment vouchers Oregon businesses needed to remit to stay compliant with Oregon taxes.



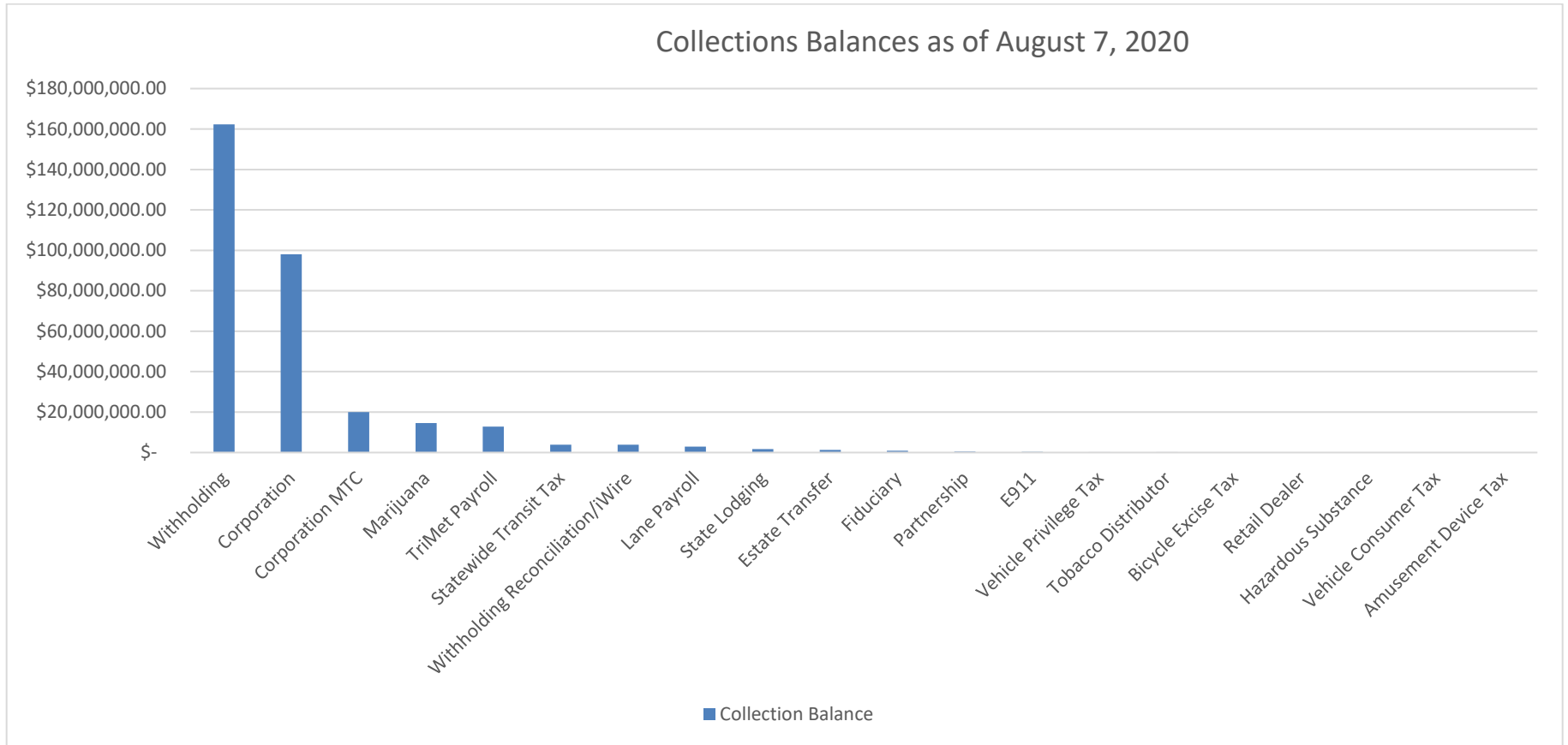
This chart reflects revenues received by the program since 2014 and projected through Fiscal Year 2022, as reported by the Office of Economic Analysis. Tracking these projections allows the section to remain accountable to the Oregon taxpayers and provide information to guide policymakers. Revenue for withholding taxes has increased annually and is projected to continue to increase. In fiscal 2019, revenues were expected to exceed \$8 billion. The increased withholding revenues are in part attributed to an increase in the number of Oregon taxpayers and businesses. The June 2020 economic forecast revised down initially projected withholding revenues by nearly \$3.3 billion over FY 2020, 2021 and 2022.



This chart demonstrates the section’s commitment to the value of fiscal responsibility by tracking the cost to the agency per general fund dollar collected by the program. WPTS spending per dollar collected is expected to be about 9/100s of a cent for 2019–21 based on the revised OEA projected revenue for the remainder of the 2019-21 biennium. The cost has remained relatively stable from the previous biennium despite the decrease in revenue due to the COVID-19 pandemic.

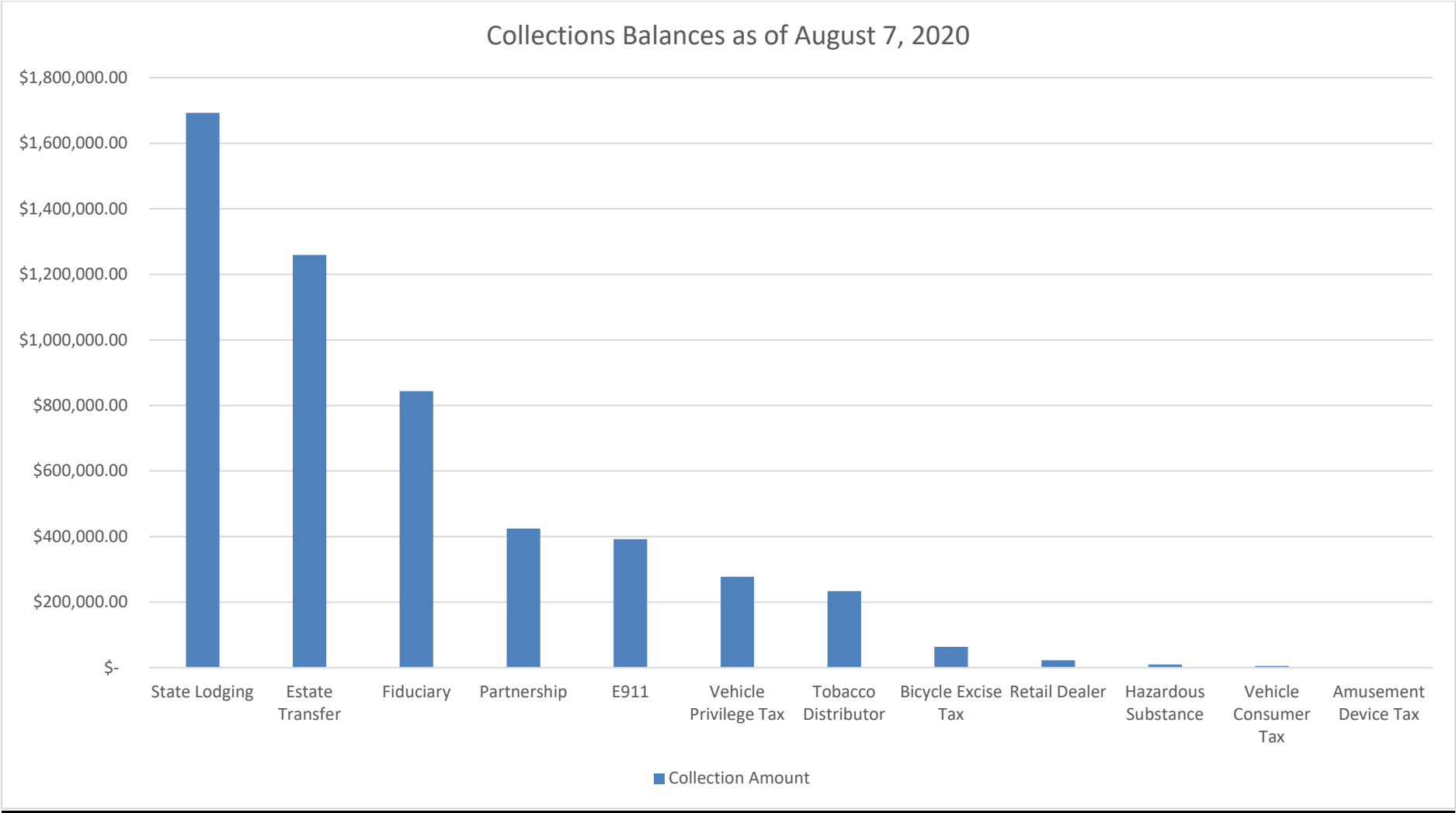


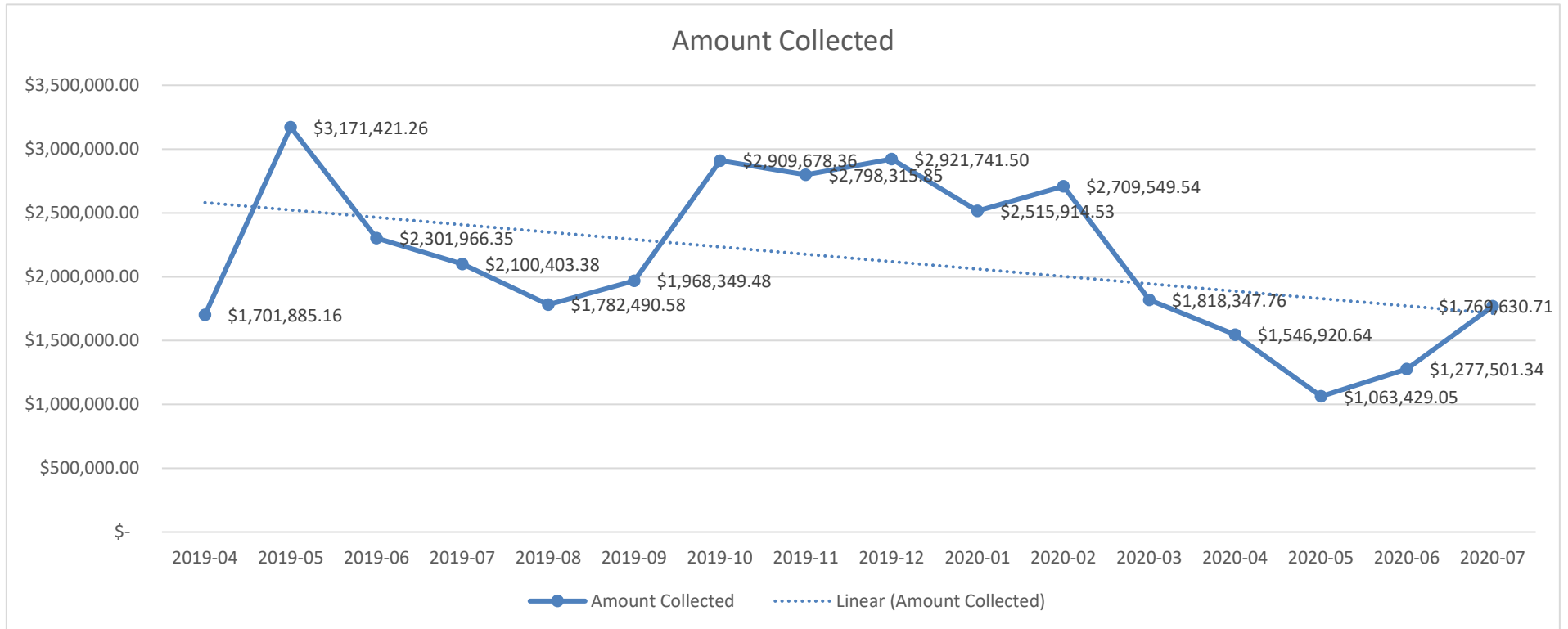
This measure helps support the value to service and operational excellence to identify the rate at which businesses register with the department. It also provides insight to potential changes in numbers of returns suspended, refunds requiring review, and collections accounts. New accounts are created relatively consistently and may require associated outdated accounts to be closed. New accounts often require additional education and outreach when they are registering. This may identify fraudulent activity and unpaid amounts.



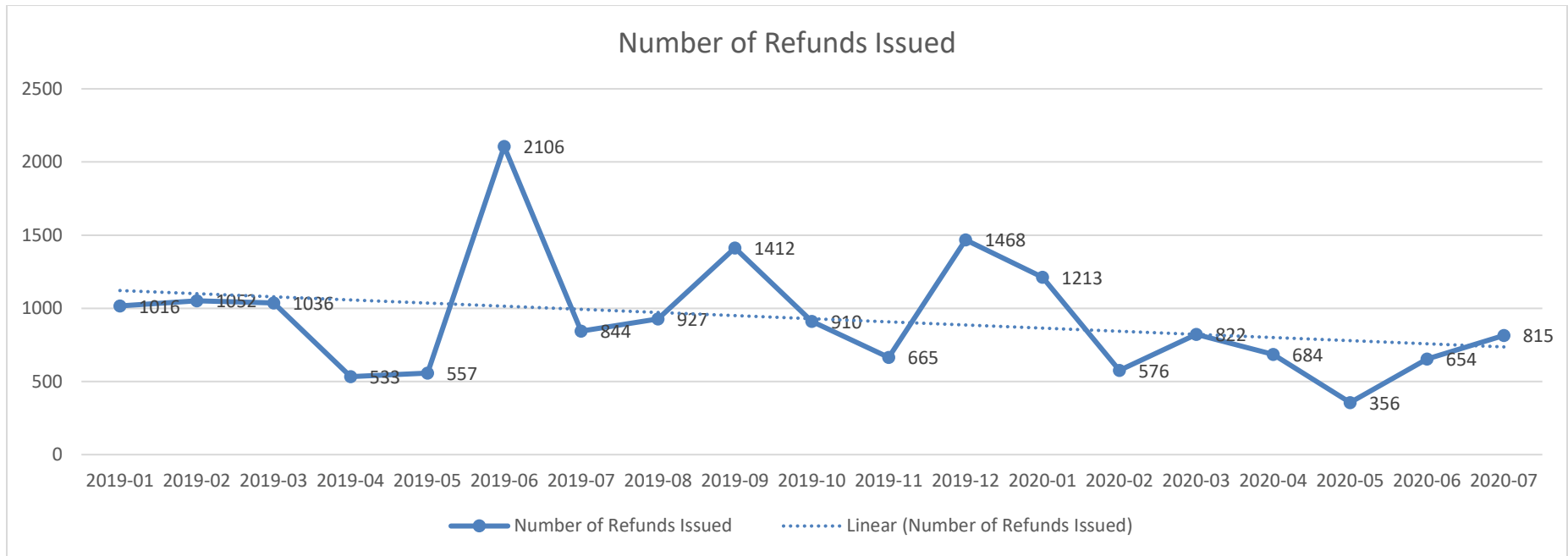
This chart represents the amount of debt assigned to collections for programs administered by the section. Current liquidated and delinquent accounts receivable business tax debt of more than \$2 million is currently assigned to collections. Withholding and associated payroll taxes administered by WPTS represent the largest unpaid tax amounts. This debt can either be self-assessed, but unpaid tax or tax for which the department has assessed an amount of tax when the taxpayer has not filed. The collection balance in May 2018 was about \$237.33 million as compared to about \$323.90 million in 2020. This 11.9 percent increase can be attributed to a number of factors including larger overall tax liabilities due from business taxpayers, as well as the addition of Statewide Transit Tax and other smaller business taxes to the programs administered by WPTS. As the overall tax payment amounts received by WPTS have increased, the liabilities reaching collections have also increased.

For reference, programs with less than \$2 million of assigned debt are listed below.

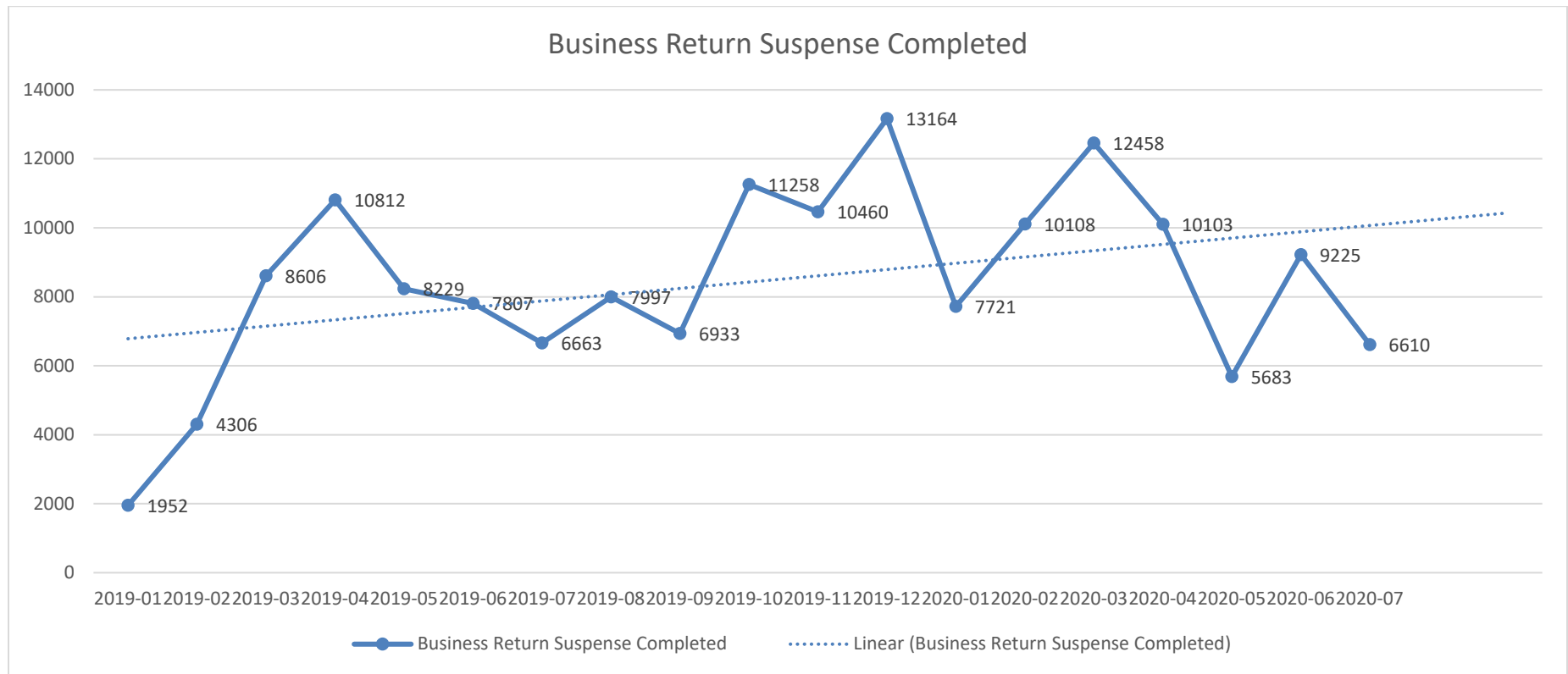




This chart shows the amount, in millions, of unpaid tax debt collected by the withholding program. Collections have increased in line with overall receipts from current tax payments.



The section provided more than 12,500 refunds in the 2019 calendar year, supporting the highly ethical conduct of the department. Issuing a refund is the result of an existing payment from a business with a corresponding tax liability less than the amount of the payment. For income tax withholding refunds, we reach out directly to the business to see if the business would like the amounts carried forward to a future filing period or refunding directly to the taxpayer.

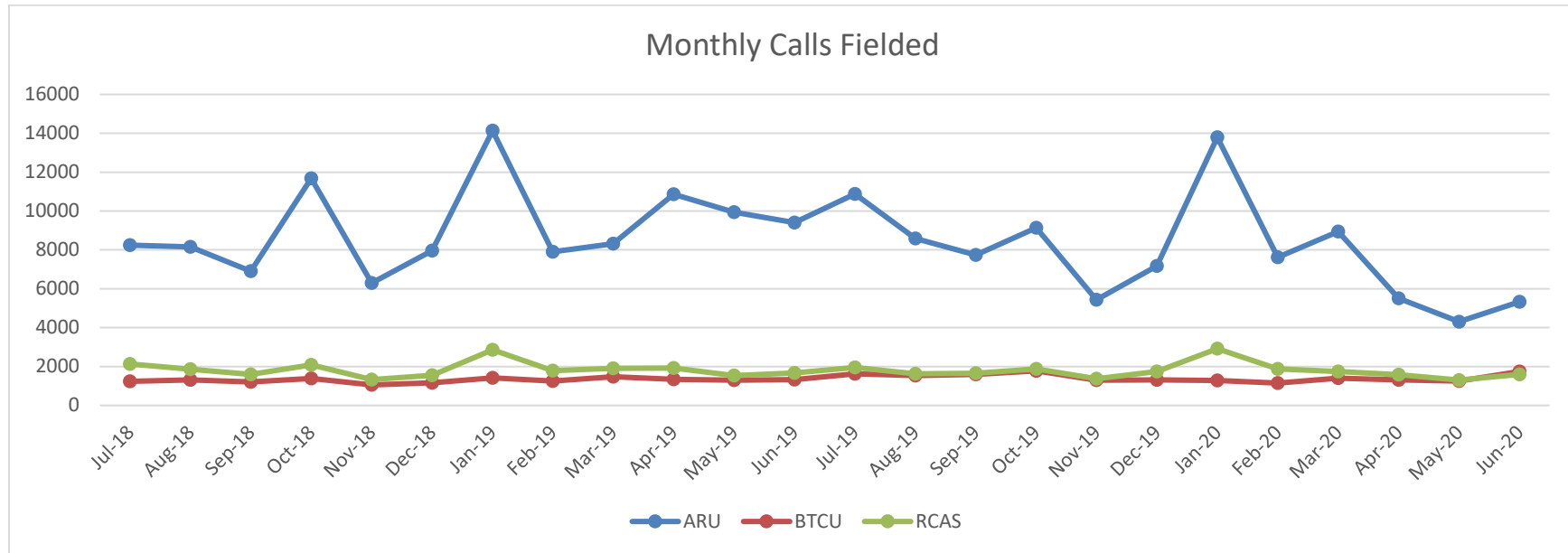


This chart measures the number of suspended returns resolved on a monthly basis. Tracking this information provides the section the ability to identify opportunities for continuous improvement by identifying reasons returns are suspending and develop new business practices to reduce or increase return suspense. Returns suspend for many reasons including incorrect or mismatching information. This requires an investigation into the cause of the suspended return and may require substantial two-way communication with taxpayers. Reducing unnecessary suspense helps staff focus on more serious issues. The section also identifies new reasons to suspend returns to support compliance for programs administered by the section.

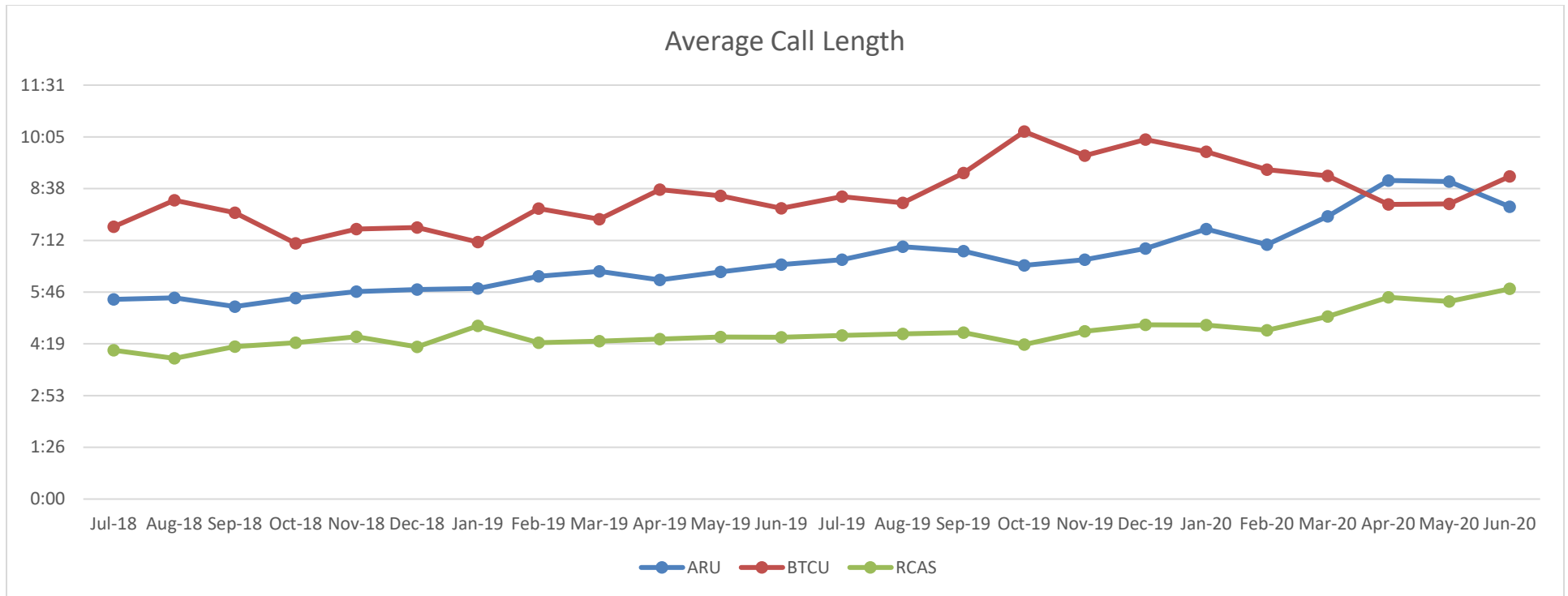
Customer Experience

These measures all focus on prioritizing the allocation of staff to the maximum extent possible so that customers are not having abnormally long wait times or unpleasant experiences. If one unit appears overwhelmed over a given period of time, these measures are used to anticipate where to direct resources from other units to address the issue. Even when the section shifts resources to reduce wait times, the amount of calls the section receives

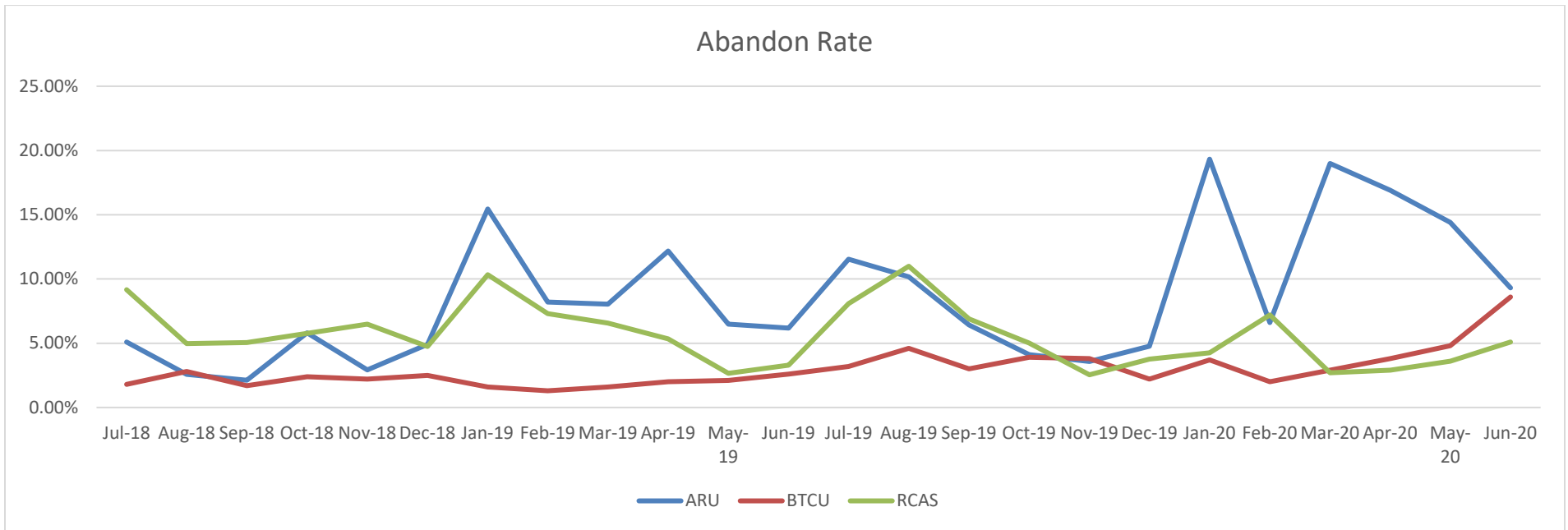
from employers often continues to exceed the capacity to prevent target wait times. Tracking these metrics allows the section to reallocate resources to improve the ability to service Oregon taxpayers, supporting the values of continuous improvement, service, and operational excellence.



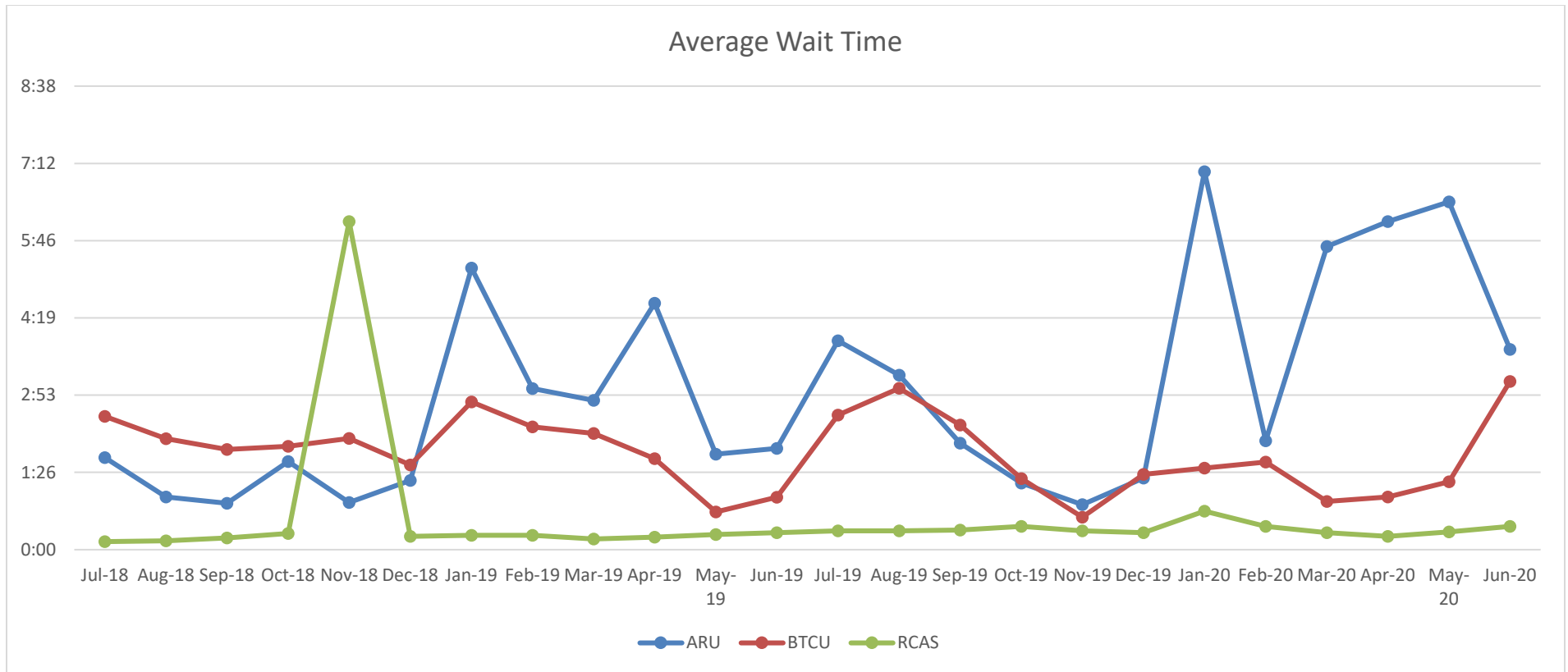
The Accounts Resolution Unit sees a significant call increase in January when annual withholding reconciliation returns and iWire information returns are due. March 2020 also saw an increase of calls as the section mailed a significant number of filing enforcement letters in February. Collections and registration unit calls remained relatively stable throughout, with increases in registrations in the beginning of each calendar year.



Average call length remains relatively static, with slight increases seen over the biennium. This increase could be in part a result of multiple accounts for the taxpayer (Statewide Transit Tax in addition to Withholding). The larger increase in March can be attributed to filing enforcement efforts completed in February. Taxpayers were seeking information on why they received correspondence, which increased the need for account resolution measures. Notably, collections-related calls tend to be the longest by call length.



The abandon rate measures the number of calls that are not answered before the call is completed. The abandon rate tracks closely with the volume rate and the average wait time on the next chart. March 2020 saw a significant increase in abandon calls with an increase in calls due to section filing enforcement efforts in February.



Average wait time is the amount of time on hold, on average. This number generally spikes during months when returns are due, or when call length or volume is abnormally high. Staffing disruptions also increase average wait time for taxpayers.

Enabling Legislation/Program Authorization

Article I, Section 32, of the Oregon Constitution establishes that no tax or duty shall be imposed without the consent of the people (via the vote) or their representatives in the Legislative Assembly. As such, the Legislature enacted a general policy under Oregon Revised Statute 316.007, which states that “It is the intent of the Legislative Assembly, by the adoption of this chapter...to...make the Oregon personal income tax law identical in effect to the provisions of the Internal Revenue Code relating to the measurement of taxable income of individuals, estates and trusts, modified as necessary by the state’s jurisdiction to tax and the revenue needs of the state...” To mirror federal income tax withholding, the Oregon Legislature enacted laws in ORS Chapter 316, which requires employers to withhold state income taxes from employee wages at the time of the payment of such wages (specifically ORS 316.167).

Funding Streams

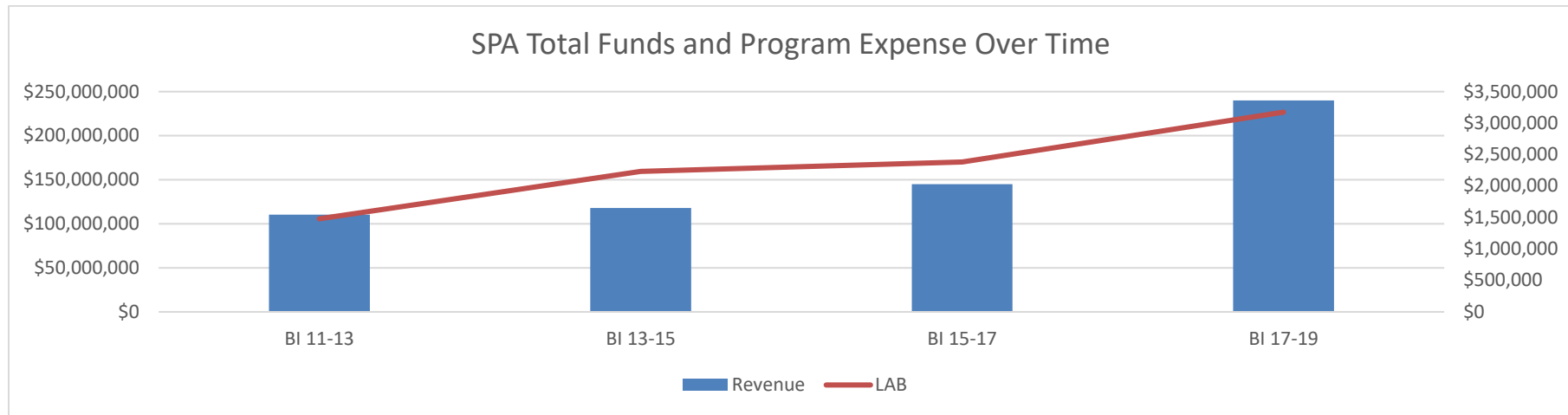
WPTS is funded by a combination of General Fund revenue and Other Funds. General Fund revenue primarily comes from the income tax programs administered by the Department of Revenue. Sources of Other Funds revenue are the transit district payments for administration, collection, and audit services provided by the department, and directly from the revenue streams of programs such as tobacco, Lane and TriMet transit taxes, Statewide Transit Tax, and other smaller tax programs administered by the department.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

Consolidating Collections – Policy Option Package 106

This POP consolidates the budget for positions and expenses related to the department’s collections function from the Personal Tax and Compliance and Business divisions to the Collections Division. The 2019 Legislature acknowledged receipt of the department’s report on the feasibility of consolidating all collection functions into a single division. Not funding this package would mean the department’s collections activity would operate under the Collections Division, but the Collections budget would reside across three different divisions, making it more difficult to track expenses related to the department’s collections function.

Special Programs Area (SPA) Section, Business Division



Program Overview

The Special Programs area administers nine tax programs in addition to the Tobacco and Other Tobacco Tax program, which is described in its own budget narrative. The revenue from the nine SPA programs funds emergency response activities, environmental protection, road maintenance, and other critical government services. Revenue projections initially indicated these taxes may produce about \$240 million during the 2019–21 biennium. However, many of these taxes reflect discretionary consumer spending. Subsequent revenue forecasts may show a reduction in anticipated revenue as a result of the COVID-19 public health emergency. To support this revenue generation, SPA conducts activities mostly supporting voluntary compliance, including producing forms and instructions, electronic processing and verifying returns, payment processing, education, and customer assistance. Enforcement activities are focused on filing enforcement, limited audits for certain programs, and the collection of past due debts.

In 2017, the Department of Revenue was directed to submit a feasibility study related to the establishment of a combined collections division (HB 5535). In 2018, the timeline for submitting the study was extended to early 2019 (HB 5201). The department submitted the collections structure feasibility study to the 2019 Joint Committee on Ways and Means Subcommittee on General Government. The study recommended centralizing the department's collections activity into a Collections Division, while still allowing for specialization of the collection of debts and debtors with differing characteristics. The department is continuing with the formation of the Collections Division for the 2021–23 biennium. As a result, the

current FTE and associated funding within the Business Division will formally be moved into the new division's budget structure. Policy option package 106 is the agency request to consolidate all collections into the Collections Division.

Program Funding Request

Special Programs	GF	OF	TF	POS	FTE
LAB 19-21	\$ 15,978	\$ 3,157,789	\$ 3,173,767	17	15.13
CSL 21-23	\$ (21,888)	\$ 3,352,059	\$ 3,330,171	15	14.50
ARB 21-23	\$ -	\$ 3,352,059	\$ 3,352,059	15	14.50
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ (15,978)	\$ 194,270	\$ 178,292	(2)	(0.63)
% change	-100.0%	6.2%	5.6%	-11.8%	-4.2%

As noted above, SPA revenues may be estimated at \$240 million per biennium. If current service level is approved, the program will continue to administer its nine individual tax programs. More specifically, to facilitate revenues at this level, SPA will conduct the tax return processing and other activities associated with revenue collection. SPA will also perform compliance activities consistent with budgeted position authority within specific tax programs.

Program Description

The nine programs within SPA possess their own unique characteristics, some of which are represented in the program description below. However, the administration of the programs requires common administrative processes. Tax rate and revenue information specific to each of these tax and fee programs are represented below.

State Lodging Tax (ORS Chapter 320):

- Tax rate: 1.8 percent of lodging accommodation charges, scheduled to decrease to 1.5 percent effective July 1, 2020 (administrative expenses capped at 2 percent of revenue).
- Revenue recipients: Travel Oregon for administrative expenses and distribution to location tourism organizations.

Emergency Communications (E-911) Tax (ORS Chapter 403):

- Tax rate: As of January 1, 2020, \$1 per month for telecommunications service, \$1 per sales transaction for pre-paid telecommunications services (administrative expenses capped at 0.6 percent of revenue.)
- Revenue recipient: Office of Emergency Management for E-911 call centers.

Petroleum Load Fee (ORS Chapter 465):

- Tax rate: \$8 per load (rate determined annually in rule by Office of State Fire Marshal).
- Revenue recipient: Office of State Fire Marshal.

Amusement Device Tax (ORS Chapter 320):

- Tax rate: \$135 per Lottery-issued video lottery terminal, per year (base rate, additional fees dependent upon per-device revenues).
- Revenue recipients: General Fund, Oregon Youth Conservation Corp., and county governments.

Hazardous Substance Fee (ORS Chapter 453):

- Tax rate: Fee set by Office of State Fire Marshal.
- Revenue recipients: Funds Community Right to Know and DEQ Toxic Use Reduction and Orphan site activities.

Vehicle Privilege Tax (ORS Chapter 320):

- Tax rate: 0.5 percent tax for privilege of selling taxable motor vehicles in Oregon.
- Revenue recipients: First \$12 million funds the Zero-Emission Incentive Fund administered by the Department of Environmental Quality, with remainder to Connect Oregon, administered by the Oregon Department of Transportation.

Vehicle Use Tax (ORS Chapter 320):

- Tax rate: 0.5 percent tax on purchase of taxable motor vehicles outside of Oregon.
- Revenue recipient: State Highway Fund, administered by the Oregon Department of Transportation.

Bicycle Excise Tax (ORS Chapter 320):

- Tax rate: \$15 per bicycle with retail sales price of \$200 or more.
- Revenue recipient: Funds Connect Oregon, for pedestrian and bicycle transportation improvement activities.

Heavy Equipment Rental Tax (ORS Chapter 307):

- Tax rate: 2 percent of rental amount collected by qualified heavy equipment provider (administrative expenses capped at 5 percent of revenue).
- Revenue recipients: Local taxing districts.

High Hazard Oil Train Fee (ORS Chapter 468B):

- Tax rate: Determined by Department of Environmental Quality by rule, no fee yet adopted.
- Revenue Recipient: High Hazard Train Route Oil Spill Preparedness Fund.

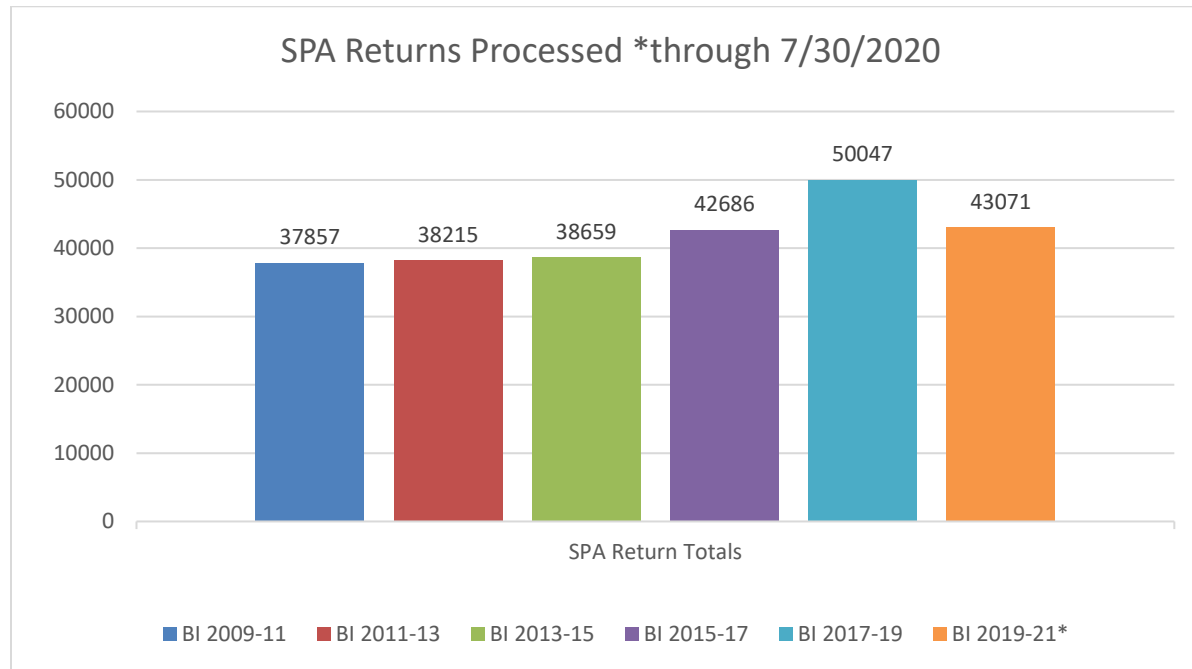
Key external partners:

- Tax collection partners (see above).
- Funding recipients (see above).
- Oregon Department of Justice (DOJ).
- Trade associations (e.g. Oregon Auto Dealers Association).

SPA administers each of the tax programs summarized above. This administration consists of three primary categories of activity: new program implementation, return processing and revenue collection, and filing enforcement and associated compliance consistent with budgeted position authority.

As an administration area responsible for a wide range of tax programs, SPA has recently been the area assigned most of the new dedicated-fund tax programs within the department. Therefore, the SPA team has recently expended significant resources in implementing new programs. This new program implementation work includes the development of fiscal requests and other planning documents associated with the appropriate resourcing of a new program. Additionally, the team is directly responsible for the establishment of the new program. This work includes the development of new tax forms and processes; the development and testing of updated technology systems; the drafting of new program rules and policies; the hiring and training of new staff; collaboration with key stakeholders throughout the implementation process; and identification, communication, and education of taxpayers.

Once a new program is established, the SPA team is responsible for the collection of revenues through processing tax returns or other tax collection processes specific to an individual program. The table below highlights the increase in return processing activities over recent biennia. These return statistics are generally representative of revenue collection and customer activities performed with the SPA team.



Although the return processing information above is representative of a broader set of program administration activities, under GenTax, return processing is largely automated. Program administration activities, particularly those directly associated with revenue collection and reconciliation via tax returns, has remained largely consistent or decreased slightly over the last biennia. Implementation of new tax programs, however, has required the deployment of significant SPA team resources, given the disproportionate amount of time associated with new tax program establishment and early-stage implementation. Therefore, collectively, SPA has performed program administrative services needed to secure the cited revenues, while also devoting significant time and resources to the development and implementation of new programs and initiatives.

Among the activities associated with return submission, the SPA team also fields associated customer inquiries about the various taxes. As many new programs require adjustments following initial implementation, the SPA staff regularly use customer feedback to modify forms, update technologies, revise policies, and to otherwise improve its core tax administration activities.

Although the SPA team expends significant effort to facilitate voluntary compliance, the enforcement of tax payment requirements is also an important component of SPA's tax administration work. Here, SPA conducts activities that support voluntary compliance, including the processing of returns, verification of correct amount paid, payment processing, education, assistance, and additional customer assistance.

Program Justification and Link to Long-Term Outcomes

Administration of SPA includes services related to each of the tax programs discussed above. SPA directly benefits Oregonians with program tax revenues funding the programs and government services summarized above in the program description section.

The continued funding at current service level will enable SPA to continue its wide-ranging tax program administration activities in direct alignment of the long-term focus area of excellence in state government. These activities will, in turn, fund its revenue recipients and support the activities described above. The activities funded by SPA are critical to the health, safety, and well-being of all Oregonians.

Program Performance

The effective performance of SPA is reflected in the collection of more than \$245 million in revenue per biennium. This outcome is supported by program activities, including the processing of more than 50,000 returns per biennium. Also reflective of SPA's successful launch and administration of its tax programs are the revenue to expense ratios, reflected below. The more recent reductions to the positive revenue-to-expense ratio is impacted significantly by the costs associated with new program implementation. Expenses associated with new program implementation are, in many cases, one-time expenses. Therefore, revenue to expense ratios are expected to improve over time.

BI 09-11	BI 11-13	BI 13-15	BI 15-17	BI 17-19	BI 19-21
86.1 : 1	79.6 : 1	63.6 : 1	70.0 : 1	75.6 : 1	77:1

Enabling Legislation/Program Authorization

The authorities for the SPA programs are as follows:

- State Transient Lodging Tax: Oregon Revised Statutes (ORS) 320.300–320.350.
- Emergency Communications (E-911) Tax: ORS 403.200–403.250.
- Petroleum Load Fee: ORS 465.101–465.131.
- Amusement Device Tax: ORS 320.005–320.150.
- Hazardous Substance Fee: ORS 453.396–453.414.
- Vehicle Privilege Tax: ORS 320.400–320.490.
- Vehicle Use Tax: ORS 320.400–320.490.
- Bicycle Excise Tax: ORS 320.400–320.490.
- Heavy Equipment Rental Tax: ORS 307.870-890.
- High Hazard Oil Train Fee: ORS 468B.427-437.

Funding Streams

SPA is funded exclusively by Other Funds with administrative expenses coming directly from the revenue streams of the programs administered. The Amusement Device Tax is the only General Fund program administered by SPA. However, the Oregon Lottery performs most of the administration through an interagency agreement. DOR's cost for administering this program is minimal and there is no General Fund allocation to DOR.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

Legislative changes help guide the allocation of staffing resources of the SPA. The 2017 and 2019 legislative sessions produced four new taxes in addition to changes to existing taxes administered by the program. Implementation of those taxes has been a continued focus for the program. One example of a program impacted by significant legislative changes is the State Transient Lodging Tax. Over the previous several legislative sessions, the department has additional administrative authority. One example of this is the data share legislation, HB 3180 (2017), which required program staff to implement a data share program and has required ongoing support for information sharing with local governments. The department also recently finalized the procurement of a service contract for data scraping services to assist in filing enforcement and compliance projects. Staff turnover for the State Transient Lodging Tax auditor position, authorized in the 2019 legislative session, and the COVID-19 pandemic have temporarily restricted the field audit presence for the program.

Additionally, HB 2400 (2017) authorized the department to administer local transient lodging taxes. As the program begins working with local jurisdictions to administer local lodging taxes, the program will shift resources to support that local administration plan. The department is proceeding with the business case and supporting documents to begin the necessary software configuration and changes to the existing business processes to provide for local lodging administration. This project will lead to a seamless singular return for State Transient Lodging Tax, as well as any local taxes administered by the department. The 2021–2023 biennium will require significant support of local transient lodging tax jurisdictions as well as continued investment to support new and changed tax programs.

As the program successfully implements new taxes, the focus of the program staff can shift to other activity to support the administration of the various taxes administered by the program. Compliance activity and policy refinement continue to be a focus of the program to ensure the success of these critical Other Funds taxes.

Corporation and Estate Section

Program Overview

The Corporation and Estate Section administers the Corporate Income and Excise Tax, Estate Transfer Tax (previously the Estate Inheritance Tax), Fiduciary Income Tax, and TriMet and Lane transit district self-employment taxes. Administration of these taxes provided \$1.8 billion in general funds and \$35 million in funding to the local transit districts. These outcomes are supported by voluntary compliance activities including return processing, taxpayer education and assistance, policy development, forms, and payment processing. The section also conducts enforcement efforts that include GenTax-produced discovery of non-filers, audit, and processing appeals.

Program Funding Request

Corp and Estate	GF	OF	TF	POS	FTE
LAB 19-21	\$ 11,743,524	\$ 408,548	\$ 12,152,072	49	49.00
CSL 21-23	\$ 12,322,508	\$ 444,865	\$ 12,767,373	49	49.00
ARB 21-23	\$ 12,282,683	\$ 444,865	\$ 12,727,548	49	49.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 539,159	\$ 36,317	\$ 575,476	-	-
% change	4.6%	8.9%	4.7%	0.0%	0.0%

The Corporation and Estate Section is requesting the current service-level funding. Current service level consists of 49 FTEs, \$12.3 million in General Funds, and \$0.4 million in Other Funds. This level of funding will allow the section to continue administering the six programs for which the section is responsible. This funding will allow continued assistance to taxpayers, updating forms and systems, processing returns, as well as enforcement activities. Performance in future biennia includes correctly processing over 200,000 returns, providing excellent customer assistance to taxpayers in more than 8,000 phone calls, auditing approximately 350 corporations, and identifying upward of 1,000 non-filing corporations.

Program Description

In tax year 2017, corporate income and excise taxpayers, who file returns annually, consisted of approximately 30,000 C corporations reporting \$568 million in tax and 69,000 S corporations reporting \$10 million in tax. Oregon corporate returns closely follow federal tax law. Estate transfer tax returns are filed only once, following death, if the value of the estate is over \$1 million. In tax year 2019, there were 2,131 returns filed reporting \$189 million in tax. Fiduciary income tax returns are also filed annually, with approximately 36,000 returns per year. Receipts for fiduciary taxes are combined with personal income tax collections and are not restated here. Tri-Met and Lane transit district self-employment taxes are filed annually and account for over 50,000 returns filed and more than \$18 million in taxes paid during fiscal year 2019.

Most of the taxes the section administers are reported and paid voluntarily by taxpayers. A critical role of the section is to ensure taxpayer assistance is easily accessible and customer focused, and that staff assist taxpayers to fulfill their tax obligations quickly and reliably. These goals are achieved by developing forms, aiding taxpayers and representatives, interpreting laws and rules, and correctly processing tax returns. A large part of this work involves getting forms and systems ready for filing season in partnership with others in the department for about 10 months each year. This includes making necessary changes to forms, the processing systems, programming that is used to identify returns that require manual processing, and testing both data capture and processing system changes. Recent changes related to the Processing Center Modernization (PCM) project have created new work to ensure data from tax forms can be efficiently captured for processing. Additionally, the new formatting required by PCM has increased the number of pages in notices, forms, and publications. This increases the need to promote alternative filing methods where the number of pages does not matter. It also includes working with vendors that supply tax preparation software and e-file platforms to ensure they understand the changes and apply them correctly so that return processing is efficient.

Administrative support staff manually process returns that the system can't due to incomplete or mismatched information. Many times, the issue can be resolved quickly and without notifying the taxpayer. However, in some instances, it's necessary to contact the taxpayer for additional information to complete processing of the return. This unit also provides account maintenance and processing support for the other programs administered in the section.

Customer service and operational excellence is key to supporting the agency's goal to assist taxpayers to fulfill their tax obligations quickly and promote voluntary compliance. The section uses an Automated Call Distributor (ACD), which routes calls to employees in the Administrative Support Unit who are familiar with basic corporate tax information and account maintenance. This enhances the section's ability to provide quality customer experience and support voluntary compliance. Since July 1, 2019, this phone line has averaged more than 80 calls per week. The calls to the ACD are primarily due to customers needing assistance with a notice they received and resolving payment issues. Staff continuously ensure service standards align with customer expectations for quality and responsiveness by maintaining an environment with no wait times.

The policy unit plays a vital role in administering tax programs by being a resource for the rest of the section, providing technical assistance to taxpayers, monitoring federal and state legislation for impacts on section programs, updating and promulgating administrative rules, and holding conference-level appeals that stem from enforcement work. The amount of work in this unit has increased over the years due to annual legislative sessions, increased review of administrative rules, complex federal tax reform, and external requests such as declaratory rulings related to interpreting Oregon tax statutes.

In order to ensure knowledge about best practices and uniformity initiatives, and using the best data possible, the section partners with other states and the Internal Revenue Service, as well as the Federation of Tax Administrators and the Multistate Tax Commission. These relationships provide leads for enforcement work, opportunities to learn from what other states are doing, and participation in the development of uniform model statutes and rules. Overall, these venues provide the opportunity to share and learn from other taxing agencies and pursue uniform and best practices.

These units generally support voluntary compliance, which is imperative to the health of these tax programs. Voluntary compliance is enhanced by providing taxpayers with clear forms, instructions, system configuration, and help with understanding the sometimes-complex tax laws. These units also conduct some work that has a tangential effect on enforcement activities; however, this is not their primary focus.

The section continuously strives to improve compliance strategies, processes, and tools to ensure taxpayers are filing and paying their taxes on time. Enforcement work to ensure compliance is another important aspect of administering corporation and estate programs. This starts when the return is filed. Staff identify potential errors and correct them before the return is processed. The return processing adjustments safeguard accurate reporting at the earliest point so that issues can be resolved quickly. Refund requests are also analyzed in the system by risk score so that large or unusual refunds are reviewed for accuracy. This protects the program revenue streams by eliminating fraudulent or erroneous refunds. Following this, federal tax information and a discovery system are used to identify returns for audit and corporations that have not filed but are required to. By using the discovery system and generating results, the section continues to refine and update its methods of selecting cases to ensure it is reviewing returns with the highest potential for noncompliance.

Filing enforcement leads are separated by domestic or in-state corporations and out-of-state corporations. With domestic corporations, the obligation to file is automatic and these leads are somewhat easier to process. These leads are handled by the Administrative Support Unit. Out-of-state corporations are more complicated and thus require an auditor to determine if the activities of the company meet the constitutional requirement for Oregon to impose a tax on them. Continued relationships with other states, the IRS, Multistate Tax Commission, Federation of Tax Administrators, and others have aided in this effort. However, this is one of the areas where there is an opportunity for growth as more data is gathered and produced for the discovery system to use.

Oregon corporate tax audits generally focus on state-level issues such as apportionment of income to Oregon and the unitary filing group. These issues and others are specific to Oregon and sometimes warrant further investigation to ensure correct application of Oregon statutes. Audits may take anywhere from one month to one year to complete depending on the complexity of the issues, the size of the corporation, and the amount of documentation required. Many audits are conducted out of state at the corporation's headquarters to facilitate efficient review of books and records. Once an audit is complete, taxpayers have the choice to pay the deficient taxes or appeal the result through one of several methods. Most recently, regarding the COVID-19 pandemic, the agency's normal audit plan and related practices have required adjustment. Most of the corporate audit function has historically been conducted on site at the taxpayer's corporate office location. With travel bans in place across the nation, activities have shifted to focus on correspondence audits. This shift will undoubtedly result in lower audit assessments as access to vital records will be compromised. Additionally, this interruption to normal travel activities may also impact the section's ability to complete audits within the statute of limitations. This has caused a shift in audit strategy to focus on single-year audits to ensure years that are near the statute of limitations are addressed and staff are working with taxpayers to extend the timeline if they are willing. This will allow staff to perform correspondence audits on the most critical tax years while preserving the ability to conduct on-site audits for later years that aren't in jeopardy. This may increase the number of audits closed, but those closed audits may result in fewer periods within the audit cycle.

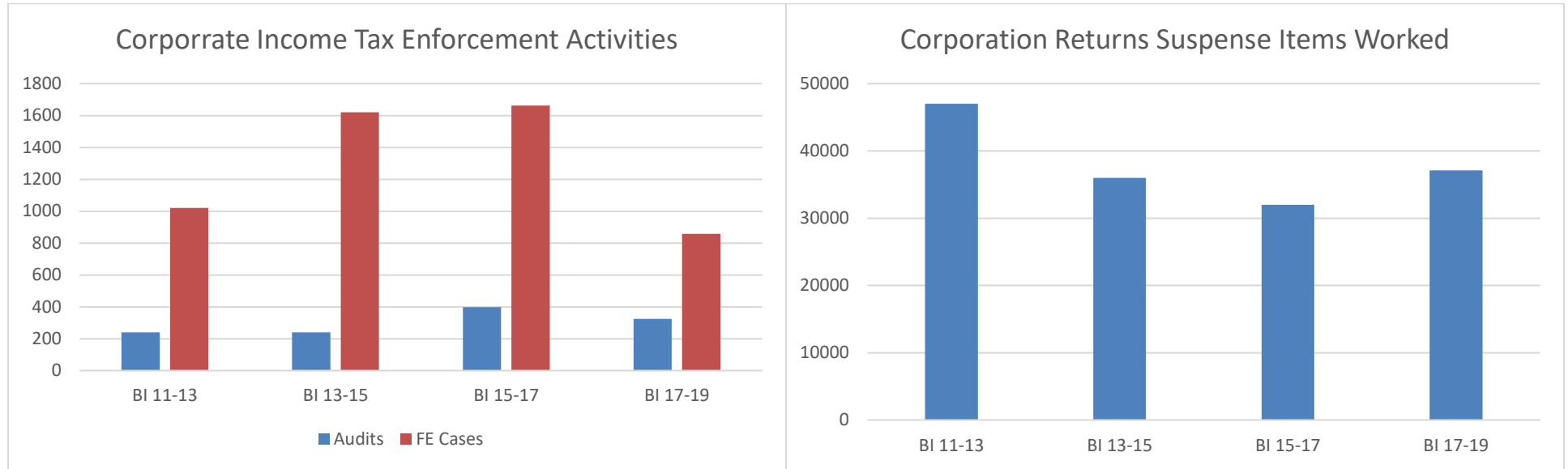
The first path for appeal is an administrative appeal with the department and offers the chance to take a second look at the application of the statutes to the individual facts and circumstances of the taxpayer's audit. Auditors and conference officers in our policy unit fulfill this role for the programs administered within the section. They communicate with taxpayers to gather additional information and hold an informal hearing, if one is requested, before issuing a final decision. Following the first level of appeal, or if there is no administrative appeal, the taxes become assessed and may then be appealed to the Magistrate Division of Oregon Tax Court. At this stage, the department is very involved in the appeal. However, representation by an assistant attorney general from the Department of Justice is generally sought. Appeals at this level can take a year or more to resolve depending on the number and complexity of issues involved.

The predominant expenditures for the section are personal services required to complete the work necessary to administer effectively and efficiently the six tax programs for which the section is responsible. Other costs include training, travel to educational conferences, and travel for out-of-state audits. The section continues to evaluate opportunities for improved effectiveness in determining which audits necessitate a field visit to the taxpayer. Our goal is to find ways to reduce audit travel without negatively impacting the revenue generated from tax assessments made through the audit activities.

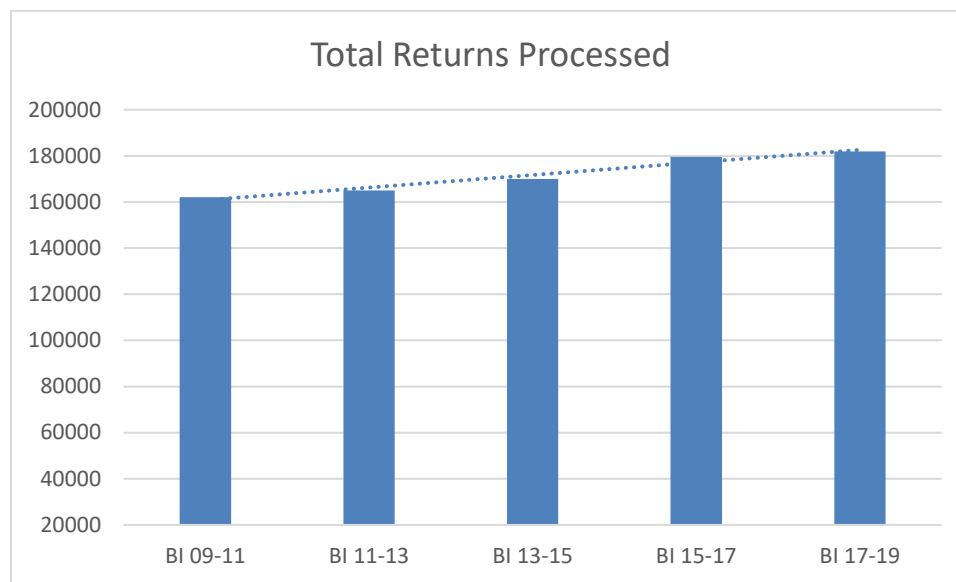
Program Justification and Link to Long-Term Outcomes

The Corporation and Estate Section supports the long-term focus area of excellence in state government through administration of six different tax programs. Collectively, these programs recently provided \$1.8 billion to the General Fund for the biennium, while costing only a fraction of that, approximately \$12 million in General Funds. These funds support many public services that are vital to enhancing the quality of life for Oregonians. Continuing to assess performance helps the section find better ways of doing business. It continues to pursue initiatives that improves service to taxpayers by leveraging more efficient ways to interact with staff. It also enhances and improves its workflows to ensure the correct work is reaching the correct person in the most efficient manner.

Program Performance



As previously described, the work of the section is abundant and varied. Enforcement activities are tracked by the number of audits performed and the number of filing enforcement cases worked. These activities are directly impacted by resource levels, including when staff are deployed for special projects, such as implementation of a new system. The number of audit cases remains consistent over time, and that is expected to continue. Filing enforcement cases are more volatile as resources may be shifted away from time to time and due to the complexity of identifying out of state nonfilers. The spike of cases in the 2013–15 biennium is directly related to the implementation of GenTax and the subsequent effort to resume normal workload levels. Resources had previously been shifted to support the successful implementation of GenTax. Since then, there have been periods when resources were diverted to other priorities such as taxpayer assistance and correctly processing returns. These methods continue to be evaluated to accomplish this work effectively, perhaps through greater information gathering, which may allow for a more automated system for enforcing compliance.



For smaller programs, as the revenue streams are inherently volatile, performance is best described by the number of returns processed. Prior to GenTax implementation, these returns were processed manually and predominantly by section resources. Currently, they are all processed through GenTax, and resources only work those that cannot be processed automatically. The number of returns is trending upward for the most part and one of the section’s goals is to minimize the number of returns that require manual intervention through clearer returns, instructions, and system configuration.

Enabling Legislation/Program Authorization

Oregon Revised Statutes (ORS) Chapters 118, 305, 314, 316, 317, and 318 require the department to administer the taxes for which the Corporation and Estate Section is responsible. These chapters contain the requirements to provide forms for taxpayers to file, methods, due dates to pay taxes, and obligations to interpret statutes when requested or needed. These statutes also provide authority to examine and audit returns, as well as assess tax, when a return is not filed.

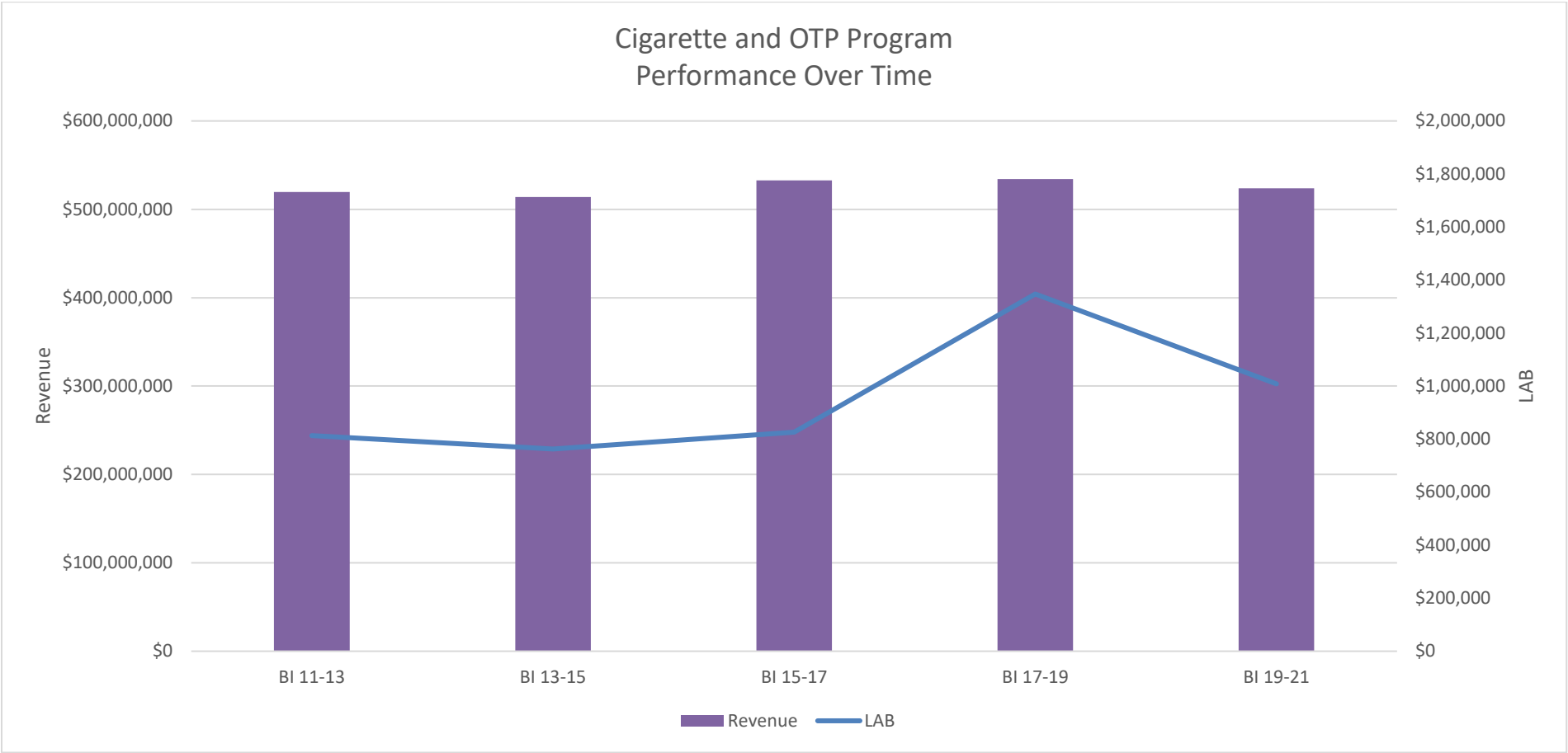
Funding Streams

The Corporation and Estate Section is predominantly funded by General Funds for corporate, estate, and fiduciary taxes. A small portion of its budget for administration of transit district self-employment taxes is Other Funds.

Significant Proposed Program Changes from 2019–21

None.

Cigarette and Other Tobacco Program, Business Division



Long-term focus areas: Excellence in state government.

Primary program contact: John Galvin, Withholding and Payroll Tax section manager

Program Overview

The Cigarette and Other Tobacco Product (OTP) program (jointly, Tobacco Program) area is included within the Special Program Administration (SPA) area in the Business Division. These two programs represent two of the 12 programs within SPA.

The Office of Economic Analysis projection suggests that the Tobacco Program could continue to produce as much as \$500 million in the 2019–21 biennium. However, activities beyond program control may impact final biennium revenues. According to the Oregon Health Authority’s publication *Oregon Tobacco Facts (2018)*, overall cigarette use has decreased 28 percent in Oregon over the past two decades. A continued decrease in cigarette use and corresponding drop in purchases could impact the revenue generated from the cigarette tax. Consumer shifts from smoking cigarettes to other products may also impact the revenue generated by the Tobacco Program.

To support this revenue generation, the Tobacco Program conducts activities that support voluntary compliance, including the management of stamp orders, processing of returns, verification of the correct amount paid, payment processing, education, and providing customer assistance. The Tobacco Program has limited enforcement resources dedicated to these programs and focuses its enforcement activities on filing enforcement, limited audits, and the collection of past due debts. Most of the staff and associated work connected to the administration of the Tobacco Program is performed in the SPA. The retailer inspections performed by three compliance specialist 1 inspectors, however, is performed within the Withholding and Payroll Tax Section, which includes SPA.

In 2017, the Department of Revenue was directed to submit a feasibility study related to the establishment of a combined collections division (HB 5535). In 2018, the timeline for submitting the study was extended to early 2019 (HB 5201). The department submitted the collections structure feasibility study to the 2019 Joint Committee on Ways and Means Subcommittee on General Government. The study recommended centralizing the department’s collections activity into a Collections Division, while still allowing for specialization of the collection of debts and debtors with differing characteristics. The department is continuing with the formation of the Collections Division for the 2021–23 biennium. As a result, the current FTE and associate funding in the Business Division will formally be moved into the new division’s budget structure. Policy option package 106 is the agency request to consolidate all collections into the Collections Division.

The Tobacco Program is also submitting a request with the Emergency Board to increase Other Funds limitation during the 2019-21 biennium to support the agency work necessitated by HB 2270 (2019), which was referred to the voters with IP 402. Should the voters uphold the referred measure, the workload of the Tobacco Program will increase substantially. The Department has prepared policy option package 104 to request the permanent positions necessitated by the significant changes to the cigarette and tobacco tax programs which are described more fully in the Program Description below.

Program Funding Request

The Tobacco Program is requesting current service-level funding for the 2021–23 biennium to administer the program. The program has budget authority for 2.0 FTE (tax auditor 2) directly funded by the program. The program has a total 2019–21 biennial budget of \$1,008,125. However, the program has requested additional positional authority and limitation to perform the work necessitated by HB 2270 (2019). This funding request includes current service-level funding for those additional positions.

If this funding request is approved, the program will continue to collect revenues in the Tobacco Program areas. Although current OEA projections suggest continued revenue collection of about \$500 million per biennium, activities beyond program control may impact final biennium revenues, including whether HB 2270 (2019), IP 402, is upheld in the November 2020 election. Impacts of the legislation are described below in the program description section.

Regardless of the outcome of the 2020 election, the Tobacco Program will conduct the tax return processing and other activities associated with revenue collection. The Tobacco Program will also perform compliance activities, consistent with budgeted position authority in the cigarette and OTP tax programs.

Tobacco Program	GF	OF	TF	POS	FTE
LAB 19-21	\$ -	\$ 1,008,125	\$ 1,008,125	2	2.00
CSL 21-23	\$ -	\$ 1,085,047	\$ 1,085,047	2	2.00
ARB 21-23	\$ -	\$ 935,504	\$ 935,504	2	2.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ -	\$ (72,621)	\$ (72,621)	-	-
% change	0.0%	-7.2%	-7.2%	0.0%	0.0%

Program description

The cigarette taxation program began in 1966 and taxation of OTP began in 1986. The combined Tobacco Program administers and enforces the cigarette and OTP programs. More specifically, the administration of the Tobacco Program consists of two primary categories of activity: return processing and revenue collection, and filing enforcement and associated compliance. Staff complete this work in partnership with key stakeholders.

The cigarette program differs from most other tax programs in that revenue is pre-collected through the sale of tax stamps to distributors, as opposed to payment being delivered, along with self-reporting of the tax liability through the submission of returns. There are returns submitted to reconcile prior stamp purchases and return information is useful in identifying potential audit leads and instances when failure-to-pay filing enforcement is warranted. Currently, cigarettes are taxed at \$1.33 per pack of 20 cigarettes.

Oregon uses a direct-to-distributor system for stamp orders. All distributor stamp orders are submitted electronically through Revenue Online. The cigarette program has a quarterly filing requirement due on the 20th of the month following the end of the calendar quarter. This report reconciles cigarettes imported into Oregon, those stamped for sale in Oregon, and those exported out of Oregon. In addition, there is a monthly Prevent All Contraband Tobacco (PACT) Act filing requirement, for out-of-state distributors that ship cigarettes and roll-your-own products into Oregon, due by the 10th of every month to DOR and DOJ. The two agencies coordinate when PACT reports are filed with one agency and not the other.

With respect to the OTP program, Oregon imposes a tax on the sale, storage, use, consumption, handling, or distribution of tobacco products other than cigarettes. Generally, OTP taxes are paid quarterly by the distributor. Currently, the OTP tax is 65 percent of the wholesale price for certain other tobacco products, with cigars capped at \$.50 per cigar. Other tobacco products are taxed by weight at \$1.78 per ounce with a minimum tax rate of \$2.14 per retail container or unit.

During the 2019 legislative session, the Legislature adopted HB 2270 (2019). HB 2270 proposes a referral in the 2020 general election imposing an additional 100 mill increase to the cigarette tax (\$2 per pack of 20, \$2.50 per pack of 25). The bill increases the cigarette tax to \$3.33 per pack of 20. Additionally, HB 2270 imposes a floor, or inventory, tax for inventories in the possession or control of a cigarette retailer, as well as stamped cigarettes and unaffixed stamps held by cigarette distributors. The bill increases the OTP tax cap on cigars to \$1 per cigar and defines little cigars as cigarettes. The bill would also impose the OTP tax on the sale of inhalant delivery systems for the first time. Finally, the bill would require cigarettes to be sold in sealed packages of at least 20. The changes in HB 2270 are projected to raise an additional \$115 million of revenue in the 2019–21 biennium, and \$350 million in revenue in the 2021–23 biennium if the referral, IP 402, is approved by voters. The department must begin core systems configuration prior to the November vote because the project is anticipated to take approximately a minimum of three months to complete. The department is already performing policy development work and instituting a communications plan to perform outreach beginning in the summer of 2020.

Although the Tobacco Program team expends significant effort to facilitate voluntary compliance, the enforcement of tax payment requirements is also an important component of tax administration. Here, the Tobacco Program conducts activities that support voluntary compliance, including retailer inspections, filing enforcement, audits, licensing, and customer assistance. The program works with DOJ to ensure PACT Act compliance. A primary focus of program compliance activity and associated resources is maintaining diligent enforcement of the tobacco laws for the tobacco Master Settlement Agreement (MSA). The MSA is a 1998 agreement between several cigarette manufacturers and multiple states, including Oregon

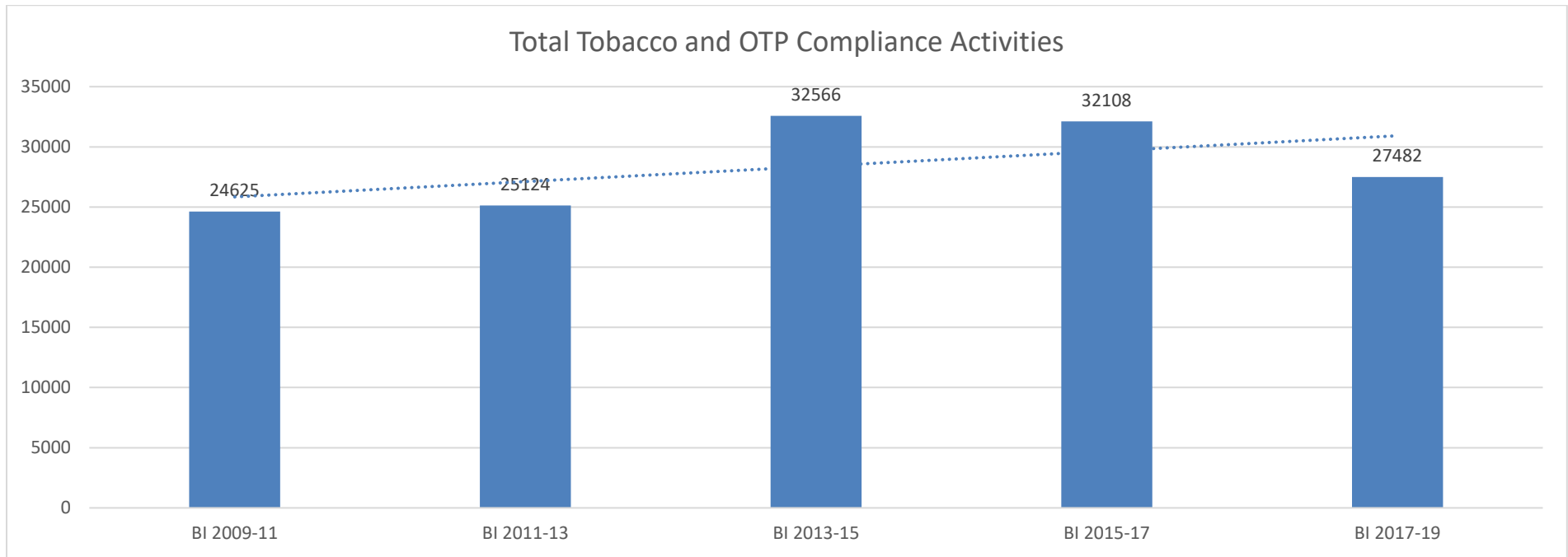
under which Oregon receives about \$70 million per year. The MSA requires Oregon to enact and diligently enforce a set of statutes regulating the sale of cigarettes. DOR and DOJ work together to enforce these statutes.

Key stakeholders and compliance partners, in addition to those discussed above, include the following:

- **DOJ:** In addition to receiving legal advice and litigation representation from DOJ, the Tobacco Program partners with DOJ on a range of compliance issues. DOJ and the department each manage compliance issues under a variety of state and federal laws associated with tobacco regulation.
- **Federally recognized tribal governments in Oregon:** The department partners with federally recognized tribal governments through tax refund agreements with these tribal governments related to tobacco sales on tribal land. Nine of Oregon's 10 federally recognized tribal governments have tax refund agreements with the department. The department has an OTP tax refund agreement with one tribe and is working toward agreements with two additional tribes.
- **Oregon Health Authority:** The department partners with OHA on tobacco initiatives.
- **Federation of Tax Administrators:** The department is working with FTA, other states, and industry to achieve uniformity in filing cigarette and tobacco forms for tax compliance and PACT Act enforcement.

Program Justification and Link to Long-Term Outcomes

Program staff provide a diverse array of services to 200 distributors, 175 wholesalers, and more than 3,800 retailers. These business entities reflect every corner of the state, as well as large multinational corporations headquartered outside the state. The following table summarizes the compliance activities of program staff over the last several biennia.



The compliance activities in the above table consist of inspections, audits, demand-to-file letters, failure to file assessments, and the assessment of civil penalties. The increase in activities in the 2013–15 and 2015–17 biennia were in part the result of federal enforcement activities. During this time, a federal enforcement action produced information related to illegal tobacco distributions and resulted in various program-initiated compliance activities. Some of these activities would not have occurred but for the findings associated with federal enforcement activities. It is important to note, however, that the Tobacco Program actively maintains its relationships with its state and federal enforcement partners. The program also continues its own independent audit work. In this way, the program is positioned to use other noncompliance information received from its partners.

Maintaining funding at the current service level is needed to maintain the above-described revenue generation and compliance activities. A decrease to compliance activities could reduce tax revenues. Additionally, distributions afforded the state under the MSA could be negatively impacted if compliance activities were not sustained.

Program Performance

The effective performance of the cigarette and OTP program is reflected in the collection of about \$500 million in General and Other Funds revenues per biennium. This outcome is supported by program activities, including the return processing and compliance activities discussed above.

Additionally, revenue-to-expense ratios are reflected below. The decrease in the revenue-to-expense ratio during the 2017–19 biennium can be attributed to an increase in LAB during the 2015–17 biennium, as well as an overall decrease in smoking rates in the state.

Tobacco Program Revenue to Expense Ratios				
BI 09-11	BI 11-13	BI 13-15	BI 15-17	BI 17-19
614 : 1	575 : 1	746 : 1	700 : 1	524:1

Enabling Legislation/Program Authorization

Authority for administering the cigarette taxation program is Oregon Revised Statutes 323.005-323.482, 323.740, and 823.850-823.862, and MSA ORS 180.400-180.494. The OTP authority is located in ORS 323.500-323.645.

Funding Streams

The cigarette and OTP programs are funded by Other Funds.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

The Tobacco Program has requested limitation and position authority to implement the provisions of HB 2270 (2019), which will be determined by the Financial Estimate Committee. The addition of inhalant delivery systems to the OTP tax marks the first time this product has been taxable in the state. Changes to the cigarette and OTP taxes will require the Tobacco Program to perform significant outreach and education to these new tobacco distributors. The Tobacco Program expects additional tribal rebate negotiations and agreements if HB 2270 (2019) is upheld by the voters, due to the addition of inhalant delivery systems to the OTP tax. Currently, eight of nine tribes have an agreement for a cigarette rebate, but only one tribe currently has an agreement for a similar rebate of OTP tax.

Multistate Tax Commission (MTC)

Program Overview

Oregon is a member of the Multistate Tax Commission (MTC), an intergovernmental organization composed of 15 member states, plus the District of Columbia, that jointly work to promote uniformity in state taxation of corporate income. An additional 34 states participate in a variety of ways with the MTC, just not as full members. The Department of Revenue's membership and continuing participation have resulted in many Oregon statutes and administrative rules that are uniform with other states, which can improve voluntary compliance. Voluntary compliance is impacted because uniform laws make it easier for corporations to understand and comply with laws when their business operates in multiple states. Oregon also participates in MTC's multistate nonfiler and audit efforts that support corporate income tax compliance while freeing up state resources to focus on other enforcement efforts.

Program Funding Request

Member states are assessed operational expenses by the MTC each year to fund the services they provide. Assessments are proportional to the total amount of all tax revenue received by each state. The department requests \$319,906 for the 2021–23 biennium to pay this assessment.

Multistate Tax Commission	GF	OF	TF	POS	FTE
LAB 19-21	\$ -	\$ 306,717	\$ 306,717	-	-
CSL 21-23	\$ -	\$ 319,906	\$ 319,906	-	-
ARB 21-23	\$ -	\$ 319,906	\$ 319,906	-	-
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ -	\$ 13,189	\$ 13,189	-	-
% change	0.0%	4.3%	4.3%	0.0%	0.0%

Program Description

As an MTC member state, Oregon adopted the Multistate Tax Compact to attempt to eliminate taxation of the same income by more than one state and reduce the risk of federal legislation restricting state taxation. This is important to Oregon because imposing taxes fairly and consistently improves voluntary compliance. It also decreases the chance that Congress will pass federal legislation further limiting any state's ability to tax interstate commerce, which would be detrimental to the General Fund.

The MTC accomplishes its objectives in several ways:

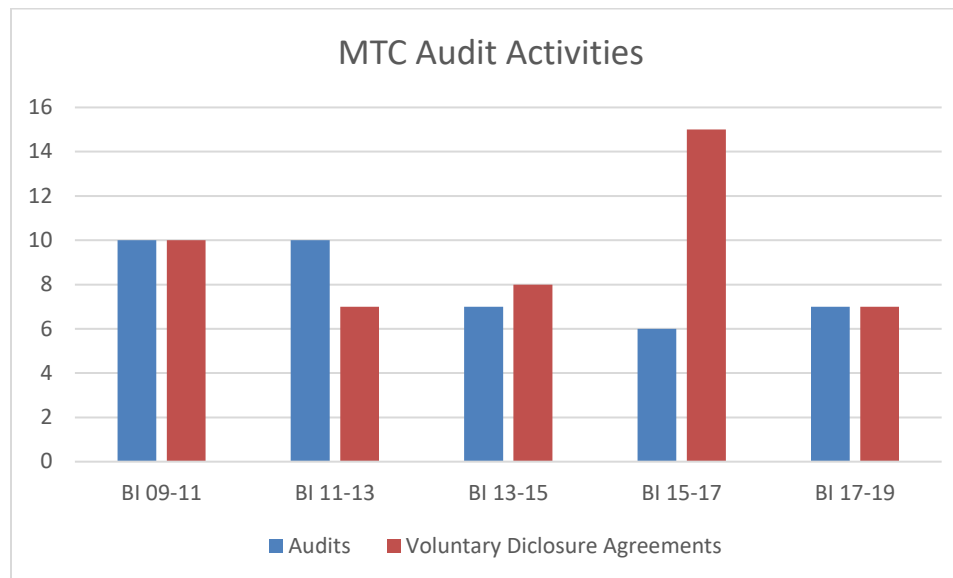
- Develops and recommends uniform statutes and regulations for application to special industries and situations.

- Conducts joint audits of multistate corporations on behalf of the states in which the corporations operate.
- Runs a multistate voluntary disclosure program that allows companies with a filing obligation in more than one state to come forward anonymously and without penalty.
- Provides education to federal and state audiences through workshops and conferences.
- Offers legal support to member states.

Program Justification and Link to Long-Term Outcome

The MTC is an intergovernmental state tax agency whose mission is to promote uniform and consistent tax policy and administration among the states, assist taxpayers in achieving compliance with existing tax laws, and advocate for state and local sovereignty in the development of tax policy. The MTC program supports the long-term outcome of excellence in state government and supports the work of the department's corporate income tax program, which contributes more than \$1 billion to Oregon's General Fund each biennium. The MTC continually reviews model uniformity provisions from the past to identify updates that are necessary as the business environment and federal tax law changes. Oregon can then incorporate those updates into its laws and rules on corporate income taxation. By participating in the audit and voluntary disclosure programs, the state benefits from MTC enforcement resources, allowing the department to focus on other enforcement efforts and, overall, address more enforcement cases.

Program Performance



The first chart above shows the enforcement activities the MTC undertakes on behalf of Oregon. There are relatively few enforcement cases in number. However, the revenue resulting from these cases is significant. The amount of resources the state uses to assess these taxes after MTC conducts its work is small compared to a case of our own undertaking.

The MTC completes seven to 10 audits and voluntary disclosure cases per biennium and the minimum return on investment is substantial. Revenue from these cases are generally \$2–3 million; however, during the 2015–17 biennium, there was a large case that pushed revenue attributable to MTC actions over \$23 million for the biennium. All corporate tax assessments, including those generated by the MTC, fluctuate greatly depending on the complexity of the issues and size of the company being audited. Even at the lowest level of revenue, there is still a very good return on investment in comparison to the overall corporate program.

In addition, there are also non-monetary benefits to the MTC program as previously discussed. We anticipate the cost and revenue for the MTC program to grow slightly from year to year, although revenue can fluctuate more significantly.

Enabling Legislation/Program Authorization

The Multistate Tax Compact was originally adopted in 1967 as Oregon Revised Statute (ORS) 305.655 but was revised in 2013 to ORS 305.653. Other provisions relating to Multistate Tax Commission are contained in ORS 305.660 through 685.

Funding Streams

The MTC program is self-funded through Other Funds. Taxes paid as a result of MTC enforcement activities more than pay for the cost of these services. Revenues received from MTC enforcement activities are deposited into an MTC revolving account (ORS 305.685), and MTC assessment payments are withdrawn. Historically, account balances in excess of \$150,000 are transferred to the General Fund on June 30 of each year. The MTC assessment has recently increased to over \$180,000 and therefore the MTC fund requires an adjustment moving forward. This adjustment should be accomplished through a technical change.

Significant Proposed Program Changes from 2019–21

None.

Business Division

Essential Package 010—Vacancy Factor and Non-PICS Personal Services

Package Description

Purpose

This package includes three components: 1) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity. 2) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by the Position Information Control System (PICS). 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved

Vacancy Savings—Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

Non-PICS Accounts—With the exception of mass transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2019–21 Base Budget by the standard inflation factor of 4.3 percent. Mass transit is calculated using the Oregon Budget Information Tracking System (ORBITS) Mass Transit Audit Report ANA104A.

PERS Pension Obligation Bond—The PERS Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to the PERS Pension Obligation Bond value.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$ 81,137
Other Funds	\$ 179,304

2023–25 Fiscal Impact

Non-PICS Personal Services actions, approved in this package, will become part of the base budget for 2023–25. Vacancy savings are projected again each biennium, based on agency experience. The PERS Pension Obligation Bond will be an ongoing liability for the agency.

Business Division

Essential Package 022—Cost of Phased-out Program and One-Time Costs

Package Description

Purpose

This package includes the costs of phasing out one-time program dollars approved for the 2019–21 biennium.

How Achieved

This package phases out one-time funds approved in the 2019–21 biennium associated with FIDM.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund

Other Funds \$ (190,013)

2023–25 Fiscal Impact

None.

Business Division

Essential Package 031—Standard Inflation and State Government Service Charge

Package Description

Purpose

This package includes funding for inflation and adjustments to reflect the Price List of Goods and Services issued by DAS. The prescribed standard inflation factors were used for all accounts in this division.

How Achieved

For 2021–23, inflation factors are 4.3 percent for standard inflation, 5.7 percent for professional services, 19.4 percent for Attorney General charges, and 22.6 percent for facility rental and taxes. Also included in this package for this division is a CFO approved exceptional inflation value for Treasury fees. Inflation requested in this package is based on the 2021–23 base budget. Inflation associated with biennial amounts for phased-in programs, when applicable, is included in package 021.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund \$ 401,350

Other Funds \$ 158,184

2023–25 Fiscal Impact

Standard inflation actions, approved in this package, will become part of the base budget for 2023–25. State government service charges are projected each biennium based on the statewide price list.

Business Division

Essential Package 060—Technical Adjustments

Package Description

Purpose

In consultation with CFO and LFO, the Department of Revenue adjusted specific budget line items to more accurately reflect its operations and current spending.

How Achieved

The department adjusted specific budget line items to more accurately reflect its operations and current spending. In addition, the department eliminated payroll processing within the department and now uses DAS shared payroll services. The department eliminated two payroll positions and converted the personal services budget to services and supplies budget to cover the cost of the new service. The budget for those services were spread throughout the agency in this package.

Agency Request Budget

Staff Impact

Position

FTE

Revenue Source

General Fund \$ 31,413

Other Funds \$ 15,728

2023–25 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

Business Division

Policy Package 104—Cigarette Tax / Other Tobacco Products Tax

Purpose

The Department of Revenue is requesting additional Other Funds limitation and position authority to ensure that the department complies with the provisions of HB 2270 (2019) pending voter approval. Additionally, this policy option package will ensure the department is complying with state and federal sales regulations and with the settling state obligations under the Master Settlement Agreement to ensure that Oregon receives approximately \$70 million in MSA payments annually.

What would this policy option package (POP) do and how would it be implemented?

This POP would request the additional Other Funds limitation and position authority to allow the Department of Revenue to implement the changes included in HB 2270, which was referred to voters in November 2020. Since the changes take effect in January 2021, Revenue will need resources immediately. This POP would include the following permanent, full-time positions and their projected start date:

Position Title	Projected Start Date
Compliance Specialist 1	September 2020
Compliance Specialist 1	September 2020
Compliance Specialist 3	September 2020
Tax Auditor 1	January 2021
Tax Auditor 2	January 2021
PEMC	July 2020

The full requested Other Funds limitation increase would be \$995,700 during the 2019–21 biennium, based on the fiscal impact request submitted for HB 2270-14 (2019) and the addition of the PEMC to centralize management of new and existing staff in the cigarette and tobacco tax programs.

Why does Revenue propose this POP?

This policy option package is requested because position authority and an increase to the Other Funds limitation for the cigarette and tobacco programs was not increased with the passage of HB 2270 (2019). This legislation included a referral to the ballot during the November 2020 general election, with the tax increase and floor tax effective January 1, 2021. The legislation includes inhalant delivery systems in the definition of tobacco products.

The fiscal impact consideration process was followed during the legislative session. However, the final Fiscal Impact Statement issued by the Legislative Fiscal Office noted that because the legislation included a referral to the ballot through the initiative and referendum process, a financial impact committee would be created.

The addition of new products subject to the tobacco products tax, as well as the minimum wholesale price for cigars, will extend the length of time to perform a single inspection. Therefore, additional compliance specialists are needed to maintain the current inspection level. Maintaining inspection levels ensures retailers of cigarettes and tobacco products are complying with state and federal sales regulations and the state is complying with the settling state obligations under the Master Settlement Agreement. This ensures that Oregon receives approximately \$70 million in MSA payments annually. Additional tobacco product tax returns will be audited as a result of the addition of inhalant delivery systems to the existing taxable products. Additional cigarette and tobacco product tax returns will also be audited as a result of the increase to the Cigarette Tax and modification to taxation of cigars and reclassification of “little cigars” as cigarettes to ensure taxpayers are complying with the new law.

Centralizing management of all staff included in the existing cigarette and tobacco programs will ensure that the program succeeds, especially given the five new, permanent full-time positions required to ensure the department meets the mandates of HB 2270. The unit will have additional audit responsibilities and additional staff for compliance investigations given the addition of inhalant delivery systems and the large increase to the tax rate. Cigarette and tobacco tax enforcement, including auditing distributors, is critical for Oregon to ensure compliance with the MSA.

How does this further the agency’s mission or goals? How does this further the program funding, team outcomes, or strategy?

This POP is necessary to ensure that the department complies with the provisions of HB 2270 (2019), pending voter approval. This conforms to the department’s mission of making revenue systems work to fund the public services that preserve and enhance the quality of life for all citizens.

The Cigarette Tax increase was proposed as part of the Governor’s 2019–21 budget to deal with a projected funding shortfall for the Oregon Health Authority.

Is this POP tied to a Revenue performance measure? If yes, identify the performance measure. If no, how will Revenue measure the success of this POP?

This POP can be measured by several key performance measures: KPM No. 4–Customer Service; KPM No. 5–Effective Taxpayer Assistance; and KPM No. 8–Direct Enforcement Dollars Cost of Funds. The additional positions requested with this POP are predominately customer facing, direct enforcement positions in the form of compliance specialists and tax auditors. These positions will be directly assisting taxpayers with their filing obligations and ensuring compliance with the cigarette and tobacco laws. With the addition of inhalant delivery systems to the Tobacco Products Tax, new taxpayers not previously subject to the Tobacco Products Tax, will need education and guidance to ensure they are complying with the new law.

Indirectly, this policy option package will support KPM No. 11–Employee Engagement, as workload can be shifted to these new resources to provide current employees growth opportunities and a more reasonable workload.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.

It is not anticipated that existing statutes would be impacted or a need for a new statute by the addition of these positions.

What alternatives were considered and what were the reasons for rejecting them?

Revenue considered rotating existing staff into these permanent, full-time positions but ultimately rejected that option as it will create the unintended consequence of decreasing performance and accountability on other existing programs. Reducing investment in other taxes administered by the unit may have negative compliance impacts on Other Fund tax programs, which may also create downstream revenue impacts for the recipients of those programs. The department also plans to request these resources from the Emergency Board prior to 2021 if the measure passes in November. This will allow us to perform full compliance activities at the time the floor tax takes effect. If that funding is approved, we will remove this policy option package from our request.

What would be the adverse effects of not funding this POP?

If the policy option package is not funded as requested, the department will not be able to implement the requirements of HB 2270.

It is anticipated that the configuration changes to the GenTax and Revenue Online systems will require a 12-week IT project. The department will need an increase in Other Fund limitation to be positioned to meet the January 1, 2021 effective date for the floor tax and increase because the work will need to be underway prior to the election. Not funding the policy option package would jeopardize Revenue’s ability to meet the January deadline. Much of the work will need to occur prior to the November election, including much of the IT configuration and policy work. This is to ensure that Revenue can notify taxpayers of their obligations under the new law and provide them the ability to report the floor tax on January 20. New compliance staff would need to be hired immediately after the election to prepare for the floor tax compliance work. Without the additional funding, the department will be forced to limit compliance, outreach, and education efforts, jeopardizing the revenue available from the floor tax.

The permanent positions requested as part of the policy option package reflect the additional work given to the department as a result of the provisions of HB 2270. Should the agency not receive those additional positions and prioritize floor tax compliance over other compliance efforts, the department will need to stop doing work for other tax programs. The department would need to ensure ongoing compliance with the cigarette floor tax, Cigarette Tax increase, and tax on inhalant delivery systems to show the state is complying with all the settling state obligations required by the MSA. If the ballot initiative fails, it is anticipated that these additional staff will not be needed to maintain current service level.

What other agencies (state, tribal and/or local government) would be affected by this POP? How would they be affected?

The cigarette and tobacco tax programs are Other Fund programs and the downstream revenue impacts, if the department is unable to meet the mandates of HB 2270, could be substantial. Projections for the 2019–2021 biennium are that the increase to the Cigarette Tax rate would increase

revenues by \$109 million, and the tax on inhalant delivery systems would bring in an additional \$6 million in revenue. The increase to the cap on cigars is projected to bring in an additional \$0.3 million.

The department also provides a rebate to tribes in Oregon for cigarette taxes. It is anticipated that additional tribes will seek to enter into agreements with the department to provide a rebate for the tax on tobacco products, once inhalant delivery systems are added to the definition of tobacco products.

Oregon is also a participant in the Master Settlement Agreement. The department partners with the Oregon Department of Justice to enforce the cigarette and tobacco tax laws of the state, which is critical to ensure the state is upholding its obligations with the requirements of that agreement. The state is projected to receive \$132.4 million during the 2019–2021 biennium from the agreement.

What other agencies, programs or stakeholders are collaborating on this POP?

No other agencies, programs, or stakeholders are collaborating on this policy option package.

What is your equity analysis?

Fully funding this policy option package and staffing the cigarette and tobacco programs will generate revenue necessary to fund equity initiatives in the state, consistent with the provisions of HB 2270.

The revenue generated from the increase to the Cigarette Tax and from the addition of inhalant delivery systems to the Tobacco Products Tax will be distributed to the Oregon Health Authority. Ten percent of this revenue is to be distributed to tribal health providers, Urban Indian Health programs, regional health equity coalitions, culturally specific and community-specific health programs, and state and local public health programs that address prevention and cessation of tobacco and nicotine use by youth and adults, tobacco-related health disparities, and the prevention and management of chronic disease related to tobacco and nicotine.

If the policy option package is not funded, the department will not be able to implement the requirements of HB 2270.

What assumptions affect the pricing of this POP?

Implementation Date(s): July 2020-January 2021

End Date (if applicable): N/A

- a. **Will there be new responsibilities for Revenue? Specify which program area(s) and describe their new responsibilities.**
No new responsibilities, however, there will be significant additional responsibilities for Revenue within the cigarette and tobacco tax programs. These responsibilities include additional inspections, audits, and return and payment processing for distributors of Inhalant Delivery Systems as well as the added inspections and audits necessary to ensure compliance with the significant increase in the cigarette tax rate.
- b. **Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.**
None anticipated.
- c. **Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.**
No significant changes anticipated.
- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.**

Position Title	Months in the 2019-21 biennium
Compliance Specialist 1	10
Compliance Specialist 1	10
Compliance Specialist 3	10
Tax Auditor 1	6
Tax Auditor 2	6
PEMC	12

- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**
Start up costs include significant core system configuration to implement the changes to the cigarette and tobacco tax programs, a communications plan and direct outreach to stakeholders including 4,000 retailers of cigarette and tobacco products. It is anticipated that time will be needed to train existing staff on the changes to the programs as well as significant time necessary to train new staff members.

f. **What are the ongoing costs?**

Ongoing costs are primarily personal services charges for the permanent positions requested above. Other ongoing costs include the service and supplies costs including travel associated with the compliance and audit positions requested.

g. **What are the potential savings?**

Protection of the revenue stream received through the Master Settlement Agreement and less litigation and Attorney General costs with increased compliance and outreach efforts.

h. **Based on these answers, is there a fiscal impact?**

Yes.

Agency Request Budget

Staff Impact

Position	6
FTE	6.00

Revenue Source

General Fund	
Other Funds	\$ 1,319,851

2023–2025 Fiscal Impact

The actions included in this package will become part of the base budget for 2023–25.

Collections Division

Consolidate Collections—Policy Option Package 106

Purpose

This POP consolidates the budget for positions and expenses related to the department's collection functions from the Personal Tax and Compliance and Business divisions to the Collections Division. The 2019 Legislature acknowledged receipt of the department's report on the feasibility of consolidating all collection functions into a single division. Not funding this package would mean the department's collections activity would operate under the Collections Division, but the collections budget would reside across three different divisions, making it more difficult to track expenses related to the department's collection functions.

What would this policy option package do and how would it be implemented?

This POP proposes the transfer of the budget related to positions and expenses identified by the department to fall under the department's Collections Division. These positions and expenses currently form part of the budget for the department's Personal Tax and Compliance and Business divisions. Once transferred, all positions and expenses associated to the department's collection function would be allocated as part of the Collections Division budget.

Why does Revenue propose this POP?

In 2017, the department was directed to submit a feasibility study related to the establishment of a combined collections division (HB 5535). In 2018, the timeline for submitting the study was extended to early 2019 (HB 5201). The 2019 Legislature acknowledged receipt of the department's report on the feasibility of consolidating all collection functions within a single division. Based on the department's feasibility analysis, the consolidation would occur over the course of the following two biennia, subject to legislative review and approval. This request is an extension of the consolidation efforts that are currently ongoing.

How does this further the agency's mission or goals? How does this further the program funding, team outcomes or strategy?

Consolidating the collection functions most closely aligns with the department's strategic priorities by creating an agency-wide collections vision, strengthening the ability to establish and enforce performance standards, streamlining communication, leveraging IT staff resources and system capabilities, and establishing consistent, standardized policies and procedures.

Is this POP tied to a Revenue performance measure? If yes, identify the performance measure. If no, how will Revenue measure the success of this POP?

The performance measure most closely related to this POP is Collection Dollars Cost of Funds. The department will demonstrate efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens by measuring the cost of funds for every dollar collected

by the agency. Consolidating the department's collection functions is expected to enhance the department's ability to control collection dollars cost of funds, while improving collections performance.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.
No.

What alternatives were considered and what were the reasons for rejecting them?

The department's feasibility study on consolidating the department's collection functions considered five organizational structures (see table 1) and were evaluated for alignment with the department's strategic priorities. Options 1 through 4 represent stages between a very programmatic, fully decentralized model, and a less specialized, fully centralized model. Option 5 involves outsourcing all debts through private collection firms. The department concluded that centralizing collection functions most closely aligns with its strategic priorities.

<i>Option 1</i>	<i>Current structure as presented in the 2019-21 Agency Request Budget</i>
<i>Option 2</i>	<i>Current structure, with collections administrator establishing collections metrics and performance standards for all collections areas</i>
<i>Option 3</i>	<i>Centralized division with programmatic focus</i>
<i>Option 4</i>	<i>Centralized division without programmatic focus</i>
<i>Option 5</i>	<i>Private collection firm outsourcing</i>

What would be the adverse effects of not funding this POP?

Although the department's collection functions without consolidation is strong and robust, the department believes that centralizing collection activity under a single division is the best structure. Without an agency-wide approach to collections, including setting and compiling metrics and performance standards that will help guide operational decision-making, department collections will not be as efficient, effective, or consistent as it can be under a centralized model.

What other agencies (state, tribal and/or local government) would be affected by this POP? How would they be affected?
None.

What other agencies, programs, or stakeholders are collaborating on this POP?
None.

What is your equity analysis?

A unified Collections Division will allow the department to provide equitable services and reduce disparities with the aim of eliminating disparities across collection programs. Additionally, a unified Collection Division will enable the department to study the impact of collection activity as it applies to diverse taxpayers, such as language access, and modify policies and practices. In addition, a unified Collections Division will yield increased collections which will provide increased funding for public services.

What assumptions affect the pricing of this POP?

The pricing is calculated on the current number of positions and expenditures related to collections that currently reside in the Personal Tax and Compliance and Business division budgets. This POP will be a zero-sum adjustment within the department.

Implementation Date(s): July 1, 2021

End Date (if applicable): N/A

- a. **Will there be new responsibilities for Revenue? Specify which program area(s) and describe their new responsibilities.**
No.
- b. **Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.**
No.
- c. **Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.**
No.
- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.**
No.
- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**
None.
- f. **What are the ongoing costs?**

All positions and expenses identified by the department as related to collection functions. This POP will be a zero-sum adjustment within the department.

g. **What are the potential savings?**

N/A

h. **Based on these answers, is there a fiscal impact?**

No.

Agency Request Budget

Staff Impact

Position 175

FTE 175.56

Revenue Source

General Fund \$32,615,126

Other Funds \$ 2,509,373

2023–2025 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	81,137	-	-	-	-	-	81,137
Transfer In - Intrafund	-	-	179,304	-	-	-	179,304
Total Revenues	\$81,137	-	\$179,304	-	-	-	\$260,441
Personal Services							
Temporary Appointments	-	-	1,483	-	-	-	1,483
Overtime Payments	2,011	-	-	-	-	-	2,011
All Other Differential	982	-	-	-	-	-	982
Public Employees' Retire Cont	513	-	-	-	-	-	513
Pension Obligation Bond	44,643	-	132,657	-	-	-	177,300
Social Security Taxes	229	-	113	-	-	-	342
Unemployment Assessments	1,078	-	5	-	-	-	1,083
Mass Transit Tax	3,304	-	4,459	-	-	-	7,763
Vacancy Savings	28,377	-	40,587	-	-	-	68,964
Total Personal Services	\$81,137	-	\$179,304	-	-	-	\$260,441
Total Expenditures							
Total Expenditures	81,137	-	179,304	-	-	-	260,441
Total Expenditures	\$81,137	-	\$179,304	-	-	-	\$260,441
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(190,013)	-	-	-	(190,013)
Total Revenues	-	-	(\$190,013)	-	-	-	(\$190,013)
Services & Supplies							
Instate Travel	-	-	(150)	-	-	-	(150)
Employee Training	-	-	(1,600)	-	-	-	(1,600)
Office Expenses	-	-	(1,547)	-	-	-	(1,547)
Telecommunications	-	-	(2,900)	-	-	-	(2,900)
Data Processing	-	-	(608)	-	-	-	(608)
Professional Services	-	-	(26,790)	-	-	-	(26,790)
IT Professional Services	-	-	(137,164)	-	-	-	(137,164)
Attorney General	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	(8,640)	-	-	-	(8,640)
IT Expendable Property	-	-	(3,300)	-	-	-	(3,300)
Total Services & Supplies	-	-	(\$182,699)	-	-	-	(\$182,699)
Capital Outlay							
Office Furniture and Fixtures	-	-	(7,314)	-	-	-	(7,314)
Total Capital Outlay	-	-	(\$7,314)	-	-	-	(\$7,314)
Total Expenditures							
Total Expenditures	-	-	(190,013)	-	-	-	(190,013)
Total Expenditures	-	-	(\$190,013)	-	-	-	(\$190,013)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	401,350	-	-	-	-	-	401,350
Transfer In - Intrafund	-	-	158,184	-	-	-	158,184
Total Revenues	\$401,350	-	\$158,184	-	-	-	\$559,534

Services & Supplies

Instate Travel	2,659	-	2,940	-	-	-	5,599
Out of State Travel	13,053	-	527	-	-	-	13,580
Employee Training	4,379	-	2,039	-	-	-	6,418
Office Expenses	8,243	-	1,507	-	-	-	9,750
Telecommunications	11,900	-	2,679	-	-	-	14,579
Data Processing	662	-	300	-	-	-	962
Publicity and Publications	1,492	-	926	-	-	-	2,418
Professional Services	15,707	-	11,191	-	-	-	26,898
IT Professional Services	-	-	-	-	-	-	-
Attorney General	298,943	-	87,291	-	-	-	386,234
Employee Recruitment and Develop	-	-	12	-	-	-	12
Dues and Subscriptions	334	-	8	-	-	-	342
Facilities Rental and Taxes	325	-	459	-	-	-	784
Fuels and Utilities	-	-	191	-	-	-	191
Facilities Maintenance	242	-	79	-	-	-	321
Other Services and Supplies	40,621	-	27,881	-	-	-	68,502
Expendable Prop 250 - 5000	1,066	-	494	-	-	-	1,560

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	1,784	-	-	-	1,784
Total Services & Supplies	\$399,626	-	\$140,308	-	-	-	\$539,934
Capital Outlay							
Office Furniture and Fixtures	1,097	-	4,687	-	-	-	5,784
Telecommunications Equipment	627	-	-	-	-	-	627
Total Capital Outlay	\$1,724	-	\$4,687	-	-	-	\$6,411
Special Payments							
Dist to Non-Gov Units	-	-	13,189	-	-	-	13,189
Total Special Payments	-	-	\$13,189	-	-	-	\$13,189
Total Expenditures							
Total Expenditures	401,350	-	158,184	-	-	-	559,534
Total Expenditures	\$401,350	-	\$158,184	-	-	-	\$559,534
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	31,413	-	-	-	-	-	31,413
Transfer In - Intrafund	-	-	15,728	-	-	-	15,728
Total Revenues	\$31,413	-	\$15,728	-	-	-	\$47,141
Services & Supplies							
Intra-agency Charges	31,413	-	15,728	-	-	-	47,141
Total Services & Supplies	\$31,413	-	\$15,728	-	-	-	\$47,141
Total Expenditures							
Total Expenditures	31,413	-	15,728	-	-	-	47,141
Total Expenditures	\$31,413	-	\$15,728	-	-	-	\$47,141
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 104 - Bus Cig Tax, Vape

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	1,319,851	-	-	-	1,319,851
Total Revenues	-	-	\$1,319,851	-	-	-	\$1,319,851
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	673,992	-	-	-	673,992
Empl. Rel. Bd. Assessments	-	-	348	-	-	-	348
Public Employees' Retire Cont	-	-	115,455	-	-	-	115,455
Social Security Taxes	-	-	51,561	-	-	-	51,561
Worker's Comp. Assess. (WCD)	-	-	276	-	-	-	276
Mass Transit Tax	-	-	4,044	-	-	-	4,044
Flexible Benefits	-	-	229,392	-	-	-	229,392
Total Personal Services	-	-	\$1,075,068	-	-	-	\$1,075,068
Services & Supplies							
Instate Travel	-	-	45,150	-	-	-	45,150
Out of State Travel	-	-	20,160	-	-	-	20,160
Employee Training	-	-	9,600	-	-	-	9,600
Office Expenses	-	-	9,282	-	-	-	9,282
Telecommunications	-	-	17,400	-	-	-	17,400
Data Processing	-	-	3,647	-	-	-	3,647
Attorney General	-	-	17,840	-	-	-	17,840
Facilities Rental and Taxes	-	-	54,720	-	-	-	54,720
Expendable Prop 250 - 5000	-	-	3,300	-	-	-	3,300

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 104 - Bus Cig Tax, Vape

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	19,800	-	-	-	19,800
Total Services & Supplies	-	-	\$200,899	-	-	-	\$200,899
Capital Outlay							
Office Furniture and Fixtures	-	-	43,884	-	-	-	43,884
Total Capital Outlay	-	-	\$43,884	-	-	-	\$43,884
Total Expenditures							
Total Expenditures	-	-	1,319,851	-	-	-	1,319,851
Total Expenditures	-	-	\$1,319,851	-	-	-	\$1,319,851
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							6
Total Positions	-	-	-	-	-	-	6
Total FTE							
Total FTE							6.00
Total FTE	-	-	-	-	-	-	6.00

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 106 - Consolidate Collections

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(3,387,096)	-	-	-	-	-	(3,387,096)
Transfer In - Intrafund	-	-	(1,926,047)	-	-	-	(1,926,047)
Total Revenues	(\$3,387,096)	-	(\$1,926,047)	-	-	-	(\$5,313,143)
Personal Services							
Class/Unclass Sal. and Per Diem	(1,790,704)	-	(980,862)	-	-	-	(2,771,566)
Empl. Rel. Bd. Assessments	(973)	-	(627)	-	-	-	(1,600)
Public Employees' Retire Cont	(306,749)	-	(168,023)	-	-	-	(474,772)
Social Security Taxes	(136,987)	-	(75,036)	-	-	-	(212,023)
Worker's Comp. Assess. (WCD)	(771)	-	(498)	-	-	-	(1,269)
Mass Transit Tax	(10,744)	-	(5,885)	-	-	-	(16,629)
Flexible Benefits	(640,508)	-	(414,058)	-	-	-	(1,054,566)
Vacancy Savings	-	-	-	-	-	-	-
Total Personal Services	(\$2,887,436)	-	(\$1,644,989)	-	-	-	(\$4,532,425)
Services & Supplies							
Instate Travel	(8,801)	-	(2,986)	-	-	-	(11,787)
Out of State Travel	(3,041)	-	(1,711)	-	-	-	(4,752)
Employee Training	(17,937)	-	(10,089)	-	-	-	(28,026)
Office Expenses	(9,874)	-	(3,671)	-	-	-	(13,545)
Telecommunications	(34,414)	-	(19,358)	-	-	-	(53,772)
Professional Services	(2,349)	-	(1,321)	-	-	-	(3,670)
Attorney General	(151,940)	-	(85,466)	-	-	-	(237,406)
Facilities Rental and Taxes	-	-	(1,883)	-	-	-	(1,883)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 106 - Consolidate Collections

Cross Reference Name: Business Division
Cross Reference Number: 15000-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	(271,304)	-	(149,543)	-	-	-	(420,847)
Expendable Prop 250 - 5000	-	-	(3,065)	-	-	-	(3,065)
IT Expendable Property	-	-	(1,965)	-	-	-	(1,965)
Total Services & Supplies	(\$499,660)	-	(\$281,058)	-	-	-	(\$780,718)
Total Expenditures							
Total Expenditures	(3,387,096)	-	(1,926,047)	-	-	-	(5,313,143)
Total Expenditures	(\$3,387,096)	-	(\$1,926,047)	-	-	-	(\$5,313,143)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							(28)
Total Positions	-	-	-	-	-	-	(28)
Total FTE							
Total FTE							(27.56)
Total FTE	-	-	-	-	-	-	(27.56)

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PICS116 - Net Package Fiscal Impact Report

Business Division

2021-23 Biennium

Cross Reference Number: 15000-006-00-00-00000

Agency Request Budget

Package Number: 104

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6657000	1385112		OAS C5248 A P	COMPLIANCE SPECIALIST 3	29	PF	24	2	5,460	131,040	70,808	201,848	1	1.00
6658000	1385152		OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
6659000	1385153		OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
6660000	1385155		OAS C5632 A P	TAX AUDITOR 2	28	PF	24	2	5,208	124,992	69,309	194,301	1	1.00
6661000	1385173		OAS C5631 A P	TAX AUDITOR 1	25	PF	24	2	4,519	108,456	65,212	173,668	1	1.00
6662000	1385191		MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	2	5,394	129,456	70,415	199,871	1	1.00
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										673,992	397,032	1,071,024		
Federal Funds										0	0	0		
Total Funds										673,992	397,032	1,071,024	6	6.00

PICS116 - Net Package Fiscal Impact Report

Business Division

2021-23 Biennium

Cross Reference Number: 15000-006-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5448000	796220	8037	OAS	C0871 A P OPERATIONS & POLICY ANALYST 2	27	PF	24	10	7,265	-174,360	-81,543	-255,903	-1	-1.00
5546000	940720	9323	MMS	X7004 A P PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	10	7,956	-190,944	-85,652	-276,596	-1	-1.00
5589000	1049190	35960	OAS	C0108 A P ADMINISTRATIVE SPECIALIST 2	20	PF	24	6	4,310	-103,440	-63,968	-167,408	-1	-1.00
5590000	1049270	20296	OAS	C5111 A P REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
5591000	1049300	66167	OAS	C5111 A P REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
6014000	31710	62162	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6026000	31820	56835	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	3	3,293	-79,032	-57,920	-136,952	-1	-1.00
6030000	31860	24186	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6043000	31970	24184	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6100000	32420	62166	MMS	X7000 A P PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	2	4,439	-106,536	-64,736	-171,272	-1	-1.00
6131000	32650	10390	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6263000	33130	4435	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6289000	33390	62172	OAS	C0103 A P OFFICE SPECIALIST 1	13	PF	24	4	2,910	-69,840	-55,643	-125,483	-1	-1.00
6303000	520930	39737	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	7	3,932	-94,368	-61,720	-156,088	-1	-1.00
6388000	630910	50707	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
6420000	796140	27413	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,070	-132,670	-1	-1.00
6440000	855430	31796	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6446000	864770	24481	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6480000	940990	65856	OAS	C5110 A P REVENUE AGENT 1	17	PP	13.5	2	3,150	-42,526	-32,902	-75,428	-1	-0.56
6511000	1002210	35958	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
6568000	1112910	66323	OAS	C0108 A P ADMINISTRATIVE SPECIALIST 2	20	PF	24	2	3,586	-86,064	-59,663	-145,727	-1	-1.00
6569000	1112920	18655	OAS	C5111 A P REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
6570000	1112930	37315	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6571000	1112940	29901	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
6620000	1312090	67915	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	7	3,932	-94,368	-61,720	-156,088	-1	-1.00
6621000	1312100	67916	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	3	3,293	-79,032	-57,920	-136,952	-1	-1.00
6622000	1312110	67917	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
6623000	1312120	67918	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
General Funds										-1,790,704	-1,085,989	-2,876,694		
Lottery Funds										0	0	0		
Other Funds										-980,862	-658,241	-1,639,102		
Federal Funds										0	0	0		
Total Funds										-2,771,566	-1,744,230	-4,515,796	-28	-27.56

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

Cross Reference Number: 15000-006-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Admin and Service Charges	16,211,514	-	-	-	-	-
Transfer In - Intrafund	-	12,038,864	12,038,864	12,729,503	-	-
Total Other Funds	\$16,211,514	\$12,038,864	\$12,038,864	\$12,729,503	-	-

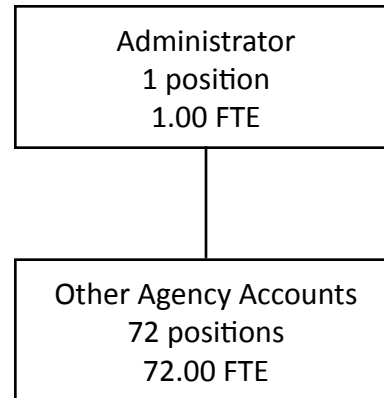
Collections Division

Organizational chart

2019–21 Legislatively Adopted Budget

73 positions

73.00 FTE



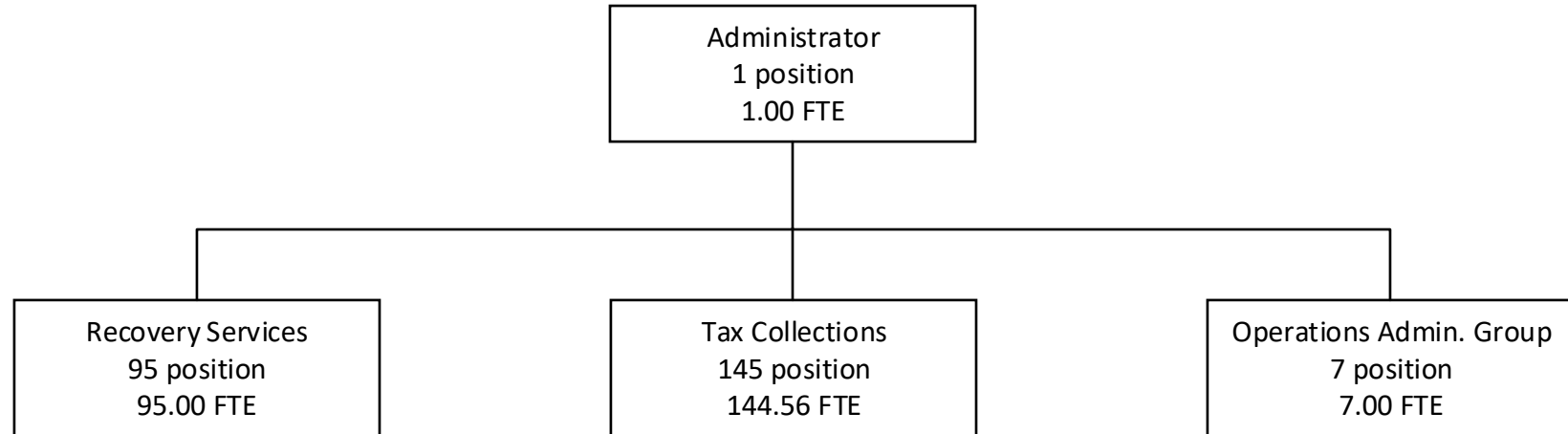
Collections Division

Organizational chart

2021–23 Agency Request Budget

248 positions

247.56 FTE

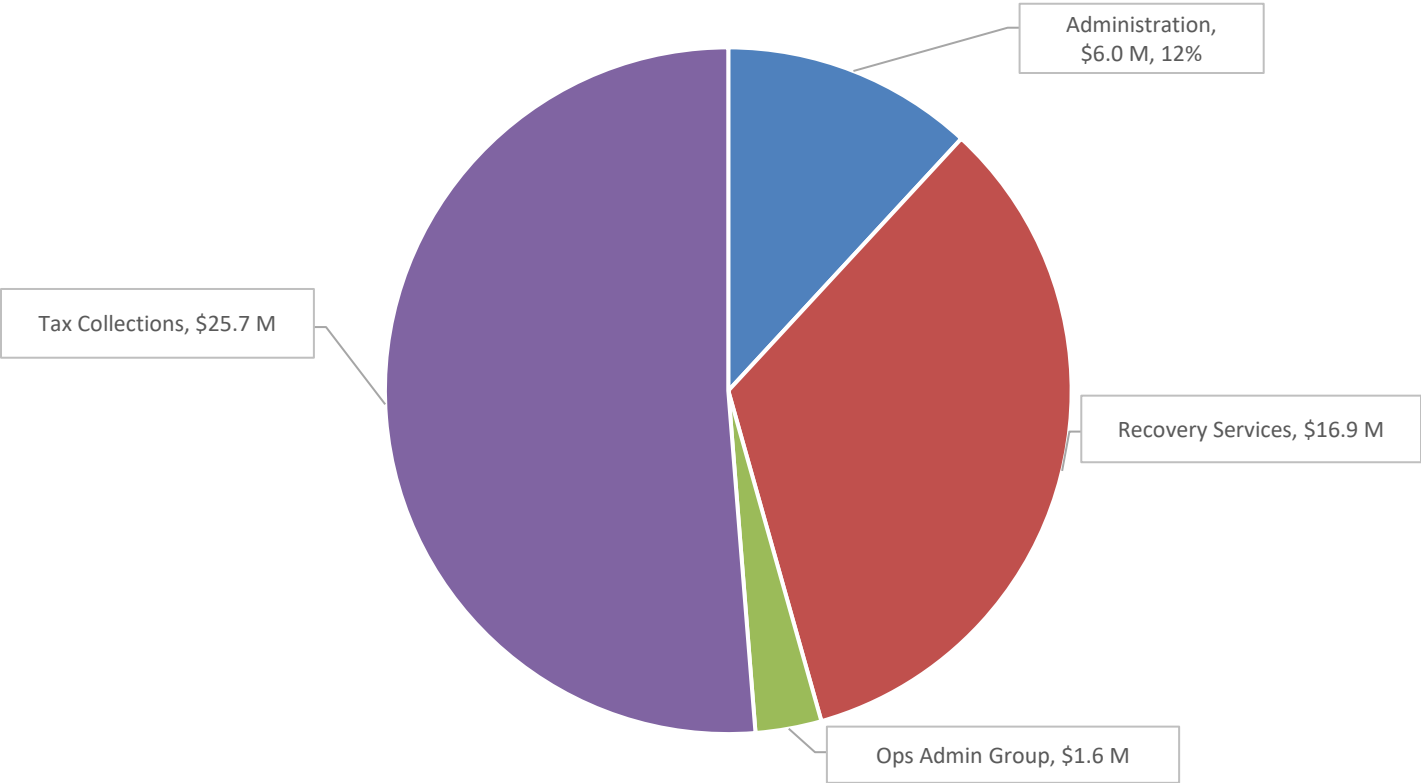


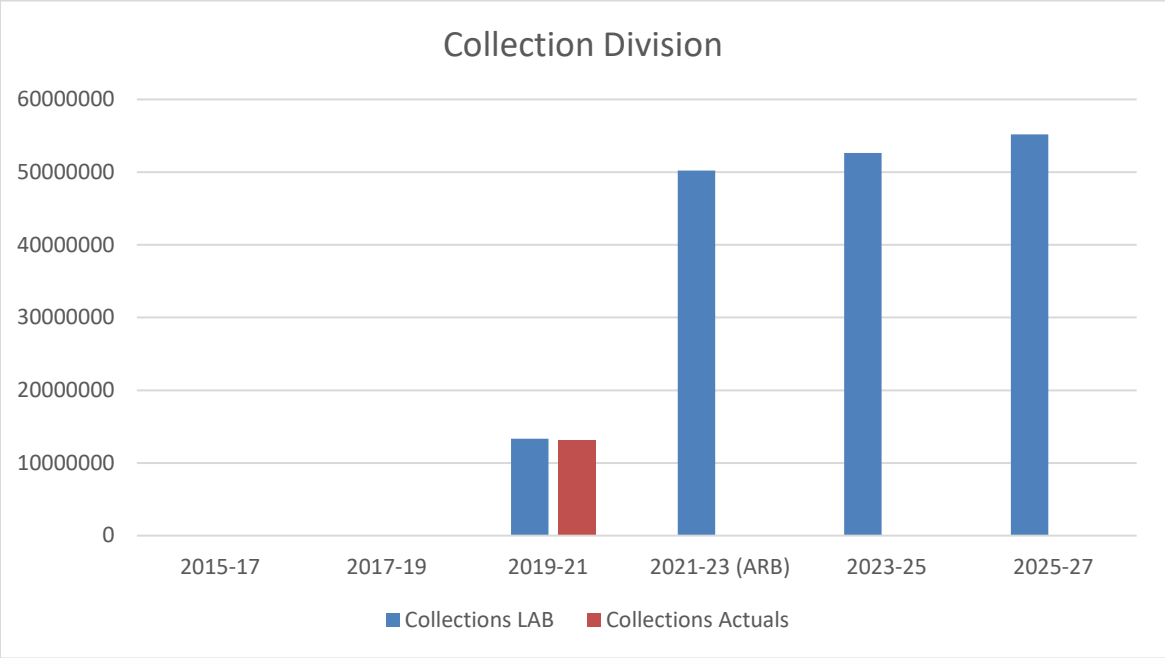
Collections Division

Long-term focus areas: Excellence in state government.

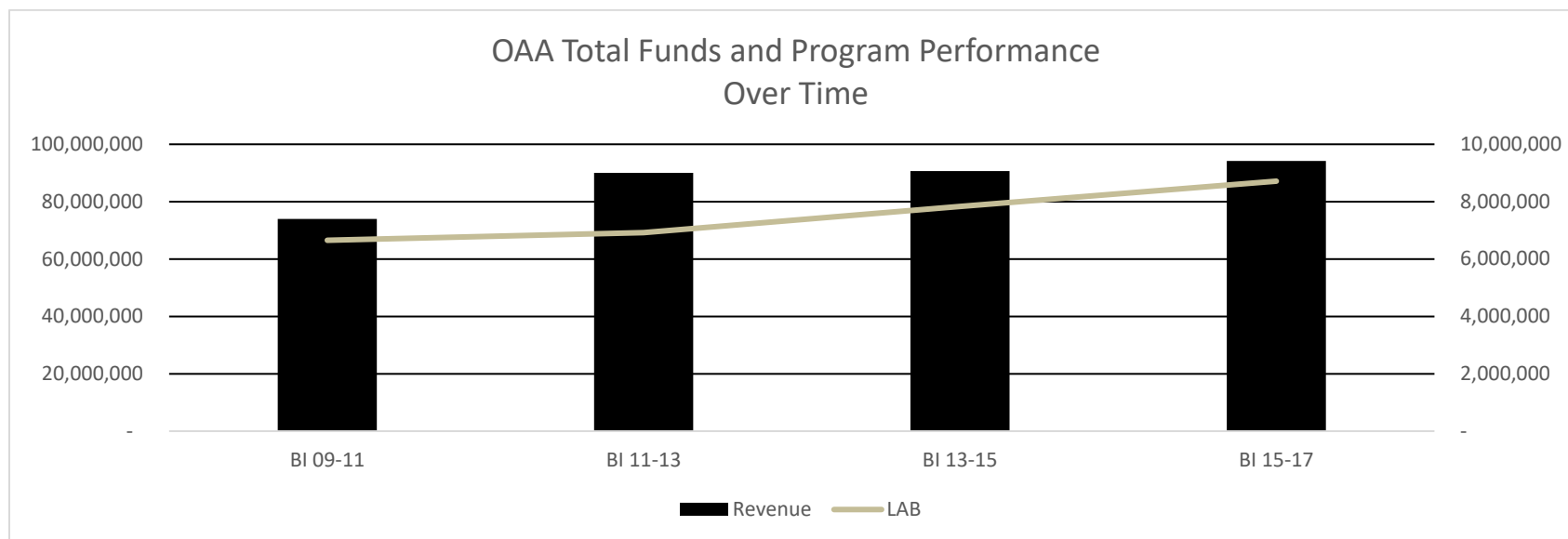
Primary program contact: Renee Royston, Collections Division administrator.

2021-23 Agency Request Budget
Collections Division Total Funds by Program \$50,212,384





Division	Actual / LAB	2015-17	2017-19	2019-21	2021-23 (ARB)	2023-25	2025-27
Collections	LAB			\$ 13,326,479	\$ 50,212,384	\$ 52,632,679	\$ 55,210,939
	Actuals			\$ 13,186,164			



Program Overview

Other Agency Accounts (OAA) is the centralized debt collection agency for the State of Oregon. OAA currently manages debts and associated collections activities for 185 government agencies. OAA’s work produces approximately \$100 million in collection revenues per biennium. OAA collection revenues fund important government functions, while supporting voluntary compliance among individuals and businesses that owe monies to Oregon government entities.

In 2017, the Department of Revenue (DOR) was directed to submit a feasibility study related to the establishment of a combined collections division (House Bill 5535). In 2018, the timeline for submitting the study was extended to early 2019 (House Bill 5201). The department submitted the collections structure feasibility study to the 2019 Joint Committee on Ways and Means Subcommittee on General Government. The study recommended centralizing the department’s collections activity into a Collections Division, while still allowing for specialization of the collection of debts and debtors with differing characteristics. The department is continuing with the formation of the Collections Division for the 2021–23 biennium. As a result, the current tax collections FTEs and associated funding that support their work within the Business Division and Personal Income Tax Division will formally be moved into the new division’s budget structure. Policy option package 106 is the agency’s request to formally consolidate all collections into the Collections Division.

Program Funding Request

OAA is requesting the current service-level funding. If current service level funding is approved, OAA expects to collect revenues on behalf of 185 government agencies, consistent with collections over the last several biennia. OAA will continue the centralized collection program for Oregon Executive Branch agencies, collect liquid and delinquent debts for the benefit of state and local entities, and deliver collection proceeds to customer entities.

Collections Division	GF	OF	TF	POS	FTE
LAB 19-21	\$ -	\$ 13,326,479	\$ 13,326,479	73	73.00
CSL 21-23	\$ -	\$ 14,801,885	\$ 14,801,885	73	73.00
ARB 21-23	\$ 32,829,626	\$ 17,382,758	\$ 50,212,384	248	247.56
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 32,829,626	\$ 4,056,279	\$ 36,885,905	175	174.56
% change	0.0%	30.4%	276.8%	239.7%	239.1%

Program Description

OAA was formed in 1971 and serves as the state's centralized collections unit. As of May 2020, OAA collects delinquent debt for 185 state agencies, boards, and commissions, including circuit courts and various educational and regulatory agencies. The revenues OAA collects are distributed to customer agencies, less the department's collection fees. OAA offers two categories of collection services: refund offsets only and full collection services. Offset collection services involve the collection of unpaid debts only through the seizure of refunds being issued by the department that would otherwise be returned to debtors. Full collection services include refund offset, as well as active collections including entering into payment arrangements and garnishment of wages or assets. In providing collection services, OAA's mission is to achieve maximum recovery of debts owed to the state of Oregon while providing quality customer service.

OAA collects a wide range of debt types including unpaid court judgments, parking tickets, parole and probation fees, and board-imposed penalties. In addition to the varying nature of the underlying debts collected, OAA also manages various processes and collection expectations among its customers. Some variability in customer needs and expectations is inherent to OAA's diverse debt portfolio. Therefore, OAA continually strives to realize the benefits of process streamlining and economies of scale, while meeting individual customer needs whenever possible.

In 2018, OAA implemented the centralized debt collection components of SB 1067, a cost containment bill enacted by the 2017 Legislature. One of the key new centralized collection services provided by OAA is the management of debt assigned to private collection firms (PCFs). Executive branch agencies are now required to assign debts only to OAA. OAA will manage the debts by assigning PCFs per the time frames in the statute.

This process, which was previously managed by customer agencies, is now completely handled by OAA. The 185 agencies served by OAA include 61 executive branch agencies.

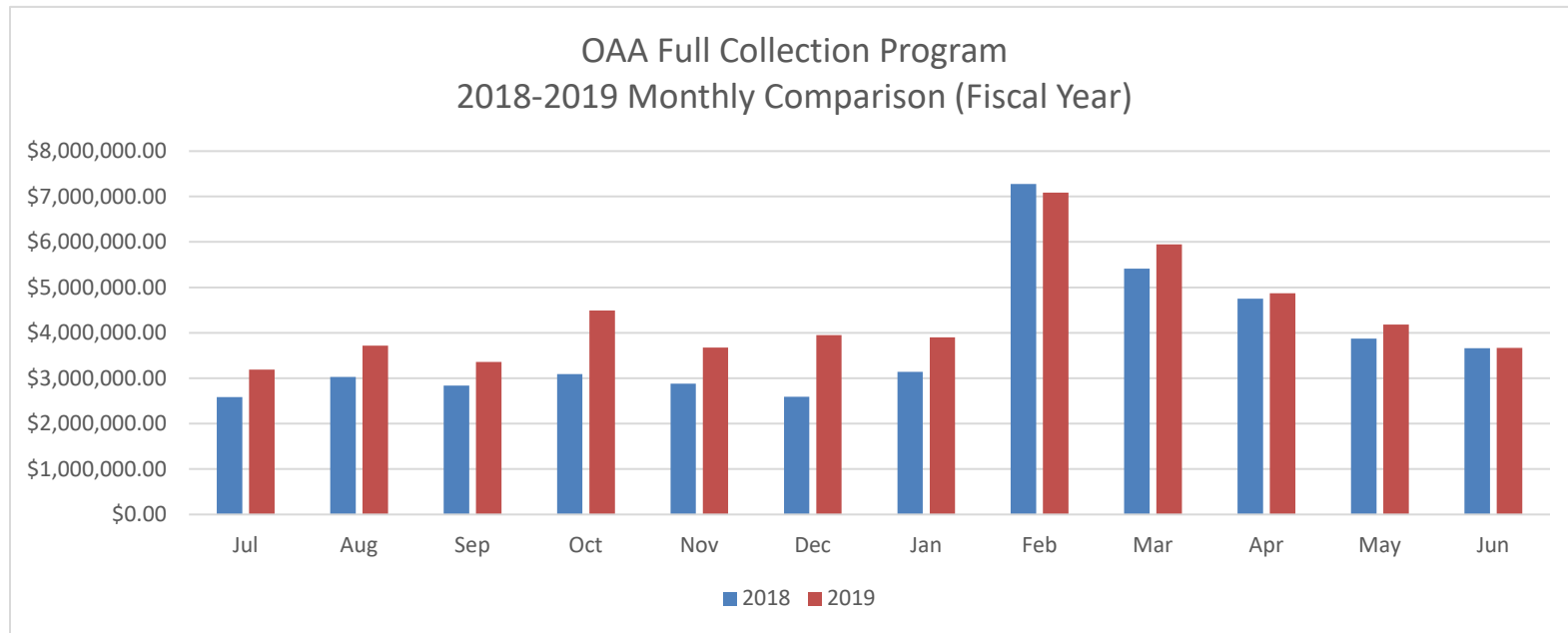
OAA uses feedback received by customers to continuously update the agency's collection strategies and tactics. Also supporting OAA's pursuit of continuous improvement are partnerships with the Department of Administrative Services (DAS) and Statewide Accounts Receivable Management (SWARM) team. DAS serves as an accounts receivable oversight, collection training, and guidance capacity for executive branch agencies. SWARM team frequently partners with OAA to tackle emerging collection challenges and improvement opportunities.

Program Justification and Link to Long-term Outcomes

OAA's overarching strategic focus over the next biennia will be on revenue collection while maintaining customer service. More specifically, OAA will drive toward improved collection effectiveness through activities focused on the following areas:

- SB 1067 stabilization: The 2017 legislation increased the services OAA provides to executive branch agencies, increasing revenues for customer agencies and expanding responsibility for reports and management of account assignments to private collection firms. OAA will continue to evaluate and improve related reports and processes for impacted executive branch agencies.
- Collections consolidation: OAA is officially the first program in the new Collections Division. During the 2019–21 biennium, the agency completed an initiative to evaluate functions and processes that affect all DOR collections to identify where teams and processes should be consolidated. During the 2021–23 biennium, the consolidation will be complete if POP 106 is approved and implemented.
- Customer service improvements: OAA leadership is dedicated to improving customer experience. OAA is in the process of standardizing collection guidelines and documentation standards. With the department's initiative to centralize collections into one division through consolidation, OAA understands the importance of updating collection guidelines and documentation standards. Where appropriate, it will mirror similar processes of the Tax Collections Section for consistency across the division. Consistent documentation standards make collection account documentation more consistent, thorough, and easy to follow when reviewing accounts to assist customers.
- Leveraging technology: OAA's implementation of SB 1067 included an opportunity to update the department's core technology system to enable improved collection operations with a more vigorous rating and analysis of the debts within OAA's portfolio. OAA and tax collections added system functionality to generate garnishments based on debt risk factors and data sources using business rules determined by program. This allows revenue agents to focus on the accounts that require more research and human intervention. Although this system functionality was implemented in late February 2020, it was quickly turned off when the coronavirus pandemic (COVID-19) emerged in March 2020 and large numbers of Oregonians became unemployed or underemployed. As a result, OAA will strategically adjust business rules to reflect the current economic environment before resuming system-generated garnishments.

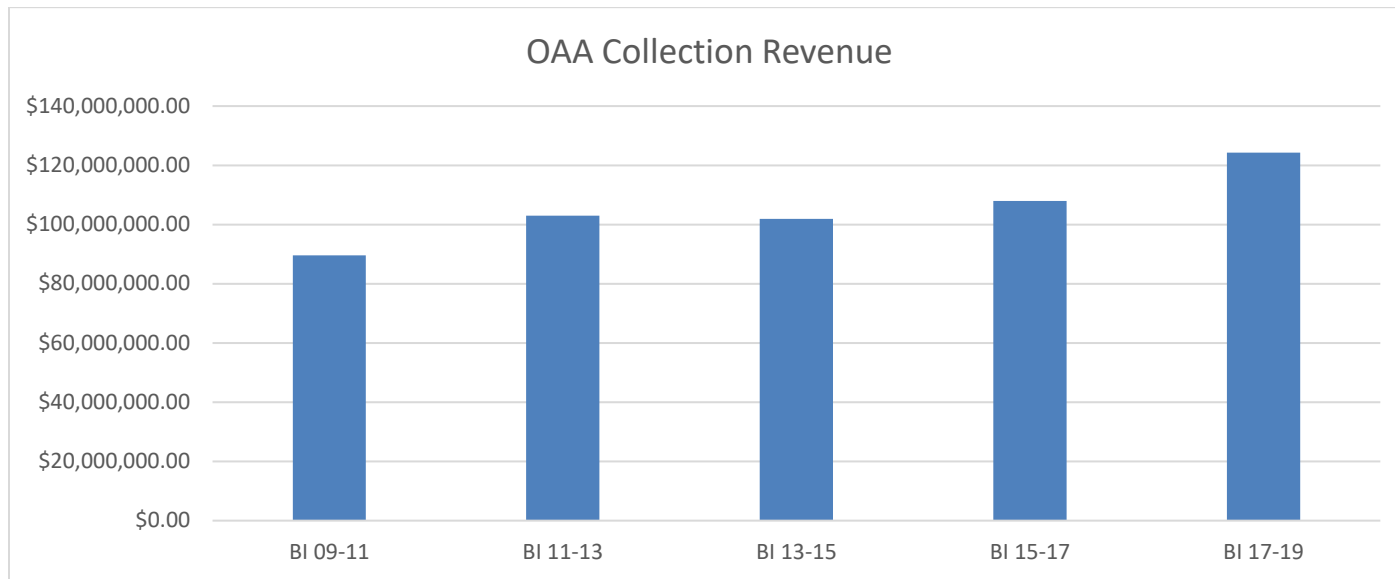
- Collection revenue increases: OAA will continue to focus on activities that lead to increased collection effectiveness. Over the last year, OAA has increased its collection revenues and improved its performance over the prior year. The graphs below highlight OAA's increasing revenues in FY 2019 compared to FY 2018, nearly every month of the fiscal year.



Funding at current service levels will enable OAA to continue its cost effective collection activity on behalf of its 185 customer agencies. This is in direct support of the long-term focus area of excellence in state government.

Program Performance

OAA has increased its collection revenues over the last several biennia, exceeding \$120 million in the 2017–19 biennium as reflected below.



Additionally, the OAA revenue to expense ratio has ranged from 14.9 : 1 to 11.8 : 1 over the last five biennia, as reflected below.

OAA Revenue to Expense Ratios				
BI 09–11	BI 11–13	BI 13–15	BI 15–17	BI 17-19
14.3 : 1	14.9 : 1	13.9 : 1	11.8 : 1	12.2 : 1

Enabling Legislation/Program Authorization

ORS 293.250 and associated provisions in the Oregon Accounting Manual (OAM) provide authority for much of OAA’s collection work. Additional laws, such as the local agreement provisions contained in ORS 190.240, supplement this authority.

Funding Streams

OAA’s funding source consists of the Other Funds resulting from collection fees.

Significant Proposed Program Changes from 2019–21

Due to COVID-19, nearly all the workforce in the Collections Division has been working from home since mid-March 2020. The phone contact center remains fully staffed by employees answering customer questions and making outgoing collection calls from temporary telework locations. Collection-related relief options are available to impacted debtors whose households are affected by COVID-19. For example, one-time skip a payment, one-time 30-day wage garnishment hold, temporary wage garnishment reductions, and reduced and extended payment plan options are available depending on the needs and situation of the debtor.

Consolidating Collections—Policy Option Package 106

This POP consolidates the budget for positions and expenses related to the department's collections function from the Personal Income Tax and Compliance and Business divisions to the Collections Division. The 2019 Legislature acknowledged receipt of the department's report on the feasibility of consolidating all collections functions into a single division. Not funding this package would mean the department's collections activity would operate under the Collections Division, but the collections budget would reside across three different divisions, making it more difficult to track expenses related to the department's collections function.

FIDM Ongoing Costs—Policy Option Package 107

This POP funds the ongoing expenses of the financial institution data matching (FIDM) system. The Legislature previously funded the startup of this system and the 2019–21 ongoing costs. The ongoing funding provides statutorily required reimbursement for financial institutions and costs associated with a third party that performs data aggregation for the department and provides cost effectiveness and efficiencies for the program. Not funding this package would require the department to use otherwise directed budget funds or to discontinue the use of the system.

Collections Division

Essential Package 010—Vacancy Factor and Non-PICS Personal Services

Package Description

Purpose

This package includes three components: 1) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity. 2) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by the Position Information Control System (PICS). 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved

Vacancy Savings—Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

Non-PICS Accounts—With the exception of mass transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2019–21 Base Budget by the standard inflation factor of 4.3 percent. Mass transit is calculated using the Oregon Budget Information Tracking System (ORBITS) Mass Transit Audit Report ANA104A.

PERS Pension Obligation Bond—The PERS Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to the PERS Pension Obligation Bond value.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$0
Other Funds	\$ 46,987

2023–25 Fiscal Impact

Non-PICS Personal Services actions, approved in this package, will become part of the base budget for 2023–25. Vacancy savings are projected again each biennium, based on agency experience. The PERS Pension Obligation Bond will be an ongoing liability for the agency.

Collections Division

Essential Package 060—Technical Adjustments

Package Description

Purpose

In consultation with CFO and LFO, the Department of Revenue adjusted specific budget line items to more accurately reflect its operations and current spending.

How Achieved

The department adjusted specific budget line items to more accurately reflect its operations and current spending. In addition, the department eliminated payroll processing within the department and now uses DAS shared payroll services. The department eliminated two payroll positions and converted the personal services budget to services and supplies budget to cover the cost of the new service. The budget for those services were spread throughout the agency in this package.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$0
Other Funds	\$20,073

2023–25 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

Collections Division

Consolidate Collections—Policy Option Package 106

Purpose

This POP consolidates the budget for positions and expenses related to the department's collection functions from the Personal Tax and Compliance and Business divisions to the Collections Division. The 2019 Legislature acknowledged receipt of the department's report on the feasibility of consolidating all collection functions into a single division. Not funding this package would mean the department's collections activity would operate under the Collections Division, but the collections budget would reside across three different divisions, making it more difficult to track expenses related to the department's collection functions.

What would this policy option package do and how would it be implemented?

This POP proposes the transfer of the budget related to positions and expenses identified by the department to fall under the department's Collections Division. These positions and expenses currently form part of the budget for the department's Personal Tax and Compliance and Business divisions. Once transferred, all positions and expenses associated to the department's collection function would be allocated as part of the Collections Division budget.

Why does Revenue propose this POP?

In 2017, the department was directed to submit a feasibility study related to the establishment of a combined collections division (HB 5535). In 2018, the timeline for submitting the study was extended to early 2019 (HB 5201). The 2019 Legislature acknowledged receipt of the department's report on the feasibility of consolidating all collection functions within a single division. Based on the department's feasibility analysis, the consolidation would occur over the course of the following two biennia, subject to legislative review and approval. This request is an extension of the consolidation efforts that are currently ongoing.

How does this further the agency's mission or goals? How does this further the program funding, team outcomes or strategy?

Consolidating the collection functions most closely aligns with the department's strategic priorities by creating an agency-wide collections vision, strengthening the ability to establish and enforce performance standards, streamlining communication, leveraging IT staff resources and system capabilities, and establishing consistent, standardized policies and procedures.

Is this POP tied to a Revenue performance measure? If yes, identify the performance measure. If no, how will Revenue measure the success of this POP?

The performance measure most closely related to this POP is Collection Dollars Cost of Funds. The department will demonstrate efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens by measuring the cost of funds for every dollar collected

by the agency. Consolidating the department's collection functions is expected to enhance the department's ability to control collection dollars cost of funds, while improving collections performance.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.
No.

What alternatives were considered and what were the reasons for rejecting them?

The department's feasibility study on consolidating the department's collection functions considered five organizational structures (see table 1) and were evaluated for alignment with the department's strategic priorities. Options 1 through 4 represent stages between a very programmatic, fully decentralized model, and a less specialized, fully centralized model. Option 5 involves outsourcing all debts through private collection firms. The department concluded that centralizing collection functions most closely aligns with its strategic priorities.

<i>Option 1</i>	<i>Current structure as presented in the 2019-21 Agency Request Budget</i>
<i>Option 2</i>	<i>Current structure, with collections administrator establishing collections metrics and performance standards for all collections areas</i>
<i>Option 3</i>	<i>Centralized division with programmatic focus</i>
<i>Option 4</i>	<i>Centralized division without programmatic focus</i>
<i>Option 5</i>	<i>Private collection firm outsourcing</i>

What would be the adverse effects of not funding this POP?

Although the department's collection functions without consolidation is strong and robust, the department believes that centralizing collection activity under a single division is the best structure. Without an agency-wide approach to collections, including setting and compiling metrics and performance standards that will help guide operational decision-making, department collections will not be as efficient, effective, or consistent as it can be under a centralized model.

What other agencies (state, tribal and/or local government) would be affected by this POP? How would they be affected?
None.

What other agencies, programs, or stakeholders are collaborating on this POP?
None.

What is your equity analysis?

A unified Collections Division will allow the department to provide equitable services and reduce disparities with the aim of eliminating disparities across collection programs. Additionally, a unified Collection Division will enable the department to study the impact of collection activity as it applies to diverse taxpayers, such as language access, and modify policies and practices. In addition, a unified Collections Division will yield increased collections which will provide increased funding for public services.

What assumptions affect the pricing of this POP?

The pricing is calculated on the current number of positions and expenditures related to collections that currently reside in the Personal Tax and Compliance and Business division budgets. This POP will be a zero-sum adjustment within the department.

Implementation Date(s): July 1, 2021

End Date (if applicable): N/A

- a. **Will there be new responsibilities for Revenue? Specify which program area(s) and describe their new responsibilities.**
No.
- b. **Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.**
No.
- c. **Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.**
No.
- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.**
No.
- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**
None.
- f. **What are the ongoing costs?**

All positions and expenses identified by the department as related to collection functions. This POP will be a zero-sum adjustment within the department.

g. **What are the potential savings?**

N/A

h. **Based on these answers, is there a fiscal impact?**

No.

Agency Request Budget

Staff Impact

Position 175

FTE 175.56

Revenue Source

General Fund \$32,615,126

Other Funds \$ 2,509,373

2023–2025 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

Collections Division

Policy Package 107—Financial Institution Data Match (FIDM) ongoing costs

Purpose

This POP funds the ongoing expenses of the Financial Institution Data Matching system. The Legislature previously funded the startup of this system and the 2019–2021 ongoing costs. The ongoing funding provides statutorily required reimbursement for financial institutions and costs associated with a third party who performs data aggregation for the department, as well as cost effectiveness and efficiencies for the program. Not funding this package would require the department to use otherwise directed budget funds or to discontinue the matching.

What would this policy option package do and how would it be implemented?

This POP will cover the reimbursement, required by statute, to financial institutions in order to perform quarterly data matching of the department's delinquent debtor list with the financial institution's account holder list. Financial institutions report this matched data to the department through a third-party data aggregator. The POP will also provide for payment to the third-party data aggregator for the cost of their services, up to the amount statutorily allowed, in the data matching process on an ongoing quarterly basis. The department uses the matched data to issue garnishments to banks that have matched with department delinquent debtors. Without this process, the department spends significant resources trying to determine where a delinquent debtor may or may not have an account, and may issue garnishments to several financial institutions where it is possible the delinquent debtor may have an account.

Why does Revenue propose this POP?

ORS 305.084 requires the department to reimburse financial institutions for quarterly data matching. The 2017 Joint Committee on Ways and Means Subcommittee on General Government approved the funding for the startup costs for a third-party aggregator and the initial fees for the financial institutions. The department was allocated one-time funding for these external ongoing costs during the 2019–2021 budget process. Both the financial institutions and the third-party aggregator have ongoing quarterly costs associated with the data matching.

How does this further the agency's mission or goals? How does this further the program funding, team outcomes or strategy?

FIDM directly aligns with the agency's strategic priority of optimizing collection efforts. Matched data in the system optimizes collection efforts by allowing the department to focus Collections staff on activities more directly related to generating revenue. The department can achieve this by leveraging automated system functions for recommending or issuing a garnishment. This removes the need for a collector to do in-depth research to locate a bank source.

Is this POP tied to a Revenue performance measure? If yes, identify the performance measure. If no, how will Revenue measure the success of this POP?

Performance measure: Collection Dollars Cost of Funds—the Collections Division will demonstrate their efficiency and effectiveness at funding services that preserve and enhance the quality of life for all citizens by measuring the cost of funds for every dollar collected by the agency. The ongoing use of the FIDM system will enhance the department’s ability to control collection dollars cost of funds.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.
No.

What alternatives were considered and what were the reasons for rejecting them?

Originally, Senate Bill 254 included a provision allowing the department to collect a fee to offset the costs of the program. Once the administrative costs for including and collecting an additional fee were expressed to the Legislature, the statute was modified to remove this provision. The reimbursement to the financial institutions is mandated in ORS 305.084, and as there is no longer the opportunity to collect these expenses from delinquent debtors, thus the department needs this POP for ongoing funding. As an alternative to the use of an external aggregator, the department considered in-house programming and maintenance of a program to match financial institution account holder lists to the department delinquent debtor lists. The constraint of department resources, and the presence of an existing third-party aggregator process, made this option less cost effective and less likely to be implemented timely for continuation of the program.

What would be the adverse effects of not funding this POP?

The department would have to absorb the costs. The reimbursements are statutorily required, and the use of the third-party aggregator is essential for operational effectiveness of the program. The alternative adverse effect of not funding the POP would be the possibility of discontinuing the financial institution data matching and revert to the less efficient process in place prior to implementation of the FIDM system.

What other agencies (state, tribal, and/or local government) would be affected by this POP? How would they be affected?

None.

What other agencies, programs, or stakeholders are collaborating on this POP?

None.

What is your equity analysis?

Having a consistent methodology to collect data increases our ability to provide consistent and equitable services, reduce disparities and control the costs of this program. By controlling costs and increasing the efficiencies in this program area, resources can be utilized elsewhere to meet the needs of Oregonians.

What assumptions affect the pricing of this POP?

The pricing is calculated on the current number of financial institutions conducting business in Oregon and the assumption that all of those institutions will request to be reimbursed for the quarterly match. The price for the third-party aggregator has been established contractually.

Implementation Date(s): July 1, 2021

End Date (if applicable): N/A

- a. **Will there be new responsibilities for Revenue? Specify which program area(s) and describe their new responsibilities.**
None. This POP is for funding of ongoing expense for a system that has already been implemented.
- b. **Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.**
N/A.
- c. **Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.**
N/A
- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.**
No. This POP is for ongoing costs of an implemented system. The ongoing costs will be paid to financial institutions to reimburse their quarterly expenses for data matching. This amount of reimbursement is statutorily provided. The other costs will be to pay the third-party aggregator, which provides administrative efficiencies.
- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**
None. This POP is for ongoing costs of an implemented system. The cost of implementation was provided through an earlier package. The ongoing costs will be paid to financial institutions to reimburse their quarterly expenses for data matching. This amount of

reimbursement is statutorily provided. The other costs will be to pay the third-party aggregator, which provides administrative efficiencies.

f. **What are the ongoing costs?**

Ongoing costs include payments to financial institutions of \$150 per quarter, per financial institution to perform data matching. This amount is statutorily provided. Additionally, there is a cost of \$68 per quarter, per financial institution to use the third-party aggregator. Currently there are 125 financial institutions. This number fluctuates through closings, mergers, acquisitions, and openings.

g. **What are the potential savings?**

Potential savings are difficult to quantify, yet there are several areas in which the department anticipates savings through use of matched data in automated and manual processes:

- **More targeted garnishment process.** The department will already know if a delinquent debtor has an account at a certain financial institution. It will no longer need to send out multiple garnishments to multiple financial institutions. This should save on resources necessary to track denied garnishments and save on postage.
- **More efficient garnishment research.** It will no longer be necessary to perform time-consuming research to determine where a bank garnishment should be sent. This should also provide a secondary benefit as the time spent performing this research can now be spent on other collection activity.
- **Encourage more voluntary compliance.** The ability to identify a specific financial institution for bank garnishment may have the additional benefit of encouraging more delinquent debtors to work with the department to resolve their outstanding debt. This may increase payment plans and other revenue opportunities.
- **Enhancing automation within the department.** Matching bank data to a specific customer enhances our automated garnishment processes. This means the department can get to the account, subject to garnishment, in a timelier manner. It also removes the manual processing from staff and leverages the system's ability to monitor garnishment outcomes. This frees up staff to deal more directly with the public, encouraging voluntary compliance, and getting taxpayers into repayment plans.

h. **Based on these answers, is there a fiscal impact?**

Yes. In the 2018 legislative session, the statute implementing financial institution data matching was modified to eliminate the ability for the department to add a fee to delinquent debtors to offset the cost of the program. Therefore, the ongoing costs create a fiscal impact for the department. The fiscal impact should be significantly smaller than the revenue impact from increased collections and improved voluntary compliance.

Agency Request Budget

Revenue Source

General Fund	\$ 214,500
Other Funds	\$ 71,500

2023–2025 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Collections Division
Cross Reference Number: 15000-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Charges for Services	-	-	46,987	-	-	-	46,987
Total Revenues	-	-	\$46,987	-	-	-	\$46,987
Personal Services							
Pension Obligation Bond	-	-	(4,786)	-	-	-	(4,786)
Unemployment Assessments	(346)	-	346	-	-	-	-
Mass Transit Tax	(747)	-	5,839	-	-	-	5,092
Vacancy Savings	1,093	-	45,588	-	-	-	46,681
Total Personal Services	-	-	\$46,987	-	-	-	\$46,987
Total Expenditures							
Total Expenditures	-	-	46,987	-	-	-	46,987
Total Expenditures	-	-	\$46,987	-	-	-	\$46,987
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Collections Division
Cross Reference Number: 15000-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Charges for Services	-	-	79,892	-	-	-	79,892
Total Revenues	-	-	\$79,892	-	-	-	\$79,892
Services & Supplies							
Instate Travel	-	-	298	-	-	-	298
Out of State Travel	-	-	1,159	-	-	-	1,159
Employee Training	-	-	1,657	-	-	-	1,657
Office Expenses	-	-	3,096	-	-	-	3,096
Telecommunications	-	-	9,288	-	-	-	9,288
Data Processing	-	-	1,168	-	-	-	1,168
Attorney General	-	-	12,119	-	-	-	12,119
Employee Recruitment and Develop	-	-	52	-	-	-	52
Dues and Subscriptions	-	-	37	-	-	-	37
Facilities Rental and Taxes	-	-	430	-	-	-	430
Facilities Maintenance	-	-	354	-	-	-	354
Other Services and Supplies	-	-	48,519	-	-	-	48,519
Expendable Prop 250 - 5000	-	-	792	-	-	-	792
IT Expendable Property	-	-	608	-	-	-	608
Total Services & Supplies	-	-	\$79,577	-	-	-	\$79,577
Capital Outlay							
Office Furniture and Fixtures	-	-	315	-	-	-	315
Total Capital Outlay	-	-	\$315	-	-	-	\$315

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Collections Division
Cross Reference Number: 15000-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	79,892	-	-	-	79,892
Total Expenditures	-	-	\$79,892	-	-	-	\$79,892
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Collections Division
Cross Reference Number: 15000-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Charges for Services	-	-	20,073	-	-	-	20,073
Total Revenues	-	-	\$20,073	-	-	-	\$20,073
Services & Supplies							
Intra-agency Charges	-	-	20,073	-	-	-	20,073
Total Services & Supplies	-	-	\$20,073	-	-	-	\$20,073
Total Expenditures							
Total Expenditures	-	-	20,073	-	-	-	20,073
Total Expenditures	-	-	\$20,073	-	-	-	\$20,073
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 106 - Consolidate Collections

Cross Reference Name: Collections Division
Cross Reference Number: 15000-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	32,615,126	-	-	-	-	-	32,615,126
Charges for Services	-	-	-	-	-	-	-
Transfer In - Intrafund	-	-	2,509,373	-	-	-	2,509,373
Total Revenues	\$32,615,126	-	\$2,509,373	-	-	-	\$35,124,499
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Total Transfers Out	-	-	-	-	-	-	-
Personal Services							
Class/Unclass Sal. and Per Diem	17,167,471	-	1,269,183	-	-	-	18,436,654
Temporary Appointments	5,844	-	33,370	-	-	-	39,214
Overtime Payments	1,526	-	-	-	-	-	1,526
Shift Differential	-	-	-	-	-	-	-
All Other Differential	1,548	-	-	-	-	-	1,548
Empl. Rel. Bd. Assessments	9,363	-	763	-	-	-	10,126
Public Employees' Retire Cont	2,941,312	-	217,415	-	-	-	3,158,727
Pension Obligation Bond	954,464	-	18,642	-	-	-	973,106
Social Security Taxes	1,314,008	-	99,655	-	-	-	1,413,663
Unemployment Assessments	19,525	-	692	-	-	-	20,217
Worker's Comp. Assess. (WCD)	7,398	-	633	-	-	-	8,031
Mass Transit Tax	103,058	-	7,816	-	-	-	110,874
Flexible Benefits	6,157,338	-	517,332	-	-	-	6,674,670

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 106 - Consolidate Collections

Cross Reference Name: Collections Division
Cross Reference Number: 15000-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Vacancy Savings	(321,712)	-	(62,928)	-	-	-	(384,640)
Total Personal Services	\$28,361,143	-	\$2,102,573	-	-	-	\$30,463,716
Services & Supplies							
Instate Travel	32,243	-	3,238	-	-	-	35,481
Out of State Travel	19,980	-	1,711	-	-	-	21,691
Employee Training	113,655	-	10,089	-	-	-	123,744
Office Expenses	363,300	-	51,528	-	-	-	414,828
Telecommunications	368,420	-	35,225	-	-	-	403,645
Data Processing	14,068	-	1,384	-	-	-	15,452
Publicity and Publications	7,392	-	-	-	-	-	7,392
Professional Services	313,732	-	6,048	-	-	-	319,780
Attorney General	1,189,054	-	87,417	-	-	-	1,276,471
Employee Recruitment and Develop	4,944	-	131	-	-	-	5,075
Dues and Subscriptions	6,105	-	-	-	-	-	6,105
Facilities Rental and Taxes	6,740	-	2,018	-	-	-	8,758
Facilities Maintenance	3,561	-	-	-	-	-	3,561
Agency Program Related S and S	595,448	-	39,938	-	-	-	635,386
Other Services and Supplies	1,006,853	-	158,272	-	-	-	1,165,125
Expendable Prop 250 - 5000	563	-	4,155	-	-	-	4,718
IT Expendable Property	-	-	1,965	-	-	-	1,965
Total Services & Supplies	\$4,046,058	-	\$403,119	-	-	-	\$4,449,177

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 106 - Consolidate Collections

Cross Reference Name: Collections Division
Cross Reference Number: 15000-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Office Furniture and Fixtures	128,029	-	3,280	-	-	-	131,309
Telecommunications Equipment	77,314	-	401	-	-	-	77,715
Data Processing Hardware	2,582	-	-	-	-	-	2,582
Total Capital Outlay	\$207,925	-	\$3,681	-	-	-	\$211,606
Total Expenditures							
Total Expenditures	32,615,126	-	2,509,373	-	-	-	35,124,499
Total Expenditures	\$32,615,126	-	\$2,509,373	-	-	-	\$35,124,499
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							175
Total Positions	-	-	-	-	-	-	175
Total FTE							
Total FTE							174.56
Total FTE	-	-	-	-	-	-	174.56

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 107 - FIDM ongoing costs

Cross Reference Name: Collections Division
Cross Reference Number: 15000-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	214,500	-	-	-	-	-	214,500
Transfer In - Intrafund	-	-	71,500	-	-	-	71,500
Total Revenues	\$214,500	-	\$71,500	-	-	-	\$286,000
Services & Supplies							
Agency Program Related S and S	214,500	-	71,500	-	-	-	286,000
Total Services & Supplies	\$214,500	-	\$71,500	-	-	-	\$286,000
Total Expenditures							
Total Expenditures	214,500	-	71,500	-	-	-	286,000
Total Expenditures	\$214,500	-	\$71,500	-	-	-	\$286,000
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2306000	24660	28132	MMS X7008 A P	PRINCIPAL EXECUTIVE/MANAGER	33X	PF	24	10	10,144	243,456	98,664	342,120	1	1.00
2413000	1031230	11069	OAS C0212 A P	ACCOUNTING TECHNICIAN 3	19	PF	48	10	4,974	0	0	0	0	0.00
3492000	695040	5640	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	10	4,122	98,928	62,850	161,778	1	1.00
5157000	30600	1831	MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	8	7,220	173,280	81,275	254,555	1	1.00
5296000	525390	48264	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	4	2,910	69,840	55,643	125,483	1	1.00
5381000	25100	57456	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	4	2,910	69,840	55,643	125,483	1	1.00
5422000	716020	37369	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	90,024	60,644	150,668	1	1.00
5423000	716030	32778	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
5433000	735360	23497	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5438000	735410	65236	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
5439000	735420	28096	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5440000	735430	31714	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5441000	735440	35998	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5443000	735460	1292	MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	9	7,584	182,016	83,439	265,455	1	1.00
5447000	794730	11634	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5448000	796220	8037	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	10	7,265	174,360	81,543	255,903	1	1.00
5450000	796240	57466	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
5451000	796250	28092	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	8	4,974	119,376	67,917	187,293	1	1.00
5452000	796260	22358	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
5461000	855510	22411	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5468000	855580	55209	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5469000	855590	29327	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5471000	855610	65552	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5474000	855640	3833	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	6	5,394	129,456	70,415	199,871	1	1.00
5478000	855680	33719	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5479000	855690	50730	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5484000	864710	39545	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	90,024	60,644	150,668	1	1.00
5485000	864720	38852	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5486000	864730	34849	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5494000	919340	24077	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5495000	919350	33715	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5496000	919360	35995	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5497000	920050	7933	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5499000	919390	37674	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	7	3,932	94,368	61,720	156,088	1	1.00
5500000	919400	1752	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5514000	919590	4131	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5515000	919600	33006	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	8	4,519	108,456	65,212	173,668	1	1.00
5516000	919610	23491	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5546000	940720	9323	MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	10	7,956	190,944	85,652	276,596	1	1.00
5548000	940860	3680	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5549000	940870	35441	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5550000	940880	29623	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5551000	940890	65855	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5552000	940900	20152	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5553000	940910	5261	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5554000	940920	36001	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5555000	940930	39209	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5556000	940940	53523	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
5557000	940950	38966	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5559000	940970	2175	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5560000	941000	8120	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,808	201,848	1	1.00
5561000	941010	14812	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
5562000	941020	34263	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	8	4,519	108,456	65,212	173,668	1	1.00
5563000	941030	13464	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	7	5,663	135,912	72,015	207,927	1	1.00
5565000	940840	53506	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	10	3,751	90,024	60,644	150,668	1	1.00
5576000	1018430	19847	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5577000	1018440	14907	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5578000	1019990	43954	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	7	5,663	135,912	72,015	207,927	1	1.00
5581000	1048010	31717	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	9	4,749	113,976	66,579	180,555	1	1.00
5582000	1048180	30149	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00
5583000	1048440	10097	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	7	4,310	103,440	63,968	167,408	1	1.00
5584000	1048730	19502	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00
5586000	1048940	22962	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00
5589000	1049190	35960	OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	24	6	4,310	103,440	63,968	167,408	1	1.00
5590000	1049270	20296	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00
5591000	1049300	66167	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5593000	1049340	7015	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5596000	1049530	34857	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00
5605000	1049620	25435	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	2	4,439	106,536	64,736	171,272	1	1.00
5607000	1049640	20136	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	10	7,265	174,360	81,543	255,903	1	1.00
5608000	1049650	34069	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	7	3,293	79,032	57,920	136,952	1	1.00
5632000	1156680	35999	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
5633000	1156690	8191	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5635000	1219990	33718	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5636000	1220000	53532	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5637000	1220010	24564	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5639000	1220030	33714	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5640000	1220040	34223	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	9	4,749	113,976	66,579	180,555	1	1.00
5654000	1220180	57463	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
5655000	1220190	3173	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5656000	1220200	30686	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5657000	1220210	1822	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5658000	1220220	28295	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5659000	1220230	30465	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
5661000	1220250	7808	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5662000	1220260	57460	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5663000	1220270	23913	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5664000	1220280	25782	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	9	6,247	149,928	75,488	225,416	1	1.00
5666000	1252870	892	MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	6	6,558	157,392	77,337	234,729	1	1.00
6013000	31700	37805	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	8	3,434	82,416	58,759	141,175	1	1.00
6014000	31710	62162	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6015000	31720	334	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6017000	31740	6095	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6019000	31760	28163	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	90,024	60,644	150,668	1	1.00
6022000	31780	30661	OAS C5111 A P	REVENUE AGENT 2	19	PF	48	2	3,434	0	0	0	0	0.00
6025000	31810	58	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6026000	31820	56835	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	3	3,293	79,032	57,920	136,952	1	1.00
6027000	31830	35438	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	9	5,208	124,992	69,309	194,301	1	1.00
6030000	31860	24186	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6031000	31870	5155	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	2	3,150	0	0	0	0	0.00
6033000	31890	52405	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	6	3,751	90,024	60,644	150,668	1	1.00
6043000	31970	24184	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6052000	32030	24185	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6059000	32090	41753	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
6070000	32190	7128	OAS	C0872 A P OPERATIONS & POLICY ANALYST	30	PF	24	2	5,726	137,424	72,390	209,814	1	1.00
6080000	32240	22360	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
6083000	32260	7389	OAS	C5246 A P COMPLIANCE SPECIALIST 1	21	PF	24	9	5,208	124,992	69,309	194,301	1	1.00
6084000	32270	10046	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6085000	32280	12345	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6086000	32290	9438	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6088000	32300	27074	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6089000	32310	26879	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6090000	32320	34221	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	7	4,749	113,976	66,579	180,555	1	1.00
6091000	32330	4168	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6092000	32340	10416	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
6093000	32350	7501	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6094000	32360	34412	MMS	X7000 A P PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	2	4,439	106,536	64,736	171,272	1	1.00
6100000	32420	62166	MMS	X7000 A P PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	2	4,439	106,536	64,736	171,272	1	1.00
6110000	32500	8124	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6112000	32520	33005	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	6	4,519	108,456	65,212	173,668	1	1.00
6113000	32530	7540	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	6	3,751	90,024	60,644	150,668	1	1.00
6114000	32540	38562	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	2	3,150	0	0	0	0	0.00
6117000	32570	26090	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6129000	32640	33092	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6131000	32650	10390	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6132000	32660	7911	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6133000	32670	19970	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6134000	32680	33712	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6161000	32740	27869	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6163000	32760	31716	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
6165000	32780	6887	OAS	C5246 A P COMPLIANCE SPECIALIST 1	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6228000	32810	62167	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	2	3,150	0	0	0	0	0.00

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Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6237000	32860	1096	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6238000	32870	62168	OAS	C0103 A P OFFICE SPECIALIST 1	13	PF	48	4	2,910	0	0	0	0	0.00
6239000	32880	38669	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6240000	32890	62169	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	3	3,293	0	0	0	0	0.00
6242000	32910	22954	MMS	X7002 A P PRINCIPAL EXECUTIVE/MANAGER	26X	PF	24	10	7,220	173,280	81,275	254,555	1	1.00
6255000	33050	19596	OAS	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
6257000	33070	47439	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
6260000	33100	34855	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6263000	33130	4435	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6270000	33200	8429	OAS	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6271000	33210	24496	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6272000	33220	52408	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
6278000	33280	20567	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
6285000	33350	55190	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6286000	33360	34850	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	8	4,122	0	0	0	0	0.00
6287000	33370	13871	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6289000	33390	62172	OAS	C0103 A P OFFICE SPECIALIST 1	13	PF	24	4	2,910	69,840	55,643	125,483	1	1.00
6301000	520910	23526	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6303000	520930	39737	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	7	3,932	94,368	61,720	156,088	1	1.00
6307000	533810	14521	OAS	C0871 A P OPERATIONS & POLICY ANALYST 2	27	PF	48	2	4,974	0	0	0	0	0.00
6314000	548990	24162	OAS	C0104 A P OFFICE SPECIALIST 2	15	PF	24	10	4,122	98,928	62,850	161,778	1	1.00
6321000	550570	2876	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	6	3,751	90,024	60,644	150,668	1	1.00
6344000	565060	34225	OAS	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6346000	565080	53521	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
6349000	565110	9529	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6353000	576190	31452	OAS	C5246 A P COMPLIANCE SPECIALIST 1	21	PF	24	7	4,749	113,976	66,579	180,555	1	1.00
6354000	576140	35617	OAS	C0103 A P OFFICE SPECIALIST 1	13	PF	48	8	3,434	0	0	0	0	0.00
6356000	584750	20735	OAS	C0103 A P OFFICE SPECIALIST 1	13	PF	48	10	3,751	0	0	0	0	0.00
6357000	608690	20564	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6358000	608700	25436	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6360000	608720	14865	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6361000	608730	34226	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6362000	608740	8069	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6363000	608750	29478	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6364000	608760	39450	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
6365000	608770	64890	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	3	3,293	79,032	57,920	136,952	1	1.00
6366000	608780	12773	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6367000	608790	18174	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	9	5,208	124,992	69,309	194,301	1	1.00
6368000	608800	7938	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6369000	608810	64891	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6372000	608840	52410	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	7	3,932	94,368	61,720	156,088	1	1.00
6373000	608850	11210	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	3	3,293	79,032	57,920	136,952	1	1.00
6377000	608890	33090	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6379000	608910	34854	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6380000	608920	64892	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
6383000	631010	64996	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	48	9	3,586	0	0	0	0	0.00
6385000	630880	24483	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6386000	630890	34853	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	5	3,586	0	0	0	0	0.00
6387000	630900	64994	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6388000	630910	50707	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
6389000	630920	34859	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	9	4,310	0	0	0	0	0.00
6391000	630940	22362	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6392000	630950	64995	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6393000	630960	32669	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6396000	630990	21135	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6402000	722850	6679	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	48	10	7,265	0	0	0	0	0.00
6420000	796140	27413	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,070	132,670	1	1.00
6440000	855430	31796	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6444000	855400	65550	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	3	3,293	79,032	57,920	136,952	1	1.00
6446000	864770	24481	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6480000	940990	65856	OAS C5110 A P	REVENUE AGENT 1	17	PP	13.5	2	3,150	42,526	32,902	75,428	1	0.56
6481000	940140	27076	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6482000	940150	65849	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	2	3,150	0	0	0	0	0.00
6483000	940170	38570	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	2	3,150	0	0	0	0	0.00
6484000	940180	38567	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6485000	940190	3090	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	6	3,751	0	0	0	0	0.00

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6486000	940200	6104	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6487000	940210	20944	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6488000	940220	35965	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	9	4,310	0	0	0	0	0.00
6489000	940230	35962	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	3	3,293	0	0	0	0	0.00
6490000	940240	35961	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	9	4,310	0	0	0	0	0.00
6491000	940340	65851	MMS	X7000 A P PRINCIPAL EXECUTIVE/MANAGER	24X	PF	48	8	5,944	0	0	0	0	0.00
6494000	940250	21548	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6495000	940260	19846	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6496000	940270	34852	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	9	4,310	0	0	0	0	0.00
6497000	940280	38555	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	8	4,122	0	0	0	0	0.00
6498000	940290	37513	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	8	4,122	0	0	0	0	0.00
6499000	940300	38574	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	8	4,122	0	0	0	0	0.00
6500000	940310	11890	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6502000	940320	65850	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	5	3,586	0	0	0	0	0.00
6503000	940330	28157	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6504000	941040	37510	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6511000	1002210	35958	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
6529000	1031240	20736	OAS	C0212 A P ACCOUNTING TECHNICIAN 3	19	PF	48	10	4,974	0	0	0	0	0.00
6530000	1031210	11876	MMS	X7004 A P PRINCIPAL EXECUTIVE/MANAGER	28X	PF	48	10	7,956	0	0	0	0	0.00
6531000	1031220	16693	MMS	X7000 A P PRINCIPAL EXECUTIVE/MANAGER	24X	PF	48	6	5,394	0	0	0	0	0.00
6551000	1050370	66169	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6552000	1050410	66170	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6553000	1050430	29373	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6554000	1050440	66171	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	4	3,434	0	0	0	0	0.00
6555000	1050450	38566	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	8	4,122	0	0	0	0	0.00
6556000	1050460	37511	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	8	4,122	0	0	0	0	0.00
6557000	1050470	27981	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6558000	1050480	55186	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	4	3,434	0	0	0	0	0.00
6559000	1050490	30660	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6560000	1050500	38568	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6562000	1050520	29374	MMS	X7000 A P PRINCIPAL EXECUTIVE/MANAGER	24X	PF	48	3	4,675	0	0	0	0	0.00
6568000	1112910	66323	OAS	C0108 A P ADMINISTRATIVE SPECIALIST 2	20	PF	24	2	3,586	86,064	59,663	145,727	1	1.00
6569000	1112920	18655	OAS	C5111 A P REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6570000	1112930	37315	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6571000	1112940	29901	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
6572000	1113370	51338	MMS X7008 A P	PRINCIPAL EXECUTIVE/MANAGER	33X	PF	48	9	9,655	0	0	0	0	0.00
6620000	1312090	67915	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	7	3,932	94,368	61,720	156,088	1	1.00
6621000	1312100	67916	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	3	3,293	79,032	57,920	136,952	1	1.00
6622000	1312110	67917	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
6623000	1312120	67918	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
6633000	1311720	55213	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6634000	1311730	55205	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6635000	1311740	34858	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	48	9	4,310	0	0	0	0	0.00
6636000	1311750	38556	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	48	8	4,122	0	0	0	0	0.00
6637000	1311760	67897	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	48	10	4,122	0	0	0	0	0.00
6638000	1311770	32673	OAS C5111 A P	REVENUE AGENT 2	19	PF	48	9	4,749	0	0	0	0	0.00
6639000	1311780	67898	OAS C5111 A P	REVENUE AGENT 2	19	PF	48	10	4,974	0	0	0	0	0.00
6640000	1311790	24002	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	48	2	3,751	0	0	0	0	0.00
6641000	1311800	67899	OAS C0871 A P	OPERATIONS & POLICY ANALYST 1	27	PF	48	6	6,009	0	0	0	0	0.00
6642000	1311810	32671	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	48	5	5,140	0	0	0	0	0.00
6643000	1311660	5363	MESN Z7012 A P	PRINCIPAL EXECUTIVE/MANAGER	38X	PF	48	10	12,927	0	0	0	0	0.00
General Funds										17,302,147	10,499,226	27,801,370		
Lottery Funds										0	0	0		
Other Funds										1,271,931	834,622	2,106,560		
Federal Funds										0	0	0		
Total Funds										18,574,078	11,333,848	29,907,930	176	175.56

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

Cross Reference Number: 15000-007-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Charges for Services	-	20,311,377	20,311,377	20,458,329	-	-
Transfer In - Intrafund	-	-	-	2,580,873	-	-
Transfer Out - Intrafund	-	(1,589,998)	(1,589,998)	(1,589,998)	-	-
Total Other Funds	-	\$18,721,379	\$18,721,379	\$21,449,204	-	-

____ Agency Request
2021-23 Biennium

____ Governor's Budget
Page _____

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

Corporate Activity Tax Program

Organizational chart

2019–21 Legislatively Adopted Budget

38 positions

9.29 FTE

Corporate Activity Tax 38 positions 9.29 FTE
--

Corporate Activity Tax Program

Organizational chart

2021–23 Agency Request Budget

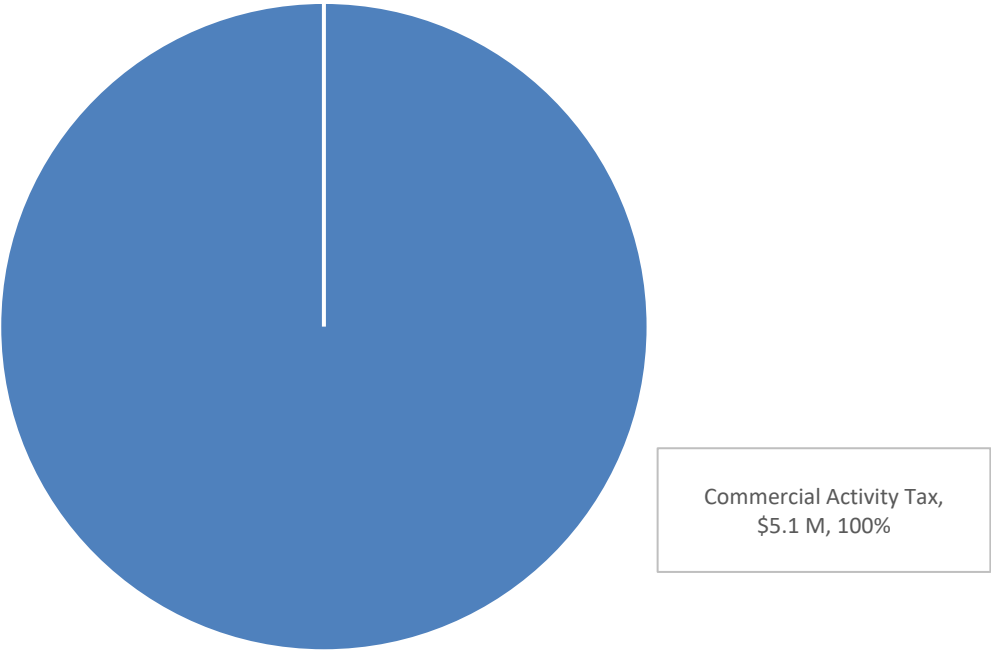
21 positions

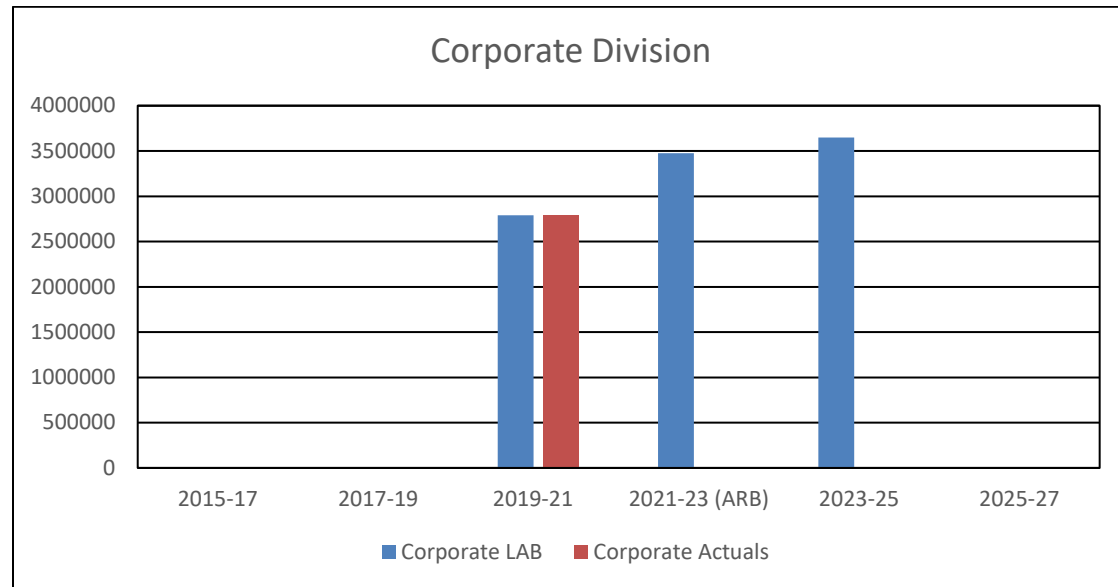
17.76 FTE

Corporate Activity Tax
21 position
17.76 FTE

Corporate Division

**2021-23 Agency Request Budget
Corporate Division Total Funds by Program \$5,145,514**





Program Overview

ORS Chapter 317A establishes the Corporate Activity Tax (CAT) of \$250 plus 0.57 percent on Oregon commercial activity over \$1 million after a 35 percent subtraction for either cost inputs or labor. Revenue from the CAT is required to be deposited into the Fund for Student Success after certain administrative and operating expenses. The CAT is the only tax program in the Corporate Division.

Program Funding Request

Corporate Division	GF	OF	TF	POS	FTE
LAB 19-21	\$ 2,789,362	\$ 1	\$ 2,789,363	38	9.29
CSL 21-23	\$ -	\$ 20,682	\$ 20,682	0	-
ARB 21-23	\$ -	\$ 5,145,514	\$ 5,145,514	21	17.76
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ (2,789,362)	\$ 5,145,513	\$ 2,356,151	(17)	8.47
% change	-100.0%	514551300.0%	84.5%	-44.7%	91.2%

Program Description

Initial LRO estimates gathered during the 2019 legislative session estimate there will be approximately 40,000 taxpayers subject to the CAT. These returns do not follow federal or state income or excise tax laws and therefore generally will not tie to precedents or trends from those tax laws. Instead, the CAT will stand alone, and over time, will create its own set of precedents through data from returns filed and court decisions.

Most of the taxes DOR administers are reported and paid voluntarily by taxpayers. A critical role of division resources is to support voluntary compliance for this stream of revenue by developing forms, assisting taxpayers and representatives, interpreting laws and rules, and processing tax returns. A large part of this work involves getting forms and systems ready for filing season, partnering with others in the department for about 10 months each year. This includes making necessary changes to forms, the processing systems, programming that is used to identify returns that require manual processing, and testing both data capture and processing system changes. It also includes working with vendors who supply tax preparation software and e-file platforms to taxpayers to ensure they understand the changes and apply them correctly.

Administrative support staff will manually process returns that can't be processed by the system due to incomplete or mismatched information. Many times, the issue may be resolved without notifying the taxpayer, though in some instances, it will be necessary to contact the taxpayer for more information to complete processing of the return. These circumstances are assumed based on current tax programs. However, since CAT is a new program heading into its first processing season, there is some element of the unknown. Staff are ready to identify and handle any new issues that may arise.

Customer service is a key to supporting voluntary compliance. The CAT section has a direct phone number for taxpayers or representatives with questions. The section also has a direct email and its own webpage on the department's website for helpful information for taxpayers and representatives.

The section's policy unit plays a vital role in administering the tax program by being a resource for the rest of the section, providing assistance to taxpayers, monitoring federal and state legislation for impacts on programs, and updating and promulgating administrative rules. The focus during the first biennia of this tax program is on developing administrative rules, other written guidance, forms, publications, instructions, and stakeholder outreach. Starting at the end of the first biennia and into the future, this unit will also be responsible for holding conference-level appeals that stem from enforcement.

To ensure knowledge of best practices and uniformity initiatives and using the best data possible, the section partners with other states and the IRS, as well as the Federation of Tax Administrators and Multi-State Tax Commission. These relationships provide leads for enforcement work, opportunities to learn from what other states are doing, and the ability to follow concepts from uniform model statutes and rules, where appropriate. Uniform model statutes and rules are not in place for taxes other than income and sales taxes at this time, but much can still be learned and adopted from the concepts therein. Overall, these resources will provide the opportunity to share and learn from other tax agencies.

Enforcement work to ensure compliance is another important aspect to administering this tax program. This will start when the return is filed. Staff will identify potential errors and correct them before the return is processed. Refund requests will also be analyzed by risk score so that large or unusual refunds are reviewed for accuracy. Following this, the plan is to analyze and use available information such as federal tax information and Oregon tax information, along with our discovery system, to identify returns for audit and taxpayers who have not filed but are required to. As staff continue to use the discovery system and generate results, they will refine and update their methods of selecting cases and determine what tax information offers the best information for these functions. Much of this is still unknown at this time since the CAT has a different tax base from federal and other state taxes, so processes will be adjusted as lessons are learned about what works best for this new program.

Filing enforcement leads will be more complicated with the Corporate Activity Tax, because the tax base is different from federal and other state taxes. Thus, auditors initially will be needed to determine if the activities of the company meet the constitutional requirement for Oregon to impose a tax on them. This is one of the areas where there is an opportunity for growth as more data is gathered and produced for the discovery system to use.

Oregon CAT audits will focus on issues specific to this new program. These issues may include, but not be limited to, apportionment, nexus, commercial activity, and exclusions. Audits may take anywhere from one month to one year to complete, depending on the complexity of the issues and the amount of documentation required. Many audits may be conducted at the taxpayer's business headquarters, both in and outside of Oregon, to facilitate efficient review of books and records. Once an audit is complete, taxpayers have the choice to pay the deficient taxes or appeal the result through one of several methods. Staff will adjust processes to what fits this new program best as lessons are learned.

The first path for appeal is an administrative appeal with the department and provides the chance to take a second look at the application of the statutes to the individual facts and circumstances. Auditors and conference officers in the policy unit will fill this role. They will communicate with taxpayers to gather additional information and hold an informal hearing, if one is requested, before issuing a final decision. Following the first level of appeal, or if there is no administrative appeal, the taxes become assessed and may then be appealed to the Magistrate Division of Oregon Tax Court. At this stage, the department is very involved in the appeal. However, representation by an assistant attorney general from the Department of Justice will generally be sought. Appeals at the court level will likely take a year or more to resolve depending on the number and complexity of issues involved.

Starting in the 2021–2023 biennium, collections resources for this program will be in the Collections Division and will follow the policies and procedures in place for all tax program collections.

Implementation of the CAT required partnering with many other areas of the department including collections, other tax program policy and management groups, finance, Human Resources, IT, Communications, and more. Staff worked with collections and other tax program policy and management groups to gather input to ensure the system is built in a way that optimizes the success of the processes and policies in place and that decisions made for the CAT didn't have adverse downstream effects on these areas. The team worked with the department's finance division to help

track its budget projections and expenditures and to ensure the financial data in department systems was developed in a way that supports finance's activities, such as the transfer of CAT funds to the Department of Education and the Fund for Student Success. Human Resources recruited the positions funded by the CAT, while IT made sure all new staff have the equipment necessary to do their jobs. Communications helped flesh out the expansive communications plan, which included meetings around the state, news releases, Twitter activity, and more. The partnerships with both of those areas, whose staff expanded due to CAT-funded positions and those areas who did not, have been key to the successful implementation of the program.

The predominant costs for the section are personal services that are needed to complete the effective and efficient administration of the tax program. Other costs include training, travel to educational conferences, and travel for out-of-state audits.

Program Justification and Link to Long-Term Outcomes

Taken together, the division's work follows the agency priorities as described below and is in line with the governor's long-term focus of excellence in state government. The CAT program has put a large emphasis on partnering and outreach. Management and policy staff have worked closely with industry leaders and representatives on multiple policy issues and administrative rule development. The program has used many tools to reach as many affected parties as possible. These are just a couple of examples of the partnering and outreach by the CAT program. The section is striving to provide the tools and information necessary for taxpayers to comply with the CAT program, check compliance when necessary, make needed improvements to taxpayer assistance, and ensure staff and managers have what they need to provide top-notch service to taxpayers, stakeholders, and partners. The CAT program also links to the governor's long-term priority of a seamless system of education as all receipts from this program, less administrative costs, go to the fund for student success.

The CAT Section supports the agency's strategic priorities of optimizing collection efforts, enhancing taxpayer assistance, and cultivating operational excellence. After implementation is complete, this program is estimated to provide approximately \$2.2 billion to the Fund for Student Success each biennium, while costing only a fraction of that, approximately \$18.3 million paid directly from CAT receipts. These funds support state school systems. This program supports the department's mission of making revenue systems work to fund the public services that preserve and enhance the quality of life for all citizens. This program supports optimizing collection efforts by establishing effective enforcement processes and tools and continuing to evaluate them for any enhancement, thereby improving results.

This program supports enhancing taxpayer assistance in many ways. Establishing a direct phone line and email addresses to program staff ensures timely receipt of questions from the public. Staff implemented standards for response times and will continue to add to those as the program continues to mature. There is a great amount of information on the Department of Revenue website to help taxpayers find the information they need. Forms of communication for our outreach include, but are not limited to, in-person presentations around the state, webinars, phone conferences, social media, a direct email box to receive questions, a listserv to send information to subscribers, and more. New information is published and shared as soon as possible, while continuing to be open to new ideas to get information to the public in ways that best meet their needs.

The department supports cultivating operational excellence through the successful implementation of the new CAT program. The CAT program also supports this priority through implementation of agency and industry best practices, as well as promoting a mindset of continuous improvement. The section is focused on developing measures and reports for the program that provide meaningful information. Time and energy are being invested in staff to create and support a healthy, productive work environment through positive, regular communication and building a safe environment for open discussion and idea sharing.

Program Performance

The CAT program is new and therefore there is no program performance to report currently. The first returns are due on April 15, 2021 and taxpayers can request a 6-month extension of time to file. Until the filing deadlines have passed and the returns have been processed, there will not be official revenue dollars to report.

Enabling Legislation/Program Authorization

Oregon Revised Statutes (ORS) Chapter 317A require the department to administer the taxes for which this section is responsible. This ORS chapter contains the requirements to provide forms for taxpayers to file, methods and due dates to pay taxes, and obligations to interpret statutes when requested or needed. These statutes also provide authority to examine and audit returns, as well as assess tax when a return is not filed.

Funding Streams

The Corporate Division is funded directly from collected CAT revenues.

Significant Proposed Program Changes from 2019–21

Policy Package 105—Remaining Corporate Activity Tax Positions

This POP is intended to request the positions that were described in the 2019 legislative session as a part of the CAT legislation that had start dates of July 2021 or later. During the 2019 legislative session, House Bills 3427 and 2164 were passed creating the Corporate Activity Tax program. HB 5047 passed a General Fund budget for the new tax program, including positions to be hired between the dates of July 1, 2019 and April 30, 2020. The department was asked to return in the 2020 short session to finalize a budget request for Other Fund limitation covering additional positions and

expenditures for the rest of the biennium: May 1, 2020 through June 30, 2021. The Corporation Division is now taking the last step of requesting the additional positions that start on July 1, 2021 to complete staffing for the CAT program.

Agency Request Budget

Staff Impact

Position	21
FTE	17.76

Revenue Source

General Fund	\$0
Other Funds	\$ 5,118,048

Quick Modules Maintenance and Support—Policy Option Package 113

In 2017 and 2019, the Legislature funded the Processing Center Modernization Project. The project rolled out over three years, 2018–2021, and successfully replaced the agency’s front-end paper return and payment processing systems. The old systems were unsupported and past their life expectancy. The project procured and configured the high-speed, more efficient system called Quick Modules. Combining technologies such as high-speed scanning, optical and intelligent character recognition (OCR/ICR), and guided key-from-image data entry, the agency largely has been able to eliminate the need to retain paper copies of documents, and increase control over taxpayer information. This package seeks permanent funding for ongoing contracted vendor support costs and data processing costs at ETS for Quick Modules.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$0
Other Funds	\$ 6,784

Corporate Division

Essential Package 022—Cost of Phased-out Program and One-Time Costs

Package Description

Purpose

This package includes the costs of phasing out one-time program dollars approved for the 2019–21 biennium.

How Achieved

This package phases out one-time funds approved in the 2019–21 biennium associated with the implementation of the Corporate Activities Tax.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	(\$1,136,653)
Other Funds	\$ 0

2023–25 Fiscal Impact

None.

Corporate Division

Essential Package 060—Technical Adjustments

Package Description

Purpose

In consultation with CFO and LFO, the Department of Revenue adjusted specific budget line items to more accurately reflect its operations and current spending.

How Achieved

The department adjusted specific budget line items to more accurately reflect its operations and current spending. In addition, the department eliminated payroll processing within the department and now uses DAS shared payroll services. The department eliminated two payroll positions and converted the personal services budget to services and supplies budget to cover the cost of the new service. The budget for those services were spread throughout the agency in this package.

Agency Request Budget

Staff Impact

Position
FTE

Revenue Source

General Fund
Other Funds 20,681

2023–25 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

Corporation Division

Policy Package 105—Remaining Corporate Activity Tax Positions

Purpose

This POP is intended to request the positions that were described in the 2019 legislative session as a part of the CAT legislation that had start dates of July 2021 or later. During the 2019 legislative session, House Bills 3427 and 2164 were passed creating the Corporate Activity Tax program. HB 5047 passed a General Fund budget for the new tax program, including positions to be hired between the dates of July 1, 2019 and April 30, 2020. The department was asked to return in the 2020 short session to finalize a budget request for Other Fund limitation covering additional positions and expenditures for the rest of the biennium: May 1, 2020 through June 30, 2021. The Corporation Division is now taking the last step of requesting the additional positions that start on July 1, 2021 to complete staffing for the CAT program.

What would this policy option package (POP) do and how would it be implemented?

This POP will allow the agency to hire the remaining positions needed to administer the CAT program. This request includes the following:

- One permanent principal executive manager D (PEMD) audit manager.
- Two permanent operations and policy analyst 3 (OPA3) positions to perform program analytics and discovery functions.
- Eight permanent tax auditor 2 (TA2) positions to conduct audits of the CAT program returns.
- Four permanent TA2 positions to work as conference officers.
- Two permanent TA2 positions to conduct filing enforcement work.
- Two permanent revenue agent 1 (RA1) positions to conduct first-level collections work.
- Two permanent revenue agent 2 (RA2) positions to conduct second-level collections work.

The PEMD, two OPA3s, and 14 TA2 positions would be hired into the CAT program in the Business Division. The four revenue agent positions would be hired into the Tax Collection Section of the Collections Division.

Why does Revenue propose this POP?

The purpose of this POP is to complete the request that was originally submitted in the 2019 legislative session. These positions are necessary to perform enforcement activities for the CAT program. They were not requested to be funded until CAT program work existed for them. With the first tax return due on April 15, 2021, these positions need to be hired by October 1 and December 1, 2021 to complete training in time for compliance activity to be at full capacity by April and June 2022.

The PEMD position will manage audit staff and the program OPA3s. This position will coordinate the audit program and audit policy decisions for the CAT.

The OPA3 positions will focus on audit and filing enforcement operations for the CAT program. They will coordinate enforcement discovery work in GenTax to ensure enforcement staff have appropriate leads to work. They will also take the lead on data reporting for the audit and filing enforcement activities for the section.

The TA2 CAT audit positions will conduct audits for the new and complex CAT program. They will communicate with taxpayers and professionals to ensure accurate reporting on the CAT returns.

The TA2 conference officer positions will work appeals generated from audit deficiencies or complex issues arising from return processing adjustments. The department is expecting a high number of appeals, especially in the first few years as we work through policy issues related to this new and complex tax program.

Two of the TA2 positions will work filing enforcement cases for the program. These positions will locate taxpayers who are unwilling to comply with, or unaware of, their filing obligations under this new tax and educate them on their filing requirements. They will also establish estimated return assessments when true returns are not filed, per the department's statutory authority.

The RA1 and RA2 positions will perform collections activities on delinquent amounts for the CAT program. The department is estimating approximately the same number of delinquent accounts for the CAT program as exists for the corporate income and excise tax programs.

How does this further the agency's mission or goals? How does this further the program funding, team outcomes or strategy?

This policy option package will impact three of the agency's goals within two of the agency's three priority areas: optimize collection efforts and cultivate operational excellence. Agency goal one focuses on enforcement processes and compliance activities, goal three focuses on collection activities, and goal seven focuses on successfully implementing new programs while promoting a mindset of continuous improvement.

Goal one focuses on compliance areas with the greatest risk, which include filing enforcement and collections activities. This POP will provide dedicated resources for these activities so the resources that are focused on other activities within the CAT program, as well as those in other tax programs, are able to continue focusing on the work for other activities and programs.

Goal three focuses on integrating the CAT program into the overall Collections Division processes. This creates consistency and efficiencies that allow CAT taxpayers to experience the same collections processes as they would with any other tax program's collections processes. This also allows for the collection of CAT accounts to be combined with other accounts currently under collection for the same taxpayer.

Goal seven focuses on the implementation of new tax programs, such as the CAT. Hiring these final positions will bring resources together that are required for full implementation of all activities related to this large and complex tax program. Without these positions, changes to the

implementation are necessary to account for the gap in resources. Other tax programs and other activities within the current CAT program may be impacted.

Is this POP tied to a Revenue performance measure? If yes, identify the performance measure. If no, how will Revenue measure the success of this POP?

This POP is not linked to a specific performance measure. The department will measure the success of this POP through measuring the work output, examining quality and quantity as appropriate.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.

No.

What alternatives were considered and what were the reasons for rejecting them?

The department considered having an earlier start date for these 21 positions but rejected that alternative because there would not be work for these positions during the 2019–2021 biennium. The first return for CAT is due April 15, 2021 and there is a potential six-month extension to file. Assumptions are that many taxpayers will request this for the first year. Because of this timing, these positions need to be hired by October 1 and December 1, 2021 to complete training in time for compliance activity to be at full capacity by April and June 2022.

The department considered hiring most tax auditors in 2023 in order to begin compliance activity after two to three returns had been filed by taxpayers. This alternative was rejected because with a tax that is so new and complex, it was determined it would be better to start auditing early. By beginning audits shortly after the first returns have been filed, the department has the opportunity to provide early guidance to taxpayers and professionals, and to work with them while their documentation is easy to access.

What would be the adverse effects of not funding this POP?

Not funding this POP would leave a gap in the compliance efforts for the CAT program. The department would need to divert previously authorized TA2 positions from conducting audits to responding to appeals. Filing enforcement work would not have any dedicated positions and therefore would either not be completed or would require diverting more positions away from audits to complete this workload. In addition, the number of auditors available for audits would be significantly less than what is needed to provide adequate enforcement coverage for a program of this size.

Without the program OPA3s and the audit manager, the task of audit and filing enforcement discovery would fall to other audit staff or the policy and systems manager, reducing the amount of time available to focus on policy work and audits. The quality of audit and filing enforcement leads could be reduced without dedicated trained staff to do the work. In addition, policy or systems OPA3s would have to take time away from their normal workload to work on program-related operations and data analysis activities.

There would be no additional collections positions to work the CAT collection cases. This would put a greater burden on the Collections Division, resulting in fewer cases in active collections for other General Fund and Other Fund tax programs, in order to handle the workload from the CAT program.

What other agencies (state, tribal and/or local government) would be affected by this POP? How would they be affected?

The Department of Education, Oregon school districts, and early learning providers and tribal nations would be impacted as the costs for these positions would likely be taken from the CAT receipts, therefore reducing the amount transferred into the Student Success Fund.

What other agencies, programs, or stakeholders are collaborating on this POP?

None.

What is your equity analysis?

This POP provides the final requested resources needed by the department to successfully support HB 3427 (2017) which established the Corporate Activity Tax (CAT). Funds raised by the CAT are dedicated to the Fund for Student Success. This provides funding for equity based investments such as: increasing learning time, decreasing class size, offering a well-rounded education, student health or safety, establishes American Indian or Alaskan Native education plan, establishes Latinx education plan, establishes summer learning programs, increases educator diversity, establishes the Early Childhood Equity Fund. If this POP is not approved, these programs are in danger of not being funded in whole or in part, affecting the equity goals established in the implementing legislation.

What assumptions affect the pricing of this POP?

Implementation Date(s): July 1, 2021

End Date (if applicable): N/A

- a. **Will there be new responsibilities for Revenue? Specify which program area(s) and describe their new responsibilities.**
No.
- b. **Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.**
Funding 21 new positions will impact Central Services. These positions will need computers, chairs, phones, and other items related to new positions. No new facilities will be required as there is enough space in the current offices for these positions. The PEMD and TA2 positions could be located in any of the Department of Revenue locations, including field offices. The remaining positions will be

located in the main Salem office. However, additional staffing in the central services units will not be necessary as funding for positions in those areas was previously allocated in the 2019–2021 biennium.

- c. **Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.**
None.

- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.**

Estimated number of positions:

Title	# of Positions	Number of Months in 21-23 biennium	Position Type	Focus
TA2	4	21	Permanent	Conference appeals
TA2	2	21	Permanent	Filing enforcement
TA2	8	18	Permanent	Audit
PEMD	1	21	Permanent	Audit manager
OPA3	2	18	Permanent	Program operations
RA1	2	21	Permanent	Collection
RA2	2	21	Permanent	Collection

These will be new full-time positions. Each position is expected to be permanent and will work either 18 or 21 months of the biennium.

- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**

There will be no modifications to computer systems or processes due to these positions, and no additional outreach will be needed. The training program and materials will have been created during the 2019–2021 biennium. There may be a need for additional technical support depending on what office the positions are hired into. The assumption is collection positions will be hired into the Salem office, but the audit positions will be hired into the office where the best candidate is located.

The auditor positions will take approximately 12 months, with the remaining positions taking approximately six months to be proficient at the duties they will perform.

f. **What are the ongoing costs?**

Ongoing costs include salaries for 21 additional permanent positions. Revenue anticipates the potential for additional travel costs and overtime for the audit and collection positions. Additional vehicles might need to be secured to allow for the increased travel expected from the collectors and filing enforcement auditors. Supplies for the staff and additional mailing costs for the increased number of assessments, liens, garnishments, etc., will also be necessary.

g. **What are the potential savings?**

There will be increased tax revenues due to increased compliance work of the new staff. In addition, increased contact with taxpayers will result in increased voluntary compliance. In terms of budget, there would not be increased savings. Funding this POP would result in assigning additional Other Funds limitation to the department.

h. **Based on these answers, is there a fiscal impact?**

Yes.

Agency Request Budget

Staff Impact

Position	21
FTE	17.76

Revenue Source

General Fund	\$
Other Funds	\$ 5,118,048

2023–2025 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

Information Technology Services Division

Policy Package 113— Quick Modules Maintenance and Support

Purpose

In 2017 and 2019, the Legislature funded the Processing Center Modernization Project. The project rolled out over three years, 2018 through 2021, and successfully replaced the agency's front-end paper return and payment processing systems. The old systems were unsupported and past their life expectancy. The project procured and configured the high speed and more efficient system called Quick Modules. Combining technologies such as high-speed scanning, optical and intelligent character recognition (OCR/ICR), and guided key-from-image data entry has allowed the agency to largely eliminate the need to retain paper copies of documents and increase its control over taxpayer information. This package seeks permanent funding for ongoing contracted vendor support costs and data processing costs at ETS for Quick Modules.

What would this policy option package (POP) do and how would it be implemented?

The agency administers more than 40 different types of taxes and fees for the state of Oregon. The processing systems capture data from payments, tax returns, and correspondence that is then applied to individual and business accounts. The Processing Center handles more than 3 million paper tax returns and payments annually. Reliable systems, trained staff, and efficient processes are critical to completing this work successfully.

In 2017 and 2019, the Legislature funded the Processing Center Modernization Project. The project was funded because the current systems had passed the end of their life expectancy, with components no longer being supported by their vendors. To continue using these systems, the agency developed a workaround using a Windows XP virtual desktop. However, this creates security risks and information technology support difficulties because Microsoft no longer supports Windows XP. The project replaced the aging systems, automated some processes, and improved processing efficiency.

The project was implemented in three phases from 2018 through 2021. The agency managed this project with its primary partner, Fairfax Imaging Inc., the producer and implementer of the Quick Modules system. In addition, we had a PCM project team led by a project manager and business analyst who worked closely with the Office of the State Chief Information Officer to manage the project through the stage gate process. The agency also hired a quality assurance vendor, Hittner & Associates, who actively monitored and reported on the execution of the project. The project is nearly complete with its last major implementation milestone scheduled for August 24, 2020.

This POP requests funding for ongoing support services and data processing costs. Permanent funding is requested for ongoing contracted vendor support payments and Enterprise Information Services (EIS) charges for Quick Modules. Vendor support costs include system support, updates,

patches, and upgrades. So, as long as the department is paying annual support and maintenance costs, the system will be operating with the most recent version of Quick Modules available. Ongoing maintenance helps ensure the system continues to operate efficiently and effectively.

Why does DOR propose this POP?

The agency is proposing this POP to provide ongoing support and maintenance for the front-end system the Legislature has invested in. With ongoing support and maintenance, this new system will be up-to-date and meet the tax processing needs of the state into the foreseeable future.

How does this further the agency's mission or goals? How does this further the program funding team outcomes or strategies?

This POP aligns with the agency's strategic priority to cultivate operational excellence. One way this goal is accomplished is by pursuing projects that lead to sustained improvements in organizational efficiency and effectiveness. The new system increases processing speed and adds technological advancements such as intelligent character and optical recognition. It also reduces the need to retain paper copies of documents and ensures a higher-level control over taxpayer information. These represent a few of the anticipated improvements in effectiveness.

Is this POP tied to a DOR performance measure? If yes, identify the performance measure. If no, How will DOR measure the success of this POP?

No.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.

No.

What alternatives were considered and what were the reasons for rejecting them?

The alternative to funding maintenance and support for Quick Modules would be to discontinue these services at the end of the current contract. Within a few years the agency will then find itself in a similar situation to where it was before seeking the new system. The version of software currently in use will become outdated and eventually unsupported. Additionally, most of the funding requested in this POP is for EIS data usage costs. In order to eliminate these costs, the agency would need to discontinue use of Quick Modules altogether. This would mean discontinuing the processing of all check payments received by the agency, approximately 26 percent of the total dollars received, and moving all paper tax return processing to a direct-key process into GenTax, the agency's core accounting system.

What would be the adverse effects of not funding this POP?

If funding is not continued for support services, the agency will be left with an unsupported system. As updates and upgrades become available, the agency won't be able to install them or it will be costly at the time they are available. This would result in the agency falling back to the same situation that sparked the PCM project to begin with. Failure of the front-end system, due to outdated technology, could cause check payment and

return processing to be slowed, if not stalled. Such a failure of the payment and return processing systems will be costly to the agency and ultimately the state if payments are delayed. The agency would also not be able to fulfill contractual obligations with the solution vendor.

What other agencies (state, tribal and/or local government) would be affected by this POP? How would they be affected?

None.

What other agencies, programs or stakeholders are collaborating on this POP?

None.

What is your equity analysis?

Having a current and optimally performing system to track and collect taxes will help to ensure that all tax payers are treated with the same care and consideration. In addition, maximizing efficient revenue collection increases funding for services for Oregonians.

What assumptions affect the pricing of this POP?

Support services from Fairfax Imaging Inc., has already been contracted. Data processing costs are estimates based on expected EIS rates.

Implementation Date(s): July 1, 2021

End Date (if applicable): N/A

a. Will there be new responsibilities for DOR? Specify which Program Area(s) and describe their new responsibilities.

No.

b. Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.

No.

c. Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.

No.

- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration or temporary.**

No.

- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**

None.

- f. **What are the ongoing costs?**

Ongoing costs include vendor support services and State Data Center charges.

Support Costs				
Quarter	Software Maintenance	Software Maintenance (CAT)	SDC Costs	Costs by Quarter
Sep – 21			\$ 39,664	\$ 39,664
Dec – 21	\$ 51,353	\$ 3,342	\$ 39,664	\$ 94,359
Mar – 22			\$ 39,664	\$ 39,664
Jun – 22			\$ 39,664	\$ 39,664
Sep – 22			\$ 39,664	\$ 39,664
Dec – 22	\$ 52,893	\$ 3,442	\$ 39,664	\$ 95,999
Mar – 23			\$ 39,664	\$ 39,664
Jun – 23			\$ 39,664	\$ 39,664
Expense Totals	\$ 104,246	\$ 6,784	\$ 317,312	\$ 428,342

g. What are the potential savings?

None.

h. Based on these answers, is there a fiscal impact?

Yes.

Agency Request Budget

Staff Impact

Position

FTE

Revenue Source

General Fund	\$ 394,075
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Other Funds	\$ 27,483
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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Corporate Division
Cross Reference Number: 15000-008-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Mass Transit Tax	-	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Corporate Division
Cross Reference Number: 15000-008-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(1,136,653)	-	-	-	-	-	(1,136,653)
Total Revenues	(\$1,136,653)	-	-	-	-	-	(\$1,136,653)
Personal Services							
Mass Transit Tax	(6,393)	-	-	-	-	-	(6,393)
Total Personal Services	(\$6,393)	-	-	-	-	-	(\$6,393)
Services & Supplies							
Instate Travel	(3,591)	-	-	-	-	-	(3,591)
Employee Training	(16,128)	-	-	-	-	-	(16,128)
Office Expenses	(313,341)	-	-	-	-	-	(313,341)
Telecommunications	(29,232)	-	-	-	-	-	(29,232)
Data Processing	(6,126)	-	-	-	-	-	(6,126)
Attorney General	(365,274)	-	-	-	-	-	(365,274)
Facilities Rental and Taxes	(150,448)	-	-	-	-	-	(150,448)
Agency Program Related S and S	(118,800)	-	-	-	-	-	(118,800)
Expendable Prop 250 - 5000	(5,544)	-	-	-	-	-	(5,544)
IT Expendable Property	(33,264)	-	-	-	-	-	(33,264)
Total Services & Supplies	(\$1,041,748)	-	-	-	-	-	(\$1,041,748)
Capital Outlay							
Office Furniture and Fixtures	(88,512)	-	-	-	-	-	(88,512)
Total Capital Outlay	(\$88,512)	-	-	-	-	-	(\$88,512)

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Corporate Division
Cross Reference Number: 15000-008-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	(1,136,653)	-	-	-	-	-	(1,136,653)
Total Expenditures	(\$1,136,653)	-	-	-	-	-	(\$1,136,653)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Corporate Division
Cross Reference Number: 15000-008-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Office Expenses	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Corporate Division
Cross Reference Number: 15000-008-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Corporate Activity Tax	-	-	20,681	-	-	-	20,681
Total Revenues	-	-	\$20,681	-	-	-	\$20,681
Services & Supplies							
Intra-agency Charges	-	-	20,681	-	-	-	20,681
Total Services & Supplies	-	-	\$20,681	-	-	-	\$20,681
Total Expenditures							
Total Expenditures	-	-	20,681	-	-	-	20,681
Total Expenditures	-	-	\$20,681	-	-	-	\$20,681
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 105 - CAT

Cross Reference Name: Corporate Division
Cross Reference Number: 15000-008-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	2,101,995	-	-	-	2,101,995
Empl. Rel. Bd. Assessments	-	-	1,018	-	-	-	1,018
Public Employees' Retire Cont	-	-	360,068	-	-	-	360,068
Social Security Taxes	-	-	160,807	-	-	-	160,807
Worker's Comp. Assess. (WCD)	-	-	808	-	-	-	808
Mass Transit Tax	-	-	12,612	-	-	-	12,612
Flexible Benefits	-	-	677,025	-	-	-	677,025
Total Personal Services	-	-	\$3,314,333	-	-	-	\$3,314,333

Services & Supplies

Instate Travel	-	-	31,500	-	-	-	31,500
Out of State Travel	-	-	264,236	-	-	-	264,236
Employee Training	-	-	33,600	-	-	-	33,600
Office Expenses	-	-	128,234	-	-	-	128,234
Telecommunications	-	-	60,900	-	-	-	60,900
Data Processing	-	-	42	-	-	-	42
IT Professional Services	-	-	600,000	-	-	-	600,000
Attorney General	-	-	209,832	-	-	-	209,832
Facilities Rental and Taxes	-	-	191,520	-	-	-	191,520
Agency Program Related S and S	-	-	2,600	-	-	-	2,600
Other Services and Supplies	-	-	16,000	-	-	-	16,000
Expendable Prop 250 - 5000	-	-	11,550	-	-	-	11,550

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 105 - CAT

Cross Reference Name: Corporate Division
Cross Reference Number: 15000-008-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	69,300	-	-	-	69,300
Total Services & Supplies	-	-	\$1,619,314	-	-	-	\$1,619,314
Capital Outlay							
Office Furniture and Fixtures	-	-	184,401	-	-	-	184,401
Total Capital Outlay	-	-	\$184,401	-	-	-	\$184,401
Total Expenditures							
Total Expenditures	-	-	5,118,048	-	-	-	5,118,048
Total Expenditures	-	-	\$5,118,048	-	-	-	\$5,118,048
Ending Balance							
Ending Balance	-	-	(5,118,048)	-	-	-	(5,118,048)
Total Ending Balance	-	-	(\$5,118,048)	-	-	-	(\$5,118,048)
Total Positions							
Total Positions							21
Total Positions	-	-	-	-	-	-	21
Total FTE							
Total FTE							17.76
Total FTE	-	-	-	-	-	-	17.76

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 113 - Proc Ctr Quick Modules

Cross Reference Name: Corporate Division
Cross Reference Number: 15000-008-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Corporate Activity Tax	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Services & Supplies							
Professional Services	-	-	6,784	-	-	-	6,784
Total Services & Supplies	-	-	\$6,784	-	-	-	\$6,784
Total Expenditures							
Total Expenditures	-	-	6,784	-	-	-	6,784
Total Expenditures	-	-	\$6,784	-	-	-	\$6,784
Ending Balance							
Ending Balance	-	-	(6,784)	-	-	-	(6,784)
Total Ending Balance	-	-	(\$6,784)	-	-	-	(\$6,784)

PICS116 - Net Package Fiscal Impact Report

Corporate Division

2021-23 Biennium

Cross Reference Number: 15000-008-00-00-00000

Agency Request Budget

Package Number: 105

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
8033000	1384631		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8034000	1384651		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8035000	1384671		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8036000	1384673		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8037000	1384674		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8038000	1384691		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8039000	1384692		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8040000	1384711		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8041000	1384712		OAS C0872 A P	OPERATIONS & POLICY ANALYST 30	30	PF	21	2	5,726	120,246	63,340	183,586	1	0.88
8042000	1384731		OAS C0872 A P	OPERATIONS & POLICY ANALYST 30	30	PF	21	2	5,726	120,246	63,340	183,586	1	0.88
8043000	1384751		MMS X7006 A P	PRINCIPAL EXECUTIVE/MANAGER 31X	31X	PF	21	2	6,247	131,187	66,051	197,238	1	0.88
8105000	1384952		OAS C5632 A P	TAX AUDITOR 2	28	PF	21	2	5,208	109,368	60,645	170,013	1	0.88
8106000	1384972		OAS C5632 A P	TAX AUDITOR 2	28	PF	21	2	5,208	109,368	60,645	170,013	1	0.88
8107000	1384991		OAS C5632 A P	TAX AUDITOR 2	28	PF	21	2	5,208	109,368	60,645	170,013	1	0.88
8108000	1384993		OAS C5632 A P	TAX AUDITOR 2	28	PF	21	2	5,208	109,368	60,645	170,013	1	0.88
8109000	1384996		OAS C5110 A P	REVENUE AGENT 1	17	PF	21	2	3,150	66,150	49,934	116,084	1	0.88
8110000	1385011		OAS C5111 A P	REVENUE AGENT 2	19	PF	21	2	3,434	72,114	51,413	123,527	1	0.88
8111000	1385031		OAS C5111 A P	REVENUE AGENT 2	19	PF	21	2	3,434	72,114	51,413	123,527	1	0.88
8112000	1385051		OAS C5111 A P	REVENUE AGENT 2	19	PF	21	2	3,434	72,114	51,413	123,527	1	0.88
8115000	1384912		OAS C5632 A P	TAX AUDITOR 2	28	PF	21	2	5,208	109,368	60,645	170,013	1	0.88
8116000	1384931		OAS C5632 A P	TAX AUDITOR 2	28	PF	21	2	5,208	109,368	60,645	170,013	1	0.88
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										2,101,995	1,199,726	3,301,721		
Federal Funds										0	0	0		
Total Funds										2,101,995	1,199,726	3,301,721	21	17.76

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

Cross Reference Number: 15000-008-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Corporate Activity Tax	-	-	-	2,207,190,681	-	-
Other Taxes	-	909,450,923	909,450,923	-	-	-
Tsfr To Education, Dept of	-	(908,986,836)	(908,986,836)	(2,187,970,000)	-	-
Total Other Funds	-	\$464,087	\$464,087	\$19,220,681	-	-

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Detail of LF, OF, and FF Revenues - BPR012

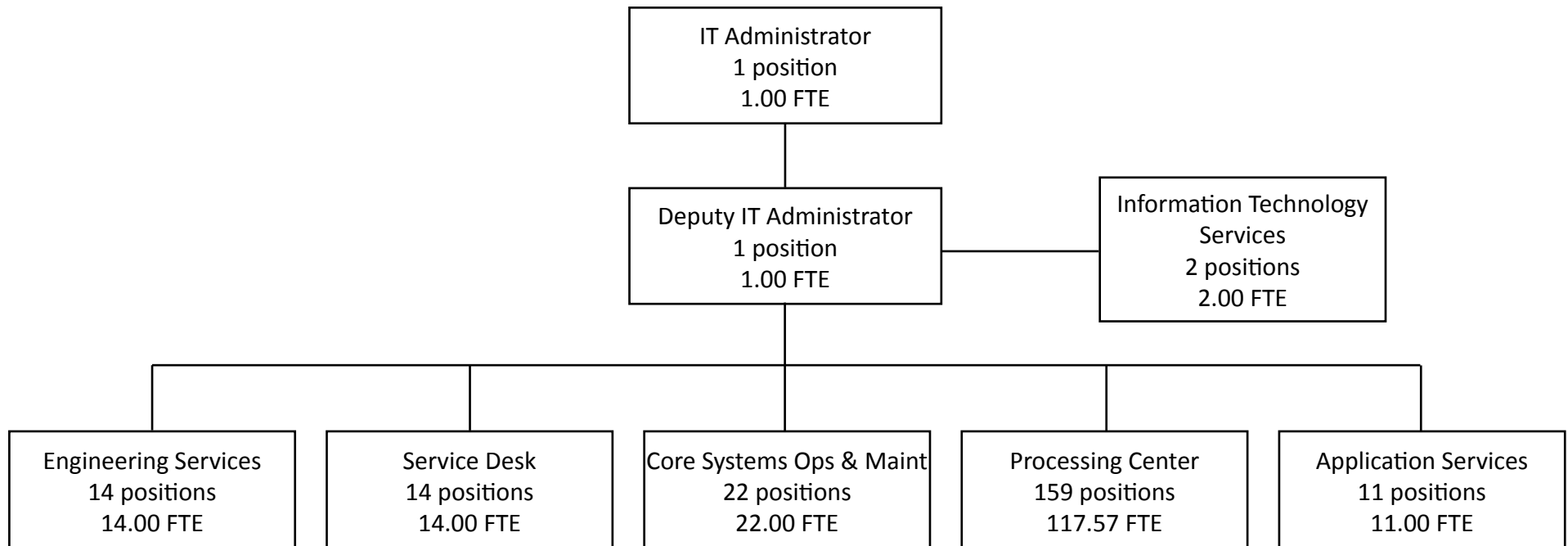
Information Technology Services Division

Organizational chart

2019–21 Legislatively Adopted Budget

224 positions

182.57 FTE



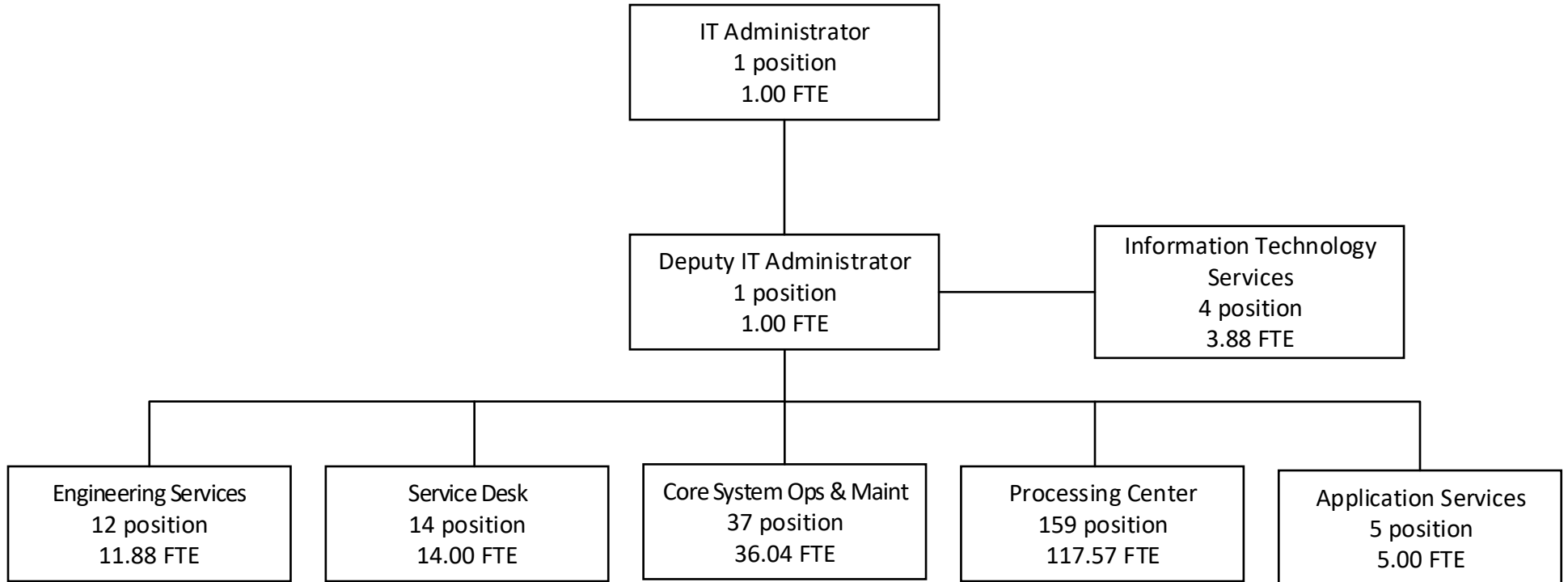
Information Technology Services Division

Organizational chart

2021–23 Agency Request Budget

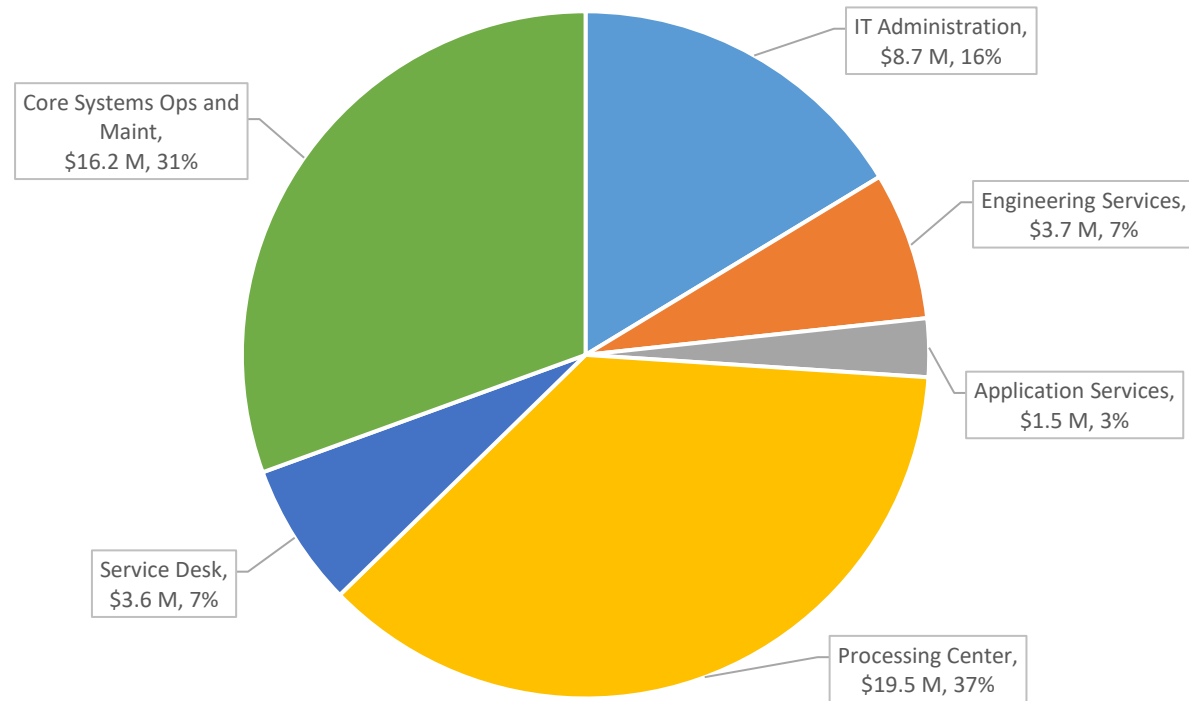
233 positions

190.37 FTE



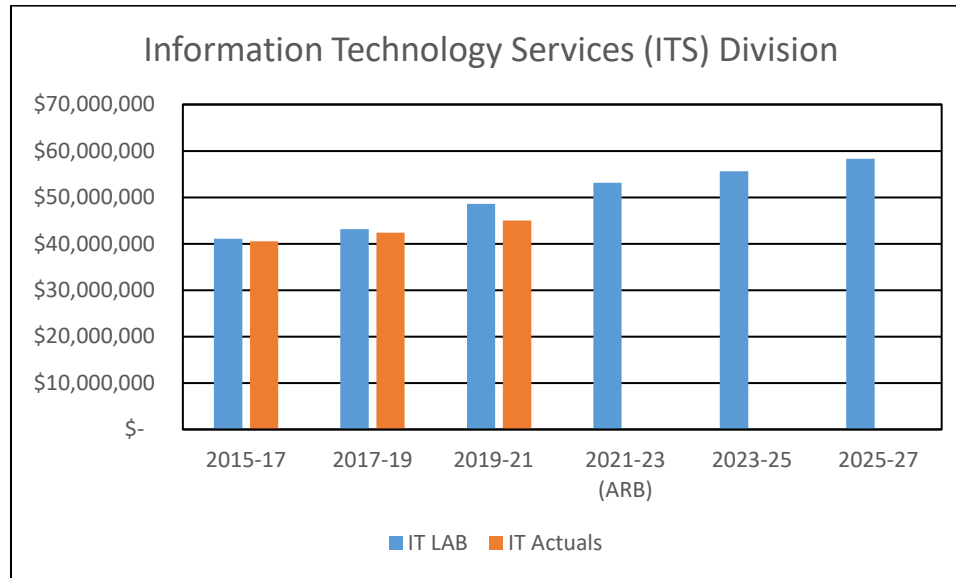
Information Technology Services Division

2021-23 Agency Request Budget Information Technology Services Division Total Funds by Program \$53,136,198



Long-term focus area: Excellence in state government

Primary program contact: Kathleen Terman, Information Technology Services Division administrator



Division	Actual / LAB	2015-17	2017-19	2019-21	2021-23 (ARB)	2023-25	2025-27
ITS	LAB	\$ 41,092,069	\$ 43,140,866	\$ 48,561,660	\$ 53,136,198	\$ 55,653,244	\$ 58,326,434
	Actuals	\$ 40,538,882	\$ 42,371,872	\$ 44,996,317			

Program Overview

The Information Technology Services (ITS) Division supports the Department of Revenue by providing technology-based business solutions, technical support and processing of all paper returns and correspondence sent to the agency, with more than 1,000 employees working with nearly 40 tax programs. ITS also processes and deposits all payments for the agency.

Program Funding Request

Information Technology Services Division	GF	OF	TF	POS	FTE
LAB 19-21	\$ 41,524,773	\$ 7,036,887	\$ 48,561,660	224	182.57
CSL 21-23	\$ 37,194,466	\$ 5,421,723	\$ 42,616,189	212	170.57
ARB 21-23	\$ 45,620,848	\$ 7,515,350	\$ 53,136,198	233	190.37
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 4,096,075	\$ 478,463	\$ 4,574,538	9	7.80
% change	9.9%	6.8%	9.4%	4.0%	4.3%

Program Description

Information Technology Services is the centralized information technology provider for the Department of Revenue. ITS provides technology and telephone services for more than 1,000 agency staff in seven locations throughout Oregon. ITS is made up of five separate units with distinct functions:

Engineering Services—Provides expertise in network, middleware, database, and systems/server administration. Responsibilities include network infrastructure maintenance—including wired and wireless networks—for all agency locations, database tuning, optimization, backup and configuration, managing backups, performance tuning, configuration, file and print servers, and the agency’s multiple web application environments.

Service Desk—Provides end-user support for more than 1,000 employees. Responsibilities include configuration, deployment, support for desktops and laptops, configuration and support of mobile phones and devices (iPad), user account creation and management, and general support for productivity applications.

Core Systems—Provides support for the agency’s core system, GenTax. Responsibilities include break/fix support, enhancements to features and functionality, reporting, discovery and fraud functionality support, tax-program creation, and general system configuration.

Application Services—Provides expertise in custom application development and support of in-house developed applications. Responsibilities include modernization of older custom applications to increase functionality and usability and mitigate the risk of failure, assistance with customization and implementation of some commercial off-the-shelf applications, and enabling seamless integration between applications when necessary.

Processing Center—Assists the agency by processing all incoming mail, including correspondence, payments, and returns in a timely manner. Responsibilities include depositing more than \$15 billion in tax payments each year, processing more than 2.5 million pieces of mail including all paper filed returns, and providing the essential functions for return and payment processing for most of the agency's programs.

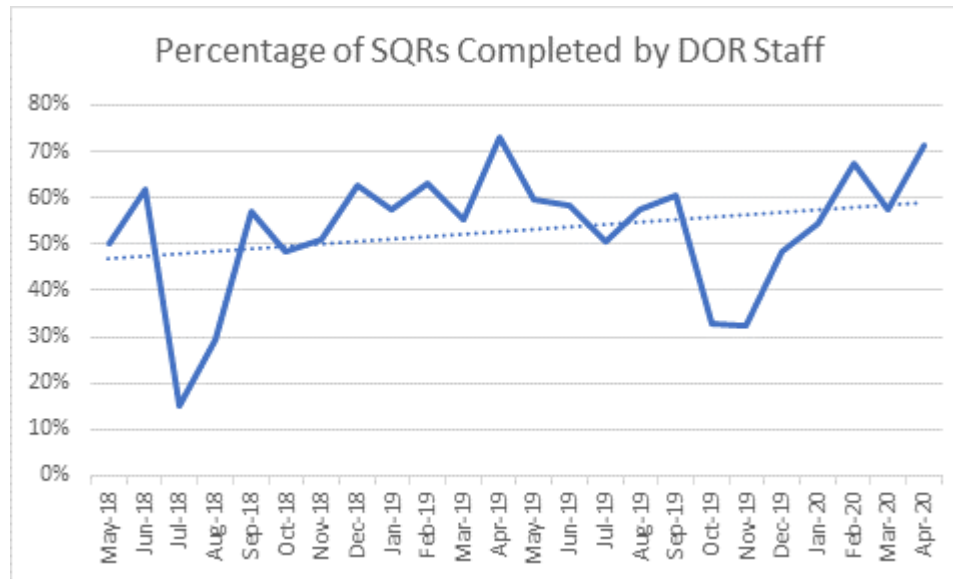
Program Justification and Link to Long-Term Outcomes

ITS provides technology and support at different levels. Each level is critical to the agency's business functions and necessary to fulfilling its mission. Critical technology and services include:

- Operations and maintenance for GenTax, the agency's core computer system, through which most of the state's General Fund revenues are processed.
- Operations and maintenance for all agency computing and communication systems.
- Strategic technology planning.
- Continuity of operations and disaster recovery planning and coordination, which helps ensure that, in an emergency, the agency can continue to process and bank funds that support important public services.
- Perpetual modernization efforts for agency computing systems to make the agency's operations more efficient and effective.

Program Performance

ITS has made great strides in incorporating its new core system, GenTax, into the ongoing operational model of the IT department. In addition, DOR business analysts and developers have significantly increased their knowledge of the new system. The graph below shows the percentage of solution requests (SQRs) that DOR employees were able to complete without help from the vendor. DOR IT resources also completed a number of major initiatives on their own, without support from the vendor.



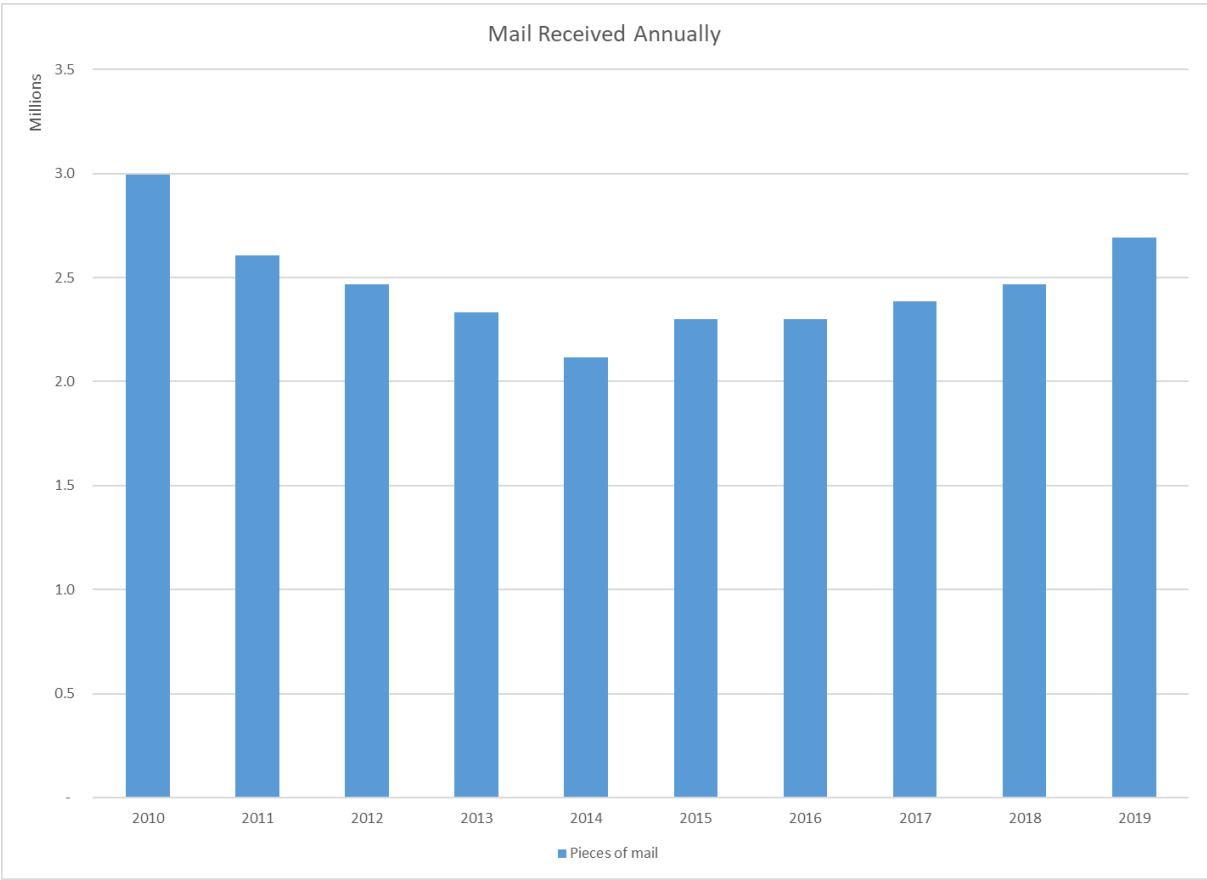
Year	Initiatives completed by DOR staff
2018	Season-Up
2019	Season-Up CAT phase 1 Tobacco Uniformity Auto-garnishments for Collections Financial Institution Data Match Transient Lodging Tax Data Sharing High Hazard Oil Train * Delinquent Debtors, a.k.a, Public Notification* *Still in progress

ITS is currently developing metrics to show the section's performance in the areas of timeliness, rework, and cost per service unit. In 2020, ITS began implementing quarterly "SQR" (service request) planning. SQRs are analogous to a service ticket and are used to document all changes to the GenTax application. Prior to creating the quarterly plan, Revenue divisions prioritize their work requests for GenTax, representatives then come together to create the agency's top 20 SQRs. ITS estimates the work effort involved in the top 20 SQRs and creates a quarterly plan of what discretionary work IT will perform. Non-discretionary work, such as legal mandates and operations work, are scheduled as well to create the final plan for the quarter. ITS then runs the SQR plan like a project, with weekly tracking and status reporting that is available to all stakeholders. Q1 2020 was the first implementation of this quarterly planning. The department will continue to refine this process to ensure the work that IT performs is of the highest value to the agency.

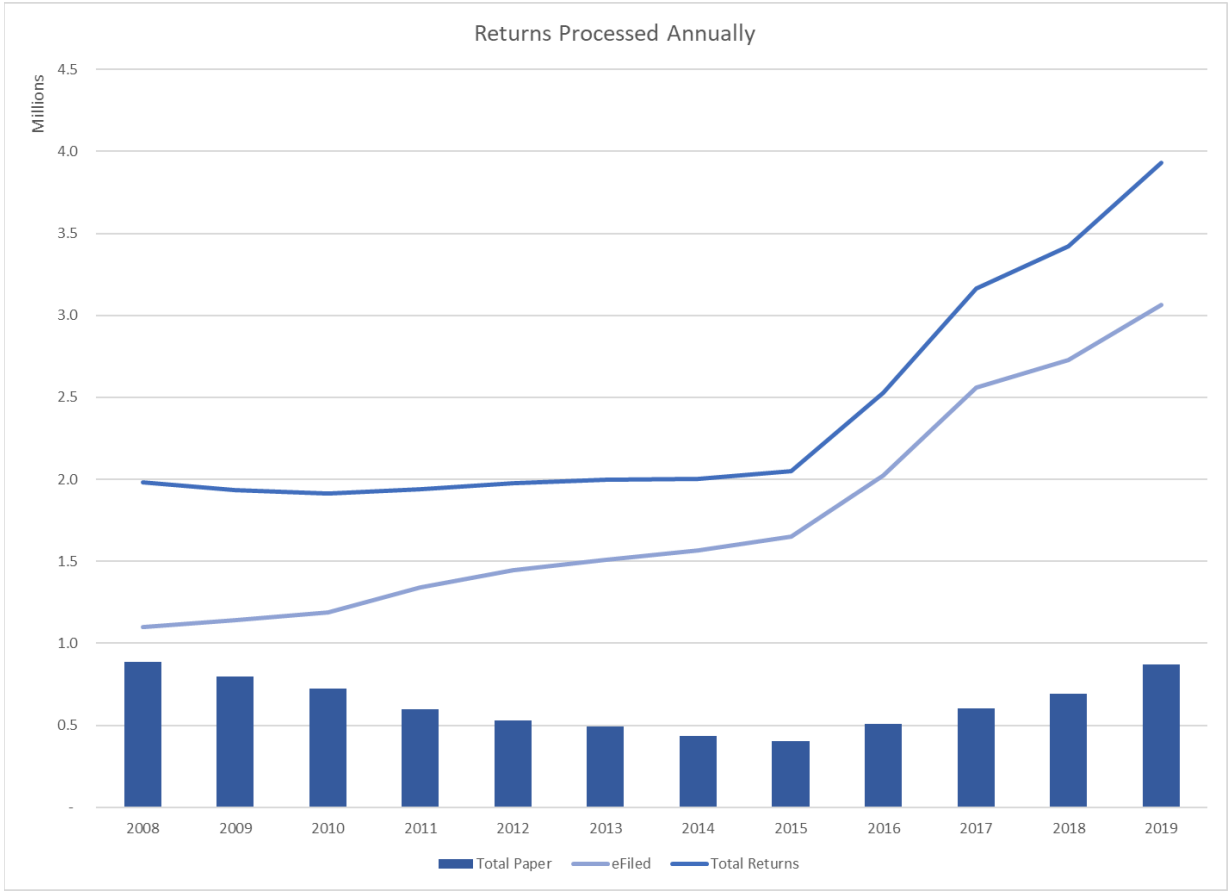
ITS started implementing the ITIL framework for the Service Desk Unit and Engineering Services Unit in 2020. ITS plans to roll out standard processes for incident management and problem management in the 2021–2023 biennium. Once the processes are codified, ITS will measure its performance over a six-month period and establish a baseline. From there, yearly continuous improvement targets will be established.

The Application Services Unit measures the number of corrections or rework needed to resolve problems that they may have introduced or missed during testing. The unit established a baseline in 2020 and has a continuous improvement target of a 10 percent reduction in rework per year.

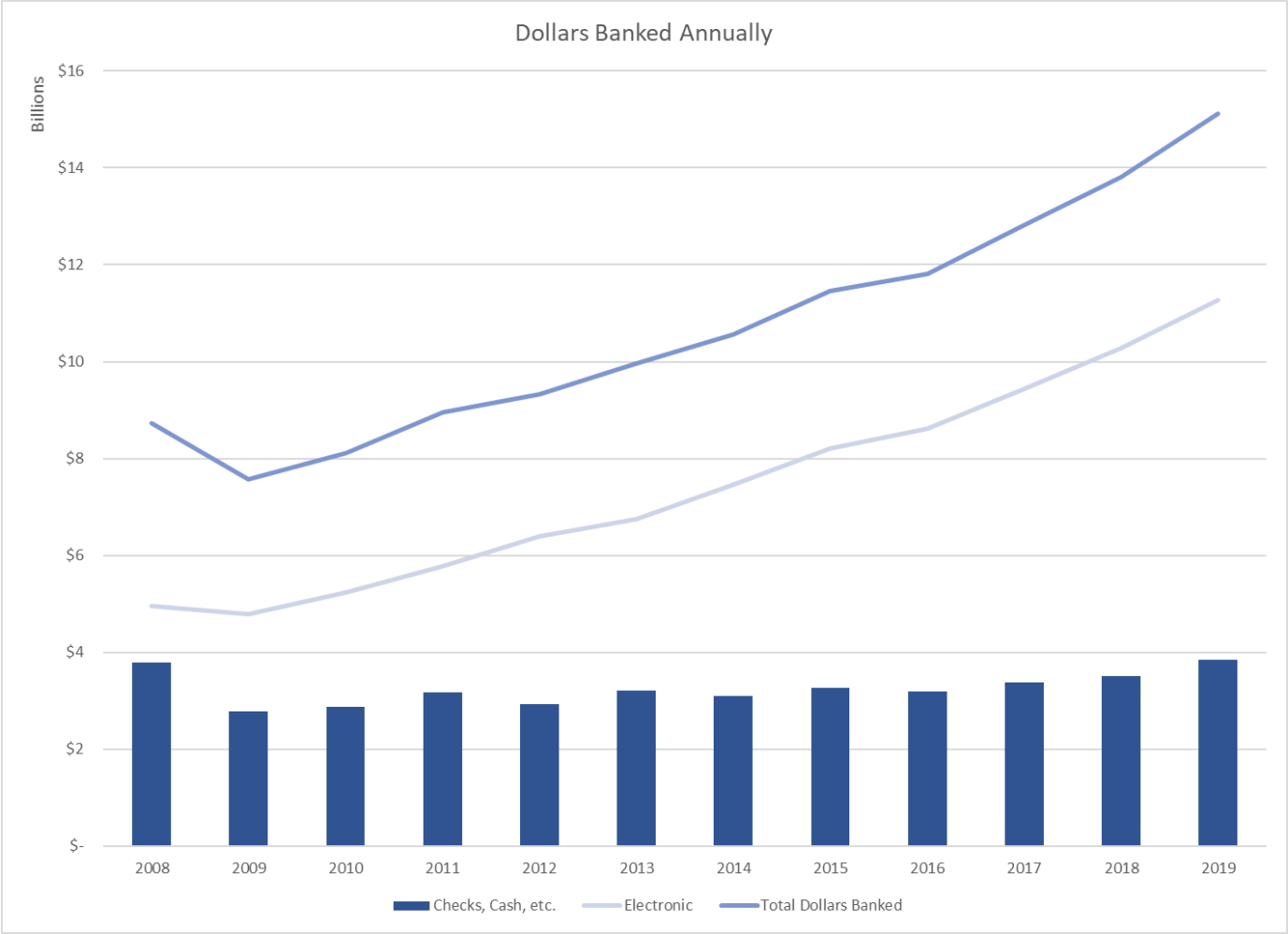
The Processing Center helps the agency provide excellence in state government by processing all incoming mail, including correspondence, payments, and returns in a timely manner. This chart displays the total pieces of mail that were received by and processed through the center over the past 10 years. This volume is expected to remain constant over the next five years.



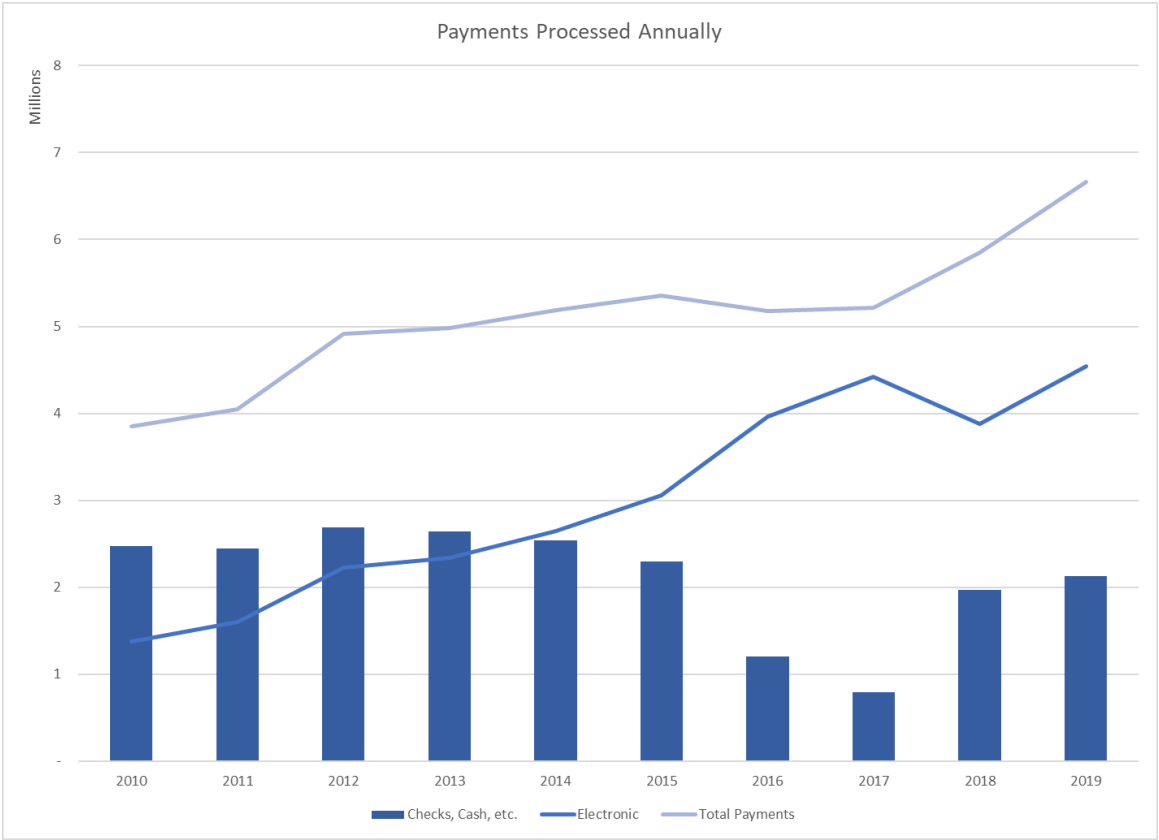
The below chart displays the total volume of returns and electronic volume as lines and the total paper returns, which includes 2-D and traditional paper, as stacked bars. The stacked bars correspond to the volume of returns processed in the Information Transcription Unit. This volume drastically increased due to having a new paper return to process in 2016 and 2017. This paper increased again in 2018 and 2019 by about 90,000 due to the Statewide Transit Tax.



The chart below displays the total dollars and the dollars that are banked electronically as lines. The bars display the dollars received and banked using a paper method, such as a check, money order, or cash. The bars correspond to the work items processed in the Payment Services units. The total dollars banked will continue to increase due to the implementation of the Statewide Transit Tax and the Corporate Activity Tax.



This chart displays the total number of payments and number of payments that are made electronically as lines. The bars display the payments made, using a paper method, that were received and processed. Again, these bars correspond to the work items processed in the Payment Services units. The paper payment count experienced a drastic decline through 2017 due to the increased adoption of electronic methods. However, the implementation of the Statewide Transit Tax nearly reversed this progress. The paper volume is expected to decline again as the Statewide Transit Tax reporting program is added into the combined payroll return (Form-OQ) and as taxpayers return to making a single electronic payment for all their withholding payroll-related taxes.



Enabling Legislation/Program Authorization

The ITS division is not mandated. However, it provides the technologies needed to administer successfully the many DOR agency programs that are mandated.

Funding Streams

ITS is funded by 86 percent General Funds and 14 percent Other Funds.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

GenTax Maintenance & Support—Policy Option Package 109

This package provides resources to ensure effective maintenance and support of the agency’s core systems for the 2021–23 biennium and beyond. The agency completed the Core Systems Replacement Project during the 2017–19 biennium. As part of this project, the agency indicated that there would be ongoing operation and maintenance costs of approximately \$8 million per biennium. The agency has identified two components to ongoing costs: staffing and a vendor service agreement. The package proposes a funding level for a vendor service agreement that is based on other states’ experiences and what the agency has learned during 2019–21 about workload management.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$5,571,002
Other Funds	\$ 484,435

Core Systems Operations and Maintenance—Policy Option Package 110

This package provides the resources for Revenue’s ITS to transition support of GenTax to primarily ITS resources rather than depending on vendor support. Revenue currently depends on FAST Enterprises personnel to augment Revenue’s ITS staff to perform the work needed to ensure the agency can fulfill its mission. The shortfall in terms of staff resources is primarily in the Projects group, where ITS lacks the resources to do all of the legislatively mandated work that is currently outsourced to FAST, as well as the SQRs that consume more than 400 hours of work time. Currently, the Projects team has four developers and two business analysts. Right-sizing this team will require another four developers (one ISS7 and three ISS6 positions) and two additional business analysts (OPA3s). In terms of technical support, ITS has one FTE spread across two people performing system

administration and database support. ITS relies heavily on the FAST technical team for day-to-day operations. ITS needs an additional technical resource (ISS6) to accomplish this workload itself.

ITS currently lacks a professional quality assurance and testing team. Testing is performed in an ad hoc manner and often is not comprehensive. This can lead to errors as code is moved into production, which may break other areas of code. The impact of this cycle is more SQRs, which drive up the backlog and lead to user frustration and a poor taxpayer experience. To date, ITS has not adequately addressed this deficiency due to a lack of resources. Revenue currently has one tester devoted to GenTax. Developing a testing strategy for GenTax, setting up the templates, and creating test scripts, test cases, and the automation will require one test lead at an ISS7 level. Running the tests for each release will require an additional tester at an ISS5 level.

Agency Request Budget

Staff Impact

Positions	9
FTE	7.92

Revenue Source

General Fund	\$2,217,434
Other Funds	\$ 192,818

Compliance and Risk Mitigation—Policy Option Package 111

The package mitigates agency compliance risk by addressing a critical compliance gap. The gap was created by SB 90 (2017), which authorized the redeployment of agency information security staff to the Enterprise Security Office. Unfortunately, few of the agency’s compliance activities designed to ensure the agency complies with the data security requirements of IRS Publication 1075 Federal Tax Information (FTI) transited with those positions, so the compliance risk is significantly impacted by the resource redeployment. This POP adds back one of the three transferred positions (ISS7).

Agency Request Budget

Staff Impact

Positions	1
FTE	0.88

Revenue Source

General Fund	\$243,871
Other Funds	\$ 21,206

Transportation Tax Processing Support—Policy Option Package 112

The Processing Center is requesting funding for 11 limited duration positions to support implementation of HB 2017 (2017), the Statewide Transit Tax (STT). Limited duration positions were provided by the 2018 and 2019 Legislature for mail opening and processing of paper returns, with the expectation that the agency would return to request permanent funding. However, Revenue and the Oregon Employment Department plan to add reporting of this tax to the existing combined payroll tax return. So, limited duration positions are being requested until this plan is implemented.

During 2019, the center processed more than 338,000 paper STT returns, which is more than 84,000 each quarter. For comparison, we processed over 341,000 paper personal income tax returns during the same year.

Agency Request Budget

Staff Impact

Positions	11
FTE	11.00

Revenue Source

General Fund	\$0
Other Funds	\$1,367,685

Quick Modules Maintenance and Support—Policy Option Package 113

In 2017 and 2019, the Legislature funded the Processing Center Modernization Project. The project rolled out over three years, 2018–21, and successfully replaced the agency’s front-end paper return and payment processing systems. The old systems were unsupported and past their life expectancy. The project procured and configured the high-speed, more efficient system called Quick Modules. Combining technologies such as high-speed scanning, optical and intelligent character recognition (OCR/ICR), and guided key-from-image data entry, the agency largely has been able to eliminate the need to retain paper copies of documents, and increase control over taxpayer information. This package seeks permanent funding for ongoing contracted vendor support costs and data processing costs at EIS for Quick Modules.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$394,075
Other Funds	\$ 27,483

IT Services Administration Section

Program Overview

The IT Services Administration Section contains the administration portion of the division and includes some of the software and consultant budget.

Program Funding Request

IT Administration	GF	OF	TF	POS	FTE
LAB 19-21	\$ 6,906,767	\$ 1,312,295	\$ 8,219,062	4	4.00
CSL 21-23	\$ 7,034,167	\$ 1,378,575	\$ 8,412,742	5	5.00
ARB 21-23	\$ 7,278,038	\$ 1,399,781	\$ 8,677,819	6	5.88
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 371,271	\$ 87,486	\$ 458,757	2	1.88
% change	5.4%	6.7%	5.6%	50.0%	47.0%

Engineering Services

Program Overview

This unit is responsible for managing, monitoring, and advancing the agency's technology infrastructure. This includes all technology delivered via the network to the users' locations. It does not include the various endpoint technologies, such as desktop or laptop computers, telephones, or mobile devices.

Program Funding Request

Engineering Services	GF	OF	TF	POS	FTE
LAB 19-21	\$ 3,246,499	\$ 452,853	\$ 3,699,352	14	14.00
CSL 21-23	\$ 3,057,103	\$ 378,179	\$ 3,435,282	11	11.00
ARB 21-23	\$ 3,299,238	\$ 399,235	\$ 3,698,473	12	11.88
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 52,739	\$ (53,618)	\$ (879)	(2)	(2.12)
% change	1.6%	-11.8%	0.0%	-14.3%	-15.1%

Program Description

Information Technology Services' Engineering Services Unit provides expertise in the key areas of network, middleware, database, and systems/server administration. Network responsibilities include maintaining the overall network infrastructure and monitoring performance and optimizing throughput for the agency's wired and wireless networks in all locations, including field offices. Database administration responsibilities include database tuning and optimization, database backups, and complex configurations for agency applications. Middleware and server administration responsibilities include managing backups, performance tuning, server configuration, managing file and print servers, and managing the agency's multiple web-application environments. All units are also responsible for keeping server operating systems and applications patched and current.

Program Justification and Link to Long-term Outcome

In order for the agency to demonstrate excellence in state government in the 21st century and fulfill its mission, all staff and operations rely heavily on the use and availability of multiple technologies to fulfill their mission. These technologies make every dollar billed, collected, and banked by the agency possible. In addition, these technologies directly increase the efficiency of the agency's operations.

The Engineering Services Unit provides the agency with technology expertise that is aligned with the locations, systems, and people working in the agency. This unit is responsible for providing the agency with highly reliable, mission-critical systems. On a daily basis, this unit is responsible for the wired network in all agency offices, from switches to network end-points (phones, computers, security cameras, etc.).

In addition to managing and monitoring the physical network for the agency, this unit is also responsible for the physical and virtual server environments that provide the infrastructure necessary to run the agency's myriad of mission-critical and other business systems.

Lastly, this unit is also responsible for managing and supporting the various middleware required for the agency to conduct its business. This can include database management systems, web and application server software, integration systems, and file and print servers. This unit is also essential for performing eDiscovery work for various legal cases.

Program Performance

Because the technology managed by this unit is ever changing, monitoring trends versus baseline data is not relevant. One way to illustrate this is by looking at the agency's new core system, GenTax. The legacy systems that GenTax replaced required only a few servers for its more monolithic architecture; whereas the new GenTax system has several tiers and server clusters performing different functions. The disparity between the systems' architecture makes any comparison of the maintenance and support needs irrelevant. The agency currently operates approximately 185 x86 servers in the State Data Center and that number is expected to continue to rise due to constant changes in system architecture.

One way to view performance for Engineering Services is the number of staff versus the number of servers managed. Due to the aforementioned change in architecture, the number of servers has increased dramatically. However, the number of staff used to manage the infrastructure is not increasing.

As part of keeping the environment current, Engineering Services has completed the upgrade to the latest version of the Windows operating system, Windows Server 2019 for all GenTax servers, and many others where legacy software does not prohibit the upgrade.

Because the number of service units has increased, the measurable cost per service unit has naturally decreased. The agency will need to re-baseline the cost per service unit after the environment has been in production and stable for at least another year.

Enabling Legislation/Program Authorization

Although this program itself is not mandated, it provides essential support to programs that are.

Funding Streams

The Engineering Services Unit is part of the agency's budget, funded by 87 percent General Funds and 13 percent Other Funds.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

One significant program change is the modernization of the systems used by the agency’s Processing Center. The Processing Center Modernization (PCM) project is introducing additional servers and middleware into the agency’s environment. This will increase the integration needs and make the overall architecture more complex. However, it will allow DOR to retire some aging servers and operating systems that are no longer supported by the vendor(s). The direct impact to Engineering Services will be an increase in the number of servers, increased workload for server application management and support, and needs for additional application specific training.

Core Systems Operations and Maintenance—Policy Option Package 110

This package provides the resources for Revenue IT to transition support of GenTax to primarily Revenue IT resources rather than depending on vendor support. Revenue currently depends on FAST Enterprises personnel to augment Revenue IT staff to perform the work needed to ensure the agency can fulfill its mission. The shortfall in terms of staff resources is primarily in the GenTax projects group, where Revenue IT lacks the resources to do all of the legislatively mandated work currently outsourced to FAST, as well as change requests that are greater than 400 development hours. Currently the GenTax projects team has four developers and two business analysts. Right-sizing this team will require four additional developers (one ISS7 and three ISS6s) and two additional business analysts (OPA3’s). In terms of technical support, Revenue IT has one FTE spread across two positions performing system administration and database support. Revenue IT relies heavily on the FAST technical team for day to day operations. IT needs one more additional technical resource (ISS6) to accomplish this workload itself.

Revenue IT currently lacks a professional QA and testing team. Testing is performed in an ad hoc manner and often is not comprehensive. This can lead to errors as code is moved into production, which may break other areas of code. The impact of this cycle is more SQRs, which drive up the backlog and lead to user frustration and a poor taxpayer experience. To date, Revenue IT has not adequately addressed this deficiency due to a lack of resources. Revenue currently has one tester devoted to GenTax. Developing a testing strategy for GenTax, setting up the templates, creating test scripts and test cases, and later automation will require one test lead at an ISS7 level. To run the tests for each release will require an additional tester at an ISS5 level.

Agency Request Budget

Staff Impact

Positions	9
FTE	7.92

Revenue Source

General Fund	\$ 2,217,434
Other Funds	\$ 192,818

Application Services

Program Overview

This unit is responsible for support and development of a wide variety of custom applications that are not part of the agency's core system. The portfolio of applications fulfills a variety of needs, all in support of the agency's mission. Many are back-office or administrative systems. There are also many that serve the specialized work of the agency's Property Tax Division.

Program Funding Request

Application Services	GF	OF	TF	POS	FTE
LAB 19-21	\$ 2,412,990	\$ 285,317	\$ 2,698,307	11	11.00
CSL 21-23	\$ 1,302,684	\$ 157,550	\$ 1,460,234	5	5.00
ARB 21-23	\$ 1,302,684	\$ 157,550	\$ 1,460,234	5	5.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ (1,110,306)	\$ (127,767)	\$ (1,238,073)	(6)	(6.00)
% change	-46.0%	-44.8%	-45.9%	-54.5%	-54.5%

Program Description

The Information Technology Services' Application Services Unit continually works to improve the agency's portfolio of non-core-system applications. The unit is working to modernize those applications by moving them into current and supported technologies, while also improving them in ways that enhance security and increase the efficiency of the agency. At this time, there are still 26 applications that need to be modernized.

Program Justification and Link to Long-Term Outcomes

The link between this unit and excellence in state government is best illustrated by examining the diverse portfolio of applications and understanding the risks associated with not keeping this portfolio as current as possible.

First, the agency currently has custom applications developed in 23 different technologies, many of which are aging or decreasing in value. The unit is working to centralize the applications into a handful of intentionally chosen technologies to make the agency's tax administration efforts more effective and efficient. Additionally, the aging technologies introduce a number of security vulnerabilities as the vendors who originally supplied the platforms that they were built on no longer support or supply security updates for them.

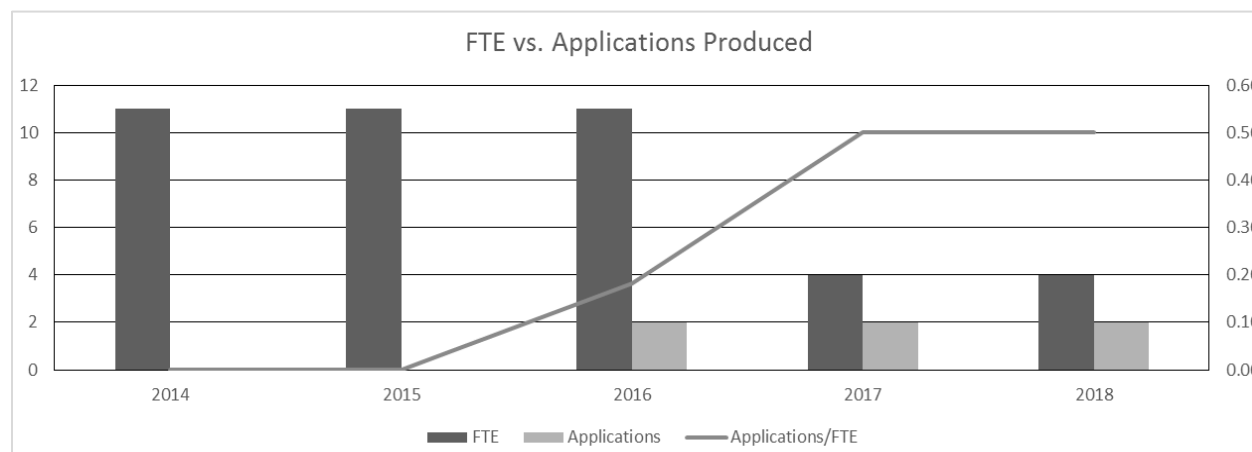
It is also becoming increasingly difficult to find the skills in the workforce to support these aging technologies. Moreover, the available talent with the skills for these older technologies is generally more experienced and more costly. In addition, working with these older technologies is not attractive to the 2020+ workforce, resulting in difficulty retaining talent in the public sector. The disparate nature of the inventory has also led to an overall need for individual specialization of staff members. This specialization has made it difficult to successfully transition support of an application or system from one person to another. The staff are also struggling to switch from supporting an application built in one technology to another.

The legacy migration initiative is designed to address the security, recruitment and retention, and specialization concerns. The strategy for addressing these needs has been to select a common platform of technologies that is consistent across the portfolio and consistent with the technologies used to deliver GenTax. Microsoft's .Net "ecosystem" was chosen for its ubiquity and its use in the GenTax system. One key activity being incorporated into the unit's effort is a rationalization exercise geared at first determining if the application is necessary, followed by looking for commercially available options, with the consideration of in-house development as a last resort.

Overall, this unit is working to mitigate risks to the agency's success by emphasizing a forward-thinking approach that prioritizes security and sustainability. Embracing these values, the unit is eliminating vulnerabilities and improving the agency's risk profile. In addition, the unit is also working closely with the agency's program areas to leverage automation in ways that increase capabilities and efficiencies.

Program Performance

This chart shows the number of applications produced versus the unit's size in FTE. The secondary axis illustrates the rate at which the applications are being developed as a function of applications over FTE. Due to the nature of applications not all being of the same size or complexity, and without the ability to normalize them, this graph is mostly qualitative in nature.



The work produced by this unit varies in size, scope, number of users served, etc. During fiscal year 2016, this unit was not producing substantial amounts of work. As a result, ITS reallocated some staff to the GenTax support unit, reducing the size of this team to four (two information system specialist 6s, an information system specialist 7, and an information system specialist 8). The expected outcome was that a smaller, nimble team would be more productive. The results in fiscal year 2017 and beyond met those expectations. In fiscal year 2019, the unit has produced four applications for the agency in a 12-month period, whereas the larger team produced two applications over a three-year period.

The applications were not all the same size or scope. However, the development speed has increased, and the qualitative feedback has been positive. The original team size before reorganization was 10 FTE plus one principal executive/manager D. The current size is 5 FTEs.

Enabling Legislation/Program Authorization

Although this program itself is not mandated, it provides essential support to programs that are.

Funding Streams

The Application Services Unit is part of the agency's budget, funded 90 percent from the General Fund and 10 percent from Other Funds.

Significant Proposed Program Changes from 2019–2021

The Application Services Unit is transitioning ongoing support of the Quick Modules product from Fairfax that is being implemented by the Processing Center Modernization project. In addition, the team increased from 4 to 5 FTEs to support the Corporate Activity Tax.

Processing Center Section

Program Overview

The Processing Center processes all paper tax returns and payments sent to the agency. The section is made up of seven units that ensure more than \$15 billion in tax payments are banked and over 800,000 paper tax returns are processed. The work of the Processing Center provides a critical central service to the agency and the state.

Program Funding Request

Processing Center	GF	OF	TF	POS	FTE
LAB 19-21	\$ 15,123,994	\$ 3,076,329	\$ 18,200,323	159	117.57
CSL 21-23	\$ 15,971,130	\$ 1,712,062	\$ 17,683,192	148	106.57
ARB 21-23	\$ 16,365,205	\$ 3,107,230	\$ 19,472,435	159	117.57
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 1,241,211	\$ 30,901	\$ 1,272,112	-	-
% change	8.2%	1.0%	7.0%	0.0%	0.0%

Program Description

The Processing Center's activities are carried out in a high-volume environment that relies heavily on technology and automation. The department deposits more than \$15 billion in tax payments each year. For calendar year 2019, the department banked approximately \$15.11 billion from 6,666,802 transactions. Of those amounts, 74.5 percent of the total dollars and 68.1 percent of the transactions were received electronically. Payments by check, money order, and cash made up the remaining 25.5 percent of the dollars and 31.9 percent of the transactions. Annually, the Processing Center processes more than 2.5 million pieces of mail, including all Oregon paper filed tax returns. We provide the essential functions for return and payment processing for most of the agency's programs. All check payments, and approximately 96 percent of paper tax returns are imaged in the section, and data is captured in a combination of automated and semi-automated processes. The following functional units help achieve the Processing Center's objectives.

The Mail Processing Unit is responsible for opening, sorting, routing, or preparing all incoming mail for imaging. They use mail extracting equipment in addition to hand processing to perform these functions. The work in this unit is highly seasonal, especially from March to May, so seasonal workers are used to augment the permanent staff in this unit. These processes are being streamlined for increased efficiency by promoting electronic processes and imaging more paper items, reducing the paper that flows through the department.

The Imaging, Review, and Files team scans incoming tax returns and payments for processing. They are responsible for imaging all returns and documents needed by other parts of the agency, such as audit or suspense. Original paper documents are then retained for the short-term, in Files. The review team researches missing or invalid information that is needed to complete processing of payments and returns for the various units within the Processing Center.

The Payment Processing Unit is responsible for processing all check payments received by the department. A significant portion of their work consists of researching payments received without a usable payment voucher and providing electronic payment direction for posting in our accounting system. All check payments are imaged and processed using optical and image character recognition. The work in this unit is fairly steady all year with quarterly cycles and a slight seasonal impact during the peak tax processing season.

The Payment Center is responsible for accepting and processing payments from walk-in customers. In addition to walk-in payments, they also are responsible for setting up appointments and processing payments for the marijuana tax program, which are primarily made in cash. The average monthly cash received for all cash payments is approximately \$4.83 million.

The Information Transcription Unit is responsible for capturing data primarily from tax returns. This data is captured through an automated key-from-image process displayed on a computer screen. The work in this unit is highly seasonal, especially from February to May, so seasonal workers are used during this time. Additionally, the Statewide Transit Tax (STT) has created quarterly seasons for this unit in the months of February, May, August, and November. In each of these months, approximately 70,000 to 80,000 paper STT returns are processed. The process of capturing data has been streamlined by using more automated systems such as 2D barcodes, optical and image character recognition (OCR/ICR), and guided key-from-image technology. The unit is moving away from manual data entry where possible.

The Taxpayer Identification Unit is responsible for resolving posting errors for payments and returns whether they are submitted electronically or on paper. These errors occur when there are missing or erroneous names, address, and identification numbers. The work in this unit has a slight seasonal impact during the peak of the tax processing season.

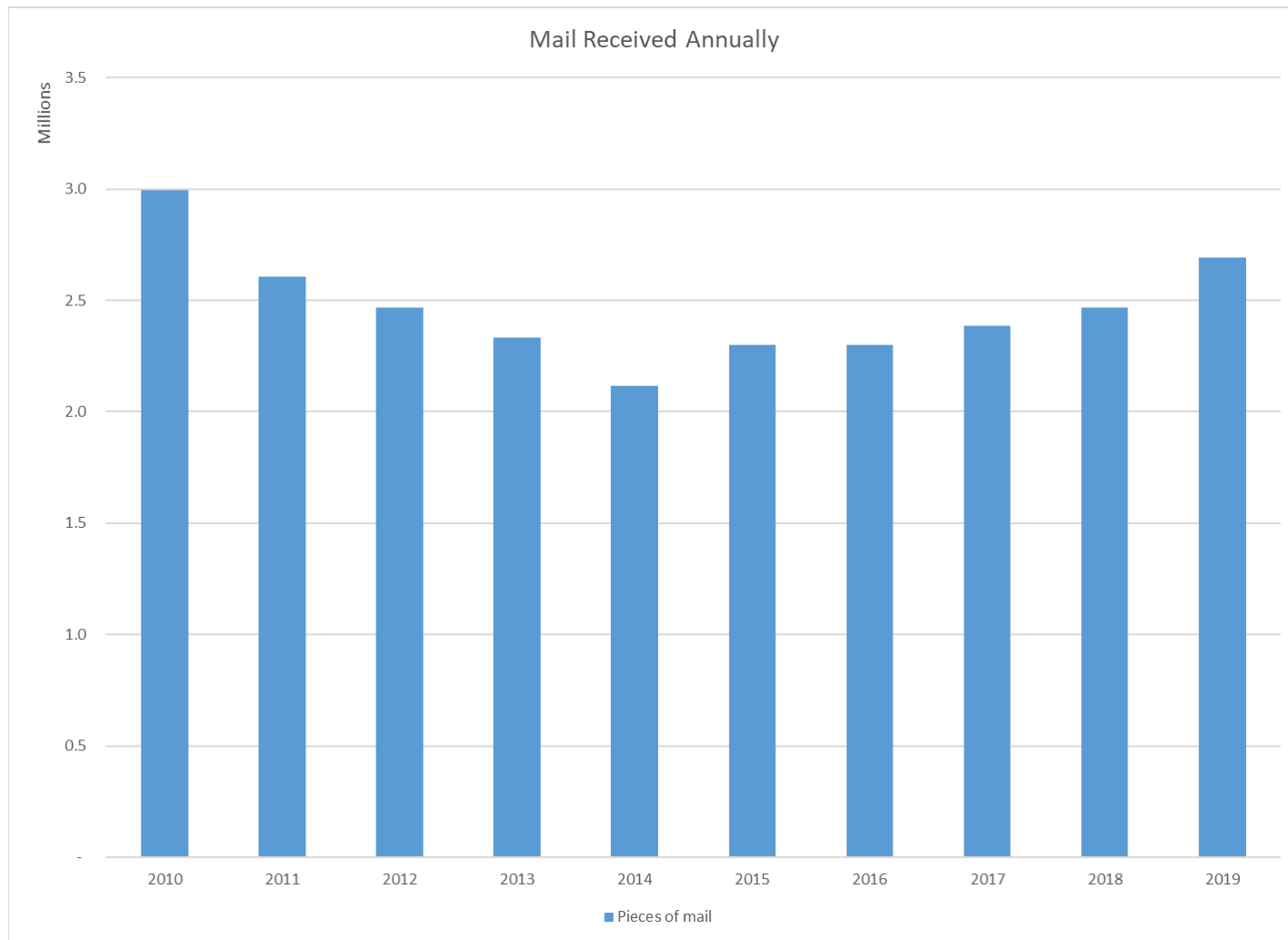
The Processing Center Operations Unit is responsible for researching, troubleshooting, and resolving issues during day-to-day operations throughout the Processing Center. The unit ensures compliance with national banking standards, provides support and research during Secretary of State audits, and conducts daily reconciliation of deposited funds. This unit is also responsible for evaluating policies, procedures, forms, workflows, and systems for efficiencies and implementing changes that take advantage of these efficiencies. They work with program areas across the agency, as well as other state agencies. They also work with industry leaders including other states, software vendors, and national organizations.

Program Justification and Link to Long-Term Outcomes

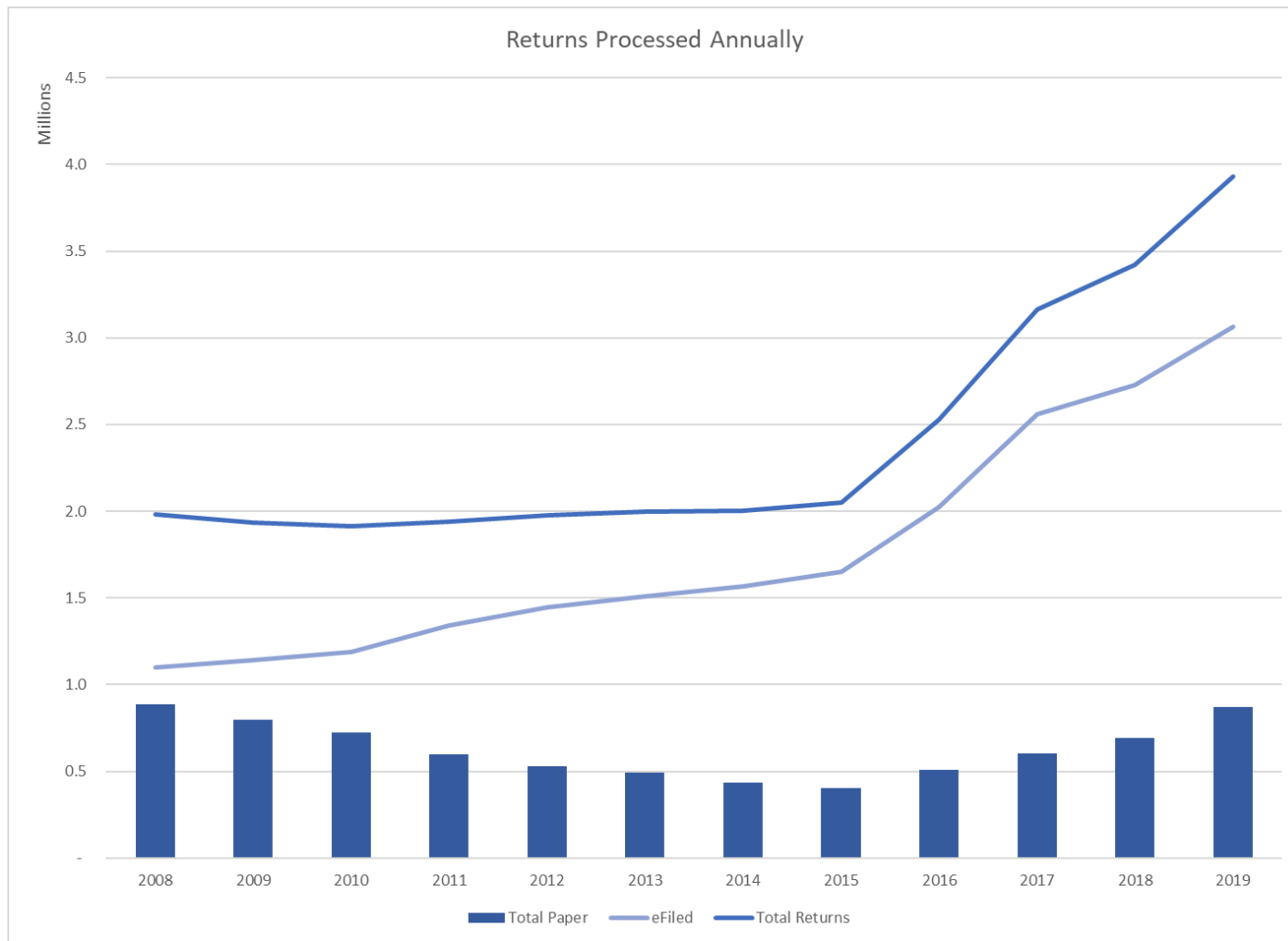
The Processing Center helps the agency provide excellence in state government by processing all incoming mail, including correspondence, payments, and tax returns in a timely manner. The center processes more than 800,000 paper tax returns and deposits more than \$15 billion each year.

Program Performance

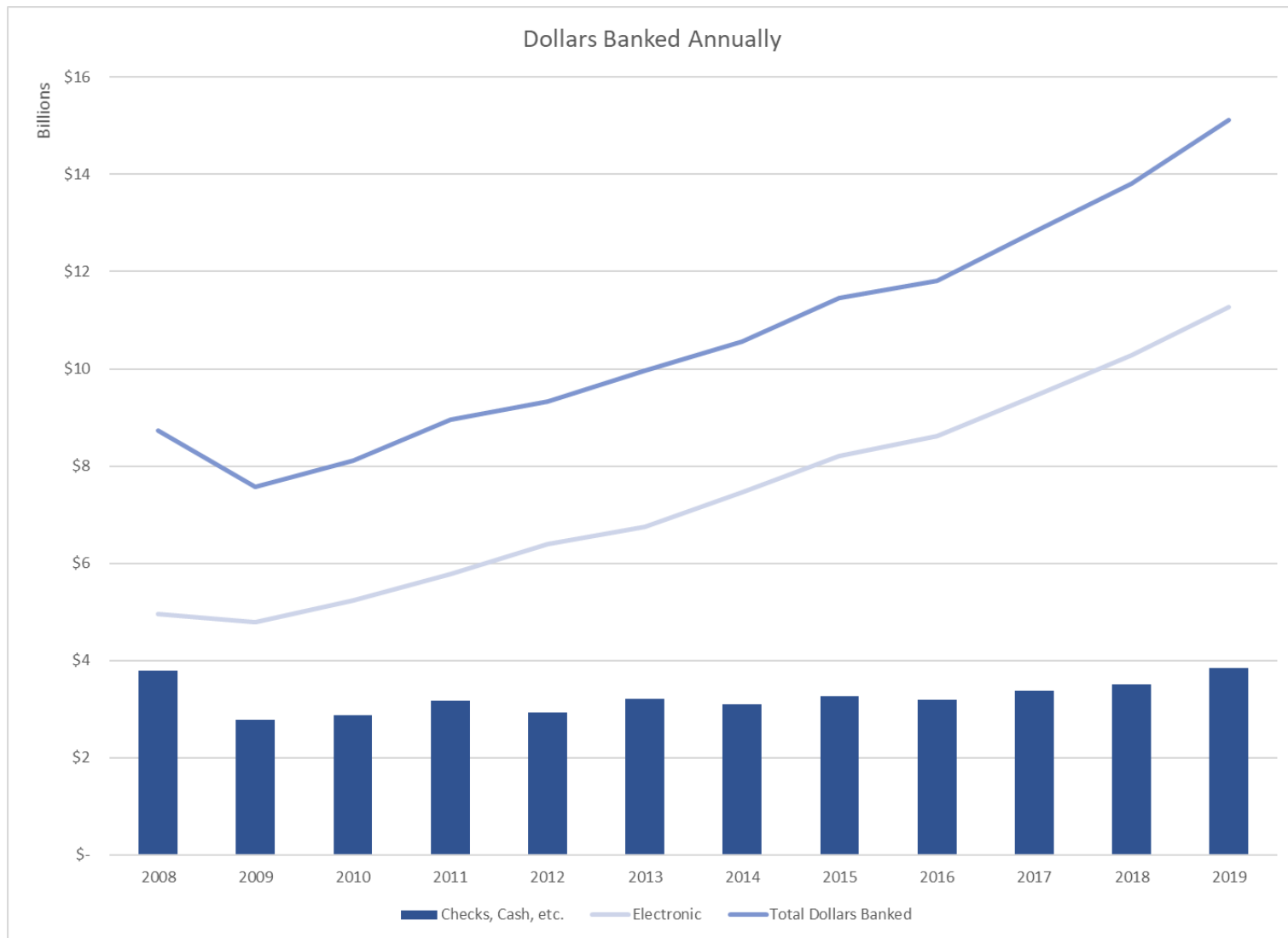
This chart displays the total pieces of mail that were received by, and processed through, mail processing over the past 10 years. This volume is expected to remain relatively constant for the next five years.



This chart displays the total returns and electronic returns as lines, and the total paper returns as bars, which includes 2D and traditional paper. The bars correspond to the volume of returns processed in the Information Transcription Unit. This volume drastically increased due to having a new paper return to process in 2016 and 2017, the OR-WR. It increased again in 2018 and 2019 due to the new Statewide Transit Tax. Beginning in 2020, the volume of paper returns should gradually decrease as e-filing increases.

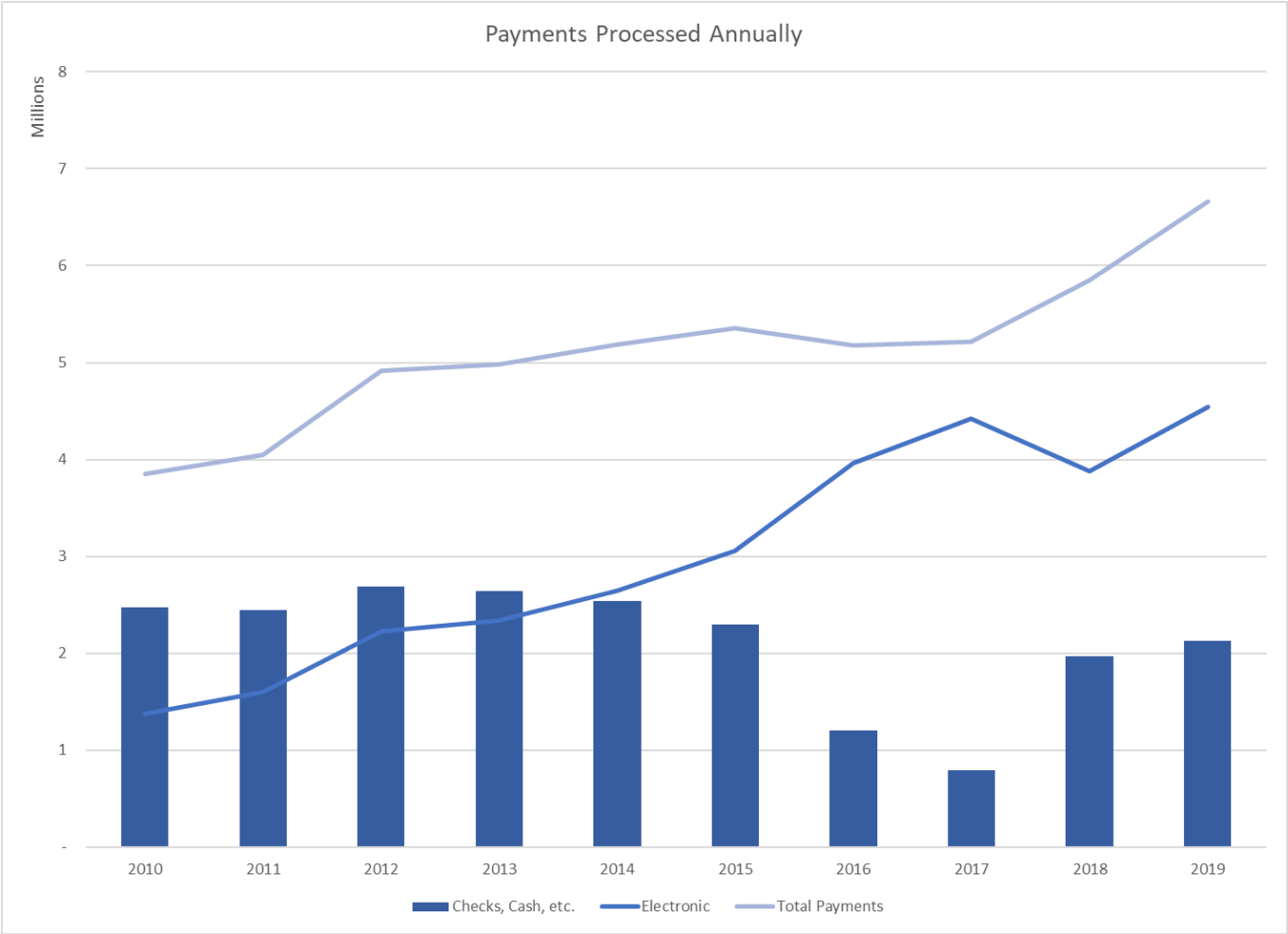


The next chart displays the total dollars and dollars banked electronically as lines. The bars display the dollars received and banked using a paper method, such as a check, money order, or cash. The bars correspond to the work items processed in the Payment Services units. The total dollars banked will continue to increase due to the implementation of the Statewide Transit Tax and the Corporate Activity Tax.



This chart displays the total number of payments and number of payments that are made electronically as lines. The bars display the payments made using a paper method that were received and processed. Again, these bars correspond to the work items processed in the Payment Services units. The paper payment count experienced a drastic decline through 2017 due to the increased adoption of electronic methods. However, the implementation of the Statewide Transit Tax nearly reversed this progress. The paper volume is expected to decline again as the statewide transit reporting program is

added into the withholding combined returns and taxpayers transition back to making a single electronic payment for all their withholding payroll-related taxes.



Enabling Legislation/Program Authorization

Although this program itself is not mandated, it provides essential support to programs that are. The Processing Center provides critical services to the agency by banking all tax dollars and processing and posting incoming paper documents into the agency’s back-end systems so these items can be used by other areas.

Funding Streams

The Processing Center Section is part of the agency’s budget, funded by 90 percent General Fund and 10 percent Other Funds.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

Transportation Tax Processing Support—Policy Option Package 112

The Processing Center is requesting funding for 11 limited duration positions to support implementation of HB 2017 (2017), the Statewide Transit Tax (STT). Limited duration positions were provided by the 2018 and 2019 legislative body for mail opening and return processing of paper returns, with the expectation that the agency would return to request permanent funding. However, the Department of Revenue and Oregon Employment Department plan to add reporting of this tax to the existing combined payroll tax return. So, limited duration positions are being requested until this plan is implemented.

During 2019, the Processing Center processed more than 338,000 paper STT returns, more than 84,000 each quarter. For comparison, we processed over 341,000 paper personal income tax returns during the same year.

Agency Request Budget

Staff Impact

Positions	11
FTE	11.00

Revenue Source

General Fund	\$0
Other Funds	\$1,367,685

Quick Modules Maintenance and Support—Policy Option Package 113

In 2017 and 2019, the Legislature funded the Processing Center Modernization Project. The project rolled out over three years, 2018–2021, and successfully replaced the agency’s front-end paper return and payment processing systems. The old systems were unsupported and past their life expectancy. The project procured and configured the high-speed, more efficient system called Quick Modules. Combining technologies such as high-speed scanning, optical and intelligent character recognition (OCR/ICR), and guided key-from-image data entry, the agency largely has been able to eliminate the need to retain paper copies of documents, and increase control over taxpayer information. This package seeks permanent funding for ongoing contracted vendor support costs and data processing costs at EIS for Quick Modules.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$ 394,075
Other Funds	\$ 27,483

Service Desk

Program Overview

The Information Technology Services' (ITS) Service Desk and Support Services Unit provides critical, first-contact support to more than 1,000 department employees. Technicians in this area strive to solve the majority of issues themselves, but, when necessary, they triage and route work to specialized units within ITS.

Program Funding Request

Service Desk	GF	OF	TF	POS	FTE
LAB 19-21	\$ 2,751,339	\$ 405,686	\$ 3,157,025	14	14.00
CSL 21-23	\$ 3,162,987	\$ 431,431	\$ 3,594,418	14	14.00
ARB 21-23	\$ 3,162,987	\$ 431,431	\$ 3,594,418	14	14.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 411,648	\$ 25,745	\$ 437,393	-	-
% change	15.0%	6.3%	13.9%	0.0%	0.0%

Program Description

The Service Desk and Support Services Unit provide end-user support for more than 1,000 department employees. Support responsibilities include: Desktop/laptop configuration, deployment and support, VoIP phone, mobile phone and mobile device (iPad) configuration and support, user account creation and management, and general support for productivity applications.

Program Justification and Link to Long-Term Outcomes

In order for the department to demonstrate excellence in state government in the 21st century and fulfill its mission, its staff and operations rely heavily on the use and availability of multiple technologies. These technologies make every dollar billed, collected, and banked by the agency possible. In addition, these technologies directly increase the efficiency of the department's operations.

The Service Desk and Support Services Unit is the first line of support for any type of technology concern, impediment, or request for additional service. The unit is responsible for triaging incoming contacts from users in the agency and either resolving the issue or request routing the work to the appropriate unit within IT.

The business of the agency is reliant on technology, but technology itself is imperfect and evolving. Thus, it requires support from the Service Desk and Support Services Unit to keep it as functional as possible for the people performing and supporting the agency's mission-critical work.

Program Performance

The Service Desk and Support Services Unit use a service management tool to track incidents, service requests, and contacts (the sum of incidents and service requests). It was installed in August 2016, but corresponding service management processes were not created and documented.

ITS began implementing the ITIL, formerly known as the Information Technology Infrastructure Library framework, for the Support Services and Engineering Services Units in 2020. ITS plans to rollout standard processes for incident management and problem management in the 2021–2023 biennium. Once the processes are codified, ITS will measure its performance over a six-month period and establish a baseline. From there, yearly continuous improvement targets will be established.

Long term, there are four key metrics that are meaningful to the unit's work that will be tracked and reported on in the future.

The four key metrics are:

- Number of contacts per supported user.
- Cost per contact.
- Time to resolve a contact.
- Percentage of contacts resolved by the Service Desk and Support Services Unit on first contact.

In 2018, the unit began rolling out the Windows 10 operating system to the agency. In late 2018 and early 2019, the unit focused on creating the standard Windows 10 image for the desktops at the agency, ensuring that it met IRS guidelines. From there, the unit worked with the application support groups to test and remediate all the applications used by the agency to ensure the applications would work with Windows 10. Finally, the unit began deploying the Windows 10 desktop to the agency starting mid-year 2019. This took three FTEs off the Service Desk for a good portion of 2019 and early 2020. This led to longer-than-optimal resolution times.

Enabling Legislation/Program Authorization

Although this program itself is not mandated, it provides essential support to programs that are.

Funding Streams

The Service Desk and Support Services Unit is part of the agency's budget, funded 87 percent by General Fund and 13 percent Other Funds.

Significant Proposed Program Changes from 2019–21

ITS plans to roll out standard processes for incident management and problem management in the 2021–2023 biennium. Once the processes are codified, ITS will measure its performance over a six-month period and establish a baseline. From there, yearly continuous improvement targets will be established. In addition, the unit plans to begin self-audits six months after the baselining period to ensure processes are being followed.

Core Systems Operations and Maintenance

Program Overview

This unit is responsible for the maintenance, support, development, and configuration of the department's core IT system.

Program Funding Request

Core Systems Ops and Maint	GF	OF	TF	POS	FTE
LAB 19-21	\$ 11,083,184	\$ 1,504,407	\$ 12,587,591	22	22.00
CSL 21-23	\$ 6,666,395	\$ 1,363,926	\$ 8,030,321	29	29.00
ARB 21-23	\$ 14,212,696	\$ 2,020,123	\$ 16,232,819	37	36.04
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ 3,129,512	\$ 515,716	\$ 3,645,228	15	14.04
% change	28.2%	34.3%	29.0%	68.2%	63.8%

Program Description

The purpose of this unit is to analyze, plan, develop, and coordinate work and activities that support operations, maintenance, installation, and construction of information systems. This unit works with multiple vendors and state agencies.

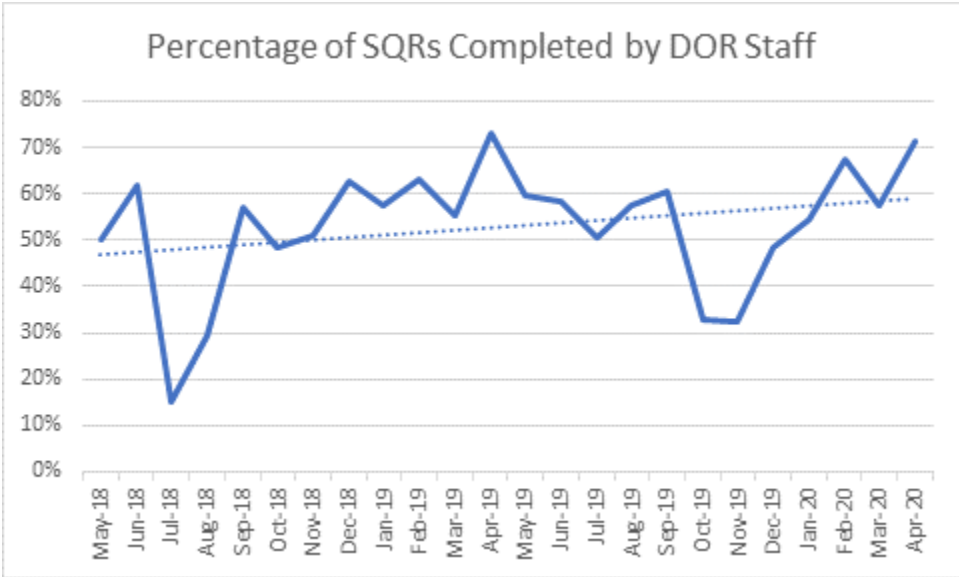
The unit is responsible for the maintenance, support, development, and configuration of GenTax, the department's core IT system. This includes return processing, payment processing, collections, audit, interfaces, revenue accounting, and distribution. This system supports the agency's business areas in the administration of over 40 programs, including personal and business income taxes, property tax, tobacco taxes, and a variety of other tax programs. These programs fund both state and local government services.

Program Justification and Link to Long-Term Outcomes

The department's mission is to make revenue systems work to fund the public services that preserve and enhance the quality of life for all citizens. This unit provides technical support for the department's tax programs and employees by providing maintenance, support, development, and configuration of GenTax, which is the repository of taxpayer account information for the state of Oregon.

The unit functions symbiotically with the agency program areas to make modifications to GenTax that are necessary to adapt to future changes to tax laws and programs. GenTax is a sophisticated system that can accommodate these changes. However, it requires a considerable amount of expertise and proficiency in both understanding tax and revenue programs, as well as the technical tools and approaches required to modify the system.

Program Performance



The above graph illustrates the increases in productivity being made by the department’s developers for the break/fix and enhancement workload. The significant dips correspond with the periods where major software changes were made.

The GenTax Support Services Unit has been increasing its capability in configuring, enhancing, and developing new functionality for GenTax since the beginning of the Core Systems Replacement project. The unit has independently completed several large initiatives indicated in the table below:

Year	Initiatives completed by DOR staff
------	------------------------------------

2018	Season-Up
2019	Season-Up CAT phase 1 Tobacco Uniformity Auto-garnishments for Collections Financial Institution Data Match Transient Lodging Tax Data Sharing High Hazard Oil Train * Delinquent Debtors, a.k.a, Public Notification* *Still in progress

Previously, Revenue has measured relative productivity between vendor and Revenue resources by the number of migrations performed by each type of resource and the relative cost per migration. Upon review, this does not appear to be an adequate key performance measure. It is easily subject to manipulation. For instance, a party could perform one migration of a hundred objects or 100 migrations each with one object. Currently, Revenue IT is consulting with the agency's internal audit unit to determine a better measure of SQR (solution request) throughput. Revenue IT will continue to refine its internal KPMs over the 2019–2021 biennium to assess its productivity accurately and to identify improvement areas.

Enabling Legislation/Program Authorization

Although this program itself is not mandated, it provides essential support to programs that are.

Funding Streams

Funding for this unit is composed of both General Funds and Other Funds. Most of the funding for this unit comes from the General Fund. However, work associated with legislative mandates has been funded through various Other Fund streams, such as implementation of the transportation package tax programs (HB 2017) and centralized collections (SB 1067).

Significant Proposed Program Changes from 2019–2021

Information Technology Services (ITS) is currently developing metrics to show the section’s performance in areas of timeliness, rework, and cost per service unit. In 2020, ITS implemented quarterly SQR planning. SQRs are analogous to a service ticket and are used to document all changes to the GenTax application. Prior to creating the quarterly plan, Revenue divisions prioritize their work requests for GenTax. Representatives then come together to create the agency’s top 20 SQRs. ITS estimates the work effort involved in the top 20 SQRs and creates the quarterly plan of what discretionary work IT will perform for the quarter. Nondiscretionary work, such as legal mandates and operations work, are scheduled as well to create the final plan for the quarter. ITS then runs the SQR plan like a project, with weekly tracking and status reporting that is available to all stakeholders. Q1 2020 was the first implementation of this quarterly planning. The department will continue to refine this process to ensure the work that IT performs is of the highest value to the agency.

GenTax Maintenance & Support—Policy Option Package 109

This package provides resources to ensure effective maintenance and support of the agency’s core systems for the 2021–23 biennium and beyond. The agency completed a core systems replacement project during the 2017–19 biennium. As part of this project, the agency indicated there would be ongoing operations maintenance costs of approximately \$8 million per biennium. The agency has identified staffing and a vendor service agreement as two components of ongoing costs. The package proposes a funding level for a vendor service agreement that is based on other states’ experiences and what the agency has learned during 2019–2021 about workload management.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$ 5,571,002
Other Funds	\$ 484,435

Core Systems Operations and Maintenance—Policy Option Package 110

This package provides the resources for Revenue IT to transition support of GenTax to primarily Revenue IT resources rather than depending on vendor support. Revenue currently depends on FAST Enterprises personnel to augment Revenue IT staff to perform all the work that is needed to ensure the agency can fulfill its mission. The shortfall in terms of staff resources is primarily in the Projects group, where Revenue IT lacks the resources to do all of the legislatively mandated work that is currently outsourced to FAST, as well as the SQRs that are greater than 400 hours. Currently, the Projects team has four developers and two business analysts. Right-sizing this team will require four more developers (one ISS7 and three ISS6s) and two more business analysts (OPA3s). In terms of technical support, Revenue IT has one FTE spread across two positions performing system administration and database support. Revenue IT relies heavily on the FAST technical team for day-to-day operations. IT needs one more technical resource (ISS6) to accomplish this workload itself.

Revenue IT currently lacks a professional QA and testing team. Testing is performed in an ad hoc manner and is often not comprehensive. This can lead to errors as code is moved into production, which may break other areas of code. The impact of this cycle is more SQRs, which drive up the backlog and lead to user frustration and a poor taxpayer experience. To date, Revenue IT has not adequately addressed this deficiency due to a lack of resources. Revenue currently has one tester devoted to GenTax. Developing a GenTax testing strategy, setting up templates, creating the test scripts and test cases, and later the automating it, will require one test lead at an ISS7 level. To run the tests for each release will require an additional tester at an ISS5 level.

Agency Request Budget

Staff Impact

Positions	9
FTE	7.92

Revenue Source

General Fund	\$ 2,217,434
Other Funds	\$ 192,818

Information Technology Services Division

Essential Package 010—Vacancy Factor and Non-PICS Personal Services

Package Description

Purpose

This package includes three components: 1) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity. 2) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by the Position Information Control System (PICS). 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved

Vacancy Savings—Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

Non-PICS Accounts—With the exception of mass transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2019–21 Base Budget by the standard inflation factor of 4.3 percent. Mass transit is calculated using the Oregon Budget Information Tracking System (ORBITS) Mass Transit Audit Report ANA104A.

PERS Pension Obligation Bond—The PERS Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to the PERS Pension Obligation Bond value.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$320,064
Other Funds	\$ 29,940

2023–25 Fiscal Impact

Non-PICS Personal Services actions, approved in this package, will become part of the base budget for 2023–25. Vacancy savings are projected again each biennium, based on agency experience. The PERS Pension Obligation Bond will be an ongoing liability for the agency.

Information Technology Services Division

Essential Package 022—Cost of Phased-out Program and One-Time Costs

Package Description

Purpose

This package includes the costs of phasing out one-time program dollars approved for the 2019–21 biennium.

How Achieved

This package phases out one-time funds approved in the 2019–21 biennium Processing Center LDs, the PCM Project and Gentax Maintenance and Support.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	(\$7,268,930)
Other Funds	(\$ 829,736)

2023–25 Fiscal Impact

None.

Information Technology Services Division

Essential Package 031—Standard Inflation and State Government Service Charge

Package Description

Purpose

This package includes funding for inflation and adjustments to reflect the Price List of Goods and Services issued by DAS. The prescribed standard inflation factors were used for all accounts in this division.

How Achieved

For 2021–23, inflation factors are 4.3 percent for standard inflation, 5.7 percent for professional services, 19.4 percent for Attorney General charges, and 22.6 percent for facility rental and taxes. Also included in this package for this division is a CFO approved exceptional inflation value for Treasury fees. Inflation requested in this package is based on the 2021–23 base budget. Inflation associated with biennial amounts for phased-in programs, when applicable, is included in package 021.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$278,348
Other Funds	\$ 60,174

2023–25 Fiscal Impact

Standard inflation actions, approved in this package, will become part of the base budget for 2023–25. State government service charges are projected each biennium based on the statewide price list.

Information Technology Services Division

Essential Package 060—Technical Adjustments

Package Description

Purpose

In consultation with CFO and LFO, the Department of Revenue adjusted specific budget line items to more accurately reflect its operations and current spending.

How Achieved

The department adjusted specific budget line items to more accurately reflect its operations and current spending. In addition, the department eliminated payroll processing within the department and now uses DAS shared payroll services. The department eliminated two payroll positions and converted the personal services budget to services and supplies budget to cover the cost of the new service. The budget for those services were spread throughout the agency in this package.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$58,005
Other Funds	\$10,122

2023–25 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

Information Technology Services Division

Policy Package 109—GenTax Maintenance and Support

Purpose

This package provides resources to ensure effective maintenance and support of the agency's core systems for the 2021–23 biennium and beyond. The agency completed the Core Systems Replacement Project (CSR) during the 2017–19 biennium. As part of this project, the agency indicated there would be ongoing operations maintenance costs of approximately \$8 million per biennium. The agency has identified staffing and a vendor service agreement as two components of ongoing costs. The package proposes a funding level for a vendor service agreement that is based on other state's experiences and what the agency has learned during 2019–2021 about workload management.

What would this policy option package (POP) do and how would it be implemented?

The agency completed the Core Systems Replacement Project during the 2017–19 biennium. This package establishes a service level of maintenance and support for the core systems to ensure effective maintenance during the 2021–23 biennium and beyond. The critical component of any software support process is to ensure that the software is kept up to date. Software vendors embed the cost of service packs and upgrades into the cost of their maintenance agreements. Therefore, the department needs to purchase the vendor service level that will keep the software up to date on an ongoing basis.

Vendor service agreement

The service agreement for ongoing maintenance and support ensures GenTax is effectively maintained, used, and kept current over time as software upgrades are released. The vendor offers three levels of ongoing maintenance and support:

Level 1—Annual product maintenance (no on-site resources). This level includes items such as:

- Access to service packs.
- Access to new versions of GenTax.
- Access to new and revised documentation.
- Phone support.
- Defect repair of bugs to core product.
- 24/7 remote monitoring of system availability.
- Contact information to enable Revenue to get support during nonstandard hours.
- Assignment of a customer support account manager.
- Membership and participation in user group.

Level 2—In addition to what is included in Level 1, this level provides on-site FAST Enterprises personnel to ensure that defects in site code, extensions, and configurations are resolved. In effect, this level provides a continuing warranty.

Level 3—In addition to what is included in Levels 1 and 2, this level provides on-site FAST Enterprises personnel to ensure that service packs, hot fixes, and upgrades are installed.

The agency reached out to other states to gain insight into their experiences and recommendations regarding ongoing maintenance and support of GenTax. All states that have implemented GenTax have contracted with the COTS vendor for ongoing maintenance and support, with the most common investment being Level 3.

Why does Revenue propose this POP?

During the Core Systems Replacement Project, the agency identified ongoing expenses for system operations and maintenance of approximately \$8 million per biennia. The purpose of this package is to establish baseline funding that will become the current service level for future biennia related to core system maintenance and support. While the agency has identified a goal of minimizing its dependence on the COTS vendor, some level of partnership will likely always be required. Tracking of developer outputs suggest that the agency is trending toward less reliance on the vendor. The agency anticipates continuing this trend into future biennia.

Year	Initiatives completed by DOR staff
2018	Season-up
2019	Season-up Corporate Activity Tax phase 1 Tobacco Uniformity Auto-garnishments for Collections Financial Institution Data Match Transient Lodging Tax data sharing High Hazard Oil Train* Delinquent Debtors, a.k.a., Public Notification* *Still in progress

The chart above displays the number of major initiatives undertaken by Revenue developers only. Since January 2018, after the last project rollout, agency developers' work output has increased, while reliance on the vendor has decreased. The goal in the 2021–2023 biennia and beyond is to take over all routine maintenance of the software except for service packs, upgrades, and large development efforts that exceed the capacity of the current Revenue development staff.

How does this further the agency's mission or goals? How does this further the program funding, team outcomes, or strategy?

This is the core foundation and system of record for Revenue's tax filer tracking and processing. The package aligns with the agency's mission to make revenue systems work to fund the public services that preserve and enhance the quality of life for all citizens. It also aligns with the agency's strategic priority to cultivate operational excellence.

Is this POP tied to a Revenue performance measure? If yes, identify the performance measure. If no, how will Revenue measure the success of this POP?

Many key performance measures in the agency depend on the core system. Without assurance that this system is adequately maintained, data used to report on performance measures could be at risk.

The success of this package can be measured several different ways: service packs installed, GenTax upgrades completed, portfolio management reporting, and surveys.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.

No.

What alternatives were considered and what were the reasons for rejecting them?

Revenue considered two other options examined below.

Option 1: Level 1 support without optional services

This option is the leanest option in terms of FAST Enterprises support. It licenses an organization to use the GenTax product and provides telephone support during working hours only. It does not provide emergency support off hours and assumes an organization will support the application with only minimal vendor support. No other state is on this service level. Revenue IT does not feel this is a viable option for the agency.

Option 2: Level 2 support without optional services

This option provides all the services of Level 1 support, as well as on-site contractor personnel to ensure defects in site code, extensions, and configurations are resolved. It is, in effect, an extension of the warranty period that Revenue had for one year after each of the four project rollouts. The disadvantage of this option is that FAST Enterprises will only correct site code defects that FAST Enterprises developers put into production. As

Revenue IT takes over more and more of the system programming, this option loses its value. In addition, this option assumes that agency staff will install service packs without relying on the vendor. It will be difficult to keep up with service packs and version upgrades without a significant increase in both Revenue IT staff and FAST Enterprises staff, when the department upgrades to a new version of GenTax. Option 2 is a viable option for Revenue only if the agency contracts for additional FAST Enterprises resources through the optional services feature. Revenue does not feel optional services is the most cost-effective way to go for the state, as detailed below.

As Revenue brings GenTax into its ongoing support model and moves its support structure to a more sustainable long-term model, so too is FAST Enterprises moving to a different support model. During the CSR project, FAST Enterprises brought in highly experienced resources to ensure the project was a success. As FAST Enterprises has transitioned the Revenue account to long-term maintenance, it has changed its support model. The personnel that FAST Enterprises plans to bring in under the optional services category are, for the most part, less experienced resources. Their personnel will work at Revenue for 1 to 1.5 years before moving on to other accounts or projects. While Revenue will receive a lot of productivity from these resources, there will also be costs associated with training these resources and having such a high turnover rate. Revenue feels that Oregon will receive better value if the agency increases the knowledge of its own developer resources, so the state retains the knowledge of the application and gets a greater return on the training it provides.

What would be the adverse effects of not funding this POP?

If the vendor services support agreement is not funded, the system will age, not perform as expected or needed, and result in an increased risk of impacting revenue collection and distribution. As a result, Revenue will find it difficult to meet new statutory requirements and agency strategic initiatives involving GenTax, properly maintain the solution and keep it current, and apply service pack and software upgrades in a timely manner. At some point in the future, the system may become so out of date (legacy) that the agency will be required to take on another major project to upgrade the system. This will be costly and time consuming, and will adversely impact business operations.

What other agencies (state, tribal and/or local government) would be affected by this POP? How would they be affected?

The agency works with many stakeholders in the development of tax programs: Oregon Employment Department, Department of Consumer & Business Services, Oregon Department of Transportation, and Oregon Treasury Department, to mention a few. These agencies are impacted by how quickly Revenue accommodates their needs or requests. Without adequate funding, we may not respond as timely or comprehensively as may be warranted to ensure Oregonians' needs are met by various state services. Revenue's goal is not to have any other state agency's performance negatively impacted by Revenue's information technology capabilities or capacity.

What other agencies, programs, or stakeholders are collaborating on this POP?

None.

What is your equity analysis?

This POP supports the basic operations and maintenance of the department's core tax system. This system supports nearly 40 tax programs that the agency administers. This investment is necessary to keep the system in good repair and maintain daily operations throughout the biennium. Without this POP, tax collections are at risk and funding for programs Oregonians rely on may not be available.

What assumptions affect the pricing of this POP?

Implementation Date(s): July 1, 2021

End Date (if applicable): N/A

- a. **Will there be new responsibilities for Revenue? Specify which program area(s) and describe their new responsibilities.**
No.
- b. **Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.**
No.
- c. **Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.**
No.
- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.**
No.
- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**
None.
- f. **What are the ongoing costs?**
There are ongoing costs for vendor service agreement.
- g. **What are the potential savings?**

None.

- h. **Based on these answers, is there a fiscal impact?**
Yes.

Agency Request Budget

Revenue Source

General Fund	\$ 5,571,002
Other Funds	\$ 484,435

2023–25 Fiscal Impact

The actions included in this package will become part of the base budget for 2023–25.

Information Technology Division

Policy Package 110 - Staffing POP IAW 2020 January JICWM proposal

Purpose

This POP will expand the GenTax support team to gain independence from the vendor for ongoing maintenance and support of the GenTax system. It will also increase the business analyst and developer resources to allow agency resources to implement large tax programs, such as the Corporate Activities Tax. Finally, it will add two staff member resources to the testing team so that the agency can develop and maintain regression test scripts for GenTax that will minimize the number of errors introduced into the code when releases are implemented. This will, in turn, decrease the number of change requests the agency has in its backlog.

What would this policy option package do and how would it be implemented?

One of Revenue's long-term goals coming out of the Core Systems Replacement Project was to build up the GenTax knowledge of DOR GenTax support team so the department can minimize the use of vendor staff to support the product. The department has significantly increased its capacity to maintain GenTax over the past two years: It has developed a new governance process for change requests and brought GenTax into the ongoing IT operating model of the agency. In addition, DOR business analysts and developers have expanded their knowledge of the application, executed annual tax year preparations, implemented change requests, and completed a number of new tax initiatives legislated by the state. However, the agency has had to outsource the development of new large tax initiatives such as the Corporate Activity Tax to the vendor because DOR does not have enough resources to do the work. If the Legislature continues to add new tax programs each biennium, it will be much more expensive to continue to have the vendor implement the required system changes than to have DOR resources do the work.

GenTax business analysts work with Revenue's program areas to determine requirements for medium to large systems changes, build test cases to test the application for proposed changes, and test the changes to make sure they function as expected. This package right-sizes the number of business analysts to also allow the agency to support development of large new tax programs.

The GenTax developers take the business requirements as defined by the business analysts and design and build the code to execute the desired functionality. This package adds four new developers to expand the current GenTax project team so that the agency has the capacity to develop large tax programs like the Corporate Activities Tax.

Currently, the ability of Revenue to provide technical support for the application is understaffed. The agency depends heavily on the vendor technical team to provide the basic, ongoing technical needs of the product. The department needs to add one more technical resource to be able to support the application with minimal reliance on the vendor. This resource will supplement the existing partial FTE that currently provides GenTax administration support. This technical resource will add to the GenTax database and system administration capacity.

In addition, there is a big gap in the desired regression testing capabilities at the agency. Long term, the agency needs to build out the regression testing capacity so it has a standard regression test suite that tests all changes before they move into production. This will ensure the new release does not introduce errors into the code base. Ideally, this regression test suite would be automated so that it would run with little human intervention. The agency needs the capacity first to build the regression test bed, automate it, and continually keep the test suite current as changes are made to the system. The agency currently has two testers representing one full-time equivalent capacity. With such a low number, the department cannot make any headway on this goal. Testers can barely keep up with testing small changes as they are completed. Expanding the testing group will allow the development, maintenance, and execution of regression test scripts and cases. This, in turn, will increase the quality of the code moving into production. The end result will be an increase in taxpayer satisfaction, as there will be fewer delays in tax return processing.

Why does DOR propose this POP?

One of the goals the agency has had since the implementation of the Core Systems Replacement Project is to minimize its use of the vendor for ongoing operations of the system. This policy option package will give the agency the increase in resources it needs to fully support the system itself. In the long run, this will reduce the cost to implement new tax programs. In addition, adding more testing capacity to the agency will increase the quality of code going into production. The long-term effect of providing this additional capacity will reduce the ongoing cost of operating the system, because it will catch errors before they hit the production environment. This will free up developer capacity to focus on high-value change requests that further the agency's mission.

How does this further the agency's mission or goals? How does this further the program funding team outcomes or strategies?

This policy option package will lower the cost of implementing new tax programs, because it will allow more cost-effective staffing of new tax program initiatives (DOR developer vs. vendor resources). In addition, the code that moves into production will be higher quality, because it will have been tested more thoroughly. This will allow the developers to focus on high-value change requests that bring in more revenue for the state rather than fixing errors in code.

Is this POP tied to a DOR performance measure? If yes, identify the performance measure. If no, how will DOR measure the success of this POP?

This policy option package will reduce the cost of implementing new tax programs and increase the quality of code moving to the production environment. It will also reduce overall costs by catching errors earlier in the cycle when it is less expensive to fix problems in the code, rather than waiting after the fact. Because of this, the department's resources will be able to focus more on performing high-value change requests that may bring in more revenue.

The ITS Division is implementing new metrics this biennium based on industry best practices. It currently has a target of reducing developers' rework by 10 percent each year. The division took a baseline mid-biennium and is striving to reduce rework by 10 percent by the end of 2020. The

ITS Division plans on implementing additional metrics, such as measuring errors introduced into production and errors found in user acceptance testing, in 2021. The goal is to increase the quality of the code moving to production by giving feedback to the developers on where they need to improve. It will also allow management to understand additional training needs better for each developer.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.

No.

What alternatives were considered and what were the reasons for rejecting them?

Revenue analyzed four options other than the full policy option package.

Option 1 – Do nothing. Revenue will continue to rely on the vendor for ongoing support needs and new large tax programs where it does not have the resources to implement the required changes itself. The current business analysts and testers will continue testing changes as best they can.

Option 2 – Increase the size of the technical team by one full-time equivalent to achieve a basic operational capacity to support the application.

Option 3 – Increase the testing capability of the ITS Division by adding two additional testers. The additional testers will create and maintain a regression test suite for GenTax. Eventually, the regression testing will be automated to allow for minimal human intervention once the test data is created for each release.

Option 4 – Increase the size of the developer and business analyst teams to create the capacity for the development of new large tax programs using internal resources.

These options build on each other, each one allowing more independence from the vendor and/or allowing higher quality code to move to production. They may be implemented in combination or individually. Options 2 and 3 may be implemented together or separately. However, it would not make sense to implement option 4 without implementing options 2 and 3 at the same time. Implementing an increase in programming capacity does not make sense if the division cannot test the resulting output efficiently or implement any technical changes to the system at the same time.

In decreasing order of costs, the options may be ranked as follows:

- The full policy option package—options 2, 3 and 4. This will achieve full independence from the vendor once these resources are fully trained and up-to-speed.
- Options 2 and 3 in combination. This will achieve technical independence from the vendor as well as a higher level of quality than what Revenue can achieve today with current resources.
- Option 3—this does not achieve technical independence but allows Revenue to increase its testing capability so that higher-quality code moves into production. Revenue will then be able to focus on higher-value changes that bring in more revenue or achieves operational excellence for the agency.
- Option 2—achieves technical independence from the vendor but does not advance the other goals the agency would like to accomplish.

Option 4 assumes that the Legislature will continue to create new tax programs, either for the state or by mandating that the department implement local government tax programs. If this assumption is not valid – i.e., the Legislature does not continue to mandate new large tax programs – then option 4 should not be selected.

What would be the adverse effects of not funding this POP?

Not funding this policy option package will maintain the status quo. The agency will remain dependent on the GenTax vendor for ongoing operational support. It will continue to outsource new, large tax programs to the vendor.

What other agencies (state, tribal and or local government) would be affected by this POP? How would they be affected?

Other agencies will be affected by the full implementation of this POP through increased quality of code moving to production and lower costs associated with implementing new, large tax programs.

What other agencies, programs, or stakeholders are collaborating on this POP

None.

What is your equity analysis?

This POP will give the agency resources to support its core tax system with internal staff rather than contractors. In the long run, this will reduce the cost to implement new tax programs. This system supports nearly 40 tax programs that the agency administers. This investment will allow the department to better meet new legislative changes and collect the funds to serve Oregonians.

What assumptions affect the pricing of this POP?

Implementation Date(s): July 1, 2021

End Date (if applicable): No end date

a. Will there be new responsibilities for DOR? Specify which Program Area(s) and describe their new responsibilities.

DOR IT will be able to develop and implement new large tax programs that are currently outsourced to the vendor.

b. Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.

This POP will impact ITS only.

c. Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.

This POP is internal to Revenue only.

- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.**

Yes. Below shows the number and classification of each requested position. These positions would be permanent.

Classification	Number positions	Function	Number of Months
ISS7	1	Developer	21
ISS6	3	Developers	21
OPA3	2	Business Analysts	21
ISS7	1	Tester	21
ISS5	2	Testers	21
ISS6	1	Technical Resource	21

- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**

Recruiting costs as necessary.

- f. **What are the ongoing costs?**

\$1,469,910

- g. **What are the potential savings?**

Significant reduction in the cost of implementing new, large tax programs.

- h. **Based on these answers, is there a fiscal impact?**

Yes

Agency Request Budget

Staff Impact

Position	9
FTE	7.92

Revenue Source

General Fund	\$ 2,217,434
Other Funds	\$ 192,818

Information Technology Services Division

Policy Package 111— Compliance Risk Mitigation

Purpose

The package mitigates agency compliance risk by addressing a critical compliance gap. The gap was created by SB 90 (2017), which authorized the redeployment of agency information security staff to the Enterprise Security Office (now Cybersecurity Services). Unfortunately, few of the agency's compliance activities designed to ensure the agency complies with the data security requirements of IRS Publication 1075 Federal Tax Information (FTI) transited with those positions, so the compliance risk is significantly impacted by the resource redeployment. The POP adds back one of the three transferred positions, an ISS7.

What would this policy option package (POP) do and how would it be implemented?

Compliance to IRS standards is one of the highest priorities for the department to ensure Oregon's continued access to Federal Tax Information. Protecting taxpayer data and confidential information is of paramount importance. The agency manages its compliance risk by ensuring that Oregon meets the provisions of IRS Publication 1075. This compliance function needs to be adequately resourced with trained staff to ensure effective mitigation of data security risk.

New legislation, improved monitoring available within GenTax, and new federal data security compliance standards have increased the agency's compliance workload and risk. This POP closes this emerging compliance gap to ensure confidential information is appropriately protected.

SB 90 (2017) required that the information security positions of all the executive branch agencies be unified under the Office of the State Chief Information Officer, Enterprise Security Office. The agency's information security office was established in 2012 and was staffed by a team of three FTE (1 PEM D ISO, 1 ISS7 and 1 ISS6). The agency is unique from other state agencies because effective tax collection requires access to federal tax data. This is done through an agreement that requires the agency to remain compliant with IRS Publication 1075 Federal Tax Information (FTI). Compliance is dependent upon the agency managing data security to specified standards. When the agency's security positions were transferred to the ESO, the internal data security management functions that are unique to a tax administration environment did not transfer. The POP requests funding to replace one of the three transferred positions to ensure the ongoing data security risk is effectively resourced and managed to state and FTI standards.

Why does DOR propose this POP?

Ensuring the security of taxpayer information is one of the agency's highest priorities. As Oregon's tax collector, the agency is a steward for Oregon taxpayer information as well as the FTI data it receives from the IRS. The agency has a data-sharing agreement with the IRS that enables the receipt of confidential tax information from the IRS to improve Oregon's tax administration efficiency and effectiveness. This agreement establishes

standards the agency must follow related to federal data security laws to safeguard confidentiality, integrity, and availability of the taxpayer data. The transfer of security staff to the ESO under SB 90 has put the agency information compliance function at risk. The agency is proposing this POP to ensure the agency's ongoing compliance with IRS standards.

How does this further the agency's mission or goals? How does this further the program funding team outcomes or strategies?

Voluntary compliance—taxpayers filing and paying what they owe on time—is mission critical to ensuring efficient and effective collection of state-mandated taxes. Taxpayers are more motivated to voluntarily comply when they are confident their information will be safeguarded.

Is this POP tied to a DOR performance measure? If yes, identify the performance measure. If no, how will DOR measure the success of this POP?

The POP is not tied to an agency KPM. The agency's compliance with IRS standards is evaluated every three years when the IRS audits the agency, which may produce findings that need to be addressed. DOR will measure the success of this POP by sustaining its high reputation with the IRS and ensuring its continued compliance with the IRS guidelines.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.

No.

What alternatives were considered and what were the reasons for rejecting them?

Doing nothing to address the identified compliance gap was considered. However, leadership has affirmed that ensuring that tax collection activities are conducted in the most efficient and effective way are core business priorities. Given this, agency leadership rejected this option.

What would be the adverse effects of not funding this POP?

Not funding this POP will leave the agency vulnerable to potential noncompliance with the FTI agreement, federal information exchange, and data protection protocols. This would significantly impact core business process efficiency and effectiveness.

Without the ability to ensure taxpayer confidential information is protected, agency credibility and taxpayer voluntary compliance will likely suffer, which may impact tax revenue collection.

What other agencies (state, tribal and/or local government) would be affected by this POP? How would they be affected?

None.

What other agencies, programs or stakeholders are collaborating on this POP?

None.

What is your equity analysis?

The POP consistently addresses compliance gaps across the entire agency and ensures that taxpayers are also protected. This POP will ensure that the system is properly supported with the appropriate staff to support and maintain the integrity and delivery of current services to all Oregon taxpayers.

What assumptions affect the pricing of this POP?

Assumptions are as follows:

- Adds one position for 24 months (1 FTE) with standard S&S.

Implementation Date(s): July 1, 2021

End Date (if applicable): Not Applicable

- a. **Will there be new responsibilities for DOR? Specify which program area(s) and describe their new responsibilities.**
No.
- b. **Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.**
No.
- c. **Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.**
No.
- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.**

Permanent new staff requested in POP:

Classification	# of positions	Type	# of months	Purpose
ISS7	1	PF	21	

- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**
None.
- f. **What are the ongoing costs?**
Ongoing personal services costs for above listed position.
- g. **What are the potential savings?**
Not applicable.
- h. **Based on these answers, is there a fiscal impact?**
Yes. Necessary funds are requested in the POP.

Agency Request Budget

Staff Impact

Position	1
FTE	.88

Revenue Source

General Fund	\$ 243,871
Other Funds	\$ 21,206

Information Technology Services Division

Policy Package 112— Transportation Tax Processing Support

Purpose

The Processing Center is requesting funding for 11 limited duration positions to support implementation of HB 2017 (2017), the Statewide Transit Tax. Limited duration positions were provided by the 2018 and 2019 legislative body for mail opening and return processing of paper returns, with the expectation that the agency would return to request permanent funding. However, the Department of Revenue and Oregon Employment Department plan to add reporting of this tax to the existing combined payroll tax return. So, limited duration positions are being requested until this plan is implemented.

During 2019, the Processing Center processed more than 338,000 paper STT returns, more than 84,000 each quarter. For comparison, they processed over 341,000 paper personal income tax returns during the same year.

What would this policy option package do and how would it be implemented?

The POP requests limited duration positions for increased workload resulting from the implementation of new transportation taxes resulting from HB 2017 (2017). During the 2019 regular session, the Legislature funded 11 limited duration positions to support this work. One office specialist 1 (OS1) for mail opening/scanning and 10 data entry operators (DEO) for keying data from returns. At that time, it was understood that the agency would be submitting a POP during the 2021 budget development process for continued funding of the staffing need for increased workload resulting from administration of HB 2017.

2019 was the first full year of tax return filing for this new program. The Processing Center processed more than 338,000 paper Statewide Transit Tax returns. The resources provided during the 2019–21 biennium were adequate to accomplish this work. We are requesting the same resources for the 2021–23 biennium, and we are requesting they continue as limited duration positions. Working with the Oregon Employment Department, we plan to add reporting of this tax to the existing combined payroll tax return. Limited duration positions will meet our needs until this plan is implemented.

Why does DOR propose this POP?

The POP establishes resources needed to continue processing the paper returns and payments related to HB 2017 (2017) in a timely and accurate manner. In 2019, the Processing Center processed more than 338,000 STT returns. For comparison, it processed just over 341,000 paper personal income tax returns in the same year. Our goal is to process all STT returns within four weeks of each quarterly due date. Without these resources we won't be able to process many of these returns before even the next filing cycle.

How does this further the agency's mission or goals? How does this further the program funding team outcomes or strategies?

This POP aligns with the agency's strategic priority to optimize collections efforts by ensuring that paper tax returns and payments are processed within established time frames, which supports payments being available for distribution to other entities in a timely manner.

Is this POP tied to a DOR performance measure? If yes, identify the performance measure. If no, How will DOR measure the success of this POP?

There is no specific performance measure. We will measure the success of this POP by our ability to process paper STT returns within four weeks of each quarterly due date.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.

No.

What alternatives were considered and what were the reasons for rejecting them?

One other alternative that is expected to be implemented in the future is incorporating the reporting for the Statewide Transit Tax into the existing Form OQ, which is processed by the Oregon Employment Department. This transition is waiting on the employment department's modernization effort. When this happens, the need for these resources at the Department of Revenue will be eliminated. Returns will be processed at the Employment Department. Until then, we need the positions requested to continue processing the volume of paper returns we receive.

What would be the adverse effects of not funding this POP?

Not funding this POP will leave the Processing Center short on necessary staff to process STT returns associated with HB 2017. Our time to process a STT return will increase. Currently, we process these returns on average within 13 days of receipt. Without the requested staff, or fewer staff, this average will likely increase to 30 to 60 days since the agency would not have enough permanent data entry resources to process all of these returns within the quarterly filing periods.

What other agencies (state, tribal, and/or local government) would be affected by this POP? How would they be affected?

None.

What other agencies, programs, or stakeholders are collaborating on this POP?

None.

What is your equity analysis?

This POP allows a dedicated workforce for the processing of Statewide Transit Tax returns, which allows other DOR resources to focus on processing returns and issuing refunds in a timely manner and meet the needs of families that depend on these funds.

What assumptions affect the pricing of this POP?

Implementation Date(s): July 1, 2021

End Date (if applicable): N/A

a. Will there be new responsibilities for DOR? Specify which program area(s) and describe their new responsibilities.

Yes. Additional forms and processing will be handled by the Processing Center. More than 338,000 paper returns are received and processed in the processing center. The work includes opening mail, batching work for imaging, scanning, and keying data from returns and payments for posting in our accounting system and banking funds.

b. Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.

No.

c. Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.

No.

d. Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.

Limited duration staff requested in this POP:

Classification	# of positions	Type	# of months	Purpose
OS1	1	LD seasonal	24	Mail Opening – open/sort mail, prep returns and payments for processing.
DEO	10	LD seasonal	24	ITU – perform data entry from forms filed for the program.

- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**

None.

- f. **What are the ongoing costs?**

Ongoing personal services costs for the positions listed above.

- g. **What are the potential savings?**

N/A

- h. **Based on these answers, is there a fiscal impact?**

Yes. Necessary funds are requested in the POP.

Agency Request Budget

Staff Impact

Position	11
FTE	11.00

Revenue Source

General Fund	\$
Other Funds	\$ 1,367,685

Information Technology Services Division

Policy Package 113— Quick Modules Maintenance and Support

Purpose

In 2017 and 2019, the Legislature funded the Processing Center Modernization Project. The project rolled out over three years, 2018 through 2021, and successfully replaced the agency's front-end paper return and payment processing systems. The old systems were unsupported and past their life expectancy. The project procured and configured the high speed and more efficient system called Quick Modules. Combining technologies such as high-speed scanning, optical and intelligent character recognition (OCR/ICR), and guided key-from-image data entry has allowed the agency to largely eliminate the need to retain paper copies of documents and increase its control over taxpayer information. This package seeks permanent funding for ongoing contracted vendor support costs and data processing costs at ETS for Quick Modules.

What would this policy option package (POP) do and how would it be implemented?

The agency administers more than 40 different types of taxes and fees for the state of Oregon. The processing systems capture data from payments, tax returns, and correspondence that is then applied to individual and business accounts. The Processing Center handles more than 3 million paper tax returns and payments annually. Reliable systems, trained staff, and efficient processes are critical to completing this work successfully.

In 2017 and 2019, the Legislature funded the Processing Center Modernization Project. The project was funded because the current systems had passed the end of their life expectancy, with components no longer being supported by their vendors. To continue using these systems, the agency developed a workaround using a Windows XP virtual desktop. However, this creates security risks and information technology support difficulties because Microsoft no longer supports Windows XP. The project replaced the aging systems, automated some processes, and improved processing efficiency.

The project was implemented in three phases from 2018 through 2021. The agency managed this project with its primary partner, Fairfax Imaging Inc., the producer and implementer of the Quick Modules system. In addition, we had a PCM project team led by a project manager and business analyst who worked closely with the Office of the State Chief Information Officer to manage the project through the stage gate process. The agency also hired a quality assurance vendor, Hittner & Associates, who actively monitored and reported on the execution of the project. The project is nearly complete with its last major implementation milestone scheduled for August 24, 2020.

This POP requests funding for ongoing support services and data processing costs. Permanent funding is requested for ongoing contracted vendor support payments and Enterprise Information Services (EIS) charges for Quick Modules. Vendor support costs include system support, updates,

patches, and upgrades. So, as long as the department is paying annual support and maintenance costs, the system will be operating with the most recent version of Quick Modules available. Ongoing maintenance helps ensure the system continues to operate efficiently and effectively.

Why does DOR propose this POP?

The agency is proposing this POP to provide ongoing support and maintenance for the front-end system the Legislature has invested in. With ongoing support and maintenance, this new system will be up-to-date and meet the tax processing needs of the state into the foreseeable future.

How does this further the agency's mission or goals? How does this further the program funding team outcomes or strategies?

This POP aligns with the agency's strategic priority to cultivate operational excellence. One way this goal is accomplished is by pursuing projects that lead to sustained improvements in organizational efficiency and effectiveness. The new system increases processing speed and adds technological advancements such as intelligent character and optical recognition. It also reduces the need to retain paper copies of documents and ensures a higher-level control over taxpayer information. These represent a few of the anticipated improvements in effectiveness.

Is this POP tied to a DOR performance measure? If yes, identify the performance measure. If no, How will DOR measure the success of this POP?

No.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.

No.

What alternatives were considered and what were the reasons for rejecting them?

The alternative to funding maintenance and support for Quick Modules would be to discontinue these services at the end of the current contract. Within a few years the agency will then find itself in a similar situation to where it was before seeking the new system. The version of software currently in use will become outdated and eventually unsupported. Additionally, most of the funding requested in this POP is for EIS data usage costs. In order to eliminate these costs, the agency would need to discontinue use of Quick Modules altogether. This would mean discontinuing the processing of all check payments received by the agency, approximately 26 percent of the total dollars received, and moving all paper tax return processing to a direct-key process into GenTax, the agency's core accounting system.

What would be the adverse effects of not funding this POP?

If funding is not continued for support services, the agency will be left with an unsupported system. As updates and upgrades become available, the agency won't be able to install them or it will be costly at the time they are available. This would result in the agency falling back to the same situation that sparked the PCM project to begin with. Failure of the front-end system, due to outdated technology, could cause check payment and

return processing to be slowed, if not stalled. Such a failure of the payment and return processing systems will be costly to the agency and ultimately the state if payments are delayed. The agency would also not be able to fulfill contractual obligations with the solution vendor.

What other agencies (state, tribal and/or local government) would be affected by this POP? How would they be affected?

None.

What other agencies, programs or stakeholders are collaborating on this POP?

None.

What is your equity analysis?

Having a current and optimally performing system to track and collect taxes will help to ensure that all tax payers are treated with the same care and consideration. In addition, maximizing efficient revenue collection increases funding for services for Oregonians.

What assumptions affect the pricing of this POP?

Support services from Fairfax Imaging Inc., has already been contracted. Data processing costs are estimates based on expected EIS rates.

Implementation Date(s): July 1, 2021

End Date (if applicable): N/A

a. Will there be new responsibilities for DOR? Specify which Program Area(s) and describe their new responsibilities.

No.

b. Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.

No.

c. Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.

No.

- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration or temporary.**

No.

- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**

None.

- f. **What are the ongoing costs?**

Ongoing costs include vendor support services and State Data Center charges.

Support Costs				
Quarter	Software Maintenance	Software Maintenance (CAT)	SDC Costs	Costs by Quarter
Sep – 21			\$ 39,664	\$ 39,664
Dec – 21	\$ 51,353	\$ 3,342	\$ 39,664	\$ 94,359
Mar – 22			\$ 39,664	\$ 39,664
Jun – 22			\$ 39,664	\$ 39,664
Sep – 22			\$ 39,664	\$ 39,664
Dec – 22	\$ 52,893	\$ 3,442	\$ 39,664	\$ 95,999
Mar – 23			\$ 39,664	\$ 39,664
Jun – 23			\$ 39,664	\$ 39,664
Expense Totals	\$ 104,246	\$ 6,784	\$ 317,312	\$ 428,342

g. What are the potential savings?

None.

h. Based on these answers, is there a fiscal impact?

Yes.

Agency Request Budget

Staff Impact

Position

FTE

Revenue Source

General Fund	\$ 394,075
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Other Funds	\$ 27,483
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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	320,064	-	-	-	-	-	320,064
Transfer In - Intrafund	-	-	29,940	-	-	-	29,940
Total Revenues	\$320,064	-	\$29,940	-	-	-	\$350,004
Transfers Out							
Tsfr To Human Svcs, Dept of	-	-	-	-	-	-	-
Total Transfers Out	-	-	-	-	-	-	-
Personal Services							
Pension Obligation Bond	83,974	-	12,599	-	-	-	96,573
Unemployment Assessments	5,204	-	89	-	-	-	5,293
Mass Transit Tax	4,152	-	(3,100)	-	-	-	1,052
Vacancy Savings	226,734	-	20,352	-	-	-	247,086
Total Personal Services	\$320,064	-	\$29,940	-	-	-	\$350,004
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-	-
IT Professional Services	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Capital Outlay							
Office Furniture and Fixtures	-	-	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	320,064	-	29,940	-	-	-	350,004
Total Expenditures	\$320,064	-	\$29,940	-	-	-	\$350,004
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(7,268,930)	-	-	-	-	-	(7,268,930)
Transfer In - Intrafund	-	-	(829,736)	-	-	-	(829,736)
Total Revenues	(\$7,268,930)	-	(\$829,736)	-	-	-	(\$8,098,666)
Services & Supplies							
Instate Travel	-	-	(2,000)	-	-	-	(2,000)
Out of State Travel	(15,800)	-	-	-	-	-	(15,800)
Employee Training	(30,000)	-	(17,600)	-	-	-	(47,600)
Office Expenses	(150,000)	-	(27,017)	-	-	-	(177,017)
Telecommunications	-	-	(41,900)	-	-	-	(41,900)
Data Processing	(273,000)	-	(44,692)	-	-	-	(317,692)
Professional Services	(20,297)	-	(7,686)	-	-	-	(27,983)
IT Professional Services	(6,688,923)	-	(591,616)	-	-	-	(7,280,539)
Other Services and Supplies	(70,910)	-	(6,166)	-	-	-	(77,076)
Expendable Prop 250 - 5000	(20,000)	-	(5,916)	-	-	-	(25,916)
IT Expendable Property	-	-	(4,689)	-	-	-	(4,689)
Total Services & Supplies	(\$7,268,930)	-	(\$749,282)	-	-	-	(\$8,018,212)
Capital Outlay							
Office Furniture and Fixtures	-	-	(80,454)	-	-	-	(80,454)
Total Capital Outlay	-	-	(\$80,454)	-	-	-	(\$80,454)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	(7,268,930)	-	(829,736)	-	-	-	(8,098,666)
Total Expenditures	(\$7,268,930)	-	(\$829,736)	-	-	-	(\$8,098,666)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	278,348	-	-	-	-	-	278,348
Transfer In - Intrafund	-	-	60,174	-	-	-	60,174
Total Revenues	\$278,348	-	\$60,174	-	-	-	\$338,522
Services & Supplies							
Instate Travel	445	-	188	-	-	-	633
Out of State Travel	351	-	64	-	-	-	415
Employee Training	9,752	-	1,729	-	-	-	11,481
Office Expenses	4,506	-	2,102	-	-	-	6,608
Telecommunications	12,123	-	5,004	-	-	-	17,127
Data Processing	119,248	-	26,467	-	-	-	145,715
Publicity and Publications	449	-	-	-	-	-	449
Professional Services	12,718	-	3,162	-	-	-	15,880
IT Professional Services	69,870	-	18,303	-	-	-	88,173
Employee Recruitment and Develop	40	-	-	-	-	-	40
Dues and Subscriptions	349	-	19	-	-	-	368
Facilities Rental and Taxes	279	-	23	-	-	-	302
Facilities Maintenance	1,281	-	324	-	-	-	1,605
Other Services and Supplies	369	-	136	-	-	-	505
Expendable Prop 250 - 5000	1,350	-	53	-	-	-	1,403
IT Expendable Property	42,885	-	2,523	-	-	-	45,408
Total Services & Supplies	\$276,015	-	\$60,097	-	-	-	\$336,112

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Office Furniture and Fixtures	1,329	-	77	-	-	-	1,406
Data Processing Software	370	-	-	-	-	-	370
Other Capital Outlay	634	-	-	-	-	-	634
Total Capital Outlay	\$2,333	-	\$77	-	-	-	\$2,410
Total Expenditures							
Total Expenditures	278,348	-	60,174	-	-	-	338,522
Total Expenditures	\$278,348	-	\$60,174	-	-	-	\$338,522
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	58,005	-	-	-	-	-	58,005
Transfer In - Intrafund	-	-	10,122	-	-	-	10,122
Total Revenues	\$58,005	-	\$10,122	-	-	-	\$68,127
Services & Supplies							
Intra-agency Charges	58,005	-	10,122	-	-	-	68,127
Total Services & Supplies	\$58,005	-	\$10,122	-	-	-	\$68,127
Total Expenditures							
Total Expenditures	58,005	-	10,122	-	-	-	68,127
Total Expenditures	\$58,005	-	\$10,122	-	-	-	\$68,127
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 102 - ELVIS Bond Funding

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							-
Total Positions	-	-	-	-	-	-	-
Total FTE							
Total FTE							-
Total FTE	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 109 - Gen Tax Ops & Maint

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	5,571,002	-	-	-	-	-	5,571,002
Transfer In - Intrafund	-	-	484,435	-	-	-	484,435
Total Revenues	\$5,571,002	-	\$484,435	-	-	-	\$6,055,437
Services & Supplies							
IT Professional Services	5,571,002	-	484,435	-	-	-	6,055,437
Total Services & Supplies	\$5,571,002	-	\$484,435	-	-	-	\$6,055,437
Capital Outlay							
Office Furniture and Fixtures	-	-	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	5,571,002	-	484,435	-	-	-	6,055,437
Total Expenditures	\$5,571,002	-	\$484,435	-	-	-	\$6,055,437
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 110 - Core Systems Ops & Maint

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,217,434	-	-	-	-	-	2,217,434
Transfer In - Intrafund	-	-	192,818	-	-	-	192,818
Total Revenues	\$2,217,434	-	\$192,818	-	-	-	\$2,410,252
Personal Services							
Class/Unclass Sal. and Per Diem	1,382,540	-	120,220	-	-	-	1,502,760
Empl. Rel. Bd. Assessments	414	-	36	-	-	-	450
Public Employees' Retire Cont	236,828	-	20,596	-	-	-	257,424
Social Security Taxes	105,767	-	9,197	-	-	-	114,964
Worker's Comp. Assess. (WCD)	333	-	27	-	-	-	360
Flexible Benefits	276,993	-	24,084	-	-	-	301,077
Total Personal Services	\$2,002,875	-	\$174,160	-	-	-	\$2,177,035
Services & Supplies							
Instate Travel	1,242	-	108	-	-	-	1,350
Employee Training	13,248	-	1,152	-	-	-	14,400
Office Expenses	12,809	-	1,114	-	-	-	13,923
Telecommunications	24,012	-	2,088	-	-	-	26,100
Data Processing	5,034	-	438	-	-	-	5,472
Facilities Rental and Taxes	65,776	-	5,720	-	-	-	71,496
Expendable Prop 250 - 5000	4,554	-	396	-	-	-	4,950
IT Expendable Property	27,324	-	2,376	-	-	-	29,700
Total Services & Supplies	\$153,999	-	\$13,392	-	-	-	\$167,391

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 110 - Core Systems Ops & Maint

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Office Furniture and Fixtures	60,560	-	5,266	-	-	-	65,826
Telecommunications Equipment	-	-	-	-	-	-	-
Total Capital Outlay	\$60,560	-	\$5,266	-	-	-	\$65,826
Total Expenditures							
Total Expenditures	2,217,434	-	192,818	-	-	-	2,410,252
Total Expenditures	\$2,217,434	-	\$192,818	-	-	-	\$2,410,252
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							9
Total Positions	-	-	-	-	-	-	9
Total FTE							
Total FTE							7.92
Total FTE	-	-	-	-	-	-	7.92

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 111 - IT Compliance Risk Mitigation

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	243,871	-	-	-	-	-	243,871
Transfer In - Intrafund	-	-	21,206	-	-	-	21,206
Total Revenues	\$243,871	-	\$21,206	-	-	-	\$265,077
Personal Services							
Class/Unclass Sal. and Per Diem	151,604	-	13,183	-	-	-	164,787
Empl. Rel. Bd. Assessments	46	-	4	-	-	-	50
Public Employees' Retire Cont	25,970	-	2,258	-	-	-	28,228
Social Security Taxes	11,598	-	1,008	-	-	-	12,606
Worker's Comp. Assess. (WCD)	37	-	3	-	-	-	40
Flexible Benefits	30,777	-	2,676	-	-	-	33,453
Total Personal Services	\$220,032	-	\$19,132	-	-	-	\$239,164
Services & Supplies							
Instate Travel	138	-	12	-	-	-	150
Employee Training	1,472	-	128	-	-	-	1,600
Office Expenses	1,423	-	124	-	-	-	1,547
Telecommunications	2,668	-	232	-	-	-	2,900
Data Processing	559	-	49	-	-	-	608
Facilities Rental and Taxes	7,308	-	636	-	-	-	7,944
Expendable Prop 250 - 5000	506	-	44	-	-	-	550
IT Expendable Property	3,036	-	264	-	-	-	3,300
Total Services & Supplies	\$17,110	-	\$1,489	-	-	-	\$18,599

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 111 - IT Compliance Risk Mitigation

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Office Furniture and Fixtures	6,729	-	585	-	-	-	7,314
Total Capital Outlay	\$6,729	-	\$585	-	-	-	\$7,314
Total Expenditures							
Total Expenditures	243,871	-	21,206	-	-	-	265,077
Total Expenditures	\$243,871	-	\$21,206	-	-	-	\$265,077
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							1
Total Positions	-	-	-	-	-	-	1
Total FTE							
Total FTE							0.88
Total FTE	-	-	-	-	-	-	0.88

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 112 - Proc Ctr Trans Tax Processing

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	1,367,685	-	-	-	1,367,685
Total Revenues	-	-	\$1,367,685	-	-	-	\$1,367,685
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	744,480	-	-	-	744,480
Empl. Rel. Bd. Assessments	-	-	638	-	-	-	638
Public Employees' Retire Cont	-	-	127,534	-	-	-	127,534
Social Security Taxes	-	-	56,958	-	-	-	56,958
Worker's Comp. Assess. (WCD)	-	-	506	-	-	-	506
Flexible Benefits	-	-	420,552	-	-	-	420,552
Total Personal Services	-	-	\$1,350,668	-	-	-	\$1,350,668
Services & Supplies							
Office Expenses	-	-	17,017	-	-	-	17,017
Total Services & Supplies	-	-	\$17,017	-	-	-	\$17,017
Total Expenditures							
Total Expenditures	-	-	1,367,685	-	-	-	1,367,685
Total Expenditures	-	-	\$1,367,685	-	-	-	\$1,367,685
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 112 - Proc Ctr Trans Tax Processing

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							11
Total Positions	-	-	-	-	-	-	11
Total FTE							
Total FTE							11.00
Total FTE	-	-	-	-	-	-	11.00

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 113 - Proc Ctr Quick Modules

Cross Reference Name: Information Technology Services Division
Cross Reference Number: 15000-009-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	394,075	-	-	-	-	-	394,075
Transfer In - Intrafund	-	-	27,483	-	-	-	27,483
Total Revenues	\$394,075	-	\$27,483	-	-	-	\$421,558
Services & Supplies							
Data Processing	291,927	-	25,385	-	-	-	317,312
Professional Services	102,148	-	2,098	-	-	-	104,246
Total Services & Supplies	\$394,075	-	\$27,483	-	-	-	\$421,558
Total Expenditures							
Total Expenditures	394,075	-	27,483	-	-	-	421,558
Total Expenditures	\$394,075	-	\$27,483	-	-	-	\$421,558
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

PICS116 - Net Package Fiscal Impact Report

Information Technology Services Division

2021-23 Biennium

Cross Reference Number: 15000-009-00-00-00000

Agency Request Budget

Package Number: 110

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3730000	1384471		OAS C1487 I P	INFO SYSTEMS SPECIALIST 7	31	PF	21	9	8,603	180,663	78,312	258,975	1	0.88
3731000	1384491		OAS C1486 I P	INFO SYSTEMS SPECIALIST 6	29	PF	21	9	7,775	163,275	74,003	237,278	1	0.88
3732000	1384493		OAS C1486 I P	INFO SYSTEMS SPECIALIST 6	29	PF	21	9	7,775	163,275	74,003	237,278	1	0.88
3733000	1384512		OAS C1486 I P	INFO SYSTEMS SPECIALIST 6	29	PF	21	9	7,775	163,275	74,003	237,278	1	0.88
3734000	1384531		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	21	9	7,996	167,916	75,153	243,069	1	0.88
3735000	1384551		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	21	9	7,996	167,916	75,153	243,069	1	0.88
3736000	1384553		OAS C1487 I P	INFO SYSTEMS SPECIALIST 7	31	PF	21	9	8,603	180,663	78,312	258,975	1	0.88
3738000	1384571		OAS C1485 I P	INFO SYSTEMS SPECIALIST 5	28	PF	21	9	7,262	152,502	71,333	223,835	1	0.88
3739000	1384591		OAS C1486 I P	INFO SYSTEMS SPECIALIST 6	29	PF	21	9	7,775	163,275	74,003	237,278	1	0.88
General Funds										1,382,540	620,334	2,002,872		
Lottery Funds										0	0	0		
Other Funds										120,220	53,941	174,163		
Federal Funds										0	0	0		
Total Funds										1,502,760	674,275	2,177,035	9	7.92

2021-23 Biennium

Cross Reference Number: 15000-009-00-00-00000

Agency Request Budget

Package Number: 111

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3740000	1384611		OAS C1487 I P	INFO SYSTEMS SPECIALIST 7	31	PF	21	7	7,847	164,787	74,377	239,164	1	0.88
										151,604	68,427	220,031		
										0	0	0		
										13,183	5,950	19,133		
										0	0	0		
										164,787	74,377	239,164	1	0.88

2021-23 Biennium

Cross Reference Number: 15000-009-00-00-00000

Agency Request Budget

Package Number: 112

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3741000	1386391		OAS C0103 A P	OFFICE SPECIALIST 1	13	LF	24	3	2,820	67,680	55,108	122,788	1	1.00
3742000	1386452		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3743000	1386472		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3744000	1386491		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3745000	1386511		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3746000	1386531		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3747000	1386551		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3748000	1386571		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3749000	1386572		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3750000	1386573		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3751000	1386576		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										744,480	606,188	1,350,668		
Federal Funds										0	0	0		
Total Funds										744,480	606,188	1,350,668	11	11.00

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

Cross Reference Number: 15000-009-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Transfer In - Intrafund	-	7,036,888	7,036,888	7,515,350	-	-
Total Other Funds	-	\$7,036,888	\$7,036,888	\$7,515,350	-	-

Marijuana Program

Organizational chart

2019–21 Legislatively Adopted Budget

16 positions

15.76 FTE

Marijuana program

16 positions

15.76 FTE

Marijuana Program

Organizational chart

2021–23 Agency Request Budget

16 positions

16 FTE

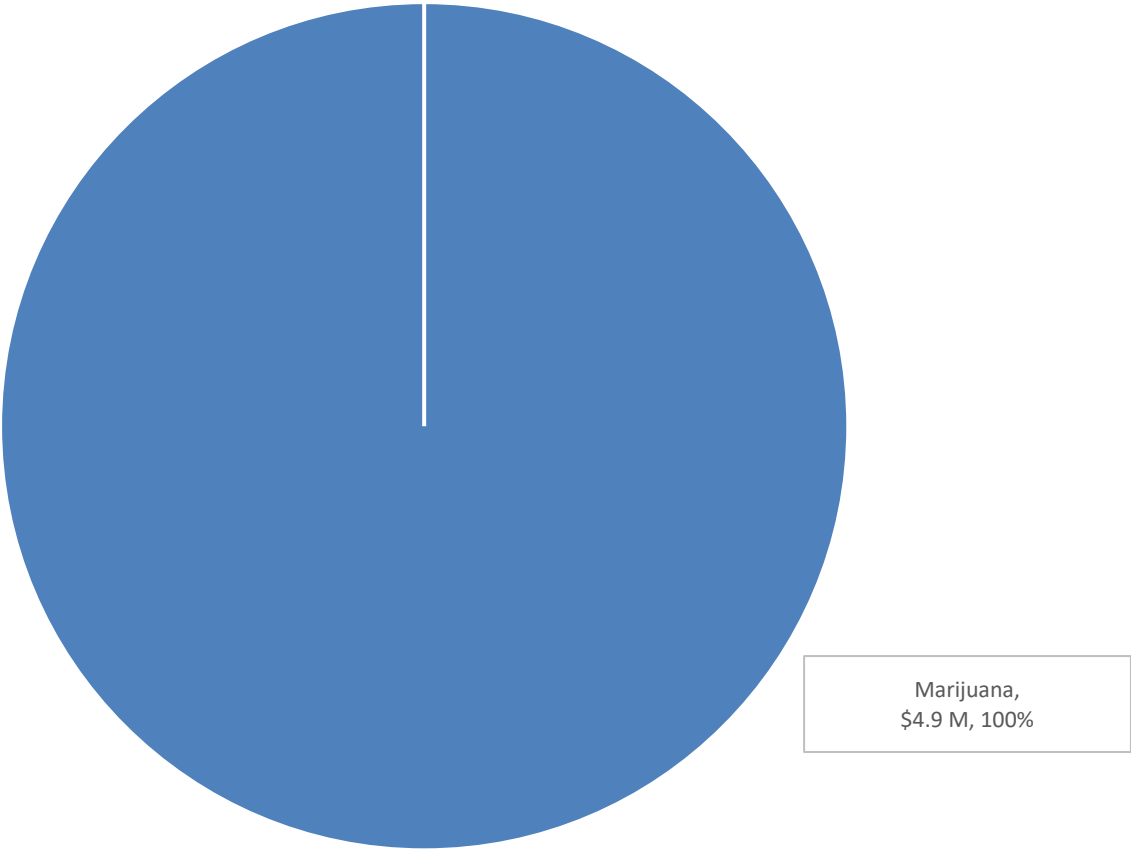
Marijuana Program

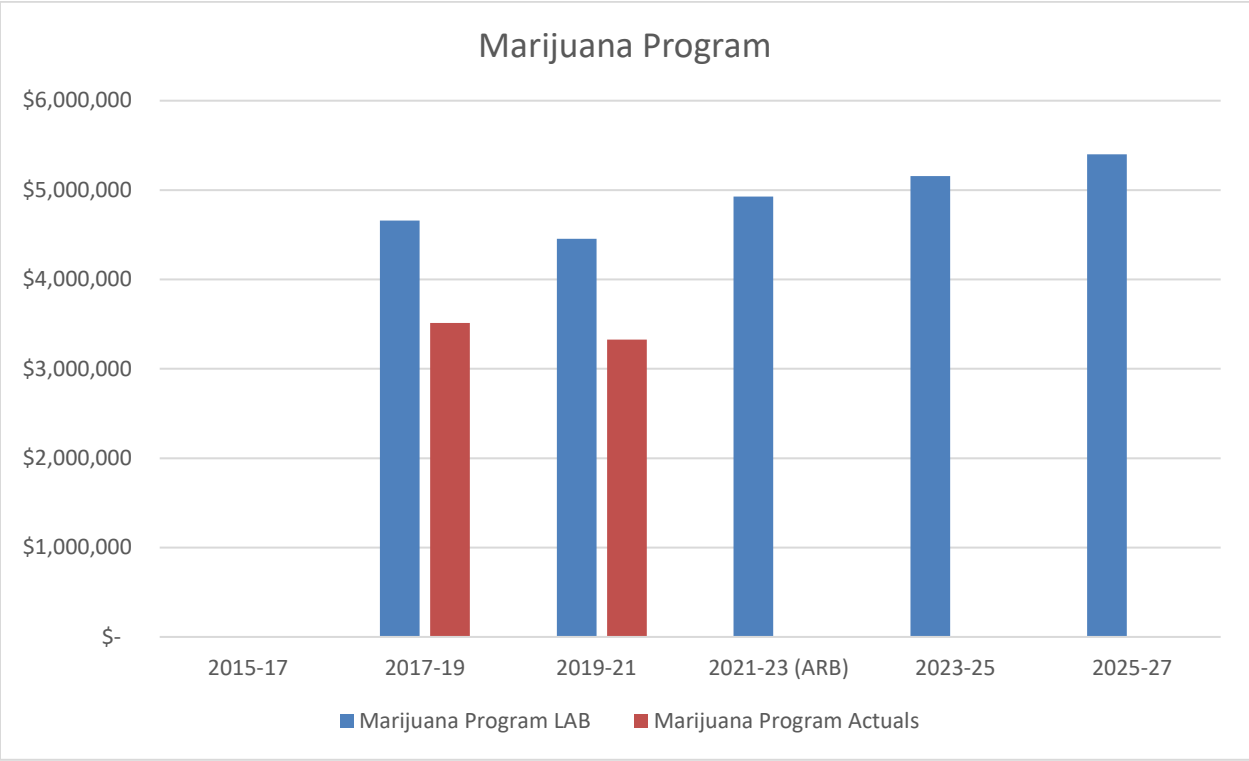
16 position

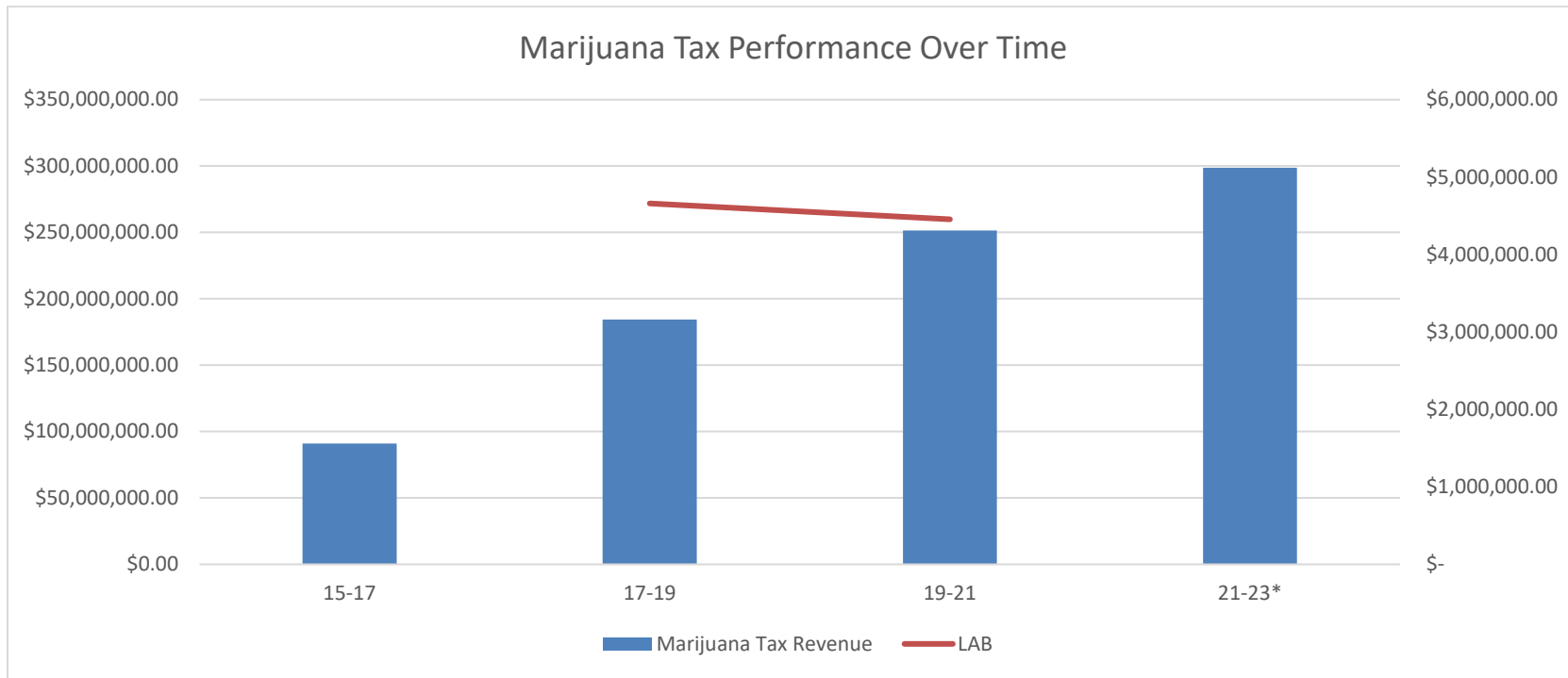
16.00 FTE

Marijuana Retail Tax Program

2021-23 Agency Request Budget
Marijuana Total Funds by Program \$4,926,318







Long-term focus areas: Excellence in state government

Primary program contact: John Galvin, Withholding and Payroll Tax section manager

Program Overview

Marijuana tax revenues contribute a projected \$125 million to the Oregon Marijuana Account annually. The revenues from the state tax are distributed according to statute: 40 percent to the State School Fund; 20 percent to Oregon Health Authority for mental health treatment or for alcohol and drug abuse prevention, early intervention, and treatment services; 15 percent to the Oregon State Police; 5 percent to the Oregon Health Authority for funding drug-use prevention programs; 10 percent to cities; and 10 percent to counties. Localities are allowed to ban the retail sale, production, processing, or testing of recreational marijuana but are ineligible for the city or county distributions if they choose to do so.

In addition to direct responsibility for administering the state’s Marijuana Retail Tax Program, the program is also under contract with 86 municipalities to administer their local option marijuana taxes. The program has an agreement with one tribal government to account for sales of marijuana by tribal entities within the overall distribution scheme. Under Oregon Revised Statute (ORS) 457B.752, the program is required to rebate

an amount of tax receipts attributable to marijuana items produced by a producer or processor located on tribal land when there is an active agreement and the producer or processor qualifies for the rebate.

Program staff perform the tasks necessary to administer the program so that taxpayers are able to comply with tax reporting and payment regulations. The program also conducts policy analysis; provides information for responses to legislative and media inquiries; coordinates the development of administrative rules, forms, distributions; and assists research in preparing reports.

Program Funding Request

The Withholding and Payroll Tax Section is requesting current service-level funding for the Marijuana Retail Tax Program.

Marijuana	GF	OF	TF	POS	FTE
LAB 19-21	\$ -	\$ 4,455,308	\$ 4,455,308	16	15.76
CSL 21-23	\$ -	\$ 4,926,318	\$ 4,926,318	16	16.00
ARB 21-23	\$ -	\$ 4,926,318	\$ 4,926,318	16	16.00
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ -	\$ 471,010	\$ 471,010	-	0.24
% change	0.0%	10.6%	10.6%	0.0%	1.5%

The operations and policy analyst 2, operations and policy analyst 3, and the administrative specialist 2 positions provide direct support to marijuana retailers, agency partners such as the Oregon Liquor Control Commission, and localities. That support includes providing assistance with processing registrations, returns, payment adjustments, collections, and enforcement activities. During the 2019 legislative session, the Legislature provided funding for two tax auditor 2 positions. Both positions were filled in 2019, but ultimately staff turnover and the COVID-19 pandemic has restricted the field audit activity by those positions. Initial field audit activity conducted prior to turnover indicates that tax reporting and Oregon Cannabis Tracking System (seed to sale) reporting for recreational sales data generally align with the records from the point-of-sale systems and financial recordkeeping of the businesses. This correlates to the results of desk audits performed by existing marijuana program staff during the 17–19 biennium. Field audits for marijuana tax required substantial transactional review of business records, a labor-intensive process that may have added to the turnover of these positions. Initial review of those audits suggests that marijuana retailer validation of Oregon Medical Marijuana Program (OMMP) cardholder information and the associated recordkeeping will be the primary source of audit adjustments. However, initial audits indicate only a small minority of OMMP tax-exempt transactions are impacted by erroneous or incomplete recordkeeping compliance, as required by OAR

150-475-2050 and OAR 150-475-2090. This may be a result of the highly regulated nature of the Oregon marijuana industry, as well as significant outreach efforts by marijuana program staff.

The program also requires support from a separate cash handling unit and security to process payments. The cash handling unit and associated accounting technicians are in addition to services provided by the Department of Administrative Services and are required due to the large number of monthly cash payments of marijuana tax.

Program Description

In 2015, House Bill 2041 established a 17 percent tax on the sale price of usable marijuana, immature plants, cannabinoid edibles, cannabinoid concentrates, cannabinoid extracts, cannabinoid products used on skin or hair, and other cannabinoid products sold for recreational purposes. The Retail Marijuana Tax has a quarterly filing and monthly payment requirement. The Withholding and Payroll Tax Section (WPTS) regularly interacts with customers to provide them with information and educate them on their tax obligations. They also perform payment processing, filing enforcement, collections, and audit functions. Additionally, WPTS administers local option marijuana taxes for more than 86 municipalities and distributes those revenues quarterly.

The Marijuana Retail Tax Program has a relatively small team and relies on strong partnerships with internal and external partners to conduct its work. The team also relies on substantial direct contact with taxpayers to improve understanding of tax laws and obligations. As a relatively new tax program, direct contact helps to resolve outstanding issues before they become too burdensome for the taxpayer to overcome. This program offers taxpayers easy access to staff who can help them with a variety of questions. Staff also proactively pursue direct contact with taxpayers to resolve issues and provide them with opportunities to comply with the strict requirements for electronic return filing and limited options for payment. Due to the nature of the tax program, electronic payments are not allowed. Taxpayers can pay with check, money order, or cash.

This industry has limited banking options, leading to an increase in cash payments to the department. This is why the department constructed the new Payment Center at its main building in Salem. Taxpayers are required to make cash payments at the Salem office to ensure safe and accurate cash payment processing. The department also provides resources to perform collection, filing enforcement, audit, and investigation activities, which enhance taxpayer education and enforce compliance.

The program works with many internal and external partners to ensure successful administration of the recreational marijuana tax. Internally, the program partners regularly with the Director's Office, Communications, Processing Center, Disclosure Office, and PTAC Collections. Externally, the program partners with the Governor's Office, Oregon Department of Justice, Oregon Department of Administrative Services, Oregon State Police, county sheriffs, city and county governments, tribal governments, League of Oregon Cities, Association of Oregon Counties, Oregon Liquor Control Commission, and Oregon Health Authority.

The major cost drivers are related to cash processing and enforcement activities for noncompliant retailers. There are also DOJ and security costs that vary depending on what legal questions are raised at the state and federal level as the program matures and the legal environment changes. Program administration costs are recovered from marijuana tax receipts. Under ORS 475B.760, amounts necessary to pay administrative and enforcement expenses are continuously appropriated to the department from the suspense account. The marijuana tax program's administrative costs for the 2019–2021 biennium is expected to be more than \$4 million.

Program Justification and Link to Long-Term Outcomes

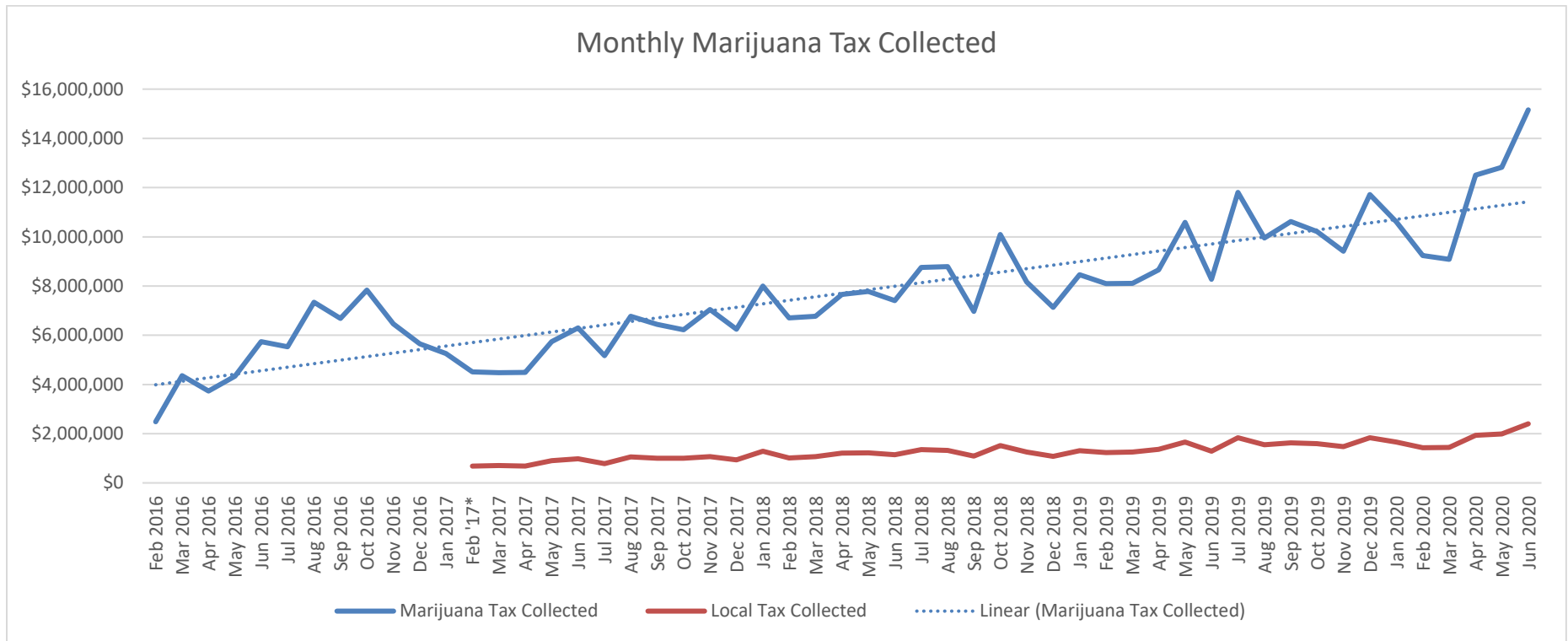
The Retail Marijuana Tax is one of the revenue streams that funds public services that preserve and enhance the quality of life for all citizens. As of the second quarter of 2020, the marijuana tax program has distributed \$355.1 million to the recipients identified in statute. This has meant an additional:

- \$141.5 million to the State School Fund.
- \$70.8 million for mental health, alcoholism, and drug services.
- \$53.0 million for the Oregon State Police.
- \$17.7 million to OHA for drug treatment and prevention programs.
- \$72.1 million to Oregon's cities and counties, with an additional \$47.8 million in local taxes.

The agency's mission of making the tax systems work so funding for public services is preserved directly aligns with the long-term outcome of excellence in state government. In the administration of the state's marijuana tax program, the program partners with a variety of other Oregon state agencies, the legislative and judicial branches of Oregon government, other states, the federal government, and—most importantly—taxpayers, to accomplish the agency's mission.

Program Performance

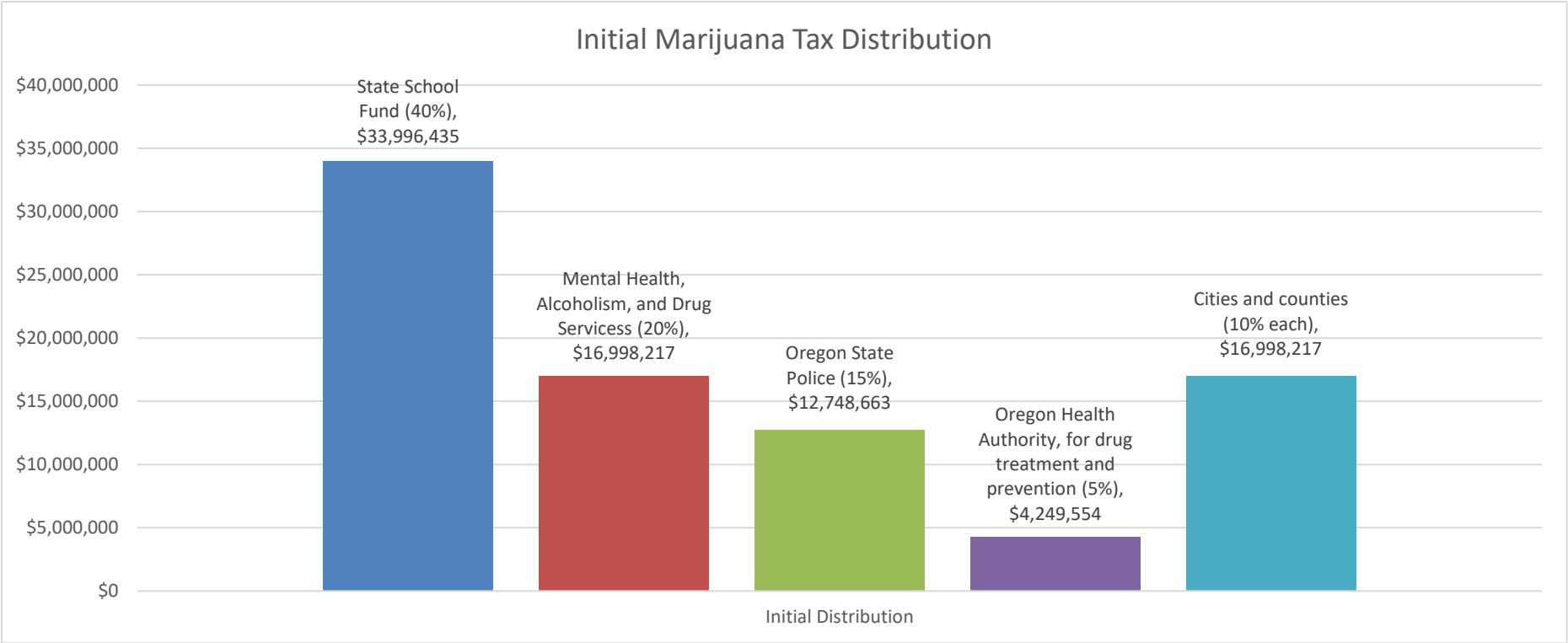
The Retail Marijuana Tax generates about \$120 million in other fund revenues annually. There are 663 marijuana tax accounts registered as of July 2020, a 26 percent increase from this point during the 2017–2019 biennium. Additional licenses granted by OLCC continue to increase the number of marijuana taxpayers. The graph below shows monthly receipts for the marijuana tax since the start of taxation in January 2016.



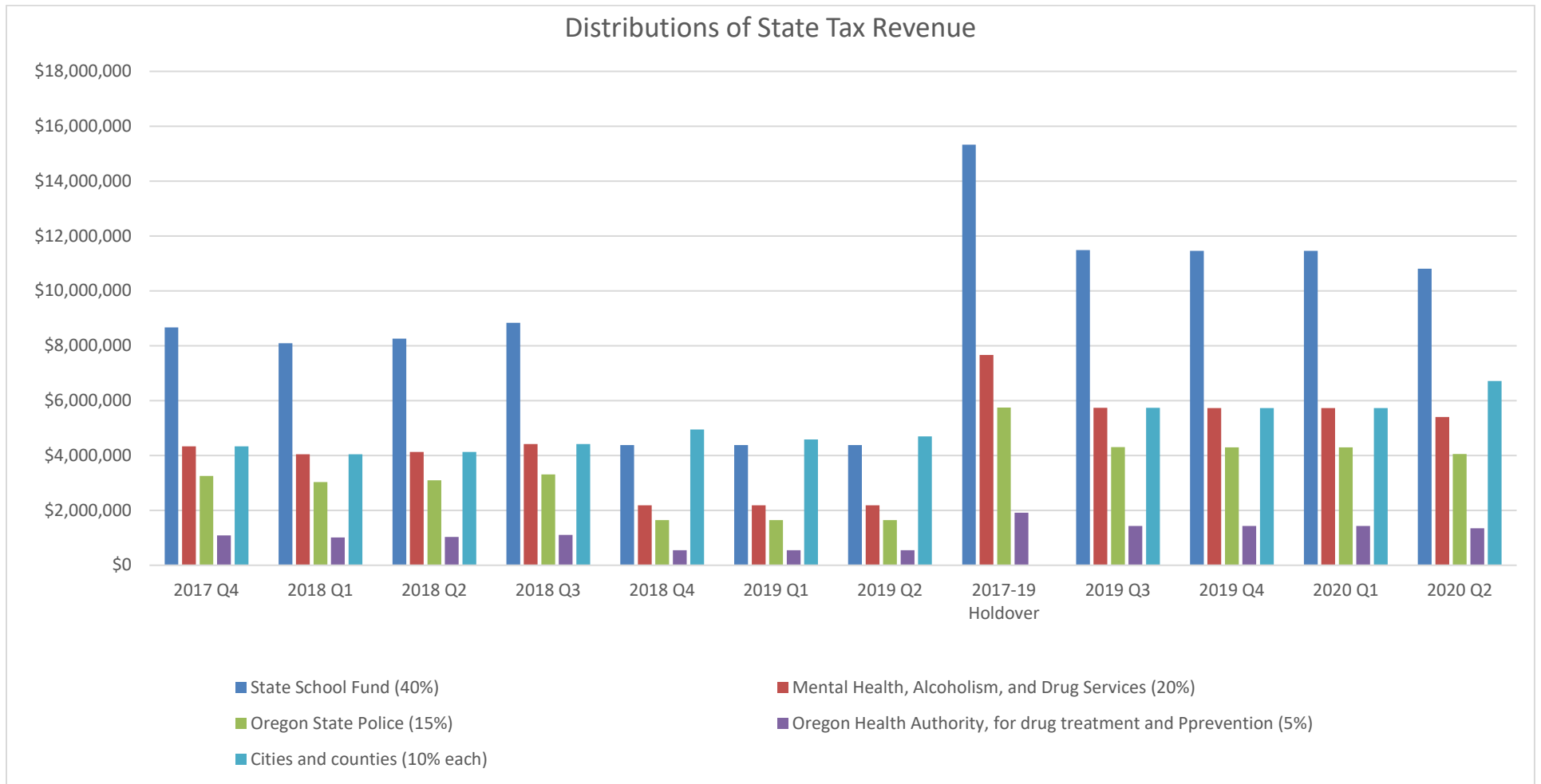
When looking at the graph above, it is important to remember some key points about this tax program:

- Marijuana taxes are remitted to the department in the month following the month in which the taxes were collected from consumers. For example, taxes collected on sales in January would be due to the department by the end of February and would be included in tax receipts for February above.
- From January through October of 2016, medical marijuana dispensaries were selling recreational marijuana with the tax rate at 25 percent of the sales price under the temporary “early start” program.
- In June 2016, additional categories of marijuana products became taxable.
- OLCC started issuing licenses to recreational marijuana retailers on October 1, 2016. OLCC-licensed retailers’ sales were subject to the permanent 17 percent rate, as prescribed in statute.
- From October through December 2016, there were two recreational marijuana tax rates in effect.
- As of January 1, 2017, only OLCC-licensed retailers could sell recreational marijuana at the 17 percent rate.

The next graph shows the initial distribution of state marijuana tax receipts. The first distribution included state tax collected from January 4, 2016 through August 31, 2017, minus legislatively mandated transfers, repayment of OLCC’s start-up costs, and Revenue administrative costs. The remaining \$85 million was distributed as directed under ORS 475B.759.



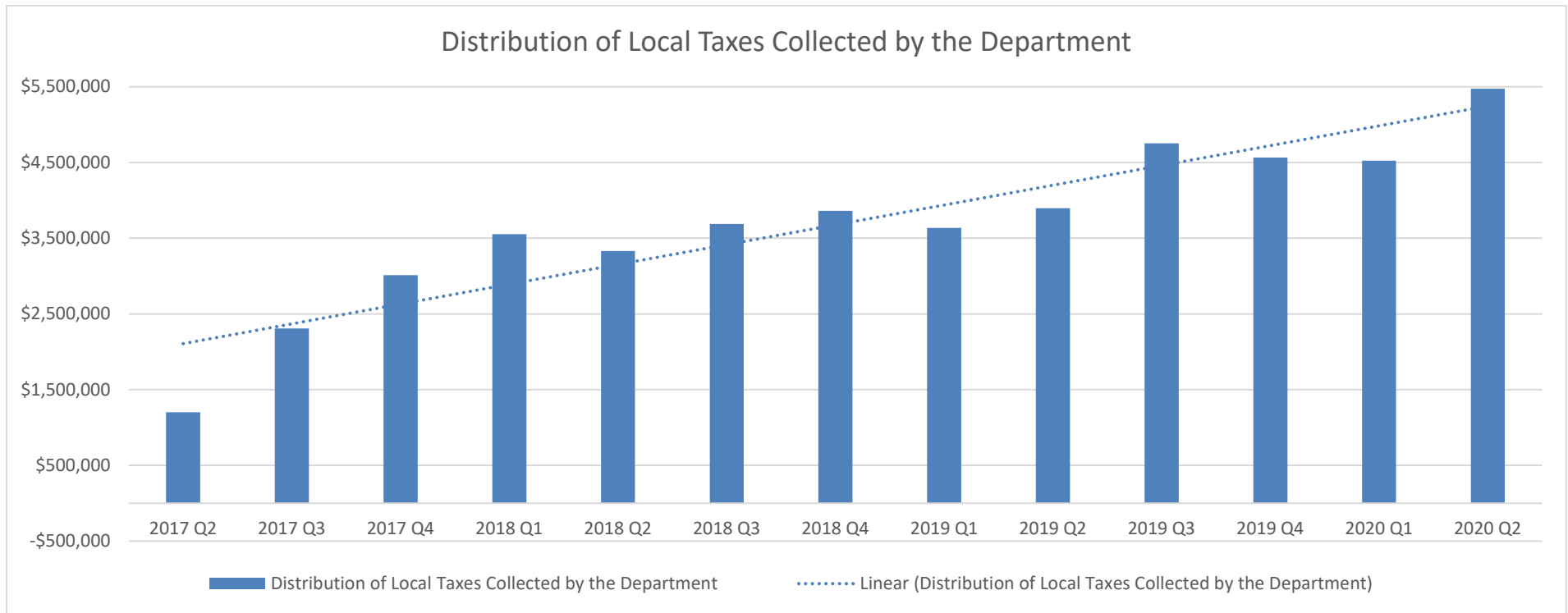
Subsequent distributions included marijuana tax collected in the previous calendar quarter and distributed as directed under ORS 475B.759.



Due to the legislatively adopted budget distribution limitations, distributions to the State School Fund, Oregon State Police, and the Oregon Health Authority are restricted. During the 2019–2021 distribution, HB 5029 (2019) will limit these recipients. Cities and counties are not similarly restricted by the provisions of HB 5029 (2019). To the extent that 2019–2021 state marijuana tax receipts exceed the amounts allowed to be distributed in the 2019–2021 biennium, those amounts will be distributed to the recipients in the 2021–2023 biennium. The marijuana program also distributes \$825,000 quarterly to OLCC and \$325,000 to Oregon Criminal Justice Commission (CJC) SB 1544 (2018) through 2023, at which point the full \$1.25M would be distributed to OLCC based on a formulary issued by them.

Recipient	2019–2021 Maximum
State School Fund (40%)	\$103,764,900.00
Mental health, alcoholism, and drug services (20%)	\$51,882,500.00
Oregon State Police (15%)	\$12,970,600.00
Oregon Health Authority, for drug treatment and prevention (5%)	\$38,911,800.00

The next graph shows the amount the program has distributed to participating cities and counties as part of its administration of their local tax programs. The department is currently administering local taxes on behalf of 86 municipalities. The department has collected \$42.3 million on behalf of localities since February 2017. The department administers local taxes concurrently with the administration of the state marijuana tax. The local tax is reported on the same tax return as the state tax, and any deficiency is collected at the same time and in the same manner as the state marijuana tax. The department provides quarterly reports to localities detailing the amount of tax distributed, administration fees charged, and any deficiencies outstanding as well as annual reports to localities detailing legislative changes and program news.



Enabling Legislation/Program Authorization

Ballot Measure 91 in 2014 legalized the growth and sale of recreational marijuana in Oregon and established a tax on the amount of marijuana grown. The Legislature decided to replace the grower tax with a point-of-sale tax. In 2015, House Bill 2041 established a tax on licensed marijuana retailers of 17 percent of the sale price of usable marijuana, immature plants, cannabinoid edibles, cannabinoid concentrates, cannabinoid extracts, cannabinoid products used on skin or hair, and other cannabinoid products beginning in 2017. House Bill 2041 also identified that the Department of Revenue would administer that tax. Because the state’s retail marijuana regulatory infrastructure wouldn’t be ready until late 2016, the department was tasked with administering a temporary 25 percent tax on marijuana leaves, seeds, flowers, and nonflowering plants sold by medical marijuana retailers, as described in Senate Bill 460 and HB 2041. By January 4, 2016 the 17 percent retail marijuana tax and regulated sales of recreational marijuana began. By June 2, 2016, edibles, concentrates, and extracts were added to the list of taxable items.

Section 34a of HB 3400 from the 2015 legislative session authorized cities and counties to impose a tax on marijuana retailers of up to 3 percent. In the 2016 session, Section 22 of HB 4014 modified ORS 305.620 to allow municipalities to enter into agreements with “any state agency or department” for the purpose of the “collection, enforcement, administration and distribution” of local marijuana taxes. In the 2019 legislative session,

the Legislature passed HB 2098 (2019), which combines the tax categories of marijuana flowers and marijuana leaves into the singular category of usable marijuana. The bill also requires the department to notify OLCC of certain categories of noncompliance with Oregon's marijuana tax laws. HB 3067 (2019) modified the process by which cities and counties opt-in to receive state-shared marijuana tax revenue under ORS 475B.759.

Funding Streams

Currently, the funding proposal for the Marijuana Retail Tax Program will continue to rely on ORS 475B.760 to appropriate monies necessary to pay expenses for the administration and enforcement of ORS 475B.700 to 475B.760. Additionally, the department has negotiated the payment of administrative fees for local tax administration through interagency agreements with the localities that receive the service.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

There are no significant program changes proposed for the marijuana program.

Marijuana Retail Tax Program

Essential Package 010—Vacancy Factor and Non-PICS Personal Services

Package Description

Purpose

This package includes three components: 1) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity. 2) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by the Position Information Control System (PICS). 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved

Vacancy Savings—Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

Non-PICS Accounts—With the exception of mass transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2019–21 Base Budget by the standard inflation factor of 4.3 percent. Mass transit is calculated using the Oregon Budget Information Tracking System (ORBITS) Mass Transit Audit Report ANA104A.

PERS Pension Obligation Bond—The PERS Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to the PERS Pension Obligation Bond value.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$0
Other Funds	\$ 29,443

2023–25 Fiscal Impact

Non-PICS Personal Services actions, approved in this package, will become part of the base budget for 2023–25. Vacancy savings are projected again each biennium, based on agency experience. The PERS Pension Obligation Bond will be an ongoing liability for the agency.

Marijuana Retail Tax Program

Essential Package 031—Standard Inflation and State Government Service Charge

Package Description

Purpose

This package includes funding for inflation and adjustments to reflect the Price List of Goods and Services issued by DAS. The prescribed standard inflation factors were used for all accounts in this division.

How Achieved

For 2021–23, inflation factors are 4.3 percent for standard inflation, 5.7 percent for professional services, 19.4 percent for Attorney General charges, and 22.6 percent for facility rental and taxes. Also included in this package for this division is a CFO approved exceptional inflation value for Treasury fees. Inflation requested in this package is based on the 2021–23 base budget. Inflation associated with biennial amounts for phased-in programs, when applicable, is included in package 021.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$0
Other Funds	\$94,219

2023–25 Fiscal Impact

Standard inflation actions, approved in this package, will become part of the base budget for 2023–25. State government service charges are projected each biennium based on the statewide price list.

Marijuana Retail Tax Program

Essential Package 060—Technical Adjustments

Package Description

Purpose

In consultation with CFO and LFO, the Department of Revenue adjusted specific budget line items to more accurately reflect its operations and current spending.

How Achieved

The department adjusted specific budget line items to more accurately reflect its operations and current spending. In addition, the department eliminated payroll processing within the department and now uses DAS shared payroll services. The department eliminated two payroll positions and converted the personal services budget to services and supplies budget to cover the cost of the new service. The budget for those services were spread throughout the agency in this package.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$0
Other Funds	\$4,866

2023–25 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Marijuana Program
Cross Reference Number: 15000-014-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Marijuana Taxes	-	-	29,443	-	-	-	29,443
Transfer In - Intrafund	-	-	-	-	-	-	-
Total Revenues	-	-	\$29,443	-	-	-	\$29,443
Personal Services							
Overtime Payments	-	-	1,416	-	-	-	1,416
Public Employees' Retire Cont	-	-	243	-	-	-	243
Pension Obligation Bond	-	-	25,300	-	-	-	25,300
Social Security Taxes	-	-	108	-	-	-	108
Mass Transit Tax	-	-	2,376	-	-	-	2,376
Total Personal Services	-	-	\$29,443	-	-	-	\$29,443
Total Expenditures							
Total Expenditures	-	-	29,443	-	-	-	29,443
Total Expenditures	-	-	\$29,443	-	-	-	\$29,443
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Marijuana Program
Cross Reference Number: 15000-014-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Marijuana Taxes	-	-	94,219	-	-	-	94,219
Transfer In - Intrafund	-	-	-	-	-	-	-
Total Revenues	-	-	\$94,219	-	-	-	\$94,219
Services & Supplies							
Instate Travel	-	-	144	-	-	-	144
Out of State Travel	-	-	1,406	-	-	-	1,406
Employee Training	-	-	1,431	-	-	-	1,431
Office Expenses	-	-	1,796	-	-	-	1,796
Telecommunications	-	-	1,978	-	-	-	1,978
Data Processing	-	-	523	-	-	-	523
Publicity and Publications	-	-	28	-	-	-	28
Professional Services	-	-	17,870	-	-	-	17,870
Attorney General	-	-	21,612	-	-	-	21,612
Facilities Rental and Taxes	-	-	4,997	-	-	-	4,997
Agency Program Related S and S	-	-	3,666	-	-	-	3,666
Other Services and Supplies	-	-	10,418	-	-	-	10,418
Expendable Prop 250 - 5000	-	-	477	-	-	-	477
IT Expendable Property	-	-	2,886	-	-	-	2,886
Total Services & Supplies	-	-	\$69,232	-	-	-	\$69,232
Capital Outlay							
Office Furniture and Fixtures	-	-	8,019	-	-	-	8,019
Telecommunications Equipment	-	-	937	-	-	-	937

____ Agency Request
2021-23 Biennium

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Marijuana Program
Cross Reference Number: 15000-014-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Other Capital Outlay	-	-	16,031	-	-	-	16,031
Total Capital Outlay	-	-	\$24,987	-	-	-	\$24,987
Total Expenditures							
Total Expenditures	-	-	94,219	-	-	-	94,219
Total Expenditures	-	-	\$94,219	-	-	-	\$94,219
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Marijuana Program
Cross Reference Number: 15000-014-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Marijuana Taxes	-	-	4,866	-	-	-	4,866
Total Revenues	-	-	\$4,866	-	-	-	\$4,866
Services & Supplies							
Intra-agency Charges	-	-	4,866	-	-	-	4,866
Total Services & Supplies	-	-	\$4,866	-	-	-	\$4,866
Total Expenditures							
Total Expenditures	-	-	4,866	-	-	-	4,866
Total Expenditures	-	-	\$4,866	-	-	-	\$4,866
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

Cross Reference Number: 15000-014-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Marijuana Taxes	-	238,011,002	238,011,002	286,760,528	-	-
Admin and Service Charges	3,513,553	-	-	-	-	-
Tsfr To Administrative Svcs	-	(44,691,000)	(44,691,000)	(54,488,000)	-	-
Tsfr To Criminal Justice Comm	-	(3,000,000)	(3,000,000)	(3,000,000)	-	-
Tsfr To Police, Dept of State	-	(38,912,000)	(38,912,000)	(42,697,200)	-	-
Tsfr To Oregon Health Authority	-	(64,853,100)	(64,853,100)	(64,853,100)	-	-
Tsfr To Education, Dept of	-	(103,764,900)	(103,764,900)	(118,094,000)	-	-
Tsfr To Or Liquor Cntrl Comm	-	(7,000,000)	(7,000,000)	(7,000,000)	-	-
Total Other Funds	\$3,513,553	(\$24,209,998)	(\$24,209,998)	(\$3,371,772)	-	-

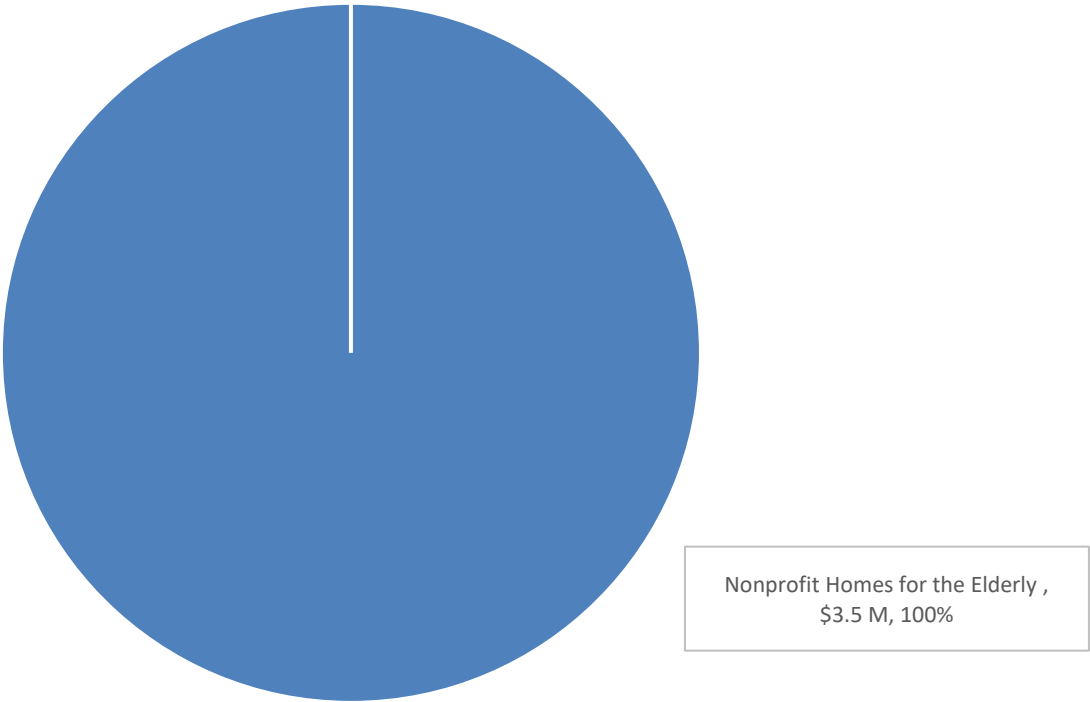
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2021-23 Biennium

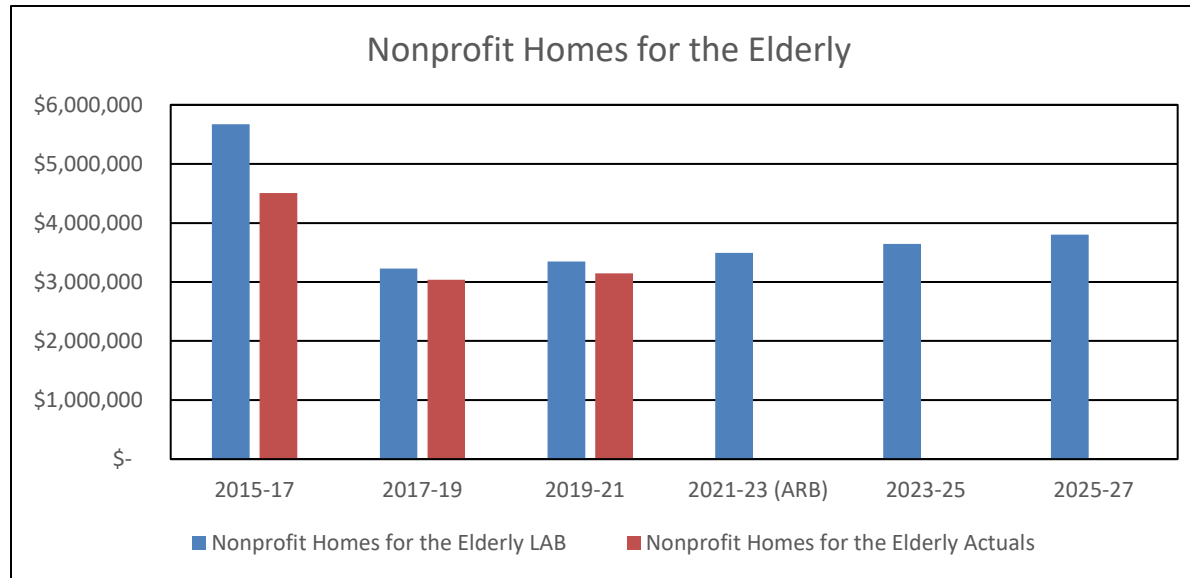
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Detail of LF, OF, and FF Revenues - BPR012

Nonprofit Homes for the Elderly

2021-23 Agency Request Budget
Nonprofit Homes for the Elderly Total Funds by Program
\$3,492,972





Division	Actual / LAB	2015-17	2017-19	2019-21	2021-23 (ARB)	2023-25	2025-27
Nonprofit Homes for the Elderly	LAB	\$ 5,672,000	\$ 3,226,364	\$ 3,348,966	\$ 3,492,972	\$ 3,643,170	\$ 3,799,826
	Actuals	\$ 4,508,575	\$ 3,037,426	\$ 3,148,028			

Program Overview

The Nonprofit Homes for the Elderly Program (NPHE) is a state-funded property tax exemption. It is granted to private, nonprofit corporations that provide permanent housing, recreational, and social facilities, and care to elderly persons. The value of the exemption must be passed on to the individual residents in the form of a reduction in the amount of rent that would otherwise have been paid.

Program Funding Request

Nonprofit Homes for the Elderly	GF	OF	TF	POS	FTE
LAB 19-21	\$ 3,348,966	\$ -	\$ 3,348,966	0	0.00
CSL 21-23	\$ 3,492,972	\$ -	\$ 3,492,972	0	0.00
ARB 21-23	\$ 3,492,972	\$ -	\$ 3,492,972	0	0.00
GB 21-23	\$ -	\$ -	\$ -	0	0.00
LAB 21-23	\$ -	\$ -	\$ -	0	0.00
Difference	\$ 144,006	\$ -	\$ 144,006	-	-
% change	4.3%	0.0%	4.3%	0.0%	0.0%

Program Description

The NPHE program was enacted in 1977 to assist private, nonprofit corporations in providing permanent housing to elderly persons. In order to qualify for this program, the nonprofit corporation must be organized and operated only for the purpose of furnishing permanent residential, recreational, and social facilities for elderly persons (62 years of age and older). The residents' payments for living, medical, and recreational expenses, and for social services and facilities, must make up at least 95 percent of the corporation's operating gross income. The nonprofit must receive federal or state financial aid under federal and state laws designed to aid low-income individuals. The corporation may not charge more than one month of rent as a move-in fee or deposit, and the rent amount must reflect the property tax savings.

The corporation applies with the county assessor of the county in which the property is located. The assessor approves or denies the exemption but may request the department's assistance to determine the nonprofit corporation's qualification for the exemption. If approved, the assessor computes the tax and notifies the Department of Revenue of the amount of the exemption. The agency pays the tax, less the 3 percent timely payment deduction, to the county treasurer by November 15 of each year.

Program Justification and Link to Long-Term Outcomes

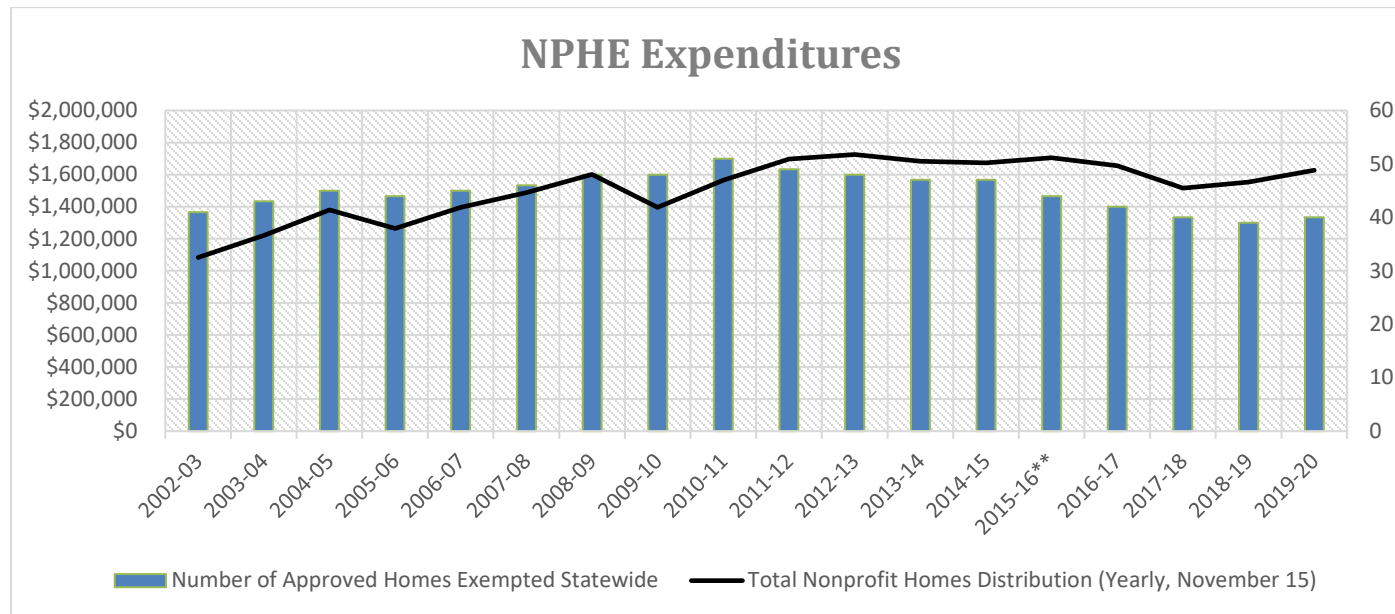
The statutorily stated purpose of the program is to "assist private nonprofit corporations to provide permanent housing, recreational and social facilities, and care to elderly persons" (ORS 307.241). The effect of the state funded tax relief is to reduce housing operating expenses, thereby reducing the rent for occupants. Tenants otherwise would have to support the property taxes through the monthly rent they pay. The average monthly rent reduction is about \$40 per unit. For seniors on fixed incomes, any rent reduction can be significant. This program takes minimal resources to administer with a high benefit to program participants.

Program Performance

The department made property tax payments of about \$1.6 million to 13 counties for 40 eligible nonprofit homes for the elderly for the 2019–20 tax year.

As described above, the counties are responsible for processing exemption applications and notifying the department of the approved tax exemption amount. Upon the request of the county assessor, the department will certify the qualification or nonqualification of a nonprofit corporation. NPHE is also responsible for transferring the money to the counties for qualifying properties and sending letters to approved applicants. NPHE is able to perform all required functions by one person and 40 hours of time annually.

This graph shows the annual expenditure for the exemption and the number of homes participating.



Enabling Legislation/Program Authorization

ORS 307.241-245 describes the purpose of the NPHE program and administrative tasks.

Funding Streams

The money to carry out the NPHE program and pay the property tax exemption to the counties is from a suspense account described under ORS 307.248. It is an appropriation from the Legislative Assembly to the Department of Revenue to make payments under this exemption. If the funding for the biennium is inadequate to cover all the taxes for both years, the amounts paid to the counties will be prorated to equalize each year's payments approximately.

Describe how the 2021–23 funding proposal advanced by the agency compares to the program authorized for the agency in 2019–21.

None.

Nonprofit Homes for the Elderly

Essential Package 031—Standard Inflation and State Government Service Charge

Package Description

Purpose

This package includes funding for inflation and adjustments to reflect the Price List of Goods and Services issued by DAS. The prescribed standard inflation factors were used for all accounts in this division.

How Achieved

For 2021–23, inflation factors are 4.3 percent for standard inflation, 5.7 percent for professional services, 19.4 percent for Attorney General charges, and 22.6 percent for facility rental and taxes. Also included in this package for this division is a CFO approved exceptional inflation value for Treasury fees. Inflation requested in this package is based on the 2021–23 base budget. Inflation associated with biennial amounts for phased-in programs, when applicable, is included in package 021.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$144,006
Other Funds	\$0

2023–25 Fiscal Impact

Standard inflation actions, approved in this package, will become part of the base budget for 2023–25. State government service charges are projected each biennium based on the statewide price list.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Non-Profit Housing for Elderly Persons
Cross Reference Number: 15000-019-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	144,006	-	-	-	-	-	144,006
Total Revenues	\$144,006	-	-	-	-	-	\$144,006
Special Payments							
Dist to Counties	144,006	-	-	-	-	-	144,006
Total Special Payments	\$144,006	-	-	-	-	-	\$144,006
Total Expenditures							
Total Expenditures	144,006	-	-	-	-	-	144,006
Total Expenditures	\$144,006	-	-	-	-	-	\$144,006
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

Cross Reference Number: 15000-019-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Transfer from General Fund	3,037,426	-	-	-	-	-
Total Other Funds	\$3,037,426	-	-	-	-	-

Senior and Disabled Citizen Property Tax Deferral

Organizational chart

2019–21 Legislatively Adopted Budget

8 positions

7.75 FTE

Senior Deferral

8 positions

7.75 FTE

Senior and Disabled Citizen Property Tax Deferral

Organizational chart

2021–23 Agency Request Budget

8 positions

7.75 FTE

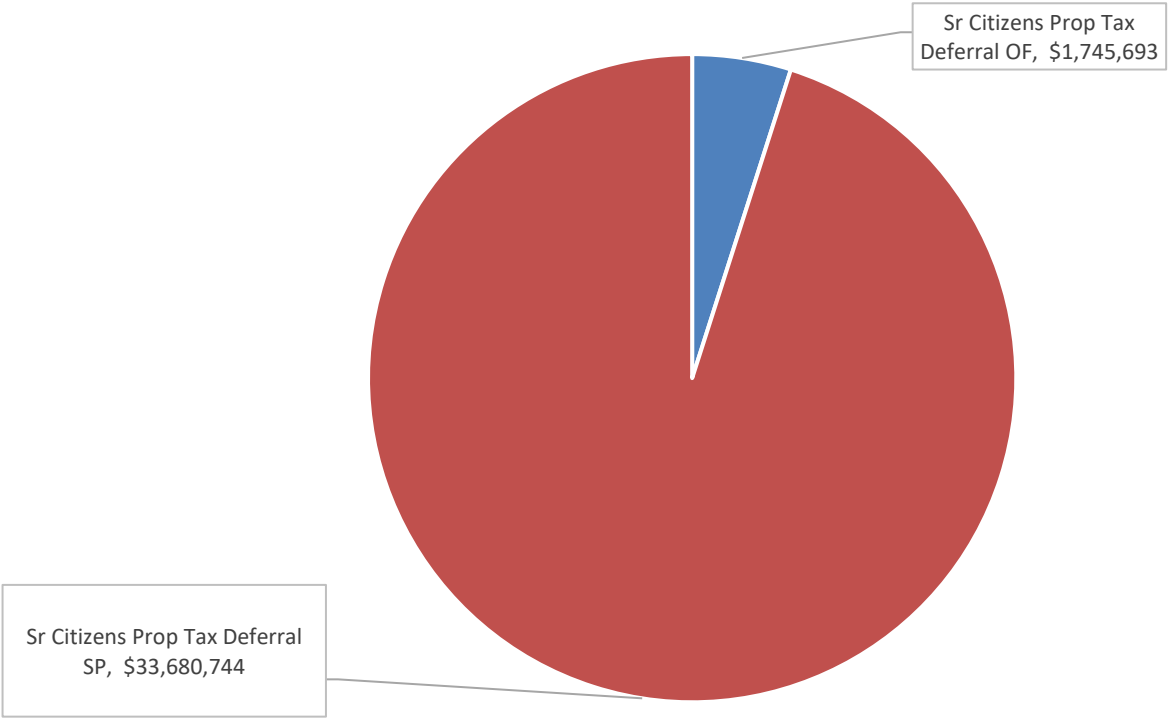
Senior Deferral

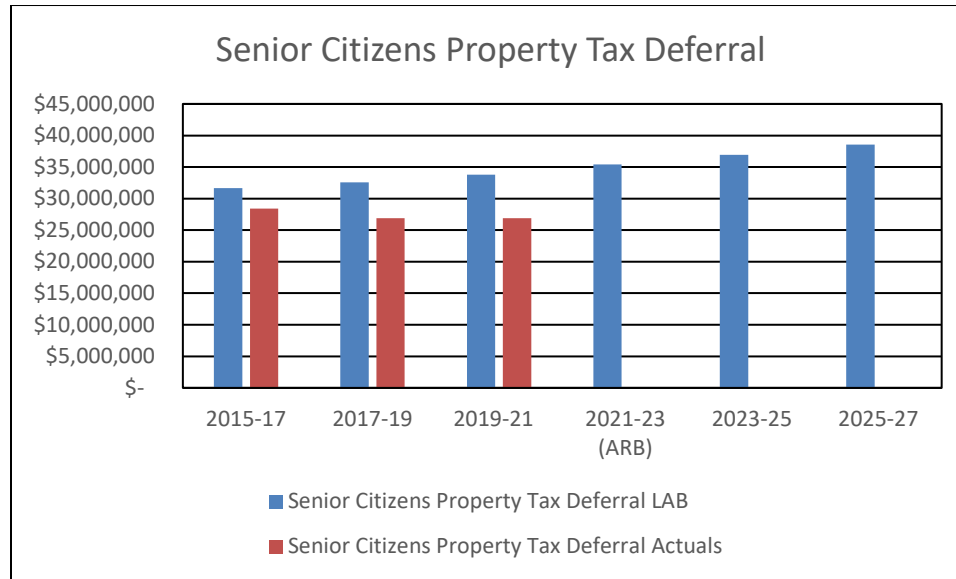
8 position

7.75 FTE

Senior and Disabled Citizen Property Tax Deferral

2021-23 Agency Request Budget
Sr Citizens Prop Tax Deferral Total Funds by Program
\$35,426,437





Division	Actual / LAB	2015-17	2017-19	2019-21	2021-23 (ARB)	2023-25	2025-27
Senior Citizens Property Tax Deferral	LAB	\$ 31,637,204	\$ 32,584,756	\$ 33,764,117	\$ 35,426,437	\$ 36,958,739	\$ 38,558,779
	Actuals	\$ 28,421,535	\$ 26,893,888	\$ 26,899,473			

Program Overview

The agency administers the Oregon Property Tax Deferral for Disabled and Senior Citizens programs.

Program Funding Request

Sr Citizens Prop Tax Deferral	GF	OF	TF	POS	FTE
LAB 19-21	\$ -	\$ 33,764,117	\$ 33,764,117	8	7.75
CSL 21-23	\$ -	\$ 35,426,437	\$ 35,426,437	8	7.75
ARB 21-23	\$ -	\$ 35,426,437	\$ 35,426,437	8	7.75
GB 21-23	\$ -	\$ -	\$ -	0	-
LAB 21-23	\$ -	\$ -	\$ -	0	-
Difference	\$ -	\$ 1,662,320	\$ 1,662,320	-	-
% change	0.0%	4.9%	4.9%	0.0%	0.0%

Program Description

The department administers the Oregon Property Tax Deferral for Disabled and Senior Citizens programs. These programs pay the property taxes for qualified disabled and senior citizens in exchange for a lien against the property for the estimated amount of the deferred taxes plus interest. The lien is released upon repayment of the debt when the property is sold.

Participation is by application. Those approved are required to recertify every two years to verify they continue to meet the requirements for program participation.

The state paid approximately \$13 million in property taxes to counties for nearly 5,000 program participants in the 2019–20 tax year.

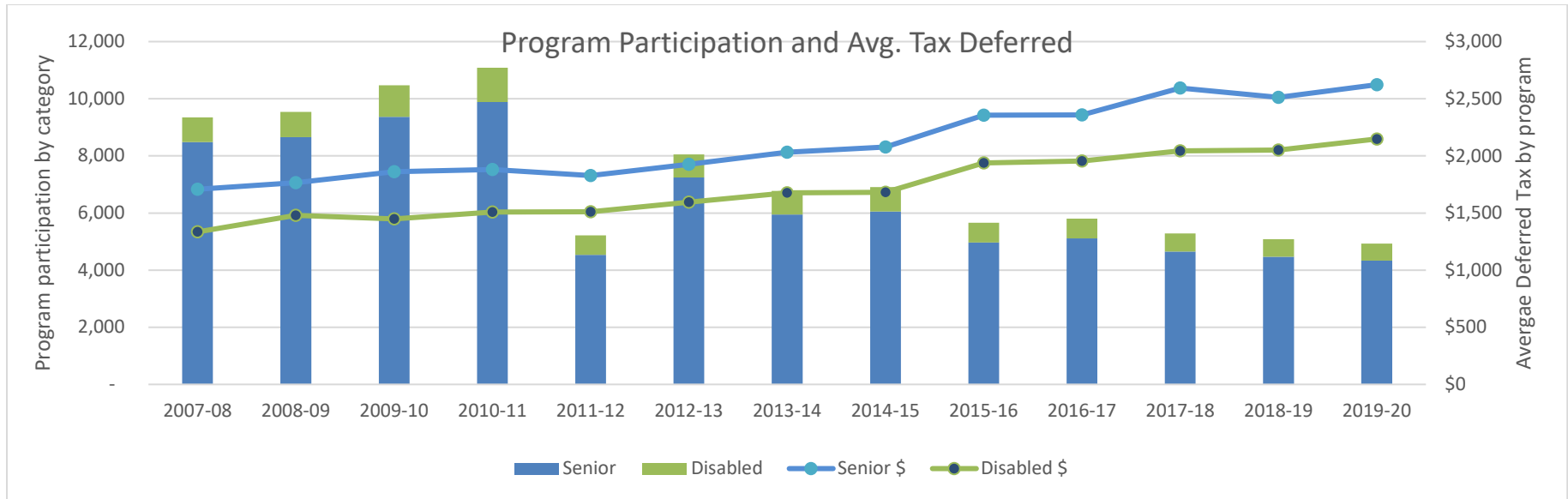
Program Justification and Link to Long-Term Outcomes

This program allows disabled and senior citizens a means to have their property taxes paid by the state, allowing them to remain in their homes. The taxes are repaid to the program when the property sells, allowing this program to be self-funded and sustainable.

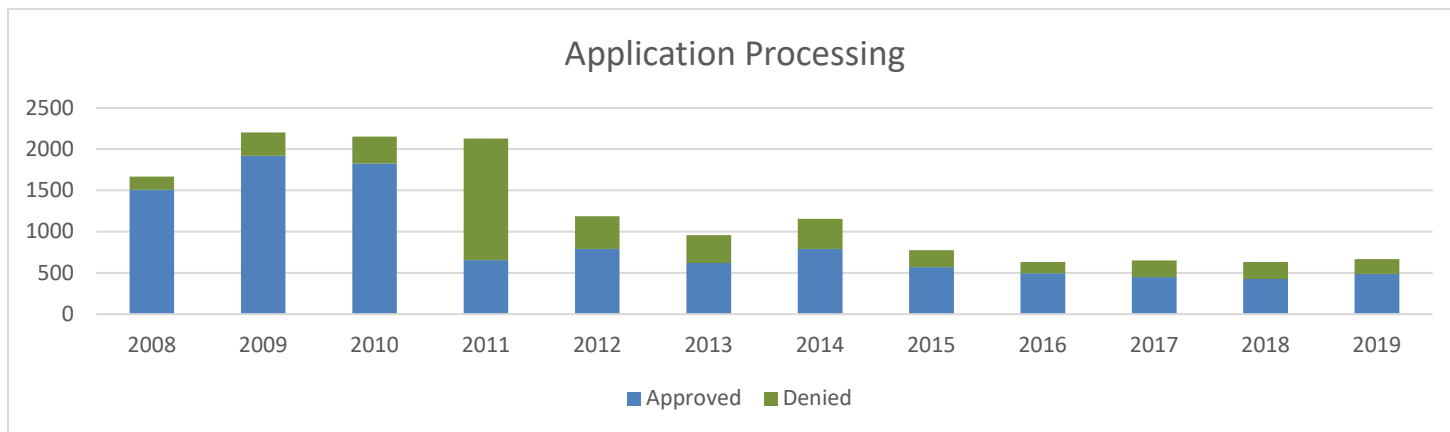
Program Performance

The deferral programs have benefited from the replacement of old computer systems with the GenTax product. This has provided quicker access to data and automation of many functions. Some program participants tend to prefer telephone communication and written communications over electronic delivery. This results in somewhat higher call volumes during application season compared to other programs.

This graph illustrates program participation. The bars represent the composition of program participants (senior or disabled). The line shows the average tax amount paid per participant, also split out based on type of participant.



The graph below shows the annual number of applications processed, and the number approved and denied. In 2011, the Legislature changed the program's eligibility requirements. These changes had a significant impact on program eligibility in 2011 and each year thereafter.



Enabling Legislation/Program Authorization

ORS 311.666 to 311.701 provides authority to administer the deferral programs.

Funding Streams

Expenses related to administration of the deferral programs are reimbursed from the program's Other Funds revolving account.

Significant Proposed Program Changes from 2019–21

None

Senior and Disabled Citizen Property Tax Deferral

Essential Package 010—Vacancy Factor and Non-PICS Personal Services

Package Description

Purpose

This package includes three components: 1) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity. 2) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by the Position Information Control System (PICS). 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved

Vacancy Savings—Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

Non-PICS Accounts—With the exception of mass transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2019–21 Base Budget by the standard inflation factor of 4.3 percent. Mass transit is calculated using the Oregon Budget Information Tracking System (ORBITS) Mass Transit Audit Report ANA104A.

PERS Pension Obligation Bond—The PERS Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to the PERS Pension Obligation Bond value.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$0
Other Funds	\$469

2023–25 Fiscal Impact

Non-PICS Personal Services actions, approved in this package, will become part of the base budget for 2023–25. Vacancy savings are projected again each biennium, based on agency experience. The PERS Pension Obligation Bond will be an ongoing liability for the agency.

Senior and Disabled Citizen Property Tax Deferral

Essential Package 031—Standard Inflation and State Government Service Charge

Package Description

Purpose

This package includes funding for inflation and adjustments to reflect the Price List of Goods and Services issued by DAS. The prescribed standard inflation factors were used for all accounts in this division.

How Achieved

For 2021–23, inflation factors are 4.3 percent for standard inflation, 5.7 percent for professional services, 19.4 percent for Attorney General charges, and 22.6 percent for facility rental and taxes. Also included in this package for this division is a CFO approved exceptional inflation value for Treasury fees. Inflation requested in this package is based on the 2021–23 base budget. Inflation associated with biennial amounts for phased-in programs, when applicable, is included in package 021.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$0
Other Funds	\$1,391,825

2023–25 Fiscal Impact

Standard inflation actions, approved in this package, will become part of the base budget for 2023–25. State government service charges are projected each biennium based on the statewide price list.

Senior Citizen Property Tax Deferral

Essential Package 060—Technical Adjustments

Package Description

Purpose

In consultation with CFO and LFO, the Department of Revenue adjusted specific budget line items to more accurately reflect its operations and current spending.

How Achieved

The department adjusted specific budget line items to more accurately reflect its operations and current spending. In addition, the department eliminated payroll processing within the department and now uses DAS shared payroll services. The department eliminated two payroll positions and converted the personal services budget to services and supplies budget to cover the cost of the new service. The budget for those services were spread throughout the agency in this package.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund	\$0
Other Funds	\$172,433

2023–25 Fiscal Impact

Actions approved in this package will be part of the base budget for 2023–25.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Sr Citizens Prop Tax Deferral
Cross Reference Number: 15000-025-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Sr Citizen Prop Tax Repayments	-	-	469	-	-	-	469
Total Revenues	-	-	\$469	-	-	-	\$469
Personal Services							
Shift Differential	-	-	755	-	-	-	755
Public Employees' Retire Cont	-	-	129	-	-	-	129
Pension Obligation Bond	-	-	(295)	-	-	-	(295)
Social Security Taxes	-	-	58	-	-	-	58
Mass Transit Tax	-	-	(178)	-	-	-	(178)
Total Personal Services	-	-	\$469	-	-	-	\$469
Total Expenditures							
Total Expenditures	-	-	469	-	-	-	469
Total Expenditures	-	-	\$469	-	-	-	\$469
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Sr Citizens Prop Tax Deferral
Cross Reference Number: 15000-025-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Sr Citizen Prop Tax Repayments	-	-	1,391,825	-	-	-	1,391,825
Total Revenues	-	-	\$1,391,825	-	-	-	\$1,391,825
Services & Supplies							
Instate Travel	-	-	35	-	-	-	35
Employee Training	-	-	57	-	-	-	57
Office Expenses	-	-	585	-	-	-	585
Telecommunications	-	-	303	-	-	-	303
Other Services and Supplies	-	-	1,786	-	-	-	1,786
Expendable Prop 250 - 5000	-	-	62	-	-	-	62
IT Expendable Property	-	-	123	-	-	-	123
Total Services & Supplies	-	-	\$2,951	-	-	-	\$2,951
Capital Outlay							
Office Furniture and Fixtures	-	-	310	-	-	-	310
Total Capital Outlay	-	-	\$310	-	-	-	\$310
Special Payments							
Dist to Counties	-	-	1,388,564	-	-	-	1,388,564
Total Special Payments	-	-	\$1,388,564	-	-	-	\$1,388,564

____ Agency Request
2021-23 Biennium

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____ Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Sr Citizens Prop Tax Deferral
Cross Reference Number: 15000-025-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	1,391,825	-	-	-	1,391,825
Total Expenditures	-	-	\$1,391,825	-	-	-	\$1,391,825
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Sr Citizens Prop Tax Deferral
Cross Reference Number: 15000-025-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Sr Citizen Prop Tax Repayments	-	-	172,433	-	-	-	172,433
Total Revenues	-	-	\$172,433	-	-	-	\$172,433
Services & Supplies							
Attorney General	-	-	170,000	-	-	-	170,000
Intra-agency Charges	-	-	2,433	-	-	-	2,433
Total Services & Supplies	-	-	\$172,433	-	-	-	\$172,433
Total Expenditures							
Total Expenditures	-	-	172,433	-	-	-	172,433
Total Expenditures	-	-	\$172,433	-	-	-	\$172,433
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

Cross Reference Number: 15000-025-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Admin and Service Charges	1,372,873	-	-	-	-	-
Sr Citizen Prop Tax Repayments	-	40,924,836	40,924,836	42,587,156	-	-
Transfer to Counties	25,521,015	-	-	-	-	-
Total Other Funds	\$26,893,888	\$40,924,836	\$40,924,836	\$42,587,156	-	-

____ Agency Request
2021-23 Biennium

____ Governor's Budget
Page _____

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

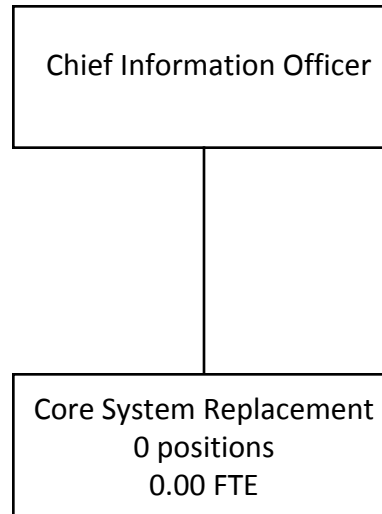
Core System Replacement

Organizational chart

2019–21 Legislatively Adopted Budget

0 positions

0.0 FTE



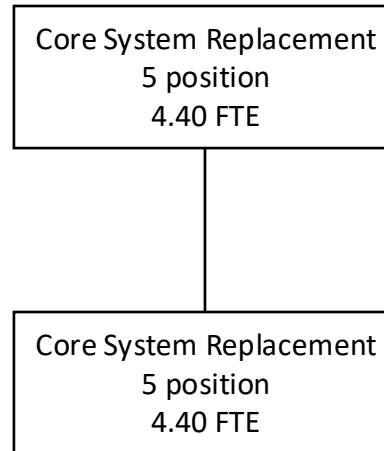
Core System Replacement

Organizational chart

2021–23 Agency Request Budget

5 positions

4.40 FTE



Core System Replacement

Essential Package 022—Cost of Phased-out Program and One-Time Costs

Package Description

Purpose

This package includes the costs of phasing out one-time program dollars approved for the 2019–21 biennium.

How Achieved

This package phases out one-time funds approved in the 2019–21 biennium for enhancements to GenTax. HB5047 for CAT all GF \$1,165,000. HB3136 Local Lodging Tax OF \$416,000. Pkg 802 for Heavy Equipment Rental Tax (HERT) \$535,000.

Agency Request Budget

Staff Impact

None

Revenue Source

General Fund (\$1,165,000)

Other Funds (\$ 951,000)

2023–25 Fiscal Impact

None.

Core System Replacement

Policy Package 102—Electronic Valuation Information System (ELVIS)

Purpose

The objective of this project is to modernize the various outdated appraisal systems and associated manual processes used by the Valuation Section. This will enhance the Property Tax Division's ability to provide equitable real market value property appraisals and to improve services provided to the counties and taxpayers of Oregon. Delivery of these improved services is to be achieved through implementation of a modern system with the objective of greatly reducing the reliance on paper filing and record keeping. This will be accomplished with electronic document management, work queues to streamline workflow management processes, an online electronic interface for taxpayer filings, and data analytics reporting for better data analysis and managerial reporting. This will result in a better customer experience that allows the taxpayer to review their tax filings and associated appraisal detail online without having to rely on paper dependent transmission of information or the need to travel to the Salem office for appraisal file review. Improved data transparency will result in increased customer satisfaction and a reduction of appeals being filed due to a lack of taxpayer understanding regarding their assessed values.

What would this policy option package do and how would it be implemented?

This policy option package funds the project to implement a solution to replace the antiquated, manual process-reliant valuation software for the Valuation Section of the Property Tax Division.

The ELVIS project team is currently in the early phases of this project and are basing these estimates on previous RFP response estimates received in 2017 and RFI responses received in July 2020. This project is still in the planning phase, and no vendor has been selected at this point. The next step is to gather the full business requirements to develop an RFP for publication onto ORPIN.

This project will follow the EIS oversight process and intends to publish a solution RFP on ORPIN toward the end of the 2019–21 biennium. Based on the previous RFP and RFI responses, implementation is expected to span 36 months, ending in 2024.

Why does Revenue propose this POP?

The Valuation Section is responsible for determining RMV for approximately 4,750 industrial accounts and 600 central assessment companies around the state. As a result of this program's efforts, local taxing districts annually collect approximately \$600 million in tax revenue on more than \$60 billion in assessed property. The agency seeks to ensure that revenue systems, such as property tax, are administered appropriately now and into the future.

The Valuation Section currently relies on 20-year-old applications, internally developed databases, spreadsheets, and paper files to manage the complex effort of annually determining the assessed values for Oregon's state appraised industrial manufacturing and centrally assessed companies. The properties that are appraised by the Valuation Section are among the most complex properties in the state, representing nearly 10 percent of Oregon's overall property tax base. The Valuation Section lacks a comprehensive computerized system that integrates all the data necessary to manage and perform its appraisal responsibilities effectively. The Valuation Section is spending significant time on inefficient manual processes and on disparate applications that inhibit the ability to perform appraisals. These inefficiencies are problematic as current staffing levels have not kept pace with the increase in the workload for which the section is responsible. This results in long-term program instability that necessitates the need to reinvest in modern appraisal tools to improve the efficiency, accuracy, and transparency of these complex appraisal programs.

Presently, many customer service and stakeholder expectations are unmet due to technology limitations. The Valuation Section's current applications lack basic elements common in private and public sectors. For example, taxpayers cannot electronically file annual returns or electronically access basic information relating to their property tax assessments. Much of this functionality and online access is available when interacting with Oregon counties, further emphasizing the section's deficiencies. Additionally, substandard internal audit capability and value-review information (using data analytics) make it difficult for the Valuation Section to verify that its appraised values are meeting statutory requirements, or if they are equitable within industry segments, regions, and property classifications. The absence of analytics also hinders the section's ability to use internal resources efficiently, due to a lack of workload management interface or audit case selection tools.

How does this further the agency's mission or goals? How does this further the program funding, team outcomes, or strategy?

The ELVIS project is aligned with the agency's strategic priorities, the desire to move away from the older systems architecture, and the dependencies created with these older platforms. The current myriad of systems includes the iSeries mid-range computing platform to process the DB2 databases, Windows servers for the Access databases, plus numerous Excel spreadsheets used to process industrial property returns and centrally assessed returns. Modernizing the property tax appraisal systems with an integrated and seamless solution will enable the Valuation Section to enhance data collection services, maximize employee performance through improved engagement, and develop metrics and tools to enhance program performance. These improvements will, in turn, elevate customer experience and enhance a critical appraisal function that funds important public services statewide. The project aligns with the agency's mission to make revenue systems work to fund the public services that preserve and enhance the quality of life for all citizens. It also aligns with the agency's strategic priority to cultivate operational excellence.

Is this POP tied to a Revenue performance measure? If yes, identify the performance measure. If no, how will Revenue measure the success of this POP?

No. However, the Valuation Section is in the process of proposing a change to its key performance measurements and will be using data collected by the ELVIS project to assist in this proposal. The suggested measure will quantify the root cause and amount of rework and revisions that are made in the section in order to enhance the level of service and the experience provided to our customers.

Does this POP require a change(s) to an existing statute or require a new statute? If yes, identify the statute and the legislative concept.

No.

What alternatives were considered and what were the reasons for rejecting them?

Revenue considered two other options, examined below.

Option 1: No action/status quo

This option is the least expensive, but leaves the Valuation Section with little automation, with the majority of the processing being completed through Excel worksheets to inventory and value a taxpayer's assets. This option is paper intensive, lacks transparency, and is prone to errors.

Option 2: Build a new custom solution

Custom development involves the execution of a modernization effort from the ground up with little or no use of existing software assets. Typically, the agency and/or the vendor will start with collaboration on definition of requirements and then execute a system development lifecycle approach to building a custom application from the requirements.

A custom solution can be appropriate when a state has very specific business rules, highly specialized business processes, or legislative restrictions that force a custom solution. There also can be a preference for custom work when an agency has a strong business and technical staff who can be assigned to the project.

What would be the adverse effects of not funding this POP?

Revenue will continue expending resources to maintain ineffective and obsolete applications and forgoing significant functionality improvements currently used by virtually all of Oregon's county partners. The current system architecture lacks modern cybersecurity standards, which has the potential to put taxpayers' data at risk. A failure to act puts Revenue at risk of being unable to complete statutorily required appraisal work. Revenue's reliance on the current system is such that any failure of the system during processing season would render the agency unable to produce values for the counties in a timely manner, which could result in unrealized property tax revenues.

What other agencies (state, tribal and/or local government) would be affected by this POP? How would they be affected?

The Valuation Section works with many stakeholders in the performance of its duties including county assessor offices in all Oregon counties, and local property tax programs in cities and municipalities, to mention a few. These entities are directly impacted by the work the Valuation Section will do with this system. A failure to act puts Revenue at risk of being unable to complete statutorily required appraisal work. Reliance on the current system is such that any failure of the system during processing season would render the section unable to produce values for the counties in a timely manner, which could in turn result in unrealized property tax revenues.

What other agencies, programs, or stakeholders are collaborating on this POP?

None.

What is your equity analysis?

Over 1,200 local taxing districts rely on property tax dollars as a primary source of revenue for education, police, fire districts, and social services. Our reliance on the current system is such that any failure of the system during processing season would render the agency unable to produce values for the counties in a timely manner, which could result in unrealized property tax revenues. System failure would create revenue shortfalls for local governments resulting in equity impacts to communities that rely on these services.

What assumptions affect the pricing of this POP?

Implementation Date(s): July 1, 2021

End Date (if applicable): Estimated end date June 30, 2024

- a. **Will there be new responsibilities for Revenue? Specify which program area(s) and describe their new responsibilities.**
No.
- b. **Will there be new Central Services impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected.**
No.
- c. **Will there be changes to clients or services provided to population groups? Specify how many in each relevant program.**
No.
- d. **Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration, or temporary.**
No anticipated change in the Valuation Section. However, additional IT staffing is required to support the system.

Additional Support Staffing

Position Count	# of months in biennium	FTE	Class Title	Class Description
1	24	1	MMS7006IP	Principal Executive/Manager D
1	24	1	OAS1487IP	Information Systems Specialist 7
2	24	1	OAS1486IP	Information Systems Specialist 6
1	24	1	OAS1488IP	Information Systems Specialist 8 *

- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach, and training?**

The project is a significant modification to the Valuation Section's computer systems. The estimated cost to implement the system is contained in the table below.

Estimated Grand Total Cost			
Description	2021-2023 Biennium	2023-2025 Biennium	5-Year Cost
Total Project Costs to Purchase and Implement System:	\$5,755,678	\$1,183,774	\$6,939,453
Total Ongoing Costs Over the Life of the Project:	\$2,193,105	\$2,503,458	\$5,811,450
Inflation Factor (7% of Industrial Software Costs):	\$204,208	\$72,688	\$276,896

Contingency (7% of Bond Eligible Costs):	\$439,549	\$108,681	\$548,231
Total of All Costs:	\$8,592,540	\$3,868,601	\$13,576,030

a. **What are the ongoing costs?**

The following table contains the ongoing costs over the life of the project.

Estimated Ongoing Costs Over Life of Project			
Description	2021-2023 Biennium	2023-2025 Biennium	5-Year Cost
Software Support & Maintenance (From Table: Average Software Costs)	\$454,885	\$454,885	\$909,770
GenTax Support Costs CA Component	\$150,000	\$300,000	\$600,000
Support Environments: Production	\$91,956	\$91,956	\$229,891
Support Environments: Test	\$56,942	\$56,942	\$142,355
Support Environments: Staging	\$56,942	\$56,942	\$142,355
Support Environments: Development	\$56,942	\$56,942	\$142,355
Support Environments: Disaster Recovery	\$91,956	\$91,956	\$229,891
Support Staffing	\$1,233,482	\$1,393,835	\$3,414,833
Total Ongoing Costs Over the Life of the Project:	\$2,193,105	\$2,503,458	\$5,811,450

b. **What are the potential savings?**

There are potential savings from the sunseting of the iSeries and possible reductions in physical document storage, purchase of paper and disk media, and postage. The project is in the initiation phase and detailed analysis of these saving is still underway.

c. **Based on these answers, is there a fiscal impact?**

Yes.

Estimated Total Cost (Tax-Exempt Bond Eligible)			
Description	2021-2023 Biennium	2023-2025 Biennium	5-Year Cost
Software, Data Conversion, CA Software, and Third-Party QA	\$5,603,128	\$1,182,924	\$6,786,053
Inflation Factor (7% of Software Costs)	\$204,208	\$72,688	\$276,896
ISS8 Solely Dedicated to Project	\$262,813	\$296,979	\$559,792
Contingency (7% of Tax-Exempt Bond Eligible Costs)	\$424,910	\$108,681	\$533,592
Total Tax-Exempt Bond Eligible Costs:	\$6,495,060	\$1,661,272	\$8,156,333
Estimated Total Cost (Taxable Bond Eligible)			
Description	2021-2023 Biennium	2023-2025 Biennium	5-Year Cost
DAS Procurement Charges	\$150,000	\$0	\$150,000
State Data Center Charges During Installation and Development	\$59,123	\$0	\$59,123
Contingency (7% of Taxable Bond Eligible Costs)	\$14,639	\$0	\$14,639
Total Taxable Bond Eligible Costs:	\$223,762	\$0	\$223,762
Estimated Total Cost (Non-Bond Eligible)			
Description	2021-2023 Biennium	2023-2025 Biennium	5-Year Cost
Training	\$2,550	\$850	\$3,400
Total Ongoing Costs Over the Life of the Project:	\$1,871,169	\$2,206,479	\$5,192,535

Total Non-Bond Eligible Costs:	\$1,873,719	\$2,207,329	\$5,195,935
Total of All Costs			
Description	2021-2023 Biennium	2023-2025 Biennium	5-Year Cost
Total Tax-Exempt Bond Eligible Costs:	\$6,495,060	\$1,661,272	\$8,156,333
Total Taxable Bond Eligible Costs:	\$223,762	\$0	\$223,762
Total Non-Bond Eligible Costs:	\$1,873,719	\$2,207,329	\$5,195,935
Total of All Costs	\$8,592,541	\$3,868,601	\$13,576,030

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Core System Replacement
Cross Reference Number: 15000-030-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(1,165,000)	-	-	-	-	-	(1,165,000)
Transfer In - Intrafund	-	-	(951,000)	-	-	-	(951,000)
Total Revenues	(\$1,165,000)	-	(\$951,000)	-	-	-	(\$2,116,000)
Services & Supplies							
Professional Services	(165,000)	-	-	-	-	-	(165,000)
IT Professional Services	(1,000,000)	-	(951,000)	-	-	-	(1,951,000)
Total Services & Supplies	(\$1,165,000)	-	(\$951,000)	-	-	-	(\$2,116,000)
Total Expenditures							
Total Expenditures	(1,165,000)	-	(951,000)	-	-	-	(2,116,000)
Total Expenditures	(\$1,165,000)	-	(\$951,000)	-	-	-	(\$2,116,000)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 102 - ELVIS Bond Funding

Cross Reference Name: Core System Replacement
Cross Reference Number: 15000-030-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Other Revenues	-	-	9,185,216	-	-	-	9,185,216
Total Revenues	-	-	\$9,185,216	-	-	-	\$9,185,216
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	661,689	-	-	-	661,689
Overtime Payments	-	-	63,770	-	-	-	63,770
Shift Differential	-	-	124,569	-	-	-	124,569
Empl. Rel. Bd. Assessments	-	-	250	-	-	-	250
Public Employees' Retire Cont	-	-	145,611	-	-	-	145,611
Social Security Taxes	-	-	65,028	-	-	-	65,028
Worker's Comp. Assess. (WCD)	-	-	200	-	-	-	200
Mass Transit Tax	-	-	5,100	-	-	-	5,100
Flexible Benefits	-	-	167,265	-	-	-	167,265
Total Personal Services	-	-	\$1,233,482	-	-	-	\$1,233,482
Services & Supplies							
Employee Training	-	-	13,600	-	-	-	13,600
Professional Services	-	-	150,000	-	-	-	150,000
IT Professional Services	-	-	2,306,680	-	-	-	2,306,680
IT Expendable Property	-	-	5,481,454	-	-	-	5,481,454
Total Services & Supplies	-	-	\$7,951,734	-	-	-	\$7,951,734

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2021-23 Biennium

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Revenue, Dept of
Pkg: 102 - ELVIS Bond Funding

Cross Reference Name: Core System Replacement
Cross Reference Number: 15000-030-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	9,185,216	-	-	-	9,185,216
Total Expenditures	-	-	\$9,185,216	-	-	-	\$9,185,216
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							5
Total Positions	-	-	-	-	-	-	5
Total FTE							
Total FTE							4.40
Total FTE	-	-	-	-	-	-	4.40

2021-23 Biennium

Cross Reference Number: 15000-030-00-00-00000

Agency Request Budget

Package Number: 102

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3726000	1385831		OAS C1487 I P	INFO SYSTEMS SPECIALIST 7	31	LF	21	2	6,236	130,956	65,994	196,950	1	0.88
3727000	1385851		OAS C1486 I P	INFO SYSTEMS SPECIALIST 6	29	LF	21	2	5,630	118,230	62,841	181,071	1	0.88
3728000	1385852		OAS C1486 I P	INFO SYSTEMS SPECIALIST 6	29	LF	21	2	5,630	118,230	62,841	181,071	1	0.88
3729000	1385853		OAS C1488 I P	INFO SYSTEMS SPECIALIST 8	33	LF	21	2	6,793	142,653	68,892	211,545	1	0.88
3752000	1388293		MMS X7006 I P	PRINCIPAL EXECUTIVE/MANAGER	31X	LF	21	2	7,220	151,620	71,115	222,735	1	0.88
										General Funds	0	0	0	
										Lottery Funds	0	0	0	
										Other Funds	661,689	331,683	993,372	
										Federal Funds	0	0	0	
										Total Funds	661,689	331,683	993,372	5 4.40

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

Cross Reference Number: 15000-030-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
General Fund Obligation Bonds	7,416,278	-	-	-	-	-
Other Revenues	-	-	-	9,185,216	-	-
Transfer In - Intrafund	-	951,000	951,000	-	-	-
Total Other Funds	\$7,416,278	\$951,000	\$951,000	\$9,185,216	-	-

Revenue Clearinghouse

Overview

It reconciles budgeted General Fund and Other Funds revenue line items with anticipated forecasted revenues.

Description

Internal agency transfer of funds from the Revenue Clearinghouse to other divisions in support of the administration of the programs. Funds are transferred to the General Fund, other state agencies, and counties and other entities that we have agreements with.

2021—23 Biennium

Estimated Revenues	
General Fund	\$20,170,511,215
Other Funds	\$ 2,197,105,871
Other Funds Debt Svc Ltd	\$ 550,120

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

Cross Reference Number: 15000-070-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Personal Income Taxes	-	18,705,068,000	18,705,068,000	18,508,090,000	-	-
Corp Excise and Income Taxes	-	1,245,753,673	1,245,753,673	1,157,616,000	-	-
Other Employer -Employee Taxes	-	1,178,032,687	1,178,032,687	1,198,882,687	-	-
Cigarette Taxes	-	395,728,869	395,728,869	374,614,080	-	-
Other Tobacco Products Taxes	-	124,576,000	124,576,000	121,939,058	-	-
Amusement Taxes	-	5,490,000	5,490,000	5,490,000	-	-
Inheritance Taxes	-	361,189,000	361,189,000	315,000,000	-	-
Eastern Oregon Severance Taxes	-	24,000	24,000	26,260	-	-
Western Oregon Severance Taxes	-	1,000,000	1,000,000	1,000,000	-	-
Other Severance Taxes	-	150,000	150,000	150,000	-	-
Privilege Taxes	-	52,350,000	52,350,000	50,500,000	-	-
Other Taxes	-	291,825,234	291,825,234	408,571,406	-	-
Business Lic and Fees	-	11,597,353	11,597,353	12,103,704	-	-
Fines and Forfeitures	-	29,717,207	29,717,207	32,247,591	-	-
Donations	-	2,000,000	2,000,000	2,000,000	-	-
Other Revenues	-	89,111,954	89,111,954	92,453,774	-	-
Tsfr From Judicial Dept	-	121,884,920	121,884,920	87,482,646	-	-
Transfer Out - Intrafund	-	(72,952,193)	(72,952,193)	(77,171,058)	-	-
Transfer to Public Universities	-	(7,966,616)	(7,966,616)	(7,966,616)	-	-
Transfer to Other	-	(1,014,183,579)	(1,014,183,579)	(1,014,183,579)	-	-
Transfer to General Fund	-	(20,507,807,888)	(20,507,807,888)	(20,170,511,215)	-	-
Transfer to Counties	-	(38,226,120)	(38,226,120)	(38,226,120)	-	-
Tsfr To Human Svcs, Dept of	-	(2,758,007)	(2,758,007)	(2,876,601)	-	-
Tsfr To Administrative Svcs	-	(15,304,190)	(15,304,190)	(20,819,190)	-	-

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Detail of LF, OF, and FF Revenues - BPR012

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

Cross Reference Number: 15000-070-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Tsfr To Justice, Dept of	-	(20,144,307)	(20,144,307)	(23,172,359)	-	-
Tsfr To Lands, Dept of State	-	(100,000)	(100,000)	(100,000)	-	-
Tsfr To Judicial Dept	-	(12,682,392)	(12,682,392)	(11,092,862)	-	-
Tsfr To Military Dept, Or	-	(92,235,386)	(92,235,386)	(153,326,228)	-	-
Tsfr To Police, Dept of State	-	(10,286,281)	(10,286,281)	(9,491,572)	-	-
Tsfr To Pub Safety Std/Trng	-	(37,520,327)	(37,520,327)	(36,691,932)	-	-
Tsfr To Corrections, Dept of	-	(4,585,442)	(4,585,442)	(4,846,812)	-	-
Tsfr To Environmental Quality	-	(25,780,444)	(25,780,444)	(26,155,444)	-	-
Tsfr To Oregon Health Authority	-	(370,776,708)	(370,776,708)	(360,701,708)	-	-
Tsfr To HECC	-	(2,093,270)	(2,093,270)	(2,093,270)	-	-
Tsfr To Education, Dept of	-	(597,740)	(597,740)	(600,000)	-	-
Tsfr To Forestry, Dept of	-	(25,741,667)	(25,741,667)	(26,848,559)	-	-
Tsfr To Fish/Wildlife, Dept of	-	(30,000)	(30,000)	(30,000)	-	-
Tsfr To Transportation, Dept	-	(256,884,667)	(256,884,667)	(290,909,667)	-	-
Tsfr To Housing and Com Svcs	-	(88,765,387)	(88,765,387)	(90,352,414)	-	-
Total Other Funds	-	\$8,076,286	\$8,076,286	-	-	-

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2021-23 Biennium

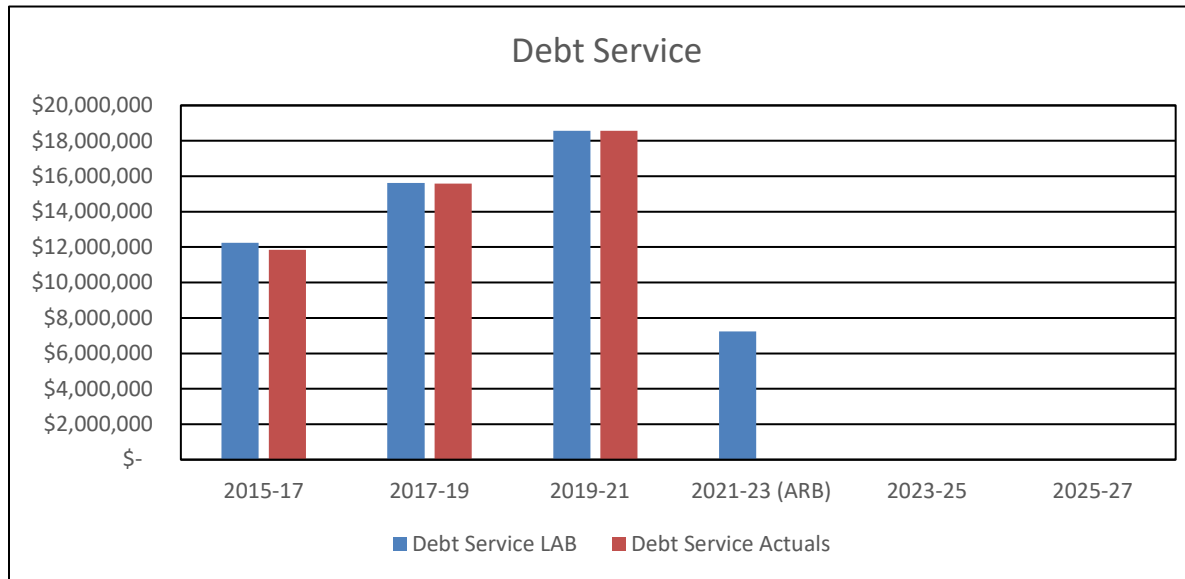
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Detail of LF, OF, and FF Revenues - BPR012

Capital Debt Service

Program Description

This program is for the Capital Debt Service for the Core Systems Replacement (CSR) project.



Division	Actual / LAB	2015-17	2017-19	2019-21	2021-23 (ARB)	2023-25	2025-27
Debt Service	LAB	\$ 12,238,713	\$ 15,631,160	\$ 18,562,951	\$ 7,246,000	\$ 1,489,750	\$ -
	Actuals	\$ 11,839,165	\$ 15,577,812	\$ 18,562,951			

INTEROFFICE MEMO

DATE: December 16, 2019

TO: Nicole Lewis, Department of Revenue

FROM: Sandra Rosier, Chief Financial Office

SUBJECT: XI-Q 2019MNPQ Refunding Bonds

On November 5, 2019, during the Article XI-Q 2019 Series MNPQ Bond sale, an opportunity to achieve debt service savings was identified.

XI-Q General Obligation Bonds that were refunded:

Refunded XI-Q Series	Refunding XI-Q Bonds	Type	Partial or Entire Refunding
2013 Series L	2019 Series Q	Advance	Full

Your debt service requirements for the current biennium are reduced. Your agency will be required to make accounting entries to record the new bond series and eliminate the refunded COPs. Contact SFMS to set up a new D23 fund for the refunding bonds, and other accounting structures that are necessary for new 2019 Refunding Bonds.

In addition, accounting entries are required to record the disposition of the refunding proceeds, gain, or loss on the transaction, establishment of the new liabilities, payments to the escrow agent, and to record the cost of issuance payments.

Attached are several documents which provide all the information necessary to record this transaction in your accounting records:

- A) Original Debt Service Schedule
- B) Unrefunded Debt Service Schedule
- C) Refunding Debt Service Schedule
- D) Savings Information
- E) Savings Summary
- F) Source and Use Statements for the 2019 Article XI-Q Bonds

I will notify the SABRS section of the need to increase administrative limitations relative to the refunding.

Attachments

Description: SABRS Limitation Report
Program: XI-Q
Series: 2019 MNPQ Refunding
Date: 11/5/2019

				New N/L Limitation Appn. Fund - 3230 Refunding Debt Payment to Escrow Agent	New N/L Limitation Appn. Fund - 3200 Bond Refunding - Debt Payment to Escrow Agent Agency Cash	New N/L Limitation Appn. Fund - 3200 Costs of Issuance - Bond Costs		
Agency No	Agency Name	Project Refunded	New bond	Comp Object - 7050	Comp Object - 4051	Comp Object - 4050	Total	
150	DOR	XI-Q 2013L Core System Replacement	XI-Q 2019Q	\$ 2,246,183.53	\$ -	\$ 8,816.47	\$ 2,255,000.00	
Total				\$ 2,246,183.53	\$ -	\$ 8,816.47	\$ 2,255,000.00	

Description: SABRS Limitation Report
Program: XI-Q
Series: 2019 MNPQ Refunding
Date: 11/5/2019

		New N/L Limitation Appn. Fund - 3230 Refunding Debt Payment to Escrow Agent	New N/L Limitation Appn. Fund - 3200 Bond Refunding - Debt Payment to Escrow Agent Agency Cash	New N/L Limitation Appn. Fund - 3200 Costs of Issuance - Bond Costs		
Agency No	Agency	Comp Object - 7050	Comp Object - 4051	Comp Object - 4050	Total	
107	Department of Administrative Services	\$ 3,279,763.95	\$ -	\$ 13,965.85	\$	3,293,729.80
150	Department of Revenue	\$ 2,246,183.53	\$ -	\$ 8,816.47	\$	2,255,000.00
156	Legislative Administration	\$ 7,140,572.18	\$ -	\$ 29,427.82	\$	7,170,000.00
248	Oregon Military Department	\$ 2,233,518.26	\$ -	\$ 8,947.84	\$	2,242,466.10
291	Department of Corrections	\$ 104,434,803.66	\$ 526,807.01	\$ 390,325.14	\$	105,351,935.81
443	Oregon Health Authority	\$ 219,176,520.87	\$ 1,919,380.15	\$ 833,999.63	\$	221,929,900.65
525	Higher Education Coordinating Commission	\$ 16,432,568.48	\$ 332,402.52	\$ 58,198.87	\$	16,823,169.87
Total		\$ 354,943,930.93	\$ 2,778,589.68	\$ 1,343,681.62	\$	359,066,202.23

Type of Schedule Original Debt Service					Type of Schedule New Un-Refunded Debt Service					Type of Schedule New Refunding Debt Service																
Program XI-Q					Program					Program XI-Q																
Series 2013L					Series					Series 2019Q																
Project Core System Replacement					Project					Project Core System Replacement																
Agency Name Oregon Department of Revenue					Agency Name NA					Agency Name Oregon Department of Revenue																
Agency No 150					Agency No 150					Agency No 150																
Tax Status Tax-Exempt					Tax Status					Tax Status Taxable																
Fund Source General/Other					Fund Source					Fund Source General/Other																
															General Fund				Other Fund				Balance Check			
Date	Principal	Interest	Debt Service	Remaining	Date	Principal	Interest	Debt Service	Remaining	Date	Principal	Interest	Debt Service	Remaining	%	Principal	Interest	Debt Service	%	Principal	Interest	Debt Service	%	Principal	Interest	Debt Service
11/05/2019	-	-	-	2,185,000.00	11/05/2019	-	-	-	-	11/05/2019	-	-	-	2,255,000.00	0.000000%	-	-	-	0.000000%	-	-	-	0.000000%	-	-	-
05/01/2020	-	54,625.00	54,625.00	2,185,000.00	05/01/2020	-	-	-	-	05/01/2020	-	18,366.72	18,366.72	2,255,000.00	92.408083%	-	16,972.33	16,972.33	7.591917%	-	1,394.39	1,394.39	100.000000%	-	18,366.72	18,366.72
11/01/2020	2,185,000.00	54,625.00	2,239,625.00	-	11/01/2020	-	-	-	-	11/01/2020	2,255,000.00	18,784.15	2,273,784.15	-	92.408083%	2,083,802.28	17,358.07	2,101,160.36	7.591917%	171,197.72	1,426.08	172,623.79	100.000000%	2,255,000.00	18,784.15	2,273,784.15
05/01/2021	-	-	-	-	05/01/2021	-	-	-	-	05/01/2021	-	-	-	-	0.000000%	-	-	-	0.000000%	-	-	-	0.000000%	-	-	-
Total	2,185,000.00	109,250.00	2,294,250.00		Total	-	-	-		Total	2,255,000.00	37,150.87	2,292,150.87			2,083,802.28	34,330.41	2,118,132.69		171,197.72	2,820.46	174,018.18		2,255,000.00	37,150.87	2,292,150.87
Original 2019-21 DS 2,185,000.00 109,250.00 2,294,250.00										New 2019-21 DS 2,255,000.00 37,150.87 2,292,150.87																

Refunded Bond: XI-Q 2013L
Refunding Bond: XI-Q 2019Q
Project: Core System Replacement
Agency: Oregon Department of Revenue

Date	Prior Debt Service	Refunding Debt Service	Savings	Present Value to 11/5/2019 @ xxxxx%	Annual Savings
11/01/2019	-	-	-	0.0000000%	
05/01/2020	54,625.00	18,366.72	36,258.28	2.0673903%	36,258.28
11/01/2020	2,239,625.00	2,273,784.15	(34,159.15)	2.0673903%	
05/01/2021	-	-	-	0.0000000%	(34,159.15)
Total	2,294,250.00	2,292,150.87	2,099.13		2,099.13

Savings Summary

PV of Savings from Cash Flow	2,424.12
Plus: Refunding Funds on hand	3.66
Net PV Savings	2,427.78

11/1/2019 - 5/1/2021	2,294,250.00	2,292,150.87	2,099.13
11/1/2021 - xx/x/xxxx	-	-	-
	2,294,250.00	2,292,150.87	2,099.13

92.408083%	\$	1,939.77	General Fund Savings
7.591917%	\$	159.36	Other Fund Savings
100.000000%	\$	2,099.13	Total Savings

Refunding Savings Summary Disclosure Statement
as of: 11/5/2019

Refunded Bond XI-Q 2013L

Refunding Bond XI-Q 2019Q

Project: Core System Replacement

Agency: Oregon Department of Revenue

Principal Savings Summary

	Date	Amount
Original Principal XI-Q 2013L	on 11/5/2019	2,185,000.00
Unrefunded Principal XI-Q 2013L	on 11/5/2019	-
Principal Refunded	on 11/5/2019	2,185,000.00
Refunding Principal XI-Q 2019Q	on 11/5/2019	2,255,000.00
Savings on Principal	on 11/5/2019	(70,000.00)

Debt Service(P+I) Savings Summary

Biennial Debt Service Savings	Date	Amount
Original Debt Service XI-Q 2013L	2019-21	2,294,250.00
Unrefunded Debt Service XI-Q 2013L	2019-21	-
Biennial Debt Service Sub-Total	2019-21	2,294,250.00
Refunding Debt Service XI-Q 2019Q	2019-21	2,292,150.87
Biennial Debt Service Savings Total	2019-21	2,099.13
Remaining Debt Service Savings Total		-
Total Debt Service Savings	5/1/2020 -11/1/2020	2,099.13

From	To	Years
2020	2020	0

Net PV Savings (based on "all-in TIC")	\$ 2,427.78
Average coupon of refunded bonds	5.000000%
Average coupon of the Series replacement coupons	1.666000%
All-In TIC	2.067390%

Sources and Uses of Funds

Refunded Bond: XI-Q 2013L

Refunding Bond: XI-Q 2019Q

Project: Core System Replacement

Agency: Oregon Department of Revenue

Bond Payable:		\$ 2,255,000.00
Original Issue Premium		\$ -
Funds on Hand		\$ -
Underwriters Discount:	\$ 6,445.68	
Escrow Account Funds:	\$ 2,246,183.53	
Reserve Account:	\$ -	
Costs of Issuance:	\$ 2,370.79	
Totals	\$ 2,255,000.00	\$ 2,255,000.00

Escrow Account Funds (Total Deposit)

(Funds Held at Union Bank)

Payment to Escrow Agent from Bond Proceeds -Comptroller Object 7050	\$ 2,246,183.53
Bond Refunding-Debt Payment to Escrow Agent-Agency Cash-Comptroller Object 4051	\$ -
Totals	\$ 2,246,183.53

Cost of Issuance Summary

Underwriter's Discount	\$ 6,445.68
Reserve Deposit Transfer Out to DAS	\$ -
Costs of Issuance	\$ 2,370.79
Total Bond Costs-Comptroller Object 4050	\$ 8,816.47
Total	\$ 2,255,000.00

All-In TIC: 2.067390%

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

Revenue, Dept of
2021-23 Biennium

Agency Number: 15000

Cross Reference Number: 15000-087-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Admin and Service Charges	19,732	-	-	-	-	-
General Fund Obligation Bonds	1,966,074	-	-	-	-	-
Interest Income	118,669	-	-	-	-	-
Transfer In - Intrafund	-	1,327,830	1,327,830	550,120	-	-
Total Other Funds	\$2,104,475	\$1,327,830	\$1,327,830	\$550,120	-	-
Nonlimited Other Funds						
Other Revenues	-	-	2,255,001	-	-	-
Total Nonlimited Other Funds	-	-	\$2,255,001	-	-	-

____ Agency Request
2021-23 Biennium

____ Governor's Budget
Page _____

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

Project Prioritization Matrix			ELVIS	Project Name	Project Name	Project Name	Project Name	Project Name	Project Name	Project Name	Project Name	Project Name	Project Name	
TOTAL PROJECT SCORE (0-100)			69	0	0	0	0	0	0	0	0	0	0	
CRITERIA	WEIGHT	SCORING GUIDE	PROJECT SCORES											
Technology & Strategic Alignment	35%	WEIGHTED SUBTOTAL & PERCENT OF TOTAL PROJECT SCORE	17	25%	0	0%	0	0%	0	0%	0	0%	0	0%
Alignment to Strategic Plans Does the Agency adhere to the Governor’s Strategic Plan (<i>Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight</i>) and the Enterprise Information Services Strategic Plan? Does the investment align with IT best practices (e.g. transparency by design, easily retrievable data, early value delivery, modular implementation, security principles, modern hosting technologies such as cloud, configuration over customization, etc.) How does this investment integrate into the agency’s strategic plan?		3 - Mastery (High) Investment incorporates multiple elements of state technical vision, is strategically consistent with agency strategic vision and IT best practices. Proposed solution is technically consistent with State vision for User-friendly, Reliable and Secure systems.	3											
		2 - Competent (Medium) Mostly aligned with Mastery												
		1 - Adequate (Low) Partially aligned with Mastery												
		0 - Insufficient (None) Investment is inconsistent with elements of the Enterprise and/or Agency state technical vision and does not incorporate the state’s technical values or consider IT best practices.												
Diversity, Equity, Inclusion, and Accessibility Does the Agency adhere to the Governor’s Office of Diversity, Equity, Inclusion/Affirmative Action mission and objectives? Does the Agency have processes in place ensuring Oregon’s government develops, maintains, and embeds a diverse and inclusive culture throughout state systems, institutions, and deliverables and plan to incorporate them into this investment? Does the Agency address how the solution will meet or exceed Oregon Accessibility Standards?		3 - Mastery (High) Agency intentionality makes equity, inclusion and accessibility a priority in change management, customer service, leadership development, and community engagement. Investment demonstrates and incorporates diligence in employment, from hiring to retention, promotion, and succession planning. Agency plans to work with Procurement on COBID certified firms. Project substantially benefits underserved communities-including rural communities, low income communities or communities of color.	0											
		2 - Competent (Medium) Mostly aligned with Mastery												
		1 - Adequate (Low) Partially aligned with Mastery												
		0 - Insufficient (None) Agency does not have adequate existing processes to intentionally promote diversity, equity, inclusion or accessibility and has only nominally considered incorporating them in to this investment.												
Business & Customer Driven Technology	25%	WEIGHTED SUBTOTAL & PERCENT OF TOTAL PROJECT SCORE	25	36%	0	0%	0	0%	0	0%	0	0%	0	0%
Customer Centered Approach How does this technology investment take into consideration the number of users and place an emphasis on providing customer value? If the investment addresses public facing technology, is it customer-focused? If the investment is for agency use, does it improve the agency users’ experience? Does the implementation plan focus on user experience/feedback?		3 - Mastery (High) Investment is focused on providing customer value. For public services, the customer experience is primary. Potential for use by all Oregonians. For agency investments, provides tangible benefits to agency users. Investment plan includes customer stakeholders and addresses methods to incorporate user experience/feedback.	3											
		2 - Competent (Medium) Mostly aligned with Mastery												
		1 - Adequate (Low) Partially aligned with Mastery												
		0 - Insufficient (None) Investment is being implemented in isolation from customers and end users or will not be used by many users.												
Business Process Transformation Does this technology investment contribute to business process improvement/transformation? How does this technology investment intersect with measurable business outcomes including the return on investment, if applicable?		3 - Mastery (High) Business outcomes will be improved as a result of this investment. Investment implementation is being driven by business process transformation to improve service delivery. If public facing, customer interaction with business process is improved as a result of this investment. Solution will modernize processes. Specific examples of measurable business improvements are provided in the business case (i.e. cost savings, streamlined processes, improved controls, access to information). Investment is consistent with the agency’s internal strategic plan and direction.	3											
		2 - Competent (Medium) Mostly aligned with Mastery, includes measurable outcomes												
		1 - Adequate (Low) Partially aligned with Mastery, does not include measurable outcomes.												
		0 - Insufficient (None) Investment implementation is nominally considering business processes and their integration with technology. Investment has no relationship with an agency’s business processes. Agency is thinking ‘tool first’ to solve business problems. Investment does not cohere with agency strategy.												
Investment Risk Does this investment need to be implemented during this budget cycle? What is the impact of not doing this investment during this cycle? Would the agency, state, or its customer be exposed to a risk or impact if the service/product is not offered (e.g., security, safety, legal, funding source, or any other related risk)? Is an existing service at risk? Do other current services/products depend on it?		3 - Mastery (High) Investment addresses a currently unmet, time sensitive mandate (legislative, federal, state) or risk, and/or addresses audit findings requiring urgent action or not implementing this solution puts existing services at risk.	3											
		2 - Competent (Medium) Mostly aligned with Mastery												
		1 - Adequate (Low) Partially aligned with Mastery												
		0 - Insufficient (None) Investment provides an opportunity to improve services, but does not introduce new capability or address imminent risks.												
Agency Readiness & Solution Appropriateness	40%	WEIGHTED SUBTOTAL & PERCENT OF TOTAL PROJECT SCORE	27	39%	0	0%	0	0%	0	0%	0	0%	0	0%
Organizational Change Management How does this technology investment impact operations throughout the organization? What are the agency plans to address		3 - Mastery (High) Investment demonstrates complete consideration and resources for OCM. Efforts are proportional to the size of the change taking place.												

and mitigate risk through formal Organizational Change Management? (Organizational Change Management (OCM) is a framework for managing the effect of new business processes or systems.)	2 - Competent (Medium) Mostly aligned with Mastery 1 - Adequate (Low) Partially aligned with Mastery 0 - Insufficient (None) Investment dramatically underestimates OCM requirements for this effort, or OCM efforts inadequate to address the impact of the change in the organization.	1										
Solution Scale What is the scope and size of the agency's proposed technology investment? Is this the right-sized appropriate scaled type of solution to address this problem?	3 - Mastery (High) Investment is appropriate size and scale for the agency's business needs. The investment addresses the agency's needs sufficiently and holistically. Criteria evaluation focuses on how this specific solution is right sized for the agency's need. 2 - Competent (Medium) Mostly aligned with Mastery 1 - Adequate (Low) Partially aligned with Mastery 0 - Insufficient (None) Investment is inappropriately sized to address agency need. Investment narrowly targets agency needs and the proposed solution does not serve all areas that would be impacted by the investment.	2										
Capacity Has the Agency given consideration for adequate staffing inclusive of project resources, subject matter experts (SMEs), leadership availability and capability to effectively support this technology investment? Will this technology investment detract from the Agency's ability to deliver on its core business functions? Has the Agency addressed capacity requirements needed to effectively resource this initiative to cover core business functions?	3 - Mastery (High) Investment has completely considered SME availability and resource backfilling. Investment and agency normal business is adequately staffed for duration of project. Availability of resources include: project team, SMEs, other technical resources, and backfilled resources. 2 - Competent (Medium) Mostly aligned with Mastery 1 - Adequate (Low) Partially aligned with Mastery 0 - Insufficient (None) Investment has only nominally considered resource availability. Investment is not adequately staffed for duration of project.	2										
Governance Processes What elements do the Agency's project governance process consist of? Project Governance standards are inclusive of executive sponsorship and steering, vendor/contract management, change control, Quality Assurance, Independent Verification & Validation (IV&V), stakeholder feedback for decision making.	3 - Mastery (High) Agency has existing governance processes in place or is introducing new ones to adequately oversee this investment. Processes include multiple of the following elements: engaged executive sponsorship, steering committees, vendor and contract management, change control, QA, IV&V, and stakeholder representation processes. 2 - Competent (Medium) Mostly aligned with Mastery 1 - Adequate (Low) Partially aligned with Mastery 0 - Insufficient (None) Agency does not have adequate existing governance processes and has only nominally considered incorporating them in to this investment.	3										

2/21/2020

[Governor's Action Plan](#)

[Enterprise Information Services](#)

[Governor's Office of Diversity, Equity and Inclusion](#)

Scoring Instructions

Areas in grey indicate your input fields. These include Project Names and Project Scores.

You will determine scores for each item using the scoring guide criteria.

Scores must be entered for each criteria item for each project.

Total scores and subtotal project scores and percentages are calculated automatically based on your score entries.

Agency	Policy Group	IT Investment Name	Mandate	Project	Start Date	End Date	Total Cost	Previous Biennia GF Cost	Previous Biennia OF Cost	Previous Biennia LF Cost	Previous Biennia FF Cost	Current Biennium GF Cost	Current Biennium OF Cost	Current Biennium LF Cost	Current Biennium FF Cost	Future Biennia GF Cost	Future Biennia OF Cost	Future Biennia LF Cost	Future Biennia FF Cost	Policy Option Package Request	Short Description	
DOR	Property Tax Division	ELVIS	None	Yes	2020-03-01	2021-05-01	\$ 15,625,496	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,709,105	\$ 9,916,391	\$ -	\$ -	Yes	The scope of this project is to replace the various outdated appraisal systems and associated manual processes used by DOR's Property Tax Division's Valuation Section.

Field	Values	Description
Agency	Text	Agency name or abbreviation
Policy Group	Select one: Administration and Business Services, Education, Healthy People, Natural Resources, Public Safety, Transportation and Economic Development	The name of the policy group
IT Investment Name	Text	The name of the investment
Mandate	Select All Applicable: Federal, Legislature, Governor, Other, None	Mandate requiring this investment
Project	Select One: Yes, No	A project is a temporary endeavor undertaken to create a unique product, service, or result
Start Date	Date (yyyy-mm-dd)	Anticipated start of the investment, meaning project charter and/or submission of an IT Investment (ITI) form to Enterprise Information Services (EIS)
End Date	Date (yyyy-mm-dd)	Anticipated end of the investment
Total Cost	Currency	One-time investment costs combined with 5 years of anticipated service and maintenance costs.
Previous Biennia GF Cost	Currency	General Fund costs for all previous and current biennia
Previous Biennia OF Cost	Currency	Other Fund costs for all previous and current biennia
Previous Biennia LF Cost	Currency	Lottery Fund costs for all previous and current biennia
Previous Biennia FF Cost	Currency	Federal Fund costs for all previous and current biennia
Current Biennium GF Cost	Currency	General Fund costs for the upcoming biennium
Current Biennium OF Cost	Currency	Other Fund costs for the upcoming biennium
Current Biennium LF Cost	Currency	Lottery Fund costs for the upcoming biennium
Current Biennium FF Cost	Currency	Federal Fund costs for the upcoming biennium
Future Biennia GF Cost	Currency	Anticipated General Fund costs for all future biennia
Future Biennia OF Cost	Currency	Anticipated Other Fund costs for all future biennia
Future Biennia LF Cost	Currency	Anticipated Lottery Fund costs for all future biennia
Future Biennia FF Cost	Currency	Anticipated Federal Fund costs for all future biennia
Policy Option Package Request	Select One: Yes, No	Investment was included in a Policy Option Package for the upcoming biennium
Short Description	Text	Short description of the investment (max 280 characters)

Note:

The Data tab of this spreadsheet must be completed for all new or continuing IT investments which are part of an IT policy package and with total costs of \$150,000 or greater. Spreadsheets should be submitted, along with any related IT policy package material, to the agency's Enterprise Information Services (EIS) Senior IT Portfolio Manager (SIPM).

See budget instruction and your Senior IT Portfolio Manager for additional information.

Audit Response Report

Date Range: February 2018—July 2020

Created: July 2020

Audit Name: [GenTax System Controls Audit \(February 2018\)](#)

Objective: Determine whether information system controls at the Oregon Department of Revenue (DOR) governing the GenTax system provides reasonable assurance that tax program data is accurate, information is protected, application changes are appropriately managed, and system files are backed up.

Recommendations:

- 1) Consider notifying taxpayers claiming no withholding if withholding records are found.
- 2) Implement controls to track and analyze how interface file failures are resolved. (Completed)
- 3) Identify and document which GenTax roles should not be combined with others.
- 4) Fully document GenTax groups and functions and ensure managers have received instructions on how to request access.
- 5) Improve procedures to ensure user access is removed timely and completely when no longer needed.
- 6) Update policy to require periodic manager review of logical access granted to GenTax and develop a mechanism to enforce and document the review.
- 7) Implement monitoring logs to identify inappropriate activity taken by server administrators. (Completed)
- 8) Develop more specific guidance for individuals testing system changes to ensure that all elements are appropriately considered.
- 9) Develop and maintain a written disaster recovery plan for GenTax. (Completed)
- 10) Periodically test backups stored offsite to ensure they can be used to restore GenTax fully in the event of a major disaster or outage.
- 11) Request an independent security review of controls over servers operated by FAST Data Services. (Completed)

Management Response:

- 1) Agree. As noted in the Secretary of State audit report, tax returns where the taxpayer claims no withholding, but where withholding has been reported by an employer, represent a small percentage of all Oregon Form 40 returns (0.2 percent of all processed Oregon Form 40 returns and 0.04 percent of all reported withholding). DOR will further evaluate the impact of notifying these taxpayers claiming no withholding if withholding records are found and consider whether this compliance risk requires further action during the 2019 processing season. (Completed, February 2019)
- 2) Agree. GenTax produces a report that details the results of the interfaces process in the nightly run called "Daily File Activity." This report has been updated to include developer and business contacts for each file. A procedure is being written, staff are being trained, and development staff will review the file activity report daily and resolve any exceptions and document in the notes section the resolution. (Completed)
- 3) Agree. A segregation of duties review was completed in October 2017 by a project business analyst. Based on this audit's recommendation, the department will revisit the October 2017 suggestions and develop documentation identifying

- incompatible roles in addition to updates to policies and procedures. (Completed, recommendation closed.)
- 4) Agree. Although the department currently has groups and functions identified, the understanding of how they work within GenTax and how access to one group could impact access to another group needs further development. Revenue will ensure that all groups contain details of the functions included in each group and that managers receive appropriate training and documentation. (Completed, recommendation closed.)
 - 5) Agree. The department will update existing policies and procedures to specifically address access and temporary access due to special project assignments in the GenTax environment. Additionally, the GenTax security document has been updated, adding a system access end date removing access to all GenTax groups that the employee previously had. If an employee is rehired, they will no longer automatically have access to prior authorities in GenTax. (Completed, recommendation closed.)
 - 6) Agree. The DOR Security Policy Committee will modify the roles and access policy and procedure to ensure there is periodic and systematic managerial review of logical access. (Completed, recommendation closed.)
 - 7) Agree. DOR recently installed threat protection software on all GenTax servers, and it has now been configured to generate reports for monitoring. This will allow us examination of the server and files for access and integrate the log review into the existing process. (Completed, recommendation closed.)
 - 8) Agree. A "testing lead" will work with developers and business analysts to create testing plans and establish a framework. Anticipated completion date is fall 2020.
 - 9) Agree. This finding was discussed with DOR during a fall briefing with the Secretary of State (SOS). The initiative was taken at that time to develop this plan. The current draft plan covers a strategy that is and must be shared with the agency's service provider, DAS-Enterprise Technology Services (ETS). The plan was shared with the provider for review in January. Certain details will need to be added or updated as the plan is tested. DOR currently scheduled to validate the plan with ETS, via table-top exercise, in spring 2018. (Completed)
 - 10) Agree. The first step for solidifying the GenTax environment for recovery from a major disaster was recently completed. The entire environment (application servers, database servers, etc.) has been migrated to a more modern virtualized environment at ETS, which improves availability and uptime. The disaster plan and strategy referenced in recommendation 9 above discusses how DOR will leverage this new infrastructure to improve the feasibility for complete recovery. DOR is dependent on DAS-ETS. Anticipated completion date: Back-up testing completed and ongoing in July 2020.
 - 11) Agree. During the procurement/contract signing phase, FAST Data Services-Information Security Office went through in detail the security and attestation process with DOR's Information Security Office. DOR's Information Security Office was satisfied with the controls they have in place, which aligns with industry best practices. Additionally, given that the data that DOR sends to FAST Data Services is, as SOS has validated, highly encrypted both at rest and in transit, a risk of a data breach resulting in useful information is statistically improbable. This is likely why FAST's other U.S. state government customers, which number more than half the country, also have not requested an independent security review. However, DOR will inquire with FAST to understand if a separate third-party entity has validated their controls. If DOR finds this to be true, the department will ask for documentation of this third-party validation. Future contract negotiations with FAST Data Services will create opportunities to readdress the third-party validation requirement. (Completed)

<u>Audit Name:</u>	Review of Core Systems Replacement (CSR) Project and County Assessment Function Funding Assessment (CAFFA) (November 2018)
<u>Objective:</u>	The objectives focused on questions the Legislative Fiscal Office (LFO) had about the CSR project and the department's management of funds for the CAFFA program.
<u>Recommendations:</u>	<ol style="list-style-type: none"> 1. Consider periodically performing procedures to verify the accuracy and completeness of the revenues provided by the counties. 2. Consider the results of the external review and perform any necessary adjustments to the process to ensure uses of CAFFA funds are in accordance with statutory limitations.
<u>Management Response:</u>	Secretary of State required no management response for this review.

<u>Audit Name:</u>	Organizational Culture and Customer Service Audits (January 2019)
<u>Objective:</u>	<p><u>Customer Service:</u> DOR's efforts for collecting, analyzing, and reporting customer service data will be reviewed. Method will include a review and assessment of DOR documentation and reports, key informant interviews, staff interviews, direct observation, and a review of industry standards and practices.</p> <p><u>Organizational Culture:</u> This will be assessed through two data collection exercises. First, a widely used survey instrument will be used to capture staff and management view and preferences for culture based on four culture types and value systems. Second, those findings will be used as a basis for agency leaders and staff to consider possible opportunities and obstacles for performance enhancements.</p>
<u>Recommendations:</u>	<ol style="list-style-type: none"> 1. Determine and implement an appropriate level of internal communications that provide employees with information they need to do their job and provide a sense of the agency's purpose and goals. For example, the agency's strategic plan should communicate DOR's goals and the specific actions required to achieve them. 2. Implement an effective accountability framework that at a minimum sets clear and measurable expectations and feedback to address employee performance. For example:

- Track employee position descriptions to ensure employees have updated and accurate descriptions of their work.
- Track employee performance evaluations to ensure employees receive timely feedback on their performance.
- Ensure position descriptions and performance evaluation standards are clear and consistently applied.
- Ensure that managers and supervisors have the requisite training and skills.
- Consult with the Department of Administrative Services' Human Resource Office, for assistance with supervisor training and development.

3. Complete the current feedback system by including a mechanism to inform staff of the status and outcome of their submitted ideas. Refer to the Oregon Department of Human Services and the guidance for the federal agency examples cited in the report.

4. Work with the Department of Administrative Services, Labor Relations Unit, to clarify the roles of the Joint Labor Management Committee members to strengthen the labor/management relationship throughout the agency.

5. Complete efforts underway to address customer service challenges and report the progress to stakeholders. Reporting should include information that clearly explains the factors that impact customer service and factors that impact the data used to report on customer satisfaction. The following are examples of pending efforts:

- Develop staffing plans for call centers that leverage resource sharing and seasonal staffing options to reduce call wait times.
- Add an agency customer service coordinator.
- Train and educate employees on customer service expectations.

Management
Response:

1) DOR management has taken several steps recently to enhance internal communications. The first DOR newsletter in almost 10 years was released last week. A DOR strategic priorities document that communicates DOR's agency-wide priorities and related goals for achieving them will be released in the very near future. DOR leadership continues to hold periodic town hall meetings and is working with senior and mid-level managers to create more consistent cascading of information throughout the agency. Management is committed to continuing to pursue new and more effective methods of communicating with staff.

2) In response to this recommendation, the DOR Human Resources (HR) administrator will take responsibility for tracking employee position descriptions and helping managers ensure they are updated and accurate. DOR management will begin tracking timeliness of performance evaluations to ensure that all employees receive periodic performance evaluations. Training has been a longstanding agency priority that is measured as a Key Performance Measure. Defining "requisite" training for managers and supervisors can be challenging, so the agency may consult with Department of Administrative Services on this topic. Leadership continues to encourage managers and

supervisors, particularly newer ones, to be proactive about pursuing training that will help them be more effective in their role. Turnover in key positions within HR will mean that implementation of this recommendation will take longer than the expected six months.

3) DOR has some specific functioning feedback systems. However, effectiveness of these feedback systems has not been reviewed recently. Management plans to evaluate the current feedback system and, based on findings, identify possible improvements that ensure staff are informed of the status and outcome of their submitted ideas. Again, turnover in key positions within HR may delay implementation. A realistic target of December 31, 2019 has been established.

4) DOR management is committed to having effective relationships with the Joint Labor Management Committee members. The agency will seek the Department of Administrative Services, Labor Relations Unit's guidance on ways to strengthen the labor/management relationship at DOR.

5) DOR management will continue to complete efforts currently underway to address customer service challenges. Many initiatives have already been completed. Customer service will remain an ongoing focus for the agency. DOR management will evaluate current staffing levels and workflow to find opportunities where we may be able to resource share among the agency's various call centers. Currently, DOR has a manager assigned to review information gathered from customer service surveys and implement appropriate changes as identified. The agency will continue to evaluate opportunities to seek and resource an agency customer service coordinator position through the budget process or other potential resource repurposing. DOR will continue to train and educate employees on customer service expectations and will develop training plans that embed this activity in operations. Currently, some areas of DOR use quality assurance reviews to ensure service and information is accurate and provided timely. The agency will ensure all areas within the call centers develop quality assurance review plans.

Audit Name:

Cyber Security Controls Assessment (January 2019)

Objective:

The purpose of this audit was to determine whether DOR has implemented an appropriate Information Technology security management program and the basic cybersecurity controls necessary to ensure cyber defense readiness.

Recommendations:

Secretary of State recommended DOR improve its security management program and remedy weaknesses identified in the basic controls defined by the Center for Internet Security (CIS).

1. Improve security management by documenting the degree to which DOR has adopted the statewide information security plan and ensuring DOR and Enterprise Security Office (ESO) roles and responsibilities for information security are clearly defined.
2. Remedy weaknesses with CIS Control 1—Hardware Inventory—by further developing written policies and procedures, automating asset discovery and inventory, and expanding hardware authentication.
3. Remedy weaknesses with CIS Control 2—Software Inventory—by

further developing written policies and procedures, improving tracking and documentation of approved software and software versions, and implementing software whitelisting.

4. Remedy weaknesses with CIS Control #3—Vulnerability Assessment—by formally tracking the status of identified vulnerabilities to ensure they are timely remediated.
5. Remedy weaknesses with CIS Control #4—Privileged Access—by updating policies and procedures to cover additional elements, implementing multifactor authentication and use of dedicated workstations for all administrative tasks, and implementing alerts associated with administrative account activities.
6. Remedy weaknesses with CIS Control #5—Secure Configurations—through automated monitoring of configuration changes and by further developing written policies and procedures.
7. Remedy weaknesses with CIS Control #6—Audit Logs—by developing a central logging solution, implementing log analytic tools, and automating log review.

Management
Response:

- 1) Agreed. The department submitted the DOR Gap Analysis of the Statewide Security Plan to ESO October 26, 1028 DOR will collaborate with ESO on a Plan of Action and Milestones (POAM) to address the security gaps over the next six months. DOR previously maintained a DOR specific Information Security Plan. Going forward, this plan will be retired and DOR will adopt the Statewide Information Security Plan maintained by the Enterprise Security Office.
- 2) Agreed. DOR management will collaborate with the Oregon State Chief Information Officer (OSCIO) to strengthen its hardware inventory controls to remedy its identified weaknesses with CIS #1. Most end user devices are mobile and WiFi-enabled. A single device can have several IP addresses per day depending on location. Dynamic Host Configuration Protocol and Domain Name System record updates are automated, but asset inventory is not due to the ephemeral nature of IP addresses in DOR's environment. DOR will continue to work with ETS and ESO to implement Layer 2 Network Access Control. As a compensating control, DOR will implement certificate-based network authentication on all agency endpoints.
- 3) Agreed. DOR management will collaborate with OSCIO to strengthen its software inventory controls to remedy its identified weaknesses with CIS #2. Furthermore, DOR will evaluate the use of software whitelisting based on its risk to the agency. If, after a risk analysis categorizes this as a high risk, DOR will implement software whitelisting controls. Short-term activities and process improvements will include:
 - Evaluation of automated whitelist enforcement technologies.
 - Working with ESO to establish a consistent approach to whitelisting technologies and strategy.
 - Improving DOR tracking and documentation of approved software.
 - Automating reporting on non-approved software.
 - Creating a policy and process for removal of non-authorized

software.

4) Agreed. DOR management will collaborate with OSCIO to strengthen its software inventory controls to remedy its identified weaknesses with CIS #2. Furthermore, DOR will evaluate the use of software whitelisting based on its risk to the agency. If, after a risk analysis categorizes this as a high risk, DOR will implement software whitelisting controls. Short term activities and process improvements will include:

- Evaluation of automated whitelist enforcement technologies.
- Working with ESO to establish a consistent approach to whitelisting technologies and strategy.
- Improving DOR tracking and documentation of approved software. Automate reporting on non-approved software.
- Creating a policy and process for removal of non-authorized software.

5) Agreed. DOR will work to strengthen CIS #4 through administrative controls (i.e., policies, standards, and procedures) and implement the use of dedicated workstations for all privileged user administrative tasks.

6) Agreed. DOR will collaborate with OSCIO/ESO to leverage Tenable (Nessus Security Center) to strengthen its secure configuration controls to remedy its perceived weaknesses with CIS #5. DOR has implemented weekly CIS-specific Tenable scans to baseline and track server and workstation configurations. DOR has also implemented policy-enforced security settings in accordance with the IRS Office of Safeguards Computer Security Evaluation Matrix. IRS security setting recommendations are in alignment with the CIS recommendations and are validated every three years by IRS auditors. DOR will develop policies and procedures to detect, track, and remediate deficiencies continuously to ensure consistent and compliant configurations.

7) Agreed. DOR currently consumes OSCIO enterprise logging services. DOR will continue to collaborate with OSCIO to meet the audit requirements by creating and implementing appropriate use cases for security event logging and monitoring. Currently, DOR forwards web logs to QRadar, ETS's central logging solution. DOR has initiated the formal onboarding process with ETS to extend log aggregation and analysis to DOR's Microsoft Advanced Threat Analytics system and critical core database and application servers.

Audit Name:

[FY19 Annual CAFR Audit](#)

Objective:

Express an opinion on whether the financial statements are fairly presented, in all material aspects, in conformity with generally accepted accounting principles (GAAP).

Recommendations:

No new recommendations received at conclusion. (Management Letter 150-2019-12-01)

Audit Name:

[FY20 Annual CAFR Audit](#)

Objective: Express an opinion on whether the financial statements are fairly presented, in all material aspects, in conformity with generally accepted accounting principles (GAAP).

Recommendations: Audit is currently in progress.

[Listing of Other Secretary of State Audits Involving DOR:](#)

(DOR is not the auditee, but an agency of interest. DOR has varying degrees of involvement, e.g., multiple group meetings/interviews, requests for documentation, responds to questionnaires, etc.)

[Audit of Statewide Internal Audit Function \(August 2018\)](#)

[PII Privacy and Incident Response \(January 2020\)](#) Recommendations not yet issued.

[SOS Audit Human Resources Discrimination and Harassment Claims Processing](#) Recommendations not yet issued.

Oregon Department of Revenue Affirmative Action Plan

Affirmative Action Policy

The Department of Revenue is committed to equal employment and affirmative action in the workplace. The department demonstrates its commitment by actively supporting equal employment for all employees and applicants regardless of race, religion, national origin, age, gender, marital status, mental or physical disability, sexual orientation, political affiliation, membership or activity in, or on behalf of, a labor organization or refraining from such membership or activity, or any other non-job-related criteria. All Revenue employees are responsible for creating and maintaining a work environment that is free from discrimination. Managers have the primary responsibility to develop and foster a motivated, diverse, highly skilled workforce. As such, managers' annual performance evaluations include an evaluation of their efforts and accomplishments in the areas of affirmative action, equal employment, and diversity. Managers' position descriptions also include duties pertaining to affirmative action, diversity, and equal employment.

- All related documents are accessible to all employees and partners.
- Documents are posted in the agency atrium as well as on the department's intranet.
- Employees may access them online, and partners can view documents in the atrium.

Diversity & Inclusion Statement

The Department of Revenue has a long history of supporting affirmative action and has championed open-competitive hiring processes to help ensure we replenish our workforce with great people.

All employees are responsible for creating and maintaining a work environment free from discrimination and harassment. Managers have the primary responsibility to develop and maintain a motivated, culturally diverse, multi-skilled workforce. They are evaluated at the time of their performance appraisal for their continual efforts and accomplishments in this area.

However, we realize that to be a true model of tax administration, we need to continue attracting great people to our hiring processes and we need to have a culture that helps us retain them.

Most recently, Revenue has been involved in a national movement through a training cohort, Government Alliance on Race and Equity. The cohort is a nine-month training program on how to approach racial equity on a variety of levels, depending on your agency awareness and readiness level, individual participants' ability to lead, and involvement in their agency work force or community.

As a result of this training, it has become clear that we need to change our focus and approach to achieve growth in racial equity at Revenue. The goal is not an assumption on an instant success, but about creating a new direction and then moving to create more awareness of what racial equity means and how we can benefit, as an agency, from a more equitable and diverse work force.

Much of the agency's work over the next biennium will be focused on creating a more racially equitable and inclusive work environment. The department will invest in people and actions that create a healthy, productive work environment by advancing initiatives that promote a diverse, respectful, equitable and inclusive culture; addressing employee onboarding, development, performance management, engagement, and succession planning; and enhancing the employee-employer relationship. This will ultimately result in a workplace that is stronger, better functioning, more dynamic, and able to deliver the best possible service to the people of Oregon.



PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

In accordance with the requirements of ORS 291.227, (15000 – Department of Revenue) presents this report to the Joint Ways and Means Committee regarding the agency's proposed maximum supervisory ratio for the 2021–2023 biennium.

Supervisory ratio for the last quarter of 2019–2021 biennium

The agency actual supervisory ratio as of 06-30-2021 is 1:11.
(Date) (Enter ratio from last published DAS CHRO supervisory ratio.)

The agency actual supervisory ratio is calculated using the following calculation:

$$\frac{89}{\text{(Total supervisors)}} = \frac{87}{\text{(Employees in a supervisory role)}} + \frac{2}{\text{(Vacancies that if filled would perform a supervisory role.)}} - \frac{1}{\text{(Agency head)}}$$

$$\frac{1021}{\text{(Total nonsupervisors)}} = \frac{865}{\text{(Employee in a nonsupervisory role)}} + \frac{156}{\text{(Vacancies that if filled would perform a nonsupervisory role.)}}$$

The agency has a current actual supervisory ratio of:

$$\frac{1:11.49}{\text{(Actual span of control)}} = \frac{1023}{\text{(Total nonsupervisors)}} / \frac{89}{\text{(Total supervisors)}}$$

When determining an agency maximum supervisory ratio, all agencies shall begin with a baseline supervisory ratio of 1:11 and based upon some or all of the following factors, may adjust the ratio up or down to fit the needs of the agency.

← Narrow Span		Wide Span →	
High	RISK TO PUBLIC/EMPLOYEE SAFETY		Low
Dispersed	GEOGRAPHIC LOCATION(s) OF SUBORDINATES		Assembled
Complex	COMPLEXITY OF DUTIES/MISSION		Not complex
Low	BEST PRACTICES/INDUSTRY STANDARDS		High
Small	AGENCY SIZE/HOURS OF OPERATION		Large
Many	NON AGENCY STAFF/TEMPORARY EMPLOYEES		Few
High	FINANCIAL RESPONSIBILITY		Low
← More Supervisors		Fewer Supervisors →	

Ratio Adjustment Factors

Is safety of the public or of state employees a factor to be considered in determining the agency maximum supervisory ratio?

Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.

N/A – Will remain at the 1:11 ratio.

Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.

N/A – Will remain at the 1:11 ratio.

Is the complexity of the agency’s duties a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.
N/A – Will remain at the 1:11 ratio.

Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.
N/A – Will remain at the 1:11 ratio.

Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ratio?
Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.
N/A – Will remain at the 1:11 ratio.

Are there unique personnel needs of the agency, including the agency’s use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.
N/A – Will remain at the 1:11 ratio.

Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.

N/A – Will remain at the 1:11 ratio.

Based upon the described factors above, the agency proposes a maximum supervisory ratio of 1:11.

Unions requiring notification_____

Date unions notified_____

Submitted by: /s/ Dickson J Henry

Date: 07/13/20

Signature Line _____

Date _____

Signature Line _____

Date _____

Signature Line _____

Date _____

Signature Line _____

Date _____

Revenue, Dept of**Summary Cross Reference Listing and Packages
2021-23 Biennium****Agency Number: 15000****BAM Analyst: Pearson, Lisa****Budget Coordinator: Macias, Jose - (503)947-2287**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
001-00-00-00000	Executive Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
001-00-00-00000	Executive Division	021	0	Phase-in	Essential Packages
001-00-00-00000	Executive Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
001-00-00-00000	Executive Division	031	0	Standard Inflation	Essential Packages
001-00-00-00000	Executive Division	032	0	Above Standard Inflation	Essential Packages
001-00-00-00000	Executive Division	033	0	Exceptional Inflation	Essential Packages
001-00-00-00000	Executive Division	060	0	Technical Adjustments	Essential Packages
001-00-00-00000	Executive Division	080	0	March 2020 Eboard	Policy Packages
001-00-00-00000	Executive Division	081	0	April 2020 Eboard	Policy Packages
001-00-00-00000	Executive Division	082	0	May 2020 Eboard	Policy Packages
001-00-00-00000	Executive Division	083	0	June 2020 Eboard	Policy Packages
002-00-00-00000	General Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
002-00-00-00000	General Services Division	021	0	Phase-in	Essential Packages
002-00-00-00000	General Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
002-00-00-00000	General Services Division	031	0	Standard Inflation	Essential Packages
002-00-00-00000	General Services Division	032	0	Above Standard Inflation	Essential Packages
002-00-00-00000	General Services Division	033	0	Exceptional Inflation	Essential Packages
002-00-00-00000	General Services Division	060	0	Technical Adjustments	Essential Packages
002-00-00-00000	General Services Division	080	0	March 2020 Eboard	Policy Packages
002-00-00-00000	General Services Division	081	0	April 2020 Eboard	Policy Packages
002-00-00-00000	General Services Division	082	0	May 2020 Eboard	Policy Packages
002-00-00-00000	General Services Division	083	0	June 2020 Eboard	Policy Packages

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Revenue, Dept of**Summary Cross Reference Listing and Packages
2021-23 Biennium****Agency Number: 15000****BAM Analyst: Pearson, Lisa****Budget Coordinator: Macias, Jose - (503)947-2287**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
003-00-00-00000	Administration	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
003-00-00-00000	Administration	021	0	Phase-in	Essential Packages
003-00-00-00000	Administration	022	0	Phase-out Pgm & One-time Costs	Essential Packages
003-00-00-00000	Administration	031	0	Standard Inflation	Essential Packages
003-00-00-00000	Administration	032	0	Above Standard Inflation	Essential Packages
003-00-00-00000	Administration	033	0	Exceptional Inflation	Essential Packages
003-00-00-00000	Administration	060	0	Technical Adjustments	Essential Packages
003-00-00-00000	Administration	080	0	March 2020 Eboard	Policy Packages
003-00-00-00000	Administration	081	0	April 2020 Eboard	Policy Packages
003-00-00-00000	Administration	082	0	May 2020 Eboard	Policy Packages
003-00-00-00000	Administration	083	0	June 2020 Eboard	Policy Packages
003-00-00-00000	Administration	101	0	HR Training	Policy Packages
004-00-00-00000	Property Tax Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
004-00-00-00000	Property Tax Division	021	0	Phase-in	Essential Packages
004-00-00-00000	Property Tax Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
004-00-00-00000	Property Tax Division	031	0	Standard Inflation	Essential Packages
004-00-00-00000	Property Tax Division	032	0	Above Standard Inflation	Essential Packages
004-00-00-00000	Property Tax Division	033	0	Exceptional Inflation	Essential Packages
004-00-00-00000	Property Tax Division	060	0	Technical Adjustments	Essential Packages
004-00-00-00000	Property Tax Division	080	0	March 2020 Eboard	Policy Packages
004-00-00-00000	Property Tax Division	081	0	April 2020 Eboard	Policy Packages
004-00-00-00000	Property Tax Division	082	0	May 2020 Eboard	Policy Packages

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2021-23 Biennium****Agency Number: 15000****BAM Analyst: Pearson, Lisa****Budget Coordinator: Macias, Jose - (503)947-2287**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
004-00-00-00000	Property Tax Division	083	0	June 2020 Eboard	Policy Packages
004-00-00-00000	Property Tax Division	102	0	ELVIS Bond Funding	Policy Packages
005-00-00-00000	Personal Tax and Compliance Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	021	0	Phase-in	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	031	0	Standard Inflation	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	032	0	Above Standard Inflation	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	033	0	Exceptional Inflation	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	060	0	Technical Adjustments	Essential Packages
005-00-00-00000	Personal Tax and Compliance Division	080	0	March 2020 Eboard	Policy Packages
005-00-00-00000	Personal Tax and Compliance Division	081	0	April 2020 Eboard	Policy Packages
005-00-00-00000	Personal Tax and Compliance Division	082	0	May 2020 Eboard	Policy Packages
005-00-00-00000	Personal Tax and Compliance Division	083	0	June 2020 Eboard	Policy Packages
005-00-00-00000	Personal Tax and Compliance Division	103	0	PTAC Seasonal Staff	Policy Packages
005-00-00-00000	Personal Tax and Compliance Division	106	0	Consolidate Collections	Policy Packages
005-00-00-00000	Personal Tax and Compliance Division	107	0	FIDM ongoing costs	Policy Packages
006-00-00-00000	Business Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
006-00-00-00000	Business Division	021	0	Phase-in	Essential Packages
006-00-00-00000	Business Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
006-00-00-00000	Business Division	031	0	Standard Inflation	Essential Packages
006-00-00-00000	Business Division	032	0	Above Standard Inflation	Essential Packages
006-00-00-00000	Business Division	033	0	Exceptional Inflation	Essential Packages

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2021-23 Biennium****Agency Number: 15000****BAM Analyst: Pearson, Lisa****Budget Coordinator: Macias, Jose - (503)947-2287**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
006-00-00-00000	Business Division	060	0	Technical Adjustments	Essential Packages
006-00-00-00000	Business Division	080	0	March 2020 Eboard	Policy Packages
006-00-00-00000	Business Division	081	0	April 2020 Eboard	Policy Packages
006-00-00-00000	Business Division	082	0	May 2020 Eboard	Policy Packages
006-00-00-00000	Business Division	083	0	June 2020 Eboard	Policy Packages
006-00-00-00000	Business Division	104	0	Bus Cig Tax, Vape	Policy Packages
006-00-00-00000	Business Division	106	0	Consolidate Collections	Policy Packages
007-00-00-00000	Collections Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
007-00-00-00000	Collections Division	021	0	Phase-in	Essential Packages
007-00-00-00000	Collections Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
007-00-00-00000	Collections Division	031	0	Standard Inflation	Essential Packages
007-00-00-00000	Collections Division	032	0	Above Standard Inflation	Essential Packages
007-00-00-00000	Collections Division	033	0	Exceptional Inflation	Essential Packages
007-00-00-00000	Collections Division	060	0	Technical Adjustments	Essential Packages
007-00-00-00000	Collections Division	080	0	March 2020 Eboard	Policy Packages
007-00-00-00000	Collections Division	081	0	April 2020 Eboard	Policy Packages
007-00-00-00000	Collections Division	082	0	May 2020 Eboard	Policy Packages
007-00-00-00000	Collections Division	083	0	June 2020 Eboard	Policy Packages
007-00-00-00000	Collections Division	106	0	Consolidate Collections	Policy Packages
007-00-00-00000	Collections Division	107	0	FIDM ongoing costs	Policy Packages
008-00-00-00000	Corporate Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
008-00-00-00000	Corporate Division	021	0	Phase-in	Essential Packages

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2021-23 Biennium****Agency Number: 15000****BAM Analyst: Pearson, Lisa****Budget Coordinator: Macias, Jose - (503)947-2287**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
008-00-00-00000	Corporate Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
008-00-00-00000	Corporate Division	031	0	Standard Inflation	Essential Packages
008-00-00-00000	Corporate Division	032	0	Above Standard Inflation	Essential Packages
008-00-00-00000	Corporate Division	033	0	Exceptional Inflation	Essential Packages
008-00-00-00000	Corporate Division	060	0	Technical Adjustments	Essential Packages
008-00-00-00000	Corporate Division	080	0	March 2020 Eboard	Policy Packages
008-00-00-00000	Corporate Division	081	0	April 2020 Eboard	Policy Packages
008-00-00-00000	Corporate Division	082	0	May 2020 Eboard	Policy Packages
008-00-00-00000	Corporate Division	083	0	June 2020 Eboard	Policy Packages
008-00-00-00000	Corporate Division	105	0	CAT	Policy Packages
008-00-00-00000	Corporate Division	113	0	Proc Ctr Quick Modules	Policy Packages
009-00-00-00000	Information Technology Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
009-00-00-00000	Information Technology Services Division	021	0	Phase-in	Essential Packages
009-00-00-00000	Information Technology Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
009-00-00-00000	Information Technology Services Division	031	0	Standard Inflation	Essential Packages
009-00-00-00000	Information Technology Services Division	032	0	Above Standard Inflation	Essential Packages
009-00-00-00000	Information Technology Services Division	033	0	Exceptional Inflation	Essential Packages
009-00-00-00000	Information Technology Services Division	060	0	Technical Adjustments	Essential Packages
009-00-00-00000	Information Technology Services Division	080	0	March 2020 Eboard	Policy Packages
009-00-00-00000	Information Technology Services Division	081	0	April 2020 Eboard	Policy Packages
009-00-00-00000	Information Technology Services Division	082	0	May 2020 Eboard	Policy Packages
009-00-00-00000	Information Technology Services Division	083	0	June 2020 Eboard	Policy Packages

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Revenue, Dept of**Summary Cross Reference Listing and Packages
2021-23 Biennium****Agency Number: 15000****BAM Analyst: Pearson, Lisa****Budget Coordinator: Macias, Jose - (503)947-2287**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
009-00-00-00000	Information Technology Services Division	102	0	ELVIS Bond Funding	Policy Packages
009-00-00-00000	Information Technology Services Division	109	0	Gen Tax Ops & Maint	Policy Packages
009-00-00-00000	Information Technology Services Division	110	0	Core Systems Ops & Maint	Policy Packages
009-00-00-00000	Information Technology Services Division	111	0	IT Compliance Risk Mitigation	Policy Packages
009-00-00-00000	Information Technology Services Division	112	0	Proc Ctr Trans Tax Processing	Policy Packages
009-00-00-00000	Information Technology Services Division	113	0	Proc Ctr Quick Modules	Policy Packages
014-00-00-00000	Marijuana Program	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
014-00-00-00000	Marijuana Program	021	0	Phase-in	Essential Packages
014-00-00-00000	Marijuana Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
014-00-00-00000	Marijuana Program	031	0	Standard Inflation	Essential Packages
014-00-00-00000	Marijuana Program	032	0	Above Standard Inflation	Essential Packages
014-00-00-00000	Marijuana Program	033	0	Exceptional Inflation	Essential Packages
014-00-00-00000	Marijuana Program	060	0	Technical Adjustments	Essential Packages
014-00-00-00000	Marijuana Program	080	0	March 2020 Eboard	Policy Packages
014-00-00-00000	Marijuana Program	081	0	April 2020 Eboard	Policy Packages
014-00-00-00000	Marijuana Program	082	0	May 2020 Eboard	Policy Packages
014-00-00-00000	Marijuana Program	083	0	June 2020 Eboard	Policy Packages
015-00-00-00000	Multistate Tax Commission	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
015-00-00-00000	Multistate Tax Commission	021	0	Phase-in	Essential Packages
015-00-00-00000	Multistate Tax Commission	022	0	Phase-out Pgm & One-time Costs	Essential Packages
015-00-00-00000	Multistate Tax Commission	031	0	Standard Inflation	Essential Packages
015-00-00-00000	Multistate Tax Commission	032	0	Above Standard Inflation	Essential Packages

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Revenue, Dept of**Summary Cross Reference Listing and Packages
2021-23 Biennium****Agency Number: 15000****BAM Analyst: Pearson, Lisa****Budget Coordinator: Macias, Jose - (503)947-2287**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
015-00-00-00000	Multistate Tax Commission	033	0	Exceptional Inflation	Essential Packages
015-00-00-00000	Multistate Tax Commission	060	0	Technical Adjustments	Essential Packages
015-00-00-00000	Multistate Tax Commission	080	0	March 2020 Eboard	Policy Packages
015-00-00-00000	Multistate Tax Commission	081	0	April 2020 Eboard	Policy Packages
015-00-00-00000	Multistate Tax Commission	082	0	May 2020 Eboard	Policy Packages
015-00-00-00000	Multistate Tax Commission	083	0	June 2020 Eboard	Policy Packages
019-00-00-00000	Non-Profit Housing for Elderly Persons	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
019-00-00-00000	Non-Profit Housing for Elderly Persons	021	0	Phase-in	Essential Packages
019-00-00-00000	Non-Profit Housing for Elderly Persons	022	0	Phase-out Pgm & One-time Costs	Essential Packages
019-00-00-00000	Non-Profit Housing for Elderly Persons	031	0	Standard Inflation	Essential Packages
019-00-00-00000	Non-Profit Housing for Elderly Persons	032	0	Above Standard Inflation	Essential Packages
019-00-00-00000	Non-Profit Housing for Elderly Persons	033	0	Exceptional Inflation	Essential Packages
019-00-00-00000	Non-Profit Housing for Elderly Persons	060	0	Technical Adjustments	Essential Packages
019-00-00-00000	Non-Profit Housing for Elderly Persons	080	0	March 2020 Eboard	Policy Packages
019-00-00-00000	Non-Profit Housing for Elderly Persons	081	0	April 2020 Eboard	Policy Packages
019-00-00-00000	Non-Profit Housing for Elderly Persons	082	0	May 2020 Eboard	Policy Packages
019-00-00-00000	Non-Profit Housing for Elderly Persons	083	0	June 2020 Eboard	Policy Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	021	0	Phase-in	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	022	0	Phase-out Pgm & One-time Costs	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	031	0	Standard Inflation	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	032	0	Above Standard Inflation	Essential Packages

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2021-23 Biennium****Agency Number: 15000****BAM Analyst: Pearson, Lisa****Budget Coordinator: Macias, Jose - (503)947-2287**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
025-00-00-00000	Sr Citizens Prop Tax Deferral	033	0	Exceptional Inflation	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	060	0	Technical Adjustments	Essential Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	080	0	March 2020 Eboard	Policy Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	081	0	April 2020 Eboard	Policy Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	082	0	May 2020 Eboard	Policy Packages
025-00-00-00000	Sr Citizens Prop Tax Deferral	083	0	June 2020 Eboard	Policy Packages
030-00-00-00000	Core System Replacement	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
030-00-00-00000	Core System Replacement	021	0	Phase-in	Essential Packages
030-00-00-00000	Core System Replacement	022	0	Phase-out Pgm & One-time Costs	Essential Packages
030-00-00-00000	Core System Replacement	031	0	Standard Inflation	Essential Packages
030-00-00-00000	Core System Replacement	032	0	Above Standard Inflation	Essential Packages
030-00-00-00000	Core System Replacement	033	0	Exceptional Inflation	Essential Packages
030-00-00-00000	Core System Replacement	060	0	Technical Adjustments	Essential Packages
030-00-00-00000	Core System Replacement	080	0	March 2020 Eboard	Policy Packages
030-00-00-00000	Core System Replacement	081	0	April 2020 Eboard	Policy Packages
030-00-00-00000	Core System Replacement	082	0	May 2020 Eboard	Policy Packages
030-00-00-00000	Core System Replacement	083	0	June 2020 Eboard	Policy Packages
030-00-00-00000	Core System Replacement	102	0	ELVIS Bond Funding	Policy Packages
031-00-00-00000	Property Valuation System	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
031-00-00-00000	Property Valuation System	021	0	Phase-in	Essential Packages
031-00-00-00000	Property Valuation System	022	0	Phase-out Pgm & One-time Costs	Essential Packages
031-00-00-00000	Property Valuation System	031	0	Standard Inflation	Essential Packages

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2021-23 Biennium****Agency Number: 15000****BAM Analyst: Pearson, Lisa****Budget Coordinator: Macias, Jose - (503)947-2287**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
031-00-00-00000	Property Valuation System	032	0	Above Standard Inflation	Essential Packages
031-00-00-00000	Property Valuation System	033	0	Exceptional Inflation	Essential Packages
031-00-00-00000	Property Valuation System	060	0	Technical Adjustments	Essential Packages
031-00-00-00000	Property Valuation System	080	0	March 2020 Eboard	Policy Packages
031-00-00-00000	Property Valuation System	081	0	April 2020 Eboard	Policy Packages
031-00-00-00000	Property Valuation System	082	0	May 2020 Eboard	Policy Packages
031-00-00-00000	Property Valuation System	083	0	June 2020 Eboard	Policy Packages
070-00-00-00000	Revenue Clearinghouse	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
070-00-00-00000	Revenue Clearinghouse	021	0	Phase-in	Essential Packages
070-00-00-00000	Revenue Clearinghouse	022	0	Phase-out Pgm & One-time Costs	Essential Packages
070-00-00-00000	Revenue Clearinghouse	031	0	Standard Inflation	Essential Packages
070-00-00-00000	Revenue Clearinghouse	032	0	Above Standard Inflation	Essential Packages
070-00-00-00000	Revenue Clearinghouse	033	0	Exceptional Inflation	Essential Packages
070-00-00-00000	Revenue Clearinghouse	060	0	Technical Adjustments	Essential Packages
070-00-00-00000	Revenue Clearinghouse	080	0	March 2020 Eboard	Policy Packages
070-00-00-00000	Revenue Clearinghouse	081	0	April 2020 Eboard	Policy Packages
070-00-00-00000	Revenue Clearinghouse	082	0	May 2020 Eboard	Policy Packages
070-00-00-00000	Revenue Clearinghouse	083	0	June 2020 Eboard	Policy Packages
087-00-00-00000	Capital Debt Service and Related Costs	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
087-00-00-00000	Capital Debt Service and Related Costs	021	0	Phase-in	Essential Packages
087-00-00-00000	Capital Debt Service and Related Costs	022	0	Phase-out Pgm & One-time Costs	Essential Packages
087-00-00-00000	Capital Debt Service and Related Costs	031	0	Standard Inflation	Essential Packages

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Revenue, Dept of**Summary Cross Reference Listing and Packages
2021-23 Biennium****Agency Number: 15000****BAM Analyst: Pearson, Lisa****Budget Coordinator: Macias, Jose - (503)947-2287**

<i>Cross Reference Number</i>	<i>Cross Reference Description</i>	<i>Package Number</i>	<i>Priority</i>	<i>Package Description</i>	<i>Package Group</i>
087-00-00-00000	Capital Debt Service and Related Costs	032	0	Above Standard Inflation	Essential Packages
087-00-00-00000	Capital Debt Service and Related Costs	033	0	Exceptional Inflation	Essential Packages
087-00-00-00000	Capital Debt Service and Related Costs	060	0	Technical Adjustments	Essential Packages
087-00-00-00000	Capital Debt Service and Related Costs	080	0	March 2020 Eboard	Policy Packages
087-00-00-00000	Capital Debt Service and Related Costs	081	0	April 2020 Eboard	Policy Packages
087-00-00-00000	Capital Debt Service and Related Costs	082	0	May 2020 Eboard	Policy Packages
087-00-00-00000	Capital Debt Service and Related Costs	083	0	June 2020 Eboard	Policy Packages

Revenue, Dept of**Policy Package List by Priority
2021-23 Biennium****Agency Number: 15000****BAM Analyst: Pearson, Lisa****Budget Coordinator: Macias, Jose - (503)947-2287**

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	080	March 2020 Eboard	001-00-00-00000	Executive Division
			002-00-00-00000	General Services Division
			003-00-00-00000	Administration
			004-00-00-00000	Property Tax Division
			005-00-00-00000	Personal Tax and Compliance Division
			006-00-00-00000	Business Division
			007-00-00-00000	Collections Division
			008-00-00-00000	Corporate Division
			009-00-00-00000	Information Technology Services Division
			014-00-00-00000	Marijuana Program
			015-00-00-00000	Multistate Tax Commission
			019-00-00-00000	Non-Profit Housing for Elderly Persons
			025-00-00-00000	Sr Citizens Prop Tax Deferral
			030-00-00-00000	Core System Replacement
			031-00-00-00000	Property Valuation System
			070-00-00-00000	Revenue Clearinghouse
			087-00-00-00000	Capital Debt Service and Related Costs
	081	April 2020 Eboard	001-00-00-00000	Executive Division
			002-00-00-00000	General Services Division
			003-00-00-00000	Administration
			004-00-00-00000	Property Tax Division
			005-00-00-00000	Personal Tax and Compliance Division
			006-00-00-00000	Business Division

Revenue, Dept of**Policy Package List by Priority
2021-23 Biennium****Agency Number: 15000****BAM Analyst: Pearson, Lisa****Budget Coordinator: Macias, Jose - (503)947-2287**

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	081	April 2020 Eboard	007-00-00-00000	Collections Division
			008-00-00-00000	Corporate Division
			009-00-00-00000	Information Technology Services Division
			014-00-00-00000	Marijuana Program
			015-00-00-00000	Multistate Tax Commission
			019-00-00-00000	Non-Profit Housing for Elderly Persons
			025-00-00-00000	Sr Citizens Prop Tax Deferral
			030-00-00-00000	Core System Replacement
			031-00-00-00000	Property Valuation System
			070-00-00-00000	Revenue Clearinghouse
	082	May 2020 Eboard	087-00-00-00000	Capital Debt Service and Related Costs
			001-00-00-00000	Executive Division
			002-00-00-00000	General Services Division
			003-00-00-00000	Administration
			004-00-00-00000	Property Tax Division
			005-00-00-00000	Personal Tax and Compliance Division
			006-00-00-00000	Business Division
			007-00-00-00000	Collections Division
			008-00-00-00000	Corporate Division
			009-00-00-00000	Information Technology Services Division
			014-00-00-00000	Marijuana Program
			015-00-00-00000	Multistate Tax Commission
			019-00-00-00000	Non-Profit Housing for Elderly Persons

Revenue, Dept of**Policy Package List by Priority
2021-23 Biennium****Agency Number: 15000****BAM Analyst: Pearson, Lisa****Budget Coordinator: Macias, Jose - (503)947-2287**

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	082	May 2020 Eboard	025-00-00-00000	Sr Citizens Prop Tax Deferral
			030-00-00-00000	Core System Replacement
			031-00-00-00000	Property Valuation System
			070-00-00-00000	Revenue Clearinghouse
			087-00-00-00000	Capital Debt Service and Related Costs
	083	June 2020 Eboard	001-00-00-00000	Executive Division
			002-00-00-00000	General Services Division
			003-00-00-00000	Administration
			004-00-00-00000	Property Tax Division
			005-00-00-00000	Personal Tax and Compliance Division
			006-00-00-00000	Business Division
			007-00-00-00000	Collections Division
			008-00-00-00000	Corporate Division
			009-00-00-00000	Information Technology Services Division
			014-00-00-00000	Marijuana Program
			015-00-00-00000	Multistate Tax Commission
			019-00-00-00000	Non-Profit Housing for Elderly Persons
			025-00-00-00000	Sr Citizens Prop Tax Deferral
			030-00-00-00000	Core System Replacement
			031-00-00-00000	Property Valuation System
			070-00-00-00000	Revenue Clearinghouse
			087-00-00-00000	Capital Debt Service and Related Costs
			003-00-00-00000	Administration
	101	HR Training		

Revenue, Dept of**Policy Package List by Priority
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Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	102	ELVIS Bond Funding	004-00-00-00000	Property Tax Division
			009-00-00-00000	Information Technology Services Division
			030-00-00-00000	Core System Replacement
	103	PTAC Seasonal Staff	005-00-00-00000	Personal Tax and Compliance Division
	104	Bus Cig Tax, Vape	006-00-00-00000	Business Division
	105	CAT	008-00-00-00000	Corporate Division
	106	Consolidate Collections	005-00-00-00000	Personal Tax and Compliance Division
			006-00-00-00000	Business Division
			007-00-00-00000	Collections Division
	107	FIDM ongoing costs	005-00-00-00000	Personal Tax and Compliance Division
			007-00-00-00000	Collections Division
	109	Gen Tax Ops & Maint	009-00-00-00000	Information Technology Services Division
	110	Core Systems Ops & Maint	009-00-00-00000	Information Technology Services Division
	111	IT Compliance Risk Mitigation	009-00-00-00000	Information Technology Services Division
	112	Proc Ctr Trans Tax Processing	009-00-00-00000	Information Technology Services Division
	113	Proc Ctr Quick Modules	008-00-00-00000	Corporate Division
			009-00-00-00000	Information Technology Services Division

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures

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Revenue, Dept of

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	123,574,431	37,827,306	-	37,827,306	37,827,306	37,827,306
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	74,149,640	35,526,678	-	35,526,678	24,998,678	24,998,678
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	197,724,071	73,353,984	-	73,353,984	62,825,984	62,825,984
TOTAL BEGINNING BALANCE	\$197,724,071	\$73,353,984	-	\$73,353,984	\$62,825,984	\$62,825,984

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	180,043,954	198,123,562	-	198,123,562	207,500,324	204,437,845
8030 General Fund Debt Svc	14,376,932	14,980,120	-	14,980,120	6,695,900	6,695,900
All Funds	194,420,886	213,103,682	-	213,103,682	214,196,224	211,133,745

TAXES

0105 Personal Income Taxes

8800 General Fund Revenue	18,781,067,937	18,705,068,000	-	18,705,068,000	18,508,090,000	18,508,090,000
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0110 Corp Excise and Income Taxes

8800 General Fund Revenue	1,663,455,066	1,245,753,673	-	1,245,753,673	1,157,616,000	1,157,616,000
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0113 Corporate Activity Tax

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Revenue, Dept of

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3400 Other Funds Ltd	-	-	-	-	2,207,170,000	2,207,190,681
0130 Other Employer -Employee Taxes						
3400 Other Funds Ltd	210,512,067	1,176,704,857	-	1,176,704,857	1,198,332,567	1,198,332,567
3430 Other Funds Debt Svc Ltd	-	1,327,830	-	1,327,830	550,120	550,120
All Funds	210,512,067	1,178,032,687	-	1,178,032,687	1,198,882,687	1,198,882,687
0135 Cigarette Taxes						
3400 Other Funds Ltd	331,569,127	330,730,869	-	330,730,869	313,544,080	313,544,080
8800 General Fund Revenue	68,475,903	64,998,000	-	64,998,000	61,070,000	61,070,000
All Funds	400,045,030	395,728,869	-	395,728,869	374,614,080	374,614,080
0140 Other Tobacco Products Taxes						
3400 Other Funds Ltd	55,442,355	58,043,000	-	58,043,000	57,470,058	57,470,058
8800 General Fund Revenue	63,597,835	66,533,000	-	66,533,000	64,469,000	64,469,000
All Funds	119,040,190	124,576,000	-	124,576,000	121,939,058	121,939,058
0142 Marijuana Taxes						
3400 Other Funds Ltd	256,243,251	238,019,334	-	238,019,334	286,632,000	286,760,528
0145 Amusement Taxes						
3400 Other Funds Ltd	-	3,890,000	-	3,890,000	3,890,000	3,890,000
8800 General Fund Revenue	1,681,833	1,600,000	-	1,600,000	1,600,000	1,600,000
All Funds	1,681,833	5,490,000	-	5,490,000	5,490,000	5,490,000
0155 Inheritance Taxes						
8800 General Fund Revenue	381,187,043	361,189,000	-	361,189,000	315,000,000	315,000,000

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Revenue, Dept of

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
0160 Eastern Oregon Severance Taxes						
3400 Other Funds Ltd	-	18,000	-	18,000	20,260	20,260
8800 General Fund Revenue	5,428	6,000	-	6,000	6,000	6,000
All Funds	5,428	24,000	-	24,000	26,260	26,260
0162 Western Oregon Severance Taxes						
3400 Other Funds Ltd	-	970,000	-	970,000	970,000	970,000
8800 General Fund Revenue	295,827	30,000	-	30,000	30,000	30,000
All Funds	295,827	1,000,000	-	1,000,000	1,000,000	1,000,000
0165 Other Severance Taxes						
3400 Other Funds Ltd	-	150,000	-	150,000	150,000	150,000
0185 Privilege Taxes						
3400 Other Funds Ltd	22,475,878	52,350,000	-	52,350,000	50,500,000	50,500,000
0195 Other Taxes						
3400 Other Funds Ltd	609,139	1,201,245,830	-	1,201,245,830	408,541,079	408,541,079
8800 General Fund Revenue	-	30,327	-	30,327	30,327	30,327
All Funds	609,139	1,201,276,157	-	1,201,276,157	408,571,406	408,571,406
TOTAL TAXES						
3400 Other Funds Ltd	876,851,817	3,062,121,890	-	3,062,121,890	4,527,220,044	4,527,369,253
3430 Other Funds Debt Svc Ltd	-	1,327,830	-	1,327,830	550,120	550,120
8800 General Fund Revenue	20,959,766,872	20,445,208,000	-	20,445,208,000	20,107,911,327	20,107,911,327

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Revenue, Dept of

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
TOTAL TAXES	\$21,836,618,689	\$23,508,657,720	-	\$23,508,657,720	\$24,635,681,491	\$24,635,830,700
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	-	11,597,353	-	11,597,353	12,103,704	12,103,704
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	-	20,311,377	-	20,311,377	20,311,377	20,458,329
0415 Admin and Service Charges						
3400 Other Funds Ltd	28,344,224	-	-	-	-	-
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	28,344,224	20,311,377	-	20,311,377	20,311,377	20,458,329
TOTAL CHARGES FOR SERVICES	\$28,344,224	\$20,311,377	-	\$20,311,377	\$20,311,377	\$20,458,329
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	28,560,094	17,688,874	-	17,688,874	20,219,258	20,219,258
8800 General Fund Revenue	-	12,028,333	-	12,028,333	12,028,333	12,028,333
All Funds	28,560,094	29,717,207	-	29,717,207	32,247,591	32,247,591
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	7,416,278	-	-	-	-	-

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Revenue, Dept of

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3430 Other Funds Debt Svc Ltd	1,966,074	-	-	-	-	-
All Funds	9,382,352	-	-	-	-	-
INTEREST EARNINGS						
0605 Interest Income						
3430 Other Funds Debt Svc Ltd	118,669	-	-	-	-	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	-	2,000,000	-	2,000,000	2,000,000	2,000,000
LOAN REPAYMENT						
0950 Sr Citizen Prop Tax Repayments						
3400 Other Funds Ltd	-	40,924,836	-	40,924,836	41,022,429	42,587,156
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	-	-	8,817	8,817	-	-
3230 Other Funds Debt Svc Non-Ltd	-	-	2,246,184	2,246,184	-	-
3400 Other Funds Ltd	18,736,498	89,111,954	-	89,111,954	92,453,774	92,453,774
8800 General Fund Revenue	3,278,543	-	-	-	-	-
All Funds	22,015,041	89,111,954	2,255,001	91,366,955	92,453,774	92,453,774
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	4,837,246,973	73,214,361	-	73,214,361	73,929,150	74,634,519

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Revenue, Dept of

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3430 Other Funds Debt Svc Ltd	-	1,327,830	-	1,327,830	550,120	550,120
All Funds	4,837,246,973	74,542,191	-	74,542,191	74,479,270	75,184,639
1060 Transfer from General Fund						
3400 Other Funds Ltd	3,037,426	-	-	-	-	-
1123 Tsfr From OR Business Development						
3400 Other Funds Ltd	20,000	-	-	-	-	-
1198 Tsfr From Judicial Dept						
3400 Other Funds Ltd	89,097,195	71,313,365	-	71,313,365	36,911,091	36,911,091
8800 General Fund Revenue	-	50,571,555	-	50,571,555	50,571,555	50,571,555
All Funds	89,097,195	121,884,920	-	121,884,920	87,482,646	87,482,646
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	4,929,401,594	144,527,726	-	144,527,726	110,840,241	111,545,610
3430 Other Funds Debt Svc Ltd	-	1,327,830	-	1,327,830	550,120	550,120
8800 General Fund Revenue	-	50,571,555	-	50,571,555	50,571,555	50,571,555
TOTAL TRANSFERS IN	\$4,929,401,594	\$196,427,111	-	\$196,427,111	\$161,961,916	\$162,667,285

REVENUES

8000 General Fund	180,043,954	198,123,562	-	198,123,562	207,500,324	204,437,845
8030 General Fund Debt Svc	14,376,932	14,980,120	-	14,980,120	6,695,900	6,695,900
3200 Other Funds Non-Ltd	-	-	8,817	8,817	-	-
3230 Other Funds Debt Svc Non-Ltd	-	-	2,246,184	2,246,184	-	-

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Revenue, Dept of

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3400 Other Funds Ltd	5,889,310,505	3,388,284,010	-	3,388,284,010	4,826,170,827	4,828,737,084
3430 Other Funds Debt Svc Ltd	2,084,743	2,655,660	-	2,655,660	1,100,240	1,100,240
8800 General Fund Revenue	20,963,045,415	20,507,807,888	-	20,507,807,888	20,170,511,215	20,170,511,215
TOTAL REVENUES	\$27,048,861,549	\$24,111,851,240	\$2,255,001	\$24,114,106,241	\$25,211,978,506	\$25,211,482,284

TRANSFERS OUT

2010 Transfer Out - Intrafund

3400 Other Funds Ltd	(4,837,246,973)	(73,214,361)	-	(73,214,361)	(78,210,936)	(78,210,936)
3430 Other Funds Debt Svc Ltd	-	(1,327,830)	-	(1,327,830)	(550,120)	(550,120)
All Funds	(4,837,246,973)	(74,542,191)	-	(74,542,191)	(78,761,056)	(78,761,056)

2048 Transfer to Public Universities

3400 Other Funds Ltd	-	(7,966,616)	-	(7,966,616)	(7,966,616)	(7,966,616)
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2050 Transfer to Other

3400 Other Funds Ltd	-	(1,014,183,579)	-	(1,014,183,579)	(1,014,183,579)	(1,014,183,579)
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2060 Transfer to General Fund

8800 General Fund Revenue	(20,963,045,415)	(20,507,807,888)	-	(20,507,807,888)	(20,170,511,215)	(20,170,511,215)
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2080 Transfer to Counties

3400 Other Funds Ltd	60,632,308	(38,226,120)	-	(38,226,120)	(38,226,120)	(38,226,120)
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2100 Tsfr To Human Svcs, Dept of

3400 Other Funds Ltd	(2,758,007)	(2,758,007)	-	(2,758,007)	(2,876,601)	(2,876,601)
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2107 Tsfr To Administrative Svcs

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Revenue, Dept of

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3400 Other Funds Ltd	(94,648,341)	(59,995,190)	-	(59,995,190)	(75,307,190)	(75,307,190)
2137 Tsfr To Justice, Dept of						
3400 Other Funds Ltd	(21,281,875)	(20,144,307)	-	(20,144,307)	(23,172,359)	(23,172,359)
2141 Tsfr To Lands, Dept of State						
3400 Other Funds Ltd	(23,723)	(100,000)	-	(100,000)	(100,000)	(100,000)
2198 Tsfr To Judicial Dept						
3400 Other Funds Ltd	(9,549,866)	(12,682,392)	-	(12,682,392)	(11,092,862)	(11,092,862)
2213 Tsfr To Criminal Justice Comm						
3400 Other Funds Ltd	(1,500,000)	(3,000,000)	-	(3,000,000)	(3,000,000)	(3,000,000)
2248 Tsfr To Military Dept, Or						
3400 Other Funds Ltd	(89,820,504)	(92,235,386)	-	(92,235,386)	(153,326,228)	(153,326,228)
2257 Tsfr To Police, Dept of State						
3400 Other Funds Ltd	(27,039,078)	(49,198,281)	-	(49,198,281)	(52,188,772)	(52,188,772)
2259 Tsfr To Pub Safety Std/Trng						
3400 Other Funds Ltd	(36,516,280)	(37,520,327)	-	(37,520,327)	(36,691,932)	(36,691,932)
2291 Tsfr To Corrections, Dept of						
3400 Other Funds Ltd	(4,257,421)	(4,585,442)	-	(4,585,442)	(4,846,812)	(4,846,812)
2340 Tsfr To Environmental Quality						
3400 Other Funds Ltd	(22,452,505)	(25,780,444)	-	(25,780,444)	(26,155,444)	(26,155,444)
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(425,190,417)	(435,629,808)	-	(435,629,808)	(425,554,808)	(425,554,808)

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Revenue, Dept of

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
2525 Tsfr To HECC						
3400 Other Funds Ltd	(2,159,205)	(2,093,270)	-	(2,093,270)	(2,093,270)	(2,093,270)
2581 Tsfr To Education, Dept of						
3400 Other Funds Ltd	(90,597,143)	(1,013,349,476)	-	(1,013,349,476)	(2,306,664,000)	(2,306,664,000)
2629 Tsfr To Forestry, Dept of						
3400 Other Funds Ltd	(15,435,725)	(25,741,667)	-	(25,741,667)	(26,848,559)	(26,848,559)
2635 Tsfr To Fish/Wildlife, Dept of						
3400 Other Funds Ltd	(75,237)	(30,000)	-	(30,000)	(30,000)	(30,000)
2730 Tsfr To Transportation, Dept						
3400 Other Funds Ltd	(101,353,443)	(256,884,667)	-	(256,884,667)	(290,909,667)	(290,909,667)
2845 Tsfr To Or Liquor Cntrl Comm						
3400 Other Funds Ltd	(6,723,539)	(7,000,000)	-	(7,000,000)	(7,000,000)	(7,000,000)
2914 Tsfr To Housing and Com Svcs						
3400 Other Funds Ltd	(53,119,771)	(88,765,387)	-	(88,765,387)	(90,352,414)	(90,352,414)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(5,781,116,745)	(3,271,084,727)	-	(3,271,084,727)	(4,676,798,169)	(4,676,798,169)
3430 Other Funds Debt Svc Ltd	-	(1,327,830)	-	(1,327,830)	(550,120)	(550,120)
8800 General Fund Revenue	(20,963,045,415)	(20,507,807,888)	-	(20,507,807,888)	(20,170,511,215)	(20,170,511,215)
TOTAL TRANSFERS OUT	(\$26,744,162,160)	(\$23,780,220,445)	-	(\$23,780,220,445)	(\$24,847,859,504)	(\$24,847,859,504)

AVAILABLE REVENUES

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
8000 General Fund	180,043,954	198,123,562	-	198,123,562	207,500,324	204,437,845
8030 General Fund Debt Svc	14,376,932	14,980,120	-	14,980,120	6,695,900	6,695,900
3200 Other Funds Non-Ltd	-	-	8,817	8,817	-	-
3230 Other Funds Debt Svc Non-Ltd	-	-	2,246,184	2,246,184	-	-
3400 Other Funds Ltd	305,917,831	190,553,267	-	190,553,267	212,198,642	214,764,899
3430 Other Funds Debt Svc Ltd	2,084,743	1,327,830	-	1,327,830	550,120	550,120
TOTAL AVAILABLE REVENUES	\$502,423,460	\$404,984,779	\$2,255,001	\$407,239,780	\$426,944,986	\$426,448,764

EXPENDITURES
PERSONAL SERVICES
SALARIES & WAGES
3110 Class/Unclass Sal. and Per Diem

8000 General Fund	71,451,652	93,104,138	-	93,104,138	98,693,739	98,508,090
3400 Other Funds Ltd	30,286,499	23,077,110	-	23,077,110	24,816,045	24,799,902
All Funds	101,738,151	116,181,248	-	116,181,248	123,509,784	123,307,992

3160 Temporary Appointments

8000 General Fund	385,946	63,216	-	63,216	63,216	65,934
3400 Other Funds Ltd	-	196,215	-	196,215	196,215	204,654
All Funds	385,946	259,431	-	259,431	259,431	270,588

3170 Overtime Payments

8000 General Fund	310,080	103,600	-	103,600	103,600	108,055
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3400 Other Funds Ltd	30,163	32,931	-	32,931	32,931	34,347
All Funds	340,243	136,531	-	136,531	136,531	142,402
3180 Shift Differential						
8000 General Fund	3,629	29,941	-	29,941	29,941	31,228
3400 Other Funds Ltd	64	17,548	-	17,548	17,548	18,303
All Funds	3,693	47,489	-	47,489	47,489	49,531
3190 All Other Differential						
8000 General Fund	1,236,207	266,957	-	266,957	266,957	278,437
3400 Other Funds Ltd	75,277	21,260	-	21,260	21,260	22,174
All Funds	1,311,484	288,217	-	288,217	288,217	300,611
TOTAL SALARIES & WAGES						
8000 General Fund	73,387,514	93,567,852	-	93,567,852	99,157,453	98,991,744
3400 Other Funds Ltd	30,392,003	23,345,064	-	23,345,064	25,083,999	25,079,380
TOTAL SALARIES & WAGES	\$103,779,517	\$116,912,916	-	\$116,912,916	\$124,241,452	\$124,071,124
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	42,829	47,108	-	47,108	43,859	43,753
3400 Other Funds Ltd	2,296	13,110	-	13,110	11,828	11,818
All Funds	45,125	60,218	-	60,218	55,687	55,571
3220 Public Employees' Retire Cont						

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8000 General Fund	14,246,748	15,867,700	-	15,867,700	16,974,883	16,946,032
3400 Other Funds Ltd	176,674	3,928,404	-	3,928,404	4,263,283	4,261,047
All Funds	14,423,422	19,796,104	-	19,796,104	21,238,166	21,207,079
3221 Pension Obligation Bond						
8000 General Fund	4,915,939	5,229,227	-	5,229,227	5,229,227	5,739,933
3400 Other Funds Ltd	1,209,644	1,290,238	-	1,290,238	1,290,238	1,441,601
All Funds	6,125,583	6,519,465	-	6,519,465	6,519,465	7,181,534
3230 Social Security Taxes						
8000 General Fund	7,716,147	7,146,582	-	7,146,582	7,565,442	7,552,765
3400 Other Funds Ltd	91,451	1,784,879	-	1,784,879	1,914,988	1,914,633
All Funds	7,807,598	8,931,461	-	8,931,461	9,480,430	9,467,398
3240 Unemployment Assessments						
8000 General Fund	122,384	274,071	-	274,071	290,267	301,705
3400 Other Funds Ltd	27,071	15,638	-	15,638	74,764	75,309
All Funds	149,455	289,709	-	289,709	365,031	377,014
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	40,662	44,763	-	44,763	34,757	34,673
3400 Other Funds Ltd	410	12,555	-	12,555	9,422	9,414
All Funds	41,072	57,318	-	57,318	44,179	44,087
3260 Mass Transit Tax						
8000 General Fund	295,379	563,546	-	563,546	563,546	595,064

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3400 Other Funds Ltd	314,684	142,641	-	142,641	142,641	150,573
All Funds	610,063	706,187	-	706,187	706,187	745,637
3270 Flexible Benefits						
8000 General Fund	29,260,096	27,144,317	-	27,144,317	28,921,593	28,851,247
3400 Other Funds Ltd	244,834	7,610,145	-	7,610,145	7,795,464	7,789,346
All Funds	29,504,930	34,754,462	-	34,754,462	36,717,057	36,640,593
3280 Other OPE						
8000 General Fund	(43,487)	15,850	-	15,850	-	-
3400 Other Funds Ltd	45,960	59,126	-	59,126	-	-
All Funds	2,473	74,976	-	74,976	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	56,596,697	56,333,164	-	56,333,164	59,623,574	60,065,172
3400 Other Funds Ltd	2,113,024	14,856,736	-	14,856,736	15,502,628	15,653,741
TOTAL OTHER PAYROLL EXPENSES	\$58,709,721	\$71,189,900	-	\$71,189,900	\$75,126,202	\$75,718,913
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(1,711,312)	-	(1,711,312)	(1,711,312)	(842,688)
3400 Other Funds Ltd	-	(263,682)	-	(263,682)	(263,682)	(210,672)
All Funds	-	(1,974,994)	-	(1,974,994)	(1,974,994)	(1,053,360)
3465 Reconciliation Adjustment						

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8000 General Fund	-	(496,751)	-	(496,751)	-	-
3400 Other Funds Ltd	-	(92,314)	-	(92,314)	-	-
All Funds	-	(589,065)	-	(589,065)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(2,208,063)	-	(2,208,063)	(1,711,312)	(842,688)
3400 Other Funds Ltd	-	(355,996)	-	(355,996)	(263,682)	(210,672)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$2,564,059)	-	(\$2,564,059)	(\$1,974,994)	(\$1,053,360)
TOTAL PERSONAL SERVICES						
8000 General Fund	129,984,211	147,692,953	-	147,692,953	157,069,715	158,214,228
3400 Other Funds Ltd	32,505,027	37,845,804	-	37,845,804	40,322,945	40,522,449
TOTAL PERSONAL SERVICES	\$162,489,238	\$185,538,757	-	\$185,538,757	\$197,392,660	\$198,736,677
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	444,698	535,743	-	535,743	478,843	495,688
3400 Other Funds Ltd	94,261	147,260	-	147,260	143,510	147,398
All Funds	538,959	683,003	-	683,003	622,353	643,086
4125 Out of State Travel						
8000 General Fund	412,641	408,708	-	408,708	414,958	416,320
3400 Other Funds Ltd	22,176	90,253	-	90,253	84,213	87,834
All Funds	434,817	498,961	-	498,961	499,171	504,154

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4150 Employee Training						
8000 General Fund	689,467	1,020,832	-	1,020,832	972,432	891,421
3400 Other Funds Ltd	116,544	296,154	-	296,154	284,875	267,084
All Funds	806,011	1,316,986	-	1,316,986	1,257,307	1,158,505
4175 Office Expenses						
8000 General Fund	5,718,860	4,394,283	-	4,394,283	3,169,902	2,771,828
3400 Other Funds Ltd	3,286,074	1,685,827	-	1,685,827	1,292,120	1,315,295
All Funds	9,004,934	6,080,110	-	6,080,110	4,462,022	4,087,123
4200 Telecommunications						
8000 General Fund	1,514,403	2,109,845	-	2,109,845	2,058,958	2,117,004
3400 Other Funds Ltd	301,985	602,637	-	602,637	622,944	603,003
All Funds	1,816,388	2,712,482	-	2,712,482	2,681,902	2,720,007
4225 State Gov. Service Charges						
8000 General Fund	7,792,296	7,059,868	-	7,059,868	7,059,868	9,039,408
3400 Other Funds Ltd	1,615,287	1,385,274	-	1,385,274	1,385,274	1,598,393
All Funds	9,407,583	8,445,142	-	8,445,142	8,445,142	10,637,801
4250 Data Processing						
8000 General Fund	3,315,588	3,175,927	-	3,175,927	3,148,043	2,992,280
3400 Other Funds Ltd	469,591	720,030	-	720,030	718,694	702,351
All Funds	3,785,179	3,895,957	-	3,895,957	3,866,737	3,694,631
4275 Publicity and Publications						

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8000 General Fund	4,755	155,697	-	155,697	77,815	81,160
3400 Other Funds Ltd	316	103,691	-	103,691	27,459	28,632
All Funds	5,071	259,388	-	259,388	105,274	109,792
4300 Professional Services						
8000 General Fund	4,516,802	2,193,675	-	2,193,675	2,193,675	2,022,077
3400 Other Funds Ltd	8,109,992	1,989,584	-	1,989,584	1,989,584	2,045,598
All Funds	12,626,794	4,183,259	-	4,183,259	4,183,259	4,067,675
4315 IT Professional Services						
8000 General Fund	3,175,951	9,700,315	-	9,700,315	9,700,315	2,166,041
3400 Other Funds Ltd	2,746,137	2,000,958	-	2,000,958	2,000,958	342,078
All Funds	5,922,088	11,701,273	-	11,701,273	11,701,273	2,508,119
4325 Attorney General						
8000 General Fund	4,731,227	6,027,882	-	6,027,882	6,027,882	6,762,853
3400 Other Funds Ltd	481,132	821,860	-	821,860	821,860	981,547
All Funds	5,212,359	6,849,742	-	6,849,742	6,849,742	7,744,400
4375 Employee Recruitment and Develop						
8000 General Fund	15,196	50,403	-	50,403	32,082	33,461
3400 Other Funds Ltd	2,992	16,684	-	16,684	13,505	14,087
All Funds	18,188	67,087	-	67,087	45,587	47,548
4400 Dues and Subscriptions						
8000 General Fund	65,834	178,266	-	178,266	117,796	122,860

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3400 Other Funds Ltd	92,774	97,068	-	97,068	45,979	47,956
All Funds	158,608	275,334	-	275,334	163,775	170,816
4425 Facilities Rental and Taxes						
8000 General Fund	7,018,991	5,395,196	-	5,395,196	5,395,196	6,422,331
3400 Other Funds Ltd	1,024,779	2,016,693	-	2,016,693	2,016,693	2,425,887
All Funds	8,043,770	7,411,889	-	7,411,889	7,411,889	8,848,218
4450 Fuels and Utilities						
3400 Other Funds Ltd	-	24,455	-	24,455	4,447	4,638
4475 Facilities Maintenance						
8000 General Fund	118,238	219,144	-	219,144	223,444	233,052
3400 Other Funds Ltd	793,972	48,537	-	48,537	48,878	50,980
All Funds	912,210	267,681	-	267,681	272,322	284,032
4575 Agency Program Related S and S						
8000 General Fund	566,250	689,700	-	689,700	689,700	595,448
3400 Other Funds Ltd	48,184	173,478	-	173,478	123,557	128,869
All Funds	614,434	863,178	-	863,178	813,257	724,317
4600 Intra-agency Charges						
8000 General Fund	-	-	-	-	9,948	254,937
3400 Other Funds Ltd	-	-	-	-	1,098	85,052
All Funds	-	-	-	-	11,046	339,989
4625 Other COP Costs						

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3200 Other Funds Non-Ltd	-	-	8,817	8,817	-	-
4650 Other Services and Supplies						
8000 General Fund	941,648	1,647,292	-	1,647,292	3,066,847	3,125,702
3400 Other Funds Ltd	1,023,737	3,193,481	-	3,193,481	3,746,815	3,900,968
All Funds	1,965,385	4,840,773	-	4,840,773	6,813,662	7,026,670
4700 Expendable Prop 250 - 5000						
8000 General Fund	34,030	234,828	-	234,828	217,373	200,078
3400 Other Funds Ltd	11,949	86,699	-	86,699	77,939	66,108
All Funds	45,979	321,527	-	321,527	295,312	266,186
4715 IT Expendable Property						
8000 General Fund	2,106,824	1,065,516	-	1,065,516	1,208,043	1,225,295
3400 Other Funds Ltd	231,538	193,065	-	193,065	243,286	245,416
All Funds	2,338,362	1,258,581	-	1,258,581	1,451,329	1,470,711
TOTAL SERVICES & SUPPLIES						
8000 General Fund	43,183,699	46,263,120	-	46,263,120	46,263,120	41,969,244
3200 Other Funds Non-Ltd	-	-	8,817	8,817	-	-
3400 Other Funds Ltd	20,473,420	15,693,688	-	15,693,688	15,693,688	15,089,174
TOTAL SERVICES & SUPPLIES	\$63,657,119	\$61,956,808	\$8,817	\$61,965,625	\$61,956,808	\$57,058,418

CAPITAL OUTLAY

5100 Office Furniture and Fixtures

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8000 General Fund	38,242	457,380	-	457,380	457,380	384,730
3400 Other Funds Ltd	4,790	449,165	-	449,165	449,165	376,938
All Funds	43,032	906,545	-	906,545	906,545	761,668
5150 Telecommunications Equipment						
8000 General Fund	-	232,861	-	232,861	232,861	242,874
3400 Other Funds Ltd	-	28,996	-	28,996	28,996	30,242
All Funds	-	261,857	-	261,857	261,857	273,116
5550 Data Processing Software						
8000 General Fund	1	13,482	-	13,482	13,482	14,061
3400 Other Funds Ltd	(1)	5,463	-	5,463	5,463	5,698
All Funds	-	18,945	-	18,945	18,945	19,759
5600 Data Processing Hardware						
8000 General Fund	-	32,777	-	32,777	32,777	34,186
3400 Other Funds Ltd	-	91,604	-	91,604	91,604	95,543
All Funds	-	124,381	-	124,381	124,381	129,729
5900 Other Capital Outlay						
8000 General Fund	-	82,023	-	82,023	82,023	85,550
3400 Other Funds Ltd	61,230	372,815	-	372,815	372,815	388,846
All Funds	61,230	454,838	-	454,838	454,838	474,396
TOTAL CAPITAL OUTLAY						
8000 General Fund	38,243	818,523	-	818,523	818,523	761,401

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3400 Other Funds Ltd	66,019	948,043	-	948,043	948,043	897,267
TOTAL CAPITAL OUTLAY	\$104,262	\$1,766,566	-	\$1,766,566	\$1,766,566	\$1,658,668
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	-	3,348,966	-	3,348,966	3,348,966	3,492,972
3400 Other Funds Ltd	60,632,308	69,973,343	-	69,973,343	69,973,343	72,982,197
All Funds	60,632,308	73,322,309	-	73,322,309	73,322,309	76,475,169
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	285,765	306,717	-	306,717	306,717	319,906
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	3,037,426	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	3,037,426	3,348,966	-	3,348,966	3,348,966	3,492,972
3400 Other Funds Ltd	60,918,073	70,280,060	-	70,280,060	70,280,060	73,302,103
TOTAL SPECIAL PAYMENTS	\$63,955,499	\$73,629,026	-	\$73,629,026	\$73,629,026	\$76,795,075
DEBT SERVICE						
7050 Pmt To Ret Bond Escrow						
3230 Other Funds Debt Svc Non-Ltd	-	-	2,246,184	2,246,184	-	-
7100 Principal - Bonds						
8030 General Fund Debt Svc	12,030,951	13,475,326	-	13,475,326	6,108,180	6,108,180

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

Revenue, Dept of

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3430 Other Funds Debt Svc Ltd	1,054,049	1,193,980	-	1,193,980	501,830	501,830
All Funds	13,085,000	14,669,306	-	14,669,306	6,610,010	6,610,010
7150 Interest - Bonds						
8030 General Fund Debt Svc	2,345,981	1,504,794	-	1,504,794	587,720	587,720
3430 Other Funds Debt Svc Ltd	127,099	133,850	-	133,850	48,290	48,290
All Funds	2,473,080	1,638,644	-	1,638,644	636,010	636,010
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	14,376,932	14,980,120	-	14,980,120	6,695,900	6,695,900
3230 Other Funds Debt Svc Non-Ltd	-	-	2,246,184	2,246,184	-	-
3430 Other Funds Debt Svc Ltd	1,181,148	1,327,830	-	1,327,830	550,120	550,120
TOTAL DEBT SERVICE	\$15,558,080	\$16,307,950	\$2,246,184	\$18,554,134	\$7,246,020	\$7,246,020
EXPENDITURES						
8000 General Fund	176,243,579	198,123,562	-	198,123,562	207,500,324	204,437,845
8030 General Fund Debt Svc	14,376,932	14,980,120	-	14,980,120	6,695,900	6,695,900
3200 Other Funds Non-Ltd	-	-	8,817	8,817	-	-
3230 Other Funds Debt Svc Non-Ltd	-	-	2,246,184	2,246,184	-	-
3400 Other Funds Ltd	113,962,539	124,767,595	-	124,767,595	127,244,736	129,810,993
3430 Other Funds Debt Svc Ltd	1,181,148	1,327,830	-	1,327,830	550,120	550,120
TOTAL EXPENDITURES	\$305,764,198	\$339,199,107	\$2,255,001	\$341,454,108	\$341,991,080	\$341,494,858

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Revenue, Dept of

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
9900 Reversions						
8000 General Fund	(3,800,375)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
3200 Other Funds Non-Ltd	-	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	191,955,292	65,785,672	-	65,785,672	84,953,906	84,953,906
3430 Other Funds Debt Svc Ltd	903,595	-	-	-	-	-
TOTAL ENDING BALANCE	\$192,858,887	\$65,785,672	-	\$65,785,672	\$84,953,906	\$84,953,906
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1,092	1,056	-	1,056	1,003	1,001
8180 Position Reconciliation	-	1	-	1	-	-
TOTAL AUTHORIZED POSITIONS	1,092	1,057	-	1,057	1,003	1,001
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	960.75	982.44	-	982.44	959.18	957.18
8280 FTE Reconciliation	-	0.95	-	0.95	-	-
TOTAL AUTHORIZED FTE	960.75	983.39	-	983.39	959.18	957.18

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
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REVENUE CATEGORIES**GENERAL FUND APPROPRIATION****0050 General Fund Appropriation**

8000 General Fund	9,003,738	-	-	-	-	-
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REVENUES

8000 General Fund	9,003,738	-	-	-	-	-
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AVAILABLE REVENUES

8000 General Fund	9,003,738	-	-	-	-	-
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EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

8000 General Fund	4,189,090	-	-	-	-	-
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3400 Other Funds Ltd	1,093,759	-	-	-	-	-
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All Funds	5,282,849	-	-	-	-	-
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3160 Temporary Appointments

8000 General Fund	17,603	-	-	-	-	-
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3170 Overtime Payments

8000 General Fund	14	-	-	-	-	-
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3180 Shift Differential

8000 General Fund	6	-	-	-	-	-
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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3190 All Other Differential						
8000 General Fund	46,354	-	-	-	-	-
3400 Other Funds Ltd	(42)	-	-	-	-	-
All Funds	46,312	-	-	-	-	-
TOTAL SALARIES & WAGES						
8000 General Fund	4,253,067	-	-	-	-	-
3400 Other Funds Ltd	1,093,717	-	-	-	-	-
TOTAL SALARIES & WAGES	\$5,346,784	-	-	-	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	1,668	-	-	-	-	-
3400 Other Funds Ltd	(2)	-	-	-	-	-
All Funds	1,666	-	-	-	-	-
3220 Public Employees' Retire Cont						
8000 General Fund	882,778	-	-	-	-	-
3400 Other Funds Ltd	1,419	-	-	-	-	-
All Funds	884,197	-	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	271,684	-	-	-	-	-
3400 Other Funds Ltd	52,613	-	-	-	-	-

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Executive Division

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
All Funds	324,297	-	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	399,446	-	-	-	-	-
3400 Other Funds Ltd	(187)	-	-	-	-	-
All Funds	399,259	-	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	567	-	-	-	-	-
3400 Other Funds Ltd	120	-	-	-	-	-
All Funds	687	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	1,919	-	-	-	-	-
3400 Other Funds Ltd	(2)	-	-	-	-	-
All Funds	1,917	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	26,866	-	-	-	-	-
3400 Other Funds Ltd	5,191	-	-	-	-	-
All Funds	32,057	-	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	1,150,820	-	-	-	-	-
3400 Other Funds Ltd	(1,231)	-	-	-	-	-
All Funds	1,149,589	-	-	-	-	-

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	2,735,748	-	-	-	-	-
3400 Other Funds Ltd	57,921	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	\$2,793,669	-	-	-	-	-
TOTAL PERSONAL SERVICES						
8000 General Fund	6,988,815	-	-	-	-	-
3400 Other Funds Ltd	1,151,638	-	-	-	-	-
TOTAL PERSONAL SERVICES	\$8,140,453	-	-	-	-	-
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	9,133	-	-	-	-	-
3400 Other Funds Ltd	1,480	-	-	-	-	-
All Funds	10,613	-	-	-	-	-
4125 Out of State Travel						
8000 General Fund	8,692	-	-	-	-	-
3400 Other Funds Ltd	1,468	-	-	-	-	-
All Funds	10,160	-	-	-	-	-
4150 Employee Training						
8000 General Fund	58,345	-	-	-	-	-
3400 Other Funds Ltd	9,406	-	-	-	-	-

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
All Funds	67,751	-	-	-	-	-
4175 Office Expenses						
8000 General Fund	214,461	-	-	-	-	-
3400 Other Funds Ltd	42,416	-	-	-	-	-
All Funds	256,877	-	-	-	-	-
4200 Telecommunications						
8000 General Fund	37,689	-	-	-	-	-
3400 Other Funds Ltd	6,271	-	-	-	-	-
All Funds	43,960	-	-	-	-	-
4225 State Gov. Service Charges						
8000 General Fund	707,092	-	-	-	-	-
3400 Other Funds Ltd	111,323	-	-	-	-	-
All Funds	818,415	-	-	-	-	-
4250 Data Processing						
8000 General Fund	105	-	-	-	-	-
3400 Other Funds Ltd	21	-	-	-	-	-
All Funds	126	-	-	-	-	-
4300 Professional Services						
8000 General Fund	394,055	-	-	-	-	-
3400 Other Funds Ltd	51,870	-	-	-	-	-
All Funds	445,925	-	-	-	-	-

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
4325 Attorney General						
8000 General Fund	108	-	-	-	-	-
3400 Other Funds Ltd	18	-	-	-	-	-
All Funds	126	-	-	-	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	1,711	-	-	-	-	-
3400 Other Funds Ltd	150	-	-	-	-	-
All Funds	1,861	-	-	-	-	-
4400 Dues and Subscriptions						
8000 General Fund	1,680	-	-	-	-	-
3400 Other Funds Ltd	311	-	-	-	-	-
All Funds	1,991	-	-	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	2,436	-	-	-	-	-
3400 Other Funds Ltd	249	-	-	-	-	-
All Funds	2,685	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	3,300	-	-	-	-	-
3400 Other Funds Ltd	16	-	-	-	-	-
All Funds	3,316	-	-	-	-	-
4650 Other Services and Supplies						

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
8000 General Fund	82,156	-	-	-	-	-
3400 Other Funds Ltd	(1,381,941)	-	-	-	-	-
All Funds	(1,299,785)	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	433	-	-	-	-	-
3400 Other Funds Ltd	106	-	-	-	-	-
All Funds	539	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	38,412	-	-	-	-	-
3400 Other Funds Ltd	5,198	-	-	-	-	-
All Funds	43,610	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
8000 General Fund	1,559,808	-	-	-	-	-
3400 Other Funds Ltd	(1,151,638)	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	\$408,170	-	-	-	-	-
EXPENDITURES						
8000 General Fund	8,548,623	-	-	-	-	-
REVERSIONS						
9900 Reversions						
8000 General Fund	(455,115)	-	-	-	-	-

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
TOTAL ENDING BALANCE	-	-	-	-	-	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	40	-	-	-	-	-
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	38.42	-	-	-	-	-

Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-002-00-00-00000****General Services Division**

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
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REVENUE CATEGORIES**GENERAL FUND APPROPRIATION****0050 General Fund Appropriation**

8000 General Fund	7,681,210	-	-	-	-	-
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TAXES**0105 Personal Income Taxes**

8800 General Fund Revenue	18,781,067,937	-	-	-	-	-
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0110 Corp Excise and Income Taxes

8800 General Fund Revenue	1,663,455,066	-	-	-	-	-
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0130 Other Employer -Employee Taxes

3400 Other Funds Ltd	210,512,067	-	-	-	-	-
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0135 Cigarette Taxes

3400 Other Funds Ltd	331,569,127	-	-	-	-	-
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8800 General Fund Revenue	68,475,903	-	-	-	-	-
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All Funds	400,045,030	-	-	-	-	-
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0140 Other Tobacco Products Taxes

3400 Other Funds Ltd	55,442,355	-	-	-	-	-
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8800 General Fund Revenue	63,597,835	-	-	-	-	-
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All Funds	119,040,190	-	-	-	-	-
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0142 Marijuana Taxes

3400 Other Funds Ltd	256,243,251	-	-	-	-	-
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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
0145 Amusement Taxes						
8800 General Fund Revenue	1,681,833	-	-	-	-	-
0155 Inheritance Taxes						
8800 General Fund Revenue	381,187,043	-	-	-	-	-
0160 Eastern Oregon Severance Taxes						
8800 General Fund Revenue	5,428	-	-	-	-	-
0162 Western Oregon Severance Taxes						
8800 General Fund Revenue	295,827	-	-	-	-	-
0185 Privilege Taxes						
3400 Other Funds Ltd	22,475,878	-	-	-	-	-
0195 Other Taxes						
3400 Other Funds Ltd	609,139	-	-	-	-	-
TOTAL TAXES						
3400 Other Funds Ltd	876,851,817	-	-	-	-	-
8800 General Fund Revenue	20,959,766,872	-	-	-	-	-
TOTAL TAXES	\$21,836,618,689	-	-	-	-	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	28,560,094	-	-	-	-	-
OTHER						

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General Services Division

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
0975 Other Revenues						
3400 Other Funds Ltd	18,590,205	-	-	-	-	-
8800 General Fund Revenue	3,278,543	-	-	-	-	-
All Funds	21,868,748	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	4,837,246,973	-	-	-	-	-
1123 Tsfr From OR Business Development						
3400 Other Funds Ltd	20,000	-	-	-	-	-
1198 Tsfr From Judicial Dept						
3400 Other Funds Ltd	89,097,195	-	-	-	-	-
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	4,926,364,168	-	-	-	-	-
TOTAL TRANSFERS IN	\$4,926,364,168	-	-	-	-	-
REVENUES						
8000 General Fund	7,681,210	-	-	-	-	-
3400 Other Funds Ltd	5,850,366,284	-	-	-	-	-
8800 General Fund Revenue	20,963,045,415	-	-	-	-	-
TOTAL REVENUES	\$26,821,092,909	-	-	-	-	-
TRANSFERS OUT						

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(4,837,246,973)	-	-	-	-	-
2060 Transfer to General Fund						
8800 General Fund Revenue	(20,963,045,415)	-	-	-	-	-
2100 Tsfr To Human Svcs, Dept of						
3400 Other Funds Ltd	(2,758,007)	-	-	-	-	-
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(94,648,341)	-	-	-	-	-
2137 Tsfr To Justice, Dept of						
3400 Other Funds Ltd	(21,281,875)	-	-	-	-	-
2141 Tsfr To Lands, Dept of State						
3400 Other Funds Ltd	(23,723)	-	-	-	-	-
2198 Tsfr To Judicial Dept						
3400 Other Funds Ltd	(9,549,866)	-	-	-	-	-
2213 Tsfr To Criminal Justice Comm						
3400 Other Funds Ltd	(1,500,000)	-	-	-	-	-
2248 Tsfr To Military Dept, Or						
3400 Other Funds Ltd	(89,820,504)	-	-	-	-	-
2257 Tsfr To Police, Dept of State						
3400 Other Funds Ltd	(27,039,078)	-	-	-	-	-
2259 Tsfr To Pub Safety Std/Trng						

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3400 Other Funds Ltd	(36,516,280)	-	-	-	-	-
2291 Tsfr To Corrections, Dept of						
3400 Other Funds Ltd	(4,257,421)	-	-	-	-	-
2340 Tsfr To Environmental Quality						
3400 Other Funds Ltd	(22,452,505)	-	-	-	-	-
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(425,190,417)	-	-	-	-	-
2525 Tsfr To HECC						
3400 Other Funds Ltd	(2,159,205)	-	-	-	-	-
2581 Tsfr To Education, Dept of						
3400 Other Funds Ltd	(90,597,143)	-	-	-	-	-
2629 Tsfr To Forestry, Dept of						
3400 Other Funds Ltd	(15,435,725)	-	-	-	-	-
2635 Tsfr To Fish/Wildlife, Dept of						
3400 Other Funds Ltd	(75,237)	-	-	-	-	-
2730 Tsfr To Transportation, Dept						
3400 Other Funds Ltd	(101,353,443)	-	-	-	-	-
2845 Tsfr To Or Liquor Cntrl Comm						
3400 Other Funds Ltd	(6,723,539)	-	-	-	-	-
2914 Tsfr To Housing and Com Svcs						
3400 Other Funds Ltd	(53,119,771)	-	-	-	-	-

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(5,841,749,053)	-	-	-	-	-
8800 General Fund Revenue	(20,963,045,415)	-	-	-	-	-
TOTAL TRANSFERS OUT	(\$26,804,794,468)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	7,681,210	-	-	-	-	-
3400 Other Funds Ltd	8,617,231	-	-	-	-	-
TOTAL AVAILABLE REVENUES	\$16,298,441	-	-	-	-	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,757,199	-	-	-	-	-
3400 Other Funds Ltd	2,796,653	-	-	-	-	-
All Funds	4,553,852	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	654	-	-	-	-	-
3400 Other Funds Ltd	853	-	-	-	-	-
All Funds	1,507	-	-	-	-	-
3180 Shift Differential						

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3400 Other Funds Ltd	7	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	35,436	-	-	-	-	-
3400 Other Funds Ltd	8,845	-	-	-	-	-
All Funds	44,281	-	-	-	-	-
TOTAL SALARIES & WAGES						
8000 General Fund	1,793,289	-	-	-	-	-
3400 Other Funds Ltd	2,806,358	-	-	-	-	-
TOTAL SALARIES & WAGES	\$4,599,647	-	-	-	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	1,276	-	-	-	-	-
3400 Other Funds Ltd	146	-	-	-	-	-
All Funds	1,422	-	-	-	-	-
3220 Public Employees' Retire Cont						
8000 General Fund	471,917	-	-	-	-	-
3400 Other Funds Ltd	31,768	-	-	-	-	-
All Funds	503,685	-	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	140,597	-	-	-	-	-

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3400 Other Funds Ltd	110,103	-	-	-	-	-
All Funds	250,700	-	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	258,771	-	-	-	-	-
3400 Other Funds Ltd	21,854	-	-	-	-	-
All Funds	280,625	-	-	-	-	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	481	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	1,169	-	-	-	-	-
3400 Other Funds Ltd	170	-	-	-	-	-
All Funds	1,339	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	(128,655)	-	-	-	-	-
3400 Other Funds Ltd	153,592	-	-	-	-	-
All Funds	24,937	-	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	818,205	-	-	-	-	-
3400 Other Funds Ltd	91,151	-	-	-	-	-
All Funds	909,356	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
8000 General Fund	1,563,280	-	-	-	-	-
3400 Other Funds Ltd	409,265	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	\$1,972,545	-	-	-	-	-
TOTAL PERSONAL SERVICES						
8000 General Fund	3,356,569	-	-	-	-	-
3400 Other Funds Ltd	3,215,623	-	-	-	-	-
TOTAL PERSONAL SERVICES	\$6,572,192	-	-	-	-	-
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	94,095	-	-	-	-	-
3400 Other Funds Ltd	18,221	-	-	-	-	-
All Funds	112,316	-	-	-	-	-
4125 Out of State Travel						
8000 General Fund	2,019	-	-	-	-	-
3400 Other Funds Ltd	1,398	-	-	-	-	-
All Funds	3,417	-	-	-	-	-
4150 Employee Training						
8000 General Fund	68,902	-	-	-	-	-
3400 Other Funds Ltd	14,930	-	-	-	-	-
All Funds	83,832	-	-	-	-	-

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
4175 Office Expenses						
8000 General Fund	2,509,766	-	-	-	-	-
3400 Other Funds Ltd	2,612,114	-	-	-	-	-
All Funds	5,121,880	-	-	-	-	-
4200 Telecommunications						
8000 General Fund	16,506	-	-	-	-	-
3400 Other Funds Ltd	16,154	-	-	-	-	-
All Funds	32,660	-	-	-	-	-
4225 State Gov. Service Charges						
8000 General Fund	(78,312)	-	-	-	-	-
3400 Other Funds Ltd	89,817	-	-	-	-	-
All Funds	11,505	-	-	-	-	-
4250 Data Processing						
8000 General Fund	6,325	-	-	-	-	-
3400 Other Funds Ltd	7,978	-	-	-	-	-
All Funds	14,303	-	-	-	-	-
4275 Publicity and Publications						
8000 General Fund	123	-	-	-	-	-
3400 Other Funds Ltd	11	-	-	-	-	-
All Funds	134	-	-	-	-	-
4300 Professional Services						

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8000 General Fund	91,292	-	-	-	-	-
3400 Other Funds Ltd	527,205	-	-	-	-	-
All Funds	618,497	-	-	-	-	-
4315 IT Professional Services						
8000 General Fund	50,001	-	-	-	-	-
3400 Other Funds Ltd	(95,377)	-	-	-	-	-
All Funds	(45,376)	-	-	-	-	-
4325 Attorney General						
8000 General Fund	64,557	-	-	-	-	-
3400 Other Funds Ltd	101,269	-	-	-	-	-
All Funds	165,826	-	-	-	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	4,516	-	-	-	-	-
3400 Other Funds Ltd	1,550	-	-	-	-	-
All Funds	6,066	-	-	-	-	-
4400 Dues and Subscriptions						
8000 General Fund	10,784	-	-	-	-	-
3400 Other Funds Ltd	468	-	-	-	-	-
All Funds	11,252	-	-	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	147,155	-	-	-	-	-

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	33,650	-	-	-	-	-
All Funds	180,805	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	180	-	-	-	-	-
3400 Other Funds Ltd	1,473,281	-	-	-	-	-
All Funds	1,473,461	-	-	-	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	1,910	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	317,934	-	-	-	-	-
3400 Other Funds Ltd	449,601	-	-	-	-	-
All Funds	767,535	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,835	-	-	-	-	-
3400 Other Funds Ltd	7,542	-	-	-	-	-
All Funds	9,377	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	50,849	-	-	-	-	-
3400 Other Funds Ltd	17,381	-	-	-	-	-
All Funds	68,230	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
8000 General Fund	3,358,527	-	-	-	-	-
3400 Other Funds Ltd	5,279,103	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	\$8,637,630	-	-	-	-	-
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	45	-	-	-	-	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	122,460	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	122,505	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$122,505	-	-	-	-	-
EXPENDITURES						
8000 General Fund	6,715,096	-	-	-	-	-
3400 Other Funds Ltd	8,617,231	-	-	-	-	-
TOTAL EXPENDITURES	\$15,332,327	-	-	-	-	-
REVERSIONS						
9900 Reversions						
8000 General Fund	(966,114)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	-	-	-	-	-	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	18	-	-	-	-	-
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	17.08	-	-	-	-	-

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BEGINNING BALANCE						
0025 Beginning Balance						
8000 General Fund	(8,317,374)	-	-	-	-	-
3400 Other Funds Ltd	128,244,799	-	-	-	-	-
All Funds	119,927,425	-	-	-	-	-
0030 Beginning Balance Adjustment						
8000 General Fund	8,317,374	-	-	-	-	-
3400 Other Funds Ltd	(10,510,775)	-	-	-	-	-
All Funds	(2,193,401)	-	-	-	-	-
TOTAL BEGINNING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	117,734,024	-	-	-	-	-
TOTAL BEGINNING BALANCE	\$117,734,024	-	-	-	-	-

REVENUE CATEGORIES
GENERAL FUND APPROPRIATION
0050 General Fund Appropriation

8000 General Fund	49,913,460	28,515,247	-	28,515,247	29,902,736	32,733,434
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TRANSFERS IN
1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	7,592,490	-	7,592,490	7,731,649	8,422,461
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REVENUES						
8000 General Fund	49,913,460	28,515,247	-	28,515,247	29,902,736	32,733,434
3400 Other Funds Ltd	-	7,592,490	-	7,592,490	7,731,649	8,422,461
TOTAL REVENUES	\$49,913,460	\$36,107,737	-	\$36,107,737	\$37,634,385	\$41,155,895
AVAILABLE REVENUES						
8000 General Fund	49,913,460	28,515,247	-	28,515,247	29,902,736	32,733,434
3400 Other Funds Ltd	117,734,024	7,592,490	-	7,592,490	7,731,649	8,422,461
TOTAL AVAILABLE REVENUES	\$167,647,484	\$36,107,737	-	\$36,107,737	\$37,634,385	\$41,155,895
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	16,155,626	9,608,583	-	9,608,583	10,516,161	10,330,512
3400 Other Funds Ltd	4,170,668	1,015,257	-	1,015,257	1,105,575	1,089,432
All Funds	20,326,294	10,623,840	-	10,623,840	11,621,736	11,419,944
3160 Temporary Appointments						
8000 General Fund	171,811	27,808	-	27,808	27,808	29,004
3400 Other Funds Ltd	-	78,199	-	78,199	78,199	81,562
All Funds	171,811	106,007	-	106,007	106,007	110,566
3170 Overtime Payments						

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8000 General Fund	49,802	41,555	-	41,555	41,555	43,342
3400 Other Funds Ltd	(243)	-	-	-	-	-
All Funds	49,559	41,555	-	41,555	41,555	43,342
3180 Shift Differential						
8000 General Fund	2,675	28,376	-	28,376	28,376	29,596
3400 Other Funds Ltd	2	-	-	-	-	-
All Funds	2,677	28,376	-	28,376	28,376	29,596
3190 All Other Differential						
8000 General Fund	334,529	206,175	-	206,175	206,175	215,041
3400 Other Funds Ltd	(2,727)	21,260	-	21,260	21,260	22,174
All Funds	331,802	227,435	-	227,435	227,435	237,215
TOTAL SALARIES & WAGES						
8000 General Fund	16,714,443	9,912,497	-	9,912,497	10,820,075	10,647,495
3400 Other Funds Ltd	4,167,700	1,114,716	-	1,114,716	1,205,034	1,193,168
TOTAL SALARIES & WAGES	\$20,882,143	\$11,027,213	-	\$11,027,213	\$12,025,109	\$11,840,663
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	9,661	3,869	-	3,869	3,668	3,562
3400 Other Funds Ltd	(55)	401	-	401	392	382
All Funds	9,606	4,270	-	4,270	4,060	3,944

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3220 Public Employees' Retire Cont						
8000 General Fund	2,967,883	1,677,425	-	1,677,425	1,848,713	1,818,945
3400 Other Funds Ltd	(13,145)	175,905	-	175,905	193,033	190,425
All Funds	2,954,738	1,853,330	-	1,853,330	2,041,746	2,009,370
3221 Pension Obligation Bond						
8000 General Fund	1,009,913	578,627	-	578,627	578,627	625,131
3400 Other Funds Ltd	163,611	66,529	-	66,529	66,529	65,271
All Funds	1,173,524	645,156	-	645,156	645,156	690,402
3230 Social Security Taxes						
8000 General Fund	1,609,464	750,377	-	750,377	814,916	801,714
3400 Other Funds Ltd	(9,684)	84,523	-	84,523	90,914	90,006
All Funds	1,599,780	834,900	-	834,900	905,830	891,720
3240 Unemployment Assessments						
8000 General Fund	56,045	61,613	-	61,613	72,145	74,795
3400 Other Funds Ltd	4,224	1,052	-	1,052	43,845	43,891
All Funds	60,269	62,665	-	62,665	115,990	118,686
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	8,488	3,721	-	3,721	2,904	2,820
3400 Other Funds Ltd	(50)	397	-	397	316	308
All Funds	8,438	4,118	-	4,118	3,220	3,128
3260 Mass Transit Tax						

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8000 General Fund	109,849	60,206	-	60,206	60,206	64,999
3400 Other Funds Ltd	17,882	6,751	-	6,751	6,751	7,256
All Funds	127,731	66,957	-	66,957	66,957	72,255
3270 Flexible Benefits						
8000 General Fund	5,431,004	2,265,647	-	2,265,647	2,426,742	2,356,396
3400 Other Funds Ltd	(33,478)	232,417	-	232,417	249,498	243,380
All Funds	5,397,526	2,498,064	-	2,498,064	2,676,240	2,599,776
3280 Other OPE						
8000 General Fund	(313)	10,532	-	10,532	-	-
3400 Other Funds Ltd	532	42,793	-	42,793	-	-
All Funds	219	53,325	-	53,325	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	11,201,994	5,412,017	-	5,412,017	5,807,921	5,748,362
3400 Other Funds Ltd	129,837	610,768	-	610,768	651,278	640,919
TOTAL OTHER PAYROLL EXPENSES	\$11,331,831	\$6,022,785	-	\$6,022,785	\$6,459,199	\$6,389,281
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(217,177)	-	(217,177)	(217,177)	(76,608)
3400 Other Funds Ltd	-	(24,211)	-	(24,211)	(24,211)	(19,152)
All Funds	-	(241,388)	-	(241,388)	(241,388)	(95,760)

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3465 Reconciliation Adjustment						
8000 General Fund	-	(84,007)	-	(84,007)	-	-
3400 Other Funds Ltd	-	(8,331)	-	(8,331)	-	-
All Funds	-	(92,338)	-	(92,338)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(301,184)	-	(301,184)	(217,177)	(76,608)
3400 Other Funds Ltd	-	(32,542)	-	(32,542)	(24,211)	(19,152)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$333,726)	-	(\$333,726)	(\$241,388)	(\$95,760)
TOTAL PERSONAL SERVICES						
8000 General Fund	27,916,437	15,023,330	-	15,023,330	16,410,819	16,319,249
3400 Other Funds Ltd	4,297,537	1,692,942	-	1,692,942	1,832,101	1,814,935
TOTAL PERSONAL SERVICES	\$32,213,974	\$16,716,272	-	\$16,716,272	\$18,242,920	\$18,134,184
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	4,146	127,365	-	127,365	129,465	135,032
3400 Other Funds Ltd	190	23,272	-	23,272	24,172	25,212
All Funds	4,336	150,637	-	150,637	153,637	160,244
4125 Out of State Travel						
8000 General Fund	23,931	3,325	-	3,325	10,575	11,029
3400 Other Funds Ltd	2,480	2,764	-	2,764	5,514	5,751

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Administration**
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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
All Funds	26,411	6,089	-	6,089	16,089	16,780
4150 Employee Training						
8000 General Fund	257,542	207,094	-	207,094	208,694	142,954
3400 Other Funds Ltd	41,675	47,108	-	47,108	37,161	28,744
All Funds	299,217	254,202	-	254,202	245,855	171,698
4175 Office Expenses						
8000 General Fund	649,635	1,406,695	-	1,406,695	1,382,314	1,401,754
3400 Other Funds Ltd	104,217	885,874	-	885,874	885,056	920,520
All Funds	753,852	2,292,569	-	2,292,569	2,267,370	2,322,274
4200 Telecommunications						
8000 General Fund	330,889	322,363	-	322,363	324,593	338,550
3400 Other Funds Ltd	45,126	68,432	-	68,432	69,202	72,179
All Funds	376,015	390,795	-	390,795	393,795	410,729
4225 State Gov. Service Charges						
8000 General Fund	7,115,319	7,059,868	-	7,059,868	7,059,868	9,039,408
3400 Other Funds Ltd	1,413,604	1,385,274	-	1,385,274	1,385,274	1,598,393
All Funds	8,528,923	8,445,142	-	8,445,142	8,445,142	10,637,801
4250 Data Processing						
8000 General Fund	3,290,339	57,607	-	57,607	41,230	43,002
3400 Other Funds Ltd	448,403	7,159	-	7,159	6,995	7,296
All Funds	3,738,742	64,766	-	64,766	48,225	50,298

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
4275 Publicity and Publications						
8000 General Fund	776	6,409	-	6,409	6,409	6,684
3400 Other Funds Ltd	69	790	-	790	790	824
All Funds	845	7,199	-	7,199	7,199	7,508
4300 Professional Services						
8000 General Fund	3,514,652	251,919	-	251,919	251,919	340,992
3400 Other Funds Ltd	556,597	22,043	-	22,043	22,043	33,315
All Funds	4,071,249	273,962	-	273,962	273,962	374,307
4315 IT Professional Services						
8000 General Fund	1,324,109	-	-	-	-	40,000
3400 Other Funds Ltd	165,294	-	-	-	-	2,592
All Funds	1,489,403	-	-	-	-	42,592
4325 Attorney General						
8000 General Fund	-	139,867	-	139,867	139,867	167,043
3400 Other Funds Ltd	(589)	-	-	-	-	-
All Funds	(589)	139,867	-	139,867	139,867	167,043
4375 Employee Recruitment and Develop						
8000 General Fund	3,515	6,835	-	6,835	6,835	7,129
3400 Other Funds Ltd	625	4,181	-	4,181	4,181	4,361
All Funds	4,140	11,016	-	11,016	11,016	11,490
4400 Dues and Subscriptions						

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
8000 General Fund	547	66,398	-	66,398	55,928	58,333
3400 Other Funds Ltd	109	5,789	-	5,789	4,700	4,902
All Funds	656	72,187	-	72,187	60,628	63,235
4425 Facilities Rental and Taxes						
8000 General Fund	5,537,143	3,397,425	-	3,397,425	3,397,425	4,165,569
3400 Other Funds Ltd	972,497	1,696,456	-	1,696,456	1,696,456	2,067,652
All Funds	6,509,640	5,093,881	-	5,093,881	5,093,881	6,233,221
4475 Facilities Maintenance						
8000 General Fund	14,505	143,659	-	143,659	143,659	149,837
3400 Other Funds Ltd	(679,668)	30,932	-	30,932	30,932	32,262
All Funds	(665,163)	174,591	-	174,591	174,591	182,099
4575 Agency Program Related S and S						
8000 General Fund	65	-	-	-	-	-
3400 Other Funds Ltd	9	-	-	-	-	-
All Funds	74	-	-	-	-	-
4600 Intra-agency Charges						
8000 General Fund	-	-	-	-	9,948	29,783
3400 Other Funds Ltd	-	-	-	-	1,098	3,332
All Funds	-	-	-	-	11,046	33,115
4650 Other Services and Supplies						
8000 General Fund	29,735	15,841	-	15,841	37,641	39,260

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	(2,109,528)	1,572,908	-	1,572,908	1,576,708	1,644,507
All Funds	(2,079,793)	1,588,749	-	1,588,749	1,614,349	1,683,767
4700 Expendable Prop 250 - 5000						
8000 General Fund	999	132,929	-	132,929	132,929	138,646
3400 Other Funds Ltd	(2,240)	16,856	-	16,856	16,856	17,580
All Funds	(1,241)	149,785	-	149,785	149,785	156,226
4715 IT Expendable Property						
8000 General Fund	859,236	11,006	-	11,006	17,306	18,050
3400 Other Funds Ltd	102,646	612	-	612	3,312	3,455
All Funds	961,882	11,618	-	11,618	20,618	21,505
TOTAL SERVICES & SUPPLIES						
8000 General Fund	22,957,083	13,356,605	-	13,356,605	13,356,605	16,273,055
3400 Other Funds Ltd	1,061,516	5,770,450	-	5,770,450	5,770,450	6,472,877
TOTAL SERVICES & SUPPLIES	\$24,018,599	\$19,127,055	-	\$19,127,055	\$19,127,055	\$22,745,932
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	13,471	6,879	-	6,879	6,879	7,175
3400 Other Funds Ltd	1,114	29,441	-	29,441	29,441	30,707
All Funds	14,585	36,320	-	36,320	36,320	37,882
5150 Telecommunications Equipment						

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
8000 General Fund	-	29,671	-	29,671	29,671	30,947
3400 Other Funds Ltd	-	2,590	-	2,590	2,590	2,701
All Funds	-	32,261	-	32,261	32,261	33,648
5550 Data Processing Software						
8000 General Fund	1	4,871	-	4,871	4,871	5,080
3400 Other Funds Ltd	(1)	5,463	-	5,463	5,463	5,698
All Funds	-	10,334	-	10,334	10,334	10,778
5600 Data Processing Hardware						
8000 General Fund	-	26,615	-	26,615	26,615	27,759
3400 Other Funds Ltd	-	91,604	-	91,604	91,604	95,543
All Funds	-	118,219	-	118,219	118,219	123,302
5900 Other Capital Outlay						
8000 General Fund	-	67,276	-	67,276	67,276	70,169
3400 Other Funds Ltd	(61,230)	-	-	-	-	-
All Funds	(61,230)	67,276	-	67,276	67,276	70,169
TOTAL CAPITAL OUTLAY						
8000 General Fund	13,472	135,312	-	135,312	135,312	141,130
3400 Other Funds Ltd	(60,117)	129,098	-	129,098	129,098	134,649
TOTAL CAPITAL OUTLAY	(\$46,645)	\$264,410	-	\$264,410	\$264,410	\$275,779

EXPENDITURES

Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures
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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
8000 General Fund	50,886,992	28,515,247	-	28,515,247	29,902,736	32,733,434
3400 Other Funds Ltd	5,298,936	7,592,490	-	7,592,490	7,731,649	8,422,461
TOTAL EXPENDITURES	\$56,185,928	\$36,107,737	-	\$36,107,737	\$37,634,385	\$41,155,895

REVERSIONS**9900 Reversions**

8000 General Fund	973,532	-	-	-	-	-
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ENDING BALANCE

8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	112,435,088	-	-	-	-	-

TOTAL ENDING BALANCE	\$112,435,088	-	-	-	-	-
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AUTHORIZED POSITIONS

8150 Class/Unclass Positions	276	71	-	71	70	68
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AUTHORIZED FTE POSITIONS

8250 Class/Unclass FTE Positions	198.13	71.00	-	71.00	70.00	68.00
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2021-23 Biennium
Property Tax Division

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
8000 General Fund	(3)	-	-	-	-	-
3400 Other Funds Ltd	-	964,844	-	964,844	964,844	964,844
All Funds	(3)	964,844	-	964,844	964,844	964,844
0030 Beginning Balance Adjustment						
8000 General Fund	3	-	-	-	-	-
TOTAL BEGINNING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	964,844	-	964,844	964,844	964,844
TOTAL BEGINNING BALANCE	-	\$964,844	-	\$964,844	\$964,844	\$964,844

REVENUE CATEGORIES
GENERAL FUND APPROPRIATION
0050 General Fund Appropriation

8000 General Fund	15,544,368	17,608,206	-	17,608,206	18,649,239	19,253,100
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CHARGES FOR SERVICES
0415 Admin and Service Charges

3400 Other Funds Ltd	6,351,088	-	-	-	-	-
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TRANSFERS IN
1010 Transfer In - Intrafund

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Property Tax Division

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	-	43,752,297	-	43,752,297	43,969,670	45,579,299
REVENUES						
8000 General Fund	15,544,368	17,608,206	-	17,608,206	18,649,239	19,253,100
3400 Other Funds Ltd	6,351,088	43,752,297	-	43,752,297	43,969,670	45,579,299
TOTAL REVENUES	\$21,895,456	\$61,360,503	-	\$61,360,503	\$62,618,909	\$64,832,399
TRANSFERS OUT						
2080 Transfer to Counties						
3400 Other Funds Ltd	35,111,293	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	15,544,368	17,608,206	-	17,608,206	18,649,239	19,253,100
3400 Other Funds Ltd	41,462,381	44,717,141	-	44,717,141	44,934,514	46,544,143
TOTAL AVAILABLE REVENUES	\$57,006,749	\$62,325,347	-	\$62,325,347	\$63,583,753	\$65,797,243
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	6,761,768	9,725,277	-	9,725,277	10,353,720	10,353,720
3400 Other Funds Ltd	3,691,588	2,703,531	-	2,703,531	2,844,882	2,844,882
All Funds	10,453,356	12,428,808	-	12,428,808	13,198,602	13,198,602
3160 Temporary Appointments						

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8000 General Fund	-	20,777	-	20,777	20,777	21,670
3170 Overtime Payments						
8000 General Fund	2,007	11,446	-	11,446	11,446	11,938
3180 Shift Differential						
8000 General Fund	-	1,565	-	1,565	1,565	1,632
3190 All Other Differential						
8000 General Fund	59,538	34,071	-	34,071	34,071	35,536
3400 Other Funds Ltd	8	-	-	-	-	-
All Funds	59,546	34,071	-	34,071	34,071	35,536
TOTAL SALARIES & WAGES						
8000 General Fund	6,823,313	9,793,136	-	9,793,136	10,421,579	10,424,496
3400 Other Funds Ltd	3,691,596	2,703,531	-	2,703,531	2,844,882	2,844,882
TOTAL SALARIES & WAGES	\$10,514,909	\$12,496,667	-	\$12,496,667	\$13,266,461	\$13,269,378
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	2,043	3,850	-	3,850	3,600	3,600
3400 Other Funds Ltd	(2)	1,037	-	1,037	996	996
All Funds	2,041	4,887	-	4,887	4,596	4,596
3220 Public Employees' Retire Cont						
8000 General Fund	1,715,414	1,658,367	-	1,658,367	1,781,662	1,782,009

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3400 Other Funds Ltd	(248)	458,795	-	458,795	487,331	487,331
All Funds	1,715,166	2,117,162	-	2,117,162	2,268,993	2,269,340
3221 Pension Obligation Bond						
8000 General Fund	508,471	500,402	-	500,402	500,402	602,456
3400 Other Funds Ltd	154,816	182,269	-	182,269	182,269	164,787
All Funds	663,287	682,671	-	682,671	682,671	767,243
3230 Social Security Taxes						
8000 General Fund	873,203	749,102	-	749,102	796,150	796,373
3400 Other Funds Ltd	(580)	206,821	-	206,821	217,513	217,513
All Funds	872,623	955,923	-	955,923	1,013,663	1,013,886
3240 Unemployment Assessments						
8000 General Fund	1	18,906	-	18,906	20,784	21,597
3400 Other Funds Ltd	-	1,366	-	1,366	1,396	1,455
All Funds	1	20,272	-	20,272	22,180	23,052
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	3,643	3,652	-	3,652	2,858	2,858
3400 Other Funds Ltd	(2)	996	-	996	787	787
All Funds	3,641	4,648	-	4,648	3,645	3,645
3260 Mass Transit Tax						
8000 General Fund	1,552	53,393	-	53,393	53,393	62,547
3400 Other Funds Ltd	15,163	19,403	-	19,403	19,403	17,069

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
All Funds	16,715	72,796	-	72,796	72,796	79,616
3270 Flexible Benefits						
8000 General Fund	2,654,622	2,214,458	-	2,214,458	2,372,844	2,372,844
3400 Other Funds Ltd	(1,838)	604,660	-	604,660	657,042	657,042
All Funds	2,652,784	2,819,118	-	2,819,118	3,029,886	3,029,886
3280 Other OPE						
8000 General Fund	(43,174)	1,878	-	1,878	-	-
3400 Other Funds Ltd	45,428	30	-	30	-	-
All Funds	2,254	1,908	-	1,908	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	5,715,775	5,204,008	-	5,204,008	5,531,693	5,644,284
3400 Other Funds Ltd	212,737	1,475,377	-	1,475,377	1,566,737	1,546,980
TOTAL OTHER PAYROLL EXPENSES	\$5,928,512	\$6,679,385	-	\$6,679,385	\$7,098,430	\$7,191,264
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(127,242)	-	(127,242)	(127,242)	(21,888)
3400 Other Funds Ltd	-	(48,313)	-	(48,313)	(48,313)	(5,472)
All Funds	-	(175,555)	-	(175,555)	(175,555)	(27,360)
3465 Reconciliation Adjustment						
8000 General Fund	-	(84,905)	-	(84,905)	-	-

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Property Tax Division

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	-	14,186	-	14,186	-	-
All Funds	-	(70,719)	-	(70,719)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(212,147)	-	(212,147)	(127,242)	(21,888)
3400 Other Funds Ltd	-	(34,127)	-	(34,127)	(48,313)	(5,472)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$246,274)	-	(\$246,274)	(\$175,555)	(\$27,360)
TOTAL PERSONAL SERVICES						
8000 General Fund	12,539,088	14,784,997	-	14,784,997	15,826,030	16,046,892
3400 Other Funds Ltd	3,904,333	4,144,781	-	4,144,781	4,363,306	4,386,390
TOTAL PERSONAL SERVICES	\$16,443,421	\$18,929,778	-	\$18,929,778	\$20,189,336	\$20,433,282
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	17,990	92,654	-	92,654	73,654	76,822
3400 Other Funds Ltd	30,417	34,611	-	34,611	30,761	32,043
All Funds	48,407	127,265	-	127,265	104,415	108,865
4125 Out of State Travel						
8000 General Fund	11,917	51,373	-	51,373	50,373	52,539
3400 Other Funds Ltd	1,192	8,087	-	8,087	5,297	5,525
All Funds	13,109	59,460	-	59,460	55,670	58,064
4150 Employee Training						

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
8000 General Fund	61,172	144,883	-	144,883	144,883	151,113
3400 Other Funds Ltd	25,367	65,377	-	65,377	65,045	67,842
All Funds	86,539	210,260	-	210,260	209,928	218,955
4175 Office Expenses						
8000 General Fund	122,266	126,447	-	126,447	126,447	120,770
3400 Other Funds Ltd	23,114	47,837	-	47,837	47,837	49,894
All Funds	145,380	174,284	-	174,284	174,284	170,664
4200 Telecommunications						
8000 General Fund	55,728	106,417	-	106,417	106,417	110,993
3400 Other Funds Ltd	20,908	11,771	-	11,771	11,771	12,276
All Funds	76,636	118,188	-	118,188	118,188	123,269
4225 State Gov. Service Charges						
8000 General Fund	38,000	-	-	-	-	-
4250 Data Processing						
8000 General Fund	10,289	3,230	-	3,230	3,230	3,369
3400 Other Funds Ltd	13,189	1,077	-	1,077	1,077	1,123
All Funds	23,478	4,307	-	4,307	4,307	4,492
4275 Publicity and Publications						
8000 General Fund	627	78,176	-	78,176	7,394	7,712
3400 Other Funds Ltd	236	29,177	-	29,177	4,498	4,683
All Funds	863	107,353	-	107,353	11,892	12,395

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
4300 Professional Services						
8000 General Fund	357,752	308,184	-	308,184	308,184	325,750
3400 Other Funds Ltd	1,131,893	1,326,588	-	1,326,588	1,326,588	1,402,204
All Funds	1,489,645	1,634,772	-	1,634,772	1,634,772	1,727,954
4315 IT Professional Services						
8000 General Fund	219	-	-	-	-	-
3400 Other Funds Ltd	35	-	-	-	-	-
All Funds	254	-	-	-	-	-
4325 Attorney General						
8000 General Fund	2,156,884	1,674,389	-	1,674,389	1,674,389	1,999,723
3400 Other Funds Ltd	4,599	195,024	-	195,024	195,024	62,917
All Funds	2,161,483	1,869,413	-	1,869,413	1,869,413	2,062,640
4375 Employee Recruitment and Develop						
8000 General Fund	209	26,026	-	26,026	11,705	12,208
3400 Other Funds Ltd	108	10,697	-	10,697	7,518	7,842
All Funds	317	36,723	-	36,723	19,223	20,050
4400 Dues and Subscriptions						
8000 General Fund	49,649	80,418	-	80,418	30,418	31,725
3400 Other Funds Ltd	91,863	89,804	-	89,804	39,804	41,515
All Funds	141,512	170,222	-	170,222	70,222	73,240
4425 Facilities Rental and Taxes						

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
8000 General Fund	1,887	4,174	-	4,174	4,174	179
3400 Other Funds Ltd	6,843	50,354	-	50,354	50,354	52,519
All Funds	8,730	54,528	-	54,528	54,528	52,698
4475 Facilities Maintenance						
8000 General Fund	-	9,948	-	9,948	10,248	10,688
3400 Other Funds Ltd	-	-	-	-	200	209
All Funds	-	9,948	-	9,948	10,448	10,897
4600 Intra-agency Charges						
8000 General Fund	-	-	-	-	-	19,241
3400 Other Funds Ltd	-	-	-	-	-	5,394
All Funds	-	-	-	-	-	24,635
4650 Other Services and Supplies						
8000 General Fund	15,806	94,106	-	94,106	130,137	135,732
3400 Other Funds Ltd	309	31,113	-	31,113	77,000	80,310
All Funds	16,115	125,219	-	125,219	207,137	216,042
4700 Expendable Prop 250 - 5000						
8000 General Fund	380	18,723	-	18,723	1,268	1,323
3400 Other Funds Ltd	440	8,859	-	8,859	81	84
All Funds	820	27,582	-	27,582	1,349	1,407
4715 IT Expendable Property						
8000 General Fund	64,230	-	-	-	136,227	142,085

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Property Tax Division****Version: V - 01 - Agency Request Budget
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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	(49,655)	-	-	-	47,521	49,564
All Funds	14,575	-	-	-	183,748	191,649
TOTAL SERVICES & SUPPLIES						
8000 General Fund	2,965,005	2,819,148	-	2,819,148	2,819,148	3,201,972
3400 Other Funds Ltd	1,300,858	1,910,376	-	1,910,376	1,910,376	1,875,944
TOTAL SERVICES & SUPPLIES	\$4,265,863	\$4,729,524	-	\$4,729,524	\$4,729,524	\$5,077,916
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	-	12,321	-	12,321	12,321	12,851
5150 Telecommunications Equipment						
8000 General Fund	-	4,061	-	4,061	4,061	4,236
3400 Other Funds Ltd	-	3,656	-	3,656	3,656	3,813
All Funds	-	7,717	-	7,717	7,717	8,049
TOTAL CAPITAL OUTLAY						
8000 General Fund	-	4,061	-	4,061	4,061	4,236
3400 Other Funds Ltd	-	15,977	-	15,977	15,977	16,664
TOTAL CAPITAL OUTLAY	-	\$20,038	-	\$20,038	\$20,038	\$20,900
SPECIAL PAYMENTS						
6020 Dist to Counties						
3400 Other Funds Ltd	35,111,293	37,681,163	-	37,681,163	37,681,163	39,301,453

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
EXPENDITURES						
8000 General Fund	15,504,093	17,608,206	-	17,608,206	18,649,239	19,253,100
3400 Other Funds Ltd	40,316,484	43,752,297	-	43,752,297	43,970,822	45,580,451
TOTAL EXPENDITURES	\$55,820,577	\$61,360,503	-	\$61,360,503	\$62,620,061	\$64,833,551
REVERSIONS						
9900 Reversions						
8000 General Fund	(40,275)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	1,145,897	964,844	-	964,844	963,692	963,692
TOTAL ENDING BALANCE	\$1,145,897	\$964,844	-	\$964,844	\$963,692	\$963,692
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	81	81	-	81	80	80
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	77.93	80.13	-	80.13	79.25	79.25

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
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REVENUE CATEGORIES**GENERAL FUND APPROPRIATION****0050 General Fund Appropriation**

8000 General Fund	72,264,144	79,740,978	-	79,740,978	84,883,794	86,643,016
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TAXES**0142 Marijuana Taxes**

3400 Other Funds Ltd	-	8,332	-	8,332	-	-
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CHARGES FOR SERVICES**0415 Admin and Service Charges**

3400 Other Funds Ltd	735,992	-	-	-	-	-
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TRANSFERS IN**1010 Transfer In - Intrafund**

3400 Other Funds Ltd	-	1,842,822	-	1,842,822	1,953,112	1,875,337
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REVENUES

8000 General Fund	72,264,144	79,740,978	-	79,740,978	84,883,794	86,643,016
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3400 Other Funds Ltd	735,992	1,851,154	-	1,851,154	1,953,112	1,875,337
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TOTAL REVENUES	\$73,000,136	\$81,592,132	-	\$81,592,132	\$86,836,906	\$88,518,353
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AVAILABLE REVENUES

8000 General Fund	72,264,144	79,740,978	-	79,740,978	84,883,794	86,643,016
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3400 Other Funds Ltd	735,992	1,851,154	-	1,851,154	1,953,112	1,875,337
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Personal Tax and Compliance Division

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
TOTAL AVAILABLE REVENUES	\$73,000,136	\$81,592,132	-	\$81,592,132	\$86,836,906	\$88,518,353
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	36,977,608	42,743,631	-	42,743,631	45,686,255	45,686,255
3400 Other Funds Ltd	632,798	833,733	-	833,733	892,456	892,456
All Funds	37,610,406	43,577,364	-	43,577,364	46,578,711	46,578,711
3160 Temporary Appointments						
8000 General Fund	196,532	14,631	-	14,631	14,631	15,260
3400 Other Funds Ltd	-	83,534	-	83,534	83,534	87,127
All Funds	196,532	98,165	-	98,165	98,165	102,387
3170 Overtime Payments						
8000 General Fund	119,805	3,820	-	3,820	3,820	3,985
3180 Shift Differential						
8000 General Fund	755	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	524,945	3,876	-	3,876	3,876	4,043
3400 Other Funds Ltd	66	-	-	-	-	-
All Funds	525,011	3,876	-	3,876	3,876	4,043

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Personal Tax and Compliance Division

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
TOTAL SALARIES & WAGES						
8000 General Fund	37,819,645	42,765,958	-	42,765,958	45,708,582	45,709,543
3400 Other Funds Ltd	632,864	917,267	-	917,267	975,990	979,583
TOTAL SALARIES & WAGES	\$38,452,509	\$43,683,225	-	\$43,683,225	\$46,684,572	\$46,689,126
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	18,235	23,456	-	23,456	22,275	22,275
3400 Other Funds Ltd	1	379	-	379	379	379
All Funds	18,236	23,835	-	23,835	22,654	22,654
3220 Public Employees' Retire Cont						
8000 General Fund	5,174,293	7,254,894	-	7,254,894	7,827,394	7,827,451
3400 Other Funds Ltd	472	141,484	-	141,484	152,877	152,877
All Funds	5,174,765	7,396,378	-	7,396,378	7,980,271	7,980,328
3221 Pension Obligation Bond						
8000 General Fund	2,273,474	2,413,245	-	2,413,245	2,413,245	2,646,776
3400 Other Funds Ltd	17,306	47,067	-	47,067	47,067	51,695
All Funds	2,290,780	2,460,312	-	2,460,312	2,460,312	2,698,471
3230 Social Security Taxes						
8000 General Fund	2,911,212	3,271,486	-	3,271,486	3,494,629	3,494,702
3400 Other Funds Ltd	115	70,197	-	70,197	74,638	74,912

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
All Funds	2,911,327	3,341,683	-	3,341,683	3,569,267	3,569,614
3240 Unemployment Assessments						
8000 General Fund	57,172	47,432	-	47,432	48,942	50,981
3400 Other Funds Ltd	788	-	-	-	1,808	1,808
All Funds	57,960	47,432	-	47,432	50,750	52,789
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	16,449	22,285	-	22,285	17,597	17,597
3400 Other Funds Ltd	1	379	-	379	370	370
All Funds	16,450	22,664	-	22,664	17,967	17,967
3260 Mass Transit Tax						
8000 General Fund	216,091	257,002	-	257,002	257,002	274,257
3400 Other Funds Ltd	1,678	5,512	-	5,512	5,512	5,877
All Funds	217,769	262,514	-	262,514	262,514	280,134
3270 Flexible Benefits						
8000 General Fund	12,268,094	13,486,268	-	13,486,268	14,648,337	14,648,337
3400 Other Funds Ltd	463	261,880	-	261,880	284,445	284,445
All Funds	12,268,557	13,748,148	-	13,748,148	14,932,782	14,932,782
3280 Other OPE						
8000 General Fund	-	1,510	-	1,510	-	-
3400 Other Funds Ltd	-	1,808	-	1,808	-	-
All Funds	-	3,318	-	3,318	-	-

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Personal Tax and Compliance Division

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	22,935,020	26,777,578	-	26,777,578	28,729,421	28,982,376
3400 Other Funds Ltd	20,824	528,706	-	528,706	567,096	572,363
TOTAL OTHER PAYROLL EXPENSES	\$22,955,844	\$27,306,284	-	\$27,306,284	\$29,296,517	\$29,554,739
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(924,641)	-	(924,641)	(924,641)	(558,144)
3400 Other Funds Ltd	-	(18,967)	-	(18,967)	(18,967)	(120,384)
All Funds	-	(943,608)	-	(943,608)	(943,608)	(678,528)
3465 Reconciliation Adjustment						
8000 General Fund	-	(248,349)	-	(248,349)	-	-
3400 Other Funds Ltd	-	(4,845)	-	(4,845)	-	-
All Funds	-	(253,194)	-	(253,194)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(1,172,990)	-	(1,172,990)	(924,641)	(558,144)
3400 Other Funds Ltd	-	(23,812)	-	(23,812)	(18,967)	(120,384)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$1,196,802)	-	(\$1,196,802)	(\$943,608)	(\$678,528)
TOTAL PERSONAL SERVICES						
8000 General Fund	60,754,665	68,370,546	-	68,370,546	73,513,362	74,133,775
3400 Other Funds Ltd	653,688	1,422,161	-	1,422,161	1,524,119	1,431,562

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Personal Tax and Compliance Division

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
TOTAL PERSONAL SERVICES	\$61,408,353	\$69,792,707	-	\$69,792,707	\$75,037,481	\$75,565,337
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	229,950	239,944	-	239,944	199,944	208,541
3400 Other Funds Ltd	1,725	3,375	-	3,375	2,575	2,686
All Funds	231,675	243,319	-	243,319	202,519	211,227
4125 Out of State Travel						
8000 General Fund	16,103	26,468	-	26,468	26,468	27,606
3400 Other Funds Ltd	43	-	-	-	-	-
All Funds	16,146	26,468	-	26,468	26,468	27,606
4150 Employee Training						
8000 General Fund	185,363	294,100	-	294,100	244,100	254,596
3400 Other Funds Ltd	171	3,690	-	3,690	2,690	2,806
All Funds	185,534	297,790	-	297,790	246,790	257,402
4175 Office Expenses						
8000 General Fund	1,853,908	2,101,309	-	2,101,309	901,309	940,064
3400 Other Funds Ltd	7,271	128,244	-	128,244	119,355	124,487
All Funds	1,861,179	2,229,553	-	2,229,553	1,020,664	1,064,551
4200 Telecommunications						
8000 General Fund	843,998	1,093,181	-	1,093,181	1,040,064	1,084,786

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Personal Tax and Compliance Division

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	5,146	49,879	-	49,879	49,408	51,533
All Funds	849,144	1,143,060	-	1,143,060	1,089,472	1,136,319
4225 State Gov. Service Charges						
8000 General Fund	9,623	-	-	-	-	-
3400 Other Funds Ltd	15	-	-	-	-	-
All Funds	9,638	-	-	-	-	-
4250 Data Processing						
8000 General Fund	8,530	47,385	-	47,385	35,878	37,420
3400 Other Funds Ltd	-	4,701	-	4,701	3,529	3,681
All Funds	8,530	52,086	-	52,086	39,407	41,101
4275 Publicity and Publications						
8000 General Fund	2,229	25,950	-	25,950	18,850	19,661
3400 Other Funds Ltd	-	8	-	8	-	-
All Funds	2,229	25,958	-	25,958	18,850	19,661
4300 Professional Services						
8000 General Fund	160,002	949,601	-	949,601	949,601	828,236
3400 Other Funds Ltd	376	41,194	-	41,194	41,194	12,573
All Funds	160,378	990,795	-	990,795	990,795	840,809
4315 IT Professional Services						
8000 General Fund	801,622	785,585	-	785,585	785,585	830,364
3400 Other Funds Ltd	-	83	-	83	83	88

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
All Funds	801,622	785,668	-	785,668	785,668	830,452
4325 Attorney General						
8000 General Fund	1,439,623	2,309,789	-	2,309,789	2,309,789	2,758,581
3400 Other Funds Ltd	-	3,972	-	3,972	3,972	4,744
All Funds	1,439,623	2,313,761	-	2,313,761	2,313,761	2,763,325
4375 Employee Recruitment and Develop						
8000 General Fund	4,251	16,608	-	16,608	12,608	13,150
3400 Other Funds Ltd	24	335	-	335	335	349
All Funds	4,275	16,943	-	16,943	12,943	13,499
4400 Dues and Subscriptions						
8000 General Fund	2,954	15,570	-	15,570	15,570	16,239
3400 Other Funds Ltd	13	-	-	-	-	-
All Funds	2,967	15,570	-	15,570	15,570	16,239
4425 Facilities Rental and Taxes						
8000 General Fund	1,325,346	1,829,109	-	1,829,109	1,829,109	2,241,939
3400 Other Funds Ltd	7,783	132,463	-	132,463	132,463	162,387
All Funds	1,333,129	1,961,572	-	1,961,572	1,961,572	2,404,326
4475 Facilities Maintenance						
8000 General Fund	100,120	30,112	-	30,112	34,112	35,579
3400 Other Funds Ltd	237	-	-	-	141	147
All Funds	100,357	30,112	-	30,112	34,253	35,726

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Cross Reference Number: 15000-005-00-00-00000
Personal Tax and Compliance Division

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
4575 Agency Program Related S and S						
8000 General Fund	566,185	570,900	-	570,900	570,900	595,448
3400 Other Funds Ltd	46,265	38,213	-	38,213	38,292	39,938
All Funds	612,450	609,113	-	609,113	609,192	635,386
4600 Intra-agency Charges						
8000 General Fund	-	-	-	-	-	116,495
3400 Other Funds Ltd	-	-	-	-	-	2,423
All Funds	-	-	-	-	-	118,918
4650 Other Services and Supplies						
8000 General Fund	374,751	513,174	-	513,174	1,874,898	1,956,459
3400 Other Funds Ltd	5,571	11,091	-	11,091	23,193	23,663
All Funds	380,322	524,265	-	524,265	1,898,091	1,980,122
4700 Expendable Prop 250 - 5000						
8000 General Fund	25,456	1,437	-	1,437	1,437	1,498
3400 Other Funds Ltd	3	2,760	-	2,760	2,778	2,898
All Funds	25,459	4,197	-	4,197	4,215	4,396
4715 IT Expendable Property						
8000 General Fund	875,029	23,920	-	23,920	23,920	24,949
3400 Other Funds Ltd	4,030	200	-	200	200	209
All Funds	879,059	24,120	-	24,120	24,120	25,158
TOTAL SERVICES & SUPPLIES						

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Personal Tax and Compliance Division

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
8000 General Fund	8,825,043	10,874,142	-	10,874,142	10,874,142	11,991,611
3400 Other Funds Ltd	78,673	420,208	-	420,208	420,208	434,612
TOTAL SERVICES & SUPPLIES	\$8,903,716	\$11,294,350	-	\$11,294,350	\$11,294,350	\$12,426,223
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	24,771	305,590	-	305,590	305,590	318,730
3400 Other Funds Ltd	3,631	7,828	-	7,828	7,828	8,165
All Funds	28,402	313,418	-	313,418	313,418	326,895
5150 Telecommunications Equipment						
8000 General Fund	-	184,538	-	184,538	184,538	192,473
3400 Other Funds Ltd	-	957	-	957	957	998
All Funds	-	185,495	-	185,495	185,495	193,471
5600 Data Processing Hardware						
8000 General Fund	-	6,162	-	6,162	6,162	6,427
TOTAL CAPITAL OUTLAY						
8000 General Fund	24,771	496,290	-	496,290	496,290	517,630
3400 Other Funds Ltd	3,631	8,785	-	8,785	8,785	9,163
TOTAL CAPITAL OUTLAY	\$28,402	\$505,075	-	\$505,075	\$505,075	\$526,793
EXPENDITURES						
8000 General Fund	69,604,479	79,740,978	-	79,740,978	84,883,794	86,643,016

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	735,992	1,851,154	-	1,851,154	1,953,112	1,875,337
TOTAL EXPENDITURES	\$70,340,471	\$81,592,132	-	\$81,592,132	\$86,836,906	\$88,518,353

REVERSIONS**9900 Reversions**

8000 General Fund	(2,659,665)	-	-	-	-	-
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ENDING BALANCE

8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-

TOTAL ENDING BALANCE

-	-	-	-	-	-	-
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AUTHORIZED POSITIONS

8150 Class/Unclass Positions	393	391	-	391	391	391
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AUTHORIZED FTE POSITIONS

8250 Class/Unclass FTE Positions	387.61	390.76	-	390.76	390.55	390.55
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Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-006-00-00-00000****Business Division**

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
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BEGINNING BALANCE**0025 Beginning Balance**

8000 General Fund	1	-	-	-	-	-
3400 Other Funds Ltd	1,977,839	-	-	-	-	-
All Funds	1,977,840	-	-	-	-	-

0030 Beginning Balance Adjustment

8000 General Fund	(1)	-	-	-	-	-
3400 Other Funds Ltd	1,432,562	-	-	-	-	-
All Funds	1,432,561	-	-	-	-	-

TOTAL BEGINNING BALANCE

8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	3,410,401	-	-	-	-	-

TOTAL BEGINNING BALANCE	\$3,410,401	-	-	-	-	-
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REVENUE CATEGORIES**GENERAL FUND APPROPRIATION****0050 General Fund Appropriation**

8000 General Fund	21,350,670	23,431,030	-	23,431,030	24,606,957	25,120,857
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CHARGES FOR SERVICES**0415 Admin and Service Charges**

3400 Other Funds Ltd	16,211,514	-	-	-	-	-
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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	-	12,038,864	-	12,038,864	13,172,496	13,335,699
REVENUES						
8000 General Fund	21,350,670	23,431,030	-	23,431,030	24,606,957	25,120,857
3400 Other Funds Ltd	16,211,514	12,038,864	-	12,038,864	13,172,496	13,335,699
TOTAL REVENUES	\$37,562,184	\$35,469,894	-	\$35,469,894	\$37,779,453	\$38,456,556
AVAILABLE REVENUES						
8000 General Fund	21,350,670	23,431,030	-	23,431,030	24,606,957	25,120,857
3400 Other Funds Ltd	19,621,915	12,038,864	-	12,038,864	13,172,496	13,335,699
TOTAL AVAILABLE REVENUES	\$40,972,585	\$35,469,894	-	\$35,469,894	\$37,779,453	\$38,456,556
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	5,610,361	12,482,818	-	12,482,818	13,126,807	13,126,807
3400 Other Funds Ltd	15,853,515	6,022,676	-	6,022,676	6,793,023	6,793,023
All Funds	21,463,876	18,505,494	-	18,505,494	19,919,830	19,919,830
3160 Temporary Appointments						
3400 Other Funds Ltd	-	34,482	-	34,482	34,482	35,965

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3170 Overtime Payments						
8000 General Fund	137,798	46,779	-	46,779	46,779	48,790
3180 Shift Differential						
8000 General Fund	193	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	235,405	22,835	-	22,835	22,835	23,817
3400 Other Funds Ltd	(5,624)	-	-	-	-	-
All Funds	229,781	22,835	-	22,835	22,835	23,817
TOTAL SALARIES & WAGES						
8000 General Fund	5,983,757	12,552,432	-	12,552,432	13,196,421	13,199,414
3400 Other Funds Ltd	15,847,891	6,057,158	-	6,057,158	6,827,505	6,828,988
TOTAL SALARIES & WAGES	\$21,831,648	\$18,609,590	-	\$18,609,590	\$20,023,926	\$20,028,402
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	9,946	5,810	-	5,810	5,502	5,502
3400 Other Funds Ltd	(6)	3,561	-	3,561	3,319	3,319
All Funds	9,940	9,371	-	9,371	8,821	8,821
3220 Public Employees' Retire Cont						
8000 General Fund	3,034,463	2,130,146	-	2,130,146	2,260,554	2,261,067
3400 Other Funds Ltd	(2,583)	1,022,053	-	1,022,053	1,163,643	1,163,643

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
All Funds	3,031,880	3,152,199	-	3,152,199	3,424,197	3,424,710
3221 Pension Obligation Bond						
8000 General Fund	711,800	719,746	-	719,746	719,746	764,389
3400 Other Funds Ltd	602,737	260,822	-	260,822	260,822	393,479
All Funds	1,314,537	980,568	-	980,568	980,568	1,157,868
3230 Social Security Taxes						
8000 General Fund	1,664,051	960,196	-	960,196	1,009,194	1,009,423
3400 Other Funds Ltd	(940)	463,369	-	463,369	522,273	522,386
All Funds	1,663,111	1,423,565	-	1,423,565	1,531,467	1,531,809
3240 Unemployment Assessments						
8000 General Fund	8,599	25,088	-	25,088	27,018	28,096
3400 Other Funds Ltd	21,459	110	-	110	14,604	14,609
All Funds	30,058	25,198	-	25,198	41,622	42,705
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	8,994	5,517	-	5,517	4,375	4,375
3400 Other Funds Ltd	(11)	3,395	-	3,395	2,621	2,621
All Funds	8,983	8,912	-	8,912	6,996	6,996
3260 Mass Transit Tax						
8000 General Fund	69,676	75,892	-	75,892	75,892	79,196
3400 Other Funds Ltd	61,548	36,515	-	36,515	36,515	40,974
All Funds	131,224	112,407	-	112,407	112,407	120,170

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Business Division

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3270 Flexible Benefits						
8000 General Fund	6,937,351	3,346,695	-	3,346,695	3,626,592	3,626,592
3400 Other Funds Ltd	(8,220)	2,058,447	-	2,058,447	2,187,858	2,187,858
All Funds	6,929,131	5,405,142	-	5,405,142	5,814,450	5,814,450
3280 Other OPE						
8000 General Fund	-	1,930	-	1,930	-	-
3400 Other Funds Ltd	-	14,494	-	14,494	-	-
All Funds	-	16,424	-	16,424	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	12,444,880	7,271,020	-	7,271,020	7,728,873	7,778,640
3400 Other Funds Ltd	673,984	3,862,766	-	3,862,766	4,191,655	4,328,889
TOTAL OTHER PAYROLL EXPENSES	\$13,118,864	\$11,133,786	-	\$11,133,786	\$11,920,528	\$12,107,529
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(148,761)	-	(148,761)	(148,761)	(120,384)
3400 Other Funds Ltd	-	(70,683)	-	(70,683)	(70,683)	(30,096)
All Funds	-	(219,444)	-	(219,444)	(219,444)	(150,480)
3465 Reconciliation Adjustment						
8000 General Fund	-	(74,085)	-	(74,085)	-	-
3400 Other Funds Ltd	-	(35,398)	-	(35,398)	-	-

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All Funds	-	(109,483)	-	(109,483)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(222,846)	-	(222,846)	(148,761)	(120,384)
3400 Other Funds Ltd	-	(106,081)	-	(106,081)	(70,683)	(30,096)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$328,927)	-	(\$328,927)	(\$219,444)	(\$150,480)
TOTAL PERSONAL SERVICES						
8000 General Fund	18,428,637	19,600,606	-	19,600,606	20,776,533	20,857,670
3400 Other Funds Ltd	16,521,875	9,813,843	-	9,813,843	10,948,477	11,127,781
TOTAL PERSONAL SERVICES	\$34,950,512	\$29,414,449	-	\$29,414,449	\$31,725,010	\$31,985,451
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	89,359	61,830	-	61,830	61,830	64,489
3400 Other Funds Ltd	43,342	68,547	-	68,547	68,547	71,337
All Funds	132,701	130,377	-	130,377	130,377	135,826
4125 Out of State Travel						
8000 General Fund	348,408	303,564	-	303,564	303,564	316,617
3400 Other Funds Ltd	15,595	12,260	-	12,260	12,260	12,787
All Funds	364,003	315,824	-	315,824	315,824	329,404
4150 Employee Training						
8000 General Fund	56,012	101,841	-	101,841	101,841	106,220

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3400 Other Funds Ltd	21,350	49,041	-	49,041	49,041	49,480
All Funds	77,362	150,882	-	150,882	150,882	155,700
4175 Office Expenses						
8000 General Fund	365,606	191,701	-	191,701	191,701	199,944
3400 Other Funds Ltd	424,367	36,604	-	36,604	36,604	36,564
All Funds	789,973	228,305	-	228,305	228,305	236,508
4200 Telecommunications						
8000 General Fund	220,213	276,732	-	276,732	276,732	288,632
3400 Other Funds Ltd	203,345	65,197	-	65,197	65,197	64,976
All Funds	423,558	341,929	-	341,929	341,929	353,608
4225 State Gov. Service Charges						
8000 General Fund	574	-	-	-	-	-
3400 Other Funds Ltd	528	-	-	-	-	-
All Funds	1,102	-	-	-	-	-
4250 Data Processing						
8000 General Fund	-	15,390	-	15,390	15,390	16,052
3400 Other Funds Ltd	-	7,572	-	7,572	7,572	7,264
All Funds	-	22,962	-	22,962	22,962	23,316
4275 Publicity and Publications						
8000 General Fund	1,000	34,707	-	34,707	34,707	36,199
3400 Other Funds Ltd	-	21,528	-	21,528	21,528	22,454

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
All Funds	1,000	56,235	-	56,235	56,235	58,653
4300 Professional Services						
8000 General Fund	(951)	275,556	-	275,556	275,556	291,263
3400 Other Funds Ltd	8,908	223,112	-	223,112	223,112	207,513
All Funds	7,957	498,668	-	498,668	498,668	498,776
4315 IT Professional Services						
3400 Other Funds Ltd	-	137,164	-	137,164	137,164	-
4325 Attorney General						
8000 General Fund	1,070,055	1,538,563	-	1,538,563	1,538,563	1,837,506
3400 Other Funds Ltd	266,581	449,261	-	449,261	449,261	536,552
All Funds	1,336,636	1,987,824	-	1,987,824	1,987,824	2,374,058
4375 Employee Recruitment and Develop						
8000 General Fund	994	-	-	-	-	-
3400 Other Funds Ltd	452	268	-	268	268	280
All Funds	1,446	268	-	268	268	280
4400 Dues and Subscriptions						
8000 General Fund	220	7,776	-	7,776	7,776	8,110
3400 Other Funds Ltd	10	190	-	190	190	198
All Funds	230	7,966	-	7,966	7,966	8,308
4425 Facilities Rental and Taxes						
8000 General Fund	5,024	7,560	-	7,560	7,560	7,885

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3400 Other Funds Ltd	3,757	10,667	-	10,667	10,667	11,126
All Funds	8,781	18,227	-	18,227	18,227	19,011
4450 Fuels and Utilities						
3400 Other Funds Ltd	-	4,447	-	4,447	4,447	4,638
4475 Facilities Maintenance						
8000 General Fund	133	5,634	-	5,634	5,634	5,876
3400 Other Funds Ltd	106	1,831	-	1,831	1,831	1,910
All Funds	239	7,465	-	7,465	7,465	7,786
4600 Intra-agency Charges						
8000 General Fund	-	-	-	-	-	31,413
3400 Other Funds Ltd	-	-	-	-	-	15,728
All Funds	-	-	-	-	-	47,141
4650 Other Services and Supplies						
8000 General Fund	120,554	944,682	-	944,682	944,682	985,303
3400 Other Funds Ltd	526,415	648,407	-	648,407	648,407	676,288
All Funds	646,969	1,593,089	-	1,593,089	1,593,089	1,661,591
4700 Expendable Prop 250 - 5000						
8000 General Fund	4,927	24,791	-	24,791	24,791	25,857
3400 Other Funds Ltd	6,098	20,118	-	20,118	20,118	11,972
All Funds	11,025	44,909	-	44,909	44,909	37,829
4715 IT Expendable Property						

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Revenue, Dept of

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Version: V - 01 - Agency Request Budget

2021-23 Biennium

Cross Reference Number: 15000-006-00-00-00000

Business Division

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
8000 General Fund	218,359	-	-	-	-	-
3400 Other Funds Ltd	146,624	44,792	-	44,792	44,792	43,276
All Funds	364,983	44,792	-	44,792	44,792	43,276
TOTAL SERVICES & SUPPLIES						
8000 General Fund	2,500,487	3,790,327	-	3,790,327	3,790,327	4,221,366
3400 Other Funds Ltd	1,667,478	1,801,006	-	1,801,006	1,801,006	1,774,343
TOTAL SERVICES & SUPPLIES	\$4,167,965	\$5,591,333	-	\$5,591,333	\$5,591,333	\$5,995,709
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	-	25,506	-	25,506	25,506	26,603
3400 Other Funds Ltd	-	116,296	-	116,296	116,296	113,669
All Funds	-	141,802	-	141,802	141,802	140,272
5150 Telecommunications Equipment						
8000 General Fund	-	14,591	-	14,591	14,591	15,218
TOTAL CAPITAL OUTLAY						
8000 General Fund	-	40,097	-	40,097	40,097	41,821
3400 Other Funds Ltd	-	116,296	-	116,296	116,296	113,669
TOTAL CAPITAL OUTLAY	-	\$156,393	-	\$156,393	\$156,393	\$155,490
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						

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Business Division

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	-	306,717	-	306,717	306,717	319,906
EXPENDITURES						
8000 General Fund	20,929,124	23,431,030	-	23,431,030	24,606,957	25,120,857
3400 Other Funds Ltd	18,189,353	12,037,862	-	12,037,862	13,172,496	13,335,699
TOTAL EXPENDITURES	\$39,118,477	\$35,468,892	-	\$35,468,892	\$37,779,453	\$38,456,556
REVERSIONS						
9900 Reversions						
8000 General Fund	(421,546)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	1,432,562	1,002	-	1,002	-	-
TOTAL ENDING BALANCE	\$1,432,562	\$1,002	-	\$1,002	-	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	228	155	-	155	153	153
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	210.83	153.13	-	153.13	152.06	152.06

Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-007-00-00-00000****Collections Division**

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
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BEGINNING BALANCE**0025 Beginning Balance**

3400 Other Funds Ltd	-	1,384,010	-	1,384,010	1,384,010	1,384,010
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REVENUE CATEGORIES**CHARGES FOR SERVICES****0410 Charges for Services**

3400 Other Funds Ltd	-	20,311,377	-	20,311,377	20,311,377	20,458,329
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REVENUES

3400 Other Funds Ltd	-	20,311,377	-	20,311,377	20,311,377	20,458,329
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TRANSFERS OUT**2010 Transfer Out - Intrafund**

3400 Other Funds Ltd	-	(1,589,998)	-	(1,589,998)	(1,589,998)	(1,589,998)
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	20,105,389	-	20,105,389	20,105,389	20,252,341
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EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

3400 Other Funds Ltd	-	6,984,336	-	6,984,336	7,833,072	7,833,072
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OTHER PAYROLL EXPENSES**3210 Empl. Rel. Bd. Assessments**

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Collections Division

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	-	4,453	-	4,453	4,234	4,234
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	-	1,185,244	-	1,185,244	1,341,808	1,341,808
3221 Pension Obligation Bond						
3400 Other Funds Ltd	-	458,509	-	458,509	458,509	453,723
3230 Social Security Taxes						
3400 Other Funds Ltd	-	534,296	-	534,296	597,068	597,068
3240 Unemployment Assessments						
8000 General Fund	-	-	-	-	346	-
3400 Other Funds Ltd	-	11,044	-	11,044	11,044	11,390
All Funds	-	11,044	-	11,044	11,390	11,390
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	-	4,234	-	4,234	3,358	3,358
3260 Mass Transit Tax						
8000 General Fund	-	747	-	747	747	-
3400 Other Funds Ltd	-	41,159	-	41,159	41,159	46,998
All Funds	-	41,906	-	41,906	41,906	46,998
3270 Flexible Benefits						
3400 Other Funds Ltd	-	2,568,432	-	2,568,432	2,790,936	2,790,936
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	-	747	-	747	1,093	-

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Collections Division

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	-	4,807,371	-	4,807,371	5,248,116	5,249,515
TOTAL OTHER PAYROLL EXPENSES	-	\$4,808,118	-	\$4,808,118	\$5,249,209	\$5,249,515
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(1,093)	-	(1,093)	(1,093)	-
3400 Other Funds Ltd	-	(64,740)	-	(64,740)	(64,740)	(19,152)
All Funds	-	(65,833)	-	(65,833)	(65,833)	(19,152)
3465 Reconciliation Adjustment						
8000 General Fund	-	346	-	346	-	-
3400 Other Funds Ltd	-	(38,973)	-	(38,973)	-	-
All Funds	-	(38,627)	-	(38,627)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(747)	-	(747)	(1,093)	-
3400 Other Funds Ltd	-	(103,713)	-	(103,713)	(64,740)	(19,152)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$104,460)	-	(\$104,460)	(\$65,833)	(\$19,152)
TOTAL PERSONAL SERVICES						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	11,687,994	-	11,687,994	13,016,448	13,063,435
TOTAL PERSONAL SERVICES	-	\$11,687,994	-	\$11,687,994	\$13,016,448	\$13,063,435
SERVICES & SUPPLIES						

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
4100 Instate Travel						
3400 Other Funds Ltd	-	6,929	-	6,929	6,929	7,227
4125 Out of State Travel						
3400 Other Funds Ltd	-	26,965	-	26,965	26,965	28,124
4150 Employee Training						
3400 Other Funds Ltd	-	38,540	-	38,540	38,540	40,197
4175 Office Expenses						
3400 Other Funds Ltd	-	472,000	-	472,000	72,000	75,096
4200 Telecommunications						
3400 Other Funds Ltd	-	196,000	-	196,000	216,008	225,296
4250 Data Processing						
3400 Other Funds Ltd	-	27,161	-	27,161	27,161	28,329
4325 Attorney General						
3400 Other Funds Ltd	-	62,374	-	62,374	62,374	74,493
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	1,203	-	1,203	1,203	1,255
4400 Dues and Subscriptions						
3400 Other Funds Ltd	-	852	-	852	852	889
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	-	10,000	-	10,000	10,000	10,430
4450 Fuels and Utilities						

Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-007-00-00-00000****Collections Division**

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	-	20,008	-	20,008	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	-	8,239	-	8,239	8,239	8,593
4600 Intra-agency Charges						
3400 Other Funds Ltd	-	-	-	-	-	20,073
4650 Other Services and Supplies						
3400 Other Funds Ltd	-	728,352	-	728,352	1,128,352	1,176,871
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	18,418	-	18,418	18,418	19,210
4715 IT Expendable Property						
3400 Other Funds Ltd	-	14,130	-	14,130	14,130	14,738
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	-	1,631,171	-	1,631,171	1,631,171	1,730,821
TOTAL SERVICES & SUPPLIES	-	\$1,631,171	-	\$1,631,171	\$1,631,171	\$1,730,821
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	-	7,314	-	7,314	7,314	7,629
EXPENDITURES						
3400 Other Funds Ltd	-	13,326,479	-	13,326,479	14,654,933	14,801,885
ENDING BALANCE						

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
3400 Other Funds Ltd	-	6,778,910	-	6,778,910	5,450,456	5,450,456
TOTAL ENDING BALANCE	-	\$6,778,910	-	\$6,778,910	\$5,450,456	\$5,450,456
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	73	-	73	73	73
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	-	73.00	-	73.00	73.00	73.00

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
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REVENUE CATEGORIES
GENERAL FUND APPROPRIATION
0050 General Fund Appropriation

8000 General Fund	-	2,789,362	-	2,789,362	1,136,653	-
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TAXES
0113 Corporate Activity Tax

3400 Other Funds Ltd	-	-	-	-	2,207,170,000	2,207,190,681
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0195 Other Taxes

3400 Other Funds Ltd	-	909,450,923	-	909,450,923	-	-
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TOTAL TAXES

3400 Other Funds Ltd	-	909,450,923	-	909,450,923	2,207,170,000	2,207,190,681
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TOTAL TAXES	-	\$909,450,923	-	\$909,450,923	\$2,207,170,000	\$2,207,190,681
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REVENUES

8000 General Fund	-	2,789,362	-	2,789,362	1,136,653	-
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3400 Other Funds Ltd	-	909,450,923	-	909,450,923	2,207,170,000	2,207,190,681
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TOTAL REVENUES	-	\$912,240,285	-	\$912,240,285	\$2,208,306,653	\$2,207,190,681
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TRANSFERS OUT
2581 Tsfr To Education, Dept of

3400 Other Funds Ltd	-	(908,986,836)	-	(908,986,836)	(2,187,970,000)	(2,187,970,000)
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AVAILABLE REVENUES

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
8000 General Fund	-	2,789,362	-	2,789,362	1,136,653	-
3400 Other Funds Ltd	-	464,087	-	464,087	19,200,000	19,220,681
TOTAL AVAILABLE REVENUES	-	\$3,253,449	-	\$3,253,449	\$20,336,653	\$19,220,681

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	-	1,067,904	-	1,067,904	-	-
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

8000 General Fund	-	565	-	565	-	-
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3220 Public Employees' Retire Cont

8000 General Fund	-	181,228	-	181,228	-	-
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3230 Social Security Taxes

8000 General Fund	-	81,689	-	81,689	-	-
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3250 Worker's Comp. Assess. (WCD)

8000 General Fund	-	527	-	527	-	-
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3260 Mass Transit Tax

8000 General Fund	-	6,393	-	6,393	6,393	-
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3270 Flexible Benefits

Revenue, Dept of
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8000 General Fund	-	325,452	-	325,452	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	-	595,854	-	595,854	6,393	-
TOTAL OTHER PAYROLL EXPENSES	-	\$595,854	-	\$595,854	\$6,393	-
P.S. BUDGET ADJUSTMENTS						
3465 Reconciliation Adjustment						
8000 General Fund	-	(4,656)	-	(4,656)	-	-
TOTAL PERSONAL SERVICES						
8000 General Fund	-	1,659,102	-	1,659,102	6,393	-
TOTAL PERSONAL SERVICES	-	\$1,659,102	-	\$1,659,102	\$6,393	-
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	3,591	-	3,591	3,591	-
4150 Employee Training						
8000 General Fund	-	16,128	-	16,128	16,128	-
4175 Office Expenses						
8000 General Fund	-	313,341	-	313,341	313,341	-
3400 Other Funds Ltd	-	1	-	1	1	1
All Funds	-	313,342	-	313,342	313,342	1
4200 Telecommunications						

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
8000 General Fund	-	29,232	-	29,232	29,232	-
4250 Data Processing						
8000 General Fund	-	6,126	-	6,126	6,126	-
4325 Attorney General						
8000 General Fund	-	365,274	-	365,274	365,274	-
4425 Facilities Rental and Taxes						
8000 General Fund	-	150,448	-	150,448	150,448	-
4575 Agency Program Related S and S						
8000 General Fund	-	118,800	-	118,800	118,800	-
4600 Intra-agency Charges						
3400 Other Funds Ltd	-	-	-	-	-	20,681
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	5,544	-	5,544	5,544	-
4715 IT Expendable Property						
8000 General Fund	-	33,264	-	33,264	33,264	-
TOTAL SERVICES & SUPPLIES						
8000 General Fund	-	1,041,748	-	1,041,748	1,041,748	-
3400 Other Funds Ltd	-	1	-	1	1	20,682
TOTAL SERVICES & SUPPLIES	-	\$1,041,749	-	\$1,041,749	\$1,041,749	\$20,682

CAPITAL OUTLAY

Revenue, Dept of
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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
5100 Office Furniture and Fixtures						
8000 General Fund	-	88,512	-	88,512	88,512	-
EXPENDITURES						
8000 General Fund	-	2,789,362	-	2,789,362	1,136,653	-
3400 Other Funds Ltd	-	1	-	1	1	20,682
TOTAL EXPENDITURES	-	\$2,789,363	-	\$2,789,363	\$1,136,654	\$20,682
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	464,086	-	464,086	19,199,999	19,199,999
TOTAL ENDING BALANCE	-	\$464,086	-	\$464,086	\$19,199,999	\$19,199,999
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	38	-	38	-	-
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	-	9.34	-	9.34	-	-
8280 FTE Reconciliation	-	(0.05)	-	(0.05)	-	-
TOTAL AUTHORIZED FTE	-	9.29	-	9.29	-	-

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Information Technology Services Division

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
8000 General Fund	8,317,374	-	-	-	-	-
3400 Other Funds Ltd	(10,510,775)	-	-	-	-	-
All Funds	(2,193,401)	-	-	-	-	-
0030 Beginning Balance Adjustment						
8000 General Fund	(8,317,374)	-	-	-	-	-
3400 Other Funds Ltd	10,510,775	-	-	-	-	-
All Funds	2,193,401	-	-	-	-	-
TOTAL BEGINNING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL BEGINNING BALANCE	-	-	-	-	-	-

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	-	41,524,773	-	41,524,773	43,806,979	37,194,466
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	7,036,888	-	7,036,888	6,151,223	5,421,723
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Information Technology Services Division

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
REVENUES						
8000 General Fund	-	41,524,773	-	41,524,773	43,806,979	37,194,466
3400 Other Funds Ltd	-	7,036,888	-	7,036,888	6,151,223	5,421,723
TOTAL REVENUES	-	\$48,561,661	-	\$48,561,661	\$49,958,202	\$42,616,189
AVAILABLE REVENUES						
8000 General Fund	-	41,524,773	-	41,524,773	43,806,979	37,194,466
3400 Other Funds Ltd	-	7,036,888	-	7,036,888	6,151,223	5,421,723
TOTAL AVAILABLE REVENUES	-	\$48,561,661	-	\$48,561,661	\$49,958,202	\$42,616,189
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	17,475,925	-	17,475,925	19,010,796	19,010,796
3400 Other Funds Ltd	-	3,012,493	-	3,012,493	2,568,815	2,568,815
All Funds	-	20,488,418	-	20,488,418	21,579,611	21,579,611
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	9,558	-	9,558	8,814	8,814
3400 Other Funds Ltd	-	1,848	-	1,848	1,131	1,131
All Funds	-	11,406	-	11,406	9,945	9,945

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3220 Public Employees' Retire Cont						
8000 General Fund	-	2,965,640	-	2,965,640	3,256,560	3,256,560
3400 Other Funds Ltd	-	511,244	-	511,244	440,034	440,034
All Funds	-	3,476,884	-	3,476,884	3,696,594	3,696,594
3221 Pension Obligation Bond						
8000 General Fund	-	1,017,207	-	1,017,207	1,017,207	1,101,181
3400 Other Funds Ltd	-	136,197	-	136,197	136,197	148,796
All Funds	-	1,153,404	-	1,153,404	1,153,404	1,249,977
3230 Social Security Taxes						
8000 General Fund	-	1,333,732	-	1,333,732	1,450,553	1,450,553
3400 Other Funds Ltd	-	230,175	-	230,175	196,184	196,184
All Funds	-	1,563,907	-	1,563,907	1,646,737	1,646,737
3240 Unemployment Assessments						
8000 General Fund	-	121,032	-	121,032	121,032	126,236
3400 Other Funds Ltd	-	2,066	-	2,066	2,067	2,156
All Funds	-	123,098	-	123,098	123,099	128,392
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	-	9,061	-	9,061	7,023	7,023
3400 Other Funds Ltd	-	1,790	-	1,790	878	878
All Funds	-	10,851	-	10,851	7,901	7,901
3260 Mass Transit Tax						

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8000 General Fund	-	109,913	-	109,913	109,913	114,065
3400 Other Funds Ltd	-	18,513	-	18,513	18,513	15,413
All Funds	-	128,426	-	128,426	128,426	129,478
3270 Flexible Benefits						
8000 General Fund	-	5,505,797	-	5,505,797	5,847,078	5,847,078
3400 Other Funds Ltd	-	1,057,485	-	1,057,485	717,675	717,675
All Funds	-	6,563,282	-	6,563,282	6,564,753	6,564,753
3280 Other OPE						
3400 Other Funds Ltd	-	1	-	1	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	-	11,071,940	-	11,071,940	11,818,180	11,911,510
3400 Other Funds Ltd	-	1,959,319	-	1,959,319	1,512,679	1,522,267
TOTAL OTHER PAYROLL EXPENSES	-	\$13,031,259	-	\$13,031,259	\$13,330,859	\$13,433,777
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(292,398)	-	(292,398)	(292,398)	(65,664)
3400 Other Funds Ltd	-	(36,768)	-	(36,768)	(36,768)	(16,416)
All Funds	-	(329,166)	-	(329,166)	(329,166)	(82,080)
3465 Reconciliation Adjustment						
8000 General Fund	-	(1,095)	-	(1,095)	-	-

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	-	(4,654)	-	(4,654)	-	-
All Funds	-	(5,749)	-	(5,749)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(293,493)	-	(293,493)	(292,398)	(65,664)
3400 Other Funds Ltd	-	(41,422)	-	(41,422)	(36,768)	(16,416)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$334,915)	-	(\$334,915)	(\$329,166)	(\$82,080)
TOTAL PERSONAL SERVICES						
8000 General Fund	-	28,254,372	-	28,254,372	30,536,578	30,856,642
3400 Other Funds Ltd	-	4,930,390	-	4,930,390	4,044,726	4,074,666
TOTAL PERSONAL SERVICES	-	\$33,184,762	-	\$33,184,762	\$34,581,304	\$34,931,308
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	10,359	-	10,359	10,359	10,804
3400 Other Funds Ltd	-	6,360	-	6,360	6,360	4,548
All Funds	-	16,719	-	16,719	16,719	15,352
4125 Out of State Travel						
8000 General Fund	-	23,978	-	23,978	23,978	8,529
3400 Other Funds Ltd	-	1,481	-	1,481	1,481	1,545
All Funds	-	25,459	-	25,459	25,459	10,074
4150 Employee Training						

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
8000 General Fund	-	256,786	-	256,786	256,786	236,538
3400 Other Funds Ltd	-	57,789	-	57,789	57,789	41,918
All Funds	-	314,575	-	314,575	314,575	278,456
4175 Office Expenses						
8000 General Fund	-	254,790	-	254,790	254,790	109,296
3400 Other Funds Ltd	-	75,900	-	75,900	75,900	50,985
All Funds	-	330,690	-	330,690	330,690	160,281
4200 Telecommunications						
8000 General Fund	-	281,920	-	281,920	281,920	294,043
3400 Other Funds Ltd	-	158,302	-	158,302	158,302	121,406
All Funds	-	440,222	-	440,222	440,222	415,449
4250 Data Processing						
8000 General Fund	-	3,046,189	-	3,046,189	3,046,189	2,892,437
3400 Other Funds Ltd	-	660,195	-	660,195	660,195	641,970
All Funds	-	3,706,384	-	3,706,384	3,706,384	3,534,407
4275 Publicity and Publications						
8000 General Fund	-	10,455	-	10,455	10,455	10,904
4300 Professional Services						
8000 General Fund	-	243,415	-	243,415	243,415	235,836
3400 Other Funds Ltd	-	63,147	-	63,147	63,147	58,623
All Funds	-	306,562	-	306,562	306,562	294,459

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4315 IT Professional Services						
8000 General Fund	-	7,914,730	-	7,914,730	7,914,730	1,295,677
3400 Other Funds Ltd	-	912,711	-	912,711	912,711	339,398
All Funds	-	8,827,441	-	8,827,441	8,827,441	1,635,075
4375 Employee Recruitment and Develop						
8000 General Fund	-	934	-	934	934	974
4400 Dues and Subscriptions						
8000 General Fund	-	8,104	-	8,104	8,104	8,453
3400 Other Funds Ltd	-	433	-	433	433	452
All Funds	-	8,537	-	8,537	8,537	8,905
4425 Facilities Rental and Taxes						
8000 General Fund	-	6,480	-	6,480	6,480	6,759
3400 Other Funds Ltd	-	546	-	546	546	569
All Funds	-	7,026	-	7,026	7,026	7,328
4475 Facilities Maintenance						
8000 General Fund	-	29,791	-	29,791	29,791	31,072
3400 Other Funds Ltd	-	7,535	-	7,535	7,535	7,859
All Funds	-	37,326	-	37,326	37,326	38,931
4600 Intra-agency Charges						
8000 General Fund	-	-	-	-	-	58,005
3400 Other Funds Ltd	-	-	-	-	-	10,122

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All Funds	-	-	-	-	-	68,127
4650 Other Services and Supplies						
8000 General Fund	-	79,489	-	79,489	79,489	8,948
3400 Other Funds Ltd	-	9,330	-	9,330	9,330	3,300
All Funds	-	88,819	-	88,819	88,819	12,248
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	51,404	-	51,404	51,404	32,754
3400 Other Funds Ltd	-	7,151	-	7,151	7,151	1,288
All Funds	-	58,555	-	58,555	58,555	34,042
4715 IT Expendable Property						
8000 General Fund	-	997,326	-	997,326	997,326	1,040,211
3400 Other Funds Ltd	-	63,366	-	63,366	63,366	61,200
All Funds	-	1,060,692	-	1,060,692	1,060,692	1,101,411
TOTAL SERVICES & SUPPLIES						
8000 General Fund	-	13,216,150	-	13,216,150	13,216,150	6,281,240
3400 Other Funds Ltd	-	2,024,246	-	2,024,246	2,024,246	1,345,183
TOTAL SERVICES & SUPPLIES	-	\$15,240,396	-	\$15,240,396	\$15,240,396	\$7,626,423
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	-	30,893	-	30,893	30,893	32,222

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3400 Other Funds Ltd	-	82,251	-	82,251	82,251	1,874
All Funds	-	113,144	-	113,144	113,144	34,096
5550 Data Processing Software						
8000 General Fund	-	8,611	-	8,611	8,611	8,981
5900 Other Capital Outlay						
8000 General Fund	-	14,747	-	14,747	14,747	15,381
TOTAL CAPITAL OUTLAY						
8000 General Fund	-	54,251	-	54,251	54,251	56,584
3400 Other Funds Ltd	-	82,251	-	82,251	82,251	1,874
TOTAL CAPITAL OUTLAY	-	\$136,502	-	\$136,502	\$136,502	\$58,458
EXPENDITURES						
8000 General Fund	-	41,524,773	-	41,524,773	43,806,979	37,194,466
3400 Other Funds Ltd	-	7,036,887	-	7,036,887	6,151,223	5,421,723
TOTAL EXPENDITURES	-	\$48,561,660	-	\$48,561,660	\$49,958,202	\$42,616,189
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	1	-	1	-	-
TOTAL ENDING BALANCE	-	\$1	-	\$1	-	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	223	-	223	212	212

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8180 Position Reconciliation	-	1	-	1	-	-
TOTAL AUTHORIZED POSITIONS	-	224	-	224	212	212
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	-	181.57	-	181.57	170.57	170.57
8280 FTE Reconciliation	-	1.00	-	1.00	-	-
TOTAL AUTHORIZED FTE	-	182.57	-	182.57	170.57	170.57

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DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
BEGINNING BALANCE						
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	28,765,000	28,765,000	-	28,765,000	18,237,000	18,237,000
REVENUE CATEGORIES						
TAXES						
0142 Marijuana Taxes						
3400 Other Funds Ltd	-	238,011,002	-	238,011,002	286,632,000	286,760,528
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	3,513,553	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	3,513,553	238,011,002	-	238,011,002	286,632,000	286,760,528
TRANSFERS OUT						
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	-	(44,691,000)	-	(44,691,000)	(54,488,000)	(54,488,000)
2213 Tsfr To Criminal Justice Comm						
3400 Other Funds Ltd	-	(3,000,000)	-	(3,000,000)	(3,000,000)	(3,000,000)
2257 Tsfr To Police, Dept of State						
3400 Other Funds Ltd	-	(38,912,000)	-	(38,912,000)	(42,697,200)	(42,697,200)
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	-	(64,853,100)	-	(64,853,100)	(64,853,100)	(64,853,100)

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2581 Tsfr To Education, Dept of						
3400 Other Funds Ltd	-	(103,764,900)	-	(103,764,900)	(118,094,000)	(118,094,000)
2845 Tsfr To Or Liquor Cntrl Comm						
3400 Other Funds Ltd	-	(7,000,000)	-	(7,000,000)	(7,000,000)	(7,000,000)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	-	(262,221,000)	-	(262,221,000)	(290,132,300)	(290,132,300)
TOTAL TRANSFERS OUT	-	(\$262,221,000)	-	(\$262,221,000)	(\$290,132,300)	(\$290,132,300)
AVAILABLE REVENUES						
3400 Other Funds Ltd	32,278,553	4,555,002	-	4,555,002	14,736,700	14,865,228
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	-	1,664,676	-	1,664,676	1,883,928	1,883,928
3170 Overtime Payments						
3400 Other Funds Ltd	-	32,931	-	32,931	32,931	34,347
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	-	1,697,607	-	1,697,607	1,916,859	1,918,275
TOTAL SALARIES & WAGES	-	\$1,697,607	-	\$1,697,607	\$1,916,859	\$1,918,275
OTHER PAYROLL EXPENSES						

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3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	-	960	-	960	928	928
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	-	288,085	-	288,085	328,358	328,601
3221 Pension Obligation Bond						
3400 Other Funds Ltd	-	85,732	-	85,732	85,732	111,032
3230 Social Security Taxes						
3400 Other Funds Ltd	-	129,867	-	129,867	146,642	146,750
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	-	914	-	914	736	736
3260 Mass Transit Tax						
3400 Other Funds Ltd	-	9,134	-	9,134	9,134	11,510
3270 Flexible Benefits						
3400 Other Funds Ltd	-	554,148	-	554,148	611,712	611,712
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	-	1,068,840	-	1,068,840	1,183,242	1,211,269
TOTAL OTHER PAYROLL EXPENSES	-	\$1,068,840	-	\$1,068,840	\$1,183,242	\$1,211,269
P.S. BUDGET ADJUSTMENTS						
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(8,828)	-	(8,828)	-	-

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TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	-	2,757,619	-	2,757,619	3,100,101	3,129,544
TOTAL PERSONAL SERVICES	-	\$2,757,619	-	\$2,757,619	\$3,100,101	\$3,129,544
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	-	3,354	-	3,354	3,354	3,498
4125 Out of State Travel						
3400 Other Funds Ltd	-	38,696	-	38,696	32,696	34,102
4150 Employee Training						
3400 Other Funds Ltd	-	33,289	-	33,289	33,289	34,720
4175 Office Expenses						
3400 Other Funds Ltd	-	35,765	-	35,765	41,765	43,561
4200 Telecommunications						
3400 Other Funds Ltd	-	45,998	-	45,998	45,998	47,976
4250 Data Processing						
3400 Other Funds Ltd	-	12,165	-	12,165	12,165	12,688
4275 Publicity and Publications						
3400 Other Funds Ltd	-	643	-	643	643	671
4300 Professional Services						
3400 Other Funds Ltd	-	313,500	-	313,500	313,500	331,370

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4325 Attorney General						
3400 Other Funds Ltd	-	111,229	-	111,229	111,229	132,841
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	-	116,207	-	116,207	116,207	121,204
4575 Agency Program Related S and S						
3400 Other Funds Ltd	-	135,265	-	135,265	85,265	88,931
4600 Intra-agency Charges						
3400 Other Funds Ltd	-	-	-	-	-	4,866
4650 Other Services and Supplies						
3400 Other Funds Ltd	3,513,553	192,280	-	192,280	242,280	252,698
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	11,086	-	11,086	11,086	11,563
4715 IT Expendable Property						
3400 Other Funds Ltd	-	67,106	-	67,106	67,106	69,992
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	3,513,553	1,116,583	-	1,116,583	1,116,583	1,190,681
TOTAL SERVICES & SUPPLIES	\$3,513,553	\$1,116,583	-	\$1,116,583	\$1,116,583	\$1,190,681
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	-	186,498	-	186,498	186,498	194,517

Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures
2021-23 Biennium
Marijuana Program****Version: V - 01 - Agency Request Budget
Cross Reference Number: 15000-014-00-00-00000**

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
5150 Telecommunications Equipment						
3400 Other Funds Ltd	-	21,793	-	21,793	21,793	22,730
5900 Other Capital Outlay						
3400 Other Funds Ltd	-	372,815	-	372,815	372,815	388,846
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	-	581,106	-	581,106	581,106	606,093
TOTAL CAPITAL OUTLAY	-	\$581,106	-	\$581,106	\$581,106	\$606,093
EXPENDITURES						
3400 Other Funds Ltd	3,513,553	4,455,308	-	4,455,308	4,797,790	4,926,318
ENDING BALANCE						
3400 Other Funds Ltd	28,765,000	99,694	-	99,694	9,938,910	9,938,910
TOTAL ENDING BALANCE	\$28,765,000	\$99,694	-	\$99,694	\$9,938,910	\$9,938,910
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	15	16	-	16	16	16
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	14.25	15.76	-	15.76	16.00	16.00

Revenue, Dept of**Agency Number: 15000**

Agency Worksheet - Revenues & Expenditures
2021-23 Biennium
Multistate Tax Commission

Version: V - 01 - Agency Request Budget
Cross Reference Number: 15000-015-00-00-00000

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	139,472	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	146,293	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	285,765	-	-	-	-	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	285,765	-	-	-	-	-
EXPENDITURES						
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	285,765	-	-	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	285,765	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	-	-	-	-	-	-

Revenue, Dept of
Agency Number: 15000
Agency Worksheet - Revenues & Expenditures
Version: V - 01 - Agency Request Budget
2021-23 Biennium
Cross Reference Number: 15000-019-00-00-00000
Non-Profit Housing for Elderly Persons

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
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REVENUE CATEGORIES
GENERAL FUND APPROPRIATION
0050 General Fund Appropriation

8000 General Fund	3,226,364	3,348,966	-	3,348,966	3,348,966	3,492,972
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TRANSFERS IN
1060 Transfer from General Fund

3400 Other Funds Ltd	3,037,426	-	-	-	-	-
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REVENUES

8000 General Fund	3,226,364	3,348,966	-	3,348,966	3,348,966	3,492,972
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3400 Other Funds Ltd	3,037,426	-	-	-	-	-
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TOTAL REVENUES	\$6,263,790	\$3,348,966	-	\$3,348,966	\$3,348,966	\$3,492,972
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AVAILABLE REVENUES

8000 General Fund	3,226,364	3,348,966	-	3,348,966	3,348,966	3,492,972
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3400 Other Funds Ltd	3,037,426	-	-	-	-	-
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TOTAL AVAILABLE REVENUES	\$6,263,790	\$3,348,966	-	\$3,348,966	\$3,348,966	\$3,492,972
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EXPENDITURES
SPECIAL PAYMENTS
6020 Dist to Counties

8000 General Fund	-	3,348,966	-	3,348,966	3,348,966	3,492,972
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6060 Intra-Agency Gen Fund Transfer

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Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-019-00-00-00000****Non-Profit Housing for Elderly Persons**

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
8000 General Fund	3,037,426	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	3,037,426	3,348,966	-	3,348,966	3,348,966	3,492,972
TOTAL SPECIAL PAYMENTS	\$3,037,426	\$3,348,966	-	\$3,348,966	\$3,348,966	\$3,492,972
EXPENDITURES						
8000 General Fund	3,037,426	3,348,966	-	3,348,966	3,348,966	3,492,972
REVERSIONS						
9900 Reversions						
8000 General Fund	(188,938)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	3,037,426	-	-	-	-	-
TOTAL ENDING BALANCE	\$3,037,426	-	-	-	-	-

Revenue, Dept of

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Cross Reference Number: 15000-025-00-00-00000

Sr Citizens Prop Tax Deferral

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
BEGINNING BALANCE						
0025 Beginning Balance						
8000 General Fund	2	-	-	-	-	-
3400 Other Funds Ltd	-	35,478,452	-	35,478,452	35,478,452	35,478,452
All Funds	2	35,478,452	-	35,478,452	35,478,452	35,478,452
0030 Beginning Balance Adjustment						
8000 General Fund	(2)	-	-	-	-	-
3400 Other Funds Ltd	-	6,761,678	-	6,761,678	6,761,678	6,761,678
All Funds	(2)	6,761,678	-	6,761,678	6,761,678	6,761,678
TOTAL BEGINNING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	42,240,130	-	42,240,130	42,240,130	42,240,130
TOTAL BEGINNING BALANCE	-	\$42,240,130	-	\$42,240,130	\$42,240,130	\$42,240,130

REVENUE CATEGORIES

CHARGES FOR SERVICES

0415 Admin and Service Charges

3400 Other Funds Ltd	1,372,873	-	-	-	-	-
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LOAN REPAYMENT

0950 Sr Citizen Prop Tax Repayments

3400 Other Funds Ltd	-	40,924,836	-	40,924,836	41,022,429	42,587,156
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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
REVENUES						
3400 Other Funds Ltd	1,372,873	40,924,836	-	40,924,836	41,022,429	42,587,156
TRANSFERS OUT						
2080 Transfer to Counties						
3400 Other Funds Ltd	25,521,015	-	-	-	-	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	26,893,888	83,164,966	-	83,164,966	83,262,559	84,827,286
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,080,259	840,408	-	840,408	894,294	894,294
3180 Shift Differential						
3400 Other Funds Ltd	-	17,548	-	17,548	17,548	18,303
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	1,080,259	857,956	-	857,956	911,842	912,597
TOTAL SALARIES & WAGES	\$1,080,259	\$857,956	-	\$857,956	\$911,842	\$912,597
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,891	471	-	471	449	449

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Sr Citizens Prop Tax Deferral

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	-	145,594	-	145,594	156,199	156,328
3221 Pension Obligation Bond						
3400 Other Funds Ltd	44,488	53,113	-	53,113	53,113	52,818
3230 Social Security Taxes						
3400 Other Funds Ltd	-	65,631	-	65,631	69,756	69,814
3240 Unemployment Assessments						
3400 Other Funds Ltd	(1)	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	-	450	-	450	356	356
3260 Mass Transit Tax						
3400 Other Funds Ltd	53,133	5,654	-	5,654	5,654	5,476
3270 Flexible Benefits						
3400 Other Funds Ltd	-	272,676	-	272,676	296,298	296,298
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	99,511	543,589	-	543,589	581,825	581,539
TOTAL OTHER PAYROLL EXPENSES	\$99,511	\$543,589	-	\$543,589	\$581,825	\$581,539
P.S. BUDGET ADJUSTMENTS						
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(5,471)	-	(5,471)	-	-

Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-025-00-00-00000****Sr Citizens Prop Tax Deferral**

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	1,179,770	1,396,074	-	1,396,074	1,493,667	1,494,136
TOTAL PERSONAL SERVICES	\$1,179,770	\$1,396,074	-	\$1,396,074	\$1,493,667	\$1,494,136
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	(1,114)	812	-	812	812	847
4150 Employee Training						
3400 Other Funds Ltd	3,645	1,320	-	1,320	1,320	1,377
4175 Office Expenses						
3400 Other Funds Ltd	72,575	3,602	-	3,602	13,602	14,187
4200 Telecommunications						
3400 Other Funds Ltd	5,035	7,058	-	7,058	7,058	7,361
4275 Publicity and Publications						
3400 Other Funds Ltd	-	51,545	-	51,545	-	-
4300 Professional Services						
3400 Other Funds Ltd	1,507	-	-	-	-	-
4325 Attorney General						
3400 Other Funds Ltd	109,254	-	-	-	-	170,000
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	83	-	-	-	-	-

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Sr Citizens Prop Tax Deferral

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
4600 Intra-agency Charges						
3400 Other Funds Ltd	-	-	-	-	-	2,433
4650 Other Services and Supplies						
3400 Other Funds Ltd	23	-	-	-	41,545	43,331
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	1,451	-	1,451	1,451	1,513
4715 IT Expendable Property						
3400 Other Funds Ltd	2,095	2,859	-	2,859	2,859	2,982
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	193,103	68,647	-	68,647	68,647	244,031
TOTAL SERVICES & SUPPLIES	\$193,103	\$68,647	-	\$68,647	\$68,647	\$244,031
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	-	7,216	-	7,216	7,216	7,526
SPECIAL PAYMENTS						
6020 Dist to Counties						
3400 Other Funds Ltd	25,521,015	32,292,180	-	32,292,180	32,292,180	33,680,744
EXPENDITURES						
3400 Other Funds Ltd	26,893,888	33,764,117	-	33,764,117	33,861,710	35,426,437
ENDING BALANCE						

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<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	-	49,400,849	-	49,400,849	49,400,849	49,400,849
TOTAL ENDING BALANCE	-	\$49,400,849	-	\$49,400,849	\$49,400,849	\$49,400,849
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	9	8	-	8	8	8
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	8.50	7.75	-	7.75	7.75	7.75

Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-030-00-00-00000****Core System Replacement**

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	4,228,608	-	-	-	-	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	43,586,038	-	-	-	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	47,814,646	-	-	-	-	-
TOTAL BEGINNING BALANCE	\$47,814,646	-	-	-	-	-

REVENUE CATEGORIES**GENERAL FUND APPROPRIATION****0050 General Fund Appropriation**

8000 General Fund	1,060,000	1,165,000	-	1,165,000	1,165,000	-
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BOND SALES**0555 General Fund Obligation Bonds**

3400 Other Funds Ltd	7,416,278	-	-	-	-	-
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TRANSFERS IN**1010 Transfer In - Intrafund**

3400 Other Funds Ltd	-	951,000	-	951,000	951,000	-
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REVENUES

8000 General Fund	1,060,000	1,165,000	-	1,165,000	1,165,000	-
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Core System Replacement

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	7,416,278	951,000	-	951,000	951,000	-
TOTAL REVENUES	\$8,476,278	\$2,116,000	-	\$2,116,000	\$2,116,000	-
AVAILABLE REVENUES						
8000 General Fund	1,060,000	1,165,000	-	1,165,000	1,165,000	-
3400 Other Funds Ltd	55,230,924	951,000	-	951,000	951,000	-
TOTAL AVAILABLE REVENUES	\$56,290,924	\$2,116,000	-	\$2,116,000	\$2,116,000	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	967,259	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	29,553	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	55	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	74,751	-	-	-	-	-
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	1,071,618	-	-	-	-	-
TOTAL SALARIES & WAGES	\$1,071,618	-	-	-	-	-

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Core System Replacement

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	323	-	-	-	-	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	158,991	-	-	-	-	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	63,970	-	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	80,873	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	304	-	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	6,497	-	-	-	-	-
3270 Flexible Benefits						
3400 Other Funds Ltd	197,987	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	508,945	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	\$508,945	-	-	-	-	-
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	1,580,563	-	-	-	-	-

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Core System Replacement

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
TOTAL PERSONAL SERVICES	\$1,580,563	-	-	-	-	-
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	25	-	-	-	-	-
4125 Out of State Travel						
8000 General Fund	1,571	-	-	-	-	-
4150 Employee Training						
8000 General Fund	2,131	-	-	-	-	-
4175 Office Expenses						
8000 General Fund	3,218	-	-	-	-	-
4200 Telecommunications						
8000 General Fund	9,380	-	-	-	-	-
4300 Professional Services						
8000 General Fund	-	165,000	-	165,000	165,000	-
3400 Other Funds Ltd	5,831,636	-	-	-	-	-
All Funds	5,831,636	165,000	-	165,000	165,000	-
4315 IT Professional Services						
8000 General Fund	1,000,000	1,000,000	-	1,000,000	1,000,000	-
3400 Other Funds Ltd	2,676,185	951,000	-	951,000	951,000	-
All Funds	3,676,185	1,951,000	-	1,951,000	1,951,000	-

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Core System Replacement

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
4650 Other Services and Supplies						
8000 General Fund	712	-	-	-	-	-
3400 Other Funds Ltd	2	-	-	-	-	-
All Funds	714	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	709	-	-	-	-	-
3400 Other Funds Ltd	3,219	-	-	-	-	-
All Funds	3,928	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
8000 General Fund	1,017,746	1,165,000	-	1,165,000	1,165,000	-
3400 Other Funds Ltd	8,511,042	951,000	-	951,000	951,000	-
TOTAL SERVICES & SUPPLIES	\$9,528,788	\$2,116,000	-	\$2,116,000	\$2,116,000	-
EXPENDITURES						
8000 General Fund	1,017,746	1,165,000	-	1,165,000	1,165,000	-
3400 Other Funds Ltd	10,091,605	951,000	-	951,000	951,000	-
TOTAL EXPENDITURES	\$11,109,351	\$2,116,000	-	\$2,116,000	\$2,116,000	-
REVERSIONS						
9900 Reversions						
8000 General Fund	(42,254)	-	-	-	-	-
ENDING BALANCE						

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Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-030-00-00-00000****Core System Replacement**

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	45,139,319	-	-	-	-	-
TOTAL ENDING BALANCE	\$45,139,319	-	-	-	-	-

AUTHORIZED POSITIONS

8150 Class/Unclass Positions	32	-	-	-	-	-
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AUTHORIZED FTE POSITIONS

8250 Class/Unclass FTE Positions	8.00	-	-	-	-	-
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Revenue, Dept of**Agency Number: 15000**

Agency Worksheet - Revenues & Expenditures
2021-23 Biennium
Property Valuation System

Version: V - 01 - Agency Request Budget
Cross Reference Number: 15000-031-00-00-00000

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	(366,040)	-	-	-	-	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	366,040	-	-	-	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL BEGINNING BALANCE	-	-	-	-	-	-

Agency Worksheet - Revenues & Expenditures
2021-23 Biennium
Revenue Clearinghouse

Version: V - 01 - Agency Request Budget
Cross Reference Number: 15000-070-00-00-00000

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
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REVENUE CATEGORIES

TAXES

0105 Personal Income Taxes

8800 General Fund Revenue	-	18,705,068,000	-	18,705,068,000	18,508,090,000	18,508,090,000
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0110 Corp Excise and Income Taxes

8800 General Fund Revenue	-	1,245,753,673	-	1,245,753,673	1,157,616,000	1,157,616,000
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0130 Other Employer -Employee Taxes

3400 Other Funds Ltd	-	1,176,704,857	-	1,176,704,857	1,198,332,567	1,198,332,567
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3430 Other Funds Debt Svc Ltd	-	1,327,830	-	1,327,830	550,120	550,120
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All Funds	-	1,178,032,687	-	1,178,032,687	1,198,882,687	1,198,882,687
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0135 Cigarette Taxes

3400 Other Funds Ltd	-	330,730,869	-	330,730,869	313,544,080	313,544,080
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8800 General Fund Revenue	-	64,998,000	-	64,998,000	61,070,000	61,070,000
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All Funds	-	395,728,869	-	395,728,869	374,614,080	374,614,080
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0140 Other Tobacco Products Taxes

3400 Other Funds Ltd	-	58,043,000	-	58,043,000	57,470,058	57,470,058
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8800 General Fund Revenue	-	66,533,000	-	66,533,000	64,469,000	64,469,000
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All Funds	-	124,576,000	-	124,576,000	121,939,058	121,939,058
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0145 Amusement Taxes

3400 Other Funds Ltd	-	3,890,000	-	3,890,000	3,890,000	3,890,000
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8800 General Fund Revenue	-	1,600,000	-	1,600,000	1,600,000	1,600,000
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Revenue, Dept of
Agency Number: 15000
Agency Worksheet - Revenues & Expenditures
Version: V - 01 - Agency Request Budget
2021-23 Biennium
Cross Reference Number: 15000-070-00-00-00000
Revenue Clearinghouse

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
All Funds	-	5,490,000	-	5,490,000	5,490,000	5,490,000
0155 Inheritance Taxes						
8800 General Fund Revenue	-	361,189,000	-	361,189,000	315,000,000	315,000,000
0160 Eastern Oregon Severance Taxes						
3400 Other Funds Ltd	-	18,000	-	18,000	20,260	20,260
8800 General Fund Revenue	-	6,000	-	6,000	6,000	6,000
All Funds	-	24,000	-	24,000	26,260	26,260
0162 Western Oregon Severance Taxes						
3400 Other Funds Ltd	-	970,000	-	970,000	970,000	970,000
8800 General Fund Revenue	-	30,000	-	30,000	30,000	30,000
All Funds	-	1,000,000	-	1,000,000	1,000,000	1,000,000
0165 Other Severance Taxes						
3400 Other Funds Ltd	-	150,000	-	150,000	150,000	150,000
0185 Privilege Taxes						
3400 Other Funds Ltd	-	52,350,000	-	52,350,000	50,500,000	50,500,000
0195 Other Taxes						
3400 Other Funds Ltd	-	291,794,907	-	291,794,907	408,541,079	408,541,079
8800 General Fund Revenue	-	30,327	-	30,327	30,327	30,327
All Funds	-	291,825,234	-	291,825,234	408,571,406	408,571,406
TOTAL TAXES						
3400 Other Funds Ltd	-	1,914,651,633	-	1,914,651,633	2,033,418,044	2,033,418,044

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Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
2021-23 Biennium
Revenue Clearinghouse

Version: V - 01 - Agency Request Budget
Cross Reference Number: 15000-070-00-00-00000

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3430 Other Funds Debt Svc Ltd	-	1,327,830	-	1,327,830	550,120	550,120
8800 General Fund Revenue	-	20,445,208,000	-	20,445,208,000	20,107,911,327	20,107,911,327
TOTAL TAXES	-	\$22,361,187,463	-	\$22,361,187,463	\$22,141,879,491	\$22,141,879,491
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	-	11,597,353	-	11,597,353	12,103,704	12,103,704
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	-	17,688,874	-	17,688,874	20,219,258	20,219,258
8800 General Fund Revenue	-	12,028,333	-	12,028,333	12,028,333	12,028,333
All Funds	-	29,717,207	-	29,717,207	32,247,591	32,247,591
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	-	2,000,000	-	2,000,000	2,000,000	2,000,000
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	89,111,954	-	89,111,954	92,453,774	92,453,774
TRANSFERS IN						
1198 Tsfr From Judicial Dept						
3400 Other Funds Ltd	-	71,313,365	-	71,313,365	36,911,091	36,911,091

Revenue, Dept of

Agency Number: 15000

**Agency Worksheet - Revenues & Expenditures
2021-23 Biennium
Revenue Clearinghouse**

**Version: V - 01 - Agency Request Budget
Cross Reference Number: 15000-070-00-00-00000**

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
8800 General Fund Revenue	-	50,571,555	-	50,571,555	50,571,555	50,571,555
All Funds	-	121,884,920	-	121,884,920	87,482,646	87,482,646
REVENUES						
3400 Other Funds Ltd	-	2,106,363,179	-	2,106,363,179	2,197,105,871	2,197,105,871
3430 Other Funds Debt Svc Ltd	-	1,327,830	-	1,327,830	550,120	550,120
8800 General Fund Revenue	-	20,507,807,888	-	20,507,807,888	20,170,511,215	20,170,511,215
TOTAL REVENUES	-	\$22,615,498,897	-	\$22,615,498,897	\$22,368,167,206	\$22,368,167,206
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	-	(71,624,363)	-	(71,624,363)	(76,620,938)	(76,620,938)
3430 Other Funds Debt Svc Ltd	-	(1,327,830)	-	(1,327,830)	(550,120)	(550,120)
All Funds	-	(72,952,193)	-	(72,952,193)	(77,171,058)	(77,171,058)
2048 Transfer to Public Universities						
3400 Other Funds Ltd	-	(7,966,616)	-	(7,966,616)	(7,966,616)	(7,966,616)
2050 Transfer to Other						
3400 Other Funds Ltd	-	(1,014,183,579)	-	(1,014,183,579)	(1,014,183,579)	(1,014,183,579)
2060 Transfer to General Fund						
8800 General Fund Revenue	-	(20,507,807,888)	-	(20,507,807,888)	(20,170,511,215)	(20,170,511,215)
2080 Transfer to Counties						
3400 Other Funds Ltd	-	(38,226,120)	-	(38,226,120)	(38,226,120)	(38,226,120)

Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-070-00-00-00000****Revenue Clearinghouse**

DESCRIPTION	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Emergency Boards	2019-21 Leg Approved Budget	2021-23 Base Budget	2021-23 Current Service Level
2100 Tsfr To Human Svcs, Dept of						
3400 Other Funds Ltd	-	(2,758,007)	-	(2,758,007)	(2,876,601)	(2,876,601)
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	-	(15,304,190)	-	(15,304,190)	(20,819,190)	(20,819,190)
2137 Tsfr To Justice, Dept of						
3400 Other Funds Ltd	-	(20,144,307)	-	(20,144,307)	(23,172,359)	(23,172,359)
2141 Tsfr To Lands, Dept of State						
3400 Other Funds Ltd	-	(100,000)	-	(100,000)	(100,000)	(100,000)
2198 Tsfr To Judicial Dept						
3400 Other Funds Ltd	-	(12,682,392)	-	(12,682,392)	(11,092,862)	(11,092,862)
2248 Tsfr To Military Dept, Or						
3400 Other Funds Ltd	-	(92,235,386)	-	(92,235,386)	(153,326,228)	(153,326,228)
2257 Tsfr To Police, Dept of State						
3400 Other Funds Ltd	-	(10,286,281)	-	(10,286,281)	(9,491,572)	(9,491,572)
2259 Tsfr To Pub Safety Std/Trng						
3400 Other Funds Ltd	-	(37,520,327)	-	(37,520,327)	(36,691,932)	(36,691,932)
2291 Tsfr To Corrections, Dept of						
3400 Other Funds Ltd	-	(4,585,442)	-	(4,585,442)	(4,846,812)	(4,846,812)
2340 Tsfr To Environmental Quality						
3400 Other Funds Ltd	-	(25,780,444)	-	(25,780,444)	(26,155,444)	(26,155,444)
2443 Tsfr To Oregon Health Authority						

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Revenue, Dept of
Agency Number: 15000

Agency Worksheet - Revenues & Expenditures
2021-23 Biennium
Revenue Clearinghouse

Version: V - 01 - Agency Request Budget
Cross Reference Number: 15000-070-00-00-00000

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
3400 Other Funds Ltd	-	(370,776,708)	-	(370,776,708)	(360,701,708)	(360,701,708)
2525 Tsfr To HECC						
3400 Other Funds Ltd	-	(2,093,270)	-	(2,093,270)	(2,093,270)	(2,093,270)
2581 Tsfr To Education, Dept of						
3400 Other Funds Ltd	-	(597,740)	-	(597,740)	(600,000)	(600,000)
2629 Tsfr To Forestry, Dept of						
3400 Other Funds Ltd	-	(25,741,667)	-	(25,741,667)	(26,848,559)	(26,848,559)
2635 Tsfr To Fish/Wildlife, Dept of						
3400 Other Funds Ltd	-	(30,000)	-	(30,000)	(30,000)	(30,000)
2730 Tsfr To Transportation, Dept						
3400 Other Funds Ltd	-	(256,884,667)	-	(256,884,667)	(290,909,667)	(290,909,667)
2914 Tsfr To Housing and Com Svcs						
3400 Other Funds Ltd	-	(88,765,387)	-	(88,765,387)	(90,352,414)	(90,352,414)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	-	(2,098,286,893)	-	(2,098,286,893)	(2,197,105,871)	(2,197,105,871)
3430 Other Funds Debt Svc Ltd	-	(1,327,830)	-	(1,327,830)	(550,120)	(550,120)
8800 General Fund Revenue	-	(20,507,807,888)	-	(20,507,807,888)	(20,170,511,215)	(20,170,511,215)
TOTAL TRANSFERS OUT	-	(\$22,607,422,611)	-	(\$22,607,422,611)	(\$22,368,167,206)	(\$22,368,167,206)
AVAILABLE REVENUES						
3400 Other Funds Ltd	-	8,076,286	-	8,076,286	-	-

Revenue, Dept of

Agency Number: 15000

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2021-23 Biennium

Cross Reference Number: 15000-070-00-00-00000

Revenue Clearinghouse

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
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ENDING BALANCE

3400 Other Funds Ltd	-	8,076,286	-	8,076,286	-	-
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Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-087-00-00-00000****Capital Debt Service and Related Costs**

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
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REVENUE CATEGORIES**GENERAL FUND APPROPRIATION****0050 General Fund Appropriation**

8030 General Fund Debt Svc	14,376,932	14,980,120	-	14,980,120	6,695,900	6,695,900
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CHARGES FOR SERVICES**0415 Admin and Service Charges**

3400 Other Funds Ltd	19,732	-	-	-	-	-
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BOND SALES**0555 General Fund Obligation Bonds**

3430 Other Funds Debt Svc Ltd	1,966,074	-	-	-	-	-
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INTEREST EARNINGS**0605 Interest Income**

3430 Other Funds Debt Svc Ltd	118,669	-	-	-	-	-
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OTHER**0975 Other Revenues**

3200 Other Funds Non-Ltd	-	-	8,817	8,817	-	-
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3230 Other Funds Debt Svc Non-Ltd	-	-	2,246,184	2,246,184	-	-
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All Funds	-	-	2,255,001	2,255,001	-	-
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TRANSFERS IN**1010 Transfer In - Intrafund**

3430 Other Funds Debt Svc Ltd	-	1,327,830	-	1,327,830	550,120	550,120
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Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-087-00-00-00000****Capital Debt Service and Related Costs**

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
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REVENUES

8030 General Fund Debt Svc	14,376,932	14,980,120	-	14,980,120	6,695,900	6,695,900
3200 Other Funds Non-Ltd	-	-	8,817	8,817	-	-
3230 Other Funds Debt Svc Non-Ltd	-	-	2,246,184	2,246,184	-	-
3400 Other Funds Ltd	19,732	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	2,084,743	1,327,830	-	1,327,830	550,120	550,120
TOTAL REVENUES	\$16,481,407	\$16,307,950	\$2,255,001	\$18,562,951	\$7,246,020	\$7,246,020

AVAILABLE REVENUES

8030 General Fund Debt Svc	14,376,932	14,980,120	-	14,980,120	6,695,900	6,695,900
3200 Other Funds Non-Ltd	-	-	8,817	8,817	-	-
3230 Other Funds Debt Svc Non-Ltd	-	-	2,246,184	2,246,184	-	-
3400 Other Funds Ltd	19,732	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	2,084,743	1,327,830	-	1,327,830	550,120	550,120
TOTAL AVAILABLE REVENUES	\$16,481,407	\$16,307,950	\$2,255,001	\$18,562,951	\$7,246,020	\$7,246,020

EXPENDITURES**SERVICES & SUPPLIES****4625 Other COP Costs**

3200 Other Funds Non-Ltd	-	-	8,817	8,817	-	-
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4650 Other Services and Supplies

3400 Other Funds Ltd	19,732	-	-	-	-	-
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Revenue, Dept of
Agency Number: 15000
Agency Worksheet - Revenues & Expenditures
Version: V - 01 - Agency Request Budget
2021-23 Biennium
Cross Reference Number: 15000-087-00-00-00000
Capital Debt Service and Related Costs

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
TOTAL SERVICES & SUPPLIES						
3200 Other Funds Non-Ltd	-	-	8,817	8,817	-	-
3400 Other Funds Ltd	19,732	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	\$19,732	-	\$8,817	\$8,817	-	-
DEBT SERVICE						
7050 Pmt To Ret Bond Escrow						
3230 Other Funds Debt Svc Non-Ltd	-	-	2,246,184	2,246,184	-	-
7100 Principal - Bonds						
8030 General Fund Debt Svc	12,030,951	13,475,326	-	13,475,326	6,108,180	6,108,180
3430 Other Funds Debt Svc Ltd	1,054,049	1,193,980	-	1,193,980	501,830	501,830
All Funds	13,085,000	14,669,306	-	14,669,306	6,610,010	6,610,010
7150 Interest - Bonds						
8030 General Fund Debt Svc	2,345,981	1,504,794	-	1,504,794	587,720	587,720
3430 Other Funds Debt Svc Ltd	127,099	133,850	-	133,850	48,290	48,290
All Funds	2,473,080	1,638,644	-	1,638,644	636,010	636,010
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	14,376,932	14,980,120	-	14,980,120	6,695,900	6,695,900
3230 Other Funds Debt Svc Non-Ltd	-	-	2,246,184	2,246,184	-	-
3430 Other Funds Debt Svc Ltd	1,181,148	1,327,830	-	1,327,830	550,120	550,120
TOTAL DEBT SERVICE	\$15,558,080	\$16,307,950	\$2,246,184	\$18,554,134	\$7,246,020	\$7,246,020

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Revenue, Dept of**Agency Number: 15000****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-087-00-00-00000****Capital Debt Service and Related Costs**

<i>DESCRIPTION</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Emergency Boards</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Base Budget</i>	<i>2021-23 Current Service Level</i>
EXPENDITURES						
8030 General Fund Debt Svc	14,376,932	14,980,120	-	14,980,120	6,695,900	6,695,900
3200 Other Funds Non-Ltd	-	-	8,817	8,817	-	-
3230 Other Funds Debt Svc Non-Ltd	-	-	2,246,184	2,246,184	-	-
3400 Other Funds Ltd	19,732	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	1,181,148	1,327,830	-	1,327,830	550,120	550,120
TOTAL EXPENDITURES	\$15,577,812	\$16,307,950	\$2,255,001	\$18,562,951	\$7,246,020	\$7,246,020
ENDING BALANCE						
8030 General Fund Debt Svc	-	-	-	-	-	-
3200 Other Funds Non-Ltd	-	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	903,595	-	-	-	-	-
TOTAL ENDING BALANCE	\$903,595	-	-	-	-	-

Revenue, Dept of**Agency Number: 15000****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-000-00-00-00000****Revenue, Dept of**

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	37,827,306	-	37,827,306	-	37,827,306
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	24,998,678	-	24,998,678	-	24,998,678
TOTAL BEGINNING BALANCE					
3400 Other Funds Ltd	62,825,984	-	62,825,984	-	62,825,984
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	207,500,324	(3,062,479)	204,437,845	9,933,929	214,371,774
8030 General Fund Debt Svc	6,695,900	-	6,695,900	-	6,695,900
All Funds	214,196,224	(3,062,479)	211,133,745	9,933,929	221,067,674
TAXES					
0105 Personal Income Taxes					
8800 General Fund Revenue	18,508,090,000	-	18,508,090,000	-	18,508,090,000
0110 Corp Excise and Income Taxes					
8800 General Fund Revenue	1,157,616,000	-	1,157,616,000	-	1,157,616,000
0113 Corporate Activity Tax					
3400 Other Funds Ltd	2,207,170,000	20,681	2,207,190,681	-	2,207,190,681
0130 Other Employer -Employee Taxes					
3400 Other Funds Ltd	1,198,332,567	-	1,198,332,567	-	1,198,332,567
3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
All Funds	1,198,882,687	-	1,198,882,687	-	1,198,882,687
0135 Cigarette Taxes					
3400 Other Funds Ltd	313,544,080	-	313,544,080	-	313,544,080
8800 General Fund Revenue	61,070,000	-	61,070,000	-	61,070,000
All Funds	374,614,080	-	374,614,080	-	374,614,080
0140 Other Tobacco Products Taxes					
3400 Other Funds Ltd	57,470,058	-	57,470,058	-	57,470,058
8800 General Fund Revenue	64,469,000	-	64,469,000	-	64,469,000
All Funds	121,939,058	-	121,939,058	-	121,939,058
0142 Marijuana Taxes					
3400 Other Funds Ltd	286,632,000	128,528	286,760,528	-	286,760,528
0145 Amusement Taxes					
3400 Other Funds Ltd	3,890,000	-	3,890,000	-	3,890,000
8800 General Fund Revenue	1,600,000	-	1,600,000	-	1,600,000
All Funds	5,490,000	-	5,490,000	-	5,490,000
0155 Inheritance Taxes					
8800 General Fund Revenue	315,000,000	-	315,000,000	-	315,000,000
0160 Eastern Oregon Severance Taxes					
3400 Other Funds Ltd	20,260	-	20,260	-	20,260
8800 General Fund Revenue	6,000	-	6,000	-	6,000
All Funds	26,260	-	26,260	-	26,260
0162 Western Oregon Severance Taxes					
3400 Other Funds Ltd	970,000	-	970,000	-	970,000

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8800 General Fund Revenue	30,000	-	30,000	-	30,000
All Funds	1,000,000	-	1,000,000	-	1,000,000
0165 Other Severance Taxes					
3400 Other Funds Ltd	150,000	-	150,000	-	150,000
0185 Privilege Taxes					
3400 Other Funds Ltd	50,500,000	-	50,500,000	-	50,500,000
0195 Other Taxes					
3400 Other Funds Ltd	408,541,079	-	408,541,079	-	408,541,079
8800 General Fund Revenue	30,327	-	30,327	-	30,327
All Funds	408,571,406	-	408,571,406	-	408,571,406
TOTAL TAXES					
3400 Other Funds Ltd	4,527,220,044	149,209	4,527,369,253	-	4,527,369,253
3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120
8800 General Fund Revenue	20,107,911,327	-	20,107,911,327	-	20,107,911,327
TOTAL TAXES	\$24,635,681,491	\$149,209	\$24,635,830,700	-	\$24,635,830,700
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	12,103,704	-	12,103,704	-	12,103,704
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	20,311,377	146,952	20,458,329	-	20,458,329
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					

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3400 Other Funds Ltd	20,219,258	-	20,219,258	-	20,219,258
8800 General Fund Revenue	12,028,333	-	12,028,333	-	12,028,333
All Funds	32,247,591	-	32,247,591	-	32,247,591
DONATIONS AND CONTRIBUTIONS					
0905 Donations					
3400 Other Funds Ltd	2,000,000	-	2,000,000	-	2,000,000
LOAN REPAYMENT					
0950 Sr Citizen Prop Tax Repayments					
3400 Other Funds Ltd	41,022,429	1,564,727	42,587,156	-	42,587,156
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	92,453,774	-	92,453,774	9,185,216	101,638,990
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	73,929,150	705,369	74,634,519	3,576,417	78,210,936
3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120
All Funds	74,479,270	705,369	75,184,639	3,576,417	78,761,056
1198 Tsfr From Judicial Dept					
3400 Other Funds Ltd	36,911,091	-	36,911,091	-	36,911,091
8800 General Fund Revenue	50,571,555	-	50,571,555	-	50,571,555
All Funds	87,482,646	-	87,482,646	-	87,482,646
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	110,840,241	705,369	111,545,610	3,576,417	115,122,027

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3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120
8800 General Fund Revenue	50,571,555	-	50,571,555	-	50,571,555
TOTAL TRANSFERS IN	\$161,961,916	\$705,369	\$162,667,285	\$3,576,417	\$166,243,702
TOTAL REVENUES					
8000 General Fund	207,500,324	(3,062,479)	204,437,845	9,933,929	214,371,774
8030 General Fund Debt Svc	6,695,900	-	6,695,900	-	6,695,900
3400 Other Funds Ltd	4,826,170,827	2,566,257	4,828,737,084	12,761,633	4,841,498,717
3430 Other Funds Debt Svc Ltd	1,100,240	-	1,100,240	-	1,100,240
8800 General Fund Revenue	20,170,511,215	-	20,170,511,215	-	20,170,511,215
TOTAL REVENUES	\$25,211,978,506	(\$496,222)	\$25,211,482,284	\$22,695,562	\$25,234,177,846
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(78,210,936)	-	(78,210,936)	-	(78,210,936)
3430 Other Funds Debt Svc Ltd	(550,120)	-	(550,120)	-	(550,120)
All Funds	(78,761,056)	-	(78,761,056)	-	(78,761,056)
2048 Transfer to Public Universities					
3400 Other Funds Ltd	(7,966,616)	-	(7,966,616)	-	(7,966,616)
2050 Transfer to Other					
3400 Other Funds Ltd	(1,014,183,579)	-	(1,014,183,579)	-	(1,014,183,579)
2060 Transfer to General Fund					
8800 General Fund Revenue	(20,170,511,215)	-	(20,170,511,215)	-	(20,170,511,215)
2080 Transfer to Counties					
3400 Other Funds Ltd	(38,226,120)	-	(38,226,120)	-	(38,226,120)

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
2100 Tsfr To Human Svcs, Dept of					
3400 Other Funds Ltd	(2,876,601)	-	(2,876,601)	-	(2,876,601)
2107 Tsfr To Administrative Svcs					
3400 Other Funds Ltd	(75,307,190)	-	(75,307,190)	-	(75,307,190)
2137 Tsfr To Justice, Dept of					
3400 Other Funds Ltd	(23,172,359)	-	(23,172,359)	-	(23,172,359)
2141 Tsfr To Lands, Dept of State					
3400 Other Funds Ltd	(100,000)	-	(100,000)	-	(100,000)
2198 Tsfr To Judicial Dept					
3400 Other Funds Ltd	(11,092,862)	-	(11,092,862)	-	(11,092,862)
2213 Tsfr To Criminal Justice Comm					
3400 Other Funds Ltd	(3,000,000)	-	(3,000,000)	-	(3,000,000)
2248 Tsfr To Military Dept, Or					
3400 Other Funds Ltd	(153,326,228)	-	(153,326,228)	-	(153,326,228)
2257 Tsfr To Police, Dept of State					
3400 Other Funds Ltd	(52,188,772)	-	(52,188,772)	-	(52,188,772)
2259 Tsfr To Pub Safety Std/Trng					
3400 Other Funds Ltd	(36,691,932)	-	(36,691,932)	-	(36,691,932)
2291 Tsfr To Corrections, Dept of					
3400 Other Funds Ltd	(4,846,812)	-	(4,846,812)	-	(4,846,812)
2340 Tsfr To Environmental Quality					
3400 Other Funds Ltd	(26,155,444)	-	(26,155,444)	-	(26,155,444)
2443 Tsfr To Oregon Health Authority					

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	(425,554,808)	-	(425,554,808)	-	(425,554,808)
2525 Tsfr To HECC					
3400 Other Funds Ltd	(2,093,270)	-	(2,093,270)	-	(2,093,270)
2581 Tsfr To Education, Dept of					
3400 Other Funds Ltd	(2,306,664,000)	-	(2,306,664,000)	-	(2,306,664,000)
2629 Tsfr To Forestry, Dept of					
3400 Other Funds Ltd	(26,848,559)	-	(26,848,559)	-	(26,848,559)
2635 Tsfr To Fish/Wildlife, Dept of					
3400 Other Funds Ltd	(30,000)	-	(30,000)	-	(30,000)
2730 Tsfr To Transportation, Dept					
3400 Other Funds Ltd	(290,909,667)	-	(290,909,667)	-	(290,909,667)
2845 Tsfr To Or Liquor Cntrl Comm					
3400 Other Funds Ltd	(7,000,000)	-	(7,000,000)	-	(7,000,000)
2914 Tsfr To Housing and Com Svcs					
3400 Other Funds Ltd	(90,352,414)	-	(90,352,414)	-	(90,352,414)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(4,676,798,169)	-	(4,676,798,169)	-	(4,676,798,169)
3430 Other Funds Debt Svc Ltd	(550,120)	-	(550,120)	-	(550,120)
8800 General Fund Revenue	(20,170,511,215)	-	(20,170,511,215)	-	(20,170,511,215)
TOTAL TRANSFERS OUT	(\$24,847,859,504)	-	(\$24,847,859,504)	-	(\$24,847,859,504)
AVAILABLE REVENUES					
8000 General Fund	207,500,324	(3,062,479)	204,437,845	9,933,929	214,371,774
8030 General Fund Debt Svc	6,695,900	-	6,695,900	-	6,695,900

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3400 Other Funds Ltd	212,198,642	2,566,257	214,764,899	12,761,633	227,526,532
3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120
TOTAL AVAILABLE REVENUES	\$426,944,986	(\$496,222)	\$426,448,764	\$22,695,562	\$449,144,326

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	98,693,739	(185,649)	98,508,090	2,255,855	100,763,945
3400 Other Funds Ltd	24,816,045	(16,143)	24,799,902	4,366,774	29,166,676
All Funds	123,509,784	(201,792)	123,307,992	6,622,629	129,930,621

3160 Temporary Appointments

8000 General Fund	63,216	2,718	65,934	-	65,934
3400 Other Funds Ltd	196,215	8,439	204,654	-	204,654
All Funds	259,431	11,157	270,588	-	270,588

3170 Overtime Payments

8000 General Fund	103,600	4,455	108,055	-	108,055
3400 Other Funds Ltd	32,931	1,416	34,347	63,770	98,117
All Funds	136,531	5,871	142,402	63,770	206,172

3180 Shift Differential

8000 General Fund	29,941	1,287	31,228	-	31,228
3400 Other Funds Ltd	17,548	755	18,303	124,569	142,872
All Funds	47,489	2,042	49,531	124,569	174,100

3190 All Other Differential

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8000 General Fund	266,957	11,480	278,437	-	278,437
3400 Other Funds Ltd	21,260	914	22,174	-	22,174
All Funds	288,217	12,394	300,611	-	300,611
TOTAL SALARIES & WAGES					
8000 General Fund	99,157,453	(165,709)	98,991,744	2,255,855	101,247,599
3400 Other Funds Ltd	25,083,999	(4,619)	25,079,380	4,555,113	29,634,493
TOTAL SALARIES & WAGES	\$124,241,452	(\$170,328)	\$124,071,124	\$6,810,968	\$130,882,092
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	43,859	(106)	43,753	904	44,657
3400 Other Funds Ltd	11,828	(10)	11,818	2,320	14,138
All Funds	55,687	(116)	55,571	3,224	58,795
3220 Public Employees' Retire Cont					
8000 General Fund	16,974,883	(28,851)	16,946,032	386,426	17,332,458
3400 Other Funds Ltd	4,263,283	(2,236)	4,261,047	780,298	5,041,345
All Funds	21,238,166	(31,087)	21,207,079	1,166,724	22,373,803
3221 Pension Obligation Bond					
8000 General Fund	5,229,227	510,706	5,739,933	-	5,739,933
3400 Other Funds Ltd	1,290,238	151,363	1,441,601	-	1,441,601
All Funds	6,519,465	662,069	7,181,534	-	7,181,534
3230 Social Security Taxes					
8000 General Fund	7,565,442	(12,677)	7,552,765	172,574	7,725,339
3400 Other Funds Ltd	1,914,988	(355)	1,914,633	348,477	2,263,110

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
All Funds	9,480,430	(13,032)	9,467,398	521,051	9,988,449
3240 Unemployment Assessments					
8000 General Fund	290,267	11,438	301,705	-	301,705
3400 Other Funds Ltd	74,764	545	75,309	-	75,309
All Funds	365,031	11,983	377,014	-	377,014
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	34,757	(84)	34,673	728	35,401
3400 Other Funds Ltd	9,422	(8)	9,414	1,836	11,250
All Funds	44,179	(92)	44,087	2,564	46,651
3260 Mass Transit Tax					
8000 General Fund	563,546	31,518	595,064	1,916	596,980
3400 Other Funds Ltd	142,641	7,932	150,573	21,795	172,368
All Funds	706,187	39,450	745,637	23,711	769,348
3270 Flexible Benefits					
8000 General Fund	28,921,593	(70,346)	28,851,247	603,050	29,454,297
3400 Other Funds Ltd	7,795,464	(6,118)	7,789,346	1,537,942	9,327,288
All Funds	36,717,057	(76,464)	36,640,593	2,140,992	38,781,585
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	59,623,574	441,598	60,065,172	1,165,598	61,230,770
3400 Other Funds Ltd	15,502,628	151,113	15,653,741	2,692,668	18,346,409
TOTAL OTHER PAYROLL EXPENSES	\$75,126,202	\$592,711	\$75,718,913	\$3,858,266	\$79,577,179
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					

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8000 General Fund	(1,711,312)	868,624	(842,688)	-	(842,688)
3400 Other Funds Ltd	(263,682)	53,010	(210,672)	-	(210,672)
All Funds	(1,974,994)	921,634	(1,053,360)	-	(1,053,360)
TOTAL PERSONAL SERVICES					
8000 General Fund	157,069,715	1,144,513	158,214,228	3,421,453	161,635,681
3400 Other Funds Ltd	40,322,945	199,504	40,522,449	7,247,781	47,770,230
TOTAL PERSONAL SERVICES	\$197,392,660	\$1,344,017	\$198,736,677	\$10,669,234	\$209,405,911
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	478,843	16,845	495,688	3,135	498,823
3400 Other Funds Ltd	143,510	3,888	147,398	76,965	224,363
All Funds	622,353	20,733	643,086	80,100	723,186
4125 Out of State Travel					
8000 General Fund	414,958	1,362	416,320	-	416,320
3400 Other Funds Ltd	84,213	3,621	87,834	284,396	372,230
All Funds	499,171	4,983	504,154	284,396	788,550
4150 Employee Training					
8000 General Fund	972,432	(81,011)	891,421	20,480	911,901
3400 Other Funds Ltd	284,875	(17,791)	267,084	58,720	325,804
All Funds	1,257,307	(98,802)	1,158,505	79,200	1,237,705
4175 Office Expenses					
8000 General Fund	3,169,902	(398,074)	2,771,828	19,801	2,791,629
3400 Other Funds Ltd	1,292,120	23,175	1,315,295	156,390	1,471,685

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All Funds	4,462,022	(374,899)	4,087,123	176,191	4,263,314
4200 Telecommunications					
8000 General Fund	2,058,958	58,046	2,117,004	37,120	2,154,124
3400 Other Funds Ltd	622,944	(19,941)	603,003	81,780	684,783
All Funds	2,681,902	38,105	2,720,007	118,900	2,838,907
4225 State Gov. Service Charges					
8000 General Fund	7,059,868	1,979,540	9,039,408	-	9,039,408
3400 Other Funds Ltd	1,385,274	213,119	1,598,393	-	1,598,393
All Funds	8,445,142	2,192,659	10,637,801	-	10,637,801
4250 Data Processing					
8000 General Fund	3,148,043	(155,763)	2,992,280	299,709	3,291,989
3400 Other Funds Ltd	718,694	(16,343)	702,351	29,804	732,155
All Funds	3,866,737	(172,106)	3,694,631	329,513	4,024,144
4275 Publicity and Publications					
8000 General Fund	77,815	3,345	81,160	-	81,160
3400 Other Funds Ltd	27,459	1,173	28,632	-	28,632
All Funds	105,274	4,518	109,792	-	109,792
4300 Professional Services					
8000 General Fund	2,193,675	(171,598)	2,022,077	102,148	2,124,225
3400 Other Funds Ltd	1,989,584	56,014	2,045,598	158,882	2,204,480
All Funds	4,183,259	(115,584)	4,067,675	261,030	4,328,705
4315 IT Professional Services					
8000 General Fund	9,700,315	(7,534,274)	2,166,041	5,571,002	7,737,043

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	2,000,958	(1,658,880)	342,078	3,391,115	3,733,193
All Funds	11,701,273	(9,193,154)	2,508,119	8,962,117	11,470,236
4325 Attorney General					
8000 General Fund	6,027,882	734,971	6,762,853	-	6,762,853
3400 Other Funds Ltd	821,860	159,687	981,547	227,672	1,209,219
All Funds	6,849,742	894,658	7,744,400	227,672	7,972,072
4375 Employee Recruitment and Develop					
8000 General Fund	32,082	1,379	33,461	-	33,461
3400 Other Funds Ltd	13,505	582	14,087	-	14,087
All Funds	45,587	1,961	47,548	-	47,548
4400 Dues and Subscriptions					
8000 General Fund	117,796	5,064	122,860	-	122,860
3400 Other Funds Ltd	45,979	1,977	47,956	-	47,956
All Funds	163,775	7,041	170,816	-	170,816
4425 Facilities Rental and Taxes					
8000 General Fund	5,395,196	1,027,135	6,422,331	101,682	6,524,013
3400 Other Funds Ltd	2,016,693	409,194	2,425,887	255,774	2,681,661
All Funds	7,411,889	1,436,329	8,848,218	357,456	9,205,674
4450 Fuels and Utilities					
3400 Other Funds Ltd	4,447	191	4,638	-	4,638
4475 Facilities Maintenance					
8000 General Fund	223,444	9,608	233,052	-	233,052
3400 Other Funds Ltd	48,878	2,102	50,980	-	50,980

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All Funds	272,322	11,710	284,032	-	284,032
4575 Agency Program Related S and S					
8000 General Fund	689,700	(94,252)	595,448	214,500	809,948
3400 Other Funds Ltd	123,557	5,312	128,869	74,100	202,969
All Funds	813,257	(88,940)	724,317	288,600	1,012,917
4600 Intra-agency Charges					
8000 General Fund	9,948	244,989	254,937	-	254,937
3400 Other Funds Ltd	1,098	83,954	85,052	-	85,052
All Funds	11,046	328,943	339,989	-	339,989
4650 Other Services and Supplies					
8000 General Fund	3,066,847	58,855	3,125,702	-	3,125,702
3400 Other Funds Ltd	3,746,815	154,153	3,900,968	16,000	3,916,968
All Funds	6,813,662	213,008	7,026,670	16,000	7,042,670
4700 Expendable Prop 250 - 5000					
8000 General Fund	217,373	(17,295)	200,078	7,040	207,118
3400 Other Funds Ltd	77,939	(11,831)	66,108	15,510	81,618
All Funds	295,312	(29,126)	266,186	22,550	288,736
4715 IT Expendable Property					
8000 General Fund	1,208,043	17,252	1,225,295	42,240	1,267,535
3400 Other Funds Ltd	243,286	2,130	245,416	5,574,514	5,819,930
All Funds	1,451,329	19,382	1,470,711	5,616,754	7,087,465
TOTAL SERVICES & SUPPLIES					
8000 General Fund	46,263,120	(4,293,876)	41,969,244	6,418,857	48,388,101

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3400 Other Funds Ltd	15,693,688	(604,514)	15,089,174	10,401,622	25,490,796
TOTAL SERVICES & SUPPLIES	\$61,956,808	(\$4,898,390)	\$57,058,418	\$16,820,479	\$73,878,897
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
8000 General Fund	457,380	(72,650)	384,730	93,619	478,349
3400 Other Funds Ltd	449,165	(72,227)	376,938	237,062	614,000
All Funds	906,545	(144,877)	761,668	330,681	1,092,349
5150 Telecommunications Equipment					
8000 General Fund	232,861	10,013	242,874	-	242,874
3400 Other Funds Ltd	28,996	1,246	30,242	-	30,242
All Funds	261,857	11,259	273,116	-	273,116
5550 Data Processing Software					
8000 General Fund	13,482	579	14,061	-	14,061
3400 Other Funds Ltd	5,463	235	5,698	-	5,698
All Funds	18,945	814	19,759	-	19,759
5600 Data Processing Hardware					
8000 General Fund	32,777	1,409	34,186	-	34,186
3400 Other Funds Ltd	91,604	3,939	95,543	-	95,543
All Funds	124,381	5,348	129,729	-	129,729
5900 Other Capital Outlay					
8000 General Fund	82,023	3,527	85,550	-	85,550
3400 Other Funds Ltd	372,815	16,031	388,846	-	388,846
All Funds	454,838	19,558	474,396	-	474,396

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TOTAL CAPITAL OUTLAY					
8000 General Fund	818,523	(57,122)	761,401	93,619	855,020
3400 Other Funds Ltd	948,043	(50,776)	897,267	237,062	1,134,329
TOTAL CAPITAL OUTLAY	\$1,766,566	(\$107,898)	\$1,658,668	\$330,681	\$1,989,349
SPECIAL PAYMENTS					
6020 Dist to Counties					
8000 General Fund	3,348,966	144,006	3,492,972	-	3,492,972
3400 Other Funds Ltd	69,973,343	3,008,854	72,982,197	-	72,982,197
All Funds	73,322,309	3,152,860	76,475,169	-	76,475,169
6030 Dist to Non-Gov Units					
3400 Other Funds Ltd	306,717	13,189	319,906	-	319,906
TOTAL SPECIAL PAYMENTS					
8000 General Fund	3,348,966	144,006	3,492,972	-	3,492,972
3400 Other Funds Ltd	70,280,060	3,022,043	73,302,103	-	73,302,103
TOTAL SPECIAL PAYMENTS	\$73,629,026	\$3,166,049	\$76,795,075	-	\$76,795,075
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	6,108,180	-	6,108,180	-	6,108,180
3430 Other Funds Debt Svc Ltd	501,830	-	501,830	-	501,830
All Funds	6,610,010	-	6,610,010	-	6,610,010
7150 Interest - Bonds					
8030 General Fund Debt Svc	587,720	-	587,720	-	587,720
3430 Other Funds Debt Svc Ltd	48,290	-	48,290	-	48,290

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
All Funds	636,010	-	636,010	-	636,010
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	6,695,900	-	6,695,900	-	6,695,900
3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120
TOTAL DEBT SERVICE	\$7,246,020	-	\$7,246,020	-	\$7,246,020
TOTAL EXPENDITURES					
8000 General Fund	207,500,324	(3,062,479)	204,437,845	9,933,929	214,371,774
8030 General Fund Debt Svc	6,695,900	-	6,695,900	-	6,695,900
3400 Other Funds Ltd	127,244,736	2,566,257	129,810,993	17,886,465	147,697,458
3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120
TOTAL EXPENDITURES	\$341,991,080	(\$496,222)	\$341,494,858	\$27,820,394	\$369,315,252
ENDING BALANCE					
3400 Other Funds Ltd	84,953,906	-	84,953,906	(5,124,832)	79,829,074
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	1,003	(2)	1,001	67	1,068
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	959.18	(2.00)	957.18	56.16	1,013.34

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REVENUE CATEGORIES**GENERAL FUND APPROPRIATION****0050 General Fund Appropriation**

8000 General Fund	29,902,736	2,830,698	32,733,434	717,257	33,450,691
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TRANSFERS IN**1010 Transfer In - Intrafund**

3400 Other Funds Ltd	7,731,649	690,812	8,422,461	79,692	8,502,153
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TOTAL REVENUES

8000 General Fund	29,902,736	2,830,698	32,733,434	717,257	33,450,691
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3400 Other Funds Ltd	7,731,649	690,812	8,422,461	79,692	8,502,153
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TOTAL REVENUES	\$37,634,385	\$3,521,510	\$41,155,895	\$796,949	\$41,952,844
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AVAILABLE REVENUES

8000 General Fund	29,902,736	2,830,698	32,733,434	717,257	33,450,691
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3400 Other Funds Ltd	7,731,649	690,812	8,422,461	79,692	8,502,153
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TOTAL AVAILABLE REVENUES	\$37,634,385	\$3,521,510	\$41,155,895	\$796,949	\$41,952,844
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EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

8000 General Fund	10,516,161	(185,649)	10,330,512	402,307	10,732,819
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3400 Other Funds Ltd	1,105,575	(16,143)	1,089,432	44,699	1,134,131
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All Funds	11,621,736	(201,792)	11,419,944	447,006	11,866,950
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3160 Temporary Appointments

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8000 General Fund	27,808	1,196	29,004	-	29,004
3400 Other Funds Ltd	78,199	3,363	81,562	-	81,562
All Funds	106,007	4,559	110,566	-	110,566
3170 Overtime Payments					
8000 General Fund	41,555	1,787	43,342	-	43,342
3180 Shift Differential					
8000 General Fund	28,376	1,220	29,596	-	29,596
3190 All Other Differential					
8000 General Fund	206,175	8,866	215,041	-	215,041
3400 Other Funds Ltd	21,260	914	22,174	-	22,174
All Funds	227,435	9,780	237,215	-	237,215
TOTAL SALARIES & WAGES					
8000 General Fund	10,820,075	(172,580)	10,647,495	402,307	11,049,802
3400 Other Funds Ltd	1,205,034	(11,866)	1,193,168	44,699	1,237,867
TOTAL SALARIES & WAGES	\$12,025,109	(\$184,446)	\$11,840,663	\$447,006	\$12,287,669
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	3,668	(106)	3,562	180	3,742
3400 Other Funds Ltd	392	(10)	382	20	402
All Funds	4,060	(116)	3,944	200	4,144
3220 Public Employees' Retire Cont					
8000 General Fund	1,848,713	(29,768)	1,818,945	68,916	1,887,861
3400 Other Funds Ltd	193,033	(2,608)	190,425	7,656	198,081

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All Funds	2,041,746	(32,376)	2,009,370	76,572	2,085,942
3221 Pension Obligation Bond					
8000 General Fund	578,627	46,504	625,131	-	625,131
3400 Other Funds Ltd	66,529	(1,258)	65,271	-	65,271
All Funds	645,156	45,246	690,402	-	690,402
3230 Social Security Taxes					
8000 General Fund	814,916	(13,202)	801,714	30,777	832,491
3400 Other Funds Ltd	90,914	(908)	90,006	3,420	93,426
All Funds	905,830	(14,110)	891,720	34,197	925,917
3240 Unemployment Assessments					
8000 General Fund	72,145	2,650	74,795	-	74,795
3400 Other Funds Ltd	43,845	46	43,891	-	43,891
All Funds	115,990	2,696	118,686	-	118,686
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	2,904	(84)	2,820	144	2,964
3400 Other Funds Ltd	316	(8)	308	16	324
All Funds	3,220	(92)	3,128	160	3,288
3260 Mass Transit Tax					
8000 General Fund	60,206	4,793	64,999	-	64,999
3400 Other Funds Ltd	6,751	505	7,256	-	7,256
All Funds	66,957	5,298	72,255	-	72,255
3270 Flexible Benefits					
8000 General Fund	2,426,742	(70,346)	2,356,396	120,432	2,476,828

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3400 Other Funds Ltd	249,498	(6,118)	243,380	13,380	256,760
All Funds	2,676,240	(76,464)	2,599,776	133,812	2,733,588
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	5,807,921	(59,559)	5,748,362	220,449	5,968,811
3400 Other Funds Ltd	651,278	(10,359)	640,919	24,492	665,411
TOTAL OTHER PAYROLL EXPENSES	\$6,459,199	(\$69,918)	\$6,389,281	\$244,941	\$6,634,222
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(217,177)	140,569	(76,608)	-	(76,608)
3400 Other Funds Ltd	(24,211)	5,059	(19,152)	-	(19,152)
All Funds	(241,388)	145,628	(95,760)	-	(95,760)
TOTAL PERSONAL SERVICES					
8000 General Fund	16,410,819	(91,570)	16,319,249	622,756	16,942,005
3400 Other Funds Ltd	1,832,101	(17,166)	1,814,935	69,191	1,884,126
TOTAL PERSONAL SERVICES	\$18,242,920	(\$108,736)	\$18,134,184	\$691,947	\$18,826,131
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	129,465	5,567	135,032	1,755	136,787
3400 Other Funds Ltd	24,172	1,040	25,212	195	25,407
All Funds	153,637	6,607	160,244	1,950	162,194
4125 Out of State Travel					
8000 General Fund	10,575	454	11,029	-	11,029
3400 Other Funds Ltd	5,514	237	5,751	-	5,751

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All Funds	16,089	691	16,780	-	16,780
4150 Employee Training					
8000 General Fund	208,694	(65,740)	142,954	5,760	148,714
3400 Other Funds Ltd	37,161	(8,417)	28,744	640	29,384
All Funds	245,855	(74,157)	171,698	6,400	178,098
4175 Office Expenses					
8000 General Fund	1,382,314	19,440	1,401,754	5,569	1,407,323
3400 Other Funds Ltd	885,056	35,464	920,520	619	921,139
All Funds	2,267,370	54,904	2,322,274	6,188	2,328,462
4200 Telecommunications					
8000 General Fund	324,593	13,957	338,550	10,440	348,990
3400 Other Funds Ltd	69,202	2,977	72,179	1,160	73,339
All Funds	393,795	16,934	410,729	11,600	422,329
4225 State Gov. Service Charges					
8000 General Fund	7,059,868	1,979,540	9,039,408	-	9,039,408
3400 Other Funds Ltd	1,385,274	213,119	1,598,393	-	1,598,393
All Funds	8,445,142	2,192,659	10,637,801	-	10,637,801
4250 Data Processing					
8000 General Fund	41,230	1,772	43,002	2,189	45,191
3400 Other Funds Ltd	6,995	301	7,296	243	7,539
All Funds	48,225	2,073	50,298	2,432	52,730
4275 Publicity and Publications					
8000 General Fund	6,409	275	6,684	-	6,684

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3400 Other Funds Ltd	790	34	824	-	824
All Funds	7,199	309	7,508	-	7,508
4300 Professional Services					
8000 General Fund	251,919	89,073	340,992	-	340,992
3400 Other Funds Ltd	22,043	11,272	33,315	-	33,315
All Funds	273,962	100,345	374,307	-	374,307
4315 IT Professional Services					
8000 General Fund	-	40,000	40,000	-	40,000
3400 Other Funds Ltd	-	2,592	2,592	-	2,592
All Funds	-	42,592	42,592	-	42,592
4325 Attorney General					
8000 General Fund	139,867	27,176	167,043	-	167,043
4375 Employee Recruitment and Develop					
8000 General Fund	6,835	294	7,129	-	7,129
3400 Other Funds Ltd	4,181	180	4,361	-	4,361
All Funds	11,016	474	11,490	-	11,490
4400 Dues and Subscriptions					
8000 General Fund	55,928	2,405	58,333	-	58,333
3400 Other Funds Ltd	4,700	202	4,902	-	4,902
All Funds	60,628	2,607	63,235	-	63,235
4425 Facilities Rental and Taxes					
8000 General Fund	3,397,425	768,144	4,165,569	28,598	4,194,167
3400 Other Funds Ltd	1,696,456	371,196	2,067,652	3,178	2,070,830

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All Funds	5,093,881	1,139,340	6,233,221	31,776	6,264,997
4475 Facilities Maintenance					
8000 General Fund	143,659	6,178	149,837	-	149,837
3400 Other Funds Ltd	30,932	1,330	32,262	-	32,262
All Funds	174,591	7,508	182,099	-	182,099
4600 Intra-agency Charges					
8000 General Fund	9,948	19,835	29,783	-	29,783
3400 Other Funds Ltd	1,098	2,234	3,332	-	3,332
All Funds	11,046	22,069	33,115	-	33,115
4650 Other Services and Supplies					
8000 General Fund	37,641	1,619	39,260	-	39,260
3400 Other Funds Ltd	1,576,708	67,799	1,644,507	-	1,644,507
All Funds	1,614,349	69,418	1,683,767	-	1,683,767
4700 Expendable Prop 250 - 5000					
8000 General Fund	132,929	5,717	138,646	1,980	140,626
3400 Other Funds Ltd	16,856	724	17,580	220	17,800
All Funds	149,785	6,441	156,226	2,200	158,426
4715 IT Expendable Property					
8000 General Fund	17,306	744	18,050	11,880	29,930
3400 Other Funds Ltd	3,312	143	3,455	1,320	4,775
All Funds	20,618	887	21,505	13,200	34,705
TOTAL SERVICES & SUPPLIES					
8000 General Fund	13,356,605	2,916,450	16,273,055	68,171	16,341,226

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3400 Other Funds Ltd	5,770,450	702,427	6,472,877	7,575	6,480,452
TOTAL SERVICES & SUPPLIES	\$19,127,055	\$3,618,877	\$22,745,932	\$75,746	\$22,821,678
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
8000 General Fund	6,879	296	7,175	26,330	33,505
3400 Other Funds Ltd	29,441	1,266	30,707	2,926	33,633
All Funds	36,320	1,562	37,882	29,256	67,138
5150 Telecommunications Equipment					
8000 General Fund	29,671	1,276	30,947	-	30,947
3400 Other Funds Ltd	2,590	111	2,701	-	2,701
All Funds	32,261	1,387	33,648	-	33,648
5550 Data Processing Software					
8000 General Fund	4,871	209	5,080	-	5,080
3400 Other Funds Ltd	5,463	235	5,698	-	5,698
All Funds	10,334	444	10,778	-	10,778
5600 Data Processing Hardware					
8000 General Fund	26,615	1,144	27,759	-	27,759
3400 Other Funds Ltd	91,604	3,939	95,543	-	95,543
All Funds	118,219	5,083	123,302	-	123,302
5900 Other Capital Outlay					
8000 General Fund	67,276	2,893	70,169	-	70,169
TOTAL CAPITAL OUTLAY					
8000 General Fund	135,312	5,818	141,130	26,330	167,460

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3400 Other Funds Ltd	129,098	5,551	134,649	2,926	137,575
TOTAL CAPITAL OUTLAY	\$264,410	\$11,369	\$275,779	\$29,256	\$305,035
TOTAL EXPENDITURES					
8000 General Fund	29,902,736	2,830,698	32,733,434	717,257	33,450,691
3400 Other Funds Ltd	7,731,649	690,812	8,422,461	79,692	8,502,153
TOTAL EXPENDITURES	\$37,634,385	\$3,521,510	\$41,155,895	\$796,949	\$41,952,844
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	70	(2)	68	4	72
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	70.00	(2.00)	68.00	3.52	71.52

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	964,844	-	964,844	-	964,844
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	18,649,239	603,861	19,253,100	-	19,253,100
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	43,969,670	1,609,629	45,579,299	-	45,579,299
TOTAL REVENUES					
8000 General Fund	18,649,239	603,861	19,253,100	-	19,253,100
3400 Other Funds Ltd	43,969,670	1,609,629	45,579,299	-	45,579,299
TOTAL REVENUES	\$62,618,909	\$2,213,490	\$64,832,399	-	\$64,832,399
AVAILABLE REVENUES					
8000 General Fund	18,649,239	603,861	19,253,100	-	19,253,100
3400 Other Funds Ltd	44,934,514	1,609,629	46,544,143	-	46,544,143
TOTAL AVAILABLE REVENUES	\$63,583,753	\$2,213,490	\$65,797,243	-	\$65,797,243
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	10,353,720	-	10,353,720	-	10,353,720

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	2,844,882	-	2,844,882	-	2,844,882
All Funds	13,198,602	-	13,198,602	-	13,198,602
3160 Temporary Appointments					
8000 General Fund	20,777	893	21,670	-	21,670
3170 Overtime Payments					
8000 General Fund	11,446	492	11,938	-	11,938
3180 Shift Differential					
8000 General Fund	1,565	67	1,632	-	1,632
3190 All Other Differential					
8000 General Fund	34,071	1,465	35,536	-	35,536
TOTAL SALARIES & WAGES					
8000 General Fund	10,421,579	2,917	10,424,496	-	10,424,496
3400 Other Funds Ltd	2,844,882	-	2,844,882	-	2,844,882
TOTAL SALARIES & WAGES	\$13,266,461	\$2,917	\$13,269,378	-	\$13,269,378
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	3,600	-	3,600	-	3,600
3400 Other Funds Ltd	996	-	996	-	996
All Funds	4,596	-	4,596	-	4,596
3220 Public Employees' Retire Cont					
8000 General Fund	1,781,662	347	1,782,009	-	1,782,009
3400 Other Funds Ltd	487,331	-	487,331	-	487,331
All Funds	2,268,993	347	2,269,340	-	2,269,340

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3221 Pension Obligation Bond					
8000 General Fund	500,402	102,054	602,456	-	602,456
3400 Other Funds Ltd	182,269	(17,482)	164,787	-	164,787
All Funds	682,671	84,572	767,243	-	767,243
3230 Social Security Taxes					
8000 General Fund	796,150	223	796,373	-	796,373
3400 Other Funds Ltd	217,513	-	217,513	-	217,513
All Funds	1,013,663	223	1,013,886	-	1,013,886
3240 Unemployment Assessments					
8000 General Fund	20,784	813	21,597	-	21,597
3400 Other Funds Ltd	1,396	59	1,455	-	1,455
All Funds	22,180	872	23,052	-	23,052
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	2,858	-	2,858	-	2,858
3400 Other Funds Ltd	787	-	787	-	787
All Funds	3,645	-	3,645	-	3,645
3260 Mass Transit Tax					
8000 General Fund	53,393	9,154	62,547	-	62,547
3400 Other Funds Ltd	19,403	(2,334)	17,069	-	17,069
All Funds	72,796	6,820	79,616	-	79,616
3270 Flexible Benefits					
8000 General Fund	2,372,844	-	2,372,844	-	2,372,844
3400 Other Funds Ltd	657,042	-	657,042	-	657,042

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
All Funds	3,029,886	-	3,029,886	-	3,029,886
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	5,531,693	112,591	5,644,284	-	5,644,284
3400 Other Funds Ltd	1,566,737	(19,757)	1,546,980	-	1,546,980
TOTAL OTHER PAYROLL EXPENSES	\$7,098,430	\$92,834	\$7,191,264	-	\$7,191,264
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(127,242)	105,354	(21,888)	-	(21,888)
3400 Other Funds Ltd	(48,313)	42,841	(5,472)	-	(5,472)
All Funds	(175,555)	148,195	(27,360)	-	(27,360)
TOTAL PERSONAL SERVICES					
8000 General Fund	15,826,030	220,862	16,046,892	-	16,046,892
3400 Other Funds Ltd	4,363,306	23,084	4,386,390	-	4,386,390
TOTAL PERSONAL SERVICES	\$20,189,336	\$243,946	\$20,433,282	-	\$20,433,282
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	73,654	3,168	76,822	-	76,822
3400 Other Funds Ltd	30,761	1,282	32,043	-	32,043
All Funds	104,415	4,450	108,865	-	108,865
4125 Out of State Travel					
8000 General Fund	50,373	2,166	52,539	-	52,539
3400 Other Funds Ltd	5,297	228	5,525	-	5,525
All Funds	55,670	2,394	58,064	-	58,064

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
4150 Employee Training					
8000 General Fund	144,883	6,230	151,113	-	151,113
3400 Other Funds Ltd	65,045	2,797	67,842	-	67,842
All Funds	209,928	9,027	218,955	-	218,955
4175 Office Expenses					
8000 General Fund	126,447	(5,677)	120,770	-	120,770
3400 Other Funds Ltd	47,837	2,057	49,894	-	49,894
All Funds	174,284	(3,620)	170,664	-	170,664
4200 Telecommunications					
8000 General Fund	106,417	4,576	110,993	-	110,993
3400 Other Funds Ltd	11,771	505	12,276	-	12,276
All Funds	118,188	5,081	123,269	-	123,269
4250 Data Processing					
8000 General Fund	3,230	139	3,369	-	3,369
3400 Other Funds Ltd	1,077	46	1,123	-	1,123
All Funds	4,307	185	4,492	-	4,492
4275 Publicity and Publications					
8000 General Fund	7,394	318	7,712	-	7,712
3400 Other Funds Ltd	4,498	185	4,683	-	4,683
All Funds	11,892	503	12,395	-	12,395
4300 Professional Services					
8000 General Fund	308,184	17,566	325,750	-	325,750
3400 Other Funds Ltd	1,326,588	75,616	1,402,204	-	1,402,204

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
All Funds	1,634,772	93,182	1,727,954	-	1,727,954
4325 Attorney General					
8000 General Fund	1,674,389	325,334	1,999,723	-	1,999,723
3400 Other Funds Ltd	195,024	(132,107)	62,917	-	62,917
All Funds	1,869,413	193,227	2,062,640	-	2,062,640
4375 Employee Recruitment and Develop					
8000 General Fund	11,705	503	12,208	-	12,208
3400 Other Funds Ltd	7,518	324	7,842	-	7,842
All Funds	19,223	827	20,050	-	20,050
4400 Dues and Subscriptions					
8000 General Fund	30,418	1,307	31,725	-	31,725
3400 Other Funds Ltd	39,804	1,711	41,515	-	41,515
All Funds	70,222	3,018	73,240	-	73,240
4425 Facilities Rental and Taxes					
8000 General Fund	4,174	(3,995)	179	-	179
3400 Other Funds Ltd	50,354	2,165	52,519	-	52,519
All Funds	54,528	(1,830)	52,698	-	52,698
4475 Facilities Maintenance					
8000 General Fund	10,248	440	10,688	-	10,688
3400 Other Funds Ltd	200	9	209	-	209
All Funds	10,448	449	10,897	-	10,897
4600 Intra-agency Charges					
8000 General Fund	-	19,241	19,241	-	19,241

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	-	5,394	5,394	-	5,394
All Funds	-	24,635	24,635	-	24,635
4650 Other Services and Supplies					
8000 General Fund	130,137	5,595	135,732	-	135,732
3400 Other Funds Ltd	77,000	3,310	80,310	-	80,310
All Funds	207,137	8,905	216,042	-	216,042
4700 Expendable Prop 250 - 5000					
8000 General Fund	1,268	55	1,323	-	1,323
3400 Other Funds Ltd	81	3	84	-	84
All Funds	1,349	58	1,407	-	1,407
4715 IT Expendable Property					
8000 General Fund	136,227	5,858	142,085	-	142,085
3400 Other Funds Ltd	47,521	2,043	49,564	-	49,564
All Funds	183,748	7,901	191,649	-	191,649
TOTAL SERVICES & SUPPLIES					
8000 General Fund	2,819,148	382,824	3,201,972	-	3,201,972
3400 Other Funds Ltd	1,910,376	(34,432)	1,875,944	-	1,875,944
TOTAL SERVICES & SUPPLIES	\$4,729,524	\$348,392	\$5,077,916	-	\$5,077,916
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
3400 Other Funds Ltd	12,321	530	12,851	-	12,851
5150 Telecommunications Equipment					
8000 General Fund	4,061	175	4,236	-	4,236

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	3,656	157	3,813	-	3,813
All Funds	7,717	332	8,049	-	8,049
TOTAL CAPITAL OUTLAY					
8000 General Fund	4,061	175	4,236	-	4,236
3400 Other Funds Ltd	15,977	687	16,664	-	16,664
TOTAL CAPITAL OUTLAY	\$20,038	\$862	\$20,900	-	\$20,900
SPECIAL PAYMENTS					
6020 Dist to Counties					
3400 Other Funds Ltd	37,681,163	1,620,290	39,301,453	-	39,301,453
TOTAL EXPENDITURES					
8000 General Fund	18,649,239	603,861	19,253,100	-	19,253,100
3400 Other Funds Ltd	43,970,822	1,609,629	45,580,451	-	45,580,451
TOTAL EXPENDITURES	\$62,620,061	\$2,213,490	\$64,833,551	-	\$64,833,551
ENDING BALANCE					
3400 Other Funds Ltd	963,692	-	963,692	-	963,692
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	80	-	80	-	80
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	79.25	-	79.25	-	79.25

Revenue, Dept of**Agency Number: 15000****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-005-00-00-00000****Personal Tax and Compliance Division**

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
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REVENUE CATEGORIES**GENERAL FUND APPROPRIATION****0050 General Fund Appropriation**

8000 General Fund	84,883,794	1,759,222	86,643,016	(28,652,240)	57,990,776
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TRANSFERS IN**1010 Transfer In - Intrafund**

3400 Other Funds Ltd	1,953,112	(77,775)	1,875,337	(571,579)	1,303,758
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TOTAL REVENUES

8000 General Fund	84,883,794	1,759,222	86,643,016	(28,652,240)	57,990,776
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3400 Other Funds Ltd	1,953,112	(77,775)	1,875,337	(571,579)	1,303,758
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TOTAL REVENUES	\$86,836,906	\$1,681,447	\$88,518,353	(\$29,223,819)	\$59,294,534
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AVAILABLE REVENUES

8000 General Fund	84,883,794	1,759,222	86,643,016	(28,652,240)	57,990,776
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3400 Other Funds Ltd	1,953,112	(77,775)	1,875,337	(571,579)	1,303,758
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TOTAL AVAILABLE REVENUES	\$86,836,906	\$1,681,447	\$88,518,353	(\$29,223,819)	\$59,294,534
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EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

8000 General Fund	45,686,255	-	45,686,255	(15,057,363)	30,628,892
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3400 Other Funds Ltd	892,456	-	892,456	(281,805)	610,651
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All Funds	46,578,711	-	46,578,711	(15,339,168)	31,239,543
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3160 Temporary Appointments

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
8000 General Fund	14,631	629	15,260	(5,844)	9,416
3400 Other Funds Ltd	83,534	3,593	87,127	(33,370)	53,757
All Funds	98,165	4,222	102,387	(39,214)	63,173
3170 Overtime Payments					
8000 General Fund	3,820	165	3,985	(1,526)	2,459
3190 All Other Differential					
8000 General Fund	3,876	167	4,043	(1,548)	2,495
TOTAL SALARIES & WAGES					
8000 General Fund	45,708,582	961	45,709,543	(15,066,281)	30,643,262
3400 Other Funds Ltd	975,990	3,593	979,583	(315,175)	664,408
TOTAL SALARIES & WAGES	\$46,684,572	\$4,554	\$46,689,126	(\$15,381,456)	\$31,307,670
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	22,275	-	22,275	(8,126)	14,149
3400 Other Funds Ltd	379	-	379	(130)	249
All Funds	22,654	-	22,654	(8,256)	14,398
3220 Public Employees' Retire Cont					
8000 General Fund	7,827,394	57	7,827,451	(2,579,851)	5,247,600
3400 Other Funds Ltd	152,877	-	152,877	(48,272)	104,605
All Funds	7,980,271	57	7,980,328	(2,628,123)	5,352,205
3221 Pension Obligation Bond					
8000 General Fund	2,413,245	233,531	2,646,776	(954,464)	1,692,312
3400 Other Funds Ltd	47,067	4,628	51,695	(18,642)	33,053

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
All Funds	2,460,312	238,159	2,698,471	(973,106)	1,725,365
3230 Social Security Taxes					
8000 General Fund	3,494,629	73	3,494,702	(1,152,589)	2,342,113
3400 Other Funds Ltd	74,638	274	74,912	(24,121)	50,791
All Funds	3,569,267	347	3,569,614	(1,176,710)	2,392,904
3240 Unemployment Assessments					
8000 General Fund	48,942	2,039	50,981	(19,525)	31,456
3400 Other Funds Ltd	1,808	-	1,808	(692)	1,116
All Funds	50,750	2,039	52,789	(20,217)	32,572
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	17,597	-	17,597	(6,413)	11,184
3400 Other Funds Ltd	370	-	370	(135)	235
All Funds	17,967	-	17,967	(6,548)	11,419
3260 Mass Transit Tax					
8000 General Fund	257,002	17,255	274,257	(90,398)	183,859
3400 Other Funds Ltd	5,512	365	5,877	(1,892)	3,985
All Funds	262,514	17,620	280,134	(92,290)	187,844
3270 Flexible Benefits					
8000 General Fund	14,648,337	-	14,648,337	(5,341,982)	9,306,355
3400 Other Funds Ltd	284,445	-	284,445	(99,706)	184,739
All Funds	14,932,782	-	14,932,782	(5,441,688)	9,491,094
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	28,729,421	252,955	28,982,376	(10,153,348)	18,829,028

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	567,096	5,267	572,363	(193,590)	378,773
TOTAL OTHER PAYROLL EXPENSES	\$29,296,517	\$258,222	\$29,554,739	(\$10,346,938)	\$19,207,801
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(924,641)	366,497	(558,144)	321,712	(236,432)
3400 Other Funds Ltd	(18,967)	(101,417)	(120,384)	62,928	(57,456)
All Funds	(943,608)	265,080	(678,528)	384,640	(293,888)
TOTAL PERSONAL SERVICES					
8000 General Fund	73,513,362	620,413	74,133,775	(24,897,917)	49,235,858
3400 Other Funds Ltd	1,524,119	(92,557)	1,431,562	(445,837)	985,725
TOTAL PERSONAL SERVICES	\$75,037,481	\$527,856	\$75,565,337	(\$25,343,754)	\$50,221,583
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	199,944	8,597	208,541	(23,442)	185,099
3400 Other Funds Ltd	2,575	111	2,686	(252)	2,434
All Funds	202,519	8,708	211,227	(23,694)	187,533
4125 Out of State Travel					
8000 General Fund	26,468	1,138	27,606	(16,939)	10,667
4150 Employee Training					
8000 General Fund	244,100	10,496	254,596	(95,718)	158,878
3400 Other Funds Ltd	2,690	116	2,806	-	2,806
All Funds	246,790	10,612	257,402	(95,718)	161,684
4175 Office Expenses					

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Personal Tax and Compliance Division

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8000 General Fund	901,309	38,755	940,064	(353,426)	586,638
3400 Other Funds Ltd	119,355	5,132	124,487	(47,857)	76,630
All Funds	1,020,664	43,887	1,064,551	(401,283)	663,268
4200 Telecommunications					
8000 General Fund	1,040,064	44,722	1,084,786	(334,006)	750,780
3400 Other Funds Ltd	49,408	2,125	51,533	(15,867)	35,666
All Funds	1,089,472	46,847	1,136,319	(349,873)	786,446
4250 Data Processing					
8000 General Fund	35,878	1,542	37,420	(14,068)	23,352
3400 Other Funds Ltd	3,529	152	3,681	(1,384)	2,297
All Funds	39,407	1,694	41,101	(15,452)	25,649
4275 Publicity and Publications					
8000 General Fund	18,850	811	19,661	(7,392)	12,269
4300 Professional Services					
8000 General Fund	949,601	(121,365)	828,236	(311,383)	516,853
3400 Other Funds Ltd	41,194	(28,621)	12,573	(4,727)	7,846
All Funds	990,795	(149,986)	840,809	(316,110)	524,699
4315 IT Professional Services					
8000 General Fund	785,585	44,779	830,364	-	830,364
3400 Other Funds Ltd	83	5	88	-	88
All Funds	785,668	44,784	830,452	-	830,452
4325 Attorney General					
8000 General Fund	2,309,789	448,792	2,758,581	(1,037,114)	1,721,467

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Personal Tax and Compliance Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	3,972	772	4,744	(1,951)	2,793
All Funds	2,313,761	449,564	2,763,325	(1,039,065)	1,724,260
4375 Employee Recruitment and Develop					
8000 General Fund	12,608	542	13,150	(4,944)	8,206
3400 Other Funds Ltd	335	14	349	(131)	218
All Funds	12,943	556	13,499	(5,075)	8,424
4400 Dues and Subscriptions					
8000 General Fund	15,570	669	16,239	(6,105)	10,134
4425 Facilities Rental and Taxes					
8000 General Fund	1,829,109	412,830	2,241,939	(6,740)	2,235,199
3400 Other Funds Ltd	132,463	29,924	162,387	(135)	162,252
All Funds	1,961,572	442,754	2,404,326	(6,875)	2,397,451
4475 Facilities Maintenance					
8000 General Fund	34,112	1,467	35,579	(3,561)	32,018
3400 Other Funds Ltd	141	6	147	-	147
All Funds	34,253	1,473	35,726	(3,561)	32,165
4575 Agency Program Related S and S					
8000 General Fund	570,900	24,548	595,448	(595,448)	-
3400 Other Funds Ltd	38,292	1,646	39,938	(39,938)	-
All Funds	609,192	26,194	635,386	(635,386)	-
4600 Intra-agency Charges					
8000 General Fund	-	116,495	116,495	-	116,495
3400 Other Funds Ltd	-	2,423	2,423	-	2,423

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Personal Tax and Compliance Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
All Funds	-	118,918	118,918	-	118,918
4650 Other Services and Supplies					
8000 General Fund	1,874,898	81,561	1,956,459	(735,549)	1,220,910
3400 Other Funds Ltd	23,193	470	23,663	(8,729)	14,934
All Funds	1,898,091	82,031	1,980,122	(744,278)	1,235,844
4700 Expendable Prop 250 - 5000					
8000 General Fund	1,437	61	1,498	(563)	935
3400 Other Funds Ltd	2,778	120	2,898	(1,090)	1,808
All Funds	4,215	181	4,396	(1,653)	2,743
4715 IT Expendable Property					
8000 General Fund	23,920	1,029	24,949	-	24,949
3400 Other Funds Ltd	200	9	209	-	209
All Funds	24,120	1,038	25,158	-	25,158
TOTAL SERVICES & SUPPLIES					
8000 General Fund	10,874,142	1,117,469	11,991,611	(3,546,398)	8,445,213
3400 Other Funds Ltd	420,208	14,404	434,612	(122,061)	312,551
TOTAL SERVICES & SUPPLIES	\$11,294,350	\$1,131,873	\$12,426,223	(\$3,668,459)	\$8,757,764
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
8000 General Fund	305,590	13,140	318,730	(128,029)	190,701
3400 Other Funds Ltd	7,828	337	8,165	(3,280)	4,885
All Funds	313,418	13,477	326,895	(131,309)	195,586
5150 Telecommunications Equipment					

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Personal Tax and Compliance Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
8000 General Fund	184,538	7,935	192,473	(77,314)	115,159
3400 Other Funds Ltd	957	41	998	(401)	597
All Funds	185,495	7,976	193,471	(77,715)	115,756
5600 Data Processing Hardware					
8000 General Fund	6,162	265	6,427	(2,582)	3,845
TOTAL CAPITAL OUTLAY					
8000 General Fund	496,290	21,340	517,630	(207,925)	309,705
3400 Other Funds Ltd	8,785	378	9,163	(3,681)	5,482
TOTAL CAPITAL OUTLAY	\$505,075	\$21,718	\$526,793	(\$211,606)	\$315,187
TOTAL EXPENDITURES					
8000 General Fund	84,883,794	1,759,222	86,643,016	(28,652,240)	57,990,776
3400 Other Funds Ltd	1,953,112	(77,775)	1,875,337	(571,579)	1,303,758
TOTAL EXPENDITURES	\$86,836,906	\$1,681,447	\$88,518,353	(\$29,223,819)	\$59,294,534
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	391	-	391	(137)	254
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	390.55	-	390.55	(142.32)	248.23

Revenue, Dept of**Agency Number: 15000****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-006-00-00-00000****Business Division**

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
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REVENUE CATEGORIES**GENERAL FUND APPROPRIATION****0050 General Fund Appropriation**

8000 General Fund	24,606,957	513,900	25,120,857	(3,387,096)	21,733,761
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TRANSFERS IN**1010 Transfer In - Intrafund**

3400 Other Funds Ltd	13,172,496	163,203	13,335,699	(606,196)	12,729,503
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TOTAL REVENUES

8000 General Fund	24,606,957	513,900	25,120,857	(3,387,096)	21,733,761
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3400 Other Funds Ltd	13,172,496	163,203	13,335,699	(606,196)	12,729,503
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TOTAL REVENUES	\$37,779,453	\$677,103	\$38,456,556	(\$3,993,292)	\$34,463,264
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AVAILABLE REVENUES

8000 General Fund	24,606,957	513,900	25,120,857	(3,387,096)	21,733,761
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3400 Other Funds Ltd	13,172,496	163,203	13,335,699	(606,196)	12,729,503
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TOTAL AVAILABLE REVENUES	\$37,779,453	\$677,103	\$38,456,556	(\$3,993,292)	\$34,463,264
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EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

8000 General Fund	13,126,807	-	13,126,807	(1,790,704)	11,336,103
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3400 Other Funds Ltd	6,793,023	-	6,793,023	(306,870)	6,486,153
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All Funds	19,919,830	-	19,919,830	(2,097,574)	17,822,256
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3160 Temporary Appointments

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Business Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	34,482	1,483	35,965	-	35,965
3170 Overtime Payments					
8000 General Fund	46,779	2,011	48,790	-	48,790
3190 All Other Differential					
8000 General Fund	22,835	982	23,817	-	23,817
TOTAL SALARIES & WAGES					
8000 General Fund	13,196,421	2,993	13,199,414	(1,790,704)	11,408,710
3400 Other Funds Ltd	6,827,505	1,483	6,828,988	(306,870)	6,522,118
TOTAL SALARIES & WAGES	\$20,023,926	\$4,476	\$20,028,402	(\$2,097,574)	\$17,930,828
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	5,502	-	5,502	(973)	4,529
3400 Other Funds Ltd	3,319	-	3,319	(279)	3,040
All Funds	8,821	-	8,821	(1,252)	7,569
3220 Public Employees' Retire Cont					
8000 General Fund	2,260,554	513	2,261,067	(306,749)	1,954,318
3400 Other Funds Ltd	1,163,643	-	1,163,643	(52,568)	1,111,075
All Funds	3,424,197	513	3,424,710	(359,317)	3,065,393
3221 Pension Obligation Bond					
8000 General Fund	719,746	44,643	764,389	-	764,389
3400 Other Funds Ltd	260,822	132,657	393,479	-	393,479
All Funds	980,568	177,300	1,157,868	-	1,157,868
3230 Social Security Taxes					

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
8000 General Fund	1,009,194	229	1,009,423	(136,987)	872,436
3400 Other Funds Ltd	522,273	113	522,386	(23,475)	498,911
All Funds	1,531,467	342	1,531,809	(160,462)	1,371,347
3240 Unemployment Assessments					
8000 General Fund	27,018	1,078	28,096	-	28,096
3400 Other Funds Ltd	14,604	5	14,609	-	14,609
All Funds	41,622	1,083	42,705	-	42,705
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	4,375	-	4,375	(771)	3,604
3400 Other Funds Ltd	2,621	-	2,621	(222)	2,399
All Funds	6,996	-	6,996	(993)	6,003
3260 Mass Transit Tax					
8000 General Fund	75,892	3,304	79,196	(10,744)	68,452
3400 Other Funds Ltd	36,515	4,459	40,974	(1,841)	39,133
All Funds	112,407	7,763	120,170	(12,585)	107,585
3270 Flexible Benefits					
8000 General Fund	3,626,592	-	3,626,592	(640,508)	2,986,084
3400 Other Funds Ltd	2,187,858	-	2,187,858	(184,666)	2,003,192
All Funds	5,814,450	-	5,814,450	(825,174)	4,989,276
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	7,728,873	49,767	7,778,640	(1,096,732)	6,681,908
3400 Other Funds Ltd	4,191,655	137,234	4,328,889	(263,051)	4,065,838
TOTAL OTHER PAYROLL EXPENSES	\$11,920,528	\$187,001	\$12,107,529	(\$1,359,783)	\$10,747,746

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Business Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(148,761)	28,377	(120,384)	-	(120,384)
3400 Other Funds Ltd	(70,683)	40,587	(30,096)	-	(30,096)
All Funds	(219,444)	68,964	(150,480)	-	(150,480)
TOTAL PERSONAL SERVICES					
8000 General Fund	20,776,533	81,137	20,857,670	(2,887,436)	17,970,234
3400 Other Funds Ltd	10,948,477	179,304	11,127,781	(569,921)	10,557,860
TOTAL PERSONAL SERVICES	\$31,725,010	\$260,441	\$31,985,451	(\$3,457,357)	\$28,528,094
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	61,830	2,659	64,489	(8,801)	55,688
3400 Other Funds Ltd	68,547	2,790	71,337	42,164	113,501
All Funds	130,377	5,449	135,826	33,363	169,189
4125 Out of State Travel					
8000 General Fund	303,564	13,053	316,617	(3,041)	313,576
3400 Other Funds Ltd	12,260	527	12,787	18,449	31,236
All Funds	315,824	13,580	329,404	15,408	344,812
4150 Employee Training					
8000 General Fund	101,841	4,379	106,220	(17,937)	88,283
3400 Other Funds Ltd	49,041	439	49,480	(489)	48,991
All Funds	150,882	4,818	155,700	(18,426)	137,274
4175 Office Expenses					

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
8000 General Fund	191,701	8,243	199,944	(9,874)	190,070
3400 Other Funds Ltd	36,604	(40)	36,564	5,611	42,175
All Funds	228,305	8,203	236,508	(4,263)	232,245
4200 Telecommunications					
8000 General Fund	276,732	11,900	288,632	(34,414)	254,218
3400 Other Funds Ltd	65,197	(221)	64,976	(1,958)	63,018
All Funds	341,929	11,679	353,608	(36,372)	317,236
4250 Data Processing					
8000 General Fund	15,390	662	16,052	-	16,052
3400 Other Funds Ltd	7,572	(308)	7,264	3,647	10,911
All Funds	22,962	354	23,316	3,647	26,963
4275 Publicity and Publications					
8000 General Fund	34,707	1,492	36,199	-	36,199
3400 Other Funds Ltd	21,528	926	22,454	-	22,454
All Funds	56,235	2,418	58,653	-	58,653
4300 Professional Services					
8000 General Fund	275,556	15,707	291,263	(2,349)	288,914
3400 Other Funds Ltd	223,112	(15,599)	207,513	(1,321)	206,192
All Funds	498,668	108	498,776	(3,670)	495,106
4315 IT Professional Services					
3400 Other Funds Ltd	137,164	(137,164)	-	-	-
4325 Attorney General					
8000 General Fund	1,538,563	298,943	1,837,506	(151,940)	1,685,566

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Business Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	449,261	87,291	536,552	(67,626)	468,926
All Funds	1,987,824	386,234	2,374,058	(219,566)	2,154,492
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	268	12	280	-	280
4400 Dues and Subscriptions					
8000 General Fund	7,776	334	8,110	-	8,110
3400 Other Funds Ltd	190	8	198	-	198
All Funds	7,966	342	8,308	-	8,308
4425 Facilities Rental and Taxes					
8000 General Fund	7,560	325	7,885	-	7,885
3400 Other Funds Ltd	10,667	459	11,126	52,837	63,963
All Funds	18,227	784	19,011	52,837	71,848
4450 Fuels and Utilities					
3400 Other Funds Ltd	4,447	191	4,638	-	4,638
4475 Facilities Maintenance					
8000 General Fund	5,634	242	5,876	-	5,876
3400 Other Funds Ltd	1,831	79	1,910	-	1,910
All Funds	7,465	321	7,786	-	7,786
4600 Intra-agency Charges					
8000 General Fund	-	31,413	31,413	-	31,413
3400 Other Funds Ltd	-	15,728	15,728	-	15,728
All Funds	-	47,141	47,141	-	47,141
4650 Other Services and Supplies					

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
8000 General Fund	944,682	40,621	985,303	(271,304)	713,999
3400 Other Funds Ltd	648,407	27,881	676,288	(149,543)	526,745
All Funds	1,593,089	68,502	1,661,591	(420,847)	1,240,744
4700 Expendable Prop 250 - 5000					
8000 General Fund	24,791	1,066	25,857	-	25,857
3400 Other Funds Ltd	20,118	(8,146)	11,972	235	12,207
All Funds	44,909	(7,080)	37,829	235	38,064
4715 IT Expendable Property					
3400 Other Funds Ltd	44,792	(1,516)	43,276	17,835	61,111
TOTAL SERVICES & SUPPLIES					
8000 General Fund	3,790,327	431,039	4,221,366	(499,660)	3,721,706
3400 Other Funds Ltd	1,801,006	(26,663)	1,774,343	(80,159)	1,694,184
TOTAL SERVICES & SUPPLIES	\$5,591,333	\$404,376	\$5,995,709	(\$579,819)	\$5,415,890
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
8000 General Fund	25,506	1,097	26,603	-	26,603
3400 Other Funds Ltd	116,296	(2,627)	113,669	43,884	157,553
All Funds	141,802	(1,530)	140,272	43,884	184,156
5150 Telecommunications Equipment					
8000 General Fund	14,591	627	15,218	-	15,218
TOTAL CAPITAL OUTLAY					
8000 General Fund	40,097	1,724	41,821	-	41,821
3400 Other Funds Ltd	116,296	(2,627)	113,669	43,884	157,553

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Business Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
TOTAL CAPITAL OUTLAY	\$156,393	(\$903)	\$155,490	\$43,884	\$199,374
SPECIAL PAYMENTS					
6030 Dist to Non-Gov Units					
3400 Other Funds Ltd	306,717	13,189	319,906	-	319,906
TOTAL EXPENDITURES					
8000 General Fund	24,606,957	513,900	25,120,857	(3,387,096)	21,733,761
3400 Other Funds Ltd	13,172,496	163,203	13,335,699	(606,196)	12,729,503
TOTAL EXPENDITURES	\$37,779,453	\$677,103	\$38,456,556	(\$3,993,292)	\$34,463,264
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	153	-	153	(22)	131
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	152.06	-	152.06	(21.56)	130.50

Revenue, Dept of**Agency Number: 15000****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-007-00-00-00000****Collections Division**

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	1,384,010	-	1,384,010	-	1,384,010
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	-	-	-	32,829,626	32,829,626
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	20,311,377	146,952	20,458,329	-	20,458,329
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	-	-	-	2,580,873	2,580,873
TOTAL REVENUES					
8000 General Fund	-	-	-	32,829,626	32,829,626
3400 Other Funds Ltd	20,311,377	146,952	20,458,329	2,580,873	23,039,202
TOTAL REVENUES	\$20,311,377	\$146,952	\$20,458,329	\$35,410,499	\$55,868,828
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(1,589,998)	-	(1,589,998)	-	(1,589,998)
AVAILABLE REVENUES					
8000 General Fund	-	-	-	32,829,626	32,829,626
3400 Other Funds Ltd	20,105,389	146,952	20,252,341	2,580,873	22,833,214

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Collections Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
TOTAL AVAILABLE REVENUES	\$20,105,389	\$146,952	\$20,252,341	\$35,410,499	\$55,662,840
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	-	-	-	17,167,471	17,167,471
3400 Other Funds Ltd	7,833,072	-	7,833,072	1,269,183	9,102,255
All Funds	7,833,072	-	7,833,072	18,436,654	26,269,726
3160 Temporary Appointments					
8000 General Fund	-	-	-	5,844	5,844
3400 Other Funds Ltd	-	-	-	33,370	33,370
All Funds	-	-	-	39,214	39,214
3170 Overtime Payments					
8000 General Fund	-	-	-	1,526	1,526
3190 All Other Differential					
8000 General Fund	-	-	-	1,548	1,548
TOTAL SALARIES & WAGES					
8000 General Fund	-	-	-	17,176,389	17,176,389
3400 Other Funds Ltd	7,833,072	-	7,833,072	1,302,553	9,135,625
TOTAL SALARIES & WAGES	\$7,833,072	-	\$7,833,072	\$18,478,942	\$26,312,014
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	-	-	-	9,363	9,363

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Collections Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	4,234	-	4,234	763	4,997
All Funds	4,234	-	4,234	10,126	14,360
3220 Public Employees' Retire Cont					
8000 General Fund	-	-	-	2,941,312	2,941,312
3400 Other Funds Ltd	1,341,808	-	1,341,808	217,415	1,559,223
All Funds	1,341,808	-	1,341,808	3,158,727	4,500,535
3221 Pension Obligation Bond					
8000 General Fund	-	-	-	954,464	954,464
3400 Other Funds Ltd	458,509	(4,786)	453,723	18,642	472,365
All Funds	458,509	(4,786)	453,723	973,106	1,426,829
3230 Social Security Taxes					
8000 General Fund	-	-	-	1,314,008	1,314,008
3400 Other Funds Ltd	597,068	-	597,068	99,655	696,723
All Funds	597,068	-	597,068	1,413,663	2,010,731
3240 Unemployment Assessments					
8000 General Fund	346	(346)	-	19,525	19,525
3400 Other Funds Ltd	11,044	346	11,390	692	12,082
All Funds	11,390	-	11,390	20,217	31,607
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	-	-	-	7,398	7,398
3400 Other Funds Ltd	3,358	-	3,358	633	3,991
All Funds	3,358	-	3,358	8,031	11,389
3260 Mass Transit Tax					

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Collections Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
8000 General Fund	747	(747)	-	103,058	103,058
3400 Other Funds Ltd	41,159	5,839	46,998	7,816	54,814
All Funds	41,906	5,092	46,998	110,874	157,872
3270 Flexible Benefits					
8000 General Fund	-	-	-	6,157,338	6,157,338
3400 Other Funds Ltd	2,790,936	-	2,790,936	517,332	3,308,268
All Funds	2,790,936	-	2,790,936	6,674,670	9,465,606
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	1,093	(1,093)	-	11,506,466	11,506,466
3400 Other Funds Ltd	5,248,116	1,399	5,249,515	862,948	6,112,463
TOTAL OTHER PAYROLL EXPENSES	\$5,249,209	\$306	\$5,249,515	\$12,369,414	\$17,618,929
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(1,093)	1,093	-	(321,712)	(321,712)
3400 Other Funds Ltd	(64,740)	45,588	(19,152)	(62,928)	(82,080)
All Funds	(65,833)	46,681	(19,152)	(384,640)	(403,792)
TOTAL PERSONAL SERVICES					
8000 General Fund	-	-	-	28,361,143	28,361,143
3400 Other Funds Ltd	13,016,448	46,987	13,063,435	2,102,573	15,166,008
TOTAL PERSONAL SERVICES	\$13,016,448	\$46,987	\$13,063,435	\$30,463,716	\$43,527,151
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	-	-	-	32,243	32,243

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Collections Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	6,929	298	7,227	3,238	10,465
All Funds	6,929	298	7,227	35,481	42,708
4125 Out of State Travel					
8000 General Fund	-	-	-	19,980	19,980
3400 Other Funds Ltd	26,965	1,159	28,124	1,711	29,835
All Funds	26,965	1,159	28,124	21,691	49,815
4150 Employee Training					
8000 General Fund	-	-	-	113,655	113,655
3400 Other Funds Ltd	38,540	1,657	40,197	10,089	50,286
All Funds	38,540	1,657	40,197	123,744	163,941
4175 Office Expenses					
8000 General Fund	-	-	-	363,300	363,300
3400 Other Funds Ltd	72,000	3,096	75,096	51,528	126,624
All Funds	72,000	3,096	75,096	414,828	489,924
4200 Telecommunications					
8000 General Fund	-	-	-	368,420	368,420
3400 Other Funds Ltd	216,008	9,288	225,296	35,225	260,521
All Funds	216,008	9,288	225,296	403,645	628,941
4250 Data Processing					
8000 General Fund	-	-	-	14,068	14,068
3400 Other Funds Ltd	27,161	1,168	28,329	1,384	29,713
All Funds	27,161	1,168	28,329	15,452	43,781
4275 Publicity and Publications					

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Collections Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
8000 General Fund	-	-	-	7,392	7,392
4300 Professional Services					
8000 General Fund	-	-	-	313,732	313,732
3400 Other Funds Ltd	-	-	-	6,048	6,048
All Funds	-	-	-	319,780	319,780
4325 Attorney General					
8000 General Fund	-	-	-	1,189,054	1,189,054
3400 Other Funds Ltd	62,374	12,119	74,493	87,417	161,910
All Funds	62,374	12,119	74,493	1,276,471	1,350,964
4375 Employee Recruitment and Develop					
8000 General Fund	-	-	-	4,944	4,944
3400 Other Funds Ltd	1,203	52	1,255	131	1,386
All Funds	1,203	52	1,255	5,075	6,330
4400 Dues and Subscriptions					
8000 General Fund	-	-	-	6,105	6,105
3400 Other Funds Ltd	852	37	889	-	889
All Funds	852	37	889	6,105	6,994
4425 Facilities Rental and Taxes					
8000 General Fund	-	-	-	6,740	6,740
3400 Other Funds Ltd	10,000	430	10,430	2,018	12,448
All Funds	10,000	430	10,430	8,758	19,188
4475 Facilities Maintenance					
8000 General Fund	-	-	-	3,561	3,561

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Collections Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	8,239	354	8,593	-	8,593
All Funds	8,239	354	8,593	3,561	12,154
4575 Agency Program Related S and S					
8000 General Fund	-	-	-	809,948	809,948
3400 Other Funds Ltd	-	-	-	111,438	111,438
All Funds	-	-	-	921,386	921,386
4600 Intra-agency Charges					
3400 Other Funds Ltd	-	20,073	20,073	-	20,073
4650 Other Services and Supplies					
8000 General Fund	-	-	-	1,006,853	1,006,853
3400 Other Funds Ltd	1,128,352	48,519	1,176,871	158,272	1,335,143
All Funds	1,128,352	48,519	1,176,871	1,165,125	2,341,996
4700 Expendable Prop 250 - 5000					
8000 General Fund	-	-	-	563	563
3400 Other Funds Ltd	18,418	792	19,210	4,155	23,365
All Funds	18,418	792	19,210	4,718	23,928
4715 IT Expendable Property					
3400 Other Funds Ltd	14,130	608	14,738	1,965	16,703
TOTAL SERVICES & SUPPLIES					
8000 General Fund	-	-	-	4,260,558	4,260,558
3400 Other Funds Ltd	1,631,171	99,650	1,730,821	474,619	2,205,440
TOTAL SERVICES & SUPPLIES	\$1,631,171	\$99,650	\$1,730,821	\$4,735,177	\$6,465,998
CAPITAL OUTLAY					

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
5100 Office Furniture and Fixtures					
8000 General Fund	-	-	-	128,029	128,029
3400 Other Funds Ltd	7,314	315	7,629	3,280	10,909
All Funds	7,314	315	7,629	131,309	138,938
5150 Telecommunications Equipment					
8000 General Fund	-	-	-	77,314	77,314
3400 Other Funds Ltd	-	-	-	401	401
All Funds	-	-	-	77,715	77,715
5600 Data Processing Hardware					
8000 General Fund	-	-	-	2,582	2,582
TOTAL CAPITAL OUTLAY					
8000 General Fund	-	-	-	207,925	207,925
3400 Other Funds Ltd	7,314	315	7,629	3,681	11,310
TOTAL CAPITAL OUTLAY	\$7,314	\$315	\$7,629	\$211,606	\$219,235
TOTAL EXPENDITURES					
8000 General Fund	-	-	-	32,829,626	32,829,626
3400 Other Funds Ltd	14,654,933	146,952	14,801,885	2,580,873	17,382,758
TOTAL EXPENDITURES	\$14,654,933	\$146,952	\$14,801,885	\$35,410,499	\$50,212,384
ENDING BALANCE					
3400 Other Funds Ltd	5,450,456	-	5,450,456	-	5,450,456
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	73	-	73	175	248
AUTHORIZED FTE					

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
8250 Class/Unclass FTE Positions	73.00	-	73.00	174.56	247.56

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	1,136,653	(1,136,653)	-	-	-
TAXES					
0113 Corporate Activity Tax					
3400 Other Funds Ltd	2,207,170,000	20,681	2,207,190,681	-	2,207,190,681
TOTAL REVENUES					
8000 General Fund	1,136,653	(1,136,653)	-	-	-
3400 Other Funds Ltd	2,207,170,000	20,681	2,207,190,681	-	2,207,190,681
TOTAL REVENUES	\$2,208,306,653	(\$1,115,972)	\$2,207,190,681	-	\$2,207,190,681
TRANSFERS OUT					
2581 Tsfr To Education, Dept of					
3400 Other Funds Ltd	(2,187,970,000)	-	(2,187,970,000)	-	(2,187,970,000)
AVAILABLE REVENUES					
8000 General Fund	1,136,653	(1,136,653)	-	-	-
3400 Other Funds Ltd	19,200,000	20,681	19,220,681	-	19,220,681
TOTAL AVAILABLE REVENUES	\$20,336,653	(\$1,115,972)	\$19,220,681	-	\$19,220,681
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	-	-	-	2,101,995	2,101,995

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	-	-	-	1,018	1,018
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	-	-	-	360,068	360,068
3230 Social Security Taxes					
3400 Other Funds Ltd	-	-	-	160,807	160,807
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	-	-	-	808	808
3260 Mass Transit Tax					
8000 General Fund	6,393	(6,393)	-	-	-
3400 Other Funds Ltd	-	-	-	12,612	12,612
All Funds	6,393	(6,393)	-	12,612	12,612
3270 Flexible Benefits					
3400 Other Funds Ltd	-	-	-	677,025	677,025
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	6,393	(6,393)	-	-	-
3400 Other Funds Ltd	-	-	-	1,212,338	1,212,338
TOTAL OTHER PAYROLL EXPENSES	\$6,393	(\$6,393)	-	\$1,212,338	\$1,212,338
TOTAL PERSONAL SERVICES					
8000 General Fund	6,393	(6,393)	-	-	-
3400 Other Funds Ltd	-	-	-	3,314,333	3,314,333
TOTAL PERSONAL SERVICES	\$6,393	(\$6,393)	-	\$3,314,333	\$3,314,333

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	3,591	(3,591)	-	-	-
3400 Other Funds Ltd	-	-	-	31,500	31,500
All Funds	3,591	(3,591)	-	31,500	31,500
4125 Out of State Travel					
3400 Other Funds Ltd	-	-	-	264,236	264,236
4150 Employee Training					
8000 General Fund	16,128	(16,128)	-	-	-
3400 Other Funds Ltd	-	-	-	33,600	33,600
All Funds	16,128	(16,128)	-	33,600	33,600
4175 Office Expenses					
8000 General Fund	313,341	(313,341)	-	-	-
3400 Other Funds Ltd	1	-	1	128,234	128,235
All Funds	313,342	(313,341)	1	128,234	128,235
4200 Telecommunications					
8000 General Fund	29,232	(29,232)	-	-	-
3400 Other Funds Ltd	-	-	-	60,900	60,900
All Funds	29,232	(29,232)	-	60,900	60,900
4250 Data Processing					
8000 General Fund	6,126	(6,126)	-	-	-
3400 Other Funds Ltd	-	-	-	42	42
All Funds	6,126	(6,126)	-	42	42

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
4300 Professional Services					
3400 Other Funds Ltd	-	-	-	6,784	6,784
4315 IT Professional Services					
3400 Other Funds Ltd	-	-	-	600,000	600,000
4325 Attorney General					
8000 General Fund	365,274	(365,274)	-	-	-
3400 Other Funds Ltd	-	-	-	209,832	209,832
All Funds	365,274	(365,274)	-	209,832	209,832
4425 Facilities Rental and Taxes					
8000 General Fund	150,448	(150,448)	-	-	-
3400 Other Funds Ltd	-	-	-	191,520	191,520
All Funds	150,448	(150,448)	-	191,520	191,520
4575 Agency Program Related S and S					
8000 General Fund	118,800	(118,800)	-	-	-
3400 Other Funds Ltd	-	-	-	2,600	2,600
All Funds	118,800	(118,800)	-	2,600	2,600
4600 Intra-agency Charges					
3400 Other Funds Ltd	-	20,681	20,681	-	20,681
4650 Other Services and Supplies					
3400 Other Funds Ltd	-	-	-	16,000	16,000
4700 Expendable Prop 250 - 5000					
8000 General Fund	5,544	(5,544)	-	-	-
3400 Other Funds Ltd	-	-	-	11,550	11,550

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
All Funds	5,544	(5,544)	-	11,550	11,550
4715 IT Expendable Property					
8000 General Fund	33,264	(33,264)	-	-	-
3400 Other Funds Ltd	-	-	-	69,300	69,300
All Funds	33,264	(33,264)	-	69,300	69,300
TOTAL SERVICES & SUPPLIES					
8000 General Fund	1,041,748	(1,041,748)	-	-	-
3400 Other Funds Ltd	1	20,681	20,682	1,626,098	1,646,780
TOTAL SERVICES & SUPPLIES	\$1,041,749	(\$1,021,067)	\$20,682	\$1,626,098	\$1,646,780
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
8000 General Fund	88,512	(88,512)	-	-	-
3400 Other Funds Ltd	-	-	-	184,401	184,401
All Funds	88,512	(88,512)	-	184,401	184,401
TOTAL EXPENDITURES					
8000 General Fund	1,136,653	(1,136,653)	-	-	-
3400 Other Funds Ltd	1	20,681	20,682	5,124,832	5,145,514
TOTAL EXPENDITURES	\$1,136,654	(\$1,115,972)	\$20,682	\$5,124,832	\$5,145,514
ENDING BALANCE					
3400 Other Funds Ltd	19,199,999	-	19,199,999	(5,124,832)	14,075,167
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	-	-	-	21	21
AUTHORIZED FTE					

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
8250 Class/Unclass FTE Positions	-	-	-	17.76	17.76

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	43,806,979	(6,612,513)	37,194,466	8,426,382	45,620,848
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	6,151,223	(729,500)	5,421,723	2,093,627	7,515,350
TOTAL REVENUES					
8000 General Fund	43,806,979	(6,612,513)	37,194,466	8,426,382	45,620,848
3400 Other Funds Ltd	6,151,223	(729,500)	5,421,723	2,093,627	7,515,350
TOTAL REVENUES	\$49,958,202	(\$7,342,013)	\$42,616,189	\$10,520,009	\$53,136,198
AVAILABLE REVENUES					
8000 General Fund	43,806,979	(6,612,513)	37,194,466	8,426,382	45,620,848
3400 Other Funds Ltd	6,151,223	(729,500)	5,421,723	2,093,627	7,515,350
TOTAL AVAILABLE REVENUES	\$49,958,202	(\$7,342,013)	\$42,616,189	\$10,520,009	\$53,136,198
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	19,010,796	-	19,010,796	1,534,144	20,544,940
3400 Other Funds Ltd	2,568,815	-	2,568,815	877,883	3,446,698
All Funds	21,579,611	-	21,579,611	2,412,027	23,991,638
OTHER PAYROLL EXPENSES					

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Information Technology Services Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	8,814	-	8,814	460	9,274
3400 Other Funds Ltd	1,131	-	1,131	678	1,809
All Funds	9,945	-	9,945	1,138	11,083
3220 Public Employees' Retire Cont					
8000 General Fund	3,256,560	-	3,256,560	262,798	3,519,358
3400 Other Funds Ltd	440,034	-	440,034	150,388	590,422
All Funds	3,696,594	-	3,696,594	413,186	4,109,780
3221 Pension Obligation Bond					
8000 General Fund	1,017,207	83,974	1,101,181	-	1,101,181
3400 Other Funds Ltd	136,197	12,599	148,796	-	148,796
All Funds	1,153,404	96,573	1,249,977	-	1,249,977
3230 Social Security Taxes					
8000 General Fund	1,450,553	-	1,450,553	117,365	1,567,918
3400 Other Funds Ltd	196,184	-	196,184	67,163	263,347
All Funds	1,646,737	-	1,646,737	184,528	1,831,265
3240 Unemployment Assessments					
8000 General Fund	121,032	5,204	126,236	-	126,236
3400 Other Funds Ltd	2,067	89	2,156	-	2,156
All Funds	123,099	5,293	128,392	-	128,392
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	7,023	-	7,023	370	7,393
3400 Other Funds Ltd	878	-	878	536	1,414

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
All Funds	7,901	-	7,901	906	8,807
3260 Mass Transit Tax					
8000 General Fund	109,913	4,152	114,065	-	114,065
3400 Other Funds Ltd	18,513	(3,100)	15,413	-	15,413
All Funds	128,426	1,052	129,478	-	129,478
3270 Flexible Benefits					
8000 General Fund	5,847,078	-	5,847,078	307,770	6,154,848
3400 Other Funds Ltd	717,675	-	717,675	447,312	1,164,987
All Funds	6,564,753	-	6,564,753	755,082	7,319,835
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	11,818,180	93,330	11,911,510	688,763	12,600,273
3400 Other Funds Ltd	1,512,679	9,588	1,522,267	666,077	2,188,344
TOTAL OTHER PAYROLL EXPENSES	\$13,330,859	\$102,918	\$13,433,777	\$1,354,840	\$14,788,617
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(292,398)	226,734	(65,664)	-	(65,664)
3400 Other Funds Ltd	(36,768)	20,352	(16,416)	-	(16,416)
All Funds	(329,166)	247,086	(82,080)	-	(82,080)
TOTAL PERSONAL SERVICES					
8000 General Fund	30,536,578	320,064	30,856,642	2,222,907	33,079,549
3400 Other Funds Ltd	4,044,726	29,940	4,074,666	1,543,960	5,618,626
TOTAL PERSONAL SERVICES	\$34,581,304	\$350,004	\$34,931,308	\$3,766,867	\$38,698,175
SERVICES & SUPPLIES					

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
4100 Instate Travel					
8000 General Fund	10,359	445	10,804	1,380	12,184
3400 Other Funds Ltd	6,360	(1,812)	4,548	120	4,668
All Funds	16,719	(1,367)	15,352	1,500	16,852
4125 Out of State Travel					
8000 General Fund	23,978	(15,449)	8,529	-	8,529
3400 Other Funds Ltd	1,481	64	1,545	-	1,545
All Funds	25,459	(15,385)	10,074	-	10,074
4150 Employee Training					
8000 General Fund	256,786	(20,248)	236,538	14,720	251,258
3400 Other Funds Ltd	57,789	(15,871)	41,918	1,280	43,198
All Funds	314,575	(36,119)	278,456	16,000	294,456
4175 Office Expenses					
8000 General Fund	254,790	(145,494)	109,296	14,232	123,528
3400 Other Funds Ltd	75,900	(24,915)	50,985	18,255	69,240
All Funds	330,690	(170,409)	160,281	32,487	192,768
4200 Telecommunications					
8000 General Fund	281,920	12,123	294,043	26,680	320,723
3400 Other Funds Ltd	158,302	(36,896)	121,406	2,320	123,726
All Funds	440,222	(24,773)	415,449	29,000	444,449
4250 Data Processing					
8000 General Fund	3,046,189	(153,752)	2,892,437	297,520	3,189,957
3400 Other Funds Ltd	660,195	(18,225)	641,970	25,872	667,842

Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

2021-23 Biennium

Cross Reference Number: 15000-009-00-00-00000

Information Technology Services Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
All Funds	3,706,384	(171,977)	3,534,407	323,392	3,857,799
4275 Publicity and Publications					
8000 General Fund	10,455	449	10,904	-	10,904
4300 Professional Services					
8000 General Fund	243,415	(7,579)	235,836	102,148	337,984
3400 Other Funds Ltd	63,147	(4,524)	58,623	2,098	60,721
All Funds	306,562	(12,103)	294,459	104,246	398,705
4315 IT Professional Services					
8000 General Fund	7,914,730	(6,619,053)	1,295,677	5,571,002	6,866,679
3400 Other Funds Ltd	912,711	(573,313)	339,398	484,435	823,833
All Funds	8,827,441	(7,192,366)	1,635,075	6,055,437	7,690,512
4375 Employee Recruitment and Develop					
8000 General Fund	934	40	974	-	974
4400 Dues and Subscriptions					
8000 General Fund	8,104	349	8,453	-	8,453
3400 Other Funds Ltd	433	19	452	-	452
All Funds	8,537	368	8,905	-	8,905
4425 Facilities Rental and Taxes					
8000 General Fund	6,480	279	6,759	73,084	79,843
3400 Other Funds Ltd	546	23	569	6,356	6,925
All Funds	7,026	302	7,328	79,440	86,768
4475 Facilities Maintenance					
8000 General Fund	29,791	1,281	31,072	-	31,072

Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

2021-23 Biennium

Cross Reference Number: 15000-009-00-00-00000

Information Technology Services Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	7,535	324	7,859	-	7,859
All Funds	37,326	1,605	38,931	-	38,931
4600 Intra-agency Charges					
8000 General Fund	-	58,005	58,005	-	58,005
3400 Other Funds Ltd	-	10,122	10,122	-	10,122
All Funds	-	68,127	68,127	-	68,127
4650 Other Services and Supplies					
8000 General Fund	79,489	(70,541)	8,948	-	8,948
3400 Other Funds Ltd	9,330	(6,030)	3,300	-	3,300
All Funds	88,819	(76,571)	12,248	-	12,248
4700 Expendable Prop 250 - 5000					
8000 General Fund	51,404	(18,650)	32,754	5,060	37,814
3400 Other Funds Ltd	7,151	(5,863)	1,288	440	1,728
All Funds	58,555	(24,513)	34,042	5,500	39,542
4715 IT Expendable Property					
8000 General Fund	997,326	42,885	1,040,211	30,360	1,070,571
3400 Other Funds Ltd	63,366	(2,166)	61,200	2,640	63,840
All Funds	1,060,692	40,719	1,101,411	33,000	1,134,411
TOTAL SERVICES & SUPPLIES					
8000 General Fund	13,216,150	(6,934,910)	6,281,240	6,136,186	12,417,426
3400 Other Funds Ltd	2,024,246	(679,063)	1,345,183	543,816	1,888,999
TOTAL SERVICES & SUPPLIES	\$15,240,396	(\$7,613,973)	\$7,626,423	\$6,680,002	\$14,306,425
CAPITAL OUTLAY					

Detail Revenues & Expenditures - Requested Budget

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Information Technology Services Division

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
5100 Office Furniture and Fixtures					
8000 General Fund	30,893	1,329	32,222	67,289	99,511
3400 Other Funds Ltd	82,251	(80,377)	1,874	5,851	7,725
All Funds	113,144	(79,048)	34,096	73,140	107,236
5550 Data Processing Software					
8000 General Fund	8,611	370	8,981	-	8,981
5900 Other Capital Outlay					
8000 General Fund	14,747	634	15,381	-	15,381
TOTAL CAPITAL OUTLAY					
8000 General Fund	54,251	2,333	56,584	67,289	123,873
3400 Other Funds Ltd	82,251	(80,377)	1,874	5,851	7,725
TOTAL CAPITAL OUTLAY	\$136,502	(\$78,044)	\$58,458	\$73,140	\$131,598
TOTAL EXPENDITURES					
8000 General Fund	43,806,979	(6,612,513)	37,194,466	8,426,382	45,620,848
3400 Other Funds Ltd	6,151,223	(729,500)	5,421,723	2,093,627	7,515,350
TOTAL EXPENDITURES	\$49,958,202	(\$7,342,013)	\$42,616,189	\$10,520,009	\$53,136,198
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	212	-	212	21	233
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	170.57	-	170.57	19.80	190.37

Detail Revenues & Expenditures - Requested Budget
2021-23 Biennium
Marijuana Program

Version: V - 01 - Agency Request Budget
Cross Reference Number: 15000-014-00-00-00000

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
BEGINNING BALANCE					
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	18,237,000	-	18,237,000	-	18,237,000
REVENUE CATEGORIES					
TAXES					
0142 Marijuana Taxes					
3400 Other Funds Ltd	286,632,000	128,528	286,760,528	-	286,760,528
TRANSFERS OUT					
2107 Tsfr To Administrative Svcs					
3400 Other Funds Ltd	(54,488,000)	-	(54,488,000)	-	(54,488,000)
2213 Tsfr To Criminal Justice Comm					
3400 Other Funds Ltd	(3,000,000)	-	(3,000,000)	-	(3,000,000)
2257 Tsfr To Police, Dept of State					
3400 Other Funds Ltd	(42,697,200)	-	(42,697,200)	-	(42,697,200)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(64,853,100)	-	(64,853,100)	-	(64,853,100)
2581 Tsfr To Education, Dept of					
3400 Other Funds Ltd	(118,094,000)	-	(118,094,000)	-	(118,094,000)
2845 Tsfr To Or Liquor Cntrl Comm					
3400 Other Funds Ltd	(7,000,000)	-	(7,000,000)	-	(7,000,000)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(290,132,300)	-	(290,132,300)	-	(290,132,300)
AVAILABLE REVENUES					

Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

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Cross Reference Number: 15000-014-00-00-00000

Marijuana Program

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	14,736,700	128,528	14,865,228	-	14,865,228
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	1,883,928	-	1,883,928	-	1,883,928
3170 Overtime Payments					
3400 Other Funds Ltd	32,931	1,416	34,347	-	34,347
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	1,916,859	1,416	1,918,275	-	1,918,275
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	928	-	928	-	928
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	328,358	243	328,601	-	328,601
3221 Pension Obligation Bond					
3400 Other Funds Ltd	85,732	25,300	111,032	-	111,032
3230 Social Security Taxes					
3400 Other Funds Ltd	146,642	108	146,750	-	146,750
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	736	-	736	-	736
3260 Mass Transit Tax					
3400 Other Funds Ltd	9,134	2,376	11,510	-	11,510

Detail Revenues & Expenditures - Requested Budget

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Cross Reference Number: 15000-014-00-00-00000

Marijuana Program

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3270 Flexible Benefits					
3400 Other Funds Ltd	611,712	-	611,712	-	611,712
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	1,183,242	28,027	1,211,269	-	1,211,269
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	3,100,101	29,443	3,129,544	-	3,129,544
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	3,354	144	3,498	-	3,498
4125 Out of State Travel					
3400 Other Funds Ltd	32,696	1,406	34,102	-	34,102
4150 Employee Training					
3400 Other Funds Ltd	33,289	1,431	34,720	-	34,720
4175 Office Expenses					
3400 Other Funds Ltd	41,765	1,796	43,561	-	43,561
4200 Telecommunications					
3400 Other Funds Ltd	45,998	1,978	47,976	-	47,976
4250 Data Processing					
3400 Other Funds Ltd	12,165	523	12,688	-	12,688
4275 Publicity and Publications					
3400 Other Funds Ltd	643	28	671	-	671
4300 Professional Services					
3400 Other Funds Ltd	313,500	17,870	331,370	-	331,370

Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

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Marijuana Program

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
4325 Attorney General					
3400 Other Funds Ltd	111,229	21,612	132,841	-	132,841
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	116,207	4,997	121,204	-	121,204
4575 Agency Program Related S and S					
3400 Other Funds Ltd	85,265	3,666	88,931	-	88,931
4600 Intra-agency Charges					
3400 Other Funds Ltd	-	4,866	4,866	-	4,866
4650 Other Services and Supplies					
3400 Other Funds Ltd	242,280	10,418	252,698	-	252,698
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	11,086	477	11,563	-	11,563
4715 IT Expendable Property					
3400 Other Funds Ltd	67,106	2,886	69,992	-	69,992
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	1,116,583	74,098	1,190,681	-	1,190,681
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
3400 Other Funds Ltd	186,498	8,019	194,517	-	194,517
5150 Telecommunications Equipment					
3400 Other Funds Ltd	21,793	937	22,730	-	22,730
5900 Other Capital Outlay					
3400 Other Funds Ltd	372,815	16,031	388,846	-	388,846

Detail Revenues & Expenditures - Requested Budget
 2021-23 Biennium
 Marijuana Program

Version: V - 01 - Agency Request Budget
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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	581,106	24,987	606,093	-	606,093
TOTAL EXPENDITURES					
3400 Other Funds Ltd	4,797,790	128,528	4,926,318	-	4,926,318
ENDING BALANCE					
3400 Other Funds Ltd	9,938,910	-	9,938,910	-	9,938,910
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	16	-	16	-	16
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	16.00	-	16.00	-	16.00

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	3,348,966	144,006	3,492,972	-	3,492,972
AVAILABLE REVENUES					
8000 General Fund	3,348,966	144,006	3,492,972	-	3,492,972
EXPENDITURES					
SPECIAL PAYMENTS					
6020 Dist to Counties					
8000 General Fund	3,348,966	144,006	3,492,972	-	3,492,972

Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

2021-23 Biennium

Cross Reference Number: 15000-025-00-00-00000

Sr Citizens Prop Tax Deferral

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
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BEGINNING BALANCE**0025 Beginning Balance**

3400 Other Funds Ltd	35,478,452	-	35,478,452	-	35,478,452
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0030 Beginning Balance Adjustment

3400 Other Funds Ltd	6,761,678	-	6,761,678	-	6,761,678
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TOTAL BEGINNING BALANCE

3400 Other Funds Ltd	42,240,130	-	42,240,130	-	42,240,130
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REVENUE CATEGORIES**LOAN REPAYMENT****0950 Sr Citizen Prop Tax Repayments**

3400 Other Funds Ltd	41,022,429	1,564,727	42,587,156	-	42,587,156
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AVAILABLE REVENUES

3400 Other Funds Ltd	83,262,559	1,564,727	84,827,286	-	84,827,286
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EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

3400 Other Funds Ltd	894,294	-	894,294	-	894,294
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3180 Shift Differential

3400 Other Funds Ltd	17,548	755	18,303	-	18,303
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TOTAL SALARIES & WAGES

3400 Other Funds Ltd	911,842	755	912,597	-	912,597
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OTHER PAYROLL EXPENSES

Detail Revenues & Expenditures - Requested Budget

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Sr Citizens Prop Tax Deferral

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	449	-	449	-	449
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	156,199	129	156,328	-	156,328
3221 Pension Obligation Bond					
3400 Other Funds Ltd	53,113	(295)	52,818	-	52,818
3230 Social Security Taxes					
3400 Other Funds Ltd	69,756	58	69,814	-	69,814
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	356	-	356	-	356
3260 Mass Transit Tax					
3400 Other Funds Ltd	5,654	(178)	5,476	-	5,476
3270 Flexible Benefits					
3400 Other Funds Ltd	296,298	-	296,298	-	296,298
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	581,825	(286)	581,539	-	581,539
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	1,493,667	469	1,494,136	-	1,494,136
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	812	35	847	-	847
4150 Employee Training					
3400 Other Funds Ltd	1,320	57	1,377	-	1,377

Detail Revenues & Expenditures - Requested Budget

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Sr Citizens Prop Tax Deferral

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
4175 Office Expenses					
3400 Other Funds Ltd	13,602	585	14,187	-	14,187
4200 Telecommunications					
3400 Other Funds Ltd	7,058	303	7,361	-	7,361
4325 Attorney General					
3400 Other Funds Ltd	-	170,000	170,000	-	170,000
4600 Intra-agency Charges					
3400 Other Funds Ltd	-	2,433	2,433	-	2,433
4650 Other Services and Supplies					
3400 Other Funds Ltd	41,545	1,786	43,331	-	43,331
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	1,451	62	1,513	-	1,513
4715 IT Expendable Property					
3400 Other Funds Ltd	2,859	123	2,982	-	2,982
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	68,647	175,384	244,031	-	244,031
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
3400 Other Funds Ltd	7,216	310	7,526	-	7,526
SPECIAL PAYMENTS					
6020 Dist to Counties					
3400 Other Funds Ltd	32,292,180	1,388,564	33,680,744	-	33,680,744
TOTAL EXPENDITURES					

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	33,861,710	1,564,727	35,426,437	-	35,426,437
ENDING BALANCE					
3400 Other Funds Ltd	49,400,849	-	49,400,849	-	49,400,849
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	8	-	8	-	8
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	7.75	-	7.75	-	7.75

Revenue, Dept of**Agency Number: 15000****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-030-00-00-00000****Core System Replacement**

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	1,165,000	(1,165,000)	-	-	-
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	-	-	-	9,185,216	9,185,216
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	951,000	(951,000)	-	-	-
TOTAL REVENUES					
8000 General Fund	1,165,000	(1,165,000)	-	-	-
3400 Other Funds Ltd	951,000	(951,000)	-	9,185,216	9,185,216
TOTAL REVENUES	\$2,116,000	(\$2,116,000)	-	\$9,185,216	\$9,185,216
AVAILABLE REVENUES					
8000 General Fund	1,165,000	(1,165,000)	-	-	-
3400 Other Funds Ltd	951,000	(951,000)	-	9,185,216	9,185,216
TOTAL AVAILABLE REVENUES	\$2,116,000	(\$2,116,000)	-	\$9,185,216	\$9,185,216
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	-	-	-	661,689	661,689

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Detail Revenues & Expenditures - Requested Budget

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Cross Reference Number: 15000-030-00-00-00000

Core System Replacement

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3170 Overtime Payments					
3400 Other Funds Ltd	-	-	-	63,770	63,770
3180 Shift Differential					
3400 Other Funds Ltd	-	-	-	124,569	124,569
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	-	-	-	850,028	850,028
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	-	-	-	250	250
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	-	-	-	145,611	145,611
3230 Social Security Taxes					
3400 Other Funds Ltd	-	-	-	65,028	65,028
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	-	-	-	200	200
3260 Mass Transit Tax					
3400 Other Funds Ltd	-	-	-	5,100	5,100
3270 Flexible Benefits					
3400 Other Funds Ltd	-	-	-	167,265	167,265
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	-	-	-	383,454	383,454
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	-	-	-	1,233,482	1,233,482

Detail Revenues & Expenditures - Requested Budget

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Cross Reference Number: 15000-030-00-00-00000

Core System Replacement

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
SERVICES & SUPPLIES					
4150 Employee Training					
3400 Other Funds Ltd	-	-	-	13,600	13,600
4300 Professional Services					
8000 General Fund	165,000	(165,000)	-	-	-
3400 Other Funds Ltd	-	-	-	150,000	150,000
All Funds	165,000	(165,000)	-	150,000	150,000
4315 IT Professional Services					
8000 General Fund	1,000,000	(1,000,000)	-	-	-
3400 Other Funds Ltd	951,000	(951,000)	-	2,306,680	2,306,680
All Funds	1,951,000	(1,951,000)	-	2,306,680	2,306,680
4715 IT Expendable Property					
3400 Other Funds Ltd	-	-	-	5,481,454	5,481,454
TOTAL SERVICES & SUPPLIES					
8000 General Fund	1,165,000	(1,165,000)	-	-	-
3400 Other Funds Ltd	951,000	(951,000)	-	7,951,734	7,951,734
TOTAL SERVICES & SUPPLIES	\$2,116,000	(\$2,116,000)	-	\$7,951,734	\$7,951,734
TOTAL EXPENDITURES					
8000 General Fund	1,165,000	(1,165,000)	-	-	-
3400 Other Funds Ltd	951,000	(951,000)	-	9,185,216	9,185,216
TOTAL EXPENDITURES	\$2,116,000	(\$2,116,000)	-	\$9,185,216	\$9,185,216
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	-	-	-	5	5

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	-	-	-	4.40	4.40

Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

2021-23 Biennium

Cross Reference Number: 15000-070-00-00-00000

Revenue Clearinghouse

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
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REVENUE CATEGORIES

TAXES

0105 Personal Income Taxes

8800 General Fund Revenue	18,508,090,000	-	18,508,090,000	-	18,508,090,000
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0110 Corp Excise and Income Taxes

8800 General Fund Revenue	1,157,616,000	-	1,157,616,000	-	1,157,616,000
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0130 Other Employer -Employee Taxes

3400 Other Funds Ltd	1,198,332,567	-	1,198,332,567	-	1,198,332,567
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3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120
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All Funds	1,198,882,687	-	1,198,882,687	-	1,198,882,687
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0135 Cigarette Taxes

3400 Other Funds Ltd	313,544,080	-	313,544,080	-	313,544,080
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8800 General Fund Revenue	61,070,000	-	61,070,000	-	61,070,000
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All Funds	374,614,080	-	374,614,080	-	374,614,080
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0140 Other Tobacco Products Taxes

3400 Other Funds Ltd	57,470,058	-	57,470,058	-	57,470,058
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8800 General Fund Revenue	64,469,000	-	64,469,000	-	64,469,000
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All Funds	121,939,058	-	121,939,058	-	121,939,058
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0145 Amusement Taxes

3400 Other Funds Ltd	3,890,000	-	3,890,000	-	3,890,000
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8800 General Fund Revenue	1,600,000	-	1,600,000	-	1,600,000
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All Funds	5,490,000	-	5,490,000	-	5,490,000
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0155 Inheritance Taxes

Detail Revenues & Expenditures - Requested Budget

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Revenue Clearinghouse

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
8800 General Fund Revenue	315,000,000	-	315,000,000	-	315,000,000
0160 Eastern Oregon Severance Taxes					
3400 Other Funds Ltd	20,260	-	20,260	-	20,260
8800 General Fund Revenue	6,000	-	6,000	-	6,000
All Funds	26,260	-	26,260	-	26,260
0162 Western Oregon Severance Taxes					
3400 Other Funds Ltd	970,000	-	970,000	-	970,000
8800 General Fund Revenue	30,000	-	30,000	-	30,000
All Funds	1,000,000	-	1,000,000	-	1,000,000
0165 Other Severance Taxes					
3400 Other Funds Ltd	150,000	-	150,000	-	150,000
0185 Privilege Taxes					
3400 Other Funds Ltd	50,500,000	-	50,500,000	-	50,500,000
0195 Other Taxes					
3400 Other Funds Ltd	408,541,079	-	408,541,079	-	408,541,079
8800 General Fund Revenue	30,327	-	30,327	-	30,327
All Funds	408,571,406	-	408,571,406	-	408,571,406
TOTAL TAXES					
3400 Other Funds Ltd	2,033,418,044	-	2,033,418,044	-	2,033,418,044
3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120
8800 General Fund Revenue	20,107,911,327	-	20,107,911,327	-	20,107,911,327
TOTAL TAXES	\$22,141,879,491	-	\$22,141,879,491	-	\$22,141,879,491
LICENSES AND FEES					

Detail Revenues & Expenditures - Requested Budget

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Revenue Clearinghouse

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
0205 Business Lic and Fees					
3400 Other Funds Ltd	12,103,704	-	12,103,704	-	12,103,704
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	20,219,258	-	20,219,258	-	20,219,258
8800 General Fund Revenue	12,028,333	-	12,028,333	-	12,028,333
All Funds	32,247,591	-	32,247,591	-	32,247,591
DONATIONS AND CONTRIBUTIONS					
0905 Donations					
3400 Other Funds Ltd	2,000,000	-	2,000,000	-	2,000,000
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	92,453,774	-	92,453,774	-	92,453,774
TRANSFERS IN					
1198 Tsfr From Judicial Dept					
3400 Other Funds Ltd	36,911,091	-	36,911,091	-	36,911,091
8800 General Fund Revenue	50,571,555	-	50,571,555	-	50,571,555
All Funds	87,482,646	-	87,482,646	-	87,482,646
TOTAL REVENUES					
3400 Other Funds Ltd	2,197,105,871	-	2,197,105,871	-	2,197,105,871
3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120
8800 General Fund Revenue	20,170,511,215	-	20,170,511,215	-	20,170,511,215
TOTAL REVENUES	\$22,368,167,206	-	\$22,368,167,206	-	\$22,368,167,206

Detail Revenues & Expenditures - Requested Budget

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Revenue Clearinghouse

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(76,620,938)	-	(76,620,938)	-	(76,620,938)
3430 Other Funds Debt Svc Ltd	(550,120)	-	(550,120)	-	(550,120)
All Funds	(77,171,058)	-	(77,171,058)	-	(77,171,058)
2048 Transfer to Public Universities					
3400 Other Funds Ltd	(7,966,616)	-	(7,966,616)	-	(7,966,616)
2050 Transfer to Other					
3400 Other Funds Ltd	(1,014,183,579)	-	(1,014,183,579)	-	(1,014,183,579)
2060 Transfer to General Fund					
8800 General Fund Revenue	(20,170,511,215)	-	(20,170,511,215)	-	(20,170,511,215)
2080 Transfer to Counties					
3400 Other Funds Ltd	(38,226,120)	-	(38,226,120)	-	(38,226,120)
2100 Tsfr To Human Svcs, Dept of					
3400 Other Funds Ltd	(2,876,601)	-	(2,876,601)	-	(2,876,601)
2107 Tsfr To Administrative Svcs					
3400 Other Funds Ltd	(20,819,190)	-	(20,819,190)	-	(20,819,190)
2137 Tsfr To Justice, Dept of					
3400 Other Funds Ltd	(23,172,359)	-	(23,172,359)	-	(23,172,359)
2141 Tsfr To Lands, Dept of State					
3400 Other Funds Ltd	(100,000)	-	(100,000)	-	(100,000)
2198 Tsfr To Judicial Dept					
3400 Other Funds Ltd	(11,092,862)	-	(11,092,862)	-	(11,092,862)

Revenue, Dept of**Agency Number: 15000****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-070-00-00-00000****Revenue Clearinghouse**

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
2248 Tsfr To Military Dept, Or					
3400 Other Funds Ltd	(153,326,228)	-	(153,326,228)	-	(153,326,228)
2257 Tsfr To Police, Dept of State					
3400 Other Funds Ltd	(9,491,572)	-	(9,491,572)	-	(9,491,572)
2259 Tsfr To Pub Safety Std/Trng					
3400 Other Funds Ltd	(36,691,932)	-	(36,691,932)	-	(36,691,932)
2291 Tsfr To Corrections, Dept of					
3400 Other Funds Ltd	(4,846,812)	-	(4,846,812)	-	(4,846,812)
2340 Tsfr To Environmental Quality					
3400 Other Funds Ltd	(26,155,444)	-	(26,155,444)	-	(26,155,444)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(360,701,708)	-	(360,701,708)	-	(360,701,708)
2525 Tsfr To HECC					
3400 Other Funds Ltd	(2,093,270)	-	(2,093,270)	-	(2,093,270)
2581 Tsfr To Education, Dept of					
3400 Other Funds Ltd	(600,000)	-	(600,000)	-	(600,000)
2629 Tsfr To Forestry, Dept of					
3400 Other Funds Ltd	(26,848,559)	-	(26,848,559)	-	(26,848,559)
2635 Tsfr To Fish/Wildlife, Dept of					
3400 Other Funds Ltd	(30,000)	-	(30,000)	-	(30,000)
2730 Tsfr To Transportation, Dept					
3400 Other Funds Ltd	(290,909,667)	-	(290,909,667)	-	(290,909,667)
2914 Tsfr To Housing and Com Svcs					

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Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3400 Other Funds Ltd	(90,352,414)	-	(90,352,414)	-	(90,352,414)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(2,197,105,871)	-	(2,197,105,871)	-	(2,197,105,871)
3430 Other Funds Debt Svc Ltd	(550,120)	-	(550,120)	-	(550,120)
8800 General Fund Revenue	(20,170,511,215)	-	(20,170,511,215)	-	(20,170,511,215)
TOTAL TRANSFERS OUT	(\$22,368,167,206)	-	(\$22,368,167,206)	-	(\$22,368,167,206)

Revenue, Dept of**Agency Number: 15000****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2021-23 Biennium****Cross Reference Number: 15000-087-00-00-00000****Capital Debt Service and Related Costs**

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
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REVENUE CATEGORIES**GENERAL FUND APPROPRIATION****0050 General Fund Appropriation**

8030 General Fund Debt Svc	6,695,900	-	6,695,900	-	6,695,900
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TRANSFERS IN**1010 Transfer In - Intrafund**

3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120
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TOTAL REVENUES

8030 General Fund Debt Svc	6,695,900	-	6,695,900	-	6,695,900
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3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120
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TOTAL REVENUES	\$7,246,020	-	\$7,246,020	-	\$7,246,020
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AVAILABLE REVENUES

8030 General Fund Debt Svc	6,695,900	-	6,695,900	-	6,695,900
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3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120
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TOTAL AVAILABLE REVENUES	\$7,246,020	-	\$7,246,020	-	\$7,246,020
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EXPENDITURES**DEBT SERVICE****7100 Principal - Bonds**

8030 General Fund Debt Svc	6,108,180	-	6,108,180	-	6,108,180
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3430 Other Funds Debt Svc Ltd	501,830	-	501,830	-	501,830
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All Funds	6,610,010	-	6,610,010	-	6,610,010
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7150 Interest - Bonds

8030 General Fund Debt Svc	587,720	-	587,720	-	587,720
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Capital Debt Service and Related Costs

Description	2021-23 Base Budget	Essential Packages	2021-23 Current Service Level	Policy Packages	2021-23 Agency Request Budget
3430 Other Funds Debt Svc Ltd	48,290	-	48,290	-	48,290
All Funds	636,010	-	636,010	-	636,010
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	6,695,900	-	6,695,900	-	6,695,900
3430 Other Funds Debt Svc Ltd	550,120	-	550,120	-	550,120
TOTAL DEBT SERVICE	\$7,246,020	-	\$7,246,020	-	\$7,246,020

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Revenue, Dept of

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: 060 Technical Adjustments Priority: 00	
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	(3,062,479)	1,453,095	(9,747,268)	5,289,322	(57,628)
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TAXES

0113 Corporate Activity Tax

3400 Other Funds Ltd	20,681	-	-	-	20,681
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0142 Marijuana Taxes

3400 Other Funds Ltd	128,528	29,443	-	94,219	4,866
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TAXES

3400 Other Funds Ltd	149,209	29,443	-	94,219	25,547
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TOTAL TAXES	\$149,209	\$29,443	-	\$94,219	\$25,547
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CHARGES FOR SERVICES

0410 Charges for Services

3400 Other Funds Ltd	146,952	46,987	-	79,892	20,073
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LOAN REPAYMENT

0950 Sr Citizen Prop Tax Repayments

3400 Other Funds Ltd	1,564,727	469	-	1,391,825	172,433
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	705,369	148,884	(2,000,048)	2,716,958	(160,425)
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REVENUE CATEGORIES

8000 General Fund	(3,062,479)	1,453,095	(9,747,268)	5,289,322	(57,628)
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Detail Revenues & Expenditures - Essential Packages

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Revenue, Dept of

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	2,566,257	225,783	(2,000,048)	4,282,894	57,628	
TOTAL REVENUE CATEGORIES	(\$496,222)	\$1,678,878	(\$11,747,316)	\$9,572,216	-	
AVAILABLE REVENUES						
8000 General Fund	(3,062,479)	1,453,095	(9,747,268)	5,289,322	(57,628)	
3400 Other Funds Ltd	2,566,257	225,783	(2,000,048)	4,282,894	57,628	
TOTAL AVAILABLE REVENUES	(\$496,222)	\$1,678,878	(\$11,747,316)	\$9,572,216	-	

EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

8000 General Fund	(185,649)	-	-	-	(185,649)
3400 Other Funds Ltd	(16,143)	-	-	-	(16,143)
All Funds	(201,792)	-	-	-	(201,792)

3160 Temporary Appointments

8000 General Fund	2,718	2,718	-	-	-
3400 Other Funds Ltd	8,439	8,439	-	-	-
All Funds	11,157	11,157	-	-	-

3170 Overtime Payments

8000 General Fund	4,455	4,455	-	-	-
3400 Other Funds Ltd	1,416	1,416	-	-	-
All Funds	5,871	5,871	-	-	-

3180 Shift Differential

Revenue, Dept of

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Revenue, Dept of

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: 060 Technical Adjustments Priority: 00	
8000 General Fund	1,287	1,287	-	-	-	
3400 Other Funds Ltd	755	755	-	-	-	
All Funds	2,042	2,042	-	-	-	
3190 All Other Differential						
8000 General Fund	11,480	11,480	-	-	-	
3400 Other Funds Ltd	914	914	-	-	-	
All Funds	12,394	12,394	-	-	-	
SALARIES & WAGES						
8000 General Fund	(165,709)	19,940	-	-	(185,649)	
3400 Other Funds Ltd	(4,619)	11,524	-	-	(16,143)	
TOTAL SALARIES & WAGES	(\$170,328)	\$31,464	-	-	(\$201,792)	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(106)	-	-	-	(106)	
3400 Other Funds Ltd	(10)	-	-	-	(10)	
All Funds	(116)	-	-	-	(116)	
3220 Public Employees Retire Cont						
8000 General Fund	(28,851)	2,951	-	-	(31,802)	
3400 Other Funds Ltd	(2,236)	529	-	-	(2,765)	
All Funds	(31,087)	3,480	-	-	(34,567)	
3221 Pension Obligation Bond						
8000 General Fund	510,706	510,706	-	-	-	
3400 Other Funds Ltd	151,363	151,363	-	-	-	

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Detail Revenues & Expenditures - Essential Packages

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Revenue, Dept of

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: 060 Technical Adjustments Priority: 00	
All Funds	662,069	662,069	-	-	-	
3230 Social Security Taxes						
8000 General Fund	(12,677)	1,525	-	-	(14,202)	
3400 Other Funds Ltd	(355)	880	-	-	(1,235)	
All Funds	(13,032)	2,405	-	-	(15,437)	
3240 Unemployment Assessments						
8000 General Fund	11,438	11,438	-	-	-	
3400 Other Funds Ltd	545	545	-	-	-	
All Funds	11,983	11,983	-	-	-	
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	(84)	-	-	-	(84)	
3400 Other Funds Ltd	(8)	-	-	-	(8)	
All Funds	(92)	-	-	-	(92)	
3260 Mass Transit Tax						
8000 General Fund	31,518	37,911	(6,393)	-	-	
3400 Other Funds Ltd	7,932	7,932	-	-	-	
All Funds	39,450	45,843	(6,393)	-	-	
3270 Flexible Benefits						
8000 General Fund	(70,346)	-	-	-	(70,346)	
3400 Other Funds Ltd	(6,118)	-	-	-	(6,118)	
All Funds	(76,464)	-	-	-	(76,464)	
OTHER PAYROLL EXPENSES						
8000 General Fund	441,598	564,531	(6,393)	-	(116,540)	

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Revenue, Dept of

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	151,113	161,249	-	-	(10,136)	
TOTAL OTHER PAYROLL EXPENSES	\$592,711	\$725,780	(\$6,393)	-	(\$126,676)	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	868,624	868,624	-	-	-	
3400 Other Funds Ltd	53,010	53,010	-	-	-	
All Funds	921,634	921,634	-	-	-	
PERSONAL SERVICES						
8000 General Fund	1,144,513	1,453,095	(6,393)	-	(302,189)	
3400 Other Funds Ltd	199,504	225,783	-	-	(26,279)	
TOTAL PERSONAL SERVICES	\$1,344,017	\$1,678,878	(\$6,393)	-	(\$328,468)	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	16,845	-	(3,591)	20,436	-	
3400 Other Funds Ltd	3,888	-	(2,150)	6,038	-	
All Funds	20,733	-	(5,741)	26,474	-	
4125 Out of State Travel						
8000 General Fund	1,362	-	(15,800)	17,162	-	
3400 Other Funds Ltd	3,621	-	-	3,621	-	
All Funds	4,983	-	(15,800)	20,783	-	
4150 Employee Training						
8000 General Fund	(81,011)	-	(46,128)	39,831	(74,714)	

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Revenue, Dept of

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	(17,791)	-	(19,200)	11,425	(10,016)	
All Funds	(98,802)	-	(65,328)	51,256	(84,730)	
4175 Office Expenses						
8000 General Fund	(398,074)	-	(473,997)	115,923	(40,000)	
3400 Other Funds Ltd	23,175	-	(28,564)	54,331	(2,592)	
All Funds	(374,899)	-	(502,561)	170,254	(42,592)	
4200 Telecommunications						
8000 General Fund	58,046	-	(29,232)	87,278	-	
3400 Other Funds Ltd	(19,941)	-	(44,800)	24,859	-	
All Funds	38,105	-	(74,032)	112,137	-	
4225 State Gov. Service Charges						
8000 General Fund	1,979,540	-	-	1,979,540	-	
3400 Other Funds Ltd	213,119	-	-	213,119	-	
All Funds	2,192,659	-	-	2,192,659	-	
4250 Data Processing						
8000 General Fund	(155,763)	-	(279,126)	123,363	-	
3400 Other Funds Ltd	(16,343)	-	(45,300)	28,957	-	
All Funds	(172,106)	-	(324,426)	152,320	-	
4275 Publicity and Publications						
8000 General Fund	3,345	-	-	3,345	-	
3400 Other Funds Ltd	1,173	-	-	1,173	-	
All Funds	4,518	-	-	4,518	-	
4300 Professional Services						

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Revenue, Dept of

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: 060 Technical Adjustments Priority: 00	
8000 General Fund	(171,598)	-	(351,326)	105,014	74,714	
3400 Other Funds Ltd	56,014	-	(63,775)	109,773	10,016	
All Funds	(115,584)	-	(415,101)	214,787	84,730	
4315 IT Professional Services						
8000 General Fund	(7,534,274)	-	(7,688,923)	114,649	40,000	
3400 Other Funds Ltd	(1,658,880)	-	(1,679,780)	18,308	2,592	
All Funds	(9,193,154)	-	(9,368,703)	132,957	42,592	
4325 Attorney General						
8000 General Fund	734,971	-	(365,274)	1,100,245	-	
3400 Other Funds Ltd	159,687	-	-	159,687	-	
All Funds	894,658	-	(365,274)	1,259,932	-	
4375 Employee Recruitment and Develop						
8000 General Fund	1,379	-	-	1,379	-	
3400 Other Funds Ltd	582	-	-	582	-	
All Funds	1,961	-	-	1,961	-	
4400 Dues and Subscriptions						
8000 General Fund	5,064	-	-	5,064	-	
3400 Other Funds Ltd	1,977	-	-	1,977	-	
All Funds	7,041	-	-	7,041	-	
4425 Facilities Rental and Taxes						
8000 General Fund	1,027,135	-	(150,448)	1,177,583	-	
3400 Other Funds Ltd	409,194	-	-	409,194	-	
All Funds	1,436,329	-	(150,448)	1,586,777	-	

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Revenue, Dept of

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: 060 Technical Adjustments Priority: 00	
4450 Fuels and Utilities						
3400 Other Funds Ltd	191	-	-	191	-	
4475 Facilities Maintenance						
8000 General Fund	9,608	-	-	9,608	-	
3400 Other Funds Ltd	2,102	-	-	2,102	-	
All Funds	11,710	-	-	11,710	-	
4575 Agency Program Related S and S						
8000 General Fund	(94,252)	-	(118,800)	24,548	-	
3400 Other Funds Ltd	5,312	-	-	5,312	-	
All Funds	(88,940)	-	(118,800)	29,860	-	
4600 Intra-agency Charges						
8000 General Fund	244,989	-	-	428	244,561	
3400 Other Funds Ltd	83,954	-	-	47	83,907	
All Funds	328,943	-	-	475	328,468	
4650 Other Services and Supplies						
8000 General Fund	58,855	-	(70,910)	129,765	-	
3400 Other Funds Ltd	154,153	-	(6,166)	160,319	-	
All Funds	213,008	-	(77,076)	290,084	-	
4700 Expendable Prop 250 - 5000						
8000 General Fund	(17,295)	-	(25,544)	8,249	-	
3400 Other Funds Ltd	(11,831)	-	(14,556)	2,725	-	
All Funds	(29,126)	-	(40,100)	10,974	-	
4715 IT Expendable Property						

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Revenue, Dept of

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: 060 Technical Adjustments Priority: 00	
8000 General Fund	17,252	-	(33,264)	50,516	-	
3400 Other Funds Ltd	2,130	-	(7,989)	10,119	-	
All Funds	19,382	-	(41,253)	60,635	-	
SERVICES & SUPPLIES						
8000 General Fund	(4,293,876)	-	(9,652,363)	5,113,926	244,561	
3400 Other Funds Ltd	(604,514)	-	(1,912,280)	1,223,859	83,907	
TOTAL SERVICES & SUPPLIES	(\$4,898,390)	-	(\$11,564,643)	\$6,337,785	\$328,468	
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	(72,650)	-	(88,512)	15,862	-	
3400 Other Funds Ltd	(72,227)	-	(87,768)	15,541	-	
All Funds	(144,877)	-	(176,280)	31,403	-	
5150 Telecommunications Equipment						
8000 General Fund	10,013	-	-	10,013	-	
3400 Other Funds Ltd	1,246	-	-	1,246	-	
All Funds	11,259	-	-	11,259	-	
5550 Data Processing Software						
8000 General Fund	579	-	-	579	-	
3400 Other Funds Ltd	235	-	-	235	-	
All Funds	814	-	-	814	-	
5600 Data Processing Hardware						
8000 General Fund	1,409	-	-	1,409	-	
3400 Other Funds Ltd	3,939	-	-	3,939	-	

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Revenue, Dept of

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: 060 Technical Adjustments Priority: 00	
All Funds	5,348	-	-	5,348	-	
5900 Other Capital Outlay						
8000 General Fund	3,527	-	-	3,527	-	
3400 Other Funds Ltd	16,031	-	-	16,031	-	
All Funds	19,558	-	-	19,558	-	
CAPITAL OUTLAY						
8000 General Fund	(57,122)	-	(88,512)	31,390	-	
3400 Other Funds Ltd	(50,776)	-	(87,768)	36,992	-	
TOTAL CAPITAL OUTLAY	(\$107,898)	-	(\$176,280)	\$68,382	-	
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	144,006	-	-	144,006	-	
3400 Other Funds Ltd	3,008,854	-	-	3,008,854	-	
All Funds	3,152,860	-	-	3,152,860	-	
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	13,189	-	-	13,189	-	
SPECIAL PAYMENTS						
8000 General Fund	144,006	-	-	144,006	-	
3400 Other Funds Ltd	3,022,043	-	-	3,022,043	-	
TOTAL SPECIAL PAYMENTS	\$3,166,049	-	-	\$3,166,049	-	
EXPENDITURES						
8000 General Fund	(3,062,479)	1,453,095	(9,747,268)	5,289,322	(57,628)	

Revenue, Dept of

Agency Number 15000

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Revenue, Dept of

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	2,566,257	225,783	(2,000,048)	4,282,894	57,628	
TOTAL EXPENDITURES	(\$496,222)	\$1,678,878	(\$11,747,316)	\$9,572,216	-	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	-	-	-	-	-	
TOTAL ENDING BALANCE	-	-	-	-	-	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(2)	-	-	-	(2)	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(2.00)	-	-	-	(2.00)	

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	2,830,698	210,619	2,898,687	(278,608)
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	690,812	9,113	705,791	(24,092)
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REVENUE CATEGORIES

8000 General Fund	2,830,698	210,619	2,898,687	(278,608)
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3400 Other Funds Ltd	690,812	9,113	705,791	(24,092)
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TOTAL REVENUE CATEGORIES	\$3,521,510	\$219,732	\$3,604,478	(\$302,700)
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AVAILABLE REVENUES

8000 General Fund	2,830,698	210,619	2,898,687	(278,608)
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3400 Other Funds Ltd	690,812	9,113	705,791	(24,092)
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TOTAL AVAILABLE REVENUES	\$3,521,510	\$219,732	\$3,604,478	(\$302,700)
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	(185,649)	-	-	(185,649)
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3400 Other Funds Ltd	(16,143)	-	-	(16,143)
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All Funds	(201,792)	-	-	(201,792)
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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
3160 Temporary Appointments						
8000 General Fund	1,196	1,196	-	-		
3400 Other Funds Ltd	3,363	3,363	-	-		
All Funds	4,559	4,559	-	-		
3170 Overtime Payments						
8000 General Fund	1,787	1,787	-	-		
3180 Shift Differential						
8000 General Fund	1,220	1,220	-	-		
3190 All Other Differential						
8000 General Fund	8,866	8,866	-	-		
3400 Other Funds Ltd	914	914	-	-		
All Funds	9,780	9,780	-	-		
SALARIES & WAGES						
8000 General Fund	(172,580)	13,069	-	(185,649)		
3400 Other Funds Ltd	(11,866)	4,277	-	(16,143)		
TOTAL SALARIES & WAGES	(\$184,446)	\$17,346	-	(\$201,792)		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(106)	-	-	(106)		
3400 Other Funds Ltd	(10)	-	-	(10)		
All Funds	(116)	-	-	(116)		
3220 Public Employees Retire Cont						
8000 General Fund	(29,768)	2,034	-	(31,802)		

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
3400 Other Funds Ltd	(2,608)	157	-	(2,765)		
All Funds	(32,376)	2,191	-	(34,567)		
3221 Pension Obligation Bond						
8000 General Fund	46,504	46,504	-	-		
3400 Other Funds Ltd	(1,258)	(1,258)	-	-		
All Funds	45,246	45,246	-	-		
3230 Social Security Taxes						
8000 General Fund	(13,202)	1,000	-	(14,202)		
3400 Other Funds Ltd	(908)	327	-	(1,235)		
All Funds	(14,110)	1,327	-	(15,437)		
3240 Unemployment Assessments						
8000 General Fund	2,650	2,650	-	-		
3400 Other Funds Ltd	46	46	-	-		
All Funds	2,696	2,696	-	-		
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	(84)	-	-	(84)		
3400 Other Funds Ltd	(8)	-	-	(8)		
All Funds	(92)	-	-	(92)		
3260 Mass Transit Tax						
8000 General Fund	4,793	4,793	-	-		
3400 Other Funds Ltd	505	505	-	-		
All Funds	5,298	5,298	-	-		
3270 Flexible Benefits						

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
8000 General Fund	(70,346)	-	-	(70,346)		
3400 Other Funds Ltd	(6,118)	-	-	(6,118)		
All Funds	(76,464)	-	-	(76,464)		
OTHER PAYROLL EXPENSES						
8000 General Fund	(59,559)	56,981	-	(116,540)		
3400 Other Funds Ltd	(10,359)	(223)	-	(10,136)		
TOTAL OTHER PAYROLL EXPENSES	(\$69,918)	\$56,758	-	(\$126,676)		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	140,569	140,569	-	-		
3400 Other Funds Ltd	5,059	5,059	-	-		
All Funds	145,628	145,628	-	-		
PERSONAL SERVICES						
8000 General Fund	(91,570)	210,619	-	(302,189)		
3400 Other Funds Ltd	(17,166)	9,113	-	(26,279)		
TOTAL PERSONAL SERVICES	(\$108,736)	\$219,732	-	(\$328,468)		
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	5,567	-	5,567	-		
3400 Other Funds Ltd	1,040	-	1,040	-		
All Funds	6,607	-	6,607	-		
4125 Out of State Travel						

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
8000 General Fund	454	-	454	-		
3400 Other Funds Ltd	237	-	237	-		
All Funds	691	-	691	-		
4150 Employee Training						
8000 General Fund	(65,740)	-	8,974	(74,714)		
3400 Other Funds Ltd	(8,417)	-	1,599	(10,016)		
All Funds	(74,157)	-	10,573	(84,730)		
4175 Office Expenses						
8000 General Fund	19,440	-	59,440	(40,000)		
3400 Other Funds Ltd	35,464	-	38,056	(2,592)		
All Funds	54,904	-	97,496	(42,592)		
4200 Telecommunications						
8000 General Fund	13,957	-	13,957	-		
3400 Other Funds Ltd	2,977	-	2,977	-		
All Funds	16,934	-	16,934	-		
4225 State Gov. Service Charges						
8000 General Fund	1,979,540	-	1,979,540	-		
3400 Other Funds Ltd	213,119	-	213,119	-		
All Funds	2,192,659	-	2,192,659	-		
4250 Data Processing						
8000 General Fund	1,772	-	1,772	-		
3400 Other Funds Ltd	301	-	301	-		
All Funds	2,073	-	2,073	-		

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
4275 Publicity and Publications						
8000 General Fund	275	-	275	-		
3400 Other Funds Ltd	34	-	34	-		
All Funds	309	-	309	-		
4300 Professional Services						
8000 General Fund	89,073	-	14,359	74,714		
3400 Other Funds Ltd	11,272	-	1,256	10,016		
All Funds	100,345	-	15,615	84,730		
4315 IT Professional Services						
8000 General Fund	40,000	-	-	40,000		
3400 Other Funds Ltd	2,592	-	-	2,592		
All Funds	42,592	-	-	42,592		
4325 Attorney General						
8000 General Fund	27,176	-	27,176	-		
4375 Employee Recruitment and Develop						
8000 General Fund	294	-	294	-		
3400 Other Funds Ltd	180	-	180	-		
All Funds	474	-	474	-		
4400 Dues and Subscriptions						
8000 General Fund	2,405	-	2,405	-		
3400 Other Funds Ltd	202	-	202	-		
All Funds	2,607	-	2,607	-		
4425 Facilities Rental and Taxes						

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 060 Technical Adjustments		
		Priority: 00	Priority: 00	Priority: 00		
8000 General Fund	768,144	-	763,970	4,174		
3400 Other Funds Ltd	371,196	-	371,196	-		
All Funds	1,139,340	-	1,135,166	4,174		
4475 Facilities Maintenance						
8000 General Fund	6,178	-	6,178	-		
3400 Other Funds Ltd	1,330	-	1,330	-		
All Funds	7,508	-	7,508	-		
4600 Intra-agency Charges						
8000 General Fund	19,835	-	428	19,407		
3400 Other Funds Ltd	2,234	-	47	2,187		
All Funds	22,069	-	475	21,594		
4650 Other Services and Supplies						
8000 General Fund	1,619	-	1,619	-		
3400 Other Funds Ltd	67,799	-	67,799	-		
All Funds	69,418	-	69,418	-		
4700 Expendable Prop 250 - 5000						
8000 General Fund	5,717	-	5,717	-		
3400 Other Funds Ltd	724	-	724	-		
All Funds	6,441	-	6,441	-		
4715 IT Expendable Property						
8000 General Fund	744	-	744	-		
3400 Other Funds Ltd	143	-	143	-		
All Funds	887	-	887	-		

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
SERVICES & SUPPLIES						
8000 General Fund	2,916,450	-	2,892,869	23,581		
3400 Other Funds Ltd	702,427	-	700,240	2,187		
TOTAL SERVICES & SUPPLIES	\$3,618,877	-	\$3,593,109	\$25,768		
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	296	-	296	-		
3400 Other Funds Ltd	1,266	-	1,266	-		
All Funds	1,562	-	1,562	-		
5150 Telecommunications Equipment						
8000 General Fund	1,276	-	1,276	-		
3400 Other Funds Ltd	111	-	111	-		
All Funds	1,387	-	1,387	-		
5550 Data Processing Software						
8000 General Fund	209	-	209	-		
3400 Other Funds Ltd	235	-	235	-		
All Funds	444	-	444	-		
5600 Data Processing Hardware						
8000 General Fund	1,144	-	1,144	-		
3400 Other Funds Ltd	3,939	-	3,939	-		
All Funds	5,083	-	5,083	-		
5900 Other Capital Outlay						
8000 General Fund	2,893	-	2,893	-		

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
CAPITAL OUTLAY						
8000 General Fund	5,818	-	5,818	-		
3400 Other Funds Ltd	5,551	-	5,551	-		
TOTAL CAPITAL OUTLAY	\$11,369	-	\$11,369	-		
EXPENDITURES						
8000 General Fund	2,830,698	210,619	2,898,687	(278,608)		
3400 Other Funds Ltd	690,812	9,113	705,791	(24,092)		
TOTAL EXPENDITURES	\$3,521,510	\$219,732	\$3,604,478	(\$302,700)		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	-	-	-	-		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(2)	-	-	(2)		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(2.00)	-	-	(2.00)		

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Property Tax Division

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 022 Phase-out Pgm & One-time Costs	Pkg: 031 Standard Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	603,861	220,862	(10,656)	378,588	15,067
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	1,609,629	23,084	-	1,751,151	(164,606)
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REVENUE CATEGORIES

8000 General Fund	603,861	220,862	(10,656)	378,588	15,067
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3400 Other Funds Ltd	1,609,629	23,084	-	1,751,151	(164,606)
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TOTAL REVENUE CATEGORIES	\$2,213,490	\$243,946	(\$10,656)	\$2,129,739	(\$149,539)
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AVAILABLE REVENUES

8000 General Fund	603,861	220,862	(10,656)	378,588	15,067
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3400 Other Funds Ltd	1,609,629	23,084	-	1,751,151	(164,606)
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TOTAL AVAILABLE REVENUES	\$2,213,490	\$243,946	(\$10,656)	\$2,129,739	(\$149,539)
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

8000 General Fund	893	893	-	-	-
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3170 Overtime Payments

8000 General Fund	492	492	-	-	-
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Property Tax Division

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: 060 Technical Adjustments Priority: 00	
3180 Shift Differential						
8000 General Fund	67	67	-	-	-	
3190 All Other Differential						
8000 General Fund	1,465	1,465	-	-	-	
SALARIES & WAGES						
8000 General Fund	2,917	2,917	-	-	-	
TOTAL SALARIES & WAGES	\$2,917	\$2,917	-	-	-	
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	347	347	-	-	-	
3221 Pension Obligation Bond						
8000 General Fund	102,054	102,054	-	-	-	
3400 Other Funds Ltd	(17,482)	(17,482)	-	-	-	
All Funds	84,572	84,572	-	-	-	
3230 Social Security Taxes						
8000 General Fund	223	223	-	-	-	
3240 Unemployment Assessments						
8000 General Fund	813	813	-	-	-	
3400 Other Funds Ltd	59	59	-	-	-	
All Funds	872	872	-	-	-	
3260 Mass Transit Tax						
8000 General Fund	9,154	9,154	-	-	-	
3400 Other Funds Ltd	(2,334)	(2,334)	-	-	-	

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Property Tax Division

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: 060 Technical Adjustments Priority: 00	
All Funds	6,820	6,820	-	-	-	
OTHER PAYROLL EXPENSES						
8000 General Fund	112,591	112,591	-	-	-	
3400 Other Funds Ltd	(19,757)	(19,757)	-	-	-	
TOTAL OTHER PAYROLL EXPENSES	\$92,834	\$92,834	-	-	-	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	105,354	105,354	-	-	-	
3400 Other Funds Ltd	42,841	42,841	-	-	-	
All Funds	148,195	148,195	-	-	-	
PERSONAL SERVICES						
8000 General Fund	220,862	220,862	-	-	-	
3400 Other Funds Ltd	23,084	23,084	-	-	-	
TOTAL PERSONAL SERVICES	\$243,946	\$243,946	-	-	-	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	3,168	-	-	3,168	-	
3400 Other Funds Ltd	1,282	-	-	1,282	-	
All Funds	4,450	-	-	4,450	-	
4125 Out of State Travel						
8000 General Fund	2,166	-	-	2,166	-	
3400 Other Funds Ltd	228	-	-	228	-	

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Property Tax Division

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: 060 Technical Adjustments Priority: 00	
All Funds	2,394	-	-	2,394	-	
4150 Employee Training						
8000 General Fund	6,230	-	-	6,230	-	
3400 Other Funds Ltd	2,797	-	-	2,797	-	
All Funds	9,027	-	-	9,027	-	
4175 Office Expenses						
8000 General Fund	(5,677)	-	(10,656)	4,979	-	
3400 Other Funds Ltd	2,057	-	-	2,057	-	
All Funds	(3,620)	-	(10,656)	7,036	-	
4200 Telecommunications						
8000 General Fund	4,576	-	-	4,576	-	
3400 Other Funds Ltd	505	-	-	505	-	
All Funds	5,081	-	-	5,081	-	
4250 Data Processing						
8000 General Fund	139	-	-	139	-	
3400 Other Funds Ltd	46	-	-	46	-	
All Funds	185	-	-	185	-	
4275 Publicity and Publications						
8000 General Fund	318	-	-	318	-	
3400 Other Funds Ltd	185	-	-	185	-	
All Funds	503	-	-	503	-	
4300 Professional Services						
8000 General Fund	17,566	-	-	17,566	-	

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Property Tax Division

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	75,616	-	-	75,616	-	
All Funds	93,182	-	-	93,182	-	
4325 Attorney General						
8000 General Fund	325,334	-	-	325,334	-	
3400 Other Funds Ltd	(132,107)	-	-	37,893	(170,000)	
All Funds	193,227	-	-	363,227	(170,000)	
4375 Employee Recruitment and Develop						
8000 General Fund	503	-	-	503	-	
3400 Other Funds Ltd	324	-	-	324	-	
All Funds	827	-	-	827	-	
4400 Dues and Subscriptions						
8000 General Fund	1,307	-	-	1,307	-	
3400 Other Funds Ltd	1,711	-	-	1,711	-	
All Funds	3,018	-	-	3,018	-	
4425 Facilities Rental and Taxes						
8000 General Fund	(3,995)	-	-	179	(4,174)	
3400 Other Funds Ltd	2,165	-	-	2,165	-	
All Funds	(1,830)	-	-	2,344	(4,174)	
4475 Facilities Maintenance						
8000 General Fund	440	-	-	440	-	
3400 Other Funds Ltd	9	-	-	9	-	
All Funds	449	-	-	449	-	
4600 Intra-agency Charges						

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Property Tax Division

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: 060 Technical Adjustments Priority: 00	
8000 General Fund	19,241	-	-	-	19,241	
3400 Other Funds Ltd	5,394	-	-	-	5,394	
All Funds	24,635	-	-	-	24,635	
4650 Other Services and Supplies						
8000 General Fund	5,595	-	-	5,595	-	
3400 Other Funds Ltd	3,310	-	-	3,310	-	
All Funds	8,905	-	-	8,905	-	
4700 Expendable Prop 250 - 5000						
8000 General Fund	55	-	-	55	-	
3400 Other Funds Ltd	3	-	-	3	-	
All Funds	58	-	-	58	-	
4715 IT Expendable Property						
8000 General Fund	5,858	-	-	5,858	-	
3400 Other Funds Ltd	2,043	-	-	2,043	-	
All Funds	7,901	-	-	7,901	-	
SERVICES & SUPPLIES						
8000 General Fund	382,824	-	(10,656)	378,413	15,067	
3400 Other Funds Ltd	(34,432)	-	-	130,174	(164,606)	
TOTAL SERVICES & SUPPLIES	\$348,392	-	(\$10,656)	\$508,587	(\$149,539)	
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	530	-	-	530	-	
5150 Telecommunications Equipment						

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Property Tax Division

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: 060 Technical Adjustments Priority: 00	
8000 General Fund	175	-	-	175	-	
3400 Other Funds Ltd	157	-	-	157	-	
All Funds	332	-	-	332	-	
CAPITAL OUTLAY						
8000 General Fund	175	-	-	175	-	
3400 Other Funds Ltd	687	-	-	687	-	
TOTAL CAPITAL OUTLAY	\$862	-	-	\$862	-	
SPECIAL PAYMENTS						
6020 Dist to Counties						
3400 Other Funds Ltd	1,620,290	-	-	1,620,290	-	
EXPENDITURES						
8000 General Fund	603,861	220,862	(10,656)	378,588	15,067	
3400 Other Funds Ltd	1,609,629	23,084	-	1,751,151	(164,606)	
TOTAL EXPENDITURES	\$2,213,490	\$243,946	(\$10,656)	\$2,129,739	(\$149,539)	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	-	-	-	-	-	
TOTAL ENDING BALANCE	-	-	-	-	-	

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Personal Tax and Compliance Division

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: 060 Technical Adjustments Priority: 00	
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	1,759,222	620,413	(166,029)	1,188,343	116,495
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	(77,775)	(92,557)	(29,299)	41,658	2,423
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REVENUE CATEGORIES

8000 General Fund	1,759,222	620,413	(166,029)	1,188,343	116,495
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3400 Other Funds Ltd	(77,775)	(92,557)	(29,299)	41,658	2,423
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TOTAL REVENUE CATEGORIES	\$1,681,447	\$527,856	(\$195,328)	\$1,230,001	\$118,918
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AVAILABLE REVENUES

8000 General Fund	1,759,222	620,413	(166,029)	1,188,343	116,495
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3400 Other Funds Ltd	(77,775)	(92,557)	(29,299)	41,658	2,423
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TOTAL AVAILABLE REVENUES	\$1,681,447	\$527,856	(\$195,328)	\$1,230,001	\$118,918
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

8000 General Fund	629	629	-	-	-
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3400 Other Funds Ltd	3,593	3,593	-	-	-
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All Funds	4,222	4,222	-	-	-
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Personal Tax and Compliance Division

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: 060 Technical Adjustments Priority: 00	
3170 Overtime Payments						
8000 General Fund	165	165	-	-	-	
3190 All Other Differential						
8000 General Fund	167	167	-	-	-	
SALARIES & WAGES						
8000 General Fund	961	961	-	-	-	
3400 Other Funds Ltd	3,593	3,593	-	-	-	
TOTAL SALARIES & WAGES	\$4,554	\$4,554	-	-	-	
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	57	57	-	-	-	
3221 Pension Obligation Bond						
8000 General Fund	233,531	233,531	-	-	-	
3400 Other Funds Ltd	4,628	4,628	-	-	-	
All Funds	238,159	238,159	-	-	-	
3230 Social Security Taxes						
8000 General Fund	73	73	-	-	-	
3400 Other Funds Ltd	274	274	-	-	-	
All Funds	347	347	-	-	-	
3240 Unemployment Assessments						
8000 General Fund	2,039	2,039	-	-	-	
3260 Mass Transit Tax						
8000 General Fund	17,255	17,255	-	-	-	

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Personal Tax and Compliance Division

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	365	365	-	-	-	
All Funds	17,620	17,620	-	-	-	
OTHER PAYROLL EXPENSES						
8000 General Fund	252,955	252,955	-	-	-	
3400 Other Funds Ltd	5,267	5,267	-	-	-	
TOTAL OTHER PAYROLL EXPENSES	\$258,222	\$258,222	-	-	-	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	366,497	366,497	-	-	-	
3400 Other Funds Ltd	(101,417)	(101,417)	-	-	-	
All Funds	265,080	265,080	-	-	-	
PERSONAL SERVICES						
8000 General Fund	620,413	620,413	-	-	-	
3400 Other Funds Ltd	(92,557)	(92,557)	-	-	-	
TOTAL PERSONAL SERVICES	\$527,856	\$527,856	-	-	-	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	8,597	-	-	8,597	-	
3400 Other Funds Ltd	111	-	-	111	-	
All Funds	8,708	-	-	8,708	-	
4125 Out of State Travel						
8000 General Fund	1,138	-	-	1,138	-	

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Personal Tax and Compliance Division

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: 060 Technical Adjustments Priority: 00	
4150 Employee Training						
8000 General Fund	10,496	-	-	10,496	-	
3400 Other Funds Ltd	116	-	-	116	-	
All Funds	10,612	-	-	10,612	-	
4175 Office Expenses						
8000 General Fund	38,755	-	-	38,755	-	
3400 Other Funds Ltd	5,132	-	-	5,132	-	
All Funds	43,887	-	-	43,887	-	
4200 Telecommunications						
8000 General Fund	44,722	-	-	44,722	-	
3400 Other Funds Ltd	2,125	-	-	2,125	-	
All Funds	46,847	-	-	46,847	-	
4250 Data Processing						
8000 General Fund	1,542	-	-	1,542	-	
3400 Other Funds Ltd	152	-	-	152	-	
All Funds	1,694	-	-	1,694	-	
4275 Publicity and Publications						
8000 General Fund	811	-	-	811	-	
4300 Professional Services						
8000 General Fund	(121,365)	-	(166,029)	44,664	-	
3400 Other Funds Ltd	(28,621)	-	(29,299)	678	-	
All Funds	(149,986)	-	(195,328)	45,342	-	
4315 IT Professional Services						

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Personal Tax and Compliance Division

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: 060 Technical Adjustments Priority: 00	
8000 General Fund	44,779	-	-	44,779	-	
3400 Other Funds Ltd	5	-	-	5	-	
All Funds	44,784	-	-	44,784	-	
4325 Attorney General						
8000 General Fund	448,792	-	-	448,792	-	
3400 Other Funds Ltd	772	-	-	772	-	
All Funds	449,564	-	-	449,564	-	
4375 Employee Recruitment and Develop						
8000 General Fund	542	-	-	542	-	
3400 Other Funds Ltd	14	-	-	14	-	
All Funds	556	-	-	556	-	
4400 Dues and Subscriptions						
8000 General Fund	669	-	-	669	-	
4425 Facilities Rental and Taxes						
8000 General Fund	412,830	-	-	412,830	-	
3400 Other Funds Ltd	29,924	-	-	29,924	-	
All Funds	442,754	-	-	442,754	-	
4475 Facilities Maintenance						
8000 General Fund	1,467	-	-	1,467	-	
3400 Other Funds Ltd	6	-	-	6	-	
All Funds	1,473	-	-	1,473	-	
4575 Agency Program Related S and S						
8000 General Fund	24,548	-	-	24,548	-	

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Personal Tax and Compliance Division

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	1,646	-	-	1,646	-	
All Funds	26,194	-	-	26,194	-	
4600 Intra-agency Charges						
8000 General Fund	116,495	-	-	-	116,495	
3400 Other Funds Ltd	2,423	-	-	-	2,423	
All Funds	118,918	-	-	-	118,918	
4650 Other Services and Supplies						
8000 General Fund	81,561	-	-	81,561	-	
3400 Other Funds Ltd	470	-	-	470	-	
All Funds	82,031	-	-	82,031	-	
4700 Expendable Prop 250 - 5000						
8000 General Fund	61	-	-	61	-	
3400 Other Funds Ltd	120	-	-	120	-	
All Funds	181	-	-	181	-	
4715 IT Expendable Property						
8000 General Fund	1,029	-	-	1,029	-	
3400 Other Funds Ltd	9	-	-	9	-	
All Funds	1,038	-	-	1,038	-	
SERVICES & SUPPLIES						
8000 General Fund	1,117,469	-	(166,029)	1,167,003	116,495	
3400 Other Funds Ltd	14,404	-	(29,299)	41,280	2,423	
TOTAL SERVICES & SUPPLIES	\$1,131,873	-	(\$195,328)	\$1,208,283	\$118,918	

CAPITAL OUTLAY

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Personal Tax and Compliance Division

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: 060 Technical Adjustments Priority: 00	
5100 Office Furniture and Fixtures						
8000 General Fund	13,140	-	-	13,140	-	
3400 Other Funds Ltd	337	-	-	337	-	
All Funds	13,477	-	-	13,477	-	
5150 Telecommunications Equipment						
8000 General Fund	7,935	-	-	7,935	-	
3400 Other Funds Ltd	41	-	-	41	-	
All Funds	7,976	-	-	7,976	-	
5600 Data Processing Hardware						
8000 General Fund	265	-	-	265	-	
CAPITAL OUTLAY						
8000 General Fund	21,340	-	-	21,340	-	
3400 Other Funds Ltd	378	-	-	378	-	
TOTAL CAPITAL OUTLAY	\$21,718	-	-	\$21,718	-	
EXPENDITURES						
8000 General Fund	1,759,222	620,413	(166,029)	1,188,343	116,495	
3400 Other Funds Ltd	(77,775)	(92,557)	(29,299)	41,658	2,423	
TOTAL EXPENDITURES	\$1,681,447	\$527,856	(\$195,328)	\$1,230,001	\$118,918	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	-	-	-	-	-	
TOTAL ENDING BALANCE	-	-	-	-	-	

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Business Division

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 022 Phase-out Pgm & One-time Costs	Pkg: 031 Standard Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	513,900	81,137	-	401,350	31,413
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	163,203	179,304	(190,013)	158,184	15,728
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REVENUE CATEGORIES

8000 General Fund	513,900	81,137	-	401,350	31,413
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3400 Other Funds Ltd	163,203	179,304	(190,013)	158,184	15,728
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TOTAL REVENUE CATEGORIES	\$677,103	\$260,441	(\$190,013)	\$559,534	\$47,141
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AVAILABLE REVENUES

8000 General Fund	513,900	81,137	-	401,350	31,413
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3400 Other Funds Ltd	163,203	179,304	(190,013)	158,184	15,728
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TOTAL AVAILABLE REVENUES	\$677,103	\$260,441	(\$190,013)	\$559,534	\$47,141
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

3400 Other Funds Ltd	1,483	1,483	-	-	-
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3170 Overtime Payments

8000 General Fund	2,011	2,011	-	-	-
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Business Division

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: 060 Technical Adjustments Priority: 00	
3190 All Other Differential						
8000 General Fund	982	982	-	-	-	
SALARIES & WAGES						
8000 General Fund	2,993	2,993	-	-	-	
3400 Other Funds Ltd	1,483	1,483	-	-	-	
TOTAL SALARIES & WAGES	\$4,476	\$4,476	-	-	-	
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	513	513	-	-	-	
3221 Pension Obligation Bond						
8000 General Fund	44,643	44,643	-	-	-	
3400 Other Funds Ltd	132,657	132,657	-	-	-	
All Funds	177,300	177,300	-	-	-	
3230 Social Security Taxes						
8000 General Fund	229	229	-	-	-	
3400 Other Funds Ltd	113	113	-	-	-	
All Funds	342	342	-	-	-	
3240 Unemployment Assessments						
8000 General Fund	1,078	1,078	-	-	-	
3400 Other Funds Ltd	5	5	-	-	-	
All Funds	1,083	1,083	-	-	-	
3260 Mass Transit Tax						
8000 General Fund	3,304	3,304	-	-	-	

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Business Division

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	4,459	4,459	-	-	-	
All Funds	7,763	7,763	-	-	-	
OTHER PAYROLL EXPENSES						
8000 General Fund	49,767	49,767	-	-	-	
3400 Other Funds Ltd	137,234	137,234	-	-	-	
TOTAL OTHER PAYROLL EXPENSES	\$187,001	\$187,001	-	-	-	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	28,377	28,377	-	-	-	
3400 Other Funds Ltd	40,587	40,587	-	-	-	
All Funds	68,964	68,964	-	-	-	
PERSONAL SERVICES						
8000 General Fund	81,137	81,137	-	-	-	
3400 Other Funds Ltd	179,304	179,304	-	-	-	
TOTAL PERSONAL SERVICES	\$260,441	\$260,441	-	-	-	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	2,659	-	-	2,659	-	
3400 Other Funds Ltd	2,790	-	(150)	2,940	-	
All Funds	5,449	-	(150)	5,599	-	
4125 Out of State Travel						
8000 General Fund	13,053	-	-	13,053	-	

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Business Division

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	527	-	-	527	-	
All Funds	13,580	-	-	13,580	-	
4150 Employee Training						
8000 General Fund	4,379	-	-	4,379	-	
3400 Other Funds Ltd	439	-	(1,600)	2,039	-	
All Funds	4,818	-	(1,600)	6,418	-	
4175 Office Expenses						
8000 General Fund	8,243	-	-	8,243	-	
3400 Other Funds Ltd	(40)	-	(1,547)	1,507	-	
All Funds	8,203	-	(1,547)	9,750	-	
4200 Telecommunications						
8000 General Fund	11,900	-	-	11,900	-	
3400 Other Funds Ltd	(221)	-	(2,900)	2,679	-	
All Funds	11,679	-	(2,900)	14,579	-	
4250 Data Processing						
8000 General Fund	662	-	-	662	-	
3400 Other Funds Ltd	(308)	-	(608)	300	-	
All Funds	354	-	(608)	962	-	
4275 Publicity and Publications						
8000 General Fund	1,492	-	-	1,492	-	
3400 Other Funds Ltd	926	-	-	926	-	
All Funds	2,418	-	-	2,418	-	
4300 Professional Services						

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Business Division

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: 060 Technical Adjustments Priority: 00	
8000 General Fund	15,707	-	-	15,707	-	
3400 Other Funds Ltd	(15,599)	-	(26,790)	11,191	-	
All Funds	108	-	(26,790)	26,898	-	
4315 IT Professional Services						
3400 Other Funds Ltd	(137,164)	-	(137,164)	-	-	
4325 Attorney General						
8000 General Fund	298,943	-	-	298,943	-	
3400 Other Funds Ltd	87,291	-	-	87,291	-	
All Funds	386,234	-	-	386,234	-	
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	12	-	-	12	-	
4400 Dues and Subscriptions						
8000 General Fund	334	-	-	334	-	
3400 Other Funds Ltd	8	-	-	8	-	
All Funds	342	-	-	342	-	
4425 Facilities Rental and Taxes						
8000 General Fund	325	-	-	325	-	
3400 Other Funds Ltd	459	-	-	459	-	
All Funds	784	-	-	784	-	
4450 Fuels and Utilities						
3400 Other Funds Ltd	191	-	-	191	-	
4475 Facilities Maintenance						
8000 General Fund	242	-	-	242	-	

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Business Division

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	79	-	-	79	-	
All Funds	321	-	-	321	-	
4600 Intra-agency Charges						
8000 General Fund	31,413	-	-	-	31,413	
3400 Other Funds Ltd	15,728	-	-	-	15,728	
All Funds	47,141	-	-	-	47,141	
4650 Other Services and Supplies						
8000 General Fund	40,621	-	-	40,621	-	
3400 Other Funds Ltd	27,881	-	-	27,881	-	
All Funds	68,502	-	-	68,502	-	
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,066	-	-	1,066	-	
3400 Other Funds Ltd	(8,146)	-	(8,640)	494	-	
All Funds	(7,080)	-	(8,640)	1,560	-	
4715 IT Expendable Property						
3400 Other Funds Ltd	(1,516)	-	(3,300)	1,784	-	
SERVICES & SUPPLIES						
8000 General Fund	431,039	-	-	399,626	31,413	
3400 Other Funds Ltd	(26,663)	-	(182,699)	140,308	15,728	
TOTAL SERVICES & SUPPLIES	\$404,376	-	(\$182,699)	\$539,934	\$47,141	
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	1,097	-	-	1,097	-	

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Business Division

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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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	(2,627)	-	(7,314)	4,687	-	
All Funds	(1,530)	-	(7,314)	5,784	-	
5150 Telecommunications Equipment						
8000 General Fund	627	-	-	627	-	
CAPITAL OUTLAY						
8000 General Fund	1,724	-	-	1,724	-	
3400 Other Funds Ltd	(2,627)	-	(7,314)	4,687	-	
TOTAL CAPITAL OUTLAY	(\$903)	-	(\$7,314)	\$6,411	-	
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	13,189	-	-	13,189	-	
EXPENDITURES						
8000 General Fund	513,900	81,137	-	401,350	31,413	
3400 Other Funds Ltd	163,203	179,304	(190,013)	158,184	15,728	
TOTAL EXPENDITURES	\$677,103	\$260,441	(\$190,013)	\$559,534	\$47,141	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	-	-	-	-	-	
TOTAL ENDING BALANCE	-	-	-	-	-	

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Collections Division

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 060 Technical Adjustments		
		Priority: 00	Priority: 00	Priority: 00		

REVENUE CATEGORIES

CHARGES FOR SERVICES

0410 Charges for Services

3400 Other Funds Ltd	146,952	46,987	79,892	20,073
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AVAILABLE REVENUES

3400 Other Funds Ltd	146,952	46,987	79,892	20,073
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TOTAL AVAILABLE REVENUES	\$146,952	\$46,987	\$79,892	\$20,073
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EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3221 Pension Obligation Bond

3400 Other Funds Ltd	(4,786)	(4,786)	-	-
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3240 Unemployment Assessments

8000 General Fund	(346)	(346)	-	-
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3400 Other Funds Ltd	346	346	-	-
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All Funds	-	-	-	-
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3260 Mass Transit Tax

8000 General Fund	(747)	(747)	-	-
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3400 Other Funds Ltd	5,839	5,839	-	-
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All Funds	5,092	5,092	-	-
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OTHER PAYROLL EXPENSES

8000 General Fund	(1,093)	(1,093)	-	-
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3400 Other Funds Ltd	1,399	1,399	-	-
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Collections Division

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
TOTAL OTHER PAYROLL EXPENSES	\$306	\$306	-	-		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	1,093	1,093	-	-		
3400 Other Funds Ltd	45,588	45,588	-	-		
All Funds	46,681	46,681	-	-		
PERSONAL SERVICES						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	46,987	46,987	-	-		
TOTAL PERSONAL SERVICES	\$46,987	\$46,987	-	-		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	298	-	298	-		
4125 Out of State Travel						
3400 Other Funds Ltd	1,159	-	1,159	-		
4150 Employee Training						
3400 Other Funds Ltd	1,657	-	1,657	-		
4175 Office Expenses						
3400 Other Funds Ltd	3,096	-	3,096	-		
4200 Telecommunications						
3400 Other Funds Ltd	9,288	-	9,288	-		
4250 Data Processing						

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
3400 Other Funds Ltd	1,168	-	1,168	-		
4325 Attorney General						
3400 Other Funds Ltd	12,119	-	12,119	-		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	52	-	52	-		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	37	-	37	-		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	430	-	430	-		
4475 Facilities Maintenance						
3400 Other Funds Ltd	354	-	354	-		
4600 Intra-agency Charges						
3400 Other Funds Ltd	20,073	-	-	20,073		
4650 Other Services and Supplies						
3400 Other Funds Ltd	48,519	-	48,519	-		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	792	-	792	-		
4715 IT Expendable Property						
3400 Other Funds Ltd	608	-	608	-		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	99,650	-	79,577	20,073		
TOTAL SERVICES & SUPPLIES	\$99,650	-	\$79,577	\$20,073		
CAPITAL OUTLAY						

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Collections Division

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	315	-	315	-		
EXPENDITURES						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	146,952	46,987	79,892	20,073		
TOTAL EXPENDITURES	\$146,952	\$46,987	\$79,892	\$20,073		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	-	-	-	-		

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Corporate Division

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Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 060 Technical Adjustments Priority: 00			
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	(1,136,653)	(1,136,653)	-
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TAXES

0113 Corporate Activity Tax

3400 Other Funds Ltd	20,681	-	20,681
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REVENUE CATEGORIES

8000 General Fund	(1,136,653)	(1,136,653)	-
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3400 Other Funds Ltd	20,681	-	20,681
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TOTAL REVENUE CATEGORIES	(\$1,115,972)	(\$1,136,653)	\$20,681
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AVAILABLE REVENUES

8000 General Fund	(1,136,653)	(1,136,653)	-
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3400 Other Funds Ltd	20,681	-	20,681
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TOTAL AVAILABLE REVENUES	(\$1,115,972)	(\$1,136,653)	\$20,681
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EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3260 Mass Transit Tax

8000 General Fund	(6,393)	(6,393)	-
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SERVICES & SUPPLIES

4100 Instate Travel

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Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs	Pkg: 060 Technical Adjustments			
		Priority: 00	Priority: 00			
8000 General Fund	(3,591)	(3,591)	-			
4150 Employee Training						
8000 General Fund	(16,128)	(16,128)	-			
4175 Office Expenses						
8000 General Fund	(313,341)	(313,341)	-			
4200 Telecommunications						
8000 General Fund	(29,232)	(29,232)	-			
4250 Data Processing						
8000 General Fund	(6,126)	(6,126)	-			
4325 Attorney General						
8000 General Fund	(365,274)	(365,274)	-			
4425 Facilities Rental and Taxes						
8000 General Fund	(150,448)	(150,448)	-			
4575 Agency Program Related S and S						
8000 General Fund	(118,800)	(118,800)	-			
4600 Intra-agency Charges						
3400 Other Funds Ltd	20,681	-	20,681			
4700 Expendable Prop 250 - 5000						
8000 General Fund	(5,544)	(5,544)	-			
4715 IT Expendable Property						
8000 General Fund	(33,264)	(33,264)	-			
SERVICES & SUPPLIES						
8000 General Fund	(1,041,748)	(1,041,748)	-			

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Corporate Division

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 060 Technical Adjustments Priority: 00			
3400 Other Funds Ltd	20,681	-	20,681			
TOTAL SERVICES & SUPPLIES	(\$1,021,067)	(\$1,041,748)	\$20,681			
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	(88,512)	(88,512)	-			
EXPENDITURES						
8000 General Fund	(1,136,653)	(1,136,653)	-			
3400 Other Funds Ltd	20,681	-	20,681			
TOTAL EXPENDITURES	(\$1,115,972)	(\$1,136,653)	\$20,681			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	-	-	-			

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Information Technology Services Division

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: 060 Technical Adjustments Priority: 00	
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	(6,612,513)	320,064	(7,268,930)	278,348	58,005
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	(729,500)	29,940	(829,736)	60,174	10,122
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REVENUE CATEGORIES

8000 General Fund	(6,612,513)	320,064	(7,268,930)	278,348	58,005
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3400 Other Funds Ltd	(729,500)	29,940	(829,736)	60,174	10,122
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TOTAL REVENUE CATEGORIES	(\$7,342,013)	\$350,004	(\$8,098,666)	\$338,522	\$68,127
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AVAILABLE REVENUES

8000 General Fund	(6,612,513)	320,064	(7,268,930)	278,348	58,005
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3400 Other Funds Ltd	(729,500)	29,940	(829,736)	60,174	10,122
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TOTAL AVAILABLE REVENUES	(\$7,342,013)	\$350,004	(\$8,098,666)	\$338,522	\$68,127
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EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3221 Pension Obligation Bond

8000 General Fund	83,974	83,974	-	-	-
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3400 Other Funds Ltd	12,599	12,599	-	-	-
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All Funds	96,573	96,573	-	-	-
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Information Technology Services Division

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: 060 Technical Adjustments Priority: 00	
3240 Unemployment Assessments						
8000 General Fund	5,204	5,204	-	-	-	
3400 Other Funds Ltd	89	89	-	-	-	
All Funds	5,293	5,293	-	-	-	
3260 Mass Transit Tax						
8000 General Fund	4,152	4,152	-	-	-	
3400 Other Funds Ltd	(3,100)	(3,100)	-	-	-	
All Funds	1,052	1,052	-	-	-	
OTHER PAYROLL EXPENSES						
8000 General Fund	93,330	93,330	-	-	-	
3400 Other Funds Ltd	9,588	9,588	-	-	-	
TOTAL OTHER PAYROLL EXPENSES	\$102,918	\$102,918	-	-	-	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	226,734	226,734	-	-	-	
3400 Other Funds Ltd	20,352	20,352	-	-	-	
All Funds	247,086	247,086	-	-	-	
PERSONAL SERVICES						
8000 General Fund	320,064	320,064	-	-	-	
3400 Other Funds Ltd	29,940	29,940	-	-	-	
TOTAL PERSONAL SERVICES	\$350,004	\$350,004	-	-	-	
SERVICES & SUPPLIES						

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Information Technology Services Division

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: 060 Technical Adjustments Priority: 00	
4100 Instate Travel						
8000 General Fund	445	-	-	445	-	
3400 Other Funds Ltd	(1,812)	-	(2,000)	188	-	
All Funds	(1,367)	-	(2,000)	633	-	
4125 Out of State Travel						
8000 General Fund	(15,449)	-	(15,800)	351	-	
3400 Other Funds Ltd	64	-	-	64	-	
All Funds	(15,385)	-	(15,800)	415	-	
4150 Employee Training						
8000 General Fund	(20,248)	-	(30,000)	9,752	-	
3400 Other Funds Ltd	(15,871)	-	(17,600)	1,729	-	
All Funds	(36,119)	-	(47,600)	11,481	-	
4175 Office Expenses						
8000 General Fund	(145,494)	-	(150,000)	4,506	-	
3400 Other Funds Ltd	(24,915)	-	(27,017)	2,102	-	
All Funds	(170,409)	-	(177,017)	6,608	-	
4200 Telecommunications						
8000 General Fund	12,123	-	-	12,123	-	
3400 Other Funds Ltd	(36,896)	-	(41,900)	5,004	-	
All Funds	(24,773)	-	(41,900)	17,127	-	
4250 Data Processing						
8000 General Fund	(153,752)	-	(273,000)	119,248	-	
3400 Other Funds Ltd	(18,225)	-	(44,692)	26,467	-	

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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: 060 Technical Adjustments Priority: 00	
All Funds	(171,977)	-	(317,692)	145,715	-	
4275 Publicity and Publications						
8000 General Fund	449	-	-	449	-	
4300 Professional Services						
8000 General Fund	(7,579)	-	(20,297)	12,718	-	
3400 Other Funds Ltd	(4,524)	-	(7,686)	3,162	-	
All Funds	(12,103)	-	(27,983)	15,880	-	
4315 IT Professional Services						
8000 General Fund	(6,619,053)	-	(6,688,923)	69,870	-	
3400 Other Funds Ltd	(573,313)	-	(591,616)	18,303	-	
All Funds	(7,192,366)	-	(7,280,539)	88,173	-	
4375 Employee Recruitment and Develop						
8000 General Fund	40	-	-	40	-	
4400 Dues and Subscriptions						
8000 General Fund	349	-	-	349	-	
3400 Other Funds Ltd	19	-	-	19	-	
All Funds	368	-	-	368	-	
4425 Facilities Rental and Taxes						
8000 General Fund	279	-	-	279	-	
3400 Other Funds Ltd	23	-	-	23	-	
All Funds	302	-	-	302	-	
4475 Facilities Maintenance						
8000 General Fund	1,281	-	-	1,281	-	

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Information Technology Services Division

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	324	-	-	324	-	
All Funds	1,605	-	-	1,605	-	
4600 Intra-agency Charges						
8000 General Fund	58,005	-	-	-	58,005	
3400 Other Funds Ltd	10,122	-	-	-	10,122	
All Funds	68,127	-	-	-	68,127	
4650 Other Services and Supplies						
8000 General Fund	(70,541)	-	(70,910)	369	-	
3400 Other Funds Ltd	(6,030)	-	(6,166)	136	-	
All Funds	(76,571)	-	(77,076)	505	-	
4700 Expendable Prop 250 - 5000						
8000 General Fund	(18,650)	-	(20,000)	1,350	-	
3400 Other Funds Ltd	(5,863)	-	(5,916)	53	-	
All Funds	(24,513)	-	(25,916)	1,403	-	
4715 IT Expendable Property						
8000 General Fund	42,885	-	-	42,885	-	
3400 Other Funds Ltd	(2,166)	-	(4,689)	2,523	-	
All Funds	40,719	-	(4,689)	45,408	-	
SERVICES & SUPPLIES						
8000 General Fund	(6,934,910)	-	(7,268,930)	276,015	58,005	
3400 Other Funds Ltd	(679,063)	-	(749,282)	60,097	10,122	
TOTAL SERVICES & SUPPLIES	(\$7,613,973)	-	(\$8,018,212)	\$336,112	\$68,127	

CAPITAL OUTLAY

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Information Technology Services Division

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: 060 Technical Adjustments Priority: 00	
5100 Office Furniture and Fixtures						
8000 General Fund	1,329	-	-	1,329	-	
3400 Other Funds Ltd	(80,377)	-	(80,454)	77	-	
All Funds	(79,048)	-	(80,454)	1,406	-	
5550 Data Processing Software						
8000 General Fund	370	-	-	370	-	
5900 Other Capital Outlay						
8000 General Fund	634	-	-	634	-	
CAPITAL OUTLAY						
8000 General Fund	2,333	-	-	2,333	-	
3400 Other Funds Ltd	(80,377)	-	(80,454)	77	-	
TOTAL CAPITAL OUTLAY	(\$78,044)	-	(\$80,454)	\$2,410	-	
EXPENDITURES						
8000 General Fund	(6,612,513)	320,064	(7,268,930)	278,348	58,005	
3400 Other Funds Ltd	(729,500)	29,940	(829,736)	60,174	10,122	
TOTAL EXPENDITURES	(\$7,342,013)	\$350,004	(\$8,098,666)	\$338,522	\$68,127	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	-	-	-	-	-	
TOTAL ENDING BALANCE	-	-	-	-	-	

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Marijuana Program

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
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REVENUE CATEGORIES

TAXES

0142 Marijuana Taxes

3400 Other Funds Ltd	128,528	29,443	94,219	4,866
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AVAILABLE REVENUES

3400 Other Funds Ltd	128,528	29,443	94,219	4,866
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TOTAL AVAILABLE REVENUES	\$128,528	\$29,443	\$94,219	\$4,866
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3170 Overtime Payments

3400 Other Funds Ltd	1,416	1,416	-	-
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OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

3400 Other Funds Ltd	243	243	-	-
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3221 Pension Obligation Bond

3400 Other Funds Ltd	25,300	25,300	-	-
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3230 Social Security Taxes

3400 Other Funds Ltd	108	108	-	-
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3260 Mass Transit Tax

3400 Other Funds Ltd	2,376	2,376	-	-
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	28,027	28,027	-	-
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Cross Reference Number: 15000-014-00-00-00000

Marijuana Program

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
TOTAL OTHER PAYROLL EXPENSES	\$28,027	\$28,027	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	29,443	29,443	-	-		
TOTAL PERSONAL SERVICES	\$29,443	\$29,443	-	-		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	144	-	144	-		
4125 Out of State Travel						
3400 Other Funds Ltd	1,406	-	1,406	-		
4150 Employee Training						
3400 Other Funds Ltd	1,431	-	1,431	-		
4175 Office Expenses						
3400 Other Funds Ltd	1,796	-	1,796	-		
4200 Telecommunications						
3400 Other Funds Ltd	1,978	-	1,978	-		
4250 Data Processing						
3400 Other Funds Ltd	523	-	523	-		
4275 Publicity and Publications						
3400 Other Funds Ltd	28	-	28	-		
4300 Professional Services						
3400 Other Funds Ltd	17,870	-	17,870	-		
4325 Attorney General						

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Marijuana Program

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
3400 Other Funds Ltd	21,612	-	21,612	-		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	4,997	-	4,997	-		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	3,666	-	3,666	-		
4600 Intra-agency Charges						
3400 Other Funds Ltd	4,866	-	-	4,866		
4650 Other Services and Supplies						
3400 Other Funds Ltd	10,418	-	10,418	-		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	477	-	477	-		
4715 IT Expendable Property						
3400 Other Funds Ltd	2,886	-	2,886	-		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	74,098	-	69,232	4,866		
TOTAL SERVICES & SUPPLIES	\$74,098	-	\$69,232	\$4,866		
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	8,019	-	8,019	-		
5150 Telecommunications Equipment						
3400 Other Funds Ltd	937	-	937	-		
5900 Other Capital Outlay						
3400 Other Funds Ltd	16,031	-	16,031	-		

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
CAPITAL OUTLAY						
3400 Other Funds Ltd	24,987	-	24,987	-		
TOTAL CAPITAL OUTLAY	\$24,987	-	\$24,987	-		
EXPENDITURES						
3400 Other Funds Ltd	128,528	29,443	94,219	4,866		
TOTAL EXPENDITURES	\$128,528	\$29,443	\$94,219	\$4,866		
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	-	-	-	-		

Description	Total Essential Packages	Pkg: 031 Standard Inflation Priority: 00				
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund

144,006

144,006

AVAILABLE REVENUES

8000 General Fund

144,006

144,006

TOTAL AVAILABLE REVENUES

\$144,006

\$144,006

EXPENDITURES

SPECIAL PAYMENTS

6020 Dist to Counties

8000 General Fund

144,006

144,006

ENDING BALANCE

8000 General Fund

-

-

TOTAL ENDING BALANCE

-

-

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Sr Citizens Prop Tax Deferral

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
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REVENUE CATEGORIES

LOAN REPAYMENT

0950 Sr Citizen Prop Tax Repayments

3400 Other Funds Ltd	1,564,727	469	1,391,825	172,433
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AVAILABLE REVENUES

3400 Other Funds Ltd	1,564,727	469	1,391,825	172,433
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TOTAL AVAILABLE REVENUES	\$1,564,727	\$469	\$1,391,825	\$172,433
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3180 Shift Differential

3400 Other Funds Ltd	755	755	-	-
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OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

3400 Other Funds Ltd	129	129	-	-
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3221 Pension Obligation Bond

3400 Other Funds Ltd	(295)	(295)	-	-
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3230 Social Security Taxes

3400 Other Funds Ltd	58	58	-	-
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3260 Mass Transit Tax

3400 Other Funds Ltd	(178)	(178)	-	-
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	(286)	(286)	-	-
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Sr Citizens Prop Tax Deferral

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
TOTAL OTHER PAYROLL EXPENSES	(\$286)	(\$286)	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	469	469	-	-		
TOTAL PERSONAL SERVICES	\$469	\$469	-	-		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	35	-	35	-		
4150 Employee Training						
3400 Other Funds Ltd	57	-	57	-		
4175 Office Expenses						
3400 Other Funds Ltd	585	-	585	-		
4200 Telecommunications						
3400 Other Funds Ltd	303	-	303	-		
4325 Attorney General						
3400 Other Funds Ltd	170,000	-	-	170,000		
4600 Intra-agency Charges						
3400 Other Funds Ltd	2,433	-	-	2,433		
4650 Other Services and Supplies						
3400 Other Funds Ltd	1,786	-	1,786	-		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	62	-	62	-		
4715 IT Expendable Property						

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Sr Citizens Prop Tax Deferral

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
3400 Other Funds Ltd	123	-	123	-		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	175,384	-	2,951	172,433		
TOTAL SERVICES & SUPPLIES	\$175,384	-	\$2,951	\$172,433		
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	310	-	310	-		
SPECIAL PAYMENTS						
6020 Dist to Counties						
3400 Other Funds Ltd	1,388,564	-	1,388,564	-		
EXPENDITURES						
3400 Other Funds Ltd	1,564,727	469	1,391,825	172,433		
TOTAL EXPENDITURES	\$1,564,727	\$469	\$1,391,825	\$172,433		
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	-	-	-	-		

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Core System Replacement

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs				
		Priority: 00				

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	(1,165,000)	(1,165,000)
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	(951,000)	(951,000)
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REVENUE CATEGORIES

8000 General Fund	(1,165,000)	(1,165,000)
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3400 Other Funds Ltd	(951,000)	(951,000)
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TOTAL REVENUE CATEGORIES	(\$2,116,000)	(\$2,116,000)
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AVAILABLE REVENUES

8000 General Fund	(1,165,000)	(1,165,000)
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3400 Other Funds Ltd	(951,000)	(951,000)
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TOTAL AVAILABLE REVENUES	(\$2,116,000)	(\$2,116,000)
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EXPENDITURES

SERVICES & SUPPLIES

4300 Professional Services

8000 General Fund	(165,000)	(165,000)
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4315 IT Professional Services

8000 General Fund	(1,000,000)	(1,000,000)
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3400 Other Funds Ltd	(951,000)	(951,000)
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Core System Replacement

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00				
All Funds	(1,951,000)	(1,951,000)				
SERVICES & SUPPLIES						
8000 General Fund	(1,165,000)	(1,165,000)				
3400 Other Funds Ltd	(951,000)	(951,000)				
TOTAL SERVICES & SUPPLIES	(\$2,116,000)	(\$2,116,000)				
ENDING BALANCE						
8000 General Fund	-	-				
3400 Other Funds Ltd	-	-				
TOTAL ENDING BALANCE	-	-				

Revenue, Dept of

Agency Number 15000

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Revenue, Dept of

Description	Total Policy Packages	Pkg: 101 HR Training	Pkg: 102 ELVIS Bond Funding	Pkg: 103 PTAC Seasonal Staff	Pkg: 104 Bus Cig Tax, Vape	Pkg: 105 CAT
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	9,933,929	717,257	-	575,790	-	-
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OTHER

0975 Other Revenues

3400 Other Funds Ltd	9,185,216	-	9,185,216	-	-	-
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	3,576,417	79,692	-	11,747	1,319,851	-
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REVENUE CATEGORIES

8000 General Fund	9,933,929	717,257	-	575,790	-	-
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3400 Other Funds Ltd	12,761,633	79,692	9,185,216	11,747	1,319,851	-
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TOTAL REVENUE CATEGORIES	\$22,695,562	\$796,949	\$9,185,216	\$587,537	\$1,319,851	-
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AVAILABLE REVENUES

8000 General Fund	9,933,929	717,257	-	575,790	-	-
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3400 Other Funds Ltd	12,761,633	79,692	9,185,216	11,747	1,319,851	-
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TOTAL AVAILABLE REVENUES	\$22,695,562	\$796,949	\$9,185,216	\$587,537	\$1,319,851	-
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

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Detail Revenues & Expenditures - Policy Packages

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Revenue, Dept of

Description	Total Policy Packages	Pkg: 101 HR Training Priority: 00	Pkg: 102 ELVIS Bond Funding Priority: 00	Pkg: 103 PTAC Seasonal Staff Priority: 00	Pkg: 104 Bus Cig Tax, Vape Priority: 00	Pkg: 105 CAT Priority: 00
8000 General Fund	2,255,855	402,307	-	319,404	-	-
3400 Other Funds Ltd	4,366,774	44,699	661,689	6,516	673,992	2,101,995
All Funds	6,622,629	447,006	661,689	325,920	673,992	2,101,995
3170 Overtime Payments						
3400 Other Funds Ltd	63,770	-	63,770	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	124,569	-	124,569	-	-	-
SALARIES & WAGES						
8000 General Fund	2,255,855	402,307	-	319,404	-	-
3400 Other Funds Ltd	4,555,113	44,699	850,028	6,516	673,992	2,101,995
TOTAL SALARIES & WAGES	\$6,810,968	\$447,006	\$850,028	\$325,920	\$673,992	\$2,101,995
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	904	180	-	264	-	-
3400 Other Funds Ltd	2,320	20	250	6	348	1,018
All Funds	3,224	200	250	270	348	1,018
3220 Public Employees Retire Cont						
8000 General Fund	386,426	68,916	-	54,712	-	-
3400 Other Funds Ltd	780,298	7,656	145,611	1,120	115,455	360,068
All Funds	1,166,724	76,572	145,611	55,832	115,455	360,068
3230 Social Security Taxes						
8000 General Fund	172,574	30,777	-	24,432	-	-
3400 Other Funds Ltd	348,477	3,420	65,028	498	51,561	160,807

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Revenue, Dept of

Description	Total Policy Packages	Pkg: 101 HR Training Priority: 00	Pkg: 102 ELVIS Bond Funding Priority: 00	Pkg: 103 PTAC Seasonal Staff Priority: 00	Pkg: 104 Bus Cig Tax, Vape Priority: 00	Pkg: 105 CAT Priority: 00
All Funds	521,051	34,197	65,028	24,930	51,561	160,807
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	728	144	-	214	-	-
3400 Other Funds Ltd	1,836	16	200	-	276	808
All Funds	2,564	160	200	214	276	808
3260 Mass Transit Tax						
8000 General Fund	1,916	-	-	1,916	-	-
3400 Other Funds Ltd	21,795	-	5,100	39	4,044	12,612
All Funds	23,711	-	5,100	1,955	4,044	12,612
3270 Flexible Benefits						
8000 General Fund	603,050	120,432	-	174,848	-	-
3400 Other Funds Ltd	1,537,942	13,380	167,265	3,568	229,392	677,025
All Funds	2,140,992	133,812	167,265	178,416	229,392	677,025
OTHER PAYROLL EXPENSES						
8000 General Fund	1,165,598	220,449	-	256,386	-	-
3400 Other Funds Ltd	2,692,668	24,492	383,454	5,231	401,076	1,212,338
TOTAL OTHER PAYROLL EXPENSES	\$3,858,266	\$244,941	\$383,454	\$261,617	\$401,076	\$1,212,338
PERSONAL SERVICES						
8000 General Fund	3,421,453	622,756	-	575,790	-	-
3400 Other Funds Ltd	7,247,781	69,191	1,233,482	11,747	1,075,068	3,314,333
TOTAL PERSONAL SERVICES	\$10,669,234	\$691,947	\$1,233,482	\$587,537	\$1,075,068	\$3,314,333
SERVICES & SUPPLIES						

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Revenue, Dept of

Description	Total Policy Packages	Pkg: 101 HR Training Priority: 00	Pkg: 102 ELVIS Bond Funding Priority: 00	Pkg: 103 PTAC Seasonal Staff Priority: 00	Pkg: 104 Bus Cig Tax, Vape Priority: 00	Pkg: 105 CAT Priority: 00
4100 Instate Travel						
8000 General Fund	3,135	1,755	-	-	-	-
3400 Other Funds Ltd	76,965	195	-	-	45,150	31,500
All Funds	80,100	1,950	-	-	45,150	31,500
4125 Out of State Travel						
3400 Other Funds Ltd	284,396	-	-	-	20,160	264,236
4150 Employee Training						
8000 General Fund	20,480	5,760	-	-	-	-
3400 Other Funds Ltd	58,720	640	13,600	-	9,600	33,600
All Funds	79,200	6,400	13,600	-	9,600	33,600
4175 Office Expenses						
8000 General Fund	19,801	5,569	-	-	-	-
3400 Other Funds Ltd	156,390	619	-	-	9,282	128,234
All Funds	176,191	6,188	-	-	9,282	128,234
4200 Telecommunications						
8000 General Fund	37,120	10,440	-	-	-	-
3400 Other Funds Ltd	81,780	1,160	-	-	17,400	60,900
All Funds	118,900	11,600	-	-	17,400	60,900
4250 Data Processing						
8000 General Fund	299,709	2,189	-	-	-	-
3400 Other Funds Ltd	29,804	243	-	-	3,647	42
All Funds	329,513	2,432	-	-	3,647	42
4300 Professional Services						

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Revenue, Dept of

Description	Total Policy Packages	Pkg: 101 HR Training Priority: 00	Pkg: 102 ELVIS Bond Funding Priority: 00	Pkg: 103 PTAC Seasonal Staff Priority: 00	Pkg: 104 Bus Cig Tax, Vape Priority: 00	Pkg: 105 CAT Priority: 00
8000 General Fund	102,148	-	-	-	-	-
3400 Other Funds Ltd	158,882	-	150,000	-	-	-
All Funds	261,030	-	150,000	-	-	-
4315 IT Professional Services						
8000 General Fund	5,571,002	-	-	-	-	-
3400 Other Funds Ltd	3,391,115	-	2,306,680	-	-	600,000
All Funds	8,962,117	-	2,306,680	-	-	600,000
4325 Attorney General						
3400 Other Funds Ltd	227,672	-	-	-	17,840	209,832
4425 Facilities Rental and Taxes						
8000 General Fund	101,682	28,598	-	-	-	-
3400 Other Funds Ltd	255,774	3,178	-	-	54,720	191,520
All Funds	357,456	31,776	-	-	54,720	191,520
4575 Agency Program Related S and S						
8000 General Fund	214,500	-	-	-	-	-
3400 Other Funds Ltd	74,100	-	-	-	-	2,600
All Funds	288,600	-	-	-	-	2,600
4650 Other Services and Supplies						
3400 Other Funds Ltd	16,000	-	-	-	-	16,000
4700 Expendable Prop 250 - 5000						
8000 General Fund	7,040	1,980	-	-	-	-
3400 Other Funds Ltd	15,510	220	-	-	3,300	11,550
All Funds	22,550	2,200	-	-	3,300	11,550

Revenue, Dept of

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Revenue, Dept of

Description	Total Policy Packages	Pkg: 101 HR Training Priority: 00	Pkg: 102 ELVIS Bond Funding Priority: 00	Pkg: 103 PTAC Seasonal Staff Priority: 00	Pkg: 104 Bus Cig Tax, Vape Priority: 00	Pkg: 105 CAT Priority: 00
4715 IT Expendable Property						
8000 General Fund	42,240	11,880	-	-	-	-
3400 Other Funds Ltd	5,574,514	1,320	5,481,454	-	19,800	69,300
All Funds	5,616,754	13,200	5,481,454	-	19,800	69,300
SERVICES & SUPPLIES						
8000 General Fund	6,418,857	68,171	-	-	-	-
3400 Other Funds Ltd	10,401,622	7,575	7,951,734	-	200,899	1,619,314
TOTAL SERVICES & SUPPLIES	\$16,820,479	\$75,746	\$7,951,734	-	\$200,899	\$1,619,314
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	93,619	26,330	-	-	-	-
3400 Other Funds Ltd	237,062	2,926	-	-	43,884	184,401
All Funds	330,681	29,256	-	-	43,884	184,401
EXPENDITURES						
8000 General Fund	9,933,929	717,257	-	575,790	-	-
3400 Other Funds Ltd	17,886,465	79,692	9,185,216	11,747	1,319,851	5,118,048
TOTAL EXPENDITURES	\$27,820,394	\$796,949	\$9,185,216	\$587,537	\$1,319,851	\$5,118,048
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(5,124,832)	-	-	-	-	(5,118,048)
TOTAL ENDING BALANCE	(\$5,124,832)	-	-	-	-	(\$5,118,048)
AUTHORIZED POSITIONS						

Revenue, Dept of

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Revenue, Dept of

Description	Total Policy Packages	Pkg: 101 HR Training Priority: 00	Pkg: 102 ELVIS Bond Funding Priority: 00	Pkg: 103 PTAC Seasonal Staff Priority: 00	Pkg: 104 Bus Cig Tax, Vape Priority: 00	Pkg: 105 CAT Priority: 00
8150 Class/Unclass Positions	67	4	5	10	6	21
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	56.16	3.52	4.40	4.68	6.00	17.76

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Revenue, Dept of

Description	Pkg: 106 Consolidate Collections	Pkg: 107 FIDM ongoing costs	Pkg: 109 Gen Tax Ops & Maint	Pkg: 110 Core Systems Ops & Maint	Pkg: 111 IT Compliance Risk Mitigation	Pkg: 112 Proc Ctr Trans Tax Processing
	Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	-	214,500	5,571,002	2,217,434	243,871	-
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	71,500	484,435	192,818	21,206	1,367,685
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REVENUE CATEGORIES

8000 General Fund	-	214,500	5,571,002	2,217,434	243,871	-
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3400 Other Funds Ltd	-	71,500	484,435	192,818	21,206	1,367,685
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TOTAL REVENUE CATEGORIES	-	\$286,000	\$6,055,437	\$2,410,252	\$265,077	\$1,367,685
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AVAILABLE REVENUES

8000 General Fund	-	214,500	5,571,002	2,217,434	243,871	-
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3400 Other Funds Ltd	-	71,500	484,435	192,818	21,206	1,367,685
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TOTAL AVAILABLE REVENUES	-	\$286,000	\$6,055,437	\$2,410,252	\$265,077	\$1,367,685
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	-	-	-	1,382,540	151,604	-
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3400 Other Funds Ltd	-	-	-	120,220	13,183	744,480
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All Funds	-	-	-	1,502,760	164,787	744,480
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Revenue, Dept of

Description	Pkg: 106 Consolidate Collections Priority: 00	Pkg: 107 FIDM ongoing costs Priority: 00	Pkg: 109 Gen Tax Ops & Maint Priority: 00	Pkg: 110 Core Systems Ops & Maint Priority: 00	Pkg: 111 IT Compliance Risk Mitigation Priority: 00	Pkg: 112 Proc Ctr Trans Tax Processing Priority: 00
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	-	-	414	46	-
3400 Other Funds Ltd	-	-	-	36	4	638
All Funds	-	-	-	450	50	638
3220 Public Employees Retire Cont						
8000 General Fund	-	-	-	236,828	25,970	-
3400 Other Funds Ltd	-	-	-	20,596	2,258	127,534
All Funds	-	-	-	257,424	28,228	127,534
3230 Social Security Taxes						
8000 General Fund	-	-	-	105,767	11,598	-
3400 Other Funds Ltd	-	-	-	9,197	1,008	56,958
All Funds	-	-	-	114,964	12,606	56,958
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	-	-	-	333	37	-
3400 Other Funds Ltd	-	-	-	27	3	506
All Funds	-	-	-	360	40	506
3270 Flexible Benefits						
8000 General Fund	-	-	-	276,993	30,777	-
3400 Other Funds Ltd	-	-	-	24,084	2,676	420,552
All Funds	-	-	-	301,077	33,453	420,552
OTHER PAYROLL EXPENSES						
8000 General Fund	-	-	-	620,335	68,428	-

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Revenue, Dept of

Description	Pkg: 106 Consolidate Collections Priority: 00	Pkg: 107 FIDM ongoing costs Priority: 00	Pkg: 109 Gen Tax Ops & Maint Priority: 00	Pkg: 110 Core Systems Ops & Maint Priority: 00	Pkg: 111 IT Compliance Risk Mitigation Priority: 00	Pkg: 112 Proc Ctr Trans Tax Processing Priority: 00
3400 Other Funds Ltd	-	-	-	53,940	5,949	606,188
TOTAL OTHER PAYROLL EXPENSES	-	-	-	\$674,275	\$74,377	\$606,188
PERSONAL SERVICES						
8000 General Fund	-	-	-	2,002,875	220,032	-
3400 Other Funds Ltd	-	-	-	174,160	19,132	1,350,668
TOTAL PERSONAL SERVICES	-	-	-	\$2,177,035	\$239,164	\$1,350,668
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	-	-	1,242	138	-
3400 Other Funds Ltd	-	-	-	108	12	-
All Funds	-	-	-	1,350	150	-
4150 Employee Training						
8000 General Fund	-	-	-	13,248	1,472	-
3400 Other Funds Ltd	-	-	-	1,152	128	-
All Funds	-	-	-	14,400	1,600	-
4175 Office Expenses						
8000 General Fund	-	-	-	12,809	1,423	-
3400 Other Funds Ltd	-	-	-	1,114	124	17,017
All Funds	-	-	-	13,923	1,547	17,017
4200 Telecommunications						
8000 General Fund	-	-	-	24,012	2,668	-
3400 Other Funds Ltd	-	-	-	2,088	232	-

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Revenue, Dept of

Description	Pkg: 106 Consolidate Collections Priority: 00	Pkg: 107 FIDM ongoing costs Priority: 00	Pkg: 109 Gen Tax Ops & Maint Priority: 00	Pkg: 110 Core Systems Ops & Maint Priority: 00	Pkg: 111 IT Compliance Risk Mitigation Priority: 00	Pkg: 112 Proc Ctr Trans Tax Processing Priority: 00
All Funds	-	-	-	26,100	2,900	-
4250 Data Processing						
8000 General Fund	-	-	-	5,034	559	-
3400 Other Funds Ltd	-	-	-	438	49	-
All Funds	-	-	-	5,472	608	-
4315 IT Professional Services						
8000 General Fund	-	-	5,571,002	-	-	-
3400 Other Funds Ltd	-	-	484,435	-	-	-
All Funds	-	-	6,055,437	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	-	-	-	65,776	7,308	-
3400 Other Funds Ltd	-	-	-	5,720	636	-
All Funds	-	-	-	71,496	7,944	-
4575 Agency Program Related S and S						
8000 General Fund	-	214,500	-	-	-	-
3400 Other Funds Ltd	-	71,500	-	-	-	-
All Funds	-	286,000	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	-	-	4,554	506	-
3400 Other Funds Ltd	-	-	-	396	44	-
All Funds	-	-	-	4,950	550	-
4715 IT Expendable Property						
8000 General Fund	-	-	-	27,324	3,036	-

Revenue, Dept of

Agency Number 15000

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Revenue, Dept of

Description	Pkg: 106 Consolidate Collections Priority: 00	Pkg: 107 FIDM ongoing costs Priority: 00	Pkg: 109 Gen Tax Ops & Maint Priority: 00	Pkg: 110 Core Systems Ops & Maint Priority: 00	Pkg: 111 IT Compliance Risk Mitigation Priority: 00	Pkg: 112 Proc Ctr Trans Tax Processing Priority: 00
3400 Other Funds Ltd	-	-	-	2,376	264	-
All Funds	-	-	-	29,700	3,300	-
SERVICES & SUPPLIES						
8000 General Fund	-	214,500	5,571,002	153,999	17,110	-
3400 Other Funds Ltd	-	71,500	484,435	13,392	1,489	17,017
TOTAL SERVICES & SUPPLIES	-	\$286,000	\$6,055,437	\$167,391	\$18,599	\$17,017
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	-	-	-	60,560	6,729	-
3400 Other Funds Ltd	-	-	-	5,266	585	-
All Funds	-	-	-	65,826	7,314	-
EXPENDITURES						
8000 General Fund	-	214,500	5,571,002	2,217,434	243,871	-
3400 Other Funds Ltd	-	71,500	484,435	192,818	21,206	1,367,685
TOTAL EXPENDITURES	-	\$286,000	\$6,055,437	\$2,410,252	\$265,077	\$1,367,685
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	-	-	-	-	-	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	-	-	9	1	11
AUTHORIZED FTE						

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Detail Revenues & Expenditures - Policy Packages

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Description	Pkg: 106 Consolidate Collections Priority: 00	Pkg: 107 FIDM ongoing costs Priority: 00	Pkg: 109 Gen Tax Ops & Maint Priority: 00	Pkg: 110 Core Systems Ops & Maint Priority: 00	Pkg: 111 IT Compliance Risk Mitigation Priority: 00	Pkg: 112 Proc Ctr Trans Tax Processing Priority: 00
8250 Class/Unclass FTE Positions	-	-	-	7.92	0.88	11.00

Description	Pkg: 113 Proc Ctr Quick Modules					
	Priority: 00					

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund 394,075

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd 27,483

REVENUE CATEGORIES	
8000 General Fund	394,075
3400 Other Funds Ltd	27,483
TOTAL REVENUE CATEGORIES	\$421,558

AVAILABLE REVENUES	
8000 General Fund	394,075
3400 Other Funds Ltd	27,483
TOTAL AVAILABLE REVENUES	\$421,558

EXPENDITURES

SERVICES & SUPPLIES

4250 Data Processing

8000 General Fund 291,927

3400 Other Funds Ltd 25,385

All Funds 317,312

4300 Professional Services

Description	Pkg: 113 Proc Ctr Quick Modules					
	Priority: 00					
8000 General Fund	102,148					
3400 Other Funds Ltd	8,882					
All Funds	111,030					
SERVICES & SUPPLIES						
8000 General Fund	394,075					
3400 Other Funds Ltd	34,267					
TOTAL SERVICES & SUPPLIES	\$428,342					
ENDING BALANCE						
8000 General Fund	-					
3400 Other Funds Ltd	(6,784)					
TOTAL ENDING BALANCE	(\$6,784)					

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Administration

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Description	Total Policy Packages	Pkg: 101 HR Training				
		Priority: 00				

REVENUE CATEGORIES**GENERAL FUND APPROPRIATION****0050 General Fund Appropriation**

8000 General Fund	717,257	717,257
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TRANSFERS IN**1010 Transfer In - Intrafund**

3400 Other Funds Ltd	79,692	79,692
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REVENUE CATEGORIES

8000 General Fund	717,257	717,257
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3400 Other Funds Ltd	79,692	79,692
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TOTAL REVENUE CATEGORIES	\$796,949	\$796,949
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AVAILABLE REVENUES

8000 General Fund	717,257	717,257
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3400 Other Funds Ltd	79,692	79,692
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TOTAL AVAILABLE REVENUES	\$796,949	\$796,949
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EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

8000 General Fund	402,307	402,307
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3400 Other Funds Ltd	44,699	44,699
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All Funds	447,006	447,006
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Administration

Description	Total Policy Packages	Pkg: 101 HR Training				
		Priority: 00				

OTHER PAYROLL EXPENSES**3210 Empl. Rel. Bd. Assessments**

8000 General Fund	180	180
3400 Other Funds Ltd	20	20
All Funds	200	200

3220 Public Employees Retire Cont

8000 General Fund	68,916	68,916
3400 Other Funds Ltd	7,656	7,656
All Funds	76,572	76,572

3230 Social Security Taxes

8000 General Fund	30,777	30,777
3400 Other Funds Ltd	3,420	3,420
All Funds	34,197	34,197

3250 Workers Comp. Assess. (WCD)

8000 General Fund	144	144
3400 Other Funds Ltd	16	16
All Funds	160	160

3270 Flexible Benefits

8000 General Fund	120,432	120,432
3400 Other Funds Ltd	13,380	13,380
All Funds	133,812	133,812

OTHER PAYROLL EXPENSES

8000 General Fund	220,449	220,449
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Administration

Description	Total Policy Packages	Pkg: 101 HR Training Priority: 00				
3400 Other Funds Ltd	24,492	24,492				
TOTAL OTHER PAYROLL EXPENSES	\$244,941	\$244,941				
PERSONAL SERVICES						
8000 General Fund	622,756	622,756				
3400 Other Funds Ltd	69,191	69,191				
TOTAL PERSONAL SERVICES	\$691,947	\$691,947				
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,755	1,755				
3400 Other Funds Ltd	195	195				
All Funds	1,950	1,950				
4150 Employee Training						
8000 General Fund	5,760	5,760				
3400 Other Funds Ltd	640	640				
All Funds	6,400	6,400				
4175 Office Expenses						
8000 General Fund	5,569	5,569				
3400 Other Funds Ltd	619	619				
All Funds	6,188	6,188				
4200 Telecommunications						
8000 General Fund	10,440	10,440				
3400 Other Funds Ltd	1,160	1,160				

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Administration

Description	Total Policy Packages	Pkg: 101 HR Training Priority: 00				
All Funds	11,600	11,600				
4250 Data Processing						
8000 General Fund	2,189	2,189				
3400 Other Funds Ltd	243	243				
All Funds	2,432	2,432				
4425 Facilities Rental and Taxes						
8000 General Fund	28,598	28,598				
3400 Other Funds Ltd	3,178	3,178				
All Funds	31,776	31,776				
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,980	1,980				
3400 Other Funds Ltd	220	220				
All Funds	2,200	2,200				
4715 IT Expendable Property						
8000 General Fund	11,880	11,880				
3400 Other Funds Ltd	1,320	1,320				
All Funds	13,200	13,200				
SERVICES & SUPPLIES						
8000 General Fund	68,171	68,171				
3400 Other Funds Ltd	7,575	7,575				
TOTAL SERVICES & SUPPLIES	\$75,746	\$75,746				

CAPITAL OUTLAY**5100 Office Furniture and Fixtures**

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Administration

Description	Total Policy Packages	Pkg: 101 HR Training				
		Priority: 00				
8000 General Fund	26,330	26,330				
3400 Other Funds Ltd	2,926	2,926				
All Funds	29,256	29,256				
EXPENDITURES						
8000 General Fund	717,257	717,257				
3400 Other Funds Ltd	79,692	79,692				
TOTAL EXPENDITURES	\$796,949	\$796,949				
ENDING BALANCE						
8000 General Fund	-	-				
3400 Other Funds Ltd	-	-				
TOTAL ENDING BALANCE	-	-				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	4	4				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	3.52	3.52				

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Personal Tax and Compliance Division

Description	Total Policy Packages	Pkg: 103 PTAC Seasonal Staff Priority: 00	Pkg: 106 Consolidate Collections Priority: 00			
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	(28,652,240)	575,790	(29,228,030)
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	(571,579)	11,747	(583,326)
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REVENUE CATEGORIES

8000 General Fund	(28,652,240)	575,790	(29,228,030)
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3400 Other Funds Ltd	(571,579)	11,747	(583,326)
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TOTAL REVENUE CATEGORIES	(\$29,223,819)	\$587,537	(\$29,811,356)
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AVAILABLE REVENUES

8000 General Fund	(28,652,240)	575,790	(29,228,030)
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3400 Other Funds Ltd	(571,579)	11,747	(583,326)
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TOTAL AVAILABLE REVENUES	(\$29,223,819)	\$587,537	(\$29,811,356)
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	(15,057,363)	319,404	(15,376,767)
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3400 Other Funds Ltd	(281,805)	6,516	(288,321)
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All Funds	(15,339,168)	325,920	(15,665,088)
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Personal Tax and Compliance Division

Description	Total Policy Packages	Pkg: 103 PTAC Seasonal Staff	Pkg: 106 Consolidate Collections			
		Priority: 00	Priority: 00			
3160 Temporary Appointments						
8000 General Fund	(5,844)	-	(5,844)			
3400 Other Funds Ltd	(33,370)	-	(33,370)			
All Funds	(39,214)	-	(39,214)			
3170 Overtime Payments						
8000 General Fund	(1,526)	-	(1,526)			
3190 All Other Differential						
8000 General Fund	(1,548)	-	(1,548)			
SALARIES & WAGES						
8000 General Fund	(15,066,281)	319,404	(15,385,685)			
3400 Other Funds Ltd	(315,175)	6,516	(321,691)			
TOTAL SALARIES & WAGES	(\$15,381,456)	\$325,920	(\$15,707,376)			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(8,126)	264	(8,390)			
3400 Other Funds Ltd	(130)	6	(136)			
All Funds	(8,256)	270	(8,526)			
3220 Public Employees Retire Cont						
8000 General Fund	(2,579,851)	54,712	(2,634,563)			
3400 Other Funds Ltd	(48,272)	1,120	(49,392)			
All Funds	(2,628,123)	55,832	(2,683,955)			
3221 Pension Obligation Bond						
8000 General Fund	(954,464)	-	(954,464)			

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Personal Tax and Compliance Division

Description	Total Policy Packages	Pkg: 103 PTAC Seasonal Staff	Pkg: 106 Consolidate Collections			
		Priority: 00	Priority: 00			
3400 Other Funds Ltd	(18,642)	-	(18,642)			
All Funds	(973,106)	-	(973,106)			
3230 Social Security Taxes						
8000 General Fund	(1,152,589)	24,432	(1,177,021)			
3400 Other Funds Ltd	(24,121)	498	(24,619)			
All Funds	(1,176,710)	24,930	(1,201,640)			
3240 Unemployment Assessments						
8000 General Fund	(19,525)	-	(19,525)			
3400 Other Funds Ltd	(692)	-	(692)			
All Funds	(20,217)	-	(20,217)			
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	(6,413)	214	(6,627)			
3400 Other Funds Ltd	(135)	-	(135)			
All Funds	(6,548)	214	(6,762)			
3260 Mass Transit Tax						
8000 General Fund	(90,398)	1,916	(92,314)			
3400 Other Funds Ltd	(1,892)	39	(1,931)			
All Funds	(92,290)	1,955	(94,245)			
3270 Flexible Benefits						
8000 General Fund	(5,341,982)	174,848	(5,516,830)			
3400 Other Funds Ltd	(99,706)	3,568	(103,274)			
All Funds	(5,441,688)	178,416	(5,620,104)			

OTHER PAYROLL EXPENSES

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Personal Tax and Compliance Division

Description	Total Policy Packages	Pkg: 103 PTAC Seasonal Staff Priority: 00	Pkg: 106 Consolidate Collections Priority: 00			
8000 General Fund	(10,153,348)	256,386	(10,409,734)			
3400 Other Funds Ltd	(193,590)	5,231	(198,821)			
TOTAL OTHER PAYROLL EXPENSES	(\$10,346,938)	\$261,617	(\$10,608,555)			
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	321,712	-	321,712			
3400 Other Funds Ltd	62,928	-	62,928			
All Funds	384,640	-	384,640			
PERSONAL SERVICES						
8000 General Fund	(24,897,917)	575,790	(25,473,707)			
3400 Other Funds Ltd	(445,837)	11,747	(457,584)			
TOTAL PERSONAL SERVICES	(\$25,343,754)	\$587,537	(\$25,931,291)			
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	(23,442)	-	(23,442)			
3400 Other Funds Ltd	(252)	-	(252)			
All Funds	(23,694)	-	(23,694)			
4125 Out of State Travel						
8000 General Fund	(16,939)	-	(16,939)			
4150 Employee Training						
8000 General Fund	(95,718)	-	(95,718)			
4175 Office Expenses						

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Personal Tax and Compliance Division

Description	Total Policy Packages	Pkg: 103 PTAC Seasonal Staff	Pkg: 106 Consolidate Collections			
		Priority: 00	Priority: 00			
8000 General Fund	(353,426)	-	(353,426)			
3400 Other Funds Ltd	(47,857)	-	(47,857)			
All Funds	(401,283)	-	(401,283)			
4200 Telecommunications						
8000 General Fund	(334,006)	-	(334,006)			
3400 Other Funds Ltd	(15,867)	-	(15,867)			
All Funds	(349,873)	-	(349,873)			
4250 Data Processing						
8000 General Fund	(14,068)	-	(14,068)			
3400 Other Funds Ltd	(1,384)	-	(1,384)			
All Funds	(15,452)	-	(15,452)			
4275 Publicity and Publications						
8000 General Fund	(7,392)	-	(7,392)			
4300 Professional Services						
8000 General Fund	(311,383)	-	(311,383)			
3400 Other Funds Ltd	(4,727)	-	(4,727)			
All Funds	(316,110)	-	(316,110)			
4325 Attorney General						
8000 General Fund	(1,037,114)	-	(1,037,114)			
3400 Other Funds Ltd	(1,951)	-	(1,951)			
All Funds	(1,039,065)	-	(1,039,065)			
4375 Employee Recruitment and Develop						
8000 General Fund	(4,944)	-	(4,944)			

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Personal Tax and Compliance Division

Description	Total Policy Packages	Pkg: 103 PTAC Seasonal Staff	Pkg: 106 Consolidate Collections			
		Priority: 00	Priority: 00			
3400 Other Funds Ltd	(131)	-	(131)			
All Funds	(5,075)	-	(5,075)			
4400 Dues and Subscriptions						
8000 General Fund	(6,105)	-	(6,105)			
4425 Facilities Rental and Taxes						
8000 General Fund	(6,740)	-	(6,740)			
3400 Other Funds Ltd	(135)	-	(135)			
All Funds	(6,875)	-	(6,875)			
4475 Facilities Maintenance						
8000 General Fund	(3,561)	-	(3,561)			
4575 Agency Program Related S and S						
8000 General Fund	(595,448)	-	(595,448)			
3400 Other Funds Ltd	(39,938)	-	(39,938)			
All Funds	(635,386)	-	(635,386)			
4650 Other Services and Supplies						
8000 General Fund	(735,549)	-	(735,549)			
3400 Other Funds Ltd	(8,729)	-	(8,729)			
All Funds	(744,278)	-	(744,278)			
4700 Expendable Prop 250 - 5000						
8000 General Fund	(563)	-	(563)			
3400 Other Funds Ltd	(1,090)	-	(1,090)			
All Funds	(1,653)	-	(1,653)			

SERVICES & SUPPLIES

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Cross Reference Number: 15000-005-00-00-00000

Personal Tax and Compliance Division

Description	Total Policy Packages	Pkg: 103 PTAC Seasonal Staff Priority: 00	Pkg: 106 Consolidate Collections Priority: 00			
8000 General Fund	(3,546,398)	-	(3,546,398)			
3400 Other Funds Ltd	(122,061)	-	(122,061)			
TOTAL SERVICES & SUPPLIES	(\$3,668,459)	-	(\$3,668,459)			
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	(128,029)	-	(128,029)			
3400 Other Funds Ltd	(3,280)	-	(3,280)			
All Funds	(131,309)	-	(131,309)			
5150 Telecommunications Equipment						
8000 General Fund	(77,314)	-	(77,314)			
3400 Other Funds Ltd	(401)	-	(401)			
All Funds	(77,715)	-	(77,715)			
5600 Data Processing Hardware						
8000 General Fund	(2,582)	-	(2,582)			
CAPITAL OUTLAY						
8000 General Fund	(207,925)	-	(207,925)			
3400 Other Funds Ltd	(3,681)	-	(3,681)			
TOTAL CAPITAL OUTLAY	(\$211,606)	-	(\$211,606)			
EXPENDITURES						
8000 General Fund	(28,652,240)	575,790	(29,228,030)			
3400 Other Funds Ltd	(571,579)	11,747	(583,326)			
TOTAL EXPENDITURES	(\$29,223,819)	\$587,537	(\$29,811,356)			

Description	Total Policy Packages	Pkg: 103 PTAC Seasonal Staff Priority: 00	Pkg: 106 Consolidate Collections Priority: 00			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	-	-	-			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(137)	10	(147)			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(142.32)	4.68	(147.00)			

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Business Division

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Description	Total Policy Packages	Pkg: 104 Bus Cig Tax, Vape Priority: 00	Pkg: 106 Consolidate Collections Priority: 00			
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	(3,387,096)	-	(3,387,096)
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	(606,196)	1,319,851	(1,926,047)
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REVENUE CATEGORIES

8000 General Fund	(3,387,096)	-	(3,387,096)
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3400 Other Funds Ltd	(606,196)	1,319,851	(1,926,047)
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TOTAL REVENUE CATEGORIES	(\$3,993,292)	\$1,319,851	(\$5,313,143)
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AVAILABLE REVENUES

8000 General Fund	(3,387,096)	-	(3,387,096)
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3400 Other Funds Ltd	(606,196)	1,319,851	(1,926,047)
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TOTAL AVAILABLE REVENUES	(\$3,993,292)	\$1,319,851	(\$5,313,143)
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	(1,790,704)	-	(1,790,704)
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3400 Other Funds Ltd	(306,870)	673,992	(980,862)
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All Funds	(2,097,574)	673,992	(2,771,566)
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Business Division

Description	Total Policy Packages	Pkg: 104 Bus Cig Tax, Vape Priority: 00	Pkg: 106 Consolidate Collections Priority: 00			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(973)	-	(973)			
3400 Other Funds Ltd	(279)	348	(627)			
All Funds	(1,252)	348	(1,600)			
3220 Public Employees Retire Cont						
8000 General Fund	(306,749)	-	(306,749)			
3400 Other Funds Ltd	(52,568)	115,455	(168,023)			
All Funds	(359,317)	115,455	(474,772)			
3230 Social Security Taxes						
8000 General Fund	(136,987)	-	(136,987)			
3400 Other Funds Ltd	(23,475)	51,561	(75,036)			
All Funds	(160,462)	51,561	(212,023)			
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	(771)	-	(771)			
3400 Other Funds Ltd	(222)	276	(498)			
All Funds	(993)	276	(1,269)			
3260 Mass Transit Tax						
8000 General Fund	(10,744)	-	(10,744)			
3400 Other Funds Ltd	(1,841)	4,044	(5,885)			
All Funds	(12,585)	4,044	(16,629)			
3270 Flexible Benefits						
8000 General Fund	(640,508)	-	(640,508)			

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Business Division

Description	Total Policy Packages	Pkg: 104 Bus Cig Tax, Vape	Pkg: 106 Consolidate Collections			
		Priority: 00	Priority: 00			
3400 Other Funds Ltd	(184,666)	229,392	(414,058)			
All Funds	(825,174)	229,392	(1,054,566)			
OTHER PAYROLL EXPENSES						
8000 General Fund	(1,096,732)	-	(1,096,732)			
3400 Other Funds Ltd	(263,051)	401,076	(664,127)			
TOTAL OTHER PAYROLL EXPENSES	(\$1,359,783)	\$401,076	(\$1,760,859)			
PERSONAL SERVICES						
8000 General Fund	(2,887,436)	-	(2,887,436)			
3400 Other Funds Ltd	(569,921)	1,075,068	(1,644,989)			
TOTAL PERSONAL SERVICES	(\$3,457,357)	\$1,075,068	(\$4,532,425)			
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	(8,801)	-	(8,801)			
3400 Other Funds Ltd	42,164	45,150	(2,986)			
All Funds	33,363	45,150	(11,787)			
4125 Out of State Travel						
8000 General Fund	(3,041)	-	(3,041)			
3400 Other Funds Ltd	18,449	20,160	(1,711)			
All Funds	15,408	20,160	(4,752)			
4150 Employee Training						
8000 General Fund	(17,937)	-	(17,937)			
3400 Other Funds Ltd	(489)	9,600	(10,089)			

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Business Division

Description	Total Policy Packages	Pkg: 104 Bus Cig Tax, Vape	Pkg: 106 Consolidate Collections			
		Priority: 00	Priority: 00			
All Funds	(18,426)	9,600	(28,026)			
4175 Office Expenses						
8000 General Fund	(9,874)	-	(9,874)			
3400 Other Funds Ltd	5,611	9,282	(3,671)			
All Funds	(4,263)	9,282	(13,545)			
4200 Telecommunications						
8000 General Fund	(34,414)	-	(34,414)			
3400 Other Funds Ltd	(1,958)	17,400	(19,358)			
All Funds	(36,372)	17,400	(53,772)			
4250 Data Processing						
3400 Other Funds Ltd	3,647	3,647	-			
4300 Professional Services						
8000 General Fund	(2,349)	-	(2,349)			
3400 Other Funds Ltd	(1,321)	-	(1,321)			
All Funds	(3,670)	-	(3,670)			
4325 Attorney General						
8000 General Fund	(151,940)	-	(151,940)			
3400 Other Funds Ltd	(67,626)	17,840	(85,466)			
All Funds	(219,566)	17,840	(237,406)			
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	52,837	54,720	(1,883)			
4650 Other Services and Supplies						
8000 General Fund	(271,304)	-	(271,304)			

Revenue, Dept of

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Business Division

Description	Total Policy Packages	Pkg: 104 Bus Cig Tax, Vape Priority: 00	Pkg: 106 Consolidate Collections Priority: 00			
3400 Other Funds Ltd	(149,543)	-	(149,543)			
All Funds	(420,847)	-	(420,847)			
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	235	3,300	(3,065)			
4715 IT Expendable Property						
3400 Other Funds Ltd	17,835	19,800	(1,965)			
SERVICES & SUPPLIES						
8000 General Fund	(499,660)	-	(499,660)			
3400 Other Funds Ltd	(80,159)	200,899	(281,058)			
TOTAL SERVICES & SUPPLIES	(\$579,819)	\$200,899	(\$780,718)			
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	43,884	43,884	-			
EXPENDITURES						
8000 General Fund	(3,387,096)	-	(3,387,096)			
3400 Other Funds Ltd	(606,196)	1,319,851	(1,926,047)			
TOTAL EXPENDITURES	(\$3,993,292)	\$1,319,851	(\$5,313,143)			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	-	-	-			
AUTHORIZED POSITIONS						

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Business Division

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Description	Total Policy Packages	Pkg: 104 Bus Cig Tax, Vape Priority: 00	Pkg: 106 Consolidate Collections Priority: 00			
8150 Class/Unclass Positions	(22)	6	(28)			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(21.56)	6.00	(27.56)			

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Collections Division

Description	Total Policy Packages	Pkg: 106 Consolidate Collections	Pkg: 107 FIDM ongoing costs			
		Priority: 00	Priority: 00			

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	32,829,626	32,615,126	214,500
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	2,580,873	2,509,373	71,500
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REVENUE CATEGORIES

8000 General Fund	32,829,626	32,615,126	214,500
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3400 Other Funds Ltd	2,580,873	2,509,373	71,500
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TOTAL REVENUE CATEGORIES	\$35,410,499	\$35,124,499	\$286,000
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AVAILABLE REVENUES

8000 General Fund	32,829,626	32,615,126	214,500
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3400 Other Funds Ltd	2,580,873	2,509,373	71,500
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TOTAL AVAILABLE REVENUES	\$35,410,499	\$35,124,499	\$286,000
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	17,167,471	17,167,471	-
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3400 Other Funds Ltd	1,269,183	1,269,183	-
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All Funds	18,436,654	18,436,654	-
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Collections Division

Description	Total Policy Packages	Pkg: 106 Consolidate Collections Priority: 00	Pkg: 107 FIDM ongoing costs Priority: 00			
3160 Temporary Appointments						
8000 General Fund	5,844	5,844	-			
3400 Other Funds Ltd	33,370	33,370	-			
All Funds	39,214	39,214	-			
3170 Overtime Payments						
8000 General Fund	1,526	1,526	-			
3190 All Other Differential						
8000 General Fund	1,548	1,548	-			
SALARIES & WAGES						
8000 General Fund	17,176,389	17,176,389	-			
3400 Other Funds Ltd	1,302,553	1,302,553	-			
TOTAL SALARIES & WAGES	\$18,478,942	\$18,478,942	-			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	9,363	9,363	-			
3400 Other Funds Ltd	763	763	-			
All Funds	10,126	10,126	-			
3220 Public Employees Retire Cont						
8000 General Fund	2,941,312	2,941,312	-			
3400 Other Funds Ltd	217,415	217,415	-			
All Funds	3,158,727	3,158,727	-			
3221 Pension Obligation Bond						
8000 General Fund	954,464	954,464	-			

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Collections Division

Description	Total Policy Packages	Pkg: 106 Consolidate Collections	Pkg: 107 FIDM ongoing costs			
		Priority: 00	Priority: 00			
3400 Other Funds Ltd	18,642	18,642	-			
All Funds	973,106	973,106	-			
3230 Social Security Taxes						
8000 General Fund	1,314,008	1,314,008	-			
3400 Other Funds Ltd	99,655	99,655	-			
All Funds	1,413,663	1,413,663	-			
3240 Unemployment Assessments						
8000 General Fund	19,525	19,525	-			
3400 Other Funds Ltd	692	692	-			
All Funds	20,217	20,217	-			
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	7,398	7,398	-			
3400 Other Funds Ltd	633	633	-			
All Funds	8,031	8,031	-			
3260 Mass Transit Tax						
8000 General Fund	103,058	103,058	-			
3400 Other Funds Ltd	7,816	7,816	-			
All Funds	110,874	110,874	-			
3270 Flexible Benefits						
8000 General Fund	6,157,338	6,157,338	-			
3400 Other Funds Ltd	517,332	517,332	-			
All Funds	6,674,670	6,674,670	-			

OTHER PAYROLL EXPENSES

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Collections Division

Description	Total Policy Packages	Pkg: 106 Consolidate Collections Priority: 00	Pkg: 107 FIDM ongoing costs Priority: 00			
8000 General Fund	11,506,466	11,506,466	-			
3400 Other Funds Ltd	862,948	862,948	-			
TOTAL OTHER PAYROLL EXPENSES	\$12,369,414	\$12,369,414	-			
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(321,712)	(321,712)	-			
3400 Other Funds Ltd	(62,928)	(62,928)	-			
All Funds	(384,640)	(384,640)	-			
PERSONAL SERVICES						
8000 General Fund	28,361,143	28,361,143	-			
3400 Other Funds Ltd	2,102,573	2,102,573	-			
TOTAL PERSONAL SERVICES	\$30,463,716	\$30,463,716	-			
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	32,243	32,243	-			
3400 Other Funds Ltd	3,238	3,238	-			
All Funds	35,481	35,481	-			
4125 Out of State Travel						
8000 General Fund	19,980	19,980	-			
3400 Other Funds Ltd	1,711	1,711	-			
All Funds	21,691	21,691	-			
4150 Employee Training						

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Collections Division

Description	Total Policy Packages	Pkg: 106 Consolidate Collections	Pkg: 107 FIDM ongoing costs			
		Priority: 00	Priority: 00			
8000 General Fund	113,655	113,655	-			
3400 Other Funds Ltd	10,089	10,089	-			
All Funds	123,744	123,744	-			
4175 Office Expenses						
8000 General Fund	363,300	363,300	-			
3400 Other Funds Ltd	51,528	51,528	-			
All Funds	414,828	414,828	-			
4200 Telecommunications						
8000 General Fund	368,420	368,420	-			
3400 Other Funds Ltd	35,225	35,225	-			
All Funds	403,645	403,645	-			
4250 Data Processing						
8000 General Fund	14,068	14,068	-			
3400 Other Funds Ltd	1,384	1,384	-			
All Funds	15,452	15,452	-			
4275 Publicity and Publications						
8000 General Fund	7,392	7,392	-			
4300 Professional Services						
8000 General Fund	313,732	313,732	-			
3400 Other Funds Ltd	6,048	6,048	-			
All Funds	319,780	319,780	-			
4325 Attorney General						
8000 General Fund	1,189,054	1,189,054	-			

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Collections Division

Description	Total Policy Packages	Pkg: 106 Consolidate Collections Priority: 00	Pkg: 107 FIDM ongoing costs Priority: 00			
3400 Other Funds Ltd	87,417	87,417	-			
All Funds	1,276,471	1,276,471	-			
4375 Employee Recruitment and Develop						
8000 General Fund	4,944	4,944	-			
3400 Other Funds Ltd	131	131	-			
All Funds	5,075	5,075	-			
4400 Dues and Subscriptions						
8000 General Fund	6,105	6,105	-			
4425 Facilities Rental and Taxes						
8000 General Fund	6,740	6,740	-			
3400 Other Funds Ltd	2,018	2,018	-			
All Funds	8,758	8,758	-			
4475 Facilities Maintenance						
8000 General Fund	3,561	3,561	-			
4575 Agency Program Related S and S						
8000 General Fund	809,948	595,448	214,500			
3400 Other Funds Ltd	111,438	39,938	71,500			
All Funds	921,386	635,386	286,000			
4650 Other Services and Supplies						
8000 General Fund	1,006,853	1,006,853	-			
3400 Other Funds Ltd	158,272	158,272	-			
All Funds	1,165,125	1,165,125	-			
4700 Expendable Prop 250 - 5000						

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Collections Division

Description	Total Policy Packages	Pkg: 106 Consolidate Collections Priority: 00	Pkg: 107 FIDM ongoing costs Priority: 00			
8000 General Fund	563	563	-			
3400 Other Funds Ltd	4,155	4,155	-			
All Funds	4,718	4,718	-			
4715 IT Expendable Property						
3400 Other Funds Ltd	1,965	1,965	-			
SERVICES & SUPPLIES						
8000 General Fund	4,260,558	4,046,058	214,500			
3400 Other Funds Ltd	474,619	403,119	71,500			
TOTAL SERVICES & SUPPLIES	\$4,735,177	\$4,449,177	\$286,000			
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	128,029	128,029	-			
3400 Other Funds Ltd	3,280	3,280	-			
All Funds	131,309	131,309	-			
5150 Telecommunications Equipment						
8000 General Fund	77,314	77,314	-			
3400 Other Funds Ltd	401	401	-			
All Funds	77,715	77,715	-			
5600 Data Processing Hardware						
8000 General Fund	2,582	2,582	-			
CAPITAL OUTLAY						
8000 General Fund	207,925	207,925	-			
3400 Other Funds Ltd	3,681	3,681	-			

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Collections Division

Description	Total Policy Packages	Pkg: 106 Consolidate Collections Priority: 00	Pkg: 107 FIDM ongoing costs Priority: 00			
TOTAL CAPITAL OUTLAY	\$211,606	\$211,606	-			
EXPENDITURES						
8000 General Fund	32,829,626	32,615,126	214,500			
3400 Other Funds Ltd	2,580,873	2,509,373	71,500			
TOTAL EXPENDITURES	\$35,410,499	\$35,124,499	\$286,000			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	-	-	-			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	175	175	-			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	174.56	174.56	-			

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Corporate Division

Description	Total Policy Packages	Pkg: 105 CAT	Pkg: 113 Proc Ctr Quick Modules			
		Priority: 00	Priority: 00			

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	2,101,995	2,101,995	-
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	1,018	1,018	-
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	360,068	360,068	-
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3230 Social Security Taxes

3400 Other Funds Ltd	160,807	160,807	-
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	808	808	-
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3260 Mass Transit Tax

3400 Other Funds Ltd	12,612	12,612	-
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3270 Flexible Benefits

3400 Other Funds Ltd	677,025	677,025	-
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	1,212,338	1,212,338	-
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TOTAL OTHER PAYROLL EXPENSES

\$1,212,338	\$1,212,338	-
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PERSONAL SERVICES

3400 Other Funds Ltd	3,314,333	3,314,333	-
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Corporate Division

Description	Total Policy Packages	Pkg: 105 CAT Priority: 00	Pkg: 113 Proc Ctr Quick Modules Priority: 00			
TOTAL PERSONAL SERVICES	\$3,314,333	\$3,314,333	-			
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	31,500	31,500	-			
4125 Out of State Travel						
3400 Other Funds Ltd	264,236	264,236	-			
4150 Employee Training						
3400 Other Funds Ltd	33,600	33,600	-			
4175 Office Expenses						
3400 Other Funds Ltd	128,234	128,234	-			
4200 Telecommunications						
3400 Other Funds Ltd	60,900	60,900	-			
4250 Data Processing						
3400 Other Funds Ltd	42	42	-			
4300 Professional Services						
3400 Other Funds Ltd	6,784	-	6,784			
4315 IT Professional Services						
3400 Other Funds Ltd	600,000	600,000	-			
4325 Attorney General						
3400 Other Funds Ltd	209,832	209,832	-			
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	191,520	191,520	-			
4575 Agency Program Related S and S						

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Corporate Division

Description	Total Policy Packages	Pkg: 105 CAT Priority: 00	Pkg: 113 Proc Ctr Quick Modules Priority: 00			
3400 Other Funds Ltd	2,600	2,600	-			
4650 Other Services and Supplies						
3400 Other Funds Ltd	16,000	16,000	-			
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	11,550	11,550	-			
4715 IT Expendable Property						
3400 Other Funds Ltd	69,300	69,300	-			
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,626,098	1,619,314	6,784			
TOTAL SERVICES & SUPPLIES	\$1,626,098	\$1,619,314	\$6,784			
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	184,401	184,401	-			
EXPENDITURES						
3400 Other Funds Ltd	5,124,832	5,118,048	6,784			
TOTAL EXPENDITURES	\$5,124,832	\$5,118,048	\$6,784			
ENDING BALANCE						
3400 Other Funds Ltd	(5,124,832)	(5,118,048)	(6,784)			
TOTAL ENDING BALANCE	(\$5,124,832)	(\$5,118,048)	(\$6,784)			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	21	21	-			
AUTHORIZED FTE						

Description	Total Policy Packages	Pkg: 105 CAT Priority: 00	Pkg: 113 Proc Ctr Quick Modules Priority: 00			
8250 Class/Unclass FTE Positions	17.76	17.76	-			

BDV004B

Version: V - 01 - Agency Request Budget

2021-23 Biennium

Cross Reference Number: 15000-009-00-00-00000

Information Technology Services Division

Description	Total Policy Packages	Pkg: 109 Gen Tax Ops & Maint Priority: 00	Pkg: 110 Core Systems Ops & Maint Priority: 00	Pkg: 111 IT Compliance Risk Mitigation Priority: 00	Pkg: 112 Proc Ctr Trans Tax Processing Priority: 00	Pkg: 113 Proc Ctr Quick Modules Priority: 00
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	8,426,382	5,571,002	2,217,434	243,871	-	394,075
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	2,093,627	484,435	192,818	21,206	1,367,685	27,483
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REVENUE CATEGORIES

8000 General Fund	8,426,382	5,571,002	2,217,434	243,871	-	394,075
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3400 Other Funds Ltd	2,093,627	484,435	192,818	21,206	1,367,685	27,483
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TOTAL REVENUE CATEGORIES	\$10,520,009	\$6,055,437	\$2,410,252	\$265,077	\$1,367,685	\$421,558
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AVAILABLE REVENUES

8000 General Fund	8,426,382	5,571,002	2,217,434	243,871	-	394,075
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3400 Other Funds Ltd	2,093,627	484,435	192,818	21,206	1,367,685	27,483
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TOTAL AVAILABLE REVENUES	\$10,520,009	\$6,055,437	\$2,410,252	\$265,077	\$1,367,685	\$421,558
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	1,534,144	-	1,382,540	151,604	-	-
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3400 Other Funds Ltd	877,883	-	120,220	13,183	744,480	-
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All Funds	2,412,027	-	1,502,760	164,787	744,480	-
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2021-23 Biennium

Cross Reference Number: 15000-009-00-00-00000

Information Technology Services Division

Description	Total Policy Packages	Pkg: 109 Gen Tax Ops & Maint Priority: 00	Pkg: 110 Core Systems Ops & Maint Priority: 00	Pkg: 111 IT Compliance Risk Mitigation Priority: 00	Pkg: 112 Proc Ctr Trans Tax Processing Priority: 00	Pkg: 113 Proc Ctr Quick Modules Priority: 00
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	460	-	414	46	-	-
3400 Other Funds Ltd	678	-	36	4	638	-
All Funds	1,138	-	450	50	638	-
3220 Public Employees Retire Cont						
8000 General Fund	262,798	-	236,828	25,970	-	-
3400 Other Funds Ltd	150,388	-	20,596	2,258	127,534	-
All Funds	413,186	-	257,424	28,228	127,534	-
3230 Social Security Taxes						
8000 General Fund	117,365	-	105,767	11,598	-	-
3400 Other Funds Ltd	67,163	-	9,197	1,008	56,958	-
All Funds	184,528	-	114,964	12,606	56,958	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	370	-	333	37	-	-
3400 Other Funds Ltd	536	-	27	3	506	-
All Funds	906	-	360	40	506	-
3270 Flexible Benefits						
8000 General Fund	307,770	-	276,993	30,777	-	-
3400 Other Funds Ltd	447,312	-	24,084	2,676	420,552	-
All Funds	755,082	-	301,077	33,453	420,552	-
OTHER PAYROLL EXPENSES						
8000 General Fund	688,763	-	620,335	68,428	-	-

BDV004B

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Information Technology Services Division

Description	Total Policy Packages	Pkg: 109 Gen Tax Ops & Maint Priority: 00	Pkg: 110 Core Systems Ops & Maint Priority: 00	Pkg: 111 IT Compliance Risk Mitigation Priority: 00	Pkg: 112 Proc Ctr Trans Tax Processing Priority: 00	Pkg: 113 Proc Ctr Quick Modules Priority: 00
3400 Other Funds Ltd	666,077	-	53,940	5,949	606,188	-
TOTAL OTHER PAYROLL EXPENSES	\$1,354,840	-	\$674,275	\$74,377	\$606,188	-
PERSONAL SERVICES						
8000 General Fund	2,222,907	-	2,002,875	220,032	-	-
3400 Other Funds Ltd	1,543,960	-	174,160	19,132	1,350,668	-
TOTAL PERSONAL SERVICES	\$3,766,867	-	\$2,177,035	\$239,164	\$1,350,668	-
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,380	-	1,242	138	-	-
3400 Other Funds Ltd	120	-	108	12	-	-
All Funds	1,500	-	1,350	150	-	-
4150 Employee Training						
8000 General Fund	14,720	-	13,248	1,472	-	-
3400 Other Funds Ltd	1,280	-	1,152	128	-	-
All Funds	16,000	-	14,400	1,600	-	-
4175 Office Expenses						
8000 General Fund	14,232	-	12,809	1,423	-	-
3400 Other Funds Ltd	18,255	-	1,114	124	17,017	-
All Funds	32,487	-	13,923	1,547	17,017	-
4200 Telecommunications						
8000 General Fund	26,680	-	24,012	2,668	-	-
3400 Other Funds Ltd	2,320	-	2,088	232	-	-

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Information Technology Services Division

Description	Total Policy Packages	Pkg: 109 Gen Tax Ops & Maint Priority: 00	Pkg: 110 Core Systems Ops & Maint Priority: 00	Pkg: 111 IT Compliance Risk Mitigation Priority: 00	Pkg: 112 Proc Ctr Trans Tax Processing Priority: 00	Pkg: 113 Proc Ctr Quick Modules Priority: 00
All Funds	29,000	-	26,100	2,900	-	-
4250 Data Processing						
8000 General Fund	297,520	-	5,034	559	-	291,927
3400 Other Funds Ltd	25,872	-	438	49	-	25,385
All Funds	323,392	-	5,472	608	-	317,312
4300 Professional Services						
8000 General Fund	102,148	-	-	-	-	102,148
3400 Other Funds Ltd	2,098	-	-	-	-	2,098
All Funds	104,246	-	-	-	-	104,246
4315 IT Professional Services						
8000 General Fund	5,571,002	5,571,002	-	-	-	-
3400 Other Funds Ltd	484,435	484,435	-	-	-	-
All Funds	6,055,437	6,055,437	-	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	73,084	-	65,776	7,308	-	-
3400 Other Funds Ltd	6,356	-	5,720	636	-	-
All Funds	79,440	-	71,496	7,944	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	5,060	-	4,554	506	-	-
3400 Other Funds Ltd	440	-	396	44	-	-
All Funds	5,500	-	4,950	550	-	-
4715 IT Expendable Property						
8000 General Fund	30,360	-	27,324	3,036	-	-

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Cross Reference Number: 15000-009-00-00-00000

Information Technology Services Division

Description	Total Policy Packages	Pkg: 109 Gen Tax Ops & Maint Priority: 00	Pkg: 110 Core Systems Ops & Maint Priority: 00	Pkg: 111 IT Compliance Risk Mitigation Priority: 00	Pkg: 112 Proc Ctr Trans Tax Processing Priority: 00	Pkg: 113 Proc Ctr Quick Modules Priority: 00
3400 Other Funds Ltd	2,640	-	2,376	264	-	-
All Funds	33,000	-	29,700	3,300	-	-
SERVICES & SUPPLIES						
8000 General Fund	6,136,186	5,571,002	153,999	17,110	-	394,075
3400 Other Funds Ltd	543,816	484,435	13,392	1,489	17,017	27,483
TOTAL SERVICES & SUPPLIES	\$6,680,002	\$6,055,437	\$167,391	\$18,599	\$17,017	\$421,558
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	67,289	-	60,560	6,729	-	-
3400 Other Funds Ltd	5,851	-	5,266	585	-	-
All Funds	73,140	-	65,826	7,314	-	-
EXPENDITURES						
8000 General Fund	8,426,382	5,571,002	2,217,434	243,871	-	394,075
3400 Other Funds Ltd	2,093,627	484,435	192,818	21,206	1,367,685	27,483
TOTAL EXPENDITURES	\$10,520,009	\$6,055,437	\$2,410,252	\$265,077	\$1,367,685	\$421,558
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	-	-	-	-	-	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	21	-	9	1	11	-
AUTHORIZED FTE						

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Information Technology Services Division

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Description	Total Policy Packages	Pkg: 109 Gen Tax Ops & Maint Priority: 00	Pkg: 110 Core Systems Ops & Maint Priority: 00	Pkg: 111 IT Compliance Risk Mitigation Priority: 00	Pkg: 112 Proc Ctr Trans Tax Processing Priority: 00	Pkg: 113 Proc Ctr Quick Modules Priority: 00
8250 Class/Unclass FTE Positions	19.80	-	7.92	0.88	11.00	-

Revenue, Dept of

Agency Number 15000

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Version: V - 01 - Agency Request Budget

2021-23 Biennium

Cross Reference Number: 15000-030-00-00-00000

Core System Replacement

Description	Total Policy Packages	Pkg: 102 ELVIS Bond Funding Priority: 00				
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REVENUE CATEGORIES

OTHER

0975 Other Revenues

3400 Other Funds Ltd	9,185,216	9,185,216
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AVAILABLE REVENUES

3400 Other Funds Ltd	9,185,216	9,185,216
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TOTAL AVAILABLE REVENUES	\$9,185,216	\$9,185,216
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	661,689	661,689
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3170 Overtime Payments

3400 Other Funds Ltd	63,770	63,770
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3180 Shift Differential

3400 Other Funds Ltd	124,569	124,569
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SALARIES & WAGES

3400 Other Funds Ltd	850,028	850,028
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TOTAL SALARIES & WAGES	\$850,028	\$850,028
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	250	250
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Detail Revenues & Expenditures - Policy Packages

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Cross Reference Number: 15000-030-00-00-00000

Core System Replacement

Description	Total Policy Packages	Pkg: 102 ELVIS Bond Funding Priority: 00				
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	145,611	145,611				
3230 Social Security Taxes						
3400 Other Funds Ltd	65,028	65,028				
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	200	200				
3260 Mass Transit Tax						
3400 Other Funds Ltd	5,100	5,100				
3270 Flexible Benefits						
3400 Other Funds Ltd	167,265	167,265				
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	383,454	383,454				
TOTAL OTHER PAYROLL EXPENSES	\$383,454	\$383,454				
PERSONAL SERVICES						
3400 Other Funds Ltd	1,233,482	1,233,482				
TOTAL PERSONAL SERVICES	\$1,233,482	\$1,233,482				
SERVICES & SUPPLIES						
4150 Employee Training						
3400 Other Funds Ltd	13,600	13,600				
4300 Professional Services						
3400 Other Funds Ltd	150,000	150,000				
4315 IT Professional Services						

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Cross Reference Number: 15000-030-00-00-00000

Core System Replacement

Description	Total Policy Packages	Pkg: 102 ELVIS Bond Funding				
		Priority: 00				
3400 Other Funds Ltd	2,306,680	2,306,680				
4715 IT Expendable Property						
3400 Other Funds Ltd	5,481,454	5,481,454				
SERVICES & SUPPLIES						
3400 Other Funds Ltd	7,951,734	7,951,734				
TOTAL SERVICES & SUPPLIES	\$7,951,734	\$7,951,734				
EXPENDITURES						
3400 Other Funds Ltd	9,185,216	9,185,216				
TOTAL EXPENDITURES	\$9,185,216	\$9,185,216				
ENDING BALANCE						
3400 Other Funds Ltd	-	-				
TOTAL ENDING BALANCE	-	-				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	5	5				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	4.40	4.40				

PICS100 - Position Budget Report**Revenue, Dept of****2021-23 Biennium
Budget Preparation****Cross Reference Number: 15000-000-00-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
Total Salary											100,763,945	-	29,166,676	-	129,930,621
Total OPE											54,483,838	-	16,575,976	-	71,059,814
Total Personal Services											155,247,783	-	45,742,652	-	200,990,435

PICS100 - Position Budget Report

Director's Office - Administrative

**2021-23 Biennium
Budget Preparation**

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

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
1001000	MEAH Z7016 HF	PRINCIPAL EXECUTIVE/MANAGER I	42X	PF	1	1.00	24	10	16731	SAL	368,497	-	33,047	-	401,544
										OPE	119,317	-	10,700	-	130,017
1002000	MESN Z7014 AF	PRINCIPAL EXECUTIVE/MANAGER H	40X	PF	1	1.00	24	10	14238	SAL	307,541	-	34,171	-	341,712
										OPE	107,011	-	11,890	-	118,901
1003000	MESN Z0119 AF	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	9	5394	SAL	116,510	-	12,946	-	129,456
										OPE	63,374	-	7,042	-	70,416
1008000	MENN Z0118 AF	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	8	4439	SAL	95,882	-	10,654	-	106,536
										OPE	58,262	-	6,474	-	64,736
1021000	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	9655	SAL	208,548	-	23,172	-	231,720
										OPE	86,181	-	9,576	-	95,757
5198000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	SAL	197,403	-	4,029	-	201,432
										OPE	86,486	-	1,765	-	88,251
Total Salary											1,294,381	-	118,019	-	1,412,400
Total OPE											520,631	-	47,447	-	568,078
Total Personal Services											1,815,012	-	165,466	-	1,980,478

PICS100 - Position Budget Report

Financial Services Division

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-003-03-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2101000	OAS C0211 AP	ACCOUNTING TECHNICIAN 2	17	PF	1	1.00	24	6	3751	SAL	82,822	-	7,202	-	90,024
										OPE	55,792	-	4,852	-	60,644
2155000	OAS C1217 AP	ACCOUNTANT 3	27	PF	1	1.00	24	2	4974	SAL	109,826	-	9,550	-	119,376
										OPE	62,484	-	5,433	-	67,917
2163000	MESN Z7012 AF	PRINCIPAL EXECUTIVE/MANAGER G	38X	PF	1	1.00	24	10	12927	SAL	279,223	-	31,025	-	310,248
										OPE	101,749	-	11,305	-	113,054
2166000	OAS C0211 AP	ACCOUNTING TECHNICIAN 2	17	PF	1	1.00	24	4	3434	SAL	75,823	-	6,593	-	82,416
										OPE	54,058	-	4,701	-	58,759
2167000	OAS C1218 AP	ACCOUNTANT 4	30	PF	1	1.00	24	10	8393	SAL	185,317	-	16,115	-	201,432
										OPE	81,191	-	7,060	-	88,251
2256000	OAS C0211 AP	ACCOUNTING TECHNICIAN 2	17	PF	1	1.00	24	9	4310	SAL	95,165	-	8,275	-	103,440
										OPE	58,851	-	5,117	-	63,968
2346000	OAS C0436 AP	PROCUREMENT & CONTRACT SPEC 1	23	PF	1	1.00	24	2	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850
2372000	OAS C1218 AP	ACCOUNTANT 4	30	PF	1	1.00	24	10	8393	SAL	185,317	-	16,115	-	201,432
										OPE	81,191	-	7,060	-	88,251
2373000	OAS C0437 AP	PROCUREMENT & CONTRACT SPEC 2	27	PF	1	1.00	24	4	5460	SAL	120,557	-	10,483	-	131,040
										OPE	65,143	-	5,665	-	70,808
2377000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	4310	SAL	95,165	-	8,275	-	103,440
										OPE	58,851	-	5,117	-	63,968
2396000	OAS C0438 AP	PROCUREMENT & CONTRACT SPEC 3	29	PF	1	1.00	24	7	6934	SAL	153,103	-	13,313	-	166,416
										OPE	73,208	-	6,366	-	79,574
2405000	OAS C1216 AP	ACCOUNTANT 2	23	PF	1	1.00	24	2	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850
3612000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	9196	SAL	203,048	-	17,656	-	220,704
										OPE	85,585	-	7,442	-	93,027
3654000	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	2	4974	SAL	109,826	-	9,550	-	119,376
										OPE	62,484	-	5,433	-	67,917
3655000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	5	7220	SAL	159,418	-	13,862	-	173,280
										OPE	74,773	-	6,502	-	81,275
3656000	MMS X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	33X	PF	1	1.00	24	8	9196	SAL	203,048	-	17,656	-	220,704

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PICS100 - Position Budget Report**Financial Services Division**

2021-23 Biennium
Budget Preparation

Cross Reference Number: 15000-003-03-00-00000
Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
3697000	OAS C1216 AP	ACCOUNTANT 2	23	PF	1	1.00	24	4	4519	OPE	85,585	-	7,442	-	93,027	
										SAL	99,780	-	8,676	-	108,456	
4017000	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	9	6934	OPE	59,995	-	5,217	-	65,212	
										SAL	153,103	-	13,313	-	166,416	
5219000	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	10	8393	OPE	73,208	-	6,366	-	79,574	
										SAL	185,317	-	16,115	-	201,432	
6308000	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	10	8393	OPE	81,191	-	7,060	-	88,251	
										SAL	185,317	-	16,115	-	201,432	
											OPE	81,191	-	7,060	-	88,251
Total Salary												2,863,203	-	255,717	-	3,118,920
Total OPE												1,412,174	-	125,254	-	1,537,428
Total Personal Services												4,275,377	-	380,971	-	4,656,348

PICS100 - Position Budget Report

Human Resources

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-003-04-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
1142000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	0.88	21	2	5394	SAL	101,947	-	11,327	-	113,274
										OPE	55,451	-	6,161	-	61,612
1143000	OAS C1339 AP	TRAINING & DEVELOPMENT SPEC 2	27	PF	1	0.88	21	2	4974	SAL	94,009	-	10,445	-	104,454
										OPE	53,484	-	5,943	-	59,427
1144000	OAS C1339 AP	TRAINING & DEVELOPMENT SPEC 2	27	PF	1	0.88	21	2	4974	SAL	94,009	-	10,445	-	104,454
										OPE	53,484	-	5,943	-	59,427
1145000	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	0.88	21	2	5944	SAL	112,342	-	12,482	-	124,824
										OPE	58,027	-	6,447	-	64,474
2117000	MMN X0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	2	3348	SAL	73,924	-	6,428	-	80,352
										OPE	53,587	-	4,660	-	58,247
2225000	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	5	6883	SAL	151,977	-	13,215	-	165,192
										OPE	72,928	-	6,342	-	79,270
2266000	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	3	4675	SAL	103,224	-	8,976	-	112,200
										OPE	60,848	-	5,291	-	66,139
2268000	MESN Z7010 AF	PRINCIPAL EXECUTIVE/MANAGER F	35X	PF	1	1.00	24	10	11168	SAL	246,589	-	21,443	-	268,032
										OPE	96,374	-	8,380	-	104,754
2307000	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	7220	SAL	159,418	-	13,862	-	173,280
										OPE	74,773	-	6,502	-	81,275
2378000	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	2	4439	SAL	98,013	-	8,523	-	106,536
										OPE	59,557	-	5,179	-	64,736
2394000	MMN X0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	8	7220	SAL	159,418	-	13,862	-	173,280
										OPE	74,773	-	6,502	-	81,275
3559000	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	6	6247	SAL	137,934	-	11,994	-	149,928
										OPE	69,449	-	6,039	-	75,488
3596000	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	6	7220	SAL	155,952	-	17,328	-	173,280
										OPE	73,148	-	8,128	-	81,276
Total Salary											1,688,756	-	160,330	-	1,849,086
Total OPE											855,883	-	81,517	-	937,400
Total Personal Services											2,544,639	-	241,847	-	2,786,486

PICS100 - Position Budget Report

Communications

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-003-07-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
1024000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7265	SAL	163,898	-	10,462	-	174,360
										OPE	76,650	-	4,893	-	81,543
1025000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	2	4974	SAL	107,438	-	11,938	-	119,376
										OPE	61,125	-	6,792	-	67,917
1027000	MMN X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	2	6247	SAL	128,938	-	20,990	-	149,928
										OPE	64,920	-	10,568	-	75,488
1136000	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	2	6247	SAL	134,935	-	14,993	-	149,928
										OPE	67,939	-	7,549	-	75,488
1137000	MMN X0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	9	8356	SAL	172,468	-	28,076	-	200,544
										OPE	75,707	-	12,324	-	88,031
2145000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	97,610	-	10,846	-	108,456
										OPE	58,691	-	6,521	-	65,212
2303000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7265	SAL	151,990	-	22,370	-	174,360
										OPE	71,081	-	10,462	-	81,543
2304000	OAS C2511 AP	ELECTRONIC PUB DESIGN SPEC 2	22	PF	1	1.00	24	10	5726	SAL	118,185	-	19,239	-	137,424
										OPE	62,255	-	10,135	-	72,390
2316000	OAS C2511 AP	ELECTRONIC PUB DESIGN SPEC 2	22	PF	1	1.00	24	8	5208	SAL	107,493	-	17,499	-	124,992
										OPE	59,606	-	9,703	-	69,309
3611000	MESN Z7008 AF	PRINCIPAL EXECUTIVE/MANAGER E	33X	PF	1	1.00	24	10	10144	SAL	199,634	-	43,822	-	243,456
										OPE	80,904	-	17,760	-	98,664
Total Salary											1,382,589	-	200,235	-	1,582,824
Total OPE											678,878	-	96,707	-	775,585
Total Personal Services											2,061,467	-	296,942	-	2,358,409

PICS100 - Position Budget Report

General Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-003-08-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
1026000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	3586	SAL	81,761	-	4,303	-	86,064
										OPE	56,680	-	2,983	-	59,663
2119000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	2	2910	SAL	68,443	-	1,397	-	69,840
										OPE	54,530	-	1,113	-	55,643
2670000	OAS C0758 AP	SUPPLY SPECIALIST 1	14	PF	1	1.00	24	10	3932	SAL	86,819	-	7,549	-	94,368
										OPE	56,782	-	4,938	-	61,720
2825000	OAS C0758 AP	SUPPLY SPECIALIST 1	14	PF	1	1.00	24	10	3932	SAL	86,819	-	7,549	-	94,368
										OPE	56,782	-	4,938	-	61,720
3491000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850
3550000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	79,142	-	19,786	-	98,928
										OPE	50,280	-	12,570	-	62,850
3558000	MMN X0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	9	8766	SAL	193,553	-	16,831	-	210,384
										OPE	83,231	-	7,238	-	90,469
3567000	MMN X0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	8	8356	SAL	184,500	-	16,044	-	200,544
										OPE	80,989	-	7,042	-	88,031
4117000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	9196	SAL	140,147	-	80,557	-	220,704
										OPE	59,072	-	33,955	-	93,027
5527000	MMN X5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	9	8356	SAL	196,533	-	4,011	-	200,544
										OPE	86,270	-	1,761	-	88,031
5609000	MMN X5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	9	8356	SAL	160,435	-	40,109	-	200,544
										OPE	70,425	-	17,606	-	88,031
Total Salary											1,369,166	-	206,050	-	1,575,216
Total OPE											712,863	-	99,172	-	812,035
Total Personal Services											2,082,029	-	305,222	-	2,387,251

PICS100 - Position Budget Report

Research

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-003-11-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2313000	OAS C1163 AP	ECONOMIST 3	30	PF	1	1.00	24	4	6306	SAL	136,210	-	15,134	-	151,344
										OPE	68,255	-	7,584	-	75,839
2314000	MMN X1164 AP	ECONOMIST 4	33	PF	1	1.00	24	9	10144	SAL	219,110	-	24,346	-	243,456
										OPE	88,798	-	9,866	-	98,664
2315000	MMS X7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	35X	PF	1	1.00	24	10	11168	SAL	241,229	-	26,803	-	268,032
										OPE	94,279	-	10,475	-	104,754
2321000	OAS C1163 AP	ECONOMIST 3	30	PF	1	1.00	24	10	8393	SAL	181,289	-	20,143	-	201,432
										OPE	79,426	-	8,825	-	88,251
2367000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	2	3150	SAL	68,040	-	7,560	-	75,600
										OPE	51,362	-	5,707	-	57,069
2402000	MMN X1164 AP	ECONOMIST 4	33	PF	1	1.00	24	9	10144	SAL	219,110	-	24,346	-	243,456
										OPE	88,798	-	9,866	-	98,664
2411000	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	10	8393	SAL	181,289	-	20,143	-	201,432
										OPE	79,426	-	8,825	-	88,251
3695000	MMN X1164 AP	ECONOMIST 4	33	PF	1	1.00	24	7	9196	SAL	216,290	-	4,414	-	220,704
										OPE	91,166	-	1,861	-	93,027
3696000	MMN X1164 AP	ECONOMIST 4	33	PF	1	1.00	24	2	7220	SAL	169,814	-	3,466	-	173,280
										OPE	79,650	-	1,626	-	81,276
6586000	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	10	8393	SAL	201,432	-	-	-	201,432
										OPE	88,251	-	-	-	88,251
Total Salary											1,833,813	-	146,355	-	1,980,168
Total OPE											809,411	-	64,635	-	874,046
Total Personal Services											2,643,224	-	210,990	-	2,854,214

PICS100 - Position Budget Report**Audits****2021-23 Biennium
Budget Preparation****Cross Reference Number: 15000-003-12-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
1018000	MMN X5618 AP	INTERNAL AUDITOR 3	31	PF	1	1.00	24	6	7956	SAL	171,850	-	19,094	-	190,944
										OPE	77,087	-	8,565	-	85,652
1023000	MMN X5618 AP	INTERNAL AUDITOR 3	31	PF	1	1.00	24	2	6558	SAL	129,061	-	28,331	-	157,392
										OPE	63,416	-	13,921	-	77,337
Total Salary											300,911	-	47,425	-	348,336
Total OPE											140,503	-	22,486	-	162,989
Total Personal Services											441,414	-	69,911	-	511,325

PICS100 - Position Budget Report**Property Tax Division Administration****2021-23 Biennium
Budget Preparation****Cross Reference Number: 15000-004-01-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4237000	MESN Z0118 AF	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	2	3348	SAL	72,317	-	8,035	-	80,352
										OPE	52,422	-	5,825	-	58,247
4332000	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	7	8766	SAL	189,346	-	21,038	-	210,384
										OPE	81,422	-	9,047	-	90,469
6403000	MESN Z7012 AF	PRINCIPAL EXECUTIVE/MANAGER G	38X	PF	1	1.00	24	9	12305	SAL	265,788	-	29,532	-	295,320
										OPE	99,253	-	11,028	-	110,281
Total Salary											527,451	-	58,605	-	586,056
Total OPE											233,097	-	25,900	-	258,997
Total Personal Services											760,548	-	84,505	-	845,053

PICS100 - Position Budget Report

Cadastral Information Systems Unit

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-004-03-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4159000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	6811	SAL	160,195	-	3,269	-	163,464
										OPE	77,265	-	1,577	-	78,842
4161000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	6811	SAL	160,195	-	3,269	-	163,464
										OPE	77,265	-	1,577	-	78,842
4164000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	6811	SAL	160,195	-	3,269	-	163,464
										OPE	77,265	-	1,577	-	78,842
4165000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	6811	SAL	160,195	-	3,269	-	163,464
										OPE	77,265	-	1,577	-	78,842
4239000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8143	SAL	191,523	-	3,909	-	195,432
										OPE	85,030	-	1,735	-	86,765
4328000	OAS C1485 IP	INFO SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	5	6045	SAL	142,178	-	2,902	-	145,080
										OPE	72,801	-	1,486	-	74,287
4340000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	9196	SAL	216,290	-	4,414	-	220,704
										OPE	91,166	-	1,861	-	93,027
Total Salary											1,190,771	-	24,301	-	1,215,072
Total OPE											558,057	-	11,390	-	569,447
Total Personal Services											1,748,828	-	35,691	-	1,784,519

PICS100 - Position Budget Report

Industrial Valuation and Central Assessment

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-004-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4051000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	2	5208	SAL	75,620	-	49,372	-	124,992
										OPE	41,932	-	27,377	-	69,309
4073000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	10	7624	SAL	110,700	-	72,276	-	182,976
										OPE	50,625	-	33,053	-	83,678
4080000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	4	5726	SAL	83,142	-	54,282	-	137,424
										OPE	43,796	-	28,594	-	72,390
4103000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	9196	SAL	133,526	-	87,178	-	220,704
										OPE	56,281	-	36,746	-	93,027
4128000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	10	8794	SAL	127,689	-	83,367	-	211,056
										OPE	54,835	-	35,801	-	90,636
4129000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	10	8794	SAL	127,689	-	83,367	-	211,056
										OPE	54,835	-	35,801	-	90,636
4130000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	6	6306	SAL	91,563	-	59,781	-	151,344
										OPE	45,883	-	29,956	-	75,839
4135000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	10	7624	SAL	110,700	-	72,276	-	182,976
										OPE	50,625	-	33,053	-	83,678
4136000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	2	5208	SAL	77,495	-	47,497	-	124,992
										OPE	42,972	-	26,337	-	69,309
4137000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	10	7624	SAL	110,700	-	72,276	-	182,976
										OPE	50,625	-	33,053	-	83,678
4138000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	2	6009	SAL	87,251	-	56,965	-	144,216
										OPE	44,814	-	29,259	-	74,073
4196000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	2	5208	SAL	75,620	-	49,372	-	124,992
										OPE	41,932	-	27,377	-	69,309
4197000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	4	6607	SAL	95,934	-	62,634	-	158,568
										OPE	46,966	-	30,663	-	77,629
4198000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	9	7265	SAL	105,488	-	68,872	-	174,360
										OPE	49,334	-	32,209	-	81,543
4199000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	7	6607	SAL	95,934	-	62,634	-	158,568
										OPE	46,966	-	30,663	-	77,629
4200000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	2	6009	SAL	87,251	-	56,965	-	144,216

**08/17/20
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PICS100 - Position Budget Report

Industrial Valuation and Central Assessment

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-004-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4201000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	10	7624	OPE	44,814	-	29,259	-	74,073
										SAL	110,700	-	72,276	-	182,976
										OPE	50,625	-	33,053	-	83,678
4202000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	9	8766	SAL	127,282	-	83,102	-	210,384
										OPE	54,734	-	35,735	-	90,469
4204000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	10	8794	SAL	127,689	-	83,367	-	211,056
										OPE	54,835	-	35,801	-	90,636
4205000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	2	5208	SAL	75,620	-	49,372	-	124,992
										OPE	41,932	-	27,377	-	69,309
4206000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	5	6009	SAL	87,251	-	56,965	-	144,216
										OPE	44,814	-	29,259	-	74,073
4207000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	10	7624	SAL	110,700	-	72,276	-	182,976
										OPE	50,625	-	33,053	-	83,678
4211000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	10	7624	SAL	110,700	-	72,276	-	182,976
										OPE	50,625	-	33,053	-	83,678
4212000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	10	7624	SAL	110,700	-	72,276	-	182,976
										OPE	50,625	-	33,053	-	83,678
4214000	OAS C0726 AP	APPRAISER ANALYST 2	25	PF	1	1.00	24	2	4519	SAL	65,616	-	42,840	-	108,456
										OPE	39,453	-	25,759	-	65,212
4218000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	5	6934	SAL	100,682	-	65,734	-	166,416
										OPE	48,142	-	31,432	-	79,574
4223000	OAS C0726 AP	APPRAISER ANALYST 2	25	PF	1	1.00	24	2	4519	SAL	65,616	-	42,840	-	108,456
										OPE	39,453	-	25,759	-	65,212
4243000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	10	8794	SAL	127,689	-	83,367	-	211,056
										OPE	54,835	-	35,801	-	90,636
4245000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	4	5726	SAL	83,142	-	54,282	-	137,424
										OPE	43,796	-	28,594	-	72,390
4246000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	2	5208	SAL	75,620	-	49,372	-	124,992
										OPE	41,932	-	27,377	-	69,309
4261000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	10	7624	SAL	110,700	-	72,276	-	182,976
										OPE	50,625	-	33,053	-	83,678

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PICS100 - Position Budget Report

Industrial Valuation and Central Assessment

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-004-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4262000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	10	8794	SAL	127,689	-	83,367	-	211,056
										OPE	54,835	-	35,801	-	90,636
4267000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	4	5726	SAL	83,142	-	54,282	-	137,424
										OPE	43,796	-	28,594	-	72,390
4268000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	2	5208	SAL	75,620	-	49,372	-	124,992
										OPE	41,932	-	27,377	-	69,309
4281000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	2	6009	SAL	87,251	-	56,965	-	144,216
										OPE	44,814	-	29,259	-	74,073
4329000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	9196	SAL	133,526	-	87,178	-	220,704
										OPE	56,281	-	36,746	-	93,027
4334000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	10	7624	SAL	110,700	-	72,276	-	182,976
										OPE	50,625	-	33,053	-	83,678
4337000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	4	5726	SAL	83,142	-	54,282	-	137,424
										OPE	43,796	-	28,594	-	72,390
4338000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	2	5208	SAL	75,620	-	49,372	-	124,992
										OPE	41,932	-	27,377	-	69,309
5147000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	4	5726	SAL	83,142	-	54,282	-	137,424
										OPE	43,796	-	28,594	-	72,390
5194000	MMS X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	33X	PF	1	1.00	24	10	10144	SAL	147,291	-	96,165	-	243,456
										OPE	59,692	-	38,972	-	98,664
Total Salary											4,093,132	-	2,669,276	-	6,762,408
Total OPE											1,965,785	-	1,281,727	-	3,247,512
Total Personal Services											6,058,917	-	3,951,003	-	10,009,920

PICS100 - Position Budget Report

County Support, Assistance and Oversight

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-004-06-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4032000	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	9	5726	SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390
4049000	OAS C1339 AP	TRAINING & DEVELOPMENT SPEC 2	27	PF	1	1.00	24	10	7265	SAL	170,873	-	3,487	-	174,360
										OPE	79,912	-	1,631	-	81,543
4075000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	10	8794	SAL	206,835	-	4,221	-	211,056
										OPE	88,823	-	1,813	-	90,636
4085000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	4	5726	SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390
4086000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	4	5726	SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390
4110000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	2	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
4121000	MMS X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	33X	PF	1	1.00	24	8	9196	SAL	216,290	-	4,414	-	220,704
										OPE	91,166	-	1,861	-	93,027
4127000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	9196	SAL	216,290	-	4,414	-	220,704
										OPE	91,166	-	1,861	-	93,027
4131000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	10	7624	SAL	179,316	-	3,660	-	182,976
										OPE	82,004	-	1,674	-	83,678
4133000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	2	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
4139000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	10	8794	SAL	206,835	-	4,221	-	211,056
										OPE	88,823	-	1,813	-	90,636
4189000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	7	7265	SAL	170,873	-	3,487	-	174,360
										OPE	79,912	-	1,631	-	81,543
4235000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	8	7624	SAL	179,316	-	3,660	-	182,976
										OPE	82,004	-	1,674	-	83,678
4240000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	5	6934	SAL	163,088	-	3,328	-	166,416
										OPE	77,983	-	1,591	-	79,574
4242000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	8	6934	SAL	163,088	-	3,328	-	166,416
										OPE	77,983	-	1,591	-	79,574
4252000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	SAL	197,403	-	4,029	-	201,432

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PICS100 - Position Budget Report**County Support, Assistance and Oversight****2021-23 Biennium
Budget Preparation****Cross Reference Number: 15000-004-06-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4270000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	4	5726	OPE	86,486	-	1,765	-	88,251
										SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390
4325000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	7	7265	SAL	170,873	-	3,487	-	174,360
										OPE	79,912	-	1,631	-	81,543
										Total Salary					3,024,768
Total OPE					1,425,788	-	29,100	-	1,454,888						
Total Personal Services					4,450,556	-	90,828	-	4,541,384						

PICS100 - Position Budget Report

Forestland Valuation and Timber Taxes

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-004-07-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4029000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	7	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
4079000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	9	7265	SAL	170,873	-	3,487	-	174,360
										OPE	79,912	-	1,631	-	81,543
4082000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	6	6306	SAL	148,317	-	3,027	-	151,344
										OPE	74,322	-	1,517	-	75,839
4115000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	0.50	12	8	8356	SAL	98,267	-	2,005	-	100,272
										OPE	43,136	-	880	-	44,016
4145000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
4147000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
4210000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	0.75	18	10	8393	SAL	148,053	-	3,021	-	151,074
										OPE	64,863	-	1,324	-	66,187
4241000	OAS C0728 AP	APPRAISER ANALYST 4	31	PF	1	1.00	24	9	8393	SAL	197,403	-	4,029	-	201,432
										OPE	86,486	-	1,765	-	88,251
4244000	OAS C0727 AP	APPRAISER ANALYST 3	28	PF	1	1.00	24	10	7624	SAL	179,316	-	3,660	-	182,976
										OPE	82,004	-	1,674	-	83,678
4341000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	SAL	197,403	-	4,029	-	201,432
										OPE	86,486	-	1,765	-	88,251
4342000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	2	2910	SAL	68,443	-	1,397	-	69,840
										OPE	54,530	-	1,113	-	55,643
Total Salary											1,517,598	-	30,972	-	1,548,570
Total OPE											761,148	-	15,534	-	776,682
Total Personal Services											2,278,746	-	46,506	-	2,325,252

PICS100 - Position Budget Report**Personal Tax and Compliance Div Admin****2021-23 Biennium
Budget Preparation****Cross Reference Number: 15000-005-01-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5016000	MENN Z0118 AF	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	7	4236	SAL	99,631	-	2,033	-	101,664
										OPE	62,257	-	1,271	-	63,528
6068000	MESN Z7012 AF	PRINCIPAL EXECUTIVE/MANAGER G	38X	PF	1	1.00	24	10	12927	SAL	304,043	-	6,205	-	310,248
										OPE	110,793	-	2,261	-	113,054
Total Salary											403,674	-	8,238	-	411,912
Total OPE											173,050	-	3,532	-	176,582
Total Personal Services											576,724	-	11,770	-	588,494

PICS100 - Position Budget Report

Compliance

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-005-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2075000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	7	3586	SAL	84,343	-	1,721	-	86,064
										OPE	58,470	-	1,193	-	59,663
2229000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	2	2910	SAL	68,443	-	1,397	-	69,840
										OPE	54,530	-	1,113	-	55,643
2230000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	2	2910	SAL	68,443	-	1,397	-	69,840
										OPE	54,530	-	1,113	-	55,643
2232000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	10	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
2233000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	9	3932	SAL	92,481	-	1,887	-	94,368
										OPE	60,486	-	1,234	-	61,720
2235000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	10	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
2237000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	2	2910	SAL	68,443	-	1,397	-	69,840
										OPE	54,530	-	1,113	-	55,643
2239000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	7	3586	SAL	84,343	-	1,721	-	86,064
										OPE	58,470	-	1,193	-	59,663
2240000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	6	3434	SAL	80,768	-	1,648	-	82,416
										OPE	57,584	-	1,175	-	58,759
2366000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	2	2910	SAL	68,443	-	1,397	-	69,840
										OPE	54,530	-	1,113	-	55,643
2371000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
2387000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	10	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
2398000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	10	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
2885000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	2	2910	SAL	68,443	-	1,397	-	69,840
										OPE	54,530	-	1,113	-	55,643
2888000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	2	2910	SAL	68,443	-	1,397	-	69,840
										OPE	54,530	-	1,113	-	55,643
2916000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	8	3751	SAL	88,224	-	1,800	-	90,024

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PICS100 - Position Budget Report

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**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-005-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3086000	MMS X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	33X	PF	1	1.00	24	10	10144	OPE	59,431	-	1,213	-	60,644
										SAL	223,980	-	19,476	-	243,456
3494000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	2	3586	OPE	90,771	-	7,893	-	98,664
										SAL	84,343	-	1,721	-	86,064
3531000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	8	3751	OPE	58,470	-	1,193	-	59,663
										SAL	88,224	-	1,800	-	90,024
3533000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	2	2910	OPE	59,431	-	1,213	-	60,644
										SAL	68,443	-	1,397	-	69,840
3553000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	2	2910	OPE	54,530	-	1,113	-	55,643
										SAL	68,443	-	1,397	-	69,840
5005000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	4	3434	OPE	54,530	-	1,113	-	55,643
										SAL	80,768	-	1,648	-	82,416
5008000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PP	1	0.55	13.3	2	3150	OPE	57,584	-	1,175	-	58,759
										SAL	41,057	-	838	-	41,895
5015000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	4	3434	OPE	32,090	-	655	-	32,745
										SAL	80,768	-	1,648	-	82,416
5019000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	OPE	57,584	-	1,175	-	58,759
										SAL	106,287	-	2,169	-	108,456
5028000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	OPE	63,908	-	1,304	-	65,212
										SAL	106,287	-	2,169	-	108,456
5030000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	4310	OPE	63,908	-	1,304	-	65,212
										SAL	101,371	-	2,069	-	103,440
5059000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	OPE	62,689	-	1,279	-	63,968
										SAL	179,316	-	3,660	-	182,976
5061000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	OPE	82,004	-	1,674	-	83,678
										SAL	179,316	-	3,660	-	182,976
5064000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	OPE	82,004	-	1,674	-	83,678
										SAL	128,419	-	2,621	-	131,040
5067000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	10	6607	OPE	69,392	-	1,416	-	70,808
										SAL	155,397	-	3,171	-	158,568
										OPE	76,076	-	1,553	-	77,629

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PICS100 - Position Budget Report

Compliance

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-005-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5070000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5080000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5081000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5083000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5084000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5085000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5086000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	3	4749	SAL	111,696	-	2,280	-	113,976
										OPE	65,247	-	1,332	-	66,579
5088000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	179,316	-	3,660	-	182,976
										OPE	82,004	-	1,674	-	83,678
5091000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	179,316	-	3,660	-	182,976
										OPE	82,004	-	1,674	-	83,678
5092000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5093000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5094000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	179,316	-	3,660	-	182,976
										OPE	82,004	-	1,674	-	83,678
5095000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	10	6607	SAL	155,397	-	3,171	-	158,568
										OPE	76,076	-	1,553	-	77,629
5096000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	3	4749	SAL	111,696	-	2,280	-	113,976
										OPE	65,247	-	1,332	-	66,579
5099000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	3	4749	SAL	111,696	-	2,280	-	113,976
										OPE	65,247	-	1,332	-	66,579
5100000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	8	6934	SAL	163,088	-	3,328	-	166,416

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PICS100 - Position Budget Report

Compliance

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-005-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5102000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	7	5726	OPE	77,983	-	1,591	-	79,574
										SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390
5107000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	10	6607	SAL	155,397	-	3,171	-	158,568
										OPE	76,076	-	1,553	-	77,629
5118000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5119000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	3	4749	SAL	111,696	-	2,280	-	113,976
										OPE	65,247	-	1,332	-	66,579
5129000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	5	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5130000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	6	6306	SAL	148,317	-	3,027	-	151,344
										OPE	74,322	-	1,517	-	75,839
5137000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5139000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5141000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5145000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	1.00	24	10	7956	SAL	187,125	-	3,819	-	190,944
										OPE	83,939	-	1,713	-	85,652
5146000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	1.00	24	10	7956	SAL	187,125	-	3,819	-	190,944
										OPE	83,939	-	1,713	-	85,652
5162000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	1.00	24	10	7956	SAL	187,125	-	3,819	-	190,944
										OPE	83,939	-	1,713	-	85,652
5163000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	179,316	-	3,660	-	182,976
										OPE	82,004	-	1,674	-	83,678
5165000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	1.00	24	10	7956	SAL	187,125	-	3,819	-	190,944
										OPE	83,939	-	1,713	-	85,652
5185000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	1.00	24	2	5394	SAL	126,867	-	2,589	-	129,456
										OPE	69,007	-	1,408	-	70,415

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**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-005-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5205000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	9	7265	SAL	170,873	-	3,487	-	174,360
										OPE	79,912	-	1,631	-	81,543
5207000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5210000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5269000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	3	4749	SAL	111,696	-	2,280	-	113,976
										OPE	65,247	-	1,332	-	66,579
5277000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	10	6607	SAL	155,397	-	3,171	-	158,568
										OPE	76,076	-	1,553	-	77,629
5279000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	10	6607	SAL	155,397	-	3,171	-	158,568
										OPE	76,076	-	1,553	-	77,629
5289000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	8	6009	SAL	141,332	-	2,884	-	144,216
										OPE	72,592	-	1,481	-	74,073
5294000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5305000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	7	7265	SAL	170,873	-	3,487	-	174,360
										OPE	79,912	-	1,631	-	81,543
5358000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	7	6607	SAL	150,640	-	7,928	-	158,568
										OPE	73,748	-	3,881	-	77,629
5361000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	9	7265	SAL	170,873	-	3,487	-	174,360
										OPE	79,912	-	1,631	-	81,543
5367000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	10	6607	SAL	155,397	-	3,171	-	158,568
										OPE	76,076	-	1,553	-	77,629
5369000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	10	6607	SAL	155,397	-	3,171	-	158,568
										OPE	76,076	-	1,553	-	77,629
5370000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5371000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	7	5726	SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390
5374000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	SAL	128,419	-	2,621	-	131,040

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PICS100 - Position Budget Report

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**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-005-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5382000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	OPE	69,392	-	1,416	-	70,808
										SAL	128,419	-	2,621	-	131,040
5387000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	4	4974	OPE	69,392	-	1,416	-	70,808
										SAL	116,988	-	2,388	-	119,376
5388000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	OPE	66,559	-	1,358	-	67,917
										SAL	106,287	-	2,169	-	108,456
5391000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	3	4749	OPE	63,908	-	1,304	-	65,212
										SAL	111,696	-	2,280	-	113,976
5395000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	9	6306	OPE	65,247	-	1,332	-	66,579
										SAL	148,317	-	3,027	-	151,344
5396000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	OPE	74,322	-	1,517	-	75,839
										SAL	106,287	-	2,169	-	108,456
5404000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	OPE	63,908	-	1,304	-	65,212
										SAL	74,088	-	1,512	-	75,600
5407000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	OPE	55,928	-	1,141	-	57,069
										SAL	92,481	-	1,887	-	94,368
5429000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	OPE	60,486	-	1,234	-	61,720
										SAL	106,287	-	2,169	-	108,456
5434000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	OPE	63,908	-	1,304	-	65,212
										SAL	128,419	-	2,621	-	131,040
5435000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	OPE	69,392	-	1,416	-	70,808
										SAL	106,287	-	2,169	-	108,456
5436000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	9	6306	OPE	63,908	-	1,304	-	65,212
										SAL	148,317	-	3,027	-	151,344
5444000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	6	7584	OPE	74,322	-	1,517	-	75,839
										SAL	178,376	-	3,640	-	182,016
5453000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	10	6607	OPE	81,770	-	1,669	-	83,439
										SAL	155,397	-	3,171	-	158,568
5454000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	7	5726	OPE	76,076	-	1,553	-	77,629
										SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390

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Budget Preparation**

**Cross Reference Number: 15000-005-05-00-00000
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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5455000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5462000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5475000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	7	5726	SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390
5477000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	10	6607	SAL	155,397	-	3,171	-	158,568
										OPE	76,076	-	1,553	-	77,629
5506000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	6	6306	SAL	148,317	-	3,027	-	151,344
										OPE	74,322	-	1,517	-	75,839
5511000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5517000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5518000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	7	5726	SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390
5520000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5521000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5524000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5525000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	1.00	24	10	7956	SAL	187,125	-	3,819	-	190,944
										OPE	83,939	-	1,713	-	85,652
5526000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	9	3932	SAL	92,481	-	1,887	-	94,368
										OPE	60,486	-	1,234	-	61,720
5529000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	SAL	197,403	-	4,029	-	201,432
										OPE	86,486	-	1,765	-	88,251
5533000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	5	5208	SAL	124,992	-	-	-	124,992
										OPE	69,309	-	-	-	69,309
5534000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	9	6306	SAL	151,344	-	-	-	151,344

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5535000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	3	4749	OPE	75,839	-	-	-	75,839
										SAL	113,976	-	-	-	113,976
5536000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	OPE	66,579	-	-	-	66,579
										SAL	108,456	-	-	-	108,456
5538000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	3	4749	OPE	65,212	-	-	-	65,212
										SAL	113,976	-	-	-	113,976
5540000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	8	6009	OPE	66,579	-	-	-	66,579
										SAL	144,216	-	-	-	144,216
5541000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	OPE	74,073	-	-	-	74,073
										SAL	131,040	-	-	-	131,040
5542000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	6	6306	OPE	70,808	-	-	-	70,808
										SAL	151,344	-	-	-	151,344
5543000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	5	3293	OPE	75,839	-	-	-	75,839
										SAL	79,032	-	-	-	79,032
5544000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	10	4122	OPE	57,920	-	-	-	57,920
										SAL	98,928	-	-	-	98,928
5566000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	9	7265	OPE	62,850	-	-	-	62,850
										SAL	170,873	-	3,487	-	174,360
5571000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	8	6009	OPE	79,912	-	1,631	-	81,543
										SAL	141,332	-	2,884	-	144,216
5572000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	OPE	72,592	-	1,481	-	74,073
										SAL	106,287	-	2,169	-	108,456
5603000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	2	3586	OPE	63,908	-	1,304	-	65,212
										SAL	84,343	-	1,721	-	86,064
5620000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	10	6607	OPE	58,470	-	1,193	-	59,663
										SAL	158,568	-	-	-	158,568
5621000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	7	5726	OPE	77,629	-	-	-	77,629
										SAL	137,424	-	-	-	137,424
5623000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	10	6607	OPE	72,390	-	-	-	72,390
										SAL	158,568	-	-	-	158,568
										OPE	77,629	-	-	-	77,629

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5624000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	108,456	-	-	-	108,456
										OPE	65,212	-	-	-	65,212
5625000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	182,976	-	-	-	182,976
										OPE	83,678	-	-	-	83,678
5626000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	4	5726	SAL	137,424	-	-	-	137,424
										OPE	72,390	-	-	-	72,390
5627000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	5	6009	SAL	144,216	-	-	-	144,216
										OPE	74,073	-	-	-	74,073
5629000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	124,992	-	-	-	124,992
										OPE	69,309	-	-	-	69,309
5630000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	4	6883	SAL	165,192	-	-	-	165,192
										OPE	79,270	-	-	-	79,270
5631000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	SAL	201,432	-	-	-	201,432
										OPE	88,251	-	-	-	88,251
5641000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	10	6607	SAL	155,397	-	3,171	-	158,568
										OPE	76,076	-	1,553	-	77,629
5642000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5643000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	3	4749	SAL	111,696	-	2,280	-	113,976
										OPE	65,247	-	1,332	-	66,579
5644000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	3	4749	SAL	111,696	-	2,280	-	113,976
										OPE	65,247	-	1,332	-	66,579
5645000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5646000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5647000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	6	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5648000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	9	7265	SAL	170,873	-	3,487	-	174,360
										OPE	79,912	-	1,631	-	81,543
5650000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	7	6607	SAL	155,397	-	3,171	-	158,568

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5651000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	OPE	76,076	-	1,553	-	77,629
										SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5652000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	3	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5653000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	5	3293	SAL	77,451	-	1,581	-	79,032
										OPE	56,762	-	1,158	-	57,920
5665000	MMS X7002 AP	PRINCIPAL EXECUTIVE/MANAGER B	26X	PF	1	1.00	24	4	5394	SAL	126,867	-	2,589	-	129,456
										OPE	69,007	-	1,408	-	70,415
5677000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5678000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	6	3434	SAL	80,768	-	1,648	-	82,416
										OPE	57,584	-	1,175	-	58,759
5679000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	6	3434	SAL	80,768	-	1,648	-	82,416
										OPE	57,584	-	1,175	-	58,759
5680000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	5	3293	SAL	77,451	-	1,581	-	79,032
										OPE	56,762	-	1,158	-	57,920
5681000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	5	3293	SAL	77,451	-	1,581	-	79,032
										OPE	56,762	-	1,158	-	57,920
5682000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	4	3150	SAL	74,088	-	1,512	-	75,600
										OPE	55,928	-	1,141	-	57,069
5683000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	3	3033	SAL	71,336	-	1,456	-	72,792
										OPE	55,247	-	1,127	-	56,374
5693000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	5	6009	SAL	141,332	-	2,884	-	144,216
										OPE	72,592	-	1,481	-	74,073
5694000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
6002000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	5	3293	SAL	77,451	-	1,581	-	79,032
										OPE	56,762	-	1,158	-	57,920
6005000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	PF	1	1.00	24	8	3751	SAL	88,224	-	1,800	-	90,024
										OPE	59,431	-	1,213	-	60,644

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Compliance

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-005-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6127000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	1.00	24	2	5394	SAL	126,867	-	2,589	-	129,456
										OPE	69,007	-	1,408	-	70,415
6345000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	74,088	-	1,512	-	75,600
										OPE	55,928	-	1,141	-	57,069
6439000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	10	6607	SAL	150,640	-	7,928	-	158,568
										OPE	73,748	-	3,881	-	77,629
6477000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	5	6009	SAL	137,005	-	7,211	-	144,216
										OPE	70,369	-	3,704	-	74,073
Total Salary											19,691,558	-	375,049	-	20,066,607
Total OPE											10,847,043	-	204,938	-	11,051,981
Total Personal Services											30,538,601	-	579,987	-	31,118,588

PICS100 - Position Budget Report

Program Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-005-08-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2222000	MMS X7002 AP	PRINCIPAL EXECUTIVE/MANAGER B	26X	PF	1	1.00	24	2	4909	SAL	115,460	-	2,356	-	117,816
										OPE	66,180	-	1,351	-	67,531
2370000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	2	3150	SAL	74,088	-	1,512	-	75,600
										OPE	55,928	-	1,141	-	57,069
3164000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	6	4310	SAL	101,371	-	2,069	-	103,440
										OPE	62,689	-	1,279	-	63,968
3173000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
3213000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
3262000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	120,617	-	4,375	-	124,992
										OPE	66,883	-	2,426	-	69,309
3264000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	2	3586	SAL	84,343	-	1,721	-	86,064
										OPE	58,470	-	1,193	-	59,663
3265000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
3386000	MMS X7002 AP	PRINCIPAL EXECUTIVE/MANAGER B	26X	PF	1	1.00	24	10	7220	SAL	169,814	-	3,466	-	173,280
										OPE	79,650	-	1,626	-	81,276
3406000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
3530000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
3532000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	7	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
3557000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
3562000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
3564000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
3583000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456

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Program Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-005-08-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4283000	MMS X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	33X	PF	1	1.00	24	10	10144	OPE	63,908	-	1,304	-	65,212
										SAL	238,587	-	4,869	-	243,456
										OPE	96,691	-	1,973	-	98,664
5004000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5020000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	4310	SAL	101,371	-	2,069	-	103,440
										OPE	62,689	-	1,279	-	63,968
5025000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	7	3932	SAL	92,481	-	1,887	-	94,368
										OPE	60,486	-	1,234	-	61,720
5045000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5082000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	SAL	197,403	-	4,029	-	201,432
										OPE	86,486	-	1,765	-	88,251
5122000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	8	6607	SAL	155,397	-	3,171	-	158,568
										OPE	76,076	-	1,553	-	77,629
5167000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5186000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	9196	SAL	216,290	-	4,414	-	220,704
										OPE	91,166	-	1,861	-	93,027
5188000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5213000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	8	6607	SAL	155,397	-	3,171	-	158,568
										OPE	76,076	-	1,553	-	77,629
5228000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	2	3150	SAL	74,088	-	1,512	-	75,600
										OPE	55,928	-	1,141	-	57,069
5267000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	4310	SAL	101,371	-	2,069	-	103,440
										OPE	62,689	-	1,279	-	63,968
5274000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5281000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	179,316	-	3,660	-	182,976
										OPE	82,004	-	1,674	-	83,678

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Program Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-005-08-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5303000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	SAL	197,403	-	4,029	-	201,432
										OPE	86,486	-	1,765	-	88,251
5357000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5360000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5365000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	179,316	-	3,660	-	182,976
										OPE	82,004	-	1,674	-	83,678
5373000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	8	6607	SAL	155,397	-	3,171	-	158,568
										OPE	76,076	-	1,553	-	77,629
5397000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5400000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5401000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	7	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5403000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	2	3150	SAL	74,088	-	1,512	-	75,600
										OPE	55,928	-	1,141	-	57,069
5408000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	99,780	-	8,676	-	108,456
										OPE	59,995	-	5,217	-	65,212
5413000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7265	SAL	170,873	-	3,487	-	174,360
										OPE	79,912	-	1,631	-	81,543
5416000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7265	SAL	170,873	-	3,487	-	174,360
										OPE	79,912	-	1,631	-	81,543
5425000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	179,316	-	3,660	-	182,976
										OPE	82,004	-	1,674	-	83,678
5445000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	5726	SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390
5457000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	4310	SAL	101,371	-	2,069	-	103,440
										OPE	62,689	-	1,279	-	63,968
5464000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456

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Program Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-005-08-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5465000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	OPE	63,908	-	1,304	-	65,212
										SAL	106,287	-	2,169	-	108,456
5466000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	6	4310	OPE	63,908	-	1,304	-	65,212
										SAL	95,165	-	8,275	-	103,440
5467000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	OPE	58,851	-	5,117	-	63,968
										SAL	106,287	-	2,169	-	108,456
5483000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	4	3434	OPE	63,908	-	1,304	-	65,212
										SAL	80,768	-	1,648	-	82,416
5489000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	10	6558	OPE	57,584	-	1,175	-	58,759
										SAL	154,244	-	3,148	-	157,392
5493000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	6	3150	OPE	75,790	-	1,547	-	77,337
										SAL	74,088	-	1,512	-	75,600
5501000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	OPE	55,928	-	1,141	-	57,069
										SAL	106,287	-	2,169	-	108,456
5507000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	OPE	63,908	-	1,304	-	65,212
										SAL	197,403	-	4,029	-	201,432
5508000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	OPE	86,486	-	1,765	-	88,251
										SAL	197,403	-	4,029	-	201,432
5509000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	2	4439	OPE	86,486	-	1,765	-	88,251
										SAL	104,405	-	2,131	-	106,536
5523000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	7	6607	OPE	63,441	-	1,295	-	64,736
										SAL	155,397	-	3,171	-	158,568
5531000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	2	3150	OPE	76,076	-	1,553	-	77,629
										SAL	73,332	-	2,268	-	75,600
5532000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	2	3150	OPE	55,357	-	1,712	-	57,069
										SAL	73,332	-	2,268	-	75,600
5547000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	OPE	55,357	-	1,712	-	57,069
										SAL	98,928	-	-	-	98,928
5564000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	OPE	62,850	-	-	-	62,850
										SAL	98,928	-	-	-	98,928
										OPE	62,850	-	-	-	62,850

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Program Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-005-08-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5579000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	3586	SAL	84,343	-	1,721	-	86,064
										OPE	58,470	-	1,193	-	59,663
5595000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	6	3751	SAL	88,224	-	1,800	-	90,024
										OPE	59,431	-	1,213	-	60,644
5601000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	5	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
5602000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5604000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5610000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5611000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5612000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5613000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5614000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5615000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5616000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5619000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	9196	SAL	216,290	-	4,414	-	220,704
										OPE	91,166	-	1,861	-	93,027
5667000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	179,316	-	3,660	-	182,976
										OPE	82,004	-	1,674	-	83,678
5684000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	5	5140	SAL	120,893	-	2,467	-	123,360
										OPE	67,527	-	1,378	-	68,905
5685000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	9	6247	SAL	146,929	-	2,999	-	149,928

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PICS100 - Position Budget Report

Program Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-005-08-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
5696000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	SP	1	0.50	12	2	2910	OPE	73,978	-	1,510	-	75,488	
										SAL	34,222	-	698	-	34,920	
5697000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	SP	1	0.50	12	2	2910	OPE	27,265	-	556	-	27,821	
										SAL	34,222	-	698	-	34,920	
5698000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	SP	1	0.50	12	2	2910	OPE	27,265	-	556	-	27,821	
										SAL	34,222	-	698	-	34,920	
5699000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	SP	1	0.50	12	2	2910	OPE	27,265	-	556	-	27,821	
										SAL	34,222	-	698	-	34,920	
5700000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	SP	1	0.50	12	2	2910	OPE	27,265	-	556	-	27,821	
										SAL	34,222	-	698	-	34,920	
5701000	OAS C0323 AP	PUBLIC SERVICE REP 3	15	SP	1	0.50	12	2	2910	OPE	27,265	-	556	-	27,821	
										SAL	34,222	-	698	-	34,920	
5702000	OAS C0104 AP	OFFICE SPECIALIST 2	15	SP	1	0.42	10	2	2910	OPE	27,265	-	556	-	27,821	
										SAL	28,518	-	582	-	29,100	
5703000	OAS C0104 AP	OFFICE SPECIALIST 2	15	SP	1	0.42	10	2	2910	OPE	22,720	-	464	-	23,184	
										SAL	28,518	-	582	-	29,100	
5704000	OAS C0104 AP	OFFICE SPECIALIST 2	15	SP	1	0.42	10	2	2910	OPE	22,720	-	464	-	23,184	
										SAL	28,518	-	582	-	29,100	
5705000	OAS C0104 AP	OFFICE SPECIALIST 2	15	SP	1	0.42	10	2	2910	OPE	22,720	-	464	-	23,184	
										SAL	28,518	-	582	-	29,100	
6258000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	4	3434	OPE	22,720	-	464	-	23,184	
										SAL	80,768	-	1,648	-	82,416	
6273000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	6	3751	OPE	57,584	-	1,175	-	58,759	
										SAL	88,224	-	1,800	-	90,024	
6359000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	4310	OPE	59,431	-	1,213	-	60,644	
										SAL	101,371	-	2,069	-	103,440	
6376000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3293	OPE	62,689	-	1,279	-	63,968	
										SAL	77,451	-	1,581	-	79,032	
											OPE	56,762	-	1,158	-	57,920
Total Salary												10,398,984	-	224,616	-	10,623,600
Total OPE												5,828,474	-	126,511	-	5,954,985

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PICS100 - Position Budget Report**Program Services****2021-23 Biennium
Budget Preparation****Cross Reference Number: 15000-005-08-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
Total Personal Services											16,227,458	-	351,127	-	16,578,585

PICS100 - Position Budget Report**Business Division Administration****2021-23 Biennium
Budget Preparation****Cross Reference Number: 15000-006-01-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5199000	MESN Z7012 AF	PRINCIPAL EXECUTIVE/MANAGER G	38X	PF	1	1.00	24	8	11728	SAL	253,325	-	28,147	-	281,472
										OPE	96,937	-	10,771	-	107,708
6062000	MENN Z0118 AF	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	9	4675	SAL	100,980	-	11,220	-	112,200
										OPE	59,525	-	6,614	-	66,139
Total Salary											354,305	-	39,367	-	393,672
Total OPE											156,462	-	17,385	-	173,847
Total Personal Services											510,767	-	56,752	-	567,519

PICS100 - Position Budget Report

Withholding & Payroll Tax

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-006-02-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2407000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	8	3751	SAL	33,309	-	56,715	-	90,024
										OPE	22,438	-	38,206	-	60,644
5265000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	6	3751	SAL	88,224	-	1,800	-	90,024
										OPE	59,431	-	1,213	-	60,644
5431000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	4	3434	SAL	80,768	-	1,648	-	82,416
										OPE	57,584	-	1,175	-	58,759
5432000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5437000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
6006000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	2	2910	SAL	46,793	-	23,047	-	69,840
										OPE	37,281	-	18,362	-	55,643
6011000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	7	3293	SAL	79,032	-	-	-	79,032
										OPE	57,920	-	-	-	57,920
6012000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	8	3751	SAL	60,316	-	29,708	-	90,024
										OPE	40,631	-	20,013	-	60,644
6018000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	5	4122	SAL	66,282	-	32,646	-	98,928
										OPE	42,110	-	20,741	-	62,851
6024000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	10	5208	SAL	-	-	124,992	-	124,992
										OPE	-	-	69,309	-	69,309
6034000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	7	4519	SAL	72,666	-	35,790	-	108,456
										OPE	43,692	-	21,520	-	65,212
6036000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	6	4310	SAL	103,440	-	-	-	103,440
										OPE	63,968	-	-	-	63,968
6040000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	3434	SAL	55,219	-	27,197	-	82,416
										OPE	39,369	-	19,390	-	58,759
6045000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	6	3150	SAL	75,600	-	-	-	75,600
										OPE	57,069	-	-	-	57,069
6055000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	8	4749	SAL	113,976	-	-	-	113,976
										OPE	66,579	-	-	-	66,579
6056000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	10	5208	SAL	124,992	-	-	-	124,992

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PICS100 - Position Budget Report

Withholding & Payroll Tax

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-006-02-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
										OPE	69,309	-	-	-	69,309
6058000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	5	4122	SAL	-	-	98,928	-	98,928
										OPE	-	-	62,850	-	62,850
6067000	MMS X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	33X	PF	1	1.00	24	9	9655	SAL	173,697	-	58,023	-	231,720
										OPE	71,779	-	23,978	-	95,757
6097000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	4	6883	SAL	125,182	-	40,010	-	165,192
										OPE	60,071	-	19,199	-	79,270
6108000	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	5	4749	SAL	108,277	-	5,699	-	113,976
										OPE	63,250	-	3,329	-	66,579
6111000	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	6306	SAL	113,735	-	37,609	-	151,344
										OPE	56,993	-	18,846	-	75,839
6135000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	6	4310	SAL	103,440	-	-	-	103,440
										OPE	63,968	-	-	-	63,968
6232000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	36,603	-	62,325	-	98,928
										OPE	23,255	-	39,596	-	62,851
6279000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	3434	SAL	55,219	-	27,197	-	82,416
										OPE	39,369	-	19,390	-	58,759
6281000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	66,282	-	32,646	-	98,928
										OPE	42,110	-	20,741	-	62,851
6306000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	SAL	153,693	-	47,739	-	201,432
										OPE	67,336	-	20,915	-	88,251
6315000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	2	2910	SAL	46,793	-	23,047	-	69,840
										OPE	37,281	-	18,362	-	55,643
6322000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	6	4310	SAL	-	-	103,440	-	103,440
										OPE	-	-	63,968	-	63,968
6351000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	6	4310	SAL	-	-	103,440	-	103,440
										OPE	-	-	63,968	-	63,968
6355000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	7	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6384000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	6	3150	SAL	-	-	75,600	-	75,600
										OPE	-	-	57,069	-	57,069

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PICS100 - Position Budget Report

Withholding & Payroll Tax

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-006-02-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6405000	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	7	5208	SAL	-	-	124,992	-	124,992
										OPE	-	-	69,309	-	69,309
6410000	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	6607	SAL	117,023	-	41,545	-	158,568
										OPE	57,290	-	20,339	-	77,629
6411000	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	2	4519	SAL	80,041	-	28,415	-	108,456
										OPE	48,126	-	17,086	-	65,212
6412000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	6	4310	SAL	69,305	-	34,135	-	103,440
										OPE	42,859	-	21,109	-	63,968
6415000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	66,282	-	32,646	-	98,928
										OPE	42,110	-	20,741	-	62,851
6419000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	10	5208	SAL	83,745	-	41,247	-	124,992
										OPE	46,437	-	22,872	-	69,309
6426000	MMS X7002 AP	PRINCIPAL EXECUTIVE/MANAGER B	26X	PF	1	1.00	24	10	7220	SAL	137,428	-	35,852	-	173,280
										OPE	64,459	-	16,816	-	81,275
6427000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	3586	SAL	-	-	86,064	-	86,064
										OPE	-	-	59,663	-	59,663
6447000	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	6607	SAL	111,616	-	46,952	-	158,568
										OPE	54,643	-	22,986	-	77,629
6454000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	2	3586	SAL	57,663	-	28,401	-	86,064
										OPE	39,974	-	19,689	-	59,663
6512000	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	2	3751	SAL	-	-	90,024	-	90,024
										OPE	-	-	60,644	-	60,644
6515000	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	5460	SAL	-	-	131,040	-	131,040
										OPE	-	-	70,808	-	70,808
6517000	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	5460	SAL	-	-	131,040	-	131,040
										OPE	-	-	70,808	-	70,808
6533000	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	9	7624	SAL	122,594	-	60,382	-	182,976
										OPE	56,064	-	27,614	-	83,678
6535000	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	6607	SAL	106,241	-	52,327	-	158,568
										OPE	52,011	-	25,618	-	77,629
6536000	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	6607	SAL	106,241	-	52,327	-	158,568

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PICS100 - Position Budget Report

Withholding & Payroll Tax

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-006-02-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6537000	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	6607	OPE	52,011	-	25,618	-	77,629
										SAL	106,241	-	52,327	-	158,568
6540000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	10	6558	OPE	52,011	-	25,618	-	77,629
										SAL	105,453	-	51,939	-	157,392
6615000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	7	4519	OPE	51,816	-	25,521	-	77,337
										SAL	-	-	108,456	-	108,456
6624000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	6	4310	OPE	-	-	65,212	-	65,212
										SAL	-	-	103,440	-	103,440
6625000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	10	5208	OPE	-	-	63,968	-	63,968
										SAL	-	-	124,992	-	124,992
6626000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	8	4749	OPE	-	-	69,309	-	69,309
										SAL	-	-	113,976	-	113,976
6627000	OAS C0324 AP	PUBLIC SERVICE REP 4	20	PF	1	1.00	24	10	5208	OPE	-	-	66,579	-	66,579
										SAL	-	-	124,992	-	124,992
6628000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	7	6306	OPE	-	-	69,309	-	69,309
										SAL	-	-	151,344	-	151,344
6629000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	6	5394	OPE	-	-	75,839	-	75,839
										SAL	-	-	129,456	-	129,456
6630000	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	2	4519	OPE	-	-	70,415	-	70,415
										SAL	-	-	108,456	-	108,456
6657000	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	2	5460	OPE	-	-	65,212	-	65,212
										SAL	-	-	131,040	-	131,040
6658000	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	2	3751	OPE	-	-	70,808	-	70,808
										SAL	-	-	90,024	-	90,024
6659000	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	2	3751	OPE	-	-	60,644	-	60,644
										SAL	-	-	90,024	-	90,024
6660000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	OPE	-	-	60,644	-	60,644
										SAL	-	-	124,992	-	124,992
6661000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	OPE	-	-	69,309	-	69,309
										SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212

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PICS100 - Position Budget Report**Withholding & Payroll Tax****2021-23 Biennium
Budget Preparation****Cross Reference Number: 15000-006-02-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6662000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	1.00	24	2	5394	SAL	-	-	129,456	-	129,456
										OPE	-	-	70,415	-	70,415
Total Salary											3,465,985	-	3,922,799	-	7,388,784
Total OPE											1,970,420	-	2,275,694	-	4,246,114
Total Personal Services											5,436,405	-	6,198,493	-	11,634,898

PICS100 - Position Budget Report

Special Programs

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-006-06-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6509000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	3434	SAL	-	-	82,416	-	82,416
										OPE	-	-	58,759	-	58,759
6513000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	2	6247	SAL	-	-	149,928	-	149,928
										OPE	-	-	75,488	-	75,488
6514000	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	8	5460	SAL	-	-	131,040	-	131,040
										OPE	-	-	70,808	-	70,808
6516000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	SAL	-	-	201,432	-	201,432
										OPE	-	-	88,251	-	88,251
6563000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7265	SAL	-	-	174,360	-	174,360
										OPE	-	-	81,543	-	81,543
6591000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	4749	SAL	-	-	113,976	-	113,976
										OPE	-	-	66,579	-	66,579
6616000	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	9	5726	SAL	-	-	137,424	-	137,424
										OPE	-	-	72,390	-	72,390
6617000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	4749	SAL	-	-	113,976	-	113,976
										OPE	-	-	66,579	-	66,579
6618000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	2	4974	SAL	-	-	119,376	-	119,376
										OPE	-	-	67,917	-	67,917
6619000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	SAL	-	-	201,432	-	201,432
										OPE	-	-	88,251	-	88,251
6631000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	5	5208	SAL	-	-	124,992	-	124,992
										OPE	-	-	69,309	-	69,309
6632000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	-	-	98,928	-	98,928
										OPE	-	-	62,850	-	62,850
6644000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	-	-	124,992	-	124,992
										OPE	-	-	69,309	-	69,309
6653000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PP	1	0.50	12	2	3586	SAL	-	-	43,032	-	43,032
										OPE	-	-	29,831	-	29,831
6654000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
Total Salary											-	-	1,925,760	-	1,925,760

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PICS100 - Position Budget Report

Special Programs

2021-23 Biennium
Budget Preparation

Cross Reference Number: 15000-006-06-00-00000
Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
Total OPE											-	-	1,033,076	-	1,033,076
Total Personal Services											-	-	2,958,836	-	2,958,836

PICS100 - Position Budget Report

Corporation and Estate

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-006-07-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3263000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
5021000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	103,033	-	5,423	-	108,456
										OPE	61,951	-	3,261	-	65,212
5035000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	103,033	-	5,423	-	108,456
										OPE	61,951	-	3,261	-	65,212
5126000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	8	6009	SAL	137,005	-	7,211	-	144,216
										OPE	70,369	-	3,704	-	74,073
5148000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	173,827	-	9,149	-	182,976
										OPE	79,494	-	4,184	-	83,678
5150000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	173,827	-	9,149	-	182,976
										OPE	79,494	-	4,184	-	83,678
5154000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	9196	SAL	209,669	-	11,035	-	220,704
										OPE	88,376	-	4,651	-	93,027
5155000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	5	6009	SAL	137,005	-	7,211	-	144,216
										OPE	70,369	-	3,704	-	74,073
5159000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	SAL	191,360	-	10,072	-	201,432
										OPE	83,838	-	4,413	-	88,251
5161000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	173,827	-	9,149	-	182,976
										OPE	79,494	-	4,184	-	83,678
5173000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	8	6934	SAL	158,095	-	8,321	-	166,416
										OPE	75,595	-	3,979	-	79,574
5180000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	9196	SAL	209,669	-	11,035	-	220,704
										OPE	88,376	-	4,651	-	93,027
5191000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	118,742	-	6,250	-	124,992
										OPE	65,844	-	3,465	-	69,309
5196000	MMS X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	33X	PF	1	1.00	24	7	8766	SAL	199,865	-	10,519	-	210,384
										OPE	85,946	-	4,523	-	90,469
5206000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	10	3751	SAL	85,523	-	4,501	-	90,024
										OPE	57,612	-	3,032	-	60,644
5283000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	173,827	-	9,149	-	182,976

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PICS100 - Position Budget Report

Corporation and Estate

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-006-07-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
										OPE	79,494	-	4,184	-	83,678
5284000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	SAL	191,360	-	10,072	-	201,432
										OPE	83,838	-	4,413	-	88,251
5302000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	9	7996	SAL	182,309	-	9,595	-	191,904
										OPE	81,596	-	4,295	-	85,891
5306000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	118,742	-	6,250	-	124,992
										OPE	65,844	-	3,465	-	69,309
5362000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	9	7265	SAL	165,642	-	8,718	-	174,360
										OPE	77,466	-	4,077	-	81,543
5364000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	173,827	-	9,149	-	182,976
										OPE	79,494	-	4,184	-	83,678
5379000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	9	7265	SAL	165,642	-	8,718	-	174,360
										OPE	77,466	-	4,077	-	81,543
6421000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	173,827	-	9,149	-	182,976
										OPE	79,494	-	4,184	-	83,678
6436000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	9	7265	SAL	165,642	-	8,718	-	174,360
										OPE	77,466	-	4,077	-	81,543
6437000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	118,742	-	6,250	-	124,992
										OPE	65,844	-	3,465	-	69,309
6438000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	173,827	-	9,149	-	182,976
										OPE	79,494	-	4,184	-	83,678
6441000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	2	3150	SAL	71,820	-	3,780	-	75,600
										OPE	54,216	-	2,853	-	57,069
6442000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4122	SAL	93,982	-	4,946	-	98,928
										OPE	59,708	-	3,143	-	62,851
6443000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	2	6247	SAL	142,432	-	7,496	-	149,928
										OPE	71,714	-	3,774	-	75,488
6448000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	6	6306	SAL	143,777	-	7,567	-	151,344
										OPE	72,047	-	3,792	-	75,839
6449000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	6	6306	SAL	143,777	-	7,567	-	151,344
										OPE	72,047	-	3,792	-	75,839

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PICS100 - Position Budget Report

Corporation and Estate

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-006-07-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6450000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	8	6934	SAL	158,095	-	8,321	-	166,416
										OPE	75,595	-	3,979	-	79,574
6453000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	2	5726	SAL	130,553	-	6,871	-	137,424
										OPE	68,771	-	3,620	-	72,391
6478000	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	7996	SAL	182,309	-	9,595	-	191,904
										OPE	81,596	-	4,295	-	85,891
6564000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	182,976	-	-	-	182,976
										OPE	83,678	-	-	-	83,678
6565000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	182,976	-	-	-	182,976
										OPE	83,678	-	-	-	83,678
6566000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	5	6009	SAL	144,216	-	-	-	144,216
										OPE	74,073	-	-	-	74,073
6573000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	2	3150	SAL	75,600	-	-	-	75,600
										OPE	57,069	-	-	-	57,069
6574000	OAS C5631 AP	TAX AUDITOR 1	25	PF	1	1.00	24	2	4519	SAL	108,456	-	-	-	108,456
										OPE	65,212	-	-	-	65,212
6575000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	182,976	-	-	-	182,976
										OPE	83,678	-	-	-	83,678
6579000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	6	6306	SAL	151,344	-	-	-	151,344
										OPE	75,839	-	-	-	75,839
6580000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	3	5460	SAL	131,040	-	-	-	131,040
										OPE	70,808	-	-	-	70,808
6581000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	8	6934	SAL	166,416	-	-	-	166,416
										OPE	79,574	-	-	-	79,574
6582000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	182,976	-	-	-	182,976
										OPE	83,678	-	-	-	83,678
6583000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	182,976	-	-	-	182,976
										OPE	83,678	-	-	-	83,678
6584000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	124,992	-	-	-	124,992
										OPE	69,309	-	-	-	69,309
6585000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	6	7584	SAL	182,016	-	-	-	182,016

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PICS100 - Position Budget Report

Corporation and Estate

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-006-07-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6587000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	OPE	83,439	-	-	-	83,439
										SAL	201,432	-	-	-	201,432
6655000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	7	6306	OPE	88,251	-	-	-	88,251
										SAL	148,317	-	3,027	-	151,344
										OPE	74,322	-	1,517	-	75,839
Total Salary											7,515,813	-	271,035	-	7,786,848
Total OPE											3,676,108	-	131,952	-	3,808,060
Total Personal Services											11,191,921	-	402,987	-	11,594,908

PICS100 - Position Budget Report**Cigarette and Tobacco Programs****2021-23 Biennium
Budget Preparation****Cross Reference Number: 15000-006-08-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6510000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	7624	SAL	-	-	182,976	-	182,976
										OPE	-	-	83,678	-	83,678
6592000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	5	6009	SAL	-	-	144,216	-	144,216
										OPE	-	-	74,073	-	74,073
Total Salary											-	-	327,192	-	327,192
Total OPE											-	-	157,751	-	157,751
Total Personal Services											-	-	484,943	-	484,943

PICS100 - Position Budget Report**Collections Division Administration****2021-23 Biennium
Budget Preparation****Cross Reference Number: 15000-007-02-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6643000	MESN Z7012 AF	PRINCIPAL EXECUTIVE/MANAGER G	38X	PF	1	1.00	24	10	12927	SAL	-	-	310,248	-	310,248
										OPE	-	-	113,054	-	113,054
Total Salary											-	-	310,248	-	310,248
Total OPE											-	-	113,054	-	113,054
Total Personal Services											-	-	423,302	-	423,302

PICS100 - Position Budget Report

Recovery Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-007-03-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2413000	OAS C0212 AP	ACCOUNTING TECHNICIAN 3	19	PF	1	1.00	24	10	4974	SAL	-	-	119,376	-	119,376
										OPE	-	-	67,917	-	67,917
3492000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850
5296000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	4	2910	SAL	68,443	-	1,397	-	69,840
										OPE	54,530	-	1,113	-	55,643
5381000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	4	2910	SAL	68,443	-	1,397	-	69,840
										OPE	54,530	-	1,113	-	55,643
5447000	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5461000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
5548000	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5552000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	108,456	-	-	-	108,456
										OPE	65,212	-	-	-	65,212
5562000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	8	4519	SAL	108,456	-	-	-	108,456
										OPE	65,212	-	-	-	65,212
5565000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	10	3751	SAL	90,024	-	-	-	90,024
										OPE	60,644	-	-	-	60,644
5608000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	7	3293	SAL	77,451	-	1,581	-	79,032
										OPE	56,762	-	1,158	-	57,920
5632000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	4	3434	SAL	80,768	-	1,648	-	82,416
										OPE	57,584	-	1,175	-	58,759
5635000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	SAL	101,371	-	2,069	-	103,440
										OPE	62,689	-	1,279	-	63,968
5654000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	5	3586	SAL	84,343	-	1,721	-	86,064
										OPE	58,470	-	1,193	-	59,663
6013000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	8	3434	SAL	80,768	-	1,648	-	82,416
										OPE	57,584	-	1,175	-	58,759
6019000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	6	3751	SAL	88,224	-	1,800	-	90,024

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PICS100 - Position Budget Report

Recovery Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-007-03-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6022000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	2	3434	OPE	59,431	-	1,213	-	60,644
										SAL	-	-	82,416	-	82,416
6027000	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	9	5208	OPE	-	-	58,759	-	58,759
										SAL	122,492	-	2,500	-	124,992
6031000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	OPE	67,923	-	1,386	-	69,309
										SAL	-	-	75,600	-	75,600
6083000	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	9	5208	OPE	-	-	57,069	-	57,069
										SAL	122,492	-	2,500	-	124,992
6114000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	OPE	67,923	-	1,386	-	69,309
										SAL	-	-	75,600	-	75,600
6161000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	OPE	-	-	57,069	-	57,069
										SAL	-	-	108,456	-	108,456
6165000	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	5460	OPE	-	-	65,212	-	65,212
										SAL	128,419	-	2,621	-	131,040
6228000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	OPE	69,392	-	1,416	-	70,808
										SAL	-	-	75,600	-	75,600
6237000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	OPE	-	-	57,069	-	57,069
										SAL	-	-	108,456	-	108,456
6238000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	4	2910	OPE	-	-	65,212	-	65,212
										SAL	-	-	69,840	-	69,840
6239000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	OPE	-	-	55,643	-	55,643
										SAL	-	-	94,368	-	94,368
6240000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	3	3293	OPE	-	-	61,720	-	61,720
										SAL	-	-	79,032	-	79,032
6242000	MMS X7002 AP	PRINCIPAL EXECUTIVE/MANAGER B	26X	PF	1	1.00	24	10	7220	OPE	-	-	57,920	-	57,920
										SAL	169,814	-	3,466	-	173,280
6255000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	5	3586	OPE	79,650	-	1,626	-	81,276
										SAL	84,343	-	1,721	-	86,064
6270000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	OPE	58,470	-	1,193	-	59,663
										SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212

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PICS100 - Position Budget Report

Recovery Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-007-03-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6285000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6286000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	-	-	98,928	-	98,928
										OPE	-	-	62,850	-	62,850
6287000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6289000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	4	2910	SAL	-	-	69,840	-	69,840
										OPE	-	-	55,643	-	55,643
6314000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
6344000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
6353000	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	7	4749	SAL	111,696	-	2,280	-	113,976
										OPE	65,247	-	1,332	-	66,579
6354000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	8	3434	SAL	-	-	82,416	-	82,416
										OPE	-	-	58,759	-	58,759
6356000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	10	3751	SAL	-	-	90,024	-	90,024
										OPE	-	-	60,644	-	60,644
6373000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3293	SAL	77,451	-	1,581	-	79,032
										OPE	56,762	-	1,158	-	57,920
6383000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	9	3586	SAL	-	-	86,064	-	86,064
										OPE	-	-	59,663	-	59,663
6385000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6386000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	5	3586	SAL	-	-	86,064	-	86,064
										OPE	-	-	59,663	-	59,663
6387000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	SAL	-	-	94,368	-	94,368
										OPE	-	-	61,720	-	61,720
6389000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	SAL	-	-	103,440	-	103,440
										OPE	-	-	63,968	-	63,968
6391000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456

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PICS100 - Position Budget Report

Recovery Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-007-03-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
										OPE	-	-	65,212	-	65,212
6392000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6393000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6396000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6402000	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	7265	SAL	-	-	174,360	-	174,360
										OPE	-	-	81,543	-	81,543
6481000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6482000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	-	-	75,600	-	75,600
										OPE	-	-	57,069	-	57,069
6483000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	-	-	75,600	-	75,600
										OPE	-	-	57,069	-	57,069
6484000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	SAL	-	-	94,368	-	94,368
										OPE	-	-	61,720	-	61,720
6485000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	6	3751	SAL	-	-	90,024	-	90,024
										OPE	-	-	60,644	-	60,644
6486000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	SAL	-	-	94,368	-	94,368
										OPE	-	-	61,720	-	61,720
6487000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6488000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	SAL	-	-	103,440	-	103,440
										OPE	-	-	63,968	-	63,968
6489000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	3	3293	SAL	-	-	79,032	-	79,032
										OPE	-	-	57,920	-	57,920
6490000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	SAL	-	-	103,440	-	103,440
										OPE	-	-	63,968	-	63,968
6491000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	8	5944	SAL	-	-	142,656	-	142,656
										OPE	-	-	73,686	-	73,686

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Recovery Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-007-03-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6494000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6495000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6496000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	SAL	-	-	103,440	-	103,440
										OPE	-	-	63,968	-	63,968
6497000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	-	-	98,928	-	98,928
										OPE	-	-	62,850	-	62,850
6498000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	-	-	98,928	-	98,928
										OPE	-	-	62,850	-	62,850
6499000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	-	-	98,928	-	98,928
										OPE	-	-	62,850	-	62,850
6500000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6502000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	5	3586	SAL	-	-	86,064	-	86,064
										OPE	-	-	59,663	-	59,663
6503000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6504000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	SAL	-	-	94,368	-	94,368
										OPE	-	-	61,720	-	61,720
6529000	OAS C0212 AP	ACCOUNTING TECHNICIAN 3	19	PF	1	1.00	24	10	4974	SAL	-	-	119,376	-	119,376
										OPE	-	-	67,917	-	67,917
6530000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	1.00	24	10	7956	SAL	-	-	190,944	-	190,944
										OPE	-	-	85,652	-	85,652
6531000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	6	5394	SAL	-	-	129,456	-	129,456
										OPE	-	-	70,415	-	70,415
6551000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	SAL	-	-	94,368	-	94,368
										OPE	-	-	61,720	-	61,720
6552000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6553000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456

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**2021-23 Biennium
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**Cross Reference Number: 15000-007-03-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
										OPE	-	-	65,212	-	65,212
6554000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	4	3434	SAL	-	-	82,416	-	82,416
										OPE	-	-	58,759	-	58,759
6555000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	-	-	98,928	-	98,928
										OPE	-	-	62,850	-	62,850
6556000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	-	-	98,928	-	98,928
										OPE	-	-	62,850	-	62,850
6557000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6558000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	4	3434	SAL	-	-	82,416	-	82,416
										OPE	-	-	58,759	-	58,759
6559000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6560000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	SAL	-	-	94,368	-	94,368
										OPE	-	-	61,720	-	61,720
6562000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	3	4675	SAL	-	-	112,200	-	112,200
										OPE	-	-	66,139	-	66,139
6572000	MMS X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	33X	PF	1	1.00	24	9	9655	SAL	-	-	231,720	-	231,720
										OPE	-	-	95,757	-	95,757
6633000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	SAL	-	-	94,368	-	94,368
										OPE	-	-	61,720	-	61,720
6634000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	SAL	-	-	94,368	-	94,368
										OPE	-	-	61,720	-	61,720
6635000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	4310	SAL	-	-	103,440	-	103,440
										OPE	-	-	63,968	-	63,968
6636000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4122	SAL	-	-	98,928	-	98,928
										OPE	-	-	62,850	-	62,850
6637000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	-	-	98,928	-	98,928
										OPE	-	-	62,850	-	62,850
6638000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	9	4749	SAL	-	-	113,976	-	113,976
										OPE	-	-	66,579	-	66,579

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PICS100 - Position Budget Report**Recovery Services****2021-23 Biennium
Budget Preparation****Cross Reference Number: 15000-007-03-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6639000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	10	4974	SAL	-	-	119,376	-	119,376
										OPE	-	-	67,917	-	67,917
6642000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	5	5140	SAL	-	-	123,360	-	123,360
										OPE	-	-	68,905	-	68,905
Total Salary											2,527,778	-	7,290,430	-	9,818,208
Total OPE											1,565,623	-	4,509,257	-	6,074,880
Total Personal Services											4,093,401	-	11,799,687	-	15,893,088

PICS100 - Position Budget Report

Operations Administration Group

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-007-04-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5448000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7265	SAL	128,137	-	46,223	-	174,360
										OPE	59,926	-	21,617	-	81,543
5607000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7265	SAL	170,873	-	3,487	-	174,360
										OPE	79,912	-	1,631	-	81,543
5666000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	1.00	24	6	6558	SAL	154,244	-	3,148	-	157,392
										OPE	75,790	-	1,547	-	77,337
6070000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	2	5726	SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390
6307000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	2	4974	SAL	-	-	119,376	-	119,376
										OPE	-	-	67,917	-	67,917
6640000	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	2	3751	SAL	-	-	90,024	-	90,024
										OPE	-	-	60,644	-	60,644
6641000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	6	6009	SAL	-	-	144,216	-	144,216
										OPE	-	-	74,073	-	74,073
Total Salary											587,930	-	409,222	-	997,152
Total OPE											286,570	-	228,877	-	515,447
Total Personal Services											874,500	-	638,099	-	1,512,599

PICS100 - Position Budget Report

Tax Collections

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-007-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2306000	MMS X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	33X	PF	1	1.00	24	10	10144	SAL	238,587	-	4,869	-	243,456
										OPE	96,691	-	1,973	-	98,664
5157000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	1.00	24	8	7220	SAL	169,814	-	3,466	-	173,280
										OPE	79,650	-	1,626	-	81,276
5422000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	6	3751	SAL	88,224	-	1,800	-	90,024
										OPE	59,431	-	1,213	-	60,644
5423000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	5	3586	SAL	84,343	-	1,721	-	86,064
										OPE	58,470	-	1,193	-	59,663
5433000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	74,088	-	1,512	-	75,600
										OPE	55,928	-	1,141	-	57,069
5438000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	5	3586	SAL	84,343	-	1,721	-	86,064
										OPE	58,470	-	1,193	-	59,663
5439000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5440000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	74,088	-	1,512	-	75,600
										OPE	55,928	-	1,141	-	57,069
5441000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	SAL	101,371	-	2,069	-	103,440
										OPE	62,689	-	1,279	-	63,968
5443000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	1.00	24	9	7584	SAL	178,376	-	3,640	-	182,016
										OPE	81,770	-	1,669	-	83,439
5450000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	5	3586	SAL	84,343	-	1,721	-	86,064
										OPE	58,470	-	1,193	-	59,663
5451000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	8	4974	SAL	116,988	-	2,388	-	119,376
										OPE	66,559	-	1,358	-	67,917
5452000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	2	3751	SAL	88,224	-	1,800	-	90,024
										OPE	59,431	-	1,213	-	60,644
5468000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	74,088	-	1,512	-	75,600
										OPE	55,928	-	1,141	-	57,069
5469000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	SAL	101,371	-	2,069	-	103,440
										OPE	62,689	-	1,279	-	63,968
5471000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	74,088	-	1,512	-	75,600

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Tax Collections

**2021-23 Biennium
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**Cross Reference Number: 15000-007-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5474000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	6	5394	OPE	55,928	-	1,141	-	57,069
										SAL	126,867	-	2,589	-	129,456
										OPE	69,007	-	1,408	-	70,415
5478000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
5479000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
5484000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	6	3751	SAL	88,224	-	1,800	-	90,024
										OPE	59,431	-	1,213	-	60,644
5485000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	SAL	101,371	-	2,069	-	103,440
										OPE	62,689	-	1,279	-	63,968
5486000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	74,088	-	1,512	-	75,600
										OPE	55,928	-	1,141	-	57,069
5494000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
5495000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	SAL	101,371	-	2,069	-	103,440
										OPE	62,689	-	1,279	-	63,968
5496000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
5497000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5499000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	SAL	92,481	-	1,887	-	94,368
										OPE	60,486	-	1,234	-	61,720
5500000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5514000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5515000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	8	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5516000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808

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Budget Preparation**

**Cross Reference Number: 15000-007-05-00-00000
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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5546000	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	28X	PF	1	1.00	24	10	7956	SAL	190,944	-	-	-	190,944
										OPE	85,652	-	-	-	85,652
5549000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	98,928	-	-	-	98,928
										OPE	62,850	-	-	-	62,850
5550000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	SAL	103,440	-	-	-	103,440
										OPE	63,968	-	-	-	63,968
5551000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	75,600	-	-	-	75,600
										OPE	57,069	-	-	-	57,069
5553000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	108,456	-	-	-	108,456
										OPE	65,212	-	-	-	65,212
5554000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	98,928	-	-	-	98,928
										OPE	62,850	-	-	-	62,850
5555000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	SAL	103,440	-	-	-	103,440
										OPE	63,968	-	-	-	63,968
5556000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	5	3586	SAL	86,064	-	-	-	86,064
										OPE	59,663	-	-	-	59,663
5557000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	98,928	-	-	-	98,928
										OPE	62,850	-	-	-	62,850
5559000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	108,456	-	-	-	108,456
										OPE	65,212	-	-	-	65,212
5560000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	131,040	-	-	-	131,040
										OPE	70,808	-	-	-	70,808
5561000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	2	3751	SAL	90,024	-	-	-	90,024
										OPE	60,644	-	-	-	60,644
5563000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	7	5663	SAL	135,912	-	-	-	135,912
										OPE	72,015	-	-	-	72,015
5576000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5577000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
5578000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	7	5663	SAL	133,194	-	2,718	-	135,912

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**Cross Reference Number: 15000-007-05-00-00000
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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5581000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	9	4749	OPE	70,575	-	1,440	-	72,015
										SAL	111,696	-	2,280	-	113,976
5582000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	10	4974	OPE	65,247	-	1,332	-	66,579
										SAL	116,988	-	2,388	-	119,376
5583000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	7	4310	OPE	66,559	-	1,358	-	67,917
										SAL	101,371	-	2,069	-	103,440
5584000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	10	4974	OPE	62,689	-	1,279	-	63,968
										SAL	116,988	-	2,388	-	119,376
5586000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	10	4974	OPE	66,559	-	1,358	-	67,917
										SAL	116,988	-	2,388	-	119,376
5589000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	6	4310	OPE	66,559	-	1,358	-	67,917
										SAL	101,371	-	2,069	-	103,440
5590000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	10	4974	OPE	62,689	-	1,279	-	63,968
										SAL	116,988	-	2,388	-	119,376
5591000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	10	4974	OPE	66,559	-	1,358	-	67,917
										SAL	116,988	-	2,388	-	119,376
5593000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	OPE	66,559	-	1,358	-	67,917
										SAL	128,419	-	2,621	-	131,040
5596000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	10	4974	OPE	69,392	-	1,416	-	70,808
										SAL	116,988	-	2,388	-	119,376
5605000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	2	4439	OPE	66,559	-	1,358	-	67,917
										SAL	104,405	-	2,131	-	106,536
5633000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	OPE	63,441	-	1,295	-	64,736
										SAL	106,287	-	2,169	-	108,456
5636000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	OPE	63,908	-	1,304	-	65,212
										SAL	74,088	-	1,512	-	75,600
5637000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	OPE	55,928	-	1,141	-	57,069
										SAL	74,088	-	1,512	-	75,600
5639000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	OPE	55,928	-	1,141	-	57,069
										SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5640000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	9	4749	SAL	111,696	-	2,280	-	113,976
										OPE	65,247	-	1,332	-	66,579
5655000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5656000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5657000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5658000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5659000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	5	3586	SAL	84,343	-	1,721	-	86,064
										OPE	58,470	-	1,193	-	59,663
5661000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5662000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
5663000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
5664000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	9	6247	SAL	146,929	-	2,999	-	149,928
										OPE	73,978	-	1,510	-	75,488
6014000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	-	-	75,600	-	75,600
										OPE	-	-	57,069	-	57,069
6015000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
6017000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
6025000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
6026000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	3	3293	SAL	79,032	-	-	-	79,032
										OPE	57,920	-	-	-	57,920
6030000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
										OPE	-	-	65,212	-	65,212
6033000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	6	3751	SAL	88,224	-	1,800	-	90,024
										OPE	59,431	-	1,213	-	60,644
6043000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
6052000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	74,088	-	1,512	-	75,600
										OPE	55,928	-	1,141	-	57,069
6059000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	4	3434	SAL	80,768	-	1,648	-	82,416
										OPE	57,584	-	1,175	-	58,759
6080000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	2	3751	SAL	88,224	-	1,800	-	90,024
										OPE	59,431	-	1,213	-	60,644
6084000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
6085000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
6086000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
6088000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
6089000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
6090000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	7	4749	SAL	111,696	-	2,280	-	113,976
										OPE	65,247	-	1,332	-	66,579
6091000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
6092000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	2	3751	SAL	88,224	-	1,800	-	90,024
										OPE	59,431	-	1,213	-	60,644
6093000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
6094000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	2	4439	SAL	104,405	-	2,131	-	106,536
										OPE	63,441	-	1,295	-	64,736

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6100000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	2	4439	SAL	106,536	-	-	-	106,536
										OPE	64,736	-	-	-	64,736
6110000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808
6112000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	6	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
6113000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	6	3751	SAL	88,224	-	1,800	-	90,024
										OPE	59,431	-	1,213	-	60,644
6117000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
6129000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
6131000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	108,456	-	-	-	108,456
										OPE	65,212	-	-	-	65,212
6132000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
6133000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
6134000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
6163000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	SAL	101,371	-	2,069	-	103,440
										OPE	62,689	-	1,279	-	63,968
6257000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	4	3434	SAL	80,768	-	1,648	-	82,416
										OPE	57,584	-	1,175	-	58,759
6260000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
6263000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	98,928	-	-	-	98,928
										OPE	62,850	-	-	-	62,850
6271000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
6272000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	4	3434	SAL	80,768	-	1,648	-	82,416

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PICS100 - Position Budget Report

Tax Collections

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-007-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6278000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	2	3751	OPE	57,584	-	1,175	-	58,759
										SAL	88,224	-	1,800	-	90,024
6301000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	OPE	59,431	-	1,213	-	60,644
										SAL	106,287	-	2,169	-	108,456
6303000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	OPE	63,908	-	1,304	-	65,212
										SAL	94,368	-	-	-	94,368
6321000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	6	3751	OPE	61,720	-	-	-	61,720
										SAL	88,224	-	1,800	-	90,024
6346000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	5	3586	OPE	59,431	-	1,213	-	60,644
										SAL	84,343	-	1,721	-	86,064
6349000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	OPE	58,470	-	1,193	-	59,663
										SAL	128,419	-	2,621	-	131,040
6357000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	OPE	69,392	-	1,416	-	70,808
										SAL	106,287	-	2,169	-	108,456
6358000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	OPE	63,908	-	1,304	-	65,212
										SAL	74,088	-	1,512	-	75,600
6360000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	OPE	55,928	-	1,141	-	57,069
										SAL	106,287	-	2,169	-	108,456
6361000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	OPE	63,908	-	1,304	-	65,212
										SAL	96,949	-	1,979	-	98,928
6362000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	OPE	61,593	-	1,257	-	62,850
										SAL	106,287	-	2,169	-	108,456
6363000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	OPE	63,908	-	1,304	-	65,212
										SAL	96,949	-	1,979	-	98,928
6364000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	4	3434	OPE	61,593	-	1,257	-	62,850
										SAL	80,768	-	1,648	-	82,416
6365000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	3	3293	OPE	57,584	-	1,175	-	58,759
										SAL	77,451	-	1,581	-	79,032
6366000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	10	5460	OPE	56,762	-	1,158	-	57,920
										SAL	128,419	-	2,621	-	131,040
										OPE	69,392	-	1,416	-	70,808

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PICS100 - Position Budget Report

Tax Collections

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-007-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
6367000	OAS C5112 AP	REVENUE AGENT 3	21	PF	1	1.00	24	9	5208	SAL	122,492	-	2,500	-	124,992
										OPE	67,923	-	1,386	-	69,309
6368000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	106,287	-	2,169	-	108,456
										OPE	63,908	-	1,304	-	65,212
6369000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	74,088	-	1,512	-	75,600
										OPE	55,928	-	1,141	-	57,069
6372000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	SAL	92,481	-	1,887	-	94,368
										OPE	60,486	-	1,234	-	61,720
6377000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	74,088	-	1,512	-	75,600
										OPE	55,928	-	1,141	-	57,069
6379000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	8	4122	SAL	96,949	-	1,979	-	98,928
										OPE	61,593	-	1,257	-	62,850
6380000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	5	3586	SAL	84,343	-	1,721	-	86,064
										OPE	58,470	-	1,193	-	59,663
6388000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	5	3586	SAL	-	-	86,064	-	86,064
										OPE	-	-	59,663	-	59,663
6420000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	50,652	-	24,948	-	75,600
										OPE	38,236	-	18,833	-	57,069
6440000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	SAL	75,600	-	-	-	75,600
										OPE	57,069	-	-	-	57,069
6444000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	3	3293	SAL	77,451	-	1,581	-	79,032
										OPE	56,762	-	1,158	-	57,920
6446000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	10	4519	SAL	108,456	-	-	-	108,456
										OPE	65,212	-	-	-	65,212
6480000	OAS C5110 AP	REVENUE AGENT 1	17	PP	1	0.56	13.5	2	3150	SAL	29,768	-	12,758	-	42,526
										OPE	23,031	-	9,870	-	32,901
6511000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	SAL	-	-	103,440	-	103,440
										OPE	-	-	63,968	-	63,968
6568000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	2	3586	SAL	86,064	-	-	-	86,064
										OPE	59,663	-	-	-	59,663
6569000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	1.00	24	10	4974	SAL	119,376	-	-	-	119,376

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PICS100 - Position Budget Report

Tax Collections

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-007-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
6570000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	2	3150	OPE	67,917	-	-	-	67,917	
										SAL	75,600	-	-	-	75,600	
6571000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	9	4310	OPE	57,069	-	-	-	57,069	
										SAL	103,440	-	-	-	103,440	
6620000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	7	3932	OPE	63,968	-	-	-	63,968	
										SAL	-	-	94,368	-	94,368	
6621000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	3	3293	OPE	-	-	61,720	-	61,720	
										SAL	-	-	79,032	-	79,032	
6622000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	4	3434	OPE	-	-	57,920	-	57,920	
										SAL	-	-	82,416	-	82,416	
6623000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	1.00	24	4	3434	OPE	-	-	58,759	-	58,759	
										SAL	-	-	82,416	-	82,416	
											OPE	-	-	58,759	-	58,759
Total Salary												14,186,439	-	1,095,103	-	15,281,542
Total OPE												8,647,013	-	720,837	-	9,367,850
Total Personal Services												22,833,452	-	1,815,940	-	24,649,392

PICS100 - Position Budget Report

Commercial Activity Tax

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-008-01-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
8033000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.79	19	2	5208	SAL	-	-	98,952	-	98,952
										OPE	-	-	54,869	-	54,869
8034000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.79	19	2	5208	SAL	-	-	98,952	-	98,952
										OPE	-	-	54,869	-	54,869
8035000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.79	19	2	5208	SAL	-	-	98,952	-	98,952
										OPE	-	-	54,869	-	54,869
8036000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.79	19	2	5208	SAL	-	-	98,952	-	98,952
										OPE	-	-	54,869	-	54,869
8037000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.79	19	2	5208	SAL	-	-	98,952	-	98,952
										OPE	-	-	54,869	-	54,869
8038000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.79	19	2	5208	SAL	-	-	98,952	-	98,952
										OPE	-	-	54,869	-	54,869
8039000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.79	19	2	5208	SAL	-	-	98,952	-	98,952
										OPE	-	-	54,869	-	54,869
8040000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.79	19	2	5208	SAL	-	-	98,952	-	98,952
										OPE	-	-	54,869	-	54,869
8041000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	0.88	21	2	5726	SAL	-	-	120,246	-	120,246
										OPE	-	-	63,340	-	63,340
8042000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	0.88	21	2	5726	SAL	-	-	120,246	-	120,246
										OPE	-	-	63,340	-	63,340
8043000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	0.88	21	2	6247	SAL	-	-	131,187	-	131,187
										OPE	-	-	66,051	-	66,051
8105000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.88	21	2	5208	SAL	-	-	109,368	-	109,368
										OPE	-	-	60,645	-	60,645
8106000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.88	21	2	5208	SAL	-	-	109,368	-	109,368
										OPE	-	-	60,645	-	60,645
8107000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.88	21	2	5208	SAL	-	-	109,368	-	109,368
										OPE	-	-	60,645	-	60,645
8108000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.88	21	2	5208	SAL	-	-	109,368	-	109,368
										OPE	-	-	60,645	-	60,645
8109000	OAS C5110 AP	REVENUE AGENT 1	17	PF	1	0.88	21	2	3150	SAL	-	-	66,150	-	66,150

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Commercial Activity Tax

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-008-01-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
8110000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	0.88	21	2	3434	OPE	-	-	49,934	-	49,934	
										SAL	-	-	72,114	-	72,114	
8111000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	0.88	21	2	3434	OPE	-	-	51,413	-	51,413	
										SAL	-	-	72,114	-	72,114	
8112000	OAS C5111 AP	REVENUE AGENT 2	19	PF	1	0.88	21	2	3434	OPE	-	-	51,413	-	51,413	
										SAL	-	-	72,114	-	72,114	
8115000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.88	21	2	5208	OPE	-	-	51,413	-	51,413	
										SAL	-	-	109,368	-	109,368	
8116000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	0.88	21	2	5208	OPE	-	-	60,645	-	60,645	
										SAL	-	-	109,368	-	109,368	
											OPE	-	-	60,645	-	60,645
Total Salary												-	-	2,101,995	-	2,101,995
Total OPE												-	-	1,199,726	-	1,199,726
Total Personal Services												-	-	3,301,721	-	3,301,721

PICS100 - Position Budget Report

Information Technology Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-009-01-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3085000	OAS C1488 IP	INFO SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	10	9823	SAL	188,602	-	47,150	-	235,752
										OPE	77,404	-	19,351	-	96,755
3089000	MMS X7008 IP	PRINCIPAL EXECUTIVE/MANAGER E	33X	PF	1	1.00	24	2	7956	SAL	175,668	-	15,276	-	190,944
										OPE	78,800	-	6,852	-	85,652
3091000	MESN Z7012 IP	PRINCIPAL EXECUTIVE/MANAGER G	38X	PF	1	1.00	24	8	14238	SAL	314,375	-	27,337	-	341,712
										OPE	109,389	-	9,512	-	118,901
3556000	OAS C1488 IP	INFO SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	2	6793	SAL	149,989	-	13,043	-	163,032
										OPE	72,436	-	6,299	-	78,735
3616000	MENN Z0118 AF	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	9	4675	SAL	98,736	-	13,464	-	112,200
										OPE	58,202	-	7,937	-	66,139
3740000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	0.88	21	7	7847	SAL	151,604	-	13,183	-	164,787
										OPE	68,427	-	5,950	-	74,377
Total Salary											1,078,974	-	129,453	-	1,208,427
Total OPE											464,658	-	55,901	-	520,559
Total Personal Services											1,543,632	-	185,354	-	1,728,986

PICS100 - Position Budget Report

Engineering Services

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-009-02-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3028000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9006	SAL	172,915	-	43,229	-	216,144
										OPE	73,517	-	18,379	-	91,896
3395000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	7	7847	SAL	173,262	-	15,066	-	188,328
										OPE	78,204	-	6,800	-	85,004
3398000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	9	8603	SAL	189,954	-	16,518	-	206,472
										OPE	82,340	-	7,160	-	89,500
3475000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	8	8217	SAL	181,431	-	15,777	-	197,208
										OPE	80,228	-	6,976	-	87,204
3477000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8143	SAL	179,797	-	15,635	-	195,432
										OPE	79,824	-	6,941	-	86,765
3498000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	7	7088	SAL	156,503	-	13,609	-	170,112
										OPE	74,051	-	6,439	-	80,490
3545000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9006	SAL	172,915	-	43,229	-	216,144
										OPE	73,517	-	18,379	-	91,896
3739000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	0.88	21	9	7775	SAL	150,213	-	13,062	-	163,275
										OPE	68,083	-	5,920	-	74,003
4185000	MMS X7006 IP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	10649	SAL	235,130	-	20,446	-	255,576
										OPE	93,535	-	8,133	-	101,668
4282000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8143	SAL	179,797	-	15,635	-	195,432
										OPE	79,824	-	6,941	-	86,765
5295000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9006	SAL	198,852	-	17,292	-	216,144
										OPE	84,544	-	7,352	-	91,896
5418000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8143	SAL	179,446	-	15,986	-	195,432
										OPE	79,668	-	7,097	-	86,765
Total Salary											2,170,215	-	245,484	-	2,415,699
Total OPE											947,335	-	106,517	-	1,053,852
Total Personal Services											3,117,550	-	352,001	-	3,469,551

PICS100 - Position Budget Report**Application Services**

2021-23 Biennium
Budget Preparation

Cross Reference Number: 15000-009-03-00-00000
Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3082000	OAS C1488 IP	INFO SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	10	9823	SAL	216,892	-	18,860	-	235,752
										OPE	89,015	-	7,740	-	96,755
3462000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9006	SAL	198,852	-	17,292	-	216,144
										OPE	84,544	-	7,352	-	91,896
3476000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	7	7088	SAL	156,503	-	13,609	-	170,112
										OPE	74,051	-	6,439	-	80,490
3537000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	8	7424	SAL	142,541	-	35,635	-	178,176
										OPE	65,990	-	16,498	-	82,488
3542000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	2	6236	SAL	137,691	-	11,973	-	149,664
										OPE	69,388	-	6,034	-	75,422
Total Salary											852,479	-	97,369	-	949,848
Total OPE											382,988	-	44,063	-	427,051
Total Personal Services											1,235,467	-	141,432	-	1,376,899

PICS100 - Position Budget Report

Processing Center

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-009-04-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0003258	OAS C0101 AP	OFFICE ASSISTANT 1	7	SP	1	0.36	8.63	10	2910	SAL	24,611	-	502	-	25,113
										OPE	20,187	-	412	-	20,599
0003282	OAS C0101 AP	OFFICE ASSISTANT 1	7	SP	1	0.99	23.76	10	2910	SAL	67,759	-	1,383	-	69,142
										OPE	54,360	-	1,109	-	55,469
0003288	OAS C0101 AP	OFFICE ASSISTANT 1	7	SF	1	0.42	10	10	2910	SAL	28,518	-	582	-	29,100
										OPE	22,720	-	464	-	23,184
0003289	OAS C0101 AP	OFFICE ASSISTANT 1	7	SF	1	0.42	10	10	2910	SAL	28,518	-	582	-	29,100
										OPE	22,720	-	464	-	23,184
0003290	OAS C0101 AP	OFFICE ASSISTANT 1	7	SF	1	0.42	10	10	2910	SAL	28,518	-	582	-	29,100
										OPE	22,720	-	464	-	23,184
0003291	OAS C0101 AP	OFFICE ASSISTANT 1	7	SF	1	0.42	10	10	2910	SAL	28,518	-	582	-	29,100
										OPE	22,720	-	464	-	23,184
0003294	OAS C0101 AP	OFFICE ASSISTANT 1	7	SF	1	0.61	14.71	10	2910	SAL	41,950	-	856	-	42,806
										OPE	33,877	-	691	-	34,568
0003301	OAS C0101 AP	OFFICE ASSISTANT 1	7	SP	1	0.58	14.03	10	2910	SAL	40,010	-	817	-	40,827
										OPE	33,395	-	682	-	34,077
0003304	OAS C0101 AP	OFFICE ASSISTANT 1	7	SP	1	0.10	2.38	10	2910	SAL	6,787	-	139	-	6,926
										OPE	6,378	-	130	-	6,508
0003305	OAS C0101 AP	OFFICE ASSISTANT 1	7	SP	1	0.36	8.63	10	2910	SAL	24,611	-	502	-	25,113
										OPE	20,187	-	412	-	20,599
0003311	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.47	11.37	7	3150	SAL	35,100	-	716	-	35,816
										OPE	27,482	-	561	-	28,043
0003313	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	7	3150	SAL	31,087	-	634	-	31,721
										OPE	24,922	-	509	-	25,431
0003314	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	7	3150	SAL	31,087	-	634	-	31,721
										OPE	24,922	-	509	-	25,431
0003315	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	10	3586	SAL	35,389	-	722	-	36,111
										OPE	25,988	-	530	-	26,518
0003316	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	7	3150	SAL	31,087	-	634	-	31,721
										OPE	24,922	-	509	-	25,431
0003317	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	10	3586	SAL	35,389	-	722	-	36,111

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**Cross Reference Number: 15000-009-04-00-00000
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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0003318	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	6	3033	OPE	25,988	-	530	-	26,518
										SAL	29,931	-	611	-	30,542
										OPE	24,635	-	503	-	25,138
0003319	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	6	3033	SAL	29,931	-	611	-	30,542
										OPE	24,635	-	503	-	25,138
										SAL	27,829	-	568	-	28,397
0003321	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	4	2820	OPE	24,114	-	492	-	24,606
										SAL	28,718	-	586	-	29,304
										OPE	24,335	-	497	-	24,832
0003322	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	5	2910	SAL	28,718	-	586	-	29,304
										OPE	24,335	-	497	-	24,832
										SAL	28,718	-	586	-	29,304
0003323	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	5	2910	OPE	24,335	-	497	-	24,832
										SAL	28,718	-	586	-	29,304
										OPE	24,335	-	497	-	24,832
0003329	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	5	2910	SAL	28,718	-	586	-	29,304
										OPE	24,335	-	497	-	24,832
										SAL	28,718	-	586	-	29,304
0003331	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	5	2910	OPE	24,335	-	497	-	24,832
										SAL	28,718	-	586	-	29,304
										OPE	24,335	-	497	-	24,832
0003332	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	5	2910	SAL	28,718	-	586	-	29,304
										OPE	24,335	-	497	-	24,832
										SAL	28,718	-	586	-	29,304
0003333	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	5	2910	OPE	24,335	-	497	-	24,832
										SAL	28,718	-	586	-	29,304
										OPE	24,335	-	497	-	24,832
0003334	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	7	3150	SAL	31,087	-	634	-	31,721
										OPE	24,922	-	509	-	25,431
										SAL	27,829	-	568	-	28,397
0003335	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	4	2820	OPE	24,114	-	492	-	24,606
										SAL	28,718	-	586	-	29,304
										OPE	24,335	-	497	-	24,832
0003337	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.42	10.07	5	2910	SAL	28,718	-	586	-	29,304
										OPE	24,335	-	497	-	24,832
										SAL	36,161	-	738	-	36,899
0003342	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.53	12.68	5	2910	OPE	29,311	-	598	-	29,909
										SAL	70,623	-	1,441	-	72,064
										OPE	55,070	-	1,124	-	56,194
0003354	OAS C0501 AP	DATA ENTRY OPERATOR	12	SF	1	0.99	23.76	6	3033	SAL	24,581	-	502	-	25,083
										OPE	20,180	-	412	-	20,592
										SAL					

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**Cross Reference Number: 15000-009-04-00-00000
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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0003364	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.15	3.71	5	2910	SAL	10,580	-	216	-	10,796
										OPE	8,884	-	181	-	9,065
0003366	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.36	8.58	6	3033	SAL	25,503	-	520	-	26,023
										OPE	20,409	-	417	-	20,826
0003367	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.36	8.59	4	2820	SAL	23,740	-	484	-	24,224
										OPE	19,971	-	408	-	20,379
0003368	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.34	8.06	5	2910	SAL	22,986	-	469	-	23,455
										OPE	19,784	-	404	-	20,188
0003369	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.34	8.06	5	2910	SAL	22,986	-	469	-	23,455
										OPE	19,784	-	404	-	20,188
0003370	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.34	8.06	5	2910	SAL	22,986	-	469	-	23,455
										OPE	19,784	-	404	-	20,188
0003373	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.41	9.9	5	2910	SAL	28,233	-	576	-	28,809
										OPE	22,650	-	462	-	23,112
0003375	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.44	10.5	4	2820	SAL	29,018	-	592	-	29,610
										OPE	24,409	-	498	-	24,907
0003378	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.25	5.99	4	2820	SAL	16,590	-	302	-	16,892
										OPE	13,523	-	246	-	13,769
0003480	OAS C0101 AP	OFFICE ASSISTANT 1	7	SP	1	0.99	23.76	10	2910	SAL	67,759	-	1,383	-	69,142
										OPE	54,360	-	1,109	-	55,469
0003486	OAS C0101 AP	OFFICE ASSISTANT 1	7	SP	1	0.99	23.76	10	2910	SAL	67,759	-	1,383	-	69,142
										OPE	54,360	-	1,109	-	55,469
0003506	OAS C0501 AP	DATA ENTRY OPERATOR	12	SP	1	0.73	17.52	4	2820	SAL	48,418	-	988	-	49,406
										OPE	40,174	-	820	-	40,994
0003670	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.21	5	8	3751	SAL	17,255	-	1,500	-	18,755
										OPE	11,624	-	1,011	-	12,635
0003671	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.21	5	5	3293	SAL	15,148	-	1,317	-	16,465
										OPE	11,102	-	965	-	12,067
0003672	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.21	5	2	2910	SAL	13,386	-	1,164	-	14,550
										OPE	10,665	-	927	-	11,592
0003673	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.21	5	4	3150	SAL	14,490	-	1,260	-	15,750

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0003674	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.21	5	2	2910	OPE	10,939	-	951	-	11,890
										SAL	13,386	-	1,164	-	14,550
										OPE	10,665	-	927	-	11,592
0003675	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.21	5	2	2910	SAL	13,386	-	1,164	-	14,550
										OPE	10,665	-	927	-	11,592
										SAL	13,386	-	1,164	-	14,550
0003676	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.21	5	2	2910	OPE	10,665	-	927	-	11,592
										SAL	13,386	-	1,164	-	14,550
										OPE	10,665	-	927	-	11,592
0003677	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.21	5	1	2820	SAL	12,972	-	1,128	-	14,100
										OPE	10,563	-	918	-	11,481
										SAL	14,490	-	1,260	-	15,750
0003678	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.21	5	4	3150	OPE	10,939	-	951	-	11,890
										SAL	14,490	-	1,260	-	15,750
										OPE	10,939	-	951	-	11,890
0003679	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.21	5	4	3150	SAL	14,490	-	1,260	-	15,750
										OPE	10,939	-	951	-	11,890
										SAL	13,386	-	1,164	-	14,550
0003680	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.21	5	2	2910	OPE	10,665	-	927	-	11,592
										SAL	12,972	-	1,128	-	14,100
										OPE	10,563	-	918	-	11,481
0003681	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.21	5	1	2820	SAL	13,386	-	1,164	-	14,550
										OPE	10,665	-	927	-	11,592
										SAL	12,972	-	1,128	-	14,100
0003682	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.21	5	2	2910	OPE	10,563	-	918	-	11,481
										SAL	13,386	-	1,164	-	14,550
										OPE	10,665	-	927	-	11,592
0003686	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.29	7	2	2910	SAL	18,740	-	1,630	-	20,370
										OPE	14,930	-	1,298	-	16,228
										SAL	18,740	-	1,630	-	20,370
0003687	OAS C0104 AP	OFFICE SPECIALIST 2	15	SF	1	0.29	7	2	2910	OPE	14,930	-	1,298	-	16,228
										SAL	18,740	-	1,630	-	20,370
										OPE	14,930	-	1,298	-	16,228
0003696	OAS C0103 AP	OFFICE SPECIALIST 1	13	SF	1	0.21	5	5	3033	SAL	13,952	-	1,213	-	15,165
										OPE	10,805	-	940	-	11,745
										SAL	12,972	-	1,128	-	14,100
0003697	OAS C0103 AP	OFFICE SPECIALIST 1	13	SF	1	0.21	5	3	2820	OPE	10,563	-	918	-	11,481
										SAL	13,386	-	1,164	-	14,550
										OPE	10,665	-	927	-	11,592
0003698	OAS C0103 AP	OFFICE SPECIALIST 1	13	SF	1	0.21	5	4	2910	SAL	20,755	-	1,805	-	22,560
										OPE	16,899	-	1,470	-	18,369
										SAL	13,386	-	1,164	-	14,550
0003699	OAS C0103 AP	OFFICE SPECIALIST 1	13	SF	1	0.33	8	3	2820	OPE	10,665	-	927	-	11,592
										SAL	20,755	-	1,805	-	22,560
										OPE	16,899	-	1,470	-	18,369

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2173000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	79,142	-	19,786	-	98,928
										OPE	50,280	-	12,570	-	62,850
2305000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	10	6558	SAL	155,818	-	1,574	-	157,392
										OPE	76,564	-	773	-	77,337
3033000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	10	3586	SAL	79,179	-	6,885	-	86,064
										OPE	54,890	-	4,773	-	59,663
3034000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	7	3150	SAL	69,552	-	6,048	-	75,600
										OPE	52,503	-	4,566	-	57,069
3036000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	8	3293	SAL	72,709	-	6,323	-	79,032
										OPE	53,286	-	4,634	-	57,920
3041000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	10	3586	SAL	79,179	-	6,885	-	86,064
										OPE	54,890	-	4,773	-	59,663
3043000	OAS C1475 IP	DATA ENTRY CONTROL TECHNICIAN	12	PF	1	1.00	24	10	3601	SAL	79,510	-	6,914	-	86,424
										OPE	54,971	-	4,780	-	59,751
3047000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	5	2910	SAL	64,253	-	5,587	-	69,840
										OPE	51,192	-	4,451	-	55,643
3048000	OAS C1481 IP	INFO SYSTEMS SPECIALIST 1	17	PF	1	1.00	24	2	3276	SAL	72,334	-	6,290	-	78,624
										OPE	53,193	-	4,626	-	57,819
3049000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	9	6247	SAL	137,934	-	11,994	-	149,928
										OPE	69,449	-	6,039	-	75,488
3051000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	10	3586	SAL	79,179	-	6,885	-	86,064
										OPE	54,890	-	4,773	-	59,663
3054000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	89,233	-	9,695	-	98,928
										OPE	56,691	-	6,159	-	62,850
3111000	MMS X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	33X	PF	1	1.00	24	9	9655	SAL	213,182	-	18,538	-	231,720
										OPE	88,096	-	7,661	-	95,757
3119000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	10	3751	SAL	85,568	-	4,456	-	90,024
										OPE	57,642	-	3,002	-	60,644
3126000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850
3134000	OAS C0102 AP	OFFICE ASSISTANT 2	9	PP	1	0.73	17.51	10	3150	SAL	50,772	-	4,385	-	55,157

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
										OPE	39,046	-	3,372	-	42,418
3135000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	10	3751	SAL	72,019	-	18,005	-	90,024
										OPE	48,515	-	12,129	-	60,644
3141000	OAS C0102 AP	OFFICE ASSISTANT 2	9	PP	1	0.50	12	8	2910	SAL	32,126	-	2,794	-	34,920
										OPE	25,595	-	2,226	-	27,821
3158000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	79,142	-	19,786	-	98,928
										OPE	50,280	-	12,570	-	62,850
3159000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850
3160000	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	2	4122	SAL	92,448	-	6,480	-	98,928
										OPE	58,733	-	4,117	-	62,850
3161000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	3586	SAL	79,179	-	6,885	-	86,064
										OPE	54,890	-	4,773	-	59,663
3163000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	6	3150	SAL	74,844	-	756	-	75,600
										OPE	56,498	-	571	-	57,069
3165000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	5726	SAL	109,939	-	27,485	-	137,424
										OPE	57,912	-	14,478	-	72,390
3166000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	3586	SAL	68,851	-	17,213	-	86,064
										OPE	47,730	-	11,933	-	59,663
3169000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	3434	SAL	75,823	-	6,593	-	82,416
										OPE	54,058	-	4,701	-	58,759
3171000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850
3172000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850
3174000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	2	2910	SAL	64,253	-	5,587	-	69,840
										OPE	51,192	-	4,451	-	55,643
3175000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	9196	SAL	203,048	-	17,656	-	220,704
										OPE	85,585	-	7,442	-	93,027
3177000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	3586	SAL	79,179	-	6,885	-	86,064
										OPE	54,890	-	4,773	-	59,663

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Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3194000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PP	1	0.50	12	6	3150	SAL	34,776	-	3,024	-	37,800
										OPE	26,252	-	2,283	-	28,535
3196000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	107,371	-	1,085	-	108,456
										OPE	64,560	-	652	-	65,212
3197000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	10	3586	SAL	79,179	-	6,885	-	86,064
										OPE	54,890	-	4,773	-	59,663
3206000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	10	3586	SAL	79,179	-	6,885	-	86,064
										OPE	54,890	-	4,773	-	59,663
3210000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	7	5663	SAL	125,039	-	10,873	-	135,912
										OPE	66,254	-	5,761	-	72,015
3214000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	5	3293	SAL	78,242	-	790	-	79,032
										OPE	57,341	-	579	-	57,920
3215000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	10	3586	SAL	79,179	-	6,885	-	86,064
										OPE	54,890	-	4,773	-	59,663
3219000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	99,780	-	8,676	-	108,456
										OPE	59,995	-	5,217	-	65,212
3221000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	10	3751	SAL	83,272	-	6,752	-	90,024
										OPE	56,096	-	4,548	-	60,644
3222000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850
3223000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	10	3586	SAL	79,179	-	6,885	-	86,064
										OPE	54,890	-	4,773	-	59,663
3227000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	10	3586	SAL	79,179	-	6,885	-	86,064
										OPE	54,890	-	4,773	-	59,663
3228000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	10	3586	SAL	79,179	-	6,885	-	86,064
										OPE	54,890	-	4,773	-	59,663
3239000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	97,939	-	989	-	98,928
										OPE	62,222	-	629	-	62,851
3254000	OAS C0102 AP	OFFICE ASSISTANT 2	9	PP	1	0.50	12	10	3150	SAL	34,776	-	3,024	-	37,800
										OPE	26,252	-	2,283	-	28,535
3257000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	8	3293	SAL	72,709	-	6,323	-	79,032

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Processing Center

**2021-23 Biennium
Budget Preparation**

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3258000	OAS C0501 AP	DATA ENTRY OPERATOR	12	PF	1	1.00	24	10	3586	OPE	53,286	-	4,634	-	57,920
										SAL	79,179	-	6,885	-	86,064
										OPE	54,890	-	4,773	-	59,663
3393000	MMS X7000 AP	PRINCIPAL EXECUTIVE/MANAGER A	24X	PF	1	1.00	24	8	5944	SAL	141,229	-	1,427	-	142,656
										OPE	72,949	-	737	-	73,686
3446000	OAS C0102 AP	OFFICE ASSISTANT 2	9	PF	1	1.00	24	10	3150	SAL	69,552	-	6,048	-	75,600
										OPE	52,503	-	4,566	-	57,069
3447000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	9	3932	SAL	93,424	-	944	-	94,368
										OPE	61,103	-	617	-	61,720
3452000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850
3459000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	3586	SAL	85,203	-	861	-	86,064
										OPE	59,066	-	597	-	59,663
3460000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	10	3751	SAL	82,822	-	7,202	-	90,024
										OPE	55,792	-	4,852	-	60,644
3466000	OAS C0102 AP	OFFICE ASSISTANT 2	9	PP	1	0.50	12	10	3150	SAL	34,776	-	3,024	-	37,800
										OPE	26,252	-	2,283	-	28,535
3469000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	8	3751	SAL	82,822	-	7,202	-	90,024
										OPE	55,792	-	4,852	-	60,644
3481000	OAS C0102 AP	OFFICE ASSISTANT 2	9	PP	1	0.63	15.1	10	3150	SAL	43,760	-	3,805	-	47,565
										OPE	34,356	-	2,988	-	37,344
3482000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7265	SAL	160,411	-	13,949	-	174,360
										OPE	75,020	-	6,523	-	81,543
3483000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	10	3751	SAL	89,124	-	900	-	90,024
										OPE	60,038	-	606	-	60,644
3493000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	4	3150	SAL	69,552	-	6,048	-	75,600
										OPE	52,503	-	4,566	-	57,069
3495000	OAS C0102 AP	OFFICE ASSISTANT 2	9	PP	1	0.59	14.13	10	3150	SAL	40,949	-	3,561	-	44,510
										OPE	32,190	-	2,799	-	34,989
3507000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850

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**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-009-04-00-00000
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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3526000	OAS C0102 AP	OFFICE ASSISTANT 2	9	PP	1	0.50	12	10	3150	SAL	34,776	-	3,024	-	37,800
										OPE	26,252	-	2,283	-	28,535
3528000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850
3529000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850
3547000	OAS C0102 AP	OFFICE ASSISTANT 2	9	PF	1	1.00	24	10	3150	SAL	69,552	-	6,048	-	75,600
										OPE	52,503	-	4,566	-	57,069
3551000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	3434	SAL	79,078	-	3,338	-	82,416
										OPE	56,379	-	2,380	-	58,759
3552000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	4	2910	SAL	69,142	-	698	-	69,840
										OPE	55,087	-	556	-	55,643
3561000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	91,014	-	7,914	-	98,928
										OPE	57,822	-	5,028	-	62,850
3563000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	2	2910	SAL	64,253	-	5,587	-	69,840
										OPE	51,192	-	4,451	-	55,643
3568000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	3586	SAL	77,458	-	8,606	-	86,064
										OPE	53,697	-	5,966	-	59,663
3571000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	8	3751	SAL	-	-	90,024	-	90,024
										OPE	-	-	60,644	-	60,644
3575000	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	10	3751	SAL	19,805	-	70,219	-	90,024
										OPE	13,342	-	47,302	-	60,644
3576000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	78,088	-	30,368	-	108,456
										OPE	46,953	-	18,259	-	65,212
3577000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7265	SAL	125,539	-	48,821	-	174,360
										OPE	58,711	-	22,832	-	81,543
3580000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4122	SAL	89,035	-	9,893	-	98,928
										OPE	56,565	-	6,285	-	62,850
3581000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	4	3150	SAL	68,796	-	6,804	-	75,600
										OPE	51,933	-	5,136	-	57,069
3593000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	2	2910	SAL	62,856	-	6,984	-	69,840

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**2021-23 Biennium
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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3598000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	3434	OPE	50,079	-	5,564	-	55,643
										SAL	75,823	-	6,593	-	82,416
										OPE	54,058	-	4,701	-	58,759
3599000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	3586	SAL	84,343	-	1,721	-	86,064
										OPE	58,470	-	1,193	-	59,663
3618000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7265	SAL	162,155	-	12,205	-	174,360
										OPE	75,835	-	5,708	-	81,543
3619000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7265	SAL	161,283	-	13,077	-	174,360
										OPE	75,427	-	6,116	-	81,543
3683000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	4	3150	SAL	-	-	75,600	-	75,600
										OPE	-	-	57,069	-	57,069
3684000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	1	2820	SAL	62,266	-	5,414	-	67,680
										OPE	50,699	-	4,409	-	55,108
3685000	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	3434	SAL	75,823	-	6,593	-	82,416
										OPE	54,058	-	4,701	-	58,759
3741000	OAS C0103 AP	OFFICE SPECIALIST 1	13	LF	1	1.00	24	3	2820	SAL	-	-	67,680	-	67,680
										OPE	-	-	55,108	-	55,108
3742000	OAS C0501 AP	DATA ENTRY OPERATOR	12	LF	1	1.00	24	4	2820	SAL	-	-	67,680	-	67,680
										OPE	-	-	55,108	-	55,108
3743000	OAS C0501 AP	DATA ENTRY OPERATOR	12	LF	1	1.00	24	4	2820	SAL	-	-	67,680	-	67,680
										OPE	-	-	55,108	-	55,108
3744000	OAS C0501 AP	DATA ENTRY OPERATOR	12	LF	1	1.00	24	4	2820	SAL	-	-	67,680	-	67,680
										OPE	-	-	55,108	-	55,108
3745000	OAS C0501 AP	DATA ENTRY OPERATOR	12	LF	1	1.00	24	4	2820	SAL	-	-	67,680	-	67,680
										OPE	-	-	55,108	-	55,108
3746000	OAS C0501 AP	DATA ENTRY OPERATOR	12	LF	1	1.00	24	4	2820	SAL	-	-	67,680	-	67,680
										OPE	-	-	55,108	-	55,108
3747000	OAS C0501 AP	DATA ENTRY OPERATOR	12	LF	1	1.00	24	4	2820	SAL	-	-	67,680	-	67,680
										OPE	-	-	55,108	-	55,108
3748000	OAS C0501 AP	DATA ENTRY OPERATOR	12	LF	1	1.00	24	4	2820	SAL	-	-	67,680	-	67,680
										OPE	-	-	55,108	-	55,108

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**Cross Reference Number: 15000-009-04-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3749000	OAS C0501 AP	DATA ENTRY OPERATOR	12	LF	1	1.00	24	4	2820	SAL	-	-	67,680	-	67,680
										OPE	-	-	55,108	-	55,108
3750000	OAS C0501 AP	DATA ENTRY OPERATOR	12	LF	1	1.00	24	4	2820	SAL	-	-	67,680	-	67,680
										OPE	-	-	55,108	-	55,108
3751000	OAS C0501 AP	DATA ENTRY OPERATOR	12	LF	1	1.00	24	4	2820	SAL	-	-	67,680	-	67,680
										OPE	-	-	55,108	-	55,108
6401000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7265	SAL	160,411	-	13,949	-	174,360
										OPE	75,020	-	6,523	-	81,543
Total Salary											8,915,971	-	1,704,880	-	10,620,851
Total OPE											5,950,350	-	1,232,303	-	7,182,653
Total Personal Services											14,866,321	-	2,937,183	-	17,803,504

PICS100 - Position Budget Report

Service Desk

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-009-05-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2404000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	4	5169	SAL	99,245	-	24,811	-	124,056
										OPE	55,262	-	13,815	-	69,077
3080000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	6811	SAL	150,387	-	13,077	-	163,464
										OPE	72,535	-	6,307	-	78,842
3090000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	6	5664	SAL	125,061	-	10,875	-	135,936
										OPE	66,259	-	5,762	-	72,021
3390000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	6	5664	SAL	125,061	-	10,875	-	135,936
										OPE	66,259	-	5,762	-	72,021
3471000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	9	6504	SAL	143,608	-	12,488	-	156,096
										OPE	70,855	-	6,161	-	77,016
3582000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8143	SAL	179,797	-	15,635	-	195,432
										OPE	79,824	-	6,941	-	86,765
3595000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	8	6211	SAL	134,158	-	14,906	-	149,064
										OPE	67,747	-	7,527	-	75,274
4028000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	6811	SAL	150,387	-	13,077	-	163,464
										OPE	72,535	-	6,307	-	78,842
4166000	OAS C1485 IP	INFO SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	7601	SAL	115,839	-	66,585	-	182,424
										OPE	53,048	-	30,492	-	83,540
4290000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	8	6211	SAL	137,139	-	11,925	-	149,064
										OPE	69,252	-	6,022	-	75,274
5190000	MMS X7006 IP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	7	9196	SAL	203,048	-	17,656	-	220,704
										OPE	85,585	-	7,442	-	93,027
5472000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	6	5664	SAL	125,061	-	10,875	-	135,936
										OPE	66,259	-	5,762	-	72,021
6399000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	6811	SAL	150,387	-	13,077	-	163,464
										OPE	72,535	-	6,307	-	78,842
6408000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	6811	SAL	130,771	-	32,693	-	163,464
										OPE	63,074	-	15,768	-	78,842
Total Salary											1,969,949	-	268,555	-	2,238,504
Total OPE											961,029	-	130,375	-	1,091,404
Total Personal Services											2,930,978	-	398,930	-	3,329,908

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Core Systems Ops and Maint

**2021-23 Biennium
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**Cross Reference Number: 15000-009-06-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2391000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9006	SAL	172,915	-	43,229	-	216,144
										OPE	73,517	-	18,379	-	91,896
3078000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	8	7424	SAL	163,922	-	14,254	-	178,176
										OPE	75,889	-	6,599	-	82,488
3079000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	6	6768	SAL	149,437	-	12,995	-	162,432
										OPE	72,300	-	6,287	-	78,587
3083000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8143	SAL	179,797	-	15,635	-	195,432
										OPE	79,824	-	6,941	-	86,765
3088000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8143	SAL	156,346	-	39,086	-	195,432
										OPE	69,412	-	17,353	-	86,765
3094000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8143	SAL	179,797	-	15,635	-	195,432
										OPE	79,824	-	6,941	-	86,765
3095000	OAS C1488 IP	INFO SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	2	6793	SAL	149,989	-	13,043	-	163,032
										OPE	72,436	-	6,299	-	78,735
3270000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	2	5726	SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390
3391000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	4	6306	SAL	139,236	-	12,108	-	151,344
										OPE	69,772	-	6,067	-	75,839
3440000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	6	6768	SAL	129,946	-	32,486	-	162,432
										OPE	62,870	-	15,717	-	78,587
3461000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9006	SAL	172,915	-	43,229	-	216,144
										OPE	73,517	-	18,379	-	91,896
3474000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9006	SAL	172,915	-	43,229	-	216,144
										OPE	73,517	-	18,379	-	91,896
3500000	MMS X7006 IP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	10649	SAL	235,130	-	20,446	-	255,576
										OPE	93,535	-	8,133	-	101,668
3534000	OAS C1484 IP	INFO SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	6811	SAL	130,771	-	32,693	-	163,464
										OPE	63,074	-	15,768	-	78,842
3538000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	6	6768	SAL	149,437	-	12,995	-	162,432
										OPE	72,300	-	6,287	-	78,587
3539000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	6	6768	SAL	149,437	-	12,995	-	162,432

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PICS100 - Position Budget Report

Core Systems Ops and Maint

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-009-06-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3579000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9006	OPE	72,300	-	6,287	-	78,587
										SAL	194,530	-	21,614	-	216,144
3657000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	8	7424	OPE	82,706	-	9,190	-	91,896
										SAL	-	-	178,176	-	178,176
3690000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8143	OPE	-	-	82,488	-	82,488
										SAL	-	-	195,432	-	195,432
3730000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	0.88	21	9	8603	OPE	-	-	86,765	-	86,765
										SAL	166,210	-	14,453	-	180,663
3731000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	0.88	21	9	7775	OPE	72,047	-	6,265	-	78,312
										SAL	150,213	-	13,062	-	163,275
3732000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	0.88	21	9	7775	OPE	68,083	-	5,920	-	74,003
										SAL	150,213	-	13,062	-	163,275
3733000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	0.88	21	9	7775	OPE	68,083	-	5,920	-	74,003
										SAL	150,213	-	13,062	-	163,275
3734000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	0.88	21	9	7996	OPE	68,083	-	5,920	-	74,003
										SAL	154,483	-	13,433	-	167,916
3735000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	0.88	21	9	7996	OPE	69,141	-	6,012	-	75,153
										SAL	154,483	-	13,433	-	167,916
3736000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	0.88	21	9	8603	OPE	69,141	-	6,012	-	75,153
										SAL	166,210	-	14,453	-	180,663
3738000	OAS C1485 IP	INFO SYSTEMS SPECIALIST 5	28	PF	1	0.88	21	9	7262	OPE	72,047	-	6,265	-	78,312
										SAL	140,302	-	12,200	-	152,502
4174000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8143	OPE	65,626	-	5,707	-	71,333
										SAL	179,797	-	15,635	-	195,432
4232000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	7	7847	OPE	79,824	-	6,941	-	86,765
										SAL	150,662	-	37,666	-	188,328
5398000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	6	6934	OPE	68,003	-	17,001	-	85,004
										SAL	163,088	-	3,328	-	166,416
5419000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8143	OPE	77,983	-	1,591	-	79,574
										SAL	179,797	-	15,635	-	195,432
										OPE	79,824	-	6,941	-	86,765

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PICS100 - Position Budget Report

Core Systems Ops and Maint

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-009-06-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5668000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	2	5726	SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390
6352000	OAS C1485 IP	INFO SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	7601	SAL	167,830	-	14,594	-	182,424
										OPE	76,857	-	6,683	-	83,540
6406000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	7	7088	SAL	156,503	-	13,609	-	170,112
										OPE	74,051	-	6,439	-	80,490
6418000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	5	6607	SAL	145,883	-	12,685	-	158,568
										OPE	71,419	-	6,210	-	77,629
6528000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	4	6835	SAL	150,917	-	13,123	-	164,040
										OPE	72,666	-	6,319	-	78,985
6578000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	2	5726	SAL	134,676	-	2,748	-	137,424
										OPE	70,942	-	1,448	-	72,390
Total Salary											5,557,352	-	1,000,957	-	6,558,309
Total OPE											2,552,497	-	452,749	-	3,005,246
Total Personal Services											8,109,849	-	1,453,706	-	9,563,555

PICS100 - Position Budget Report

Marijuana Program

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-014-01-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
1094000	OAS C1346 AP	SAFETY SPECIALIST 2	27	PF	1	1.00	24	10	7265	SAL	-	-	174,360	-	174,360
										OPE	-	-	81,543	-	81,543
3621000	OAS C1217 AP	ACCOUNTANT 3	27	PF	1	1.00	24	9	6934	SAL	-	-	166,416	-	166,416
										OPE	-	-	79,574	-	79,574
3622000	OAS C0211 AP	ACCOUNTING TECHNICIAN 2	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
3623000	OAS C0211 AP	ACCOUNTING TECHNICIAN 2	17	PF	1	1.00	24	4	3434	SAL	-	-	82,416	-	82,416
										OPE	-	-	58,759	-	58,759
3624000	OAS C0211 AP	ACCOUNTING TECHNICIAN 2	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
3625000	OAS C0211 AP	ACCOUNTING TECHNICIAN 2	17	PF	1	1.00	24	8	4122	SAL	-	-	98,928	-	98,928
										OPE	-	-	62,850	-	62,850
3626000	MMS X7002 AP	PRINCIPAL EXECUTIVE/MANAGER B	26X	PF	1	1.00	24	2	4909	SAL	-	-	117,816	-	117,816
										OPE	-	-	67,531	-	67,531
3627000	OAS C0211 AP	ACCOUNTING TECHNICIAN 2	17	PF	1	1.00	24	6	3751	SAL	-	-	90,024	-	90,024
										OPE	-	-	60,644	-	60,644
3628000	OAS C0211 AP	ACCOUNTING TECHNICIAN 2	17	PF	1	1.00	24	9	4310	SAL	-	-	103,440	-	103,440
										OPE	-	-	63,968	-	63,968
3629000	OAS C0211 AP	ACCOUNTING TECHNICIAN 2	17	PF	1	1.00	24	5	3586	SAL	-	-	86,064	-	86,064
										OPE	-	-	59,663	-	59,663
3630000	OAS C0211 AP	ACCOUNTING TECHNICIAN 2	17	PF	1	1.00	24	3	3293	SAL	-	-	79,032	-	79,032
										OPE	-	-	57,920	-	57,920
5691000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	-	-	124,992	-	124,992
										OPE	-	-	69,309	-	69,309
5692000	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	2	5208	SAL	-	-	124,992	-	124,992
										OPE	-	-	69,309	-	69,309
6593000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	4	5460	SAL	-	-	131,040	-	131,040
										OPE	-	-	70,808	-	70,808
6594000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8393	SAL	-	-	201,432	-	201,432
										OPE	-	-	88,251	-	88,251
6595000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	2	3586	SAL	-	-	86,064	-	86,064

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PICS100 - Position Budget Report**Marijuana Program****2021-23 Biennium
Budget Preparation****Cross Reference Number: 15000-014-01-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
OPE											-	-	59,663	-	59,663
Total Salary											-	-	1,883,928	-	1,883,928
Total OPE											-	-	1,080,216	-	1,080,216
Total Personal Services											-	-	2,964,144	-	2,964,144

PICS100 - Position Budget Report

Sr Citizens Prop Tax Deferral OF

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-025-02-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0004344	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	SF	1	0.50	12	1	3033	SAL	-	-	36,396	-	36,396
										OPE	-	-	28,187	-	28,187
0004346	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	SF	1	0.50	12	3	3293	SAL	-	-	39,516	-	39,516
										OPE	-	-	28,960	-	28,960
4013000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	-	-	124,992	-	124,992
										OPE	-	-	69,309	-	69,309
4088000	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	6	6009	SAL	-	-	144,216	-	144,216
										OPE	-	-	74,073	-	74,073
4115000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	0	0.50	12	8	8356	SAL	-	-	100,272	-	100,272
										OPE	-	-	44,016	-	44,016
4182000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4519	SAL	-	-	108,456	-	108,456
										OPE	-	-	65,212	-	65,212
4192000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	5	3586	SAL	-	-	86,064	-	86,064
										OPE	-	-	59,663	-	59,663
4210000	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	0	0.25	6	10	8393	SAL	-	-	50,358	-	50,358
										OPE	-	-	22,061	-	22,061
4228000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3293	SAL	-	-	79,032	-	79,032
										OPE	-	-	57,920	-	57,920
4343000	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5208	SAL	-	-	124,992	-	124,992
										OPE	-	-	69,309	-	69,309
Total Salary											-	-	894,294	-	894,294
Total OPE											-	-	518,710	-	518,710
Total Personal Services											-	-	1,413,004	-	1,413,004

PICS100 - Position Budget Report

Operations & Maintenance OF

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 15000-030-04-00-00000
Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3726000	OAS C1487 IP	INFO SYSTEMS SPECIALIST 7	31	LF	1	0.88	21	2	6236	SAL	-	-	130,956	-	130,956
										OPE	-	-	65,994	-	65,994
3727000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	LF	1	0.88	21	2	5630	SAL	-	-	118,230	-	118,230
										OPE	-	-	62,841	-	62,841
3728000	OAS C1486 IP	INFO SYSTEMS SPECIALIST 6	29	LF	1	0.88	21	2	5630	SAL	-	-	118,230	-	118,230
										OPE	-	-	62,841	-	62,841
3729000	OAS C1488 IP	INFO SYSTEMS SPECIALIST 8	33	LF	1	0.88	21	2	6793	SAL	-	-	142,653	-	142,653
										OPE	-	-	68,892	-	68,892
3752000	MMS X7006 IP	PRINCIPAL EXECUTIVE/MANAGER D	31X	LF	1	0.88	21	2	7220	SAL	-	-	151,620	-	151,620
										OPE	-	-	71,115	-	71,115
Total Salary											-	-	661,689	-	661,689
Total OPE											-	-	331,683	-	331,683
Total Personal Services											-	-	993,372	-	993,372

PICS116 - Net Package Fiscal Impact Report**Administration****2021-23 Biennium****Cross Reference Number: 15000-003-00-00-00000****Current Service Level****Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2165000	24250	43293	OAS C0212 A P	ACCOUNTING TECHNICIAN 3	19	PF	0	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
3698000	1311230	42014	OAS C0212 A P	ACCOUNTING TECHNICIAN 3	19	PF	0	2	3,434	-82,416	-58,759	-141,175	-1	-1.00
General Funds										-185,649	-116,542	-302,191		
Lottery Funds										0	0	0		
Other Funds										-16,143	-10,134	-26,277		
Federal Funds										0	0	0		
Total Funds										-201,792	-126,676	-328,468	-2	-2.00

PICS116 - Net Package Fiscal Impact Report

Administration

2021-23 Biennium

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

Agency Request Budget

Package Number: 101

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1142000	1383991		MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	21	2	5,394	113,274	61,613	174,887	1	0.88
1143000	1384291		OAS C1339 A P	TRAINING & DEVELOPMENT SPEC	27	PF	21	2	4,974	104,454	59,427	163,881	1	0.88
1144000	1384351		OAS C1339 A P	TRAINING & DEVELOPMENT SPEC	27	PF	21	2	4,974	104,454	59,427	163,881	1	0.88
1145000	1386251		MMN X1322 A P	HUMAN RESOURCE ANALYST 3	29	PF	21	2	5,944	124,824	64,474	189,298	1	0.88
General Funds										402,307	220,447	622,752		
Lottery Funds										0	0	0		
Other Funds										44,699	24,494	69,195		
Federal Funds										0	0	0		
Total Funds										447,006	244,941	691,947	4	3.52

PICS116 - Net Package Fiscal Impact Report

Personal Tax and Compliance Division

2021-23 Biennium

Cross Reference Number: 15000-005-00-00-00000

Agency Request Budget

Package Number: 103

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5696000	1383792		OAS C0323 A P	PUBLIC SERVICE REP 3	15	SP	12	2	2,910	34,920	27,821	62,741	1	0.50
5697000	1383811		OAS C0323 A P	PUBLIC SERVICE REP 3	15	SP	12	2	2,910	34,920	27,821	62,741	1	0.50
5698000	1383812		OAS C0323 A P	PUBLIC SERVICE REP 3	15	SP	12	2	2,910	34,920	27,821	62,741	1	0.50
5699000	1383831		OAS C0323 A P	PUBLIC SERVICE REP 3	15	SP	12	2	2,910	34,920	27,821	62,741	1	0.50
5700000	1383832		OAS C0323 A P	PUBLIC SERVICE REP 3	15	SP	12	2	2,910	34,920	27,821	62,741	1	0.50
5701000	1383851		OAS C0323 A P	PUBLIC SERVICE REP 3	15	SP	12	2	2,910	34,920	27,821	62,741	1	0.50
5702000	1383852		OAS C0104 A P	OFFICE SPECIALIST 2	15	SP	10	2	2,910	29,100	23,184	52,284	1	0.42
5703000	1383871		OAS C0104 A P	OFFICE SPECIALIST 2	15	SP	10	2	2,910	29,100	23,184	52,284	1	0.42
5704000	1383872		OAS C0104 A P	OFFICE SPECIALIST 2	15	SP	10	2	2,910	29,100	23,184	52,284	1	0.42
5705000	1383873		OAS C0104 A P	OFFICE SPECIALIST 2	15	SP	10	2	2,910	29,100	23,184	52,284	1	0.42
General Funds										319,404	254,470	573,868		
Lottery Funds										0	0	0		
Other Funds										6,516	5,192	11,714		
Federal Funds										0	0	0		
Total Funds										325,920	259,662	585,582	10	4.68

PICS116 - Net Package Fiscal Impact Report

Personal Tax and Compliance Division

2021-23 Biennium

Cross Reference Number: 15000-005-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2306000	24660	28132	MMS X7008 A P	PRINCIPAL EXECUTIVE/MANAGER	33X	PF	24	10	10,144	-243,456	-98,664	-342,120	-1	-1.00
3492000	695040	5640	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	10	4,122	-98,928	-62,850	-161,778	-1	-1.00
5157000	30600	1831	MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	8	7,220	-173,280	-81,275	-254,555	-1	-1.00
5296000	525390	48264	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	4	2,910	-69,840	-55,643	-125,483	-1	-1.00
5381000	25100	57456	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	4	2,910	-69,840	-55,643	-125,483	-1	-1.00
5416000	641710	773	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	48	10	7,265	0	0	0	0	0.00
5422000	716020	37369	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	-90,024	-60,644	-150,668	-1	-1.00
5423000	716030	32778	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
5433000	735360	23497	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5438000	735410	65236	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
5439000	735420	28096	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5440000	735430	31714	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5441000	735440	35998	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5443000	735460	1292	MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	9	7,584	-182,016	-83,439	-265,455	-1	-1.00
5447000	794730	11634	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5450000	796240	57466	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
5451000	796250	28092	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	8	4,974	-119,376	-67,917	-187,293	-1	-1.00
5452000	796260	22358	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	-90,024	-60,644	-150,668	-1	-1.00
5461000	855510	22411	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5468000	855580	55209	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5469000	855590	29327	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5471000	855610	65552	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5474000	855640	3833	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	6	5,394	-129,456	-70,415	-199,871	-1	-1.00
5478000	855680	33719	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5479000	855690	50730	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5484000	864710	39545	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	-90,024	-60,644	-150,668	-1	-1.00
5485000	864720	38852	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5486000	864730	34849	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5494000	919340	24077	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5495000	919350	33715	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5496000	919360	35995	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5497000	920050	7933	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5499000	919390	37674	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	7	3,932	-94,368	-61,720	-156,088	-1	-1.00

PICS116 - Net Package Fiscal Impact Report

Personal Tax and Compliance Division

2021-23 Biennium

Cross Reference Number: 15000-005-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE	
5500000	919400	1752	OAS	C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5514000	919590	4131	OAS	C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5515000	919600	33006	OAS	C5111 A P	REVENUE AGENT 2	19	PF	24	8	4,519	-108,456	-65,212	-173,668	-1	-1.00
5516000	919610	23491	OAS	C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5518000	919630	55382	OAS	C5631 A P	TAX AUDITOR 1	25	PF	72	7	5,726	137,424	72,390	209,814	1	1.00
5548000	940860	3680	OAS	C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5549000	940870	35441	OAS	C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5550000	940880	29623	OAS	C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5551000	940890	65855	OAS	C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5552000	940900	20152	OAS	C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5553000	940910	5261	OAS	C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5554000	940920	36001	OAS	C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5555000	940930	39209	OAS	C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5556000	940940	53523	OAS	C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
5557000	940950	38966	OAS	C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5559000	940970	2175	OAS	C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5560000	941000	8120	OAS	C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,808	-201,848	-1	-1.00
5561000	941010	14812	OAS	C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	-90,024	-60,644	-150,668	-1	-1.00
5562000	941020	34263	OAS	C5111 A P	REVENUE AGENT 2	19	PF	24	8	4,519	-108,456	-65,212	-173,668	-1	-1.00
5563000	941030	13464	MMS	X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	7	5,663	-135,912	-72,015	-207,927	-1	-1.00
5565000	940840	53506	OAS	C0103 A P	OFFICE SPECIALIST 1	13	PF	24	10	3,751	-90,024	-60,644	-150,668	-1	-1.00
5576000	1018430	19847	OAS	C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5577000	1018440	14907	OAS	C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5578000	1019990	43954	MMS	X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	7	5,663	-135,912	-72,015	-207,927	-1	-1.00
5581000	1048010	31717	OAS	C5111 A P	REVENUE AGENT 2	19	PF	24	9	4,749	-113,976	-66,579	-180,555	-1	-1.00
5582000	1048180	30149	OAS	C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
5583000	1048440	10097	OAS	C5111 A P	REVENUE AGENT 2	19	PF	24	7	4,310	-103,440	-63,968	-167,408	-1	-1.00
5584000	1048730	19502	OAS	C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
5586000	1048940	22962	OAS	C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
5593000	1049340	7015	OAS	C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
5596000	1049530	34857	OAS	C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
5605000	1049620	25435	MMS	X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	2	4,439	-106,536	-64,736	-171,272	-1	-1.00
5607000	1049640	20136	OAS	C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	10	7,265	-174,360	-81,543	-255,903	-1	-1.00

PICS116 - Net Package Fiscal Impact Report

Personal Tax and Compliance Division

2021-23 Biennium

Cross Reference Number: 15000-005-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5608000	1049650	34069	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	7	3,293	-79,032	-57,920	-136,952	-1	-1.00
5632000	1156680	35999	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
5633000	1156690	8191	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5635000	1219990	33718	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
5636000	1220000	53532	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5637000	1220010	24564	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
5639000	1220030	33714	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5640000	1220040	34223	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	9	4,749	-113,976	-66,579	-180,555	-1	-1.00
5654000	1220180	57463	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
5655000	1220190	3173	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5656000	1220200	30686	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5657000	1220210	1822	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5658000	1220220	28295	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5659000	1220230	30465	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
5661000	1220250	7808	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5662000	1220260	57460	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
5663000	1220270	23913	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
5664000	1220280	25782	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	9	6,247	-149,928	-75,488	-225,416	-1	-1.00
5666000	1252870	892	MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	6	6,558	-157,392	-77,337	-234,729	-1	-1.00
6013000	31700	37805	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	8	3,434	-82,416	-58,759	-141,175	-1	-1.00
6015000	31720	334	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6017000	31740	6095	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6019000	31760	28163	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	-90,024	-60,644	-150,668	-1	-1.00
6025000	31810	58	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6027000	31830	35438	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	9	5,208	-124,992	-69,309	-194,301	-1	-1.00
6033000	31890	52405	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	-90,024	-60,644	-150,668	-1	-1.00
6052000	32030	24185	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6059000	32090	41753	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
6070000	32190	7128	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	2	5,726	-137,424	-72,390	-209,814	-1	-1.00
6080000	32240	22360	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	-90,024	-60,644	-150,668	-1	-1.00
6083000	32260	7389	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	9	5,208	-124,992	-69,309	-194,301	-1	-1.00
6084000	32270	10046	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6085000	32280	12345	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00

PICS116 - Net Package Fiscal Impact Report

Personal Tax and Compliance Division

2021-23 Biennium

Cross Reference Number: 15000-005-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6086000	32290	9438	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6088000	32300	27074	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6089000	32310	26879	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6090000	32320	34221	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	7	4,749	-113,976	-66,579	-180,555	-1	-1.00
6091000	32330	4168	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6092000	32340	10416	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	-90,024	-60,644	-150,668	-1	-1.00
6093000	32350	7501	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6094000	32360	34412	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	2	4,439	-106,536	-64,736	-171,272	-1	-1.00
6110000	32500	8124	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6112000	32520	33005	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	6	4,519	-108,456	-65,212	-173,668	-1	-1.00
6113000	32530	7540	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	-90,024	-60,644	-150,668	-1	-1.00
6117000	32570	26090	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6129000	32640	33092	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6132000	32660	7911	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6133000	32670	19970	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6134000	32680	33712	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6163000	32760	31716	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
6165000	32780	6887	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6242000	32910	22954	MMS X7002 A P	PRINCIPAL EXECUTIVE/MANAGER	26X	PF	24	10	7,220	-173,280	-81,275	-254,555	-1	-1.00
6255000	33050	19596	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
6257000	33070	47439	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
6260000	33100	34855	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6270000	33200	8429	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6271000	33210	24496	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6272000	33220	52408	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
6278000	33280	20567	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	-90,024	-60,644	-150,668	-1	-1.00
6301000	520910	23526	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6314000	548990	24162	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	10	4,122	-98,928	-62,850	-161,778	-1	-1.00
6321000	550570	2876	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	-90,024	-60,644	-150,668	-1	-1.00
6344000	565060	34225	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6346000	565080	53521	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
6349000	565110	9529	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6353000	576190	31452	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	7	4,749	-113,976	-66,579	-180,555	-1	-1.00

PICS116 - Net Package Fiscal Impact Report

Personal Tax and Compliance Division

2021-23 Biennium

Cross Reference Number: 15000-005-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6357000	608690	20564	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6358000	608700	25436	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6360000	608720	14865	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6361000	608730	34226	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6362000	608740	8069	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6363000	608750	29478	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6364000	608760	39450	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
6365000	608770	64890	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	3	3,293	-79,032	-57,920	-136,952	-1	-1.00
6366000	608780	12773	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	-131,040	-70,809	-201,849	-1	-1.00
6367000	608790	18174	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	9	5,208	-124,992	-69,309	-194,301	-1	-1.00
6368000	608800	7938	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6369000	608810	64891	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6372000	608840	52410	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	7	3,932	-94,368	-61,720	-156,088	-1	-1.00
6373000	608850	11210	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	3	3,293	-79,032	-57,920	-136,952	-1	-1.00
6377000	608890	33090	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6379000	608910	34854	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6380000	608920	64892	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
6444000	855400	65550	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	3	3,293	-79,032	-57,920	-136,952	-1	-1.00
General Funds										-15,376,767	-9,342,295	-24,719,058		
Lottery Funds										0	0	0		
Other Funds										-288,321	-174,933	-463,262		
Federal Funds										0	0	0		
Total Funds										-15,665,088	-9,517,228	-25,182,320	-147	-147.00

PICS116 - Net Package Fiscal Impact Report

Business Division

2021-23 Biennium

Cross Reference Number: 15000-006-00-00-00000

Agency Request Budget

Package Number: 104

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6657000	1385112		OAS C5248 A P	COMPLIANCE SPECIALIST 3	29	PF	24	2	5,460	131,040	70,808	201,848	1	1.00
6658000	1385152		OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
6659000	1385153		OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
6660000	1385155		OAS C5632 A P	TAX AUDITOR 2	28	PF	24	2	5,208	124,992	69,309	194,301	1	1.00
6661000	1385173		OAS C5631 A P	TAX AUDITOR 1	25	PF	24	2	4,519	108,456	65,212	173,668	1	1.00
6662000	1385191		MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	2	5,394	129,456	70,415	199,871	1	1.00
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										673,992	397,032	1,071,024		
Federal Funds										0	0	0		
Total Funds										673,992	397,032	1,071,024	6	6.00

PICS116 - Net Package Fiscal Impact Report

Business Division

2021-23 Biennium

Cross Reference Number: 15000-006-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5448000	796220	8037	OAS	C0871 A P OPERATIONS & POLICY ANALYST 2	27	PF	24	10	7,265	-174,360	-81,543	-255,903	-1	-1.00
5546000	940720	9323	MMS	X7004 A P PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	10	7,956	-190,944	-85,652	-276,596	-1	-1.00
5589000	1049190	35960	OAS	C0108 A P ADMINISTRATIVE SPECIALIST 2	20	PF	24	6	4,310	-103,440	-63,968	-167,408	-1	-1.00
5590000	1049270	20296	OAS	C5111 A P REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
5591000	1049300	66167	OAS	C5111 A P REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
6014000	31710	62162	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6026000	31820	56835	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	3	3,293	-79,032	-57,920	-136,952	-1	-1.00
6030000	31860	24186	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6043000	31970	24184	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6100000	32420	62166	MMS	X7000 A P PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	2	4,439	-106,536	-64,736	-171,272	-1	-1.00
6131000	32650	10390	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6263000	33130	4435	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	8	4,122	-98,928	-62,850	-161,778	-1	-1.00
6289000	33390	62172	OAS	C0103 A P OFFICE SPECIALIST 1	13	PF	24	4	2,910	-69,840	-55,643	-125,483	-1	-1.00
6303000	520930	39737	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	7	3,932	-94,368	-61,720	-156,088	-1	-1.00
6388000	630910	50707	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	5	3,586	-86,064	-59,663	-145,727	-1	-1.00
6420000	796140	27413	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,070	-132,670	-1	-1.00
6440000	855430	31796	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6446000	864770	24481	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	-108,456	-65,212	-173,668	-1	-1.00
6480000	940990	65856	OAS	C5110 A P REVENUE AGENT 1	17	PP	13.5	2	3,150	-42,526	-32,902	-75,428	-1	-0.56
6511000	1002210	35958	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
6568000	1112910	66323	OAS	C0108 A P ADMINISTRATIVE SPECIALIST 2	20	PF	24	2	3,586	-86,064	-59,663	-145,727	-1	-1.00
6569000	1112920	18655	OAS	C5111 A P REVENUE AGENT 2	19	PF	24	10	4,974	-119,376	-67,917	-187,293	-1	-1.00
6570000	1112930	37315	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	2	3,150	-75,600	-57,069	-132,669	-1	-1.00
6571000	1112940	29901	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	9	4,310	-103,440	-63,968	-167,408	-1	-1.00
6620000	1312090	67915	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	7	3,932	-94,368	-61,720	-156,088	-1	-1.00
6621000	1312100	67916	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	3	3,293	-79,032	-57,920	-136,952	-1	-1.00
6622000	1312110	67917	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
6623000	1312120	67918	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	4	3,434	-82,416	-58,759	-141,175	-1	-1.00
General Funds										-1,790,704	-1,085,989	-2,876,694		
Lottery Funds										0	0	0		
Other Funds										-980,862	-658,241	-1,639,102		
Federal Funds										0	0	0		
Total Funds										-2,771,566	-1,744,230	-4,515,796	-28	-27.56

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2306000	24660	28132	MMS X7008 A P	PRINCIPAL EXECUTIVE/MANAGER	33X	PF	24	10	10,144	243,456	98,664	342,120	1	1.00
2413000	1031230	11069	OAS C0212 A P	ACCOUNTING TECHNICIAN 3	19	PF	48	10	4,974	0	0	0	0	0.00
3492000	695040	5640	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	10	4,122	98,928	62,850	161,778	1	1.00
5157000	30600	1831	MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	8	7,220	173,280	81,275	254,555	1	1.00
5296000	525390	48264	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	4	2,910	69,840	55,643	125,483	1	1.00
5381000	25100	57456	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	4	2,910	69,840	55,643	125,483	1	1.00
5422000	716020	37369	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	90,024	60,644	150,668	1	1.00
5423000	716030	32778	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
5433000	735360	23497	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5438000	735410	65236	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
5439000	735420	28096	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5440000	735430	31714	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5441000	735440	35998	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5443000	735460	1292	MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	9	7,584	182,016	83,439	265,455	1	1.00
5447000	794730	11634	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5448000	796220	8037	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	10	7,265	174,360	81,543	255,903	1	1.00
5450000	796240	57466	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
5451000	796250	28092	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	8	4,974	119,376	67,917	187,293	1	1.00
5452000	796260	22358	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
5461000	855510	22411	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5468000	855580	55209	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5469000	855590	29327	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5471000	855610	65552	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5474000	855640	3833	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	6	5,394	129,456	70,415	199,871	1	1.00
5478000	855680	33719	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5479000	855690	50730	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5484000	864710	39545	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	6	3,751	90,024	60,644	150,668	1	1.00
5485000	864720	38852	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5486000	864730	34849	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5494000	919340	24077	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5495000	919350	33715	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5496000	919360	35995	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5497000	920050	7933	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5499000	919390	37674	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	7	3,932	94,368	61,720	156,088	1	1.00
5500000	919400	1752	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5514000	919590	4131	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5515000	919600	33006	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	8	4,519	108,456	65,212	173,668	1	1.00
5516000	919610	23491	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5546000	940720	9323	MMS X7004 A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	10	7,956	190,944	85,652	276,596	1	1.00
5548000	940860	3680	OAS C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5549000	940870	35441	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5550000	940880	29623	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5551000	940890	65855	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5552000	940900	20152	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5553000	940910	5261	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5554000	940920	36001	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5555000	940930	39209	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5556000	940940	53523	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
5557000	940950	38966	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5559000	940970	2175	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5560000	941000	8120	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,808	201,848	1	1.00
5561000	941010	14812	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
5562000	941020	34263	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	8	4,519	108,456	65,212	173,668	1	1.00
5563000	941030	13464	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	7	5,663	135,912	72,015	207,927	1	1.00
5565000	940840	53506	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	24	10	3,751	90,024	60,644	150,668	1	1.00
5576000	1018430	19847	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5577000	1018440	14907	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5578000	1019990	43954	MMS X7000 A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	7	5,663	135,912	72,015	207,927	1	1.00
5581000	1048010	31717	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	9	4,749	113,976	66,579	180,555	1	1.00
5582000	1048180	30149	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00
5583000	1048440	10097	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	7	4,310	103,440	63,968	167,408	1	1.00
5584000	1048730	19502	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00
5586000	1048940	22962	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00
5589000	1049190	35960	OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	24	6	4,310	103,440	63,968	167,408	1	1.00
5590000	1049270	20296	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00
5591000	1049300	66167	OAS C5111 A P	REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification			Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5593000	1049340	7015	OAS	C5112	A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
5596000	1049530	34857	OAS	C5111	A P	REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00
5605000	1049620	25435	MMS	X7000	A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	2	4,439	106,536	64,736	171,272	1	1.00
5607000	1049640	20136	OAS	C0871	A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	10	7,265	174,360	81,543	255,903	1	1.00
5608000	1049650	34069	OAS	C0103	A P	OFFICE SPECIALIST 1	13	PF	24	7	3,293	79,032	57,920	136,952	1	1.00
5632000	1156680	35999	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
5633000	1156690	8191	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5635000	1219990	33718	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
5636000	1220000	53532	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5637000	1220010	24564	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
5639000	1220030	33714	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5640000	1220040	34223	OAS	C5111	A P	REVENUE AGENT 2	19	PF	24	9	4,749	113,976	66,579	180,555	1	1.00
5654000	1220180	57463	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
5655000	1220190	3173	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5656000	1220200	30686	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5657000	1220210	1822	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5658000	1220220	28295	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5659000	1220230	30465	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
5661000	1220250	7808	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5662000	1220260	57460	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
5663000	1220270	23913	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
5664000	1220280	25782	MMS	X7000	A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	9	6,247	149,928	75,488	225,416	1	1.00
5666000	1252870	892	MMS	X7004	A P	PRINCIPAL EXECUTIVE/MANAGER	28X	PF	24	6	6,558	157,392	77,337	234,729	1	1.00
6013000	31700	37805	OAS	C0103	A P	OFFICE SPECIALIST 1	13	PF	24	8	3,434	82,416	58,759	141,175	1	1.00
6014000	31710	62162	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6015000	31720	334	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6017000	31740	6095	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6019000	31760	28163	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	6	3,751	90,024	60,644	150,668	1	1.00
6022000	31780	30661	OAS	C5111	A P	REVENUE AGENT 2	19	PF	48	2	3,434	0	0	0	0	0.00
6025000	31810	58	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6026000	31820	56835	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	3	3,293	79,032	57,920	136,952	1	1.00
6027000	31830	35438	OAS	C5246	A P	COMPLIANCE SPECIALIST 1	21	PF	24	9	5,208	124,992	69,309	194,301	1	1.00
6030000	31860	24186	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6031000	31870	5155	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	2	3,150	0	0	0	0	0.00
6033000	31890	52405	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	6	3,751	90,024	60,644	150,668	1	1.00
6043000	31970	24184	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6052000	32030	24185	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6059000	32090	41753	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
6070000	32190	7128	OAS	C0872 A P OPERATIONS & POLICY ANALYST	30	PF	24	2	5,726	137,424	72,390	209,814	1	1.00
6080000	32240	22360	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
6083000	32260	7389	OAS	C5246 A P COMPLIANCE SPECIALIST 1	21	PF	24	9	5,208	124,992	69,309	194,301	1	1.00
6084000	32270	10046	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6085000	32280	12345	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6086000	32290	9438	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6088000	32300	27074	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6089000	32310	26879	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6090000	32320	34221	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	7	4,749	113,976	66,579	180,555	1	1.00
6091000	32330	4168	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6092000	32340	10416	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
6093000	32350	7501	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6094000	32360	34412	MMS	X7000 A P PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	2	4,439	106,536	64,736	171,272	1	1.00
6100000	32420	62166	MMS	X7000 A P PRINCIPAL EXECUTIVE/MANAGER	24X	PF	24	2	4,439	106,536	64,736	171,272	1	1.00
6110000	32500	8124	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6112000	32520	33005	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	6	4,519	108,456	65,212	173,668	1	1.00
6113000	32530	7540	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	6	3,751	90,024	60,644	150,668	1	1.00
6114000	32540	38562	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	2	3,150	0	0	0	0	0.00
6117000	32570	26090	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6129000	32640	33092	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6131000	32650	10390	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6132000	32660	7911	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6133000	32670	19970	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6134000	32680	33712	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6161000	32740	27869	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6163000	32760	31716	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
6165000	32780	6887	OAS	C5246 A P COMPLIANCE SPECIALIST 1	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6228000	32810	62167	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	2	3,150	0	0	0	0	0.00

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6237000	32860	1096	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6238000	32870	62168	OAS	C0103 A P OFFICE SPECIALIST 1	13	PF	48	4	2,910	0	0	0	0	0.00
6239000	32880	38669	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6240000	32890	62169	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	3	3,293	0	0	0	0	0.00
6242000	32910	22954	MMS	X7002 A P PRINCIPAL EXECUTIVE/MANAGER	26X	PF	24	10	7,220	173,280	81,275	254,555	1	1.00
6255000	33050	19596	OAS	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
6257000	33070	47439	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
6260000	33100	34855	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6263000	33130	4435	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6270000	33200	8429	OAS	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6271000	33210	24496	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6272000	33220	52408	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
6278000	33280	20567	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	2	3,751	90,024	60,644	150,668	1	1.00
6285000	33350	55190	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6286000	33360	34850	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	8	4,122	0	0	0	0	0.00
6287000	33370	13871	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6289000	33390	62172	OAS	C0103 A P OFFICE SPECIALIST 1	13	PF	24	4	2,910	69,840	55,643	125,483	1	1.00
6301000	520910	23526	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6303000	520930	39737	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	7	3,932	94,368	61,720	156,088	1	1.00
6307000	533810	14521	OAS	C0871 A P OPERATIONS & POLICY ANALYST 2	27	PF	48	2	4,974	0	0	0	0	0.00
6314000	548990	24162	OAS	C0104 A P OFFICE SPECIALIST 2	15	PF	24	10	4,122	98,928	62,850	161,778	1	1.00
6321000	550570	2876	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	6	3,751	90,024	60,644	150,668	1	1.00
6344000	565060	34225	OAS	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6346000	565080	53521	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
6349000	565110	9529	OAS	C5112 A P REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6353000	576190	31452	OAS	C5246 A P COMPLIANCE SPECIALIST 1	21	PF	24	7	4,749	113,976	66,579	180,555	1	1.00
6354000	576140	35617	OAS	C0103 A P OFFICE SPECIALIST 1	13	PF	48	8	3,434	0	0	0	0	0.00
6356000	584750	20735	OAS	C0103 A P OFFICE SPECIALIST 1	13	PF	48	10	3,751	0	0	0	0	0.00
6357000	608690	20564	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6358000	608700	25436	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6360000	608720	14865	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6361000	608730	34226	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6362000	608740	8069	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6363000	608750	29478	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6364000	608760	39450	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
6365000	608770	64890	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	3	3,293	79,032	57,920	136,952	1	1.00
6366000	608780	12773	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	10	5,460	131,040	70,809	201,849	1	1.00
6367000	608790	18174	OAS C5112 A P	REVENUE AGENT 3	21	PF	24	9	5,208	124,992	69,309	194,301	1	1.00
6368000	608800	7938	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6369000	608810	64891	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6372000	608840	52410	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	7	3,932	94,368	61,720	156,088	1	1.00
6373000	608850	11210	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	3	3,293	79,032	57,920	136,952	1	1.00
6377000	608890	33090	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6379000	608910	34854	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	8	4,122	98,928	62,850	161,778	1	1.00
6380000	608920	64892	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
6383000	631010	64996	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	48	9	3,586	0	0	0	0	0.00
6385000	630880	24483	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6386000	630890	34853	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	5	3,586	0	0	0	0	0.00
6387000	630900	64994	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6388000	630910	50707	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	5	3,586	86,064	59,663	145,727	1	1.00
6389000	630920	34859	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	9	4,310	0	0	0	0	0.00
6391000	630940	22362	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6392000	630950	64995	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6393000	630960	32669	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6396000	630990	21135	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6402000	722850	6679	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	48	10	7,265	0	0	0	0	0.00
6420000	796140	27413	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,070	132,670	1	1.00
6440000	855430	31796	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6444000	855400	65550	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	3	3,293	79,032	57,920	136,952	1	1.00
6446000	864770	24481	OAS C5110 A P	REVENUE AGENT 1	17	PF	24	10	4,519	108,456	65,212	173,668	1	1.00
6480000	940990	65856	OAS C5110 A P	REVENUE AGENT 1	17	PP	13.5	2	3,150	42,526	32,902	75,428	1	0.56
6481000	940140	27076	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6482000	940150	65849	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	2	3,150	0	0	0	0	0.00
6483000	940170	38570	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	2	3,150	0	0	0	0	0.00
6484000	940180	38567	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6485000	940190	3090	OAS C5110 A P	REVENUE AGENT 1	17	PF	48	6	3,751	0	0	0	0	0.00

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6486000	940200	6104	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6487000	940210	20944	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6488000	940220	35965	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	9	4,310	0	0	0	0	0.00
6489000	940230	35962	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	3	3,293	0	0	0	0	0.00
6490000	940240	35961	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	9	4,310	0	0	0	0	0.00
6491000	940340	65851	MMS	X7000 A P PRINCIPAL EXECUTIVE/MANAGER	24X	PF	48	8	5,944	0	0	0	0	0.00
6494000	940250	21548	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6495000	940260	19846	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6496000	940270	34852	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	9	4,310	0	0	0	0	0.00
6497000	940280	38555	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	8	4,122	0	0	0	0	0.00
6498000	940290	37513	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	8	4,122	0	0	0	0	0.00
6499000	940300	38574	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	8	4,122	0	0	0	0	0.00
6500000	940310	11890	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6502000	940320	65850	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	5	3,586	0	0	0	0	0.00
6503000	940330	28157	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6504000	941040	37510	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6511000	1002210	35958	OAS	C5110 A P REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
6529000	1031240	20736	OAS	C0212 A P ACCOUNTING TECHNICIAN 3	19	PF	48	10	4,974	0	0	0	0	0.00
6530000	1031210	11876	MMS	X7004 A P PRINCIPAL EXECUTIVE/MANAGER	28X	PF	48	10	7,956	0	0	0	0	0.00
6531000	1031220	16693	MMS	X7000 A P PRINCIPAL EXECUTIVE/MANAGER	24X	PF	48	6	5,394	0	0	0	0	0.00
6551000	1050370	66169	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6552000	1050410	66170	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6553000	1050430	29373	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6554000	1050440	66171	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	4	3,434	0	0	0	0	0.00
6555000	1050450	38566	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	8	4,122	0	0	0	0	0.00
6556000	1050460	37511	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	8	4,122	0	0	0	0	0.00
6557000	1050470	27981	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6558000	1050480	55186	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	4	3,434	0	0	0	0	0.00
6559000	1050490	30660	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	10	4,519	0	0	0	0	0.00
6560000	1050500	38568	OAS	C5110 A P REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6562000	1050520	29374	MMS	X7000 A P PRINCIPAL EXECUTIVE/MANAGER	24X	PF	48	3	4,675	0	0	0	0	0.00
6568000	1112910	66323	OAS	C0108 A P ADMINISTRATIVE SPECIALIST 2	20	PF	24	2	3,586	86,064	59,663	145,727	1	1.00
6569000	1112920	18655	OAS	C5111 A P REVENUE AGENT 2	19	PF	24	10	4,974	119,376	67,917	187,293	1	1.00

PICS116 - Net Package Fiscal Impact Report

Collections Division

2021-23 Biennium

Cross Reference Number: 15000-007-00-00-00000

Agency Request Budget

Package Number: 106

Position Number	Auth No	Workday Id	Classification			Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6570000	1112930	37315	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	2	3,150	75,600	57,069	132,669	1	1.00
6571000	1112940	29901	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	9	4,310	103,440	63,968	167,408	1	1.00
6572000	1113370	51338	MMS	X7008	A P	PRINCIPAL EXECUTIVE/MANAGER	33X	PF	48	9	9,655	0	0	0	0	0.00
6620000	1312090	67915	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	7	3,932	94,368	61,720	156,088	1	1.00
6621000	1312100	67916	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	3	3,293	79,032	57,920	136,952	1	1.00
6622000	1312110	67917	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
6623000	1312120	67918	OAS	C5110	A P	REVENUE AGENT 1	17	PF	24	4	3,434	82,416	58,759	141,175	1	1.00
6633000	1311720	55213	OAS	C5110	A P	REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6634000	1311730	55205	OAS	C5110	A P	REVENUE AGENT 1	17	PF	48	7	3,932	0	0	0	0	0.00
6635000	1311740	34858	OAS	C0107	A P	ADMINISTRATIVE SPECIALIST 1	17	PF	48	9	4,310	0	0	0	0	0.00
6636000	1311750	38556	OAS	C0107	A P	ADMINISTRATIVE SPECIALIST 1	17	PF	48	8	4,122	0	0	0	0	0.00
6637000	1311760	67897	OAS	C0104	A P	OFFICE SPECIALIST 2	15	PF	48	10	4,122	0	0	0	0	0.00
6638000	1311770	32673	OAS	C5111	A P	REVENUE AGENT 2	19	PF	48	9	4,749	0	0	0	0	0.00
6639000	1311780	67898	OAS	C5111	A P	REVENUE AGENT 2	19	PF	48	10	4,974	0	0	0	0	0.00
6640000	1311790	24002	OAS	C5246	A P	COMPLIANCE SPECIALIST 1	21	PF	48	2	3,751	0	0	0	0	0.00
6641000	1311800	67899	OAS	C0871	A P	OPERATIONS & POLICY ANALYST 1	27	PF	48	6	6,009	0	0	0	0	0.00
6642000	1311810	32671	MMS	X7000	A P	PRINCIPAL EXECUTIVE/MANAGER	24X	PF	48	5	5,140	0	0	0	0	0.00
6643000	1311660	5363	MESN	Z7012	A P	PRINCIPAL EXECUTIVE/MANAGER	38X	PF	48	10	12,927	0	0	0	0	0.00
General Funds												17,302,147	10,499,226	27,801,370		
Lottery Funds												0	0	0		
Other Funds												1,271,931	834,622	2,106,560		
Federal Funds												0	0	0		
Total Funds												18,574,078	11,333,848	29,907,930	176	175.56

2021-23 Biennium

Cross Reference Number: 15000-008-00-00-00000

Agency Request Budget

Package Number: 105

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
8033000	1384631		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8034000	1384651		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8035000	1384671		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8036000	1384673		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8037000	1384674		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8038000	1384691		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8039000	1384692		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8040000	1384711		OAS C5632 A P	TAX AUDITOR 2	28	PF	19	2	5,208	98,952	54,869	153,821	1	0.79
8041000	1384712		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	21	2	5,726	120,246	63,340	183,586	1	0.88
8042000	1384731		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	21	2	5,726	120,246	63,340	183,586	1	0.88
8043000	1384751		MMS X7006 A P	PRINCIPAL EXECUTIVE/MANAGER	31X	PF	21	2	6,247	131,187	66,051	197,238	1	0.88
8105000	1384952		OAS C5632 A P	TAX AUDITOR 2	28	PF	21	2	5,208	109,368	60,645	170,013	1	0.88
8106000	1384972		OAS C5632 A P	TAX AUDITOR 2	28	PF	21	2	5,208	109,368	60,645	170,013	1	0.88
8107000	1384991		OAS C5632 A P	TAX AUDITOR 2	28	PF	21	2	5,208	109,368	60,645	170,013	1	0.88
8108000	1384993		OAS C5632 A P	TAX AUDITOR 2	28	PF	21	2	5,208	109,368	60,645	170,013	1	0.88
8109000	1384996		OAS C5110 A P	REVENUE AGENT 1	17	PF	21	2	3,150	66,150	49,934	116,084	1	0.88
8110000	1385011		OAS C5111 A P	REVENUE AGENT 2	19	PF	21	2	3,434	72,114	51,413	123,527	1	0.88
8111000	1385031		OAS C5111 A P	REVENUE AGENT 2	19	PF	21	2	3,434	72,114	51,413	123,527	1	0.88
8112000	1385051		OAS C5111 A P	REVENUE AGENT 2	19	PF	21	2	3,434	72,114	51,413	123,527	1	0.88
8115000	1384912		OAS C5632 A P	TAX AUDITOR 2	28	PF	21	2	5,208	109,368	60,645	170,013	1	0.88
8116000	1384931		OAS C5632 A P	TAX AUDITOR 2	28	PF	21	2	5,208	109,368	60,645	170,013	1	0.88
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										2,101,995	1,199,726	3,301,721		
Federal Funds										0	0	0		
Total Funds										2,101,995	1,199,726	3,301,721	21	17.76

PICS116 - Net Package Fiscal Impact Report

Information Technology Services Division

2021-23 Biennium

Cross Reference Number: 15000-009-00-00-00000

Agency Request Budget

Package Number: 110

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3730000	1384471		OAS C1487 I P	INFO SYSTEMS SPECIALIST 7	31	PF	21	9	8,603	180,663	78,312	258,975	1	0.88
3731000	1384491		OAS C1486 I P	INFO SYSTEMS SPECIALIST 6	29	PF	21	9	7,775	163,275	74,003	237,278	1	0.88
3732000	1384493		OAS C1486 I P	INFO SYSTEMS SPECIALIST 6	29	PF	21	9	7,775	163,275	74,003	237,278	1	0.88
3733000	1384512		OAS C1486 I P	INFO SYSTEMS SPECIALIST 6	29	PF	21	9	7,775	163,275	74,003	237,278	1	0.88
3734000	1384531		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	21	9	7,996	167,916	75,153	243,069	1	0.88
3735000	1384551		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	21	9	7,996	167,916	75,153	243,069	1	0.88
3736000	1384553		OAS C1487 I P	INFO SYSTEMS SPECIALIST 7	31	PF	21	9	8,603	180,663	78,312	258,975	1	0.88
3738000	1384571		OAS C1485 I P	INFO SYSTEMS SPECIALIST 5	28	PF	21	9	7,262	152,502	71,333	223,835	1	0.88
3739000	1384591		OAS C1486 I P	INFO SYSTEMS SPECIALIST 6	29	PF	21	9	7,775	163,275	74,003	237,278	1	0.88
General Funds										1,382,540	620,334	2,002,872		
Lottery Funds										0	0	0		
Other Funds										120,220	53,941	174,163		
Federal Funds										0	0	0		
Total Funds										1,502,760	674,275	2,177,035	9	7.92

2021-23 Biennium

Cross Reference Number: 15000-009-00-00-00000

Agency Request Budget

Package Number: 111

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3740000	1384611		OAS C1487 I P	INFO SYSTEMS SPECIALIST 7	31	PF	21	7	7,847	164,787	74,377	239,164	1	0.88
										151,604	68,427	220,031		
										0	0	0		
										13,183	5,950	19,133		
										0	0	0		
										164,787	74,377	239,164	1	0.88

2021-23 Biennium

Cross Reference Number: 15000-009-00-00-00000

Agency Request Budget

Package Number: 112

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3741000	1386391		OAS C0103 A P	OFFICE SPECIALIST 1	13	LF	24	3	2,820	67,680	55,108	122,788	1	1.00
3742000	1386452		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3743000	1386472		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3744000	1386491		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3745000	1386511		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3746000	1386531		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3747000	1386551		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3748000	1386571		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3749000	1386572		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3750000	1386573		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
3751000	1386576		OAS C0501 A P	DATA ENTRY OPERATOR	12	LF	24	4	2,820	67,680	55,108	122,788	1	1.00
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										744,480	606,188	1,350,668		
Federal Funds										0	0	0		
Total Funds										744,480	606,188	1,350,668	11	11.00

2021-23 Biennium

Cross Reference Number: 15000-030-00-00-00000

Agency Request Budget

Package Number: 102

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3726000	1385831		OAS C1487 I P	INFO SYSTEMS SPECIALIST 7	31	LF	21	2	6,236	130,956	65,994	196,950	1	0.88
3727000	1385851		OAS C1486 I P	INFO SYSTEMS SPECIALIST 6	29	LF	21	2	5,630	118,230	62,841	181,071	1	0.88
3728000	1385852		OAS C1486 I P	INFO SYSTEMS SPECIALIST 6	29	LF	21	2	5,630	118,230	62,841	181,071	1	0.88
3729000	1385853		OAS C1488 I P	INFO SYSTEMS SPECIALIST 8	33	LF	21	2	6,793	142,653	68,892	211,545	1	0.88
3752000	1388293		MMS X7006 I P	PRINCIPAL EXECUTIVE/MANAGER	31X	LF	21	2	7,220	151,620	71,115	222,735	1	0.88
										General Funds	0	0	0	
										Lottery Funds	0	0	0	
										Other Funds	661,689	331,683	993,372	
										Federal Funds	0	0	0	
										Total Funds	661,689	331,683	993,372	5 4.40