SUMMARY CROSS REFERENCE LISTING & PACKAGES

Oregon Liquor Control Comm

Summary Cross Reference Listing and Packages
2019-21 Biennium

Agency Number: 84500
BAM Analyst: Heath, Patrick
Budget Coordinator: Carberry, Patrick - (503)872-5171

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
001-00-00-00000	Distilled Spirits Program	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
001-00-00-00000	Distilled Spirits Program	021	0	Phase - In	Essential Packages
001-00-00-00000	Distilled Spirits Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
001-00-00-00000	Distilled Spirits Program	031	0	Standard Inflation	Essential Packages
001-00-00-00000	Distilled Spirits Program	032	0	Above Standard Inflation	Essential Packages
001-00-00-00000	Distilled Spirits Program	033	0	Exceptional Inflation	Essential Packages
001-00-00-00000	Distilled Spirits Program	040	0	Mandated Caseload	Essential Packages
001-00-00-00000	Distilled Spirits Program	060	0	Technical Adjustments	Essential Packages
001-00-00-00000	Distilled Spirits Program	102	2	Distilled Spirits Shipping Capacity & Svcs	Policy Packages
001-00-00-00000	Distilled Spirits Program	112	12	Move Agency Bank Card Costs	Policy Packages
002-00-00-00000	Public Safety Services Program	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
002-00-00-00000	Public Safety Services Program	021	0	Phase - In	Essential Packages
002-00-00-00000	Public Safety Services Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
002-00-00-00000	Public Safety Services Program	031	0	Standard Inflation	Essential Packages
002-00-00-00000	Public Safety Services Program	032	0	Above Standard Inflation	Essential Packages
002-00-00-00000	Public Safety Services Program	033	0	Exceptional Inflation	Essential Packages
002-00-00-00000	Public Safety Services Program	040	0	Mandated Caseload	Essential Packages
002-00-00-00000	Public Safety Services Program	060	0	Technical Adjustments	Essential Packages
002-00-00-00000	Public Safety Services Program	203	3	License Fees Increase	Policy Packages
002-00-00-00000	Public Safety Services Program	205	5	Statewide Dispatch Services	Policy Packages
002-00-00-00000	Public Safety Services Program	206	6	Licensing Staff Fulfillment	Policy Packages
002-00-00-00000	Public Safety Services Program	207	7	Public Safety Staff Fulfillment	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
002-00-00-00000	Public Safety Services Program	209	9	Regulatory Specialist Reclass	Policy Packages
002-00-00-00000	Public Safety Services Program	215	15	Bottle Bill Regulation & Funding	Policy Packages
003-00-00-00000	Administration and Support	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
003-00-00-00000	Administration and Support	021	0	Phase - In	Essential Packages
003-00-00-00000	Administration and Support	022	0	Phase-out Pgm & One-time Costs	Essential Packages
003-00-00-00000	Administration and Support	031	0	Standard Inflation	Essential Packages
003-00-00-00000	Administration and Support	032	0	Above Standard Inflation	Essential Packages
003-00-00-00000	Administration and Support	033	0	Exceptional Inflation	Essential Packages
003-00-00-00000	Administration and Support	040	0	Mandated Caseload	Essential Packages
003-00-00-00000	Administration and Support	060	0	Technical Adjustments	Essential Packages
003-00-00-00000	Administration and Support	301	1	Information Services Enhancement	Policy Packages
003-00-00-00000	Administration and Support	310	10	Financial Services Staff Fulfillment	Policy Packages
003-00-00-00000	Administration and Support	311	11	Administration and Communication Outreach	Policy Packages
004-00-00-00000	Recreational Marijuana Program	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
004-00-00-00000	Recreational Marijuana Program	021	0	Phase - In	Essential Packages
004-00-00-00000	Recreational Marijuana Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
004-00-00-00000	Recreational Marijuana Program	031	0	Standard Inflation	Essential Packages
004-00-00-00000	Recreational Marijuana Program	032	0	Above Standard Inflation	Essential Packages
004-00-00-00000	Recreational Marijuana Program	033	0	Exceptional Inflation	Essential Packages
004-00-00-00000	Recreational Marijuana Program	040	0	Mandated Caseload	Essential Packages
004-00-00-00000	Recreational Marijuana Program	060	0	Technical Adjustments	Essential Packages
004-00-00-00000	Recreational Marijuana Program	205	5	Statewide Dispatch Services	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
004-00-00-00000	Recreational Marijuana Program	209	9	Regulatory Specialist Reclass	Policy Packages
004-00-00-00000	Recreational Marijuana Program	301	1	Information Services Enhancement	Policy Packages
004-00-00-00000	Recreational Marijuana Program	408	8	Marijuana Program Enhancement	Policy Packages
005-00-00-00000	Agents Compensation Program	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
005-00-00-00000	Agents Compensation Program	021	0	Phase - In	Essential Packages
005-00-00-00000	Agents Compensation Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
005-00-00-00000	Agents Compensation Program	031	0	Standard Inflation	Essential Packages
005-00-00-00000	Agents Compensation Program	032	0	Above Standard Inflation	Essential Packages
005-00-00-00000	Agents Compensation Program	033	0	Exceptional Inflation	Essential Packages
005-00-00-00000	Agents Compensation Program	040	0	Mandated Caseload	Essential Packages
005-00-00-00000	Agents Compensation Program	060	0	Technical Adjustments	Essential Packages
005-00-00-00000	Agents Compensation Program	112	12	Move Agency Bank Card Costs	Policy Packages
005-00-00-00000	Agents Compensation Program	113	13	Increase Licensee Comp Rates	Policy Packages
005-00-00-00000	Agents Compensation Program	114	14	Separate Distillery Agent Compensation	Policy Packages
006-00-00-00000	Medical Marijuana Program	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
006-00-00-00000	Medical Marijuana Program	021	0	Phase - In	Essential Packages
006-00-00-00000	Medical Marijuana Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
006-00-00-00000	Medical Marijuana Program	031	0	Standard Inflation	Essential Packages
006-00-00-00000	Medical Marijuana Program	032	0	Above Standard Inflation	Essential Packages
006-00-00-00000	Medical Marijuana Program	033	0	Exceptional Inflation	Essential Packages
006-00-00-00000	Medical Marijuana Program	040	0	Mandated Caseload	Essential Packages
006-00-00-00000	Medical Marijuana Program	060	0	Technical Adjustments	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
006-00-00-00000	Medical Marijuana Program	205	5	Statewide Dispatch Services	Policy Packages
088-00-00-00000	Capital Improvements	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
088-00-00-00000	Capital Improvements	021	0	Phase - In	Essential Packages
088-00-00-00000	Capital Improvements	022	0	Phase-out Pgm & One-time Costs	Essential Packages
088-00-00-00000	Capital Improvements	031	0	Standard Inflation	Essential Packages
088-00-00-00000	Capital Improvements	032	0	Above Standard Inflation	Essential Packages
088-00-00-00000	Capital Improvements	033	0	Exceptional Inflation	Essential Packages
088-00-00-00000	Capital Improvements	040	0	Mandated Caseload	Essential Packages
088-00-00-00000	Capital Improvements	060	0	Technical Adjustments	Essential Packages
088-00-00-00000	Capital Improvements	304	4	Distilled Spirits Shipping Capacity & Svcs	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	021	0	Phase - In	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	022	0	Phase-out Pgm & One-time Costs	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	031	0	Standard Inflation	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	032	0	Above Standard Inflation	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	033	0	Exceptional Inflation	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	040	0	Mandated Caseload	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	060	0	Technical Adjustments	Essential Packages

POLICY PACKAGE LIST by PRIORITY

Oregon Liquor Control Comm

Policy Package List by Priority
2019-21 Biennium

Agency Number: 84500
BAM Analyst: Heath, Patrick
Budget Coordinator: Carberry, Patrick - (503)872-5171

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
1	301	Information Services Enhancement	003-00-00-00000	Administration and Support
			004-00-00-00000	Recreational Marijuana Program
2	102	Distilled Spirits Shipping Capacity & Svcs	001-00-00-00000	Distilled Spirits Program
3	203	License Fees Increase	002-00-00-00000	Public Safety Services Program
4	304	Distilled Spirits Shipping Capacity & Svcs	088-00-00-00000	Capital Improvements
5	205	Statewide Dispatch Services	002-00-00-00000	Public Safety Services Program
			004-00-00-00000	Recreational Marijuana Program
			006-00-00-00000	Medical Marijuana Program
6	206	Licensing Staff Fulfillment	002-00-00-00000	Public Safety Services Program
7	207	Public Safety Staff Fulfillment	002-00-00-00000	Public Safety Services Program
8	408	Marijuana Program Enhancement	004-00-00-00000	Recreational Marijuana Program
9	209	Regulatory Specialist Reclass	002-00-00-00000	Public Safety Services Program
			004-00-00-00000	Recreational Marijuana Program
10	310	Financial Services Staff Fulfillment	003-00-00-00000	Administration and Support
11	311	Administration and Communication Outreach	003-00-00-00000	Administration and Support
12	112	Move Agency Bank Card Costs	001-00-00-00000	Distilled Spirits Program
			005-00-00-00000	Agents Compensation Program
13	113	Increase Licensee Comp Rates	005-00-00-00000	Agents Compensation Program
14	114	Separate Distillery Agent Compensation	005-00-00-00000	Agents Compensation Program
15	215	Bottle Bill Regulation & Funding	002-00-00-00000	Public Safety Services Program

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AGENCY WORKSHEET - REVENUES & EXPENDITURES

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,500,000	1,500,000	-	1,500,000	1,500,000	1,500,000
REVENUE CATEGORIES						
TAXES						
0185 Privilege Taxes						
3400 Other Funds Ltd	26,540,406	27,586,400	-	27,586,400	28,676,503	28,676,503
8800 General Fund Revenue	10,564,911	10,470,600	-	10,470,600	11,424,497	11,424,497
All Funds	37,105,317	38,057,000	-	38,057,000	40,101,000	40,101,000
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	15,899,430	23,131,680	-	23,131,680	34,079,012	34,079,012
8800 General Fund Revenue	11,303,400	7,558,320	-	7,558,320	7,498,840	7,498,840
All Funds	27,202,830	30,690,000	-	30,690,000	41,577,852	41,577,852
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	-	6,000	-	6,000	6,000	6,000
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	-	1,292,000	-	1,292,000	831,786	831,786

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	907,718	784,000	-	784,000	784,000	784,000
8800 General Fund Revenue	-	35,442,000	-	35,442,000	-	-
All Funds	907,718	36,226,000	-	36,226,000	784,000	784,000
0710 Liquor Sales						
3010 Other Funds Cap Improve	4,953,678	227,943	-	227,943	6,461,943	6,461,943
3400 Other Funds Ltd	938,141,701	1,018,197,144	-	1,018,197,144	1,066,498,352	1,066,498,352
8800 General Fund Revenue	242,568,584	272,675,661	-	272,675,661	336,311,259	336,311,259
All Funds	1,185,663,963	1,291,100,748	-	1,291,100,748	1,409,271,554	1,409,271,554
TOTAL SALES INCOME						
3010 Other Funds Cap Improve	4,953,678	227,943	-	227,943	6,461,943	6,461,943
3400 Other Funds Ltd	939,049,419	1,018,981,144	-	1,018,981,144	1,067,282,352	1,067,282,352
8800 General Fund Revenue	242,568,584	308,117,661	-	308,117,661	336,311,259	336,311,259
TOTAL SALES INCOME	**$1,186,571,681**	**$1,327,326,748**	**-**	**$1,327,326,748**	**$1,410,055,554**	**$1,410,055,554**
COST OF GOODS SOLD						
0755 Liquor Cost of Goods Sold						
3400 Other Funds Ltd	(586,662,279)	(599,768,759)	-	(599,768,759)	(704,782,181)	(704,782,181)
0760 Cost of Goods Sold						
3400 Other Funds Ltd	(14,195,721)	(7,874,579)	-	(7,874,579)	(16,969,469)	(16,969,469)

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL COST OF GOODS SOLD						
3400 Other Funds Ltd	(600,858,000)	(607,643,338)	-	(607,643,338)	(721,751,650)	(721,751,650)
TOTAL COST OF GOODS SOLD	**($600,858,000)**	**($607,643,338)**	**-**	**($607,643,338)**	**($721,751,650)**	**($721,751,650)**
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	39	25,000	-	25,000	7,000,025,000	7,000,025,000
TRANSFERS IN						
1010 Transfer In - Intrafund						
3010 Other Funds Cap Improve	4,953,678	227,943	-	227,943	6,461,943	6,461,943
3400 Other Funds Ltd	169,425,522	187,757,791	2,037,772	189,795,563	224,920,586	224,920,586
All Funds	174,379,200	187,985,734	2,037,772	190,023,506	231,382,529	231,382,529
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	-	3,926,427	-	3,926,427	6,472,203	6,472,203
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	5,492,950	9,300,000	1,500,000	10,800,000	7,000,000	7,000,000
TOTAL TRANSFERS IN						
3010 Other Funds Cap Improve	4,953,678	227,943	-	227,943	6,461,943	6,461,943
3400 Other Funds Ltd	174,918,472	200,984,218	3,537,772	204,521,990	238,392,789	238,392,789
TOTAL TRANSFERS IN	**$179,872,150**	**$201,212,161**	**$3,537,772**	**$204,749,933**	**$244,854,732**	**$244,854,732**
REVENUES						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3010 Other Funds Cap Improve	9,907,356	455,886	-	455,886	12,923,886	12,923,886
3400 Other Funds Ltd	555,549,766	664,363,104	3,537,772	667,900,876	7,647,541,792	7,647,541,792
8800 General Fund Revenue	264,436,895	326,146,581	-	326,146,581	355,234,596	355,234,596
TOTAL REVENUES	**$829,894,017**	**$990,965,571**	**$3,537,772**	**$994,503,343**	**$8,015,700,274**	**$8,015,700,274**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3010 Other Funds Cap Improve	(4,953,678)	(227,943)	-	(227,943)	(6,461,943)	(6,461,943)
3400 Other Funds Ltd	(169,425,522)	(187,757,791)	(2,037,772)	(189,795,563)	(224,920,586)	(224,920,586)
All Funds	(174,379,200)	(187,985,734)	(2,037,772)	(190,023,506)	(231,382,529)	(231,382,529)
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	-	(3,926,427)	-	(3,926,427)	(6,472,203)	(6,472,203)
2050 Transfer to Other						
3400 Other Funds Ltd	(626,506)	(662,000)	-	(662,000)	(700,773)	(700,773)
2060 Transfer to General Fund						
8800 General Fund Revenue	(264,436,895)	(326,146,581)	-	(326,146,581)	(355,234,596)	(355,234,596)
2070 Transfer to Cities						
3400 Other Funds Ltd	(82,697,106)	(104,086,149)	-	(104,086,149)	(99,314,400)	(99,314,400)
2080 Transfer to Counties						
3400 Other Funds Ltd	(41,348,553)	(51,911,534)	-	(51,911,534)	(49,657,200)	(49,657,200)
2107 Tsfr To Administrative Svcs						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	(57,887,974)	(73,111,058)	(44,175)	(73,155,233)	(69,520,080)	(69,520,080)
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(22,219,688)	(18,697,500)	(51,122)	(18,748,622)	(20,253,141)	(20,253,141)
2603 Tsfr To Agriculture, Dept of						
3400 Other Funds Ltd	(212,641)	-	-	-	-	(292,593)
TOTAL TRANSFERS OUT						
3010 Other Funds Cap Improve	(4,953,678)	(227,943)	-	(227,943)	(6,461,943)	(6,461,943)
3400 Other Funds Ltd	(374,417,990)	(440,152,459)	(2,133,069)	(442,285,528)	(470,838,383)	(471,130,976)
8800 General Fund Revenue	(264,436,895)	(326,146,581)	-	(326,146,581)	(355,234,596)	(355,234,596)
TOTAL TRANSFERS OUT	**($643,808,563)**	**($766,526,983)**	**($2,133,069)**	**($768,660,052)**	**($832,534,922)**	**($832,827,515)**
AVAILABLE REVENUES						
3010 Other Funds Cap Improve	4,953,678	227,943	-	227,943	6,461,943	6,461,943
3400 Other Funds Ltd	182,631,776	225,710,645	1,404,703	227,115,348	7,178,203,409	7,177,910,816
TOTAL AVAILABLE REVENUES	**$187,585,454**	**$225,938,588**	**$1,404,703**	**$227,343,291**	**$7,184,665,352**	**$7,184,372,759**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	25,065,505	32,970,895	2,894,470	35,865,365	40,157,112	40,157,112
3160 Temporary Appointments						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	958,689	73,157	-	73,157	73,157	73,157
3170 Overtime Payments						
3400 Other Funds Ltd	1,096,000	355,267	-	355,267	355,267	355,267
3180 Shift Differential						
3400 Other Funds Ltd	76,619	65,080	-	65,080	65,080	65,080
3190 All Other Differential						
3400 Other Funds Ltd	393,582	60,604	-	60,604	60,604	60,604
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	27,590,395	33,525,003	2,894,470	36,419,473	40,711,220	40,711,220
TOTAL SALARIES & WAGES	**$27,590,395**	**$33,525,003**	**$2,894,470**	**$36,419,473**	**$40,711,220**	**$40,711,220**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	10,166	17,090	787	17,877	19,825	19,825
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	4,445,238	6,867,466	278,868	7,146,334	7,345,375	7,345,375
3221 Pension Obligation Bond						
3400 Other Funds Ltd	1,564,856	1,729,844	170,591	1,900,435	1,900,435	2,290,352
3230 Social Security Taxes						
3400 Other Funds Ltd	2,085,820	2,560,805	103,813	2,664,618	3,110,494	3,110,494
3240 Unemployment Assessments						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	48,715	29,443	951	30,394	30,394	30,394
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	14,603	20,745	-	20,745	18,908	18,908
3260 Mass Transit Tax						
3400 Other Funds Ltd	157,731	175,638	8,138	183,776	183,776	244,267
3270 Flexible Benefits						
3400 Other Funds Ltd	7,130,191	10,027,191	464,391	10,491,582	11,469,984	11,469,984
3280 Other OPE						
3400 Other Funds Ltd	400	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	15,457,720	21,428,222	1,027,539	22,455,761	24,079,191	24,529,599
TOTAL OTHER PAYROLL EXPENSES	**$15,457,720**	**$21,428,222**	**$1,027,539**	**$22,455,761**	**$24,079,191**	**$24,529,599**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(1,493,704)	-	(1,493,704)	(1,493,704)	(584,245)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(4,743)	-	(4,743)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(1,498,447)	-	(1,498,447)	(1,493,704)	(584,245)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($1,498,447)**	**-**	**($1,498,447)**	**($1,493,704)**	**($584,245)**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	43,048,115	53,454,778	3,922,009	57,376,787	63,296,707	64,656,574
TOTAL PERSONAL SERVICES	**$43,048,115**	**$53,454,778**	**$3,922,009**	**$57,376,787**	**$63,296,707**	**$64,656,574**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	432,538	458,798	56,666	515,464	515,464	528,821
4125 Out of State Travel						
3400 Other Funds Ltd	60,113	61,453	-	61,453	61,453	63,789
4150 Employee Training						
3400 Other Funds Ltd	155,018	460,646	108,690	569,336	569,336	421,060
4175 Office Expenses						
3010 Other Funds Cap Improve	2,349	-	-	-	-	-
3400 Other Funds Ltd	12,573,613	14,848,607	211,294	15,059,901	15,059,901	15,372,365
All Funds	12,575,962	14,848,607	211,294	15,059,901	15,059,901	15,372,365
4200 Telecommunications						
3400 Other Funds Ltd	623,332	528,566	41,847	570,413	570,413	572,526
4225 State Gov. Service Charges						
3010 Other Funds Cap Improve	5,300	-	-	-	-	-
3400 Other Funds Ltd	2,235,934	3,219,618	-	3,219,618	3,219,618	3,519,844
All Funds	2,241,234	3,219,618	-	3,219,618	3,219,618	3,519,844

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4250 Data Processing						
3400 Other Funds Ltd	1,017,511	597,884	1,241,440	1,839,324	1,839,324	3,024,738
4275 Publicity and Publications						
3400 Other Funds Ltd	636,878	92,362	-	92,362	92,362	95,870
4300 Professional Services						
3010 Other Funds Cap Improve	911	-	-	-	-	-
3400 Other Funds Ltd	106,385,636	124,794,122	300,000	125,094,122	125,094,122	130,034,250
All Funds	106,386,547	124,794,122	300,000	125,094,122	125,094,122	130,034,250
4315 IT Professional Services						
3400 Other Funds Ltd	1,224,753	1,564,116	281,387	1,845,503	1,845,503	2,789,664
4325 Attorney General						
3400 Other Funds Ltd	643,318	800,016	-	800,016	800,016	961,139
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	22,482	122,855	6,096	128,951	128,951	127,522
4400 Dues and Subscriptions						
3400 Other Funds Ltd	26,644	27,524	-	27,524	27,524	28,571
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	489,178	808,644	169,415	978,059	978,059	1,015,227
4450 Fuels and Utilities						
3400 Other Funds Ltd	571,345	599,595	-	599,595	599,595	622,379

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4475 Facilities Maintenance						
3010 Other Funds Cap Improve	59,704	-	-	-	-	-
3400 Other Funds Ltd	318,364	1,924,579	-	1,924,579	1,924,579	1,214,542
All Funds	378,068	1,924,579	-	1,924,579	1,924,579	1,214,542
4575 Agency Program Related S and S						
3400 Other Funds Ltd	495,147	367,566	99,572	467,138	467,138	349,354
4650 Other Services and Supplies						
3010 Other Funds Cap Improve	212	-	-	-	-	-
3400 Other Funds Ltd	291,737	247,584	51,122	298,706	298,706	310,059
All Funds	291,949	247,584	51,122	298,706	298,706	310,059
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	16,737	80,000	-	80,000	80,000	83,040
4715 IT Expendable Property						
3400 Other Funds Ltd	347,840	481,256	-	481,256	481,256	499,542
TOTAL SERVICES & SUPPLIES						
3010 Other Funds Cap Improve	68,476	-	-	-	-	-
3400 Other Funds Ltd	128,568,118	152,085,791	2,567,529	154,653,320	154,653,320	161,634,302
TOTAL SERVICES & SUPPLIES	**$128,636,594**	**$152,085,791**	**$2,567,529**	**$154,653,320**	**$154,653,320**	**$161,634,302**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	41,983	-	-	-	-	-
5200 Technical Equipment						
3400 Other Funds Ltd	21,032	17,418	-	17,418	17,418	17,418
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	26,638	23,305	-	23,305	23,305	23,305
5400 Automotive and Aircraft						
3400 Other Funds Ltd	-	166,427	-	166,427	166,427	116,427
5550 Data Processing Software						
3400 Other Funds Ltd	1,138,786	-	-	-	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	7,705	15,696	-	15,696	15,696	15,696
5650 Land Improvements						
3010 Other Funds Cap Improve	-	5,342	-	5,342	5,342	5,342
5700 Building Structures						
3010 Other Funds Cap Improve	4,859,978	222,601	-	222,601	222,601	222,601
3400 Other Funds Ltd	4,889,541	-	-	-	-	-
All Funds	9,749,519	222,601	-	222,601	222,601	222,601
5900 Other Capital Outlay						
3010 Other Funds Cap Improve	25,224	-	-	-	-	-
3400 Other Funds Ltd	215,135	-	413,000	413,000	413,000	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
All Funds	240,359	-	413,000	413,000	413,000	-
TOTAL CAPITAL OUTLAY						
3010 Other Funds Cap Improve	4,885,202	227,943	-	227,943	227,943	227,943
3400 Other Funds Ltd	6,340,820	222,846	413,000	635,846	635,846	172,846
TOTAL CAPITAL OUTLAY	**$11,226,022**	**$450,789**	**$413,000**	**$863,789**	**$863,789**	**$400,789**
SPECIAL PAYMENTS						
6603 Spc Pmt to Agriculture, Dept of						
3400 Other Funds Ltd	-	258,664	-	258,664	258,664	-
EXPENDITURES						
3010 Other Funds Cap Improve	4,953,678	227,943	-	227,943	227,943	227,943
3400 Other Funds Ltd	177,957,053	206,022,079	6,902,538	212,924,617	218,844,537	226,463,722
TOTAL EXPENDITURES	**$182,910,731**	**$206,250,022**	**$6,902,538**	**$213,152,560**	**$219,072,480**	**$226,691,665**
ENDING BALANCE						
3010 Other Funds Cap Improve	-	-	-	-	6,234,000	6,234,000
3400 Other Funds Ltd	4,674,723	19,688,566	(5,497,835)	14,190,731	6,959,358,872	6,951,447,094
TOTAL ENDING BALANCE	**$4,674,723**	**$19,688,566**	**($5,497,835)**	**$14,190,731**	**$6,965,592,872**	**$6,957,681,094**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	265	304	22	326	326	326
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	254.91	298.92	13.80	312.72	324.00	324.00

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8280 FTE Reconciliation	-	(0.10)	-	(0.10)	-	-
TOTAL AUTHORIZED FTE	**254.91**	**298.82**	**13.80**	**312.62**	**324.00**	**324.00**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	28,292,146	25,681,292	347,467	26,028,759	29,226,560	29,226,560
REVENUES						
3400 Other Funds Ltd	28,292,146	25,681,292	347,467	26,028,759	29,226,560	29,226,560
AVAILABLE REVENUES						
3400 Other Funds Ltd	28,292,146	25,681,292	347,467	26,028,759	29,226,560	29,226,560
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	5,423,950	6,231,528	341,727	6,573,255	7,043,880	7,043,880
3160 Temporary Appointments						
3400 Other Funds Ltd	654,800	26,108	-	26,108	26,108	26,108
3170 Overtime Payments						
3400 Other Funds Ltd	455,328	205,285	-	205,285	205,285	205,285
3180 Shift Differential						
3400 Other Funds Ltd	37,490	2,374	-	2,374	2,374	2,374
3190 All Other Differential						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	174,116	8,549	-	8,549	8,549	8,549
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	6,745,684	6,473,844	341,727	6,815,571	7,286,196	7,286,196
TOTAL SALARIES & WAGES	**$6,745,684**	**$6,473,844**	**$341,727**	**$6,815,571**	**$7,286,196**	**$7,286,196**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	2,793	3,876	-	3,876	4,148	4,148
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	910,253	1,325,019	-	1,325,019	1,313,357	1,313,357
3221 Pension Obligation Bond						
3400 Other Funds Ltd	372,721	360,563	5,740	366,303	366,303	409,177
3230 Social Security Taxes						
3400 Other Funds Ltd	514,171	495,131	-	495,131	557,323	557,323
3240 Unemployment Assessments						
3400 Other Funds Ltd	12,736	6,337	-	6,337	6,337	6,337
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	4,596	4,692	-	4,692	3,944	3,944
3260 Mass Transit Tax						
3400 Other Funds Ltd	39,779	36,757	-	36,757	36,757	43,716
3270 Flexible Benefits						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	1,958,958	2,266,848	-	2,266,848	2,392,512	2,392,512
3280 Other OPE						
3400 Other Funds Ltd	122	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	3,816,129	4,499,223	5,740	4,504,963	4,680,681	4,730,514
TOTAL OTHER PAYROLL EXPENSES	**$3,816,129**	**$4,499,223**	**$5,740**	**$4,504,963**	**$4,680,681**	**$4,730,514**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(331,996)	-	(331,996)	(331,996)	(121,867)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	10,561,813	10,641,071	347,467	10,988,538	11,634,881	11,894,843
TOTAL PERSONAL SERVICES	**$10,561,813**	**$10,641,071**	**$347,467**	**$10,988,538**	**$11,634,881**	**$11,894,843**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	93,871	56,541	-	56,541	56,541	58,690
4125 Out of State Travel						
3400 Other Funds Ltd	8,680	5,197	-	5,197	5,197	5,395
4150 Employee Training						
3400 Other Funds Ltd	1,170	3,996	-	3,996	3,996	4,148
4175 Office Expenses						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	11,826,417	14,001,648	-	14,001,648	14,001,648	14,527,482
4200 Telecommunications						
3400 Other Funds Ltd	59,249	60,937	-	60,937	60,937	63,253
4225 State Gov. Service Charges						
3400 Other Funds Ltd	70,911	136,051	-	136,051	136,051	182,297
4250 Data Processing						
3400 Other Funds Ltd	40,107	176,288	-	176,288	176,288	182,987
4275 Publicity and Publications						
3400 Other Funds Ltd	45,437	17,531	-	17,531	17,531	18,197
4300 Professional Services						
3400 Other Funds Ltd	12,987	14,581	-	14,581	14,581	15,217
4315 IT Professional Services						
3400 Other Funds Ltd	133,748	14,445	-	14,445	14,445	15,052
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	9,850	9,174	-	9,174	9,174	9,522
4400 Dues and Subscriptions						
3400 Other Funds Ltd	4,359	2,265	-	2,265	2,265	2,352
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	20,698	63,396	-	63,396	63,396	65,805
4450 Fuels and Utilities						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	184,978	226,527	-	226,527	226,527	235,135
4475 Facilities Maintenance						
3400 Other Funds Ltd	43,195	29,583	-	29,583	29,583	30,708
4575 Agency Program Related S and S						
3400 Other Funds Ltd	182,764	136,484	-	136,484	136,484	135,442
4650 Other Services and Supplies						
3400 Other Funds Ltd	35,698	9,058	-	9,058	9,058	9,403
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	8,662	-	-	-	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	33,313	12,518	-	12,518	12,518	12,993
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	12,816,094	14,976,220	-	14,976,220	14,976,220	15,574,078
TOTAL SERVICES & SUPPLIES	**$12,816,094**	**$14,976,220**	**-**	**$14,976,220**	**$14,976,220**	**$15,574,078**
CAPITAL OUTLAY						
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	26,638	23,305	-	23,305	23,305	23,305
5400 Automotive and Aircraft						
3400 Other Funds Ltd	-	25,000	-	25,000	25,000	-
5600 Data Processing Hardware						

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
3400 Other Funds Ltd	-	15,696	-	15,696	15,696	15,696
5700 Building Structures						
3400 Other Funds Ltd	4,887,601	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	4,914,239	64,001	-	64,001	64,001	39,001
TOTAL CAPITAL OUTLAY	**$4,914,239**	**$64,001**	**-**	**$64,001**	**$64,001**	**$39,001**
EXPENDITURES						
3400 Other Funds Ltd	28,292,146	25,681,292	347,467	26,028,759	26,675,102	27,507,922
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-	2,551,458	1,718,638
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**$2,551,458**	**$1,718,638**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	66	68	-	68	68	68
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	66.00	68.00	-	68.00	68.00	68.00

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
REVENUE CATEGORIES						
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	39	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	19,069,655	21,507,858	630,407	22,138,265	26,667,517	26,667,517
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	-	1,052,531	-	1,052,531	1,683,716	1,683,716
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	19,069,655	22,560,389	630,407	23,190,796	28,351,233	28,351,233
TOTAL TRANSFERS IN	**$19,069,655**	**$22,560,389**	**$630,407**	**$23,190,796**	**$28,351,233**	**$28,351,233**
REVENUES						
3400 Other Funds Ltd	19,069,694	22,560,389	630,407	23,190,796	28,351,233	28,351,233
AVAILABLE REVENUES						
3400 Other Funds Ltd	19,069,694	22,560,389	630,407	23,190,796	28,351,233	28,351,233
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	9,939,064	12,515,166	607,617	13,122,783	13,889,664	13,889,664
3160 Temporary Appointments						
3400 Other Funds Ltd	186,297	39,994	-	39,994	39,994	39,994
3170 Overtime Payments						
3400 Other Funds Ltd	493,626	102,874	-	102,874	102,874	102,874
3180 Shift Differential						
3400 Other Funds Ltd	36,901	59,789	-	59,789	59,789	59,789
3190 All Other Differential						
3400 Other Funds Ltd	155,658	40,189	-	40,189	40,189	40,189
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	10,811,546	12,758,012	607,617	13,365,629	14,132,510	14,132,510
TOTAL SALARIES & WAGES	**$10,811,546**	**$12,758,012**	**$607,617**	**$13,365,629**	**$14,132,510**	**$14,132,510**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	4,082	6,137	-	6,137	6,588	6,588
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,832,690	2,613,559	-	2,613,559	2,549,348	2,549,348
3221 Pension Obligation Bond						
3400 Other Funds Ltd	623,654	690,471	22,790	713,261	713,261	891,428
3230 Social Security Taxes						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	816,951	975,854	-	975,854	1,081,132	1,081,132
3240 Unemployment Assessments						
3400 Other Funds Ltd	35,173	9,599	-	9,599	9,599	9,599
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	5,319	7,428	-	7,428	6,264	6,264
3260 Mass Transit Tax						
3400 Other Funds Ltd	57,661	70,979	-	70,979	70,979	84,795
3270 Flexible Benefits						
3400 Other Funds Ltd	2,787,847	3,589,176	-	3,589,176	3,799,872	3,799,872
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	6,163,377	7,963,203	22,790	7,985,993	8,237,043	8,429,026
TOTAL OTHER PAYROLL EXPENSES	**$6,163,377**	**$7,963,203**	**$22,790**	**$7,985,993**	**$8,237,043**	**$8,429,026**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(611,665)	-	(611,665)	(611,665)	(193,553)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(2,806)	-	(2,806)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(614,471)	-	(614,471)	(611,665)	(193,553)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($614,471)**	**-**	**($614,471)**	**($611,665)**	**($193,553)**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	16,974,923	20,106,744	630,407	20,737,151	21,757,888	22,367,983
TOTAL PERSONAL SERVICES	**$16,974,923**	**$20,106,744**	**$630,407**	**$20,737,151**	**$21,757,888**	**$22,367,983**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	126,922	212,976	-	212,976	212,976	221,068
4125 Out of State Travel						
3400 Other Funds Ltd	11,671	12,534	-	12,534	12,534	13,011
4150 Employee Training						
3400 Other Funds Ltd	87,547	258,550	-	258,550	258,550	268,374
4175 Office Expenses						
3400 Other Funds Ltd	275,406	322,221	-	322,221	322,221	316,818
4200 Telecommunications						
3400 Other Funds Ltd	232,848	288,923	-	288,923	288,923	299,900
4225 State Gov. Service Charges						
3400 Other Funds Ltd	96,732	192,433	-	192,433	192,433	269,132
4250 Data Processing						
3400 Other Funds Ltd	21,565	29,061	-	29,061	29,061	30,165
4275 Publicity and Publications						
3400 Other Funds Ltd	40,800	60,517	-	60,517	60,517	62,816

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4300 Professional Services						
3400 Other Funds Ltd	262,210	364,103	-	364,103	364,103	376,548
4315 IT Professional Services						
3400 Other Funds Ltd	250,000	70,762	-	70,762	70,762	73,734
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	6,006	8,640	-	8,640	8,640	8,968
4400 Dues and Subscriptions						
3400 Other Funds Ltd	4,291	9,159	-	9,159	9,159	9,507
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	425,204	472,278	-	472,278	472,278	490,225
4450 Fuels and Utilities						
3400 Other Funds Ltd	18,450	22,334	-	22,334	22,334	23,183
4475 Facilities Maintenance						
3400 Other Funds Ltd	17,534	17,897	-	17,897	17,897	18,576
4575 Agency Program Related S and S						
3400 Other Funds Ltd	198,764	66,165	-	66,165	66,165	42,729
4650 Other Services and Supplies						
3400 Other Funds Ltd	4,782	11,589	-	11,589	11,589	12,029
4715 IT Expendable Property						
3400 Other Funds Ltd	14,039	30,751	-	30,751	30,751	31,919

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	2,094,771	2,450,893	-	2,450,893	2,450,893	2,568,702
TOTAL SERVICES & SUPPLIES	**$2,094,771**	**$2,450,893**	-	**$2,450,893**	**$2,450,893**	**$2,568,702**
EXPENDITURES						
3400 Other Funds Ltd	19,069,694	22,557,637	630,407	23,188,044	24,208,781	24,936,685
ENDING BALANCE						
3400 Other Funds Ltd	-	2,752	-	2,752	4,142,452	3,414,548
TOTAL ENDING BALANCE	-	**$2,752**	-	**$2,752**	**$4,142,452**	**$3,414,548**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	103	108	-	108	108	108
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	100.75	105.68	-	105.68	106.00	106.00

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	16,475,153	16,641,226	1,059,898	17,701,124	26,018,307	26,018,307
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	-	2,873,896	-	2,873,896	4,788,487	4,788,487
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	16,475,153	19,515,122	1,059,898	20,575,020	30,806,794	30,806,794
TOTAL TRANSFERS IN	**$16,475,153**	**$19,515,122**	**$1,059,898**	**$20,575,020**	**$30,806,794**	**$30,806,794**
REVENUES						
3400 Other Funds Ltd	16,475,153	19,515,122	1,059,898	20,575,020	30,806,794	30,806,794
AVAILABLE REVENUES						
3400 Other Funds Ltd	16,475,153	19,515,122	1,059,898	20,575,020	30,806,794	30,806,794
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	7,093,559	8,679,212	467,368	9,146,580	9,692,520	9,692,520
3160 Temporary Appointments						
3400 Other Funds Ltd	117,592	7,055	-	7,055	7,055	7,055

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3170 Overtime Payments						
3400 Other Funds Ltd	20,479	47,108	-	47,108	47,108	47,108
3180 Shift Differential						
3400 Other Funds Ltd	666	2,917	-	2,917	2,917	2,917
3190 All Other Differential						
3400 Other Funds Ltd	43,269	11,866	-	11,866	11,866	11,866
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	7,275,565	8,748,158	467,368	9,215,526	9,761,466	9,761,466
TOTAL SALARIES & WAGES	**$7,275,565**	**$8,748,158**	**$467,368**	**$9,215,526**	**$9,761,466**	**$9,761,466**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	2,299	3,757	38	3,795	4,087	4,087
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,311,186	1,789,399	25,364	1,814,763	1,758,494	1,758,494
3221 Pension Obligation Bond						
3400 Other Funds Ltd	422,608	467,076	38,779	505,855	505,855	452,579
3230 Social Security Taxes						
3400 Other Funds Ltd	545,195	665,626	9,442	675,068	742,919	742,919
3240 Unemployment Assessments						
3400 Other Funds Ltd	806	13,507	46	13,553	13,553	13,553

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	3,292	4,617	-	4,617	3,944	3,944
3260 Mass Transit Tax						
3400 Other Funds Ltd	43,752	45,991	741	46,732	46,732	58,569
3270 Flexible Benefits						
3400 Other Funds Ltd	1,732,598	2,230,734	22,224	2,252,958	2,392,512	2,392,512
3280 Other OPE						
3400 Other Funds Ltd	278	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	4,062,014	5,220,707	96,634	5,317,341	5,468,096	5,426,657
TOTAL OTHER PAYROLL EXPENSES	**$4,062,014**	**$5,220,707**	**$96,634**	**$5,317,341**	**$5,468,096**	**$5,426,657**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(393,400)	-	(393,400)	(393,400)	(121,867)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(17,412)	-	(17,412)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(410,812)	-	(410,812)	(393,400)	(121,867)
TOTAL P.S. BUDGET ADJUSTMENTS	-	**($410,812)**	-	**($410,812)**	**($393,400)**	**($121,867)**
TOTAL PERSONAL SERVICES						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	11,337,579	13,558,053	564,002	14,122,055	14,836,162	15,066,256
TOTAL PERSONAL SERVICES	**$11,337,579**	**$13,558,053**	**$564,002**	**$14,122,055**	**$14,836,162**	**$15,066,256**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	146,508	104,469	-	104,469	104,469	108,437
4125 Out of State Travel						
3400 Other Funds Ltd	24,952	27,871	-	27,871	27,871	28,930
4150 Employee Training						
3400 Other Funds Ltd	38,114	59,103	-	59,103	59,103	61,350
4175 Office Expenses						
3400 Other Funds Ltd	274,731	300,226	12,000	312,226	312,226	309,555
4200 Telecommunications						
3400 Other Funds Ltd	245,835	103,005	2,000	105,005	105,005	108,997
4225 State Gov. Service Charges						
3400 Other Funds Ltd	2,042,393	2,826,602	-	2,826,602	2,826,602	2,860,211
4250 Data Processing						
3400 Other Funds Ltd	455,430	392,535	-	392,535	392,535	407,451
4275 Publicity and Publications						
3400 Other Funds Ltd	9,866	11,203	-	11,203	11,203	11,629
4300 Professional Services						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	114,996	121,381	300,000	421,381	421,381	126,904
4315 IT Professional Services						
3400 Other Funds Ltd	214,005	156,424	180,000	336,424	336,424	162,994
4325 Attorney General						
3400 Other Funds Ltd	261,597	425,622	-	425,622	425,622	511,342
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	4,338	7,718	1,896	9,614	9,614	8,011
4400 Dues and Subscriptions						
3400 Other Funds Ltd	16,608	12,989	-	12,989	12,989	13,484
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,560	1,120	-	1,120	1,120	1,163
4450 Fuels and Utilities						
3400 Other Funds Ltd	365,988	350,734	-	350,734	350,734	364,061
4475 Facilities Maintenance						
3400 Other Funds Ltd	244,899	295,076	-	295,076	295,076	228,439
4575 Agency Program Related S and S						
3400 Other Funds Ltd	1,328	13,515	-	13,515	13,515	14,028
4650 Other Services and Supplies						
3400 Other Funds Ltd	239,363	178,604	-	178,604	178,604	185,392
4700 Expendable Prop 250 - 5000						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	8,075	-	-	-	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	252,792	435,027	-	435,027	435,027	451,558
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	4,963,378	5,823,224	495,896	6,319,120	6,319,120	5,963,936
TOTAL SERVICES & SUPPLIES	**$4,963,378**	**$5,823,224**	**$495,896**	**$6,319,120**	**$6,319,120**	**$5,963,936**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	41,983	-	-	-	-	-
5200 Technical Equipment						
3400 Other Funds Ltd	-	17,418	-	17,418	17,418	17,418
5400 Automotive and Aircraft						
3400 Other Funds Ltd	-	116,427	-	116,427	116,427	116,427
5600 Data Processing Hardware						
3400 Other Funds Ltd	7,705	-	-	-	-	-
5700 Building Structures						
3400 Other Funds Ltd	1,940	-	-	-	-	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	122,568	-	-	-	-	-
TOTAL CAPITAL OUTLAY						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	174,196	133,845	-	133,845	133,845	133,845
TOTAL CAPITAL OUTLAY	**$174,196**	**$133,845**	**-**	**$133,845**	**$133,845**	**$133,845**
EXPENDITURES						
3400 Other Funds Ltd	16,475,153	19,515,122	1,059,898	20,575,020	21,289,127	21,164,037
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-	9,517,667	9,642,757
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**$9,517,667**	**$9,642,757**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	59	67	1	68	68	68
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	59.00	66.92	0.67	67.59	68.00	68.00

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	7,925,905	19,300,000	-	19,300,000	28,177,770	28,177,770
TRANSFERS IN						
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	5,492,950	-	-		-	-
REVENUES						
3400 Other Funds Ltd	13,418,855	19,300,000	-	19,300,000	28,177,770	28,177,770
TRANSFERS OUT						
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	-	(3,926,427)	-	(3,926,427)	(4,671,785)	(4,671,785)
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	-	-	(44,175)	(44,175)	-	-
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	-	-	(51,122)	(51,122)	(169,324)	(169,324)
2603 Tsfr To Agriculture, Dept of						
3400 Other Funds Ltd	(212,641)	-	-	-	-	(292,593)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(212,641)	(3,926,427)	(95,297)	(4,021,724)	(4,841,109)	(5,133,702)

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL TRANSFERS OUT	**($212,641)**	**($3,926,427)**	**($95,297)**	**($4,021,724)**	**($4,841,109)**	**($5,133,702)**
AVAILABLE REVENUES						
3400 Other Funds Ltd	13,206,214	15,373,573	(95,297)	15,278,276	23,336,661	23,044,068
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	2,608,932	4,973,473	481,898	5,455,371	6,965,928	6,965,928
3170 Overtime Payments						
3400 Other Funds Ltd	126,567	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	1,562	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	20,539	-	-	-	-	-
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	2,757,600	4,973,473	481,898	5,455,371	6,965,928	6,965,928
TOTAL SALARIES & WAGES	**$2,757,600**	**$4,973,473**	**$481,898**	**$5,455,371**	**$6,965,928**	**$6,965,928**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	992	2,956	162	3,118	3,599	3,599

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	391,109	1,022,043	51,843	1,073,886	1,260,141	1,260,141
3221 Pension Obligation Bond						
3400 Other Funds Ltd	145,873	211,734	70,814	282,548	282,548	392,598
3230 Social Security Taxes						
3400 Other Funds Ltd	209,503	380,471	19,299	399,770	532,891	532,891
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	-	196	196	196	196
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,396	3,567	-	3,567	3,422	3,422
3260 Mass Transit Tax						
3400 Other Funds Ltd	16,539	21,911	1,514	23,425	23,425	41,796
3270 Flexible Benefits						
3400 Other Funds Ltd	650,788	1,726,527	101,346	1,827,873	2,075,856	2,075,856
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	1,416,200	3,369,209	245,174	3,614,383	4,182,078	4,310,499
TOTAL OTHER PAYROLL EXPENSES	**$1,416,200**	**$3,369,209**	**$245,174**	**$3,614,383**	**$4,182,078**	**$4,310,499**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(145,602)	-	(145,602)	(145,602)	(105,738)

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	12,099	-	12,099	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(133,503)	-	(133,503)	(145,602)	(105,738)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($133,503)**	**-**	**($133,503)**	**($145,602)**	**($105,738)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	4,173,800	8,209,179	727,072	8,936,251	11,002,404	11,170,689
TOTAL PERSONAL SERVICES	**$4,173,800**	**$8,209,179**	**$727,072**	**$8,936,251**	**$11,002,404**	**$11,170,689**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	65,237	72,812	16,000	88,812	88,812	92,187
4125 Out of State Travel						
3400 Other Funds Ltd	14,810	15,851	-	15,851	15,851	16,453
4150 Employee Training						
3400 Other Funds Ltd	28,187	83,997	19,000	102,997	102,997	87,188
4175 Office Expenses						
3400 Other Funds Ltd	197,059	182,512	47,588	230,100	230,100	194,636
4200 Telecommunications						
3400 Other Funds Ltd	85,400	75,701	13,917	89,618	89,618	86,882
4225 State Gov. Service Charges						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	25,743	64,532	-	64,532	64,532	149,800
4250 Data Processing						
3400 Other Funds Ltd	500,409	-	100,000	100,000	100,000	103,800
4275 Publicity and Publications						
3400 Other Funds Ltd	540,775	3,111	-	3,111	3,111	3,228
4300 Professional Services						
3400 Other Funds Ltd	407,030	366,642	-	366,642	366,642	382,641
4315 IT Professional Services						
3400 Other Funds Ltd	627,000	922,485	101,387	1,023,872	1,023,872	2,537,884
4325 Attorney General						
3400 Other Funds Ltd	381,721	374,394	-	374,394	374,394	449,797
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	2,288	95,923	1,000	96,923	96,923	99,568
4400 Dues and Subscriptions						
3400 Other Funds Ltd	1,386	3,111	-	3,111	3,111	3,228
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	41,716	259,250	33,998	293,248	293,248	304,392
4450 Fuels and Utilities						
3400 Other Funds Ltd	1,929	-	-	-	-	-
4475 Facilities Maintenance						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	12,736	1,582,023	-	1,582,023	1,582,023	936,819
4575 Agency Program Related S and S						
3400 Other Funds Ltd	112,291	151,402	-	151,402	151,402	157,155
4650 Other Services and Supplies						
3400 Other Funds Ltd	11,894	20,000	51,122	71,122	71,122	73,825
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	80,000	-	80,000	80,000	83,040
4715 IT Expendable Property						
3400 Other Funds Ltd	47,696	2,960	-	2,960	2,960	3,072
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	3,105,307	4,356,706	384,012	4,740,718	4,740,718	5,765,595
TOTAL SERVICES & SUPPLIES	**$3,105,307**	**$4,356,706**	**$384,012**	**$4,740,718**	**$4,740,718**	**$5,765,595**
CAPITAL OUTLAY						
5200 Technical Equipment						
3400 Other Funds Ltd	21,032	-	-	-	-	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	-	25,000	-	25,000	25,000	-
5550 Data Processing Software						
3400 Other Funds Ltd	1,138,786	-	-	-	-	-
5900 Other Capital Outlay						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	92,567	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	1,252,385	25,000	-	25,000	25,000	-
TOTAL CAPITAL OUTLAY	**$1,252,385**	**$25,000**	**-**	**$25,000**	**$25,000**	**-**
SPECIAL PAYMENTS						
6603 Spc Pmt to Agriculture, Dept of						
3400 Other Funds Ltd	-	258,664	-	258,664	258,664	-
EXPENDITURES						
3400 Other Funds Ltd	8,531,492	12,849,549	1,111,084	13,960,633	16,026,786	16,936,284
ENDING BALANCE						
3400 Other Funds Ltd	4,674,722	2,524,024	(1,206,381)	1,317,643	7,309,875	6,107,784
TOTAL ENDING BALANCE	**$4,674,722**	**$2,524,024**	**($1,206,381)**	**$1,317,643**	**$7,309,875**	**$6,107,784**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	37	54	5	59	59	59
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	29.16	51.88	2.83	54.71	59.00	59.00
8280 FTE Reconciliation	-	(0.08)	-	(0.08)	-	-
TOTAL AUTHORIZED FTE	**29.16**	**51.80**	**2.83**	**54.63**	**59.00**	**59.00**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	105,588,568	123,927,415	-	123,927,415	142,882,366	142,882,366
REVENUES						
3400 Other Funds Ltd	105,588,568	123,927,415	-	123,927,415	142,882,366	142,882,366
AVAILABLE REVENUES						
3400 Other Funds Ltd	105,588,568	123,927,415	-	123,927,415	142,882,366	142,882,366
EXPENDITURES						
SERVICES & SUPPLIES						
4225 State Gov. Service Charges						
3400 Other Funds Ltd	155	-	-	-	-	-
4300 Professional Services						
3400 Other Funds Ltd	105,588,413	123,927,415	-	123,927,415	123,927,415	129,132,366
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	105,588,568	123,927,415	-	123,927,415	123,927,415	129,132,366
TOTAL SERVICES & SUPPLIES	**$105,588,568**	**$123,927,415**	-	**$123,927,415**	**$123,927,415**	**$129,132,366**
EXPENDITURES						
3400 Other Funds Ltd	105,588,568	123,927,415	-	123,927,415	123,927,415	129,132,366
ENDING BALANCE						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	-	-	-	-	18,954,951	13,750,000
TOTAL ENDING BALANCE	-	-	-	-	**$18,954,951**	**$13,750,000**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	-	-	-	-	1,656,082	1,656,082
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	-	-	-	-	125,836	125,836
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	-	9,300,000	-	9,300,000	7,000,000	7,000,000
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	-	9,300,000	-	9,300,000	7,125,836	7,125,836
TOTAL TRANSFERS IN	-	**$9,300,000**	-	**$9,300,000**	**$7,125,836**	**$7,125,836**
REVENUES						
3400 Other Funds Ltd	-	9,300,000	-	9,300,000	8,781,918	8,781,918
TRANSFERS OUT						
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	-	-	-	-	(1,800,418)	(1,800,418)
AVAILABLE REVENUES						
3400 Other Funds Ltd	-	9,300,000	-	9,300,000	6,981,500	6,981,500
EXPENDITURES						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	-	571,516	995,860	1,567,376	2,565,120	2,565,120
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	-	364	587	951	1,403	1,403
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	-	117,446	201,661	319,107	464,035	464,035
3221 Pension Obligation Bond						
3400 Other Funds Ltd	-	-	32,468	32,468	32,468	144,570
3230 Social Security Taxes						
3400 Other Funds Ltd	-	43,723	75,072	118,795	196,229	196,229
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	-	709	709	709	709
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	-	441	-	441	1,334	1,334
3260 Mass Transit Tax						
3400 Other Funds Ltd	-	-	5,883	5,883	5,883	15,391
3270 Flexible Benefits						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	-	213,906	340,821	554,727	809,232	809,232
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	-	375,880	657,201	1,033,081	1,511,293	1,632,903
TOTAL OTHER PAYROLL EXPENSES	**-**	**$375,880**	**$657,201**	**$1,033,081**	**$1,511,293**	**$1,632,903**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(11,041)	-	(11,041)	(11,041)	(41,220)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	3,376	-	3,376	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(7,665)	-	(7,665)	(11,041)	(41,220)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($7,665)**	**-**	**($7,665)**	**($11,041)**	**($41,220)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	-	939,731	1,653,061	2,592,792	4,065,372	4,156,803
TOTAL PERSONAL SERVICES	**-**	**$939,731**	**$1,653,061**	**$2,592,792**	**$4,065,372**	**$4,156,803**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	-	12,000	40,666	52,666	52,666	48,439
4150 Employee Training						
3400 Other Funds Ltd	-	55,000	89,690	144,690	144,690	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4175 Office Expenses						
3400 Other Funds Ltd	-	42,000	151,706	193,706	193,706	23,874
4200 Telecommunications						
3400 Other Funds Ltd	-	-	25,930	25,930	25,930	13,494
4225 State Gov. Service Charges						
3400 Other Funds Ltd	-	-	-	-	-	58,404
4250 Data Processing						
3400 Other Funds Ltd	-	-	1,141,440	1,141,440	1,141,440	2,300,335
4300 Professional Services						
3400 Other Funds Ltd	-	-	-	-	-	574
4315 IT Professional Services						
3400 Other Funds Ltd	-	400,000	-	400,000	400,000	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	1,400	3,200	4,600	4,600	1,453
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	-	12,600	135,417	148,017	148,017	153,642
4575 Agency Program Related S and S						
3400 Other Funds Ltd	-	-	99,572	99,572	99,572	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	-	28,333	-	28,333	28,333	29,410

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	-	551,333	1,687,621	2,238,954	2,238,954	2,629,625
TOTAL SERVICES & SUPPLIES	**-**	**$551,333**	**$1,687,621**	**$2,238,954**	**$2,238,954**	**$2,629,625**
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3400 Other Funds Ltd	-	-	413,000	413,000	413,000	-
EXPENDITURES						
3400 Other Funds Ltd	-	1,491,064	3,753,682	5,244,746	6,717,326	6,786,428
ENDING BALANCE						
3400 Other Funds Ltd	-	7,808,936	(3,753,682)	4,055,254	264,174	195,072
TOTAL ENDING BALANCE	**-**	**$7,808,936**	**($3,753,682)**	**$4,055,254**	**$264,174**	**$195,072**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	7	16	23	23	23
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	-	6.44	10.30	16.74	23.00	23.00
8280 FTE Reconciliation	-	(0.02)	-	(0.02)	-	-
TOTAL AUTHORIZED FTE	**-**	**6.42**	**10.30**	**16.72**	**23.00**	**23.00**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3010 Other Funds Cap Improve	4,953,678	227,943	-	227,943	6,461,943	6,461,943
REVENUES						
3010 Other Funds Cap Improve	4,953,678	227,943	-	227,943	6,461,943	6,461,943
AVAILABLE REVENUES						
3010 Other Funds Cap Improve	4,953,678	227,943	-	227,943	6,461,943	6,461,943
EXPENDITURES						
SERVICES & SUPPLIES						
4175 Office Expenses						
3010 Other Funds Cap Improve	2,349	-	-	-	-	-
4225 State Gov. Service Charges						
3010 Other Funds Cap Improve	5,300	-	-	-	-	-
4300 Professional Services						
3010 Other Funds Cap Improve	911	-	-	-	-	-
4475 Facilities Maintenance						
3010 Other Funds Cap Improve	59,704	-	-	-	-	-
4650 Other Services and Supplies						
3010 Other Funds Cap Improve	212	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL SERVICES & SUPPLIES						
3010 Other Funds Cap Improve	68,476	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$68,476**	-	-	-	-	-
CAPITAL OUTLAY						
5650 Land Improvements						
3010 Other Funds Cap Improve	-	5,342	-	5,342	5,342	5,342
5700 Building Structures						
3010 Other Funds Cap Improve	4,859,978	222,601	-	222,601	222,601	222,601
5900 Other Capital Outlay						
3010 Other Funds Cap Improve	25,224	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3010 Other Funds Cap Improve	4,885,202	227,943	-	227,943	227,943	227,943
TOTAL CAPITAL OUTLAY	**$4,885,202**	**$227,943**	-	**$227,943**	**$227,943**	**$227,943**
EXPENDITURES						
3010 Other Funds Cap Improve	4,953,678	227,943	-	227,943	227,943	227,943
ENDING BALANCE						
3010 Other Funds Cap Improve	-	-	-	-	6,234,000	6,234,000
TOTAL ENDING BALANCE	-	-	-	-	**$6,234,000**	**$6,234,000**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,500,000	1,500,000	-	1,500,000	1,500,000	1,500,000
REVENUE CATEGORIES						
TAXES						
0185 Privilege Taxes						
3400 Other Funds Ltd	26,540,406	27,586,400	-	27,586,400	28,676,503	28,676,503
8800 General Fund Revenue	10,564,911	10,470,600	-	10,470,600	11,424,497	11,424,497
All Funds	37,105,317	38,057,000	-	38,057,000	40,101,000	40,101,000
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	7,973,525	3,831,680	-	3,831,680	4,245,160	4,245,160
8800 General Fund Revenue	11,303,400	7,558,320	-	7,558,320	7,498,840	7,498,840
All Funds	19,276,925	11,390,000	-	11,390,000	11,744,000	11,744,000
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	-	6,000	-	6,000	6,000	6,000
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	-	1,292,000	-	1,292,000	831,786	831,786

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	907,718	784,000	-	784,000	784,000	784,000
8800 General Fund Revenue	-	35,442,000	-	35,442,000	-	-
All Funds	907,718	36,226,000	-	36,226,000	784,000	784,000
0710 Liquor Sales						
3010 Other Funds Cap Improve	4,953,678	227,943	-	227,943	6,461,943	6,461,943
3400 Other Funds Ltd	938,141,701	1,018,197,144	-	1,018,197,144	1,066,498,352	1,066,498,352
8800 General Fund Revenue	242,568,584	272,675,661	-	272,675,661	336,311,259	336,311,259
All Funds	1,185,663,963	1,291,100,748	-	1,291,100,748	1,409,271,554	1,409,271,554
TOTAL SALES INCOME						
3010 Other Funds Cap Improve	4,953,678	227,943	-	227,943	6,461,943	6,461,943
3400 Other Funds Ltd	939,049,419	1,018,981,144	-	1,018,981,144	1,067,282,352	1,067,282,352
8800 General Fund Revenue	242,568,584	308,117,661	-	308,117,661	336,311,259	336,311,259
TOTAL SALES INCOME	**$1,186,571,681**	**$1,327,326,748**	-	**$1,327,326,748**	**$1,410,055,554**	**$1,410,055,554**
COST OF GOODS SOLD						
0755 Liquor Cost of Goods Sold						
3400 Other Funds Ltd	(586,662,279)	(599,768,759)	-	(599,768,759)	(704,782,181)	(704,782,181)
0760 Cost of Goods Sold						
3400 Other Funds Ltd	(14,195,721)	(7,874,579)	-	(7,874,579)	(16,969,469)	(16,969,469)

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL COST OF GOODS SOLD						
3400 Other Funds Ltd	(600,858,000)	(607,643,338)	-	(607,643,338)	(721,751,650)	(721,751,650)
TOTAL COST OF GOODS SOLD	**($600,858,000)**	**($607,643,338)**	**-**	**($607,643,338)**	**($721,751,650)**	**($721,751,650)**
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	25,000	-	25,000	7,000,025,000	7,000,025,000
TRANSFERS IN						
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	-	-	1,500,000	1,500,000	-	-
REVENUES						
3010 Other Funds Cap Improve	4,953,678	227,943	-	227,943	6,461,943	6,461,943
3400 Other Funds Ltd	372,705,350	444,078,886	1,500,000	445,578,886	7,379,315,151	7,379,315,151
8800 General Fund Revenue	264,436,895	326,146,581	-	326,146,581	355,234,596	355,234,596
TOTAL REVENUES	**$642,095,923**	**$770,453,410**	**$1,500,000**	**$771,953,410**	**$7,741,011,690**	**$7,741,011,690**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3010 Other Funds Cap Improve	(4,953,678)	(227,943)	-	(227,943)	(6,461,943)	(6,461,943)
3400 Other Funds Ltd	(169,425,522)	(187,757,791)	(2,037,772)	(189,795,563)	(224,920,586)	(224,920,586)
All Funds	(174,379,200)	(187,985,734)	(2,037,772)	(190,023,506)	(231,382,529)	(231,382,529)
2050 Transfer to Other						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	(626,506)	(662,000)	-	(662,000)	(700,773)	(700,773)
2060 Transfer to General Fund						
8800 General Fund Revenue	(264,436,895)	(326,146,581)	-	(326,146,581)	(355,234,596)	(355,234,596)
2070 Transfer to Cities						
3400 Other Funds Ltd	(82,697,106)	(104,086,149)	-	(104,086,149)	(99,314,400)	(99,314,400)
2080 Transfer to Counties						
3400 Other Funds Ltd	(41,348,553)	(51,911,534)	-	(51,911,534)	(49,657,200)	(49,657,200)
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(57,887,974)	(73,111,058)	-	(73,111,058)	(69,520,080)	(69,520,080)
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(22,219,688)	(18,697,500)	-	(18,697,500)	(20,083,817)	(20,083,817)
TOTAL TRANSFERS OUT						
3010 Other Funds Cap Improve	(4,953,678)	(227,943)	-	(227,943)	(6,461,943)	(6,461,943)
3400 Other Funds Ltd	(374,205,349)	(436,226,032)	(2,037,772)	(438,263,804)	(464,196,856)	(464,196,856)
8800 General Fund Revenue	(264,436,895)	(326,146,581)	-	(326,146,581)	(355,234,596)	(355,234,596)
TOTAL TRANSFERS OUT	**($643,595,922)**	**($762,600,556)**	**($2,037,772)**	**($764,638,328)**	**($825,893,395)**	**($825,893,395)**
AVAILABLE REVENUES						
3400 Other Funds Ltd	1	9,352,854	(537,772)	8,815,082	6,916,618,295	6,916,618,295
ENDING BALANCE						
3400 Other Funds Ltd	1	9,352,854	(537,772)	8,815,082	6,916,618,295	6,916,618,295

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DETAILED REVENUES & EXPENDITURES - REQUESTED PACKAGES

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	1,500,000	-	1,500,000	-	1,500,000
REVENUE CATEGORIES					
TAXES					
0185 Privilege Taxes					
3400 Other Funds Ltd	28,676,503	-	28,676,503	-	28,676,503
8800 General Fund Revenue	11,424,497	-	11,424,497	-	11,424,497
All Funds	40,101,000	-	40,101,000	-	40,101,000
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	34,079,012	-	34,079,012	9,710,403	43,789,415
8800 General Fund Revenue	7,498,840	-	7,498,840	-	7,498,840
All Funds	41,577,852	-	41,577,852	9,710,403	51,288,255
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	6,000	-	6,000	-	6,000
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	831,786	-	831,786	-	831,786
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	784,000	-	784,000	-	784,000

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
0710 Liquor Sales					
3010 Other Funds Cap Improve	6,461,943	-	6,461,943	-	6,461,943
3400 Other Funds Ltd	1,066,498,352	-	1,066,498,352	-	1,066,498,352
8800 General Fund Revenue	336,311,259	-	336,311,259	-	336,311,259
All Funds	1,409,271,554	-	1,409,271,554	-	1,409,271,554
TOTAL SALES INCOME					
3010 Other Funds Cap Improve	6,461,943	-	6,461,943	-	6,461,943
3400 Other Funds Ltd	1,067,282,352	-	1,067,282,352	-	1,067,282,352
8800 General Fund Revenue	336,311,259	-	336,311,259	-	336,311,259
TOTAL SALES INCOME	**$1,410,055,554**	**-**	**$1,410,055,554**	**-**	**$1,410,055,554**
COST OF GOODS SOLD					
0755 Liquor Cost of Goods Sold					
3400 Other Funds Ltd	(704,782,181)	-	(704,782,181)	-	(704,782,181)
0760 Cost of Goods Sold					
3400 Other Funds Ltd	(16,969,469)	-	(16,969,469)	-	(16,969,469)
TOTAL COST OF GOODS SOLD					
3400 Other Funds Ltd	(721,751,650)	-	(721,751,650)	-	(721,751,650)
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	7,000,025,000	-	7,000,025,000	-	7,000,025,000
TRANSFERS IN					
1010 Transfer In - Intrafund					
3010 Other Funds Cap Improve	6,461,943	-	6,461,943	-	6,461,943

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	224,920,586	-	224,920,586	-	224,920,586
All Funds	231,382,529	-	231,382,529	-	231,382,529
1020 Transfer In - Indirect Cost					
3400 Other Funds Ltd	6,472,203	-	6,472,203	-	6,472,203
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	7,000,000	-	7,000,000	-	7,000,000
TOTAL TRANSFERS IN					
3010 Other Funds Cap Improve	6,461,943	-	6,461,943	-	6,461,943
3400 Other Funds Ltd	238,392,789	-	238,392,789	-	238,392,789
TOTAL TRANSFERS IN	**$244,854,732**	**-**	**$244,854,732**	**-**	**$244,854,732**
TOTAL REVENUES					
3010 Other Funds Cap Improve	12,923,886	-	12,923,886	-	12,923,886
3400 Other Funds Ltd	7,647,541,792	-	7,647,541,792	9,710,403	7,657,252,195
8800 General Fund Revenue	355,234,596	-	355,234,596	-	355,234,596
TOTAL REVENUES	**$8,015,700,274**	**-**	**$8,015,700,274**	**$9,710,403**	**$8,025,410,677**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3010 Other Funds Cap Improve	(6,461,943)	-	(6,461,943)	-	(6,461,943)
3400 Other Funds Ltd	(224,920,586)	-	(224,920,586)	-	(224,920,586)
All Funds	(231,382,529)	-	(231,382,529)	-	(231,382,529)
2020 Transfer Out - Indirect Cost					
3400 Other Funds Ltd	(6,472,203)	-	(6,472,203)	-	(6,472,203)
2050 Transfer to Other					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	(700,773)	-	(700,773)	-	(700,773)
2060 Transfer to General Fund					
8800 General Fund Revenue	(355,234,596)	-	(355,234,596)	-	(355,234,596)
2070 Transfer to Cities					
3400 Other Funds Ltd	(99,314,400)	-	(99,314,400)	-	(99,314,400)
2080 Transfer to Counties					
3400 Other Funds Ltd	(49,657,200)	-	(49,657,200)	-	(49,657,200)
2107 Tsfr To Administrative Svcs					
3400 Other Funds Ltd	(69,520,080)	-	(69,520,080)	-	(69,520,080)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(20,253,141)	-	(20,253,141)	-	(20,253,141)
2603 Tsfr To Agriculture, Dept of					
3400 Other Funds Ltd	-	(292,593)	(292,593)	-	(292,593)
TOTAL TRANSFERS OUT					
3010 Other Funds Cap Improve	(6,461,943)	-	(6,461,943)	-	(6,461,943)
3400 Other Funds Ltd	(470,838,383)	(292,593)	(471,130,976)	-	(471,130,976)
8800 General Fund Revenue	(355,234,596)	-	(355,234,596)	-	(355,234,596)
TOTAL TRANSFERS OUT	**($832,534,922)**	**($292,593)**	**($832,827,515)**	**-**	**($832,827,515)**
AVAILABLE REVENUES					
3010 Other Funds Cap Improve	6,461,943	-	6,461,943	-	6,461,943
3400 Other Funds Ltd	7,178,203,409	(292,593)	7,177,910,816	9,710,403	7,187,621,219
TOTAL AVAILABLE REVENUES	**$7,184,665,352**	**($292,593)**	**$7,184,372,759**	**$9,710,403**	**$7,194,083,162**
EXPENDITURES					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	40,157,112	-	40,157,112	5,136,432	45,293,544
3160 Temporary Appointments					
3400 Other Funds Ltd	73,157	-	73,157	300,000	373,157
3170 Overtime Payments					
3400 Other Funds Ltd	355,267	-	355,267	-	355,267
3180 Shift Differential					
3400 Other Funds Ltd	65,080	-	65,080	-	65,080
3190 All Other Differential					
3400 Other Funds Ltd	60,604	-	60,604	-	60,604
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	40,711,220	-	40,711,220	5,436,432	46,147,652
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	19,825	-	19,825	2,745	22,570
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	7,345,375	-	7,345,375	929,192	8,274,567
3221 Pension Obligation Bond					
3400 Other Funds Ltd	1,900,435	389,917	2,290,352	-	2,290,352
3230 Social Security Taxes					
3400 Other Funds Ltd	3,110,494	-	3,110,494	415,889	3,526,383

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3240 Unemployment Assessments					
3400 Other Funds Ltd	30,394	-	30,394	-	30,394
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	18,908	-	18,908	2,610	21,518
3260 Mass Transit Tax					
3400 Other Funds Ltd	183,776	60,491	244,267	30,821	275,088
3270 Flexible Benefits					
3400 Other Funds Ltd	11,469,984	-	11,469,984	1,583,280	13,053,264
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	24,079,191	450,408	24,529,599	2,964,537	27,494,136
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(1,493,704)	909,459	(584,245)	-	(584,245)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	63,296,707	1,359,867	64,656,574	8,400,969	73,057,543
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	515,464	13,357	528,821	30,000	558,821
4125 Out of State Travel					
3400 Other Funds Ltd	61,453	2,336	63,789	-	63,789
4150 Employee Training					
3400 Other Funds Ltd	569,336	(148,276)	421,060	86,670	507,730
4175 Office Expenses					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	15,059,901	312,464	15,372,365	30,000	15,402,365
4200 Telecommunications					
3400 Other Funds Ltd	570,413	2,113	572,526	1,292,256	1,864,782
4225 State Gov. Service Charges					
3400 Other Funds Ltd	3,219,618	300,226	3,519,844	-	3,519,844
4250 Data Processing					
3400 Other Funds Ltd	1,839,324	1,185,414	3,024,738	62,500	3,087,238
4275 Publicity and Publications					
3400 Other Funds Ltd	92,362	3,508	95,870	400,000	495,870
4300 Professional Services					
3400 Other Funds Ltd	125,094,122	4,940,128	130,034,250	6,400,000	136,434,250
4315 IT Professional Services					
3400 Other Funds Ltd	1,845,503	944,161	2,789,664	6,073,000	8,862,664
4325 Attorney General					
3400 Other Funds Ltd	800,016	161,123	961,139	-	961,139
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	128,951	(1,429)	127,522	-	127,522
4400 Dues and Subscriptions					
3400 Other Funds Ltd	27,524	1,047	28,571	-	28,571
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	978,059	37,168	1,015,227	607,880	1,623,107
4450 Fuels and Utilities					
3400 Other Funds Ltd	599,595	22,784	622,379	-	622,379

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
4475 Facilities Maintenance					
3400 Other Funds Ltd	1,924,579	(710,037)	1,214,542	-	1,214,542
4575 Agency Program Related S and S					
3400 Other Funds Ltd	467,138	(117,784)	349,354	329,280	678,634
4650 Other Services and Supplies					
3400 Other Funds Ltd	298,706	11,353	310,059	78,000	388,059
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	80,000	3,040	83,040	-	83,040
4715 IT Expendable Property					
3400 Other Funds Ltd	481,256	18,286	499,542	100,680	600,222
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	154,653,320	6,980,982	161,634,302	15,490,266	177,124,568
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
3400 Other Funds Ltd	-	-	-	269,325	269,325
5200 Technical Equipment					
3400 Other Funds Ltd	17,418	-	17,418	90,000	107,418
5350 Industrial and Heavy Equipment					
3400 Other Funds Ltd	23,305	-	23,305	120,000	143,305
5400 Automotive and Aircraft					
3400 Other Funds Ltd	166,427	(50,000)	116,427	318,330	434,757
5600 Data Processing Hardware					
3400 Other Funds Ltd	15,696	-	15,696	200,000	215,696

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
5650 Land Improvements					
3010 Other Funds Cap Improve	5,342	-	5,342	-	5,342
5700 Building Structures					
3010 Other Funds Cap Improve	222,601	-	222,601	4,300,000	4,522,601
3400 Other Funds Ltd	-	-	-	131,000	131,000
All Funds	222,601	-	222,601	4,431,000	4,653,601
5850 Contingencies					
3010 Other Funds Cap Improve	-	-	-	1,934,000	1,934,000
5900 Other Capital Outlay					
3400 Other Funds Ltd	413,000	(413,000)	-	-	-
TOTAL CAPITAL OUTLAY					
3010 Other Funds Cap Improve	227,943	-	227,943	6,234,000	6,461,943
3400 Other Funds Ltd	635,846	(463,000)	172,846	1,128,655	1,301,501
TOTAL CAPITAL OUTLAY	**$863,789**	**($463,000)**	**$400,789**	**$7,362,655**	**$7,763,444**
SPECIAL PAYMENTS					
6603 Spc Pmt to Agriculture, Dept of					
3400 Other Funds Ltd	258,664	(258,664)	-	-	-
TOTAL EXPENDITURES					
3010 Other Funds Cap Improve	227,943	-	227,943	6,234,000	6,461,943
3400 Other Funds Ltd	218,844,537	7,619,185	226,463,722	25,019,890	251,483,612
TOTAL EXPENDITURES	**$219,072,480**	**$7,619,185**	**$226,691,665**	**$31,253,890**	**$257,945,555**
ENDING BALANCE					
3010 Other Funds Cap Improve	6,234,000	-	6,234,000	(6,234,000)	-

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	6,959,358,872	(7,911,778)	6,951,447,094	(15,309,487)	6,936,137,607
TOTAL ENDING BALANCE	**$6,965,592,872**	**($7,911,778)**	**$6,957,681,094**	**($21,543,487)**	**$6,936,137,607**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	326	-	326	45	371
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	324.00	-	324.00	45.00	369.00

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	29,226,560	-	29,226,560	-	29,226,560
AVAILABLE REVENUES					
3400 Other Funds Ltd	29,226,560	-	29,226,560	-	29,226,560
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	7,043,880	-	7,043,880	850,752	7,894,632
3160 Temporary Appointments					
3400 Other Funds Ltd	26,108	-	26,108	300,000	326,108
3170 Overtime Payments					
3400 Other Funds Ltd	205,285	-	205,285	-	205,285
3180 Shift Differential					
3400 Other Funds Ltd	2,374	-	2,374	-	2,374
3190 All Other Differential					
3400 Other Funds Ltd	8,549	-	8,549	-	8,549
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	7,286,196	-	7,286,196	1,150,752	8,436,948
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	4,148	-	4,148	671	4,819
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	1,313,357	-	1,313,357	153,902	1,467,259
3221 Pension Obligation Bond					
3400 Other Funds Ltd	366,303	42,874	409,177	-	409,177
3230 Social Security Taxes					
3400 Other Funds Ltd	557,323	-	557,323	88,034	645,357
3240 Unemployment Assessments					
3400 Other Funds Ltd	6,337	-	6,337	-	6,337
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	3,944	-	3,944	638	4,582
3260 Mass Transit Tax					
3400 Other Funds Ltd	36,757	6,959	43,716	5,104	48,820
3270 Flexible Benefits					
3400 Other Funds Ltd	2,392,512	-	2,392,512	387,024	2,779,536
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	4,680,681	49,833	4,730,514	635,373	5,365,887
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(331,996)	210,129	(121,867)	-	(121,867)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	11,634,881	259,962	11,894,843	1,786,125	13,680,968
SERVICES & SUPPLIES					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
4100 Instate Travel					
3400 Other Funds Ltd	56,541	2,149	58,690	-	58,690
4125 Out of State Travel					
3400 Other Funds Ltd	5,197	198	5,395	-	5,395
4150 Employee Training					
3400 Other Funds Ltd	3,996	152	4,148	1,000	5,148
4175 Office Expenses					
3400 Other Funds Ltd	14,001,648	525,834	14,527,482	(7,349,000)	7,178,482
4200 Telecommunications					
3400 Other Funds Ltd	60,937	2,316	63,253	2,000	65,253
4225 State Gov. Service Charges					
3400 Other Funds Ltd	136,051	46,246	182,297	-	182,297
4250 Data Processing					
3400 Other Funds Ltd	176,288	6,699	182,987	1,500	184,487
4275 Publicity and Publications					
3400 Other Funds Ltd	17,531	666	18,197	-	18,197
4300 Professional Services					
3400 Other Funds Ltd	14,581	636	15,217	-	15,217
4315 IT Professional Services					
3400 Other Funds Ltd	14,445	607	15,052	-	15,052
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	9,174	348	9,522	-	9,522
4400 Dues and Subscriptions					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	2,265	87	2,352	-	2,352
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	63,396	2,409	65,805	17,368	83,173
4450 Fuels and Utilities					
3400 Other Funds Ltd	226,527	8,608	235,135	-	235,135
4475 Facilities Maintenance					
3400 Other Funds Ltd	29,583	1,125	30,708	-	30,708
4575 Agency Program Related S and S					
3400 Other Funds Ltd	136,484	(1,042)	135,442	-	135,442
4650 Other Services and Supplies					
3400 Other Funds Ltd	9,058	345	9,403	49,000	58,403
4715 IT Expendable Property					
3400 Other Funds Ltd	12,518	475	12,993	2,267	15,260
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	14,976,220	597,858	15,574,078	(7,275,865)	8,298,213
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
3400 Other Funds Ltd	-	-	-	7,695	7,695
5200 Technical Equipment					
3400 Other Funds Ltd	-	-	-	90,000	90,000
5350 Industrial and Heavy Equipment					
3400 Other Funds Ltd	23,305	-	23,305	120,000	143,305
5400 Automotive and Aircraft					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	25,000	(25,000)	-	35,000	35,000
5600 Data Processing Hardware					
3400 Other Funds Ltd	15,696	-	15,696	-	15,696
5700 Building Structures					
3400 Other Funds Ltd	-	-	-	131,000	131,000
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	64,001	(25,000)	39,001	383,695	422,696
TOTAL EXPENDITURES					
3400 Other Funds Ltd	26,675,102	832,820	27,507,922	(5,106,045)	22,401,877
ENDING BALANCE					
3400 Other Funds Ltd	2,551,458	(832,820)	1,718,638	5,106,045	6,824,683
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	68	-	68	11	79
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	68.00	-	68.00	11.00	79.00

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	-	-	-	9,250,403	9,250,403
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	26,667,517	-	26,667,517	-	26,667,517
1020 Transfer In - Indirect Cost					
3400 Other Funds Ltd	1,683,716	-	1,683,716	-	1,683,716
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	28,351,233	-	28,351,233	-	28,351,233
TOTAL REVENUES					
3400 Other Funds Ltd	28,351,233	-	28,351,233	9,250,403	37,601,636
AVAILABLE REVENUES					
3400 Other Funds Ltd	28,351,233	-	28,351,233	9,250,403	37,601,636
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	13,889,664	-	13,889,664	1,302,312	15,191,976
3160 Temporary Appointments					
3400 Other Funds Ltd	39,994	-	39,994	-	39,994
3170 Overtime Payments					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	102,874	-	102,874	-	102,874
3180 Shift Differential					
3400 Other Funds Ltd	59,789	-	59,789	-	59,789
3190 All Other Differential					
3400 Other Funds Ltd	40,189	-	40,189	-	40,189
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	14,132,510	-	14,132,510	1,302,312	15,434,822
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	6,588	-	6,588	610	7,198
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	2,549,348	-	2,549,348	235,591	2,784,939
3221 Pension Obligation Bond					
3400 Other Funds Ltd	713,261	178,167	891,428	-	891,428
3230 Social Security Taxes					
3400 Other Funds Ltd	1,081,132	-	1,081,132	99,628	1,180,760
3240 Unemployment Assessments					
3400 Other Funds Ltd	9,599	-	9,599	-	9,599
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	6,264	-	6,264	580	6,844
3260 Mass Transit Tax					
3400 Other Funds Ltd	70,979	13,816	84,795	7,815	92,610
3270 Flexible Benefits					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	3,799,872	-	3,799,872	351,840	4,151,712
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	8,237,043	191,983	8,429,026	696,064	9,125,090
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(611,665)	418,112	(193,553)	-	(193,553)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	21,757,888	610,095	22,367,983	1,998,376	24,366,359
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	212,976	8,092	221,068	6,000	227,068
4125 Out of State Travel					
3400 Other Funds Ltd	12,534	477	13,011	-	13,011
4150 Employee Training					
3400 Other Funds Ltd	258,550	9,824	268,374	20,334	288,708
4175 Office Expenses					
3400 Other Funds Ltd	322,221	(5,403)	316,818	9,000	325,818
4200 Telecommunications					
3400 Other Funds Ltd	288,923	10,977	299,900	720,096	1,019,996
4225 State Gov. Service Charges					
3400 Other Funds Ltd	192,433	76,699	269,132	-	269,132
4250 Data Processing					
3400 Other Funds Ltd	29,061	1,104	30,165	14,000	44,165

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
4275 Publicity and Publications					
3400 Other Funds Ltd	60,517	2,299	62,816	-	62,816
4300 Professional Services					
3400 Other Funds Ltd	364,103	12,445	376,548	-	376,548
4315 IT Professional Services					
3400 Other Funds Ltd	70,762	2,972	73,734	-	73,734
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	8,640	328	8,968	-	8,968
4400 Dues and Subscriptions					
3400 Other Funds Ltd	9,159	348	9,507	-	9,507
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	472,278	17,947	490,225	173,680	663,905
4450 Fuels and Utilities					
3400 Other Funds Ltd	22,334	849	23,183	-	23,183
4475 Facilities Maintenance					
3400 Other Funds Ltd	17,897	679	18,576	-	18,576
4575 Agency Program Related S and S					
3400 Other Funds Ltd	66,165	(23,436)	42,729	307,776	350,505
4650 Other Services and Supplies					
3400 Other Funds Ltd	11,589	440	12,029	9,000	21,029
4715 IT Expendable Property					
3400 Other Funds Ltd	30,751	1,168	31,919	22,670	54,589
TOTAL SERVICES & SUPPLIES					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	2,450,893	117,809	2,568,702	1,282,556	3,851,258
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
3400 Other Funds Ltd	-	-	-	76,950	76,950
5400 Automotive and Aircraft					
3400 Other Funds Ltd	-	-	-	56,666	56,666
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	-	-	-	133,616	133,616
TOTAL EXPENDITURES					
3400 Other Funds Ltd	24,208,781	727,904	24,936,685	3,414,548	28,351,233
ENDING BALANCE					
3400 Other Funds Ltd	4,142,452	(727,904)	3,414,548	5,835,855	9,250,403
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	108	-	108	10	118
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	106.00	-	106.00	10.00	116.00

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	26,018,307	-	26,018,307	-	26,018,307
1020 Transfer In - Indirect Cost					
3400 Other Funds Ltd	4,788,487	-	4,788,487	-	4,788,487
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	30,806,794	-	30,806,794	-	30,806,794
AVAILABLE REVENUES					
3400 Other Funds Ltd	30,806,794	-	30,806,794	-	30,806,794
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	9,692,520	-	9,692,520	1,527,624	11,220,144
3160 Temporary Appointments					
3400 Other Funds Ltd	7,055	-	7,055	-	7,055
3170 Overtime Payments					
3400 Other Funds Ltd	47,108	-	47,108	-	47,108
3180 Shift Differential					
3400 Other Funds Ltd	2,917	-	2,917	-	2,917
3190 All Other Differential					
3400 Other Funds Ltd	11,866	-	11,866	-	11,866

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	9,761,466	-	9,761,466	1,527,624	11,289,090
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	4,087	-	4,087	732	4,819
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	1,758,494	-	1,758,494	276,350	2,034,844
3221 Pension Obligation Bond					
3400 Other Funds Ltd	505,855	(53,276)	452,579	-	452,579
3230 Social Security Taxes					
3400 Other Funds Ltd	742,919	-	742,919	116,863	859,782
3240 Unemployment Assessments					
3400 Other Funds Ltd	13,553	-	13,553	-	13,553
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	3,944	-	3,944	696	4,640
3260 Mass Transit Tax					
3400 Other Funds Ltd	46,732	11,837	58,569	9,169	67,738
3270 Flexible Benefits					
3400 Other Funds Ltd	2,392,512	-	2,392,512	422,208	2,814,720
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	5,468,096	(41,439)	5,426,657	826,018	6,252,675
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	(393,400)	271,533	(121,867)	-	(121,867)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	14,836,162	230,094	15,066,256	2,353,642	17,419,898
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	104,469	3,968	108,437	-	108,437
4125 Out of State Travel					
3400 Other Funds Ltd	27,871	1,059	28,930	-	28,930
4150 Employee Training					
3400 Other Funds Ltd	59,103	2,247	61,350	12,000	73,350
4175 Office Expenses					
3400 Other Funds Ltd	312,226	(2,671)	309,555	12,000	321,555
4200 Telecommunications					
3400 Other Funds Ltd	105,005	3,992	108,997	24,000	132,997
4225 State Gov. Service Charges					
3400 Other Funds Ltd	2,826,602	33,609	2,860,211	-	2,860,211
4250 Data Processing					
3400 Other Funds Ltd	392,535	14,916	407,451	33,000	440,451
4275 Publicity and Publications					
3400 Other Funds Ltd	11,203	426	11,629	200,000	211,629
4300 Professional Services					
3400 Other Funds Ltd	421,381	(294,477)	126,904	-	126,904
4315 IT Professional Services					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	336,424	(173,430)	162,994	6,073,000	6,235,994
4325 Attorney General					
3400 Other Funds Ltd	425,622	85,720	511,342	-	511,342
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	9,614	(1,603)	8,011	-	8,011
4400 Dues and Subscriptions					
3400 Other Funds Ltd	12,989	495	13,484	-	13,484
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	1,120	43	1,163	208,416	209,579
4450 Fuels and Utilities					
3400 Other Funds Ltd	350,734	13,327	364,061	-	364,061
4475 Facilities Maintenance					
3400 Other Funds Ltd	295,076	(66,637)	228,439	-	228,439
4575 Agency Program Related S and S					
3400 Other Funds Ltd	13,515	513	14,028	-	14,028
4650 Other Services and Supplies					
3400 Other Funds Ltd	178,604	6,788	185,392	12,000	197,392
4715 IT Expendable Property					
3400 Other Funds Ltd	435,027	16,531	451,558	48,539	500,097
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	6,319,120	(355,184)	5,963,936	6,622,955	12,586,891
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	-	-	-	92,340	92,340
5200 Technical Equipment					
3400 Other Funds Ltd	17,418	-	17,418	-	17,418
5400 Automotive and Aircraft					
3400 Other Funds Ltd	116,427	-	116,427	-	116,427
5600 Data Processing Hardware					
3400 Other Funds Ltd	-	-	-	200,000	200,000
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	133,845	-	133,845	292,340	426,185
TOTAL EXPENDITURES					
3400 Other Funds Ltd	21,289,127	(125,090)	21,164,037	9,268,937	30,432,974
ENDING BALANCE					
3400 Other Funds Ltd	9,517,667	125,090	9,642,757	(9,268,937)	373,820
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	68	-	68	12	80
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	68.00	-	68.00	12.00	80.00

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	28,177,770	-	28,177,770	460,000	28,637,770
TRANSFERS OUT					
2020 Transfer Out - Indirect Cost					
3400 Other Funds Ltd	(4,671,785)	-	(4,671,785)	-	(4,671,785)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(169,324)	-	(169,324)	-	(169,324)
2603 Tsfr To Agriculture, Dept of					
3400 Other Funds Ltd	-	(292,593)	(292,593)	-	(292,593)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(4,841,109)	(292,593)	(5,133,702)	-	(5,133,702)
AVAILABLE REVENUES					
3400 Other Funds Ltd	23,336,661	(292,593)	23,044,068	460,000	23,504,068
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	6,965,928	-	6,965,928	1,455,744	8,421,672
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	3,599	-	3,599	732	4,331

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	1,260,141	-	1,260,141	263,349	1,523,490
3221 Pension Obligation Bond					
3400 Other Funds Ltd	282,548	110,050	392,598	-	392,598
3230 Social Security Taxes					
3400 Other Funds Ltd	532,891	-	532,891	111,364	644,255
3240 Unemployment Assessments					
3400 Other Funds Ltd	196	-	196	-	196
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	3,422	-	3,422	696	4,118
3260 Mass Transit Tax					
3400 Other Funds Ltd	23,425	18,371	41,796	8,733	50,529
3270 Flexible Benefits					
3400 Other Funds Ltd	2,075,856	-	2,075,856	422,208	2,498,064
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	4,182,078	128,421	4,310,499	807,082	5,117,581
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(145,602)	39,864	(105,738)	-	(105,738)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	11,002,404	168,285	11,170,689	2,262,826	13,433,515
SERVICES & SUPPLIES					
4100 Instate Travel					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	88,812	3,375	92,187	24,000	116,187
4125 Out of State Travel					
3400 Other Funds Ltd	15,851	602	16,453	-	16,453
4150 Employee Training					
3400 Other Funds Ltd	102,997	(15,809)	87,188	53,336	140,524
4175 Office Expenses					
3400 Other Funds Ltd	230,100	(35,464)	194,636	8,000	202,636
4200 Telecommunications					
3400 Other Funds Ltd	89,618	(2,736)	86,882	351,088	437,970
4225 State Gov. Service Charges					
3400 Other Funds Ltd	64,532	85,268	149,800	-	149,800
4250 Data Processing					
3400 Other Funds Ltd	100,000	3,800	103,800	14,000	117,800
4275 Publicity and Publications					
3400 Other Funds Ltd	3,111	117	3,228	200,000	203,228
4300 Professional Services					
3400 Other Funds Ltd	366,642	15,999	382,641	-	382,641
4315 IT Professional Services					
3400 Other Funds Ltd	1,023,872	1,514,012	2,537,884	-	2,537,884
4325 Attorney General					
3400 Other Funds Ltd	374,394	75,403	449,797	-	449,797
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	96,923	2,645	99,568	-	99,568

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
4400 Dues and Subscriptions					
3400 Other Funds Ltd	3,111	117	3,228	-	3,228
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	293,248	11,144	304,392	208,416	512,808
4475 Facilities Maintenance					
3400 Other Funds Ltd	1,582,023	(645,204)	936,819	-	936,819
4575 Agency Program Related S and S					
3400 Other Funds Ltd	151,402	5,753	157,155	21,504	178,659
4650 Other Services and Supplies					
3400 Other Funds Ltd	71,122	2,703	73,825	8,000	81,825
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	80,000	3,040	83,040	-	83,040
4715 IT Expendable Property					
3400 Other Funds Ltd	2,960	112	3,072	27,204	30,276
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	4,740,718	1,024,877	5,765,595	915,548	6,681,143
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
3400 Other Funds Ltd	-	-	-	92,340	92,340
5400 Automotive and Aircraft					
3400 Other Funds Ltd	25,000	(25,000)	-	226,664	226,664
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	25,000	(25,000)	-	319,004	319,004

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
SPECIAL PAYMENTS					
6603 Spc Pmt to Agriculture, Dept of					
3400 Other Funds Ltd	258,664	(258,664)	-	-	-
TOTAL EXPENDITURES					
3400 Other Funds Ltd	16,026,786	909,498	16,936,284	3,497,378	20,433,662
ENDING BALANCE					
3400 Other Funds Ltd	7,309,875	(1,202,091)	6,107,784	(3,037,378)	3,070,406
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	59	-	59	12	71
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	59.00	-	59.00	12.00	71.00

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	142,882,366	-	142,882,366	-	142,882,366
AVAILABLE REVENUES					
3400 Other Funds Ltd	142,882,366	-	142,882,366	-	142,882,366
EXPENDITURES					
SERVICES & SUPPLIES					
4175 Office Expenses					
3400 Other Funds Ltd	-	-	-	7,350,000	7,350,000
4300 Professional Services					
3400 Other Funds Ltd	123,927,415	5,204,951	129,132,366	6,400,000	135,532,366
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	123,927,415	5,204,951	129,132,366	13,750,000	142,882,366
ENDING BALANCE					
3400 Other Funds Ltd	18,954,951	(5,204,951)	13,750,000	(13,750,000)	-

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	1,656,082	-	1,656,082	-	1,656,082
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	125,836	-	125,836	-	125,836
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	7,000,000	-	7,000,000	-	7,000,000
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	7,125,836	-	7,125,836	-	7,125,836
TOTAL REVENUES					
3400 Other Funds Ltd	8,781,918	-	8,781,918	-	8,781,918
TRANSFERS OUT					
2020 Transfer Out - Indirect Cost					
3400 Other Funds Ltd	(1,800,418)	-	(1,800,418)	-	(1,800,418)
AVAILABLE REVENUES					
3400 Other Funds Ltd	6,981,500	-	6,981,500	-	6,981,500
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	2,565,120	-	2,565,120	-	2,565,120

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	1,403	-	1,403	-	1,403
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	464,035	-	464,035	-	464,035
3221 Pension Obligation Bond					
3400 Other Funds Ltd	32,468	112,102	144,570	-	144,570
3230 Social Security Taxes					
3400 Other Funds Ltd	196,229	-	196,229	-	196,229
3240 Unemployment Assessments					
3400 Other Funds Ltd	709	-	709	-	709
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	1,334	-	1,334	-	1,334
3260 Mass Transit Tax					
3400 Other Funds Ltd	5,883	9,508	15,391	-	15,391
3270 Flexible Benefits					
3400 Other Funds Ltd	809,232	-	809,232	-	809,232
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	1,511,293	121,610	1,632,903	-	1,632,903
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(11,041)	(30,179)	(41,220)	-	(41,220)
TOTAL PERSONAL SERVICES					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	4,065,372	91,431	4,156,803	-	4,156,803
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	52,666	(4,227)	48,439	-	48,439
4150 Employee Training					
3400 Other Funds Ltd	144,690	(144,690)	-	-	-
4175 Office Expenses					
3400 Other Funds Ltd	193,706	(169,832)	23,874	-	23,874
4200 Telecommunications					
3400 Other Funds Ltd	25,930	(12,436)	13,494	195,072	208,566
4225 State Gov. Service Charges					
3400 Other Funds Ltd	-	58,404	58,404	-	58,404
4250 Data Processing					
3400 Other Funds Ltd	1,141,440	1,158,895	2,300,335	-	2,300,335
4300 Professional Services					
3400 Other Funds Ltd	-	574	574	-	574
4315 IT Professional Services					
3400 Other Funds Ltd	400,000	(400,000)	-	-	-
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	4,600	(3,147)	1,453	-	1,453
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	148,017	5,625	153,642	-	153,642
4575 Agency Program Related S and S					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	99,572	(99,572)	-	-	-
4650 Other Services and Supplies					
3400 Other Funds Ltd	28,333	1,077	29,410	-	29,410
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	2,238,954	390,671	2,629,625	195,072	2,824,697
CAPITAL OUTLAY					
5900 Other Capital Outlay					
3400 Other Funds Ltd	413,000	(413,000)	-	-	-
TOTAL EXPENDITURES					
3400 Other Funds Ltd	6,717,326	69,102	6,786,428	195,072	6,981,500
ENDING BALANCE					
3400 Other Funds Ltd	264,174	(69,102)	195,072	(195,072)	-
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	23	-	23	-	23
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	23.00	-	23.00	-	23.00

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
3010 Other Funds Cap Improve	6,461,943	-	6,461,943	-	6,461,943
AVAILABLE REVENUES					
3010 Other Funds Cap Improve	6,461,943	-	6,461,943	-	6,461,943
EXPENDITURES					
CAPITAL OUTLAY					
5650 Land Improvements					
3010 Other Funds Cap Improve	5,342	-	5,342	-	5,342
5700 Building Structures					
3010 Other Funds Cap Improve	222,601	-	222,601	4,300,000	4,522,601
5850 Contingencies					
3010 Other Funds Cap Improve	-	-	-	1,934,000	1,934,000
TOTAL CAPITAL OUTLAY					
3010 Other Funds Cap Improve	227,943	-	227,943	6,234,000	6,461,943
ENDING BALANCE					
3010 Other Funds Cap Improve	6,234,000	-	6,234,000	(6,234,000)	-

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	1,500,000	-	1,500,000	-	1,500,000
REVENUE CATEGORIES					
TAXES					
0185 Privilege Taxes					
3400 Other Funds Ltd	28,676,503	-	28,676,503	-	28,676,503
8800 General Fund Revenue	11,424,497	-	11,424,497	-	11,424,497
All Funds	40,101,000	-	40,101,000	-	40,101,000
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	4,245,160	-	4,245,160	-	4,245,160
8800 General Fund Revenue	7,498,840	-	7,498,840	-	7,498,840
All Funds	11,744,000	-	11,744,000	-	11,744,000
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	6,000	-	6,000	-	6,000
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	831,786	-	831,786	-	831,786
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	784,000	-	784,000	-	784,000

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
0710 Liquor Sales					
3010 Other Funds Cap Improve	6,461,943	-	6,461,943	-	6,461,943
3400 Other Funds Ltd	1,066,498,352	-	1,066,498,352	-	1,066,498,352
8800 General Fund Revenue	336,311,259	-	336,311,259	-	336,311,259
All Funds	1,409,271,554	-	1,409,271,554	-	1,409,271,554
TOTAL SALES INCOME					
3010 Other Funds Cap Improve	6,461,943	-	6,461,943	-	6,461,943
3400 Other Funds Ltd	1,067,282,352	-	1,067,282,352	-	1,067,282,352
8800 General Fund Revenue	336,311,259	-	336,311,259	-	336,311,259
TOTAL SALES INCOME	**$1,410,055,554**	**-**	**$1,410,055,554**	**-**	**$1,410,055,554**
COST OF GOODS SOLD					
0755 Liquor Cost of Goods Sold					
3400 Other Funds Ltd	(704,782,181)	-	(704,782,181)	-	(704,782,181)
0760 Cost of Goods Sold					
3400 Other Funds Ltd	(16,969,469)	-	(16,969,469)	-	(16,969,469)
TOTAL COST OF GOODS SOLD					
3400 Other Funds Ltd	(721,751,650)	-	(721,751,650)	-	(721,751,650)
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	7,000,025,000	-	7,000,025,000	-	7,000,025,000
TOTAL REVENUES					
3010 Other Funds Cap Improve	6,461,943	-	6,461,943	-	6,461,943
3400 Other Funds Ltd	7,379,315,151	-	7,379,315,151	-	7,379,315,151

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
8800 General Fund Revenue	355,234,596	-	355,234,596	-	355,234,596
TOTAL REVENUES	**$7,741,011,690**	**-**	**$7,741,011,690**	**-**	**$7,741,011,690**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3010 Other Funds Cap Improve	(6,461,943)	-	(6,461,943)	-	(6,461,943)
3400 Other Funds Ltd	(224,920,586)	-	(224,920,586)	-	(224,920,586)
All Funds	(231,382,529)	-	(231,382,529)	-	(231,382,529)
2050 Transfer to Other					
3400 Other Funds Ltd	(700,773)	-	(700,773)	-	(700,773)
2060 Transfer to General Fund					
8800 General Fund Revenue	(355,234,596)	-	(355,234,596)	-	(355,234,596)
2070 Transfer to Cities					
3400 Other Funds Ltd	(99,314,400)	-	(99,314,400)	-	(99,314,400)
2080 Transfer to Counties					
3400 Other Funds Ltd	(49,657,200)	-	(49,657,200)	-	(49,657,200)
2107 Tsfr To Administrative Svcs					
3400 Other Funds Ltd	(69,520,080)	-	(69,520,080)	-	(69,520,080)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(20,083,817)	-	(20,083,817)	-	(20,083,817)
TOTAL TRANSFERS OUT					
3010 Other Funds Cap Improve	(6,461,943)	-	(6,461,943)	-	(6,461,943)
3400 Other Funds Ltd	(464,196,856)	-	(464,196,856)	-	(464,196,856)
8800 General Fund Revenue	(355,234,596)	-	(355,234,596)	-	(355,234,596)

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
TOTAL TRANSFERS OUT	**($825,893,395)**	-	**($825,893,395)**	-	**($825,893,395)**
AVAILABLE REVENUES					
3400 Other Funds Ltd	6,916,618,295	-	6,916,618,295	-	6,916,618,295
ENDING BALANCE					
3400 Other Funds Ltd	6,916,618,295	-	6,916,618,295	-	6,916,618,295

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DETAILED REVENUES & EXPENDITURES - ESSENTIAL PACKAGES

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
TRANSFERS OUT						
2603 Tsfr To Agriculture, Dept of						
3400 Other Funds Ltd	(292,593)	-	-	-	-	(292,593)
AVAILABLE REVENUES						
3400 Other Funds Ltd	(292,593)	-	-	-	-	(292,593)
TOTAL AVAILABLE REVENUES	**($292,593)**	**-**	**-**	**-**	**-**	**($292,593)**
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3221 Pension Obligation Bond						
3400 Other Funds Ltd	389,917	389,917	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	60,491	60,491	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	450,408	450,408	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$450,408**	**$450,408**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	909,459	909,459	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	1,359,867	1,359,867	-	-	-	-
TOTAL PERSONAL SERVICES	**$1,359,867**	**$1,359,867**	**-**	**-**	**-**	**-**

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	13,357	-	(6,000)	19,357	-	-
4125 Out of State Travel						
3400 Other Funds Ltd	2,336	-	-	2,336	-	-
4150 Employee Training						
3400 Other Funds Ltd	(148,276)	-	(163,690)	15,414	-	-
4175 Office Expenses						
3400 Other Funds Ltd	312,464	-	(250,294)	562,758	-	-
4200 Telecommunications						
3400 Other Funds Ltd	2,113	-	(18,847)	20,960	-	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	300,226	-	-	300,226	-	-
4250 Data Processing						
3400 Other Funds Ltd	1,185,414	-	-	69,894	1,115,520	-
4275 Publicity and Publications						
3400 Other Funds Ltd	3,508	-	-	3,508	-	-
4300 Professional Services						
3400 Other Funds Ltd	4,940,128	-	(300,000)	5,240,128	-	-
4315 IT Professional Services						
3400 Other Funds Ltd	944,161	-	(580,000)	53,151	1,471,010	-
4325 Attorney General						
3400 Other Funds Ltd	161,123	-	-	161,123	-	-

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	(1,429)	-	(6,096)	4,667	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	1,047	-	-	1,047	-	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	37,168	-	-	37,168	-	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	22,784	-	-	22,784	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	(710,037)	-	(754,500)	44,463	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	(117,784)	-	(130,572)	12,788	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	11,353	-	-	11,353	-	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	3,040	-	-	3,040	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	18,286	-	-	18,286	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	6,980,982	-	(2,209,999)	6,604,451	2,586,530	-
TOTAL SERVICES & SUPPLIES	**$6,980,982**	**-**	**($2,209,999)**	**$6,604,451**	**$2,586,530**	**-**
CAPITAL OUTLAY						
5400 Automotive and Aircraft						

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
3400 Other Funds Ltd	(50,000)	-	(50,000)	-	-	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	(413,000)	-	(413,000)	-	-	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	(463,000)	-	(463,000)	-	-	-
TOTAL CAPITAL OUTLAY	**($463,000)**	-	**($463,000)**	-	-	-
SPECIAL PAYMENTS						
6603 Spc Pmt to Agriculture, Dept of						
3400 Other Funds Ltd	(258,664)	-	-	9,829	-	(268,493)
EXPENDITURES						
3400 Other Funds Ltd	7,619,185	1,359,867	(2,672,999)	6,614,280	2,586,530	(268,493)
TOTAL EXPENDITURES	**$7,619,185**	**$1,359,867**	**($2,672,999)**	**$6,614,280**	**$2,586,530**	**($268,493)**
ENDING BALANCE						
3400 Other Funds Ltd	(7,911,778)	(1,359,867)	2,672,999	(6,614,280)	(2,586,530)	(24,100)
TOTAL ENDING BALANCE	**($7,911,778)**	**($1,359,867)**	**$2,672,999**	**($6,614,280)**	**($2,586,530)**	**($24,100)**

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		
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3221 Pension Obligation Bond						
3400 Other Funds Ltd	42,874	42,874	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	6,959	6,959	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	49,833	49,833	-	-		
TOTAL OTHER PAYROLL EXPENSES	**$49,833**	**$49,833**	-	-		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	210,129	210,129	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	259,962	259,962	-	-		
TOTAL PERSONAL SERVICES	**$259,962**	**$259,962**	-	-		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	2,149	-	-	2,149		
4125 Out of State Travel						
3400 Other Funds Ltd	198	-	-	198		
4150 Employee Training						

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		
3400 Other Funds Ltd	152	-	-	152		
4175 Office Expenses						
3400 Other Funds Ltd	525,834	-	(6,000)	531,834		
4200 Telecommunications						
3400 Other Funds Ltd	2,316	-	-	2,316		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	46,246	-	-	46,246		
4250 Data Processing						
3400 Other Funds Ltd	6,699	-	-	6,699		
4275 Publicity and Publications						
3400 Other Funds Ltd	666	-	-	666		
4300 Professional Services						
3400 Other Funds Ltd	636	-	-	636		
4315 IT Professional Services						
3400 Other Funds Ltd	607	-	-	607		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	348	-	-	348		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	87	-	-	87		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	2,409	-	-	2,409		
4450 Fuels and Utilities						
3400 Other Funds Ltd	8,608	-	-	8,608		

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		
4475 Facilities Maintenance						
3400 Other Funds Ltd	1,125	-	-	1,125		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	(1,042)	-	(6,000)	4,958		
4650 Other Services and Supplies						
3400 Other Funds Ltd	345	-	-	345		
4715 IT Expendable Property						
3400 Other Funds Ltd	475	-	-	475		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	597,858	-	(12,000)	609,858		
TOTAL SERVICES & SUPPLIES	**$597,858**	**-**	**($12,000)**	**$609,858**		
CAPITAL OUTLAY						
5400 Automotive and Aircraft						
3400 Other Funds Ltd	(25,000)	-	(25,000)	-		
EXPENDITURES						
3400 Other Funds Ltd	832,820	259,962	(37,000)	609,858		
TOTAL EXPENDITURES	**$832,820**	**$259,962**	**($37,000)**	**$609,858**		
ENDING BALANCE						
3400 Other Funds Ltd	(832,820)	(259,962)	37,000	(609,858)		
TOTAL ENDING BALANCE	**($832,820)**	**($259,962)**	**$37,000**	**($609,858)**		

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		
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3221 Pension Obligation Bond						
3400 Other Funds Ltd	178,167	178,167	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	13,816	13,816	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	191,983	191,983	-	-		
TOTAL OTHER PAYROLL EXPENSES	**$191,983**	**$191,983**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	418,112	418,112	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	610,095	610,095	-	-		
TOTAL PERSONAL SERVICES	**$610,095**	**$610,095**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	8,092	-	-	8,092		
4125 Out of State Travel						
3400 Other Funds Ltd	477	-	-	477		
4150 Employee Training						

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		
3400 Other Funds Ltd	9,824	-	-	9,824		
4175 Office Expenses						
3400 Other Funds Ltd	(5,403)	-	(17,000)	11,597		
4200 Telecommunications						
3400 Other Funds Ltd	10,977	-	-	10,977		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	76,699	-	-	76,699		
4250 Data Processing						
3400 Other Funds Ltd	1,104	-	-	1,104		
4275 Publicity and Publications						
3400 Other Funds Ltd	2,299	-	-	2,299		
4300 Professional Services						
3400 Other Funds Ltd	12,445	-	-	12,445		
4315 IT Professional Services						
3400 Other Funds Ltd	2,972	-	-	2,972		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	328	-	-	328		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	348	-	-	348		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	17,947	-	-	17,947		
4450 Fuels and Utilities						
3400 Other Funds Ltd	849	-	-	849		

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		
4475 Facilities Maintenance						
3400 Other Funds Ltd	679	-	-	679		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	(23,436)	-	(25,000)	1,564		
4650 Other Services and Supplies						
3400 Other Funds Ltd	440	-	-	440		
4715 IT Expendable Property						
3400 Other Funds Ltd	1,168	-	-	1,168		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	117,809	-	(42,000)	159,809		
TOTAL SERVICES & SUPPLIES	**$117,809**	**-**	**($42,000)**	**$159,809**		
EXPENDITURES						
3400 Other Funds Ltd	727,904	610,095	(42,000)	159,809		
TOTAL EXPENDITURES	**$727,904**	**$610,095**	**($42,000)**	**$159,809**		
ENDING BALANCE						
3400 Other Funds Ltd	(727,904)	(610,095)	42,000	(159,809)		
TOTAL ENDING BALANCE	**($727,904)**	**($610,095)**	**$42,000**	**($159,809)**		

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		
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(53,276)	(53,276)	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	11,837	11,837	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(41,439)	(41,439)	-	-		
TOTAL OTHER PAYROLL EXPENSES	**($41,439)**	**($41,439)**	-	-		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	271,533	271,533	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	230,094	230,094	-	-		
TOTAL PERSONAL SERVICES	**$230,094**	**$230,094**	-	-		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	3,968	-	-	3,968		
4125 Out of State Travel						
3400 Other Funds Ltd	1,059	-	-	1,059		
4150 Employee Training						

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		
3400 Other Funds Ltd	2,247	-	-	2,247		
4175 Office Expenses						
3400 Other Funds Ltd	(2,671)	-	(14,000)	11,329		
4200 Telecommunications						
3400 Other Funds Ltd	3,992	-	-	3,992		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	33,609	-	-	33,609		
4250 Data Processing						
3400 Other Funds Ltd	14,916	-	-	14,916		
4275 Publicity and Publications						
3400 Other Funds Ltd	426	-	-	426		
4300 Professional Services						
3400 Other Funds Ltd	(294,477)	-	(300,000)	5,523		
4315 IT Professional Services						
3400 Other Funds Ltd	(173,430)	-	(180,000)	6,570		
4325 Attorney General						
3400 Other Funds Ltd	85,720	-	-	85,720		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	(1,603)	-	(1,896)	293		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	495	-	-	495		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	43	-	-	43		

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		
4450 Fuels and Utilities						
3400 Other Funds Ltd	13,327	-	-	13,327		
4475 Facilities Maintenance						
3400 Other Funds Ltd	(66,637)	-	(75,000)	8,363		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	513	-	-	513		
4650 Other Services and Supplies						
3400 Other Funds Ltd	6,788	-	-	6,788		
4715 IT Expendable Property						
3400 Other Funds Ltd	16,531	-	-	16,531		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	(355,184)	-	(570,896)	215,712		
TOTAL SERVICES & SUPPLIES	**($355,184)**	**-**	**($570,896)**	**$215,712**		
EXPENDITURES						
3400 Other Funds Ltd	(125,090)	230,094	(570,896)	215,712		
TOTAL EXPENDITURES	**($125,090)**	**$230,094**	**($570,896)**	**$215,712**		
ENDING BALANCE						
3400 Other Funds Ltd	125,090	(230,094)	570,896	(215,712)		
TOTAL ENDING BALANCE	**$125,090**	**($230,094)**	**$570,896**	**($215,712)**		

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
TRANSFERS OUT						
2603 Tsfr To Agriculture, Dept of						
3400 Other Funds Ltd	(292,593)	-	-	-	-	(292,593)
AVAILABLE REVENUES						
3400 Other Funds Ltd	(292,593)	-	-	-	-	(292,593)
TOTAL AVAILABLE REVENUES	**($292,593)**	**-**	**-**	**-**	**-**	**($292,593)**
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3221 Pension Obligation Bond						
3400 Other Funds Ltd	110,050	110,050	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	18,371	18,371	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	128,421	128,421	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$128,421**	**$128,421**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	39,864	39,864	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	168,285	168,285	-	-	-	-
TOTAL PERSONAL SERVICES	**$168,285**	**$168,285**	**-**	**-**	**-**	**-**

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	3,375	-	-	3,375	-	-
4125 Out of State Travel						
3400 Other Funds Ltd	602	-	-	602	-	-
4150 Employee Training						
3400 Other Funds Ltd	(15,809)	-	(19,000)	3,191	-	-
4175 Office Expenses						
3400 Other Funds Ltd	(35,464)	-	(42,588)	7,124	-	-
4200 Telecommunications						
3400 Other Funds Ltd	(2,736)	-	(5,917)	3,181	-	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	85,268	-	-	85,268	-	-
4250 Data Processing						
3400 Other Funds Ltd	3,800	-	-	3,800	-	-
4275 Publicity and Publications						
3400 Other Funds Ltd	117	-	-	117	-	-
4300 Professional Services						
3400 Other Funds Ltd	15,999	-	-	15,999	-	-
4315 IT Professional Services						
3400 Other Funds Ltd	1,514,012	-	-	43,002	1,471,010	-
4325 Attorney General						
3400 Other Funds Ltd	75,403	-	-	75,403	-	-

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	2,645	-	(1,000)	3,645	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	117	-	-	117	-	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	11,144	-	-	11,144	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	(645,204)	-	(679,500)	34,296	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	5,753	-	-	5,753	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	2,703	-	-	2,703	-	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	3,040	-	-	3,040	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	112	-	-	112	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,024,877	-	(748,005)	301,872	1,471,010	-
TOTAL SERVICES & SUPPLIES	**$1,024,877**	**-**	**($748,005)**	**$301,872**	**$1,471,010**	**-**
CAPITAL OUTLAY						
5400 Automotive and Aircraft						
3400 Other Funds Ltd	(25,000)	-	(25,000)	-	-	-
SPECIAL PAYMENTS						

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
6603 Spc Pmt to Agriculture, Dept of						
3400 Other Funds Ltd	(258,664)	-	-	9,829	-	(268,493)
EXPENDITURES						
3400 Other Funds Ltd	909,498	168,285	(773,005)	311,701	1,471,010	(268,493)
TOTAL EXPENDITURES	**$909,498**	**$168,285**	**($773,005)**	**$311,701**	**$1,471,010**	**($268,493)**
ENDING BALANCE						
3400 Other Funds Ltd	(1,202,091)	(168,285)	773,005	(311,701)	(1,471,010)	(24,100)
TOTAL ENDING BALANCE	**($1,202,091)**	**($168,285)**	**$773,005**	**($311,701)**	**($1,471,010)**	**($24,100)**

Description	Total Essential Packages	Pkg: 031 Standard Inflation Priority: 00				
EXPENDITURES						
SERVICES & SUPPLIES						
4300 Professional Services						
3400 Other Funds Ltd	5,204,951	5,204,951				
ENDING BALANCE						
3400 Other Funds Ltd	(5,204,951)	(5,204,951)				
TOTAL ENDING BALANCE	**($5,204,951)**	**($5,204,951)**				

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: 033 Exceptional Inflation Priority: 00	
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3221 Pension Obligation Bond						
3400 Other Funds Ltd	112,102	112,102	-	-	-	
3260 Mass Transit Tax						
3400 Other Funds Ltd	9,508	9,508	-	-	-	
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	121,610	121,610	-	-	-	
TOTAL OTHER PAYROLL EXPENSES	**$121,610**	**$121,610**	-	-	-	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(30,179)	(30,179)	-	-	-	
PERSONAL SERVICES						
3400 Other Funds Ltd	91,431	91,431	-	-	-	
TOTAL PERSONAL SERVICES	**$91,431**	**$91,431**	-	-	-	
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	(4,227)	-	(6,000)	1,773	-	
4150 Employee Training						
3400 Other Funds Ltd	(144,690)	-	(144,690)	-	-	
4175 Office Expenses						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 033 Exceptional Inflation Priority: 00	
3400 Other Funds Ltd	(169,832)	-	(170,706)	874	-	
4200 Telecommunications						
3400 Other Funds Ltd	(12,436)	-	(12,930)	494	-	
4225 State Gov. Service Charges						
3400 Other Funds Ltd	58,404	-	-	58,404	-	
4250 Data Processing						
3400 Other Funds Ltd	1,158,895	-	-	43,375	1,115,520	
4300 Professional Services						
3400 Other Funds Ltd	574	-	-	574	-	
4315 IT Professional Services						
3400 Other Funds Ltd	(400,000)	-	(400,000)	-	-	
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	(3,147)	-	(3,200)	53	-	
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	5,625	-	-	5,625	-	
4575 Agency Program Related S and S						
3400 Other Funds Ltd	(99,572)	-	(99,572)	-	-	
4650 Other Services and Supplies						
3400 Other Funds Ltd	1,077	-	-	1,077	-	
SERVICES & SUPPLIES						
3400 Other Funds Ltd	390,671	-	(837,098)	112,249	1,115,520	
TOTAL SERVICES & SUPPLIES	**$390,671**	**-**	**($837,098)**	**$112,249**	**$1,115,520**	
CAPITAL OUTLAY						

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: 033 Exceptional Inflation Priority: 00	
5900 Other Capital Outlay						
3400 Other Funds Ltd	(413,000)	-	(413,000)	-	-	
EXPENDITURES						
3400 Other Funds Ltd	69,102	91,431	(1,250,098)	112,249	1,115,520	
TOTAL EXPENDITURES	**$69,102**	**$91,431**	**($1,250,098)**	**$112,249**	**$1,115,520**	
ENDING BALANCE						
3400 Other Funds Ltd	(69,102)	(91,431)	1,250,098	(112,249)	(1,115,520)	
TOTAL ENDING BALANCE	**($69,102)**	**($91,431)**	**$1,250,098**	**($112,249)**	**($1,115,520)**	

DETAILED REVENUES & EXPENDITURES - POLICY PACKAGES

Description	Total Policy Packages	Pkg: 301 Information Services Enhancement Priority: 01	Pkg: 102 Distilled Spirits Shipping Capacity & Svcs Priority: 02	Pkg: 203 License Fees Increase Priority: 03	Pkg: 304 Distilled Spirits Shipping Capacity & Svcs Priority: 04	Pkg: 205 Statewide Dispatch Services Priority: 05
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	9,710,403	-	-	9,172,403	-	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	9,710,403	-	-	9,172,403	-	-
TOTAL AVAILABLE REVENUES	**$9,710,403**	-	-	**$9,172,403**	-	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	5,136,432	1,007,400	850,752	-	-	-
3160 Temporary Appointments						
3400 Other Funds Ltd	300,000	-	300,000	-	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	5,436,432	1,007,400	1,150,752	-	-	-
TOTAL SALARIES & WAGES	**$5,436,432**	**$1,007,400**	**$1,150,752**	-	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	2,745	427	671	-	-	-
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	929,192	182,241	153,902	-	-	-

Description	Total Policy Packages	Pkg: 301 Information Services Enhancement Priority: 01	Pkg: 102 Distilled Spirits Shipping Capacity & Svcs Priority: 02	Pkg: 203 License Fees Increase Priority: 03	Pkg: 304 Distilled Spirits Shipping Capacity & Svcs Priority: 04	Pkg: 205 Statewide Dispatch Services Priority: 05
3230 Social Security Taxes						
3400 Other Funds Ltd	415,889	77,066	88,034	-	-	-
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	2,610	406	638	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	30,821	6,047	5,104	-	-	-
3270 Flexible Benefits						
3400 Other Funds Ltd	1,583,280	246,288	387,024	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	2,964,537	512,475	635,373	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$2,964,537**	**$512,475**	**$635,373**	**-**	**-**	**-**
PERSONAL SERVICES						
3400 Other Funds Ltd	8,400,969	1,519,875	1,786,125	-	-	-
TOTAL PERSONAL SERVICES	**$8,400,969**	**$1,519,875**	**$1,786,125**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	30,000	-	-	-	-	-
4150 Employee Training						
3400 Other Funds Ltd	86,670	7,000	1,000	-	-	-
4175 Office Expenses						
3400 Other Funds Ltd	30,000	7,000	1,000	-	-	-
4200 Telecommunications						

Description	Total Policy Packages	Pkg: 301 Information Services Enhancement Priority: 01	Pkg: 102 Distilled Spirits Shipping Capacity & Svcs Priority: 02	Pkg: 203 License Fees Increase Priority: 03	Pkg: 304 Distilled Spirits Shipping Capacity & Svcs Priority: 04	Pkg: 205 Statewide Dispatch Services Priority: 05
3400 Other Funds Ltd	1,292,256	14,000	2,000	-	-	1,072,596
4250 Data Processing						
3400 Other Funds Ltd	62,500	10,500	1,500	-	-	-
4275 Publicity and Publications						
3400 Other Funds Ltd	400,000	-	-	-	-	-
4300 Professional Services						
3400 Other Funds Ltd	6,400,000	-	-	-	-	-
4315 IT Professional Services						
3400 Other Funds Ltd	6,073,000	6,000,000	-	-	-	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	607,880	121,576	17,368	-	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	329,280	-	-	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	78,000	7,000	49,000	-	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	100,680	15,869	2,267	-	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	15,490,266	6,182,945	74,135	-	-	1,072,596
TOTAL SERVICES & SUPPLIES	**$15,490,266**	**$6,182,945**	**$74,135**	-	-	**$1,072,596**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	269,325	53,865	7,695	-	-	-

Description	Total Policy Packages	Pkg: 301 Information Services Enhancement Priority: 01	Pkg: 102 Distilled Spirits Shipping Capacity & Svcs Priority: 02	Pkg: 203 License Fees Increase Priority: 03	Pkg: 304 Distilled Spirits Shipping Capacity & Svcs Priority: 04	Pkg: 205 Statewide Dispatch Services Priority: 05
5200 Technical Equipment						
3400 Other Funds Ltd	90,000	-	90,000	-	-	-
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	120,000	-	120,000	-	-	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	318,330	-	35,000	-	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	200,000	200,000	-	-	-	-
5700 Building Structures						
3010 Other Funds Cap Improve	4,300,000	-	-	-	4,300,000	-
3400 Other Funds Ltd	131,000	-	131,000	-	-	-
All Funds	4,431,000	-	131,000	-	4,300,000	-
5850 Contingencies						
3010 Other Funds Cap Improve	1,934,000	-	-	-	1,934,000	-
CAPITAL OUTLAY						
3010 Other Funds Cap Improve	6,234,000	-	-	-	6,234,000	-
3400 Other Funds Ltd	1,128,655	253,865	383,695	-	-	-
TOTAL CAPITAL OUTLAY	**$7,362,655**	**$253,865**	**$383,695**	**-**	**$6,234,000**	**-**
EXPENDITURES						
3010 Other Funds Cap Improve	6,234,000	-	-	-	6,234,000	-
3400 Other Funds Ltd	25,019,890	7,956,685	2,243,955	-	-	1,072,596
TOTAL EXPENDITURES	**$31,253,890**	**$7,956,685**	**$2,243,955**	**-**	**$6,234,000**	**$1,072,596**

Description	Total Policy Packages	Pkg: 301 Information Services Enhancement Priority: 01	Pkg: 102 Distilled Spirits Shipping Capacity & Svcs Priority: 02	Pkg: 203 License Fees Increase Priority: 03	Pkg: 304 Distilled Spirits Shipping Capacity & Svcs Priority: 04	Pkg: 205 Statewide Dispatch Services Priority: 05
ENDING BALANCE						
3010 Other Funds Cap Improve	(6,234,000)	-	-	-	(6,234,000)	-
3400 Other Funds Ltd	(15,309,487)	(7,956,685)	(2,243,955)	9,172,403	-	(1,072,596)
TOTAL ENDING BALANCE	**($21,543,487)**	**($7,956,685)**	**($2,243,955)**	**$9,172,403**	**($6,234,000)**	**($1,072,596)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	45	7	11	-	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	45.00	7.00	11.00	-	-	-

Description	Pkg: 206 Licensing Staff Fulfillment Priority: 06	Pkg: 207 Public Safety Staff Fulfillment Priority: 07	Pkg: 408 Marijuana Program Enhancement Priority: 08	Pkg: 209 Regulatory Specialist Reclass Priority: 09	Pkg: 310 Financial Services Staff Fulfillment Priority: 10	Pkg: 311 Administration and Communication Outreach Priority: 11
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	-	-	460,000	-	-	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	-	-	460,000	-	-	-
TOTAL AVAILABLE REVENUES	-	-	**$460,000**	-	-	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	673,632	226,752	1,256,160	519,840	247,392	272,832
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	427	122	732	-	183	122
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	121,860	41,020	227,242	94,044	44,753	49,356
3230 Social Security Taxes						
3400 Other Funds Ltd	51,533	17,346	96,095	39,770	18,926	20,871
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	406	116	696	-	174	116
3260 Mass Transit Tax						
3400 Other Funds Ltd	4,042	1,360	7,536	3,120	1,485	1,637

Description	Pkg: 206 Licensing Staff Fulfillment Priority: 06	Pkg: 207 Public Safety Staff Fulfillment Priority: 07	Pkg: 408 Marijuana Program Enhancement Priority: 08	Pkg: 209 Regulatory Specialist Reclass Priority: 09	Pkg: 310 Financial Services Staff Fulfillment Priority: 10	Pkg: 311 Administration and Communication Outreach Priority: 11
3270 Flexible Benefits						
3400 Other Funds Ltd	246,288	70,368	422,208	-	105,552	70,368
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	424,556	130,332	754,509	136,934	171,073	142,470
TOTAL OTHER PAYROLL EXPENSES	**$424,556**	**$130,332**	**$754,509**	**$136,934**	**$171,073**	**$142,470**
PERSONAL SERVICES						
3400 Other Funds Ltd	1,098,188	357,084	2,010,669	656,774	418,465	415,302
TOTAL PERSONAL SERVICES	**$1,098,188**	**$357,084**	**$2,010,669**	**$656,774**	**$418,465**	**$415,302**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	-	6,000	24,000	-	-	-
4150 Employee Training						
3400 Other Funds Ltd	7,000	12,334	53,336	-	3,000	2,000
4175 Office Expenses						
3400 Other Funds Ltd	7,000	1,000	8,000	-	3,000	2,000
4200 Telecommunications						
3400 Other Funds Ltd	14,000	119,180	58,480	-	6,000	4,000
4250 Data Processing						
3400 Other Funds Ltd	10,500	2,000	14,000	-	19,500	3,000
4275 Publicity and Publications						
3400 Other Funds Ltd	-	-	200,000	-	-	200,000
4315 IT Professional Services						

Description	Pkg: 206 Licensing Staff Fulfillment Priority: 06	Pkg: 207 Public Safety Staff Fulfillment Priority: 07	Pkg: 408 Marijuana Program Enhancement Priority: 08	Pkg: 209 Regulatory Specialist Reclass Priority: 09	Pkg: 310 Financial Services Staff Fulfillment Priority: 10	Pkg: 311 Administration and Communication Outreach Priority: 11
3400 Other Funds Ltd	-	-	-	-	-	73,000
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	121,576	34,736	208,416	-	52,104	34,736
4575 Agency Program Related S and S						
3400 Other Funds Ltd	-	307,776	21,504	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	7,000	1,000	8,000	-	3,000	2,000
4715 IT Expendable Property						
3400 Other Funds Ltd	15,869	4,534	27,204	-	28,136	4,534
SERVICES & SUPPLIES						
3400 Other Funds Ltd	182,945	488,560	622,940	-	114,740	325,270
TOTAL SERVICES & SUPPLIES	**$182,945**	**$488,560**	**$622,940**	**-**	**$114,740**	**$325,270**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	53,865	15,390	92,340	-	23,085	15,390
5400 Automotive and Aircraft						
3400 Other Funds Ltd	-	56,666	226,664	-	-	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	53,865	72,056	319,004	-	23,085	15,390
TOTAL CAPITAL OUTLAY	**$53,865**	**$72,056**	**$319,004**	**-**	**$23,085**	**$15,390**
EXPENDITURES						
3400 Other Funds Ltd	1,334,998	917,700	2,952,613	656,774	556,290	755,962

Description	Pkg: 206 Licensing Staff Fulfillment Priority: 06	Pkg: 207 Public Safety Staff Fulfillment Priority: 07	Pkg: 408 Marijuana Program Enhancement Priority: 08	Pkg: 209 Regulatory Specialist Reclass Priority: 09	Pkg: 310 Financial Services Staff Fulfillment Priority: 10	Pkg: 311 Administration and Communication Outreach Priority: 11
TOTAL EXPENDITURES	**$1,334,998**	**$917,700**	**$2,952,613**	**$656,774**	**$556,290**	**$755,962**
ENDING BALANCE						
3400 Other Funds Ltd	(1,334,998)	(917,700)	(2,492,613)	(656,774)	(556,290)	(755,962)
TOTAL ENDING BALANCE	**($1,334,998)**	**($917,700)**	**($2,492,613)**	**($656,774)**	**($556,290)**	**($755,962)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	7	2	12	-	3	2
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	7.00	2.00	12.00	-	3.00	2.00

Description	Pkg: 112 Move Agency Bank Card Costs Priority: 12	Pkg: 113 Increase Licensee Comp Rates Priority: 13	Pkg: 215 Bottle Bill Regulation & Funding Priority: 15			
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	-	-	78,000			
AVAILABLE REVENUES						
3400 Other Funds Ltd	-	-	78,000			
TOTAL AVAILABLE REVENUES	-	-	**$78,000**			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	-	-	81,672			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	-	-	61			
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	-	-	14,774			
3230 Social Security Taxes						
3400 Other Funds Ltd	-	-	6,248			
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	-	-	58			
3260 Mass Transit Tax						
3400 Other Funds Ltd	-	-	490			

Description	Pkg: 112 Move Agency Bank Card Costs Priority: 12	Pkg: 113 Increase Licensee Comp Rates Priority: 13	Pkg: 215 Bottle Bill Regulation & Funding Priority: 15			
3270 Flexible Benefits						
3400 Other Funds Ltd	-	-	35,184			
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	-	-	56,815			
TOTAL OTHER PAYROLL EXPENSES	**-**	**-**	**$56,815**			
PERSONAL SERVICES						
3400 Other Funds Ltd	-	-	138,487			
TOTAL PERSONAL SERVICES	**-**	**-**	**$138,487**			
SERVICES & SUPPLIES						
4150 Employee Training						
3400 Other Funds Ltd	-	-	1,000			
4175 Office Expenses						
3400 Other Funds Ltd	-	-	1,000			
4200 Telecommunications						
3400 Other Funds Ltd	-	-	2,000			
4250 Data Processing						
3400 Other Funds Ltd	-	-	1,500			
4300 Professional Services						
3400 Other Funds Ltd	-	6,400,000	-			
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	-	-	17,368			
4650 Other Services and Supplies						

Description	Pkg: 112 Move Agency Bank Card Costs Priority: 12	Pkg: 113 Increase Licensee Comp Rates Priority: 13	Pkg: 215 Bottle Bill Regulation & Funding Priority: 15			
3400 Other Funds Ltd	-	-	1,000			
4715 IT Expendable Property						
3400 Other Funds Ltd	-	-	2,267			
SERVICES & SUPPLIES						
3400 Other Funds Ltd	-	6,400,000	26,135			
TOTAL SERVICES & SUPPLIES	**-**	**$6,400,000**	**$26,135**			
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	-	-	7,695			
EXPENDITURES						
3400 Other Funds Ltd	-	6,400,000	172,317			
TOTAL EXPENDITURES	**-**	**$6,400,000**	**$172,317**			
ENDING BALANCE						
3400 Other Funds Ltd	-	(6,400,000)	(94,317)			
TOTAL ENDING BALANCE	**-**	**($6,400,000)**	**($94,317)**			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	-	1			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	-	1.00			

Description	Total Policy Packages	Pkg: 102 Distilled Spirits Shipping Capacity & Svcs Priority: 02	Pkg: 112 Move Agency Bank Card Costs Priority: 12			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	850,752	850,752	-			
3160 Temporary Appointments						
3400 Other Funds Ltd	300,000	300,000	-			
SALARIES & WAGES						
3400 Other Funds Ltd	1,150,752	1,150,752	-			
TOTAL SALARIES & WAGES	**$1,150,752**	**$1,150,752**	**-**			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	671	671	-			
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	153,902	153,902	-			
3230 Social Security Taxes						
3400 Other Funds Ltd	88,034	88,034	-			
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	638	638	-			
3260 Mass Transit Tax						
3400 Other Funds Ltd	5,104	5,104	-			
3270 Flexible Benefits						
3400 Other Funds Ltd	387,024	387,024	-			

Description	Total Policy Packages	Pkg: 102 Distilled Spirits Shipping Capacity & Svcs Priority: 02	Pkg: 112 Move Agency Bank Card Costs Priority: 12			
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	635,373	635,373	-			
TOTAL OTHER PAYROLL EXPENSES	**$635,373**	**$635,373**	**-**			
PERSONAL SERVICES						
3400 Other Funds Ltd	1,786,125	1,786,125	-			
TOTAL PERSONAL SERVICES	**$1,786,125**	**$1,786,125**	**-**			
SERVICES & SUPPLIES						
4150 Employee Training						
3400 Other Funds Ltd	1,000	1,000	-			
4175 Office Expenses						
3400 Other Funds Ltd	(7,349,000)	1,000	(7,350,000)			
4200 Telecommunications						
3400 Other Funds Ltd	2,000	2,000	-			
4250 Data Processing						
3400 Other Funds Ltd	1,500	1,500	-			
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	17,368	17,368	-			
4650 Other Services and Supplies						
3400 Other Funds Ltd	49,000	49,000	-			
4715 IT Expendable Property						
3400 Other Funds Ltd	2,267	2,267	-			
SERVICES & SUPPLIES						

Description	Total Policy Packages	Pkg: 102 Distilled Spirits Shipping Capacity & Svcs Priority: 02	Pkg: 112 Move Agency Bank Card Costs Priority: 12			
3400 Other Funds Ltd	(7,275,865)	74,135	(7,350,000)			
TOTAL SERVICES & SUPPLIES	**($7,275,865)**	**$74,135**	**($7,350,000)**			
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	7,695	7,695	-			
5200 Technical Equipment						
3400 Other Funds Ltd	90,000	90,000	-			
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	120,000	120,000	-			
5400 Automotive and Aircraft						
3400 Other Funds Ltd	35,000	35,000	-			
5700 Building Structures						
3400 Other Funds Ltd	131,000	131,000	-			
CAPITAL OUTLAY						
3400 Other Funds Ltd	383,695	383,695	-			
TOTAL CAPITAL OUTLAY	**$383,695**	**$383,695**	**-**			
EXPENDITURES						
3400 Other Funds Ltd	(5,106,045)	2,243,955	(7,350,000)			
TOTAL EXPENDITURES	**($5,106,045)**	**$2,243,955**	**($7,350,000)**			
ENDING BALANCE						
3400 Other Funds Ltd	5,106,045	(2,243,955)	7,350,000			
TOTAL ENDING BALANCE	**$5,106,045**	**($2,243,955)**	**$7,350,000**			

Description	Total Policy Packages	Pkg: 102 Distilled Spirits Shipping Capacity & Svcs Priority: 02	Pkg: 112 Move Agency Bank Card Costs Priority: 12			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	11	11	-			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	11.00	11.00	-			

Description	Total Policy Packages	Pkg: 203 License Fees Increase Priority: 03	Pkg: 205 Statewide Dispatch Services Priority: 05	Pkg: 206 Licensing Staff Fulfillment Priority: 06	Pkg: 207 Public Safety Staff Fulfillment Priority: 07	Pkg: 209 Regulatory Specialist Reclass Priority: 09
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	9,250,403	9,172,403	-	-	-	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	9,250,403	9,172,403	-	-	-	-
TOTAL AVAILABLE REVENUES	**$9,250,403**	**$9,172,403**	-	-	-	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,302,312	-	-	673,632	226,752	320,256
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	610	-	-	427	122	-
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	235,591	-	-	121,860	41,020	57,937
3230 Social Security Taxes						
3400 Other Funds Ltd	99,628	-	-	51,533	17,346	24,501
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	580	-	-	406	116	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	7,815	-	-	4,042	1,360	1,923

Description	Total Policy Packages	Pkg: 203 License Fees Increase Priority: 03	Pkg: 205 Statewide Dispatch Services Priority: 05	Pkg: 206 Licensing Staff Fulfillment Priority: 06	Pkg: 207 Public Safety Staff Fulfillment Priority: 07	Pkg: 209 Regulatory Specialist Reclass Priority: 09
3270 Flexible Benefits						
3400 Other Funds Ltd	351,840	-	-	246,288	70,368	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	696,064	-	-	424,556	130,332	84,361
TOTAL OTHER PAYROLL EXPENSES	**$696,064**	**-**	**-**	**$424,556**	**$130,332**	**$84,361**
PERSONAL SERVICES						
3400 Other Funds Ltd	1,998,376	-	-	1,098,188	357,084	404,617
TOTAL PERSONAL SERVICES	**$1,998,376**	**-**	**-**	**$1,098,188**	**$357,084**	**$404,617**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	6,000	-	-	-	6,000	-
4150 Employee Training						
3400 Other Funds Ltd	20,334	-	-	7,000	12,334	-
4175 Office Expenses						
3400 Other Funds Ltd	9,000	-	-	7,000	1,000	-
4200 Telecommunications						
3400 Other Funds Ltd	720,096	-	584,916	14,000	119,180	-
4250 Data Processing						
3400 Other Funds Ltd	14,000	-	-	10,500	2,000	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	173,680	-	-	121,576	34,736	-
4575 Agency Program Related S and S						

Description	Total Policy Packages	Pkg: 203 License Fees Increase Priority: 03	Pkg: 205 Statewide Dispatch Services Priority: 05	Pkg: 206 Licensing Staff Fulfillment Priority: 06	Pkg: 207 Public Safety Staff Fulfillment Priority: 07	Pkg: 209 Regulatory Specialist Reclass Priority: 09
3400 Other Funds Ltd	307,776	-	-	-	307,776	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	9,000	-	-	7,000	1,000	-
4715 IT Expendable Property						
3400 Other Funds Ltd	22,670	-	-	15,869	4,534	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,282,556	-	584,916	182,945	488,560	-
TOTAL SERVICES & SUPPLIES	**$1,282,556**	**-**	**$584,916**	**$182,945**	**$488,560**	**-**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	76,950	-	-	53,865	15,390	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	56,666	-	-	-	56,666	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	133,616	-	-	53,865	72,056	-
TOTAL CAPITAL OUTLAY	**$133,616**	**-**	**-**	**$53,865**	**$72,056**	**-**
EXPENDITURES						
3400 Other Funds Ltd	3,414,548	-	584,916	1,334,998	917,700	404,617
TOTAL EXPENDITURES	**$3,414,548**	**-**	**$584,916**	**$1,334,998**	**$917,700**	**$404,617**
ENDING BALANCE						
3400 Other Funds Ltd	5,835,855	9,172,403	(584,916)	(1,334,998)	(917,700)	(404,617)
TOTAL ENDING BALANCE	**$5,835,855**	**$9,172,403**	**($584,916)**	**($1,334,998)**	**($917,700)**	**($404,617)**

Description	Total Policy Packages	Pkg: 203 License Fees Increase Priority: 03	Pkg: 205 Statewide Dispatch Services Priority: 05	Pkg: 206 Licensing Staff Fulfillment Priority: 06	Pkg: 207 Public Safety Staff Fulfillment Priority: 07	Pkg: 209 Regulatory Specialist Reclass Priority: 09
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	10	-	-	7	2	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	10.00	-	-	7.00	2.00	-

Description	Pkg: 215 Bottle Bill Regulation & Funding Priority: 15					
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	78,000					
AVAILABLE REVENUES						
3400 Other Funds Ltd	78,000					
TOTAL AVAILABLE REVENUES	$78,000					
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	81,672					
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	61					
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	14,774					
3230 Social Security Taxes						
3400 Other Funds Ltd	6,248					
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	58					
3260 Mass Transit Tax						
3400 Other Funds Ltd	490					

Description	Pkg: 215 Bottle Bill Regulation & Funding Priority: 15					
3270 Flexible Benefits						
3400 Other Funds Ltd	35,184					
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	56,815					
TOTAL OTHER PAYROLL EXPENSES	**$56,815**					
PERSONAL SERVICES						
3400 Other Funds Ltd	138,487					
TOTAL PERSONAL SERVICES	**$138,487**					
SERVICES & SUPPLIES						
4150 Employee Training						
3400 Other Funds Ltd	1,000					
4175 Office Expenses						
3400 Other Funds Ltd	1,000					
4200 Telecommunications						
3400 Other Funds Ltd	2,000					
4250 Data Processing						
3400 Other Funds Ltd	1,500					
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	17,368					
4650 Other Services and Supplies						
3400 Other Funds Ltd	1,000					
4715 IT Expendable Property						

Description	Pkg: 215 Bottle Bill Regulation & Funding Priority: 15					
3400 Other Funds Ltd	2,267					
SERVICES & SUPPLIES						
3400 Other Funds Ltd	26,135					
TOTAL SERVICES & SUPPLIES	**$26,135**					
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	7,695					
EXPENDITURES						
3400 Other Funds Ltd	172,317					
TOTAL EXPENDITURES	**$172,317**					
ENDING BALANCE						
3400 Other Funds Ltd	(94,317)					
TOTAL ENDING BALANCE	**($94,317)**					
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1					
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	1.00					

Description	Total Policy Packages	Pkg: 301 Information Services Enhancement Priority: 01	Pkg: 310 Financial Services Staff Fulfillment Priority: 10	Pkg: 311 Administration and Communication Outreach Priority: 11		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,527,624	1,007,400	247,392	272,832		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	732	427	183	122		
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	276,350	182,241	44,753	49,356		
3230 Social Security Taxes						
3400 Other Funds Ltd	116,863	77,066	18,926	20,871		
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	696	406	174	116		
3260 Mass Transit Tax						
3400 Other Funds Ltd	9,169	6,047	1,485	1,637		
3270 Flexible Benefits						
3400 Other Funds Ltd	422,208	246,288	105,552	70,368		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	826,018	512,475	171,073	142,470		
TOTAL OTHER PAYROLL EXPENSES	**$826,018**	**$512,475**	**$171,073**	**$142,470**		
PERSONAL SERVICES						
3400 Other Funds Ltd	2,353,642	1,519,875	418,465	415,302		

Description	Total Policy Packages	Pkg: 301 Information Services Enhancement Priority: 01	Pkg: 310 Financial Services Staff Fulfillment Priority: 10	Pkg: 311 Administration and Communication Outreach Priority: 11		
TOTAL PERSONAL SERVICES	**$2,353,642**	**$1,519,875**	**$418,465**	**$415,302**		
SERVICES & SUPPLIES						
4150 Employee Training						
3400 Other Funds Ltd	12,000	7,000	3,000	2,000		
4175 Office Expenses						
3400 Other Funds Ltd	12,000	7,000	3,000	2,000		
4200 Telecommunications						
3400 Other Funds Ltd	24,000	14,000	6,000	4,000		
4250 Data Processing						
3400 Other Funds Ltd	33,000	10,500	19,500	3,000		
4275 Publicity and Publications						
3400 Other Funds Ltd	200,000	-	-	200,000		
4315 IT Professional Services						
3400 Other Funds Ltd	6,073,000	6,000,000	-	73,000		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	208,416	121,576	52,104	34,736		
4650 Other Services and Supplies						
3400 Other Funds Ltd	12,000	7,000	3,000	2,000		
4715 IT Expendable Property						
3400 Other Funds Ltd	48,539	15,869	28,136	4,534		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	6,622,955	6,182,945	114,740	325,270		

Description	Total Policy Packages	Pkg: 301 Information Services Enhancement Priority: 01	Pkg: 310 Financial Services Staff Fulfillment Priority: 10	Pkg: 311 Administration and Communication Outreach Priority: 11		
TOTAL SERVICES & SUPPLIES	**$6,622,955**	**$6,182,945**	**$114,740**	**$325,270**		
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	92,340	53,865	23,085	15,390		
5600 Data Processing Hardware						
3400 Other Funds Ltd	200,000	200,000	-	-		
CAPITAL OUTLAY						
3400 Other Funds Ltd	292,340	253,865	23,085	15,390		
TOTAL CAPITAL OUTLAY	**$292,340**	**$253,865**	**$23,085**	**$15,390**		
EXPENDITURES						
3400 Other Funds Ltd	9,268,937	7,956,685	556,290	755,962		
TOTAL EXPENDITURES	**$9,268,937**	**$7,956,685**	**$556,290**	**$755,962**		
ENDING BALANCE						
3400 Other Funds Ltd	(9,268,937)	(7,956,685)	(556,290)	(755,962)		
TOTAL ENDING BALANCE	**($9,268,937)**	**($7,956,685)**	**($556,290)**	**($755,962)**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	12	7	3	2		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	12.00	7.00	3.00	2.00		

Description	Total Policy Packages	Pkg: 205 Statewide Dispatch Services Priority: 05	Pkg: 408 Marijuana Program Enhancement Priority: 08	Pkg: 209 Regulatory Specialist Reclass Priority: 09		
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	460,000	-	460,000	-		
AVAILABLE REVENUES						
3400 Other Funds Ltd	460,000	-	460,000	-		
TOTAL AVAILABLE REVENUES	**$460,000**	-	**$460,000**	-		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,455,744	-	1,256,160	199,584		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	732	-	732	-		
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	263,349	-	227,242	36,107		
3230 Social Security Taxes						
3400 Other Funds Ltd	111,364	-	96,095	15,269		
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	696	-	696	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	8,733	-	7,536	1,197		

Description	Total Policy Packages	Pkg: 205 Statewide Dispatch Services Priority: 05	Pkg: 408 Marijuana Program Enhancement Priority: 08	Pkg: 209 Regulatory Specialist Reclass Priority: 09		
3270 Flexible Benefits						
3400 Other Funds Ltd	422,208	-	422,208	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	807,082	-	754,509	52,573		
TOTAL OTHER PAYROLL EXPENSES	**$807,082**	**-**	**$754,509**	**$52,573**		
PERSONAL SERVICES						
3400 Other Funds Ltd	2,262,826	-	2,010,669	252,157		
TOTAL PERSONAL SERVICES	**$2,262,826**	**-**	**$2,010,669**	**$252,157**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	24,000	-	24,000	-		
4150 Employee Training						
3400 Other Funds Ltd	53,336	-	53,336	-		
4175 Office Expenses						
3400 Other Funds Ltd	8,000	-	8,000	-		
4200 Telecommunications						
3400 Other Funds Ltd	351,088	292,608	58,480	-		
4250 Data Processing						
3400 Other Funds Ltd	14,000	-	14,000	-		
4275 Publicity and Publications						
3400 Other Funds Ltd	200,000	-	200,000	-		
4425 Facilities Rental and Taxes						

Description	Total Policy Packages	Pkg: 205 Statewide Dispatch Services Priority: 05	Pkg: 408 Marijuana Program Enhancement Priority: 08	Pkg: 209 Regulatory Specialist Reclass Priority: 09		
3400 Other Funds Ltd	208,416	-	208,416	-		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	21,504	-	21,504	-		
4650 Other Services and Supplies						
3400 Other Funds Ltd	8,000	-	8,000	-		
4715 IT Expendable Property						
3400 Other Funds Ltd	27,204	-	27,204	-		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	915,548	292,608	622,940	-		
TOTAL SERVICES & SUPPLIES	**$915,548**	**$292,608**	**$622,940**	**-**		
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	92,340	-	92,340	-		
5400 Automotive and Aircraft						
3400 Other Funds Ltd	226,664	-	226,664	-		
CAPITAL OUTLAY						
3400 Other Funds Ltd	319,004	-	319,004	-		
TOTAL CAPITAL OUTLAY	**$319,004**	**-**	**$319,004**	**-**		
EXPENDITURES						
3400 Other Funds Ltd	3,497,378	292,608	2,952,613	252,157		
TOTAL EXPENDITURES	**$3,497,378**	**$292,608**	**$2,952,613**	**$252,157**		
ENDING BALANCE						

Description	Total Policy Packages	Pkg: 205 Statewide Dispatch Services Priority: 05	Pkg: 408 Marijuana Program Enhancement Priority: 08	Pkg: 209 Regulatory Specialist Reclass Priority: 09		
3400 Other Funds Ltd	(3,037,378)	(292,608)	(2,492,613)	(252,157)		
TOTAL ENDING BALANCE	**($3,037,378)**	**($292,608)**	**($2,492,613)**	**($252,157)**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	12	-	12	-		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	12.00	-	12.00	-		

Description	Total Policy Packages	Pkg: 112 Move Agency Bank Card Costs Priority: 12	Pkg: 113 Increase Licensee Comp Rates Priority: 13			
EXPENDITURES						
SERVICES & SUPPLIES						
4175 Office Expenses						
3400 Other Funds Ltd	7,350,000	7,350,000	-			
4300 Professional Services						
3400 Other Funds Ltd	6,400,000	-	6,400,000			
SERVICES & SUPPLIES						
3400 Other Funds Ltd	13,750,000	7,350,000	6,400,000			
TOTAL SERVICES & SUPPLIES	**$13,750,000**	**$7,350,000**	**$6,400,000**			
ENDING BALANCE						
3400 Other Funds Ltd	(13,750,000)	(7,350,000)	(6,400,000)			
TOTAL ENDING BALANCE	**($13,750,000)**	**($7,350,000)**	**($6,400,000)**			

Description	Total Policy Packages	Pkg: 205 Statewide Dispatch Services Priority: 05				
EXPENDITURES						
SERVICES & SUPPLIES						
4200 Telecommunications						
3400 Other Funds Ltd	195,072	195,072				
ENDING BALANCE						
3400 Other Funds Ltd	(195,072)	(195,072)				
TOTAL ENDING BALANCE	**($195,072)**	**($195,072)**				

Description	Total Policy Packages	Pkg: 304 Distilled Spirits Shipping Capacity & Svcs Priority: 04				
EXPENDITURES						
CAPITAL OUTLAY						
5700 Building Structures						
3010 Other Funds Cap Improve	4,300,000	4,300,000				
5850 Contingencies						
3010 Other Funds Cap Improve	1,934,000	1,934,000				
CAPITAL OUTLAY						
3010 Other Funds Cap Improve	6,234,000	6,234,000				
TOTAL CAPITAL OUTLAY	**$6,234,000**	**$6,234,000**				
ENDING BALANCE						
3010 Other Funds Cap Improve	(6,234,000)	(6,234,000)				
TOTAL ENDING BALANCE	**($6,234,000)**	**($6,234,000)**				

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SUMMARY LIST by PACKAGE, by SUMMARY CROSS-REFERENCE

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0107 AP	ADMINISTRATIVE SPECIALIST 1	4	4.00	96.00	4,103.00		393,888			393,888
000	AL	C0108 AP	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	4,724.00		113,376			113,376
000	AL	C0860 AP	PROGRAM ANALYST 1	1	1.00	24.00	4,948.00		118,752			118,752
000	AL	C0861 AP	PROGRAM ANALYST 2	6	6.00	144.00	6,533.33		940,800			940,800
000	AL	C0871 AP	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,585.00		158,040			158,040
000	AL	C4137 AP	LIQUOR DISTRIBUTION WORKER 1	18	18.00	432.00	3,110.72		1,343,832			1,343,832
000	AL	C4138 AP	LIQUOR DISTRIBUTION WORKER 2	15	15.00	360.00	3,900.80		1,404,288			1,404,288
000	AL	C4139 AP	LIQUOR DISTRIBUTION EQUIP OPER	13	13.00	312.00	3,540.84		1,104,744			1,104,744
000	AL	C4409 AP	GENERAL MAINTENANCE MECHANIC	2	2.00	48.00	4,197.00		201,456			201,456
000	MESNZ	7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	9,177.00		220,248			220,248
000	MESNZ	7012 AP	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	11,696.00		280,704			280,704
000	MMN	X0108 AP	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	4,885.00		117,240			117,240
000	MMN	X1118 AP	RESEARCH ANALYST 4	1	1.00	24.00	6,862.00		164,688			164,688
000	MMS	X7002 AP	PRINCIPAL EXECUTIVE/MANAGER B	2	2.00	48.00	5,449.50		261,576			261,576
000	MMS	X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	9,177.00		220,248			220,248
000				68	68.00	1632.00	4,316.10		7,043,880			7,043,880

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
102	AL	C4137 AP	LIQUOR DISTRIBUTION WORKER 1	6	6.00	144.00	2,786.00		401,184			401,184
102	AL	C4139 AP	LIQUOR DISTRIBUTION EQUIP OPER	4	4.00	96.00	2,881.00		276,576			276,576
102	MESNZ	7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	7,208.00		172,992			172,992
102				11	11.00	264.00	3,222.54		850,752			850,752
				79	79.00	1896.00	4,163.83		7,894,632			7,894,632

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0103 AP	OFFICE SPECIALIST 1	1	1.00	24.00	3,064.00		73,536			73,536
000	AL	C0104 AP	OFFICE SPECIALIST 2	9	7.00	168.00	3,326.33		540,720			540,720
000	AL	C0107 AP	ADMINISTRATIVE SPECIALIST 1	10	10.00	240.00	3,465.80		831,792			831,792
000	AL	C0108 AP	ADMINISTRATIVE SPECIALIST 2	6	6.00	144.00	4,103.50		590,904			590,904
000	AL	C0871 AP	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	4,724.00		113,376			113,376
000	AL	C5248 AP	COMPLIANCE SPECIALIST 3	12	12.00	288.00	6,289.33		1,811,328			1,811,328
000	AL	C5723 AP	LIQUOR REGULATORY SPECIALIST	38	38.00	912.00	5,490.05		5,006,928			5,006,928
000	AL	C5732 AP	LICENSING SPECIALIST	18	18.00	432.00	5,604.11		2,420,976			2,420,976
000	MESNZ	7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	8,754.50		420,216			420,216
000	MESNZ	7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	10,121.00		242,904			242,904
000	MESNZ	7012 AP	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	8,332.00		199,968			199,968
000	MMN	X0872 AP	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,208.00		172,992			172,992
000	MMS	X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	8	8.00	192.00	7,625.12		1,464,024			1,464,024
000				108	106.00	2544.00	5,427.25		13,889,664			13,889,664

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
206	AL	C0104 AP	OFFICE SPECIALIST 2	3	3.00	72.00	2,831.00		203,832			203,832
206	AL	C0108 AP	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	3,403.00		81,672			81,672
206	AL	C0871 AP	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	4,724.00		113,376			113,376
206	MESNZ	7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	1-	1.00-	24.00-	8,332.00		199,968-			199,968-
206	MESNZ	7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	9,177.00		220,248			220,248
206	MMS	X7002 AP	PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	4,666.00		111,984			111,984
206	MMS	X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	5,937.00		142,488			142,488
206				7	7.00	168.00	4,970.22		673,632			673,632

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
207	AL	C5733	AP REGULATORY SPECIALIST	2	2.00	48.00	4,724.00		226,752			226,752
207				2	2.00	48.00	4,724.00		226,752			226,752

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
209	AL	C5723 AP	LIQUOR REGULATORY SPECIALIST	38-	38.00-	912.00-	5,490.05		5,006,928-			5,006,928-
209	AL	C5733 AP	REGULATORY SPECIALIST	38	38.00	912.00	5,841.21		5,327,184			5,327,184
209					.00	.00	5,665.63		320,256			320,256

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
215	AL	C0108	AP ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	3,403.00		81,672			81,672
215				1	1.00	24.00	3,403.00		81,672			81,672
				118	116.00	2784.00	5,481.19		15,191,976			15,191,976

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0104	AP OFFICE SPECIALIST 2	1	1.00	24.00	3,196.00		76,704			76,704
000	AL	C0107	AP ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	4,103.00		98,472			98,472
000	AL	C0108	AP ADMINISTRATIVE SPECIALIST 2	3	3.00	72.00	4,514.33		325,032			325,032
000	AL	C0211	AP ACCOUNTING TECHNICIAN 2	5	5.00	120.00	3,436.00		412,320			412,320
000	AL	C0212	AP ACCOUNTING TECHNICIAN 3	2	2.00	48.00	4,123.00		197,904			197,904
000	AL	C0759	AP SUPPLY SPECIALIST 2	2	2.00	48.00	3,737.00		179,376			179,376
000	AL	C0860	AP PROGRAM ANALYST 1	6	6.00	144.00	5,130.66		738,816			738,816
000	AL	C0864	AP PUBLIC AFFAIRS SPECIALIST 1	1	1.00	24.00	5,988.00		143,712			143,712
000	AL	C1215	AP ACCOUNTANT 1	4	4.00	96.00	4,086.25		392,280			392,280
000	AL	C1216	AP ACCOUNTANT 2	2	2.00	48.00	4,677.00		224,496			224,496
000	AL	C1217	AP ACCOUNTANT 3	5	5.00	120.00	5,983.20		717,984			717,984
000	AL	C1483	IP INFO SYSTEMS SPECIALIST 3	2	2.00	48.00	4,742.00		227,616			227,616
000	AL	C1484	IP INFO SYSTEMS SPECIALIST 4	2	2.00	48.00	5,518.00		264,864			264,864
000	AL	C1485	IP INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	6,899.00		165,576			165,576
000	AL	C1486	IP INFO SYSTEMS SPECIALIST 6	5	5.00	120.00	7,186.00		862,320			862,320
000	AL	C1487	IP INFO SYSTEMS SPECIALIST 7	2	2.00	48.00	8,165.00		391,920			391,920
000	AL	C1488	IP INFO SYSTEMS SPECIALIST 8	2	2.00	48.00	8,915.00		427,920			427,920
000	AL	C4033	AP FACILITY ENERGY TECHNICIAN 2	2	2.00	48.00	4,320.50		207,384			207,384
000	AL	C4110	AP GROUNDS MAINTENANCE WORKER 2	1	1.00	24.00	3,563.00		85,512			85,512
000	B	Y7500	AE BOARD AND COMMISSION MEMBER		.00	.00	0.00		33,600			33,600
000	MEAHZ	7014	HP PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	13,741.00		329,784			329,784
000	MENNZ	0830	AP EXECUTIVE ASSISTANT	1	1.00	24.00	6,233.00		149,592			149,592
000	MENNZ	7008	AP PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	9,177.00		220,248			220,248
000	MESNZ	7008	AP PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	7,859.50		377,256			377,256
000	MESNZ	7008	IP PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	7,561.00		181,464			181,464

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MESNZ7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	10,121.00		242,904			242,904
000	MESNZ7010 IP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	8,332.00		199,968			199,968
000	MMC X1319 AP	HUMAN RESOURCE ASSISTANT	1	1.00	24.00	3,846.00		92,304			92,304
000	MMN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	2	2.00	48.00	7,282.50		349,560			349,560
000	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,942.00		190,608			190,608
000	MMN X1118 AP	RESEARCH ANALYST 4	1	1.00	24.00	7,561.00		181,464			181,464
000	MMN X1164 AP	ECONOMIST 4	1	1.00	24.00	6,862.00		164,688			164,688
000	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	1	1.00	24.00	4,885.00		117,240			117,240
000	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	6,542.00		157,008			157,008
000	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	6,862.00		164,688			164,688
000	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	2	2.00	48.00	8,332.00		399,936			399,936
000			68	68.00	1632.00	5,366.06		9,692,520			9,692,520

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
301	AL	C1487	IP INFO SYSTEMS SPECIALIST 7	6	6.00	144.00	5,921.00		852,624			852,624
301	AL	C1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	6,449.00		154,776			154,776
301				7	7.00	168.00	5,996.42		1,007,400			1,007,400

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
310	AL	C0211	AP ACCOUNTING TECHNICIAN 2	1	1.00	24.00	3,129.00		75,096			75,096
310	AL	C0212	AP ACCOUNTING TECHNICIAN 3	1	1.00	24.00	3,262.00		78,288			78,288
310	AL	C1216	AP ACCOUNTANT 2	1	1.00	24.00	3,917.00		94,008			94,008
310				3	3.00	72.00	3,436.00		247,392			247,392

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
311	AL	C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	1	1.00	24.00	4,292.00		103,008			103,008
311	AL	C4033 AP	FACILITY ENERGY TECHNICIAN 2	1	1.00	24.00	4,097.00		98,328			98,328
311	AL	C4110 AP	GROUNDS MAINTENANCE WORKER 2	1-	1.00-	24.00-	3,563.00		85,512-			85,512-
311	MENNZ7008	AP	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	6,542.00		157,008			157,008
311				2	2.00	48.00	4,623.50		272,832			272,832
				80	80.00	1920.00	5,317.21		11,220,144			11,220,144

PKG	CLASS	COMP		DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0104	AP	OFFICE SPECIALIST 2	3	3.00	72.00	3,034.66		218,496			218,496
000	AL	C0107	AP	ADMINISTRATIVE SPECIALIST 1	6	6.00	144.00	3,301.83		475,464			475,464
000	AL	C0108	AP	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	3,403.00		163,344			163,344
000	AL	C0211	AP	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	3,262.00		78,288			78,288
000	AL	C0870	AP	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	4,292.00		103,008			103,008
000	AL	C5246	AP	COMPLIANCE SPECIALIST 1	3	3.00	72.00	3,563.00		256,536			256,536
000	AL	C5248	AP	COMPLIANCE SPECIALIST 3	4	4.00	96.00	5,188.00		498,048			498,048
000	AL	C5723	AP	LIQUOR REGULATORY SPECIALIST	23	23.00	552.00	5,340.82		2,948,136			2,948,136
000	AL	C5732	AP	LICENSING SPECIALIST	13	13.00	312.00	5,321.76		1,660,392			1,660,392
000	MMN	X0872	AP	OPERATIONS & POLICY ANALYST 3	2	2.00	48.00	7,384.50		354,456			354,456
000	MMN	X0873	AP	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	8,740.00		209,760			209,760
000					59	59.00	1416.00	4,919.44		6,965,928			6,965,928

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
209	AL	C5723 AP	LIQUOR REGULATORY SPECIALIST	23-	23.00-	552.00-	5,340.82		2,948,136-			2,948,136-
209	AL	C5733 AP	REGULATORY SPECIALIST	23	23.00	552.00	5,702.39		3,147,720			3,147,720
209					.00	.00	5,521.60		199,584			199,584

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
408	AL	C0104 AP	OFFICE SPECIALIST 2	3	3.00	72.00	2,831.00		203,832			203,832
408	AL	C0108 AP	ADMINISTRATIVE SPECIALIST 2	1-	1.00-	24.00-	3,403.00		81,672-			81,672-
408	AL	C0870 AP	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	3,917.00		94,008			94,008
408	AL	C5248 AP	COMPLIANCE SPECIALIST 3	1	1.00	24.00	5,188.00		124,512			124,512
408	AL	C5733 AP	REGULATORY SPECIALIST	8	8.00	192.00	4,724.00		907,008			907,008
408	MMN	X0872 AP	OPERATIONS & POLICY ANALYST 3	1-	1.00-	24.00-	7,208.00		172,992-			172,992-
408	MMN	X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,561.00		181,464			181,464
408				12	12.00	288.00	4,597.62		1,256,160			1,256,160
				71	71.00	1704.00	5,105.80		8,421,672			8,421,672

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0107 AP	ADMINISTRATIVE SPECIALIST 1	2	2.00	48.00	3,000.00		144,000			144,000
000	AL	C0872 AP	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,275.00		150,600			150,600
000	AL	C5246 AP	COMPLIANCE SPECIALIST 1	3	3.00	72.00	3,563.00		256,536			256,536
000	AL	C5733 AP	REGULATORY SPECIALIST	16	16.00	384.00	4,724.00		1,814,016			1,814,016
000	MMS	X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	8,332.00		199,968			199,968
000				23	23.00	552.00	4,646.95		2,565,120			2,565,120
				23	23.00	552.00	4,646.95		2,565,120			2,565,120
				371	369.00	8856.00	5,120.41		45,293,544			45,293,544

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				371	369.00	8856.00	5,120.41		45,293,544			45,293,544

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	STP	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	TRK
										45	45.00		1080.00		5,136,432			

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0103	AP OFFICE SPECIALIST 1	1	1.00	24.00	3,064.00		73,536			73,536
408	AL	C0104	AP OFFICE SPECIALIST 2	19	17.00	408.00	3,117.00		1,243,584			1,243,584
000	AL	C0107	AP ADMINISTRATIVE SPECIALIST 1	23	23.00	552.00	3,521.04		1,943,616			1,943,616
215	AL	C0108	AP ADMINISTRATIVE SPECIALIST 2	13	13.00	312.00	3,993.53		1,274,328			1,274,328
310	AL	C0211	AP ACCOUNTING TECHNICIAN 2	7	7.00	168.00	3,367.28		565,704			565,704
310	AL	C0212	AP ACCOUNTING TECHNICIAN 3	3	3.00	72.00	3,836.00		276,192			276,192
000	AL	C0759	AP SUPPLY SPECIALIST 2	2	2.00	48.00	3,737.00		179,376			179,376
000	AL	C0860	AP PROGRAM ANALYST 1	7	7.00	168.00	5,104.57		857,568			857,568
000	AL	C0861	AP PROGRAM ANALYST 2	6	6.00	144.00	6,533.33		940,800			940,800
311	AL	C0864	AP PUBLIC AFFAIRS SPECIALIST 1	2	2.00	48.00	5,140.00		246,720			246,720
000	AL	C0870	AP OPERATIONS & POLICY ANALYST 1	2	2.00	48.00	4,104.50		197,016			197,016
206	AL	C0871	AP OPERATIONS & POLICY ANALYST 2	3	3.00	72.00	5,344.33		384,792			384,792
000	AL	C0872	AP OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,275.00		150,600			150,600
000	AL	C1215	AP ACCOUNTANT 1	4	4.00	96.00	4,086.25		392,280			392,280
310	AL	C1216	AP ACCOUNTANT 2	3	3.00	72.00	4,423.66		318,504			318,504
000	AL	C1217	AP ACCOUNTANT 3	5	5.00	120.00	5,983.20		717,984			717,984
000	AL	C1483	IP INFO SYSTEMS SPECIALIST 3	2	2.00	48.00	4,742.00		227,616			227,616
000	AL	C1484	IP INFO SYSTEMS SPECIALIST 4	2	2.00	48.00	5,518.00		264,864			264,864
000	AL	C1485	IP INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	6,899.00		165,576			165,576
000	AL	C1486	IP INFO SYSTEMS SPECIALIST 6	5	5.00	120.00	7,186.00		862,320			862,320
301	AL	C1487	IP INFO SYSTEMS SPECIALIST 7	8	8.00	192.00	6,482.00		1,244,544			1,244,544
301	AL	C1488	IP INFO SYSTEMS SPECIALIST 8	3	3.00	72.00	8,093.00		582,696			582,696
311	AL	C4033	AP FACILITY ENERGY TECHNICIAN 2	3	3.00	72.00	4,246.00		305,712			305,712
311	AL	C4110	AP GROUNDS MAINTENANCE WORKER 2		.00	.00	3,563.00					
102	AL	C4137	AP LIQUOR DISTRIBUTION WORKER 1	24	24.00	576.00	3,029.54		1,745,016			1,745,016

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C4138 AP	LIQUOR DISTRIBUTION WORKER 2	15	15.00	360.00	3,900.80		1,404,288			1,404,288
102	AL	C4139 AP	LIQUOR DISTRIBUTION EQUIP OPER	17	17.00	408.00	3,385.58		1,381,320			1,381,320
000	AL	C4409 AP	GENERAL MAINTENANCE MECHANIC	2	2.00	48.00	4,197.00		201,456			201,456
000	AL	C5246 AP	COMPLIANCE SPECIALIST 1	6	6.00	144.00	3,563.00		513,072			513,072
408	AL	C5248 AP	COMPLIANCE SPECIALIST 3	17	17.00	408.00	5,965.41		2,433,888			2,433,888
209	AL	C5723 AP	LIQUOR REGULATORY SPECIALIST		.00	.00	5,433.78					
000	AL	C5732 AP	LICENSING SPECIALIST	31	31.00	744.00	5,485.70		4,081,368			4,081,368
408	AL	C5733 AP	REGULATORY SPECIALIST	87	87.00	2088.00	5,470.63		11,422,680			11,422,680
000	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	0.00		33,600			33,600
000	MEAHZ7014	HP	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	13,741.00		329,784			329,784
000	MENNZ0830	AP	EXECUTIVE ASSISTANT	1	1.00	24.00	6,233.00		149,592			149,592
311	MENNZ7008	AP	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	7,859.50		377,256			377,256
206	MESNZ7008	AP	PRINCIPAL EXECUTIVE/MANAGER E	4	4.00	96.00	8,456.16		817,752			817,752
000	MESNZ7008	IP	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	7,561.00		181,464			181,464
102	MESNZ7010	AP	PRINCIPAL EXECUTIVE/MANAGER F	4	4.00	96.00	9,156.75		879,048			879,048
000	MESNZ7010	IP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	8,332.00		199,968			199,968
000	MESNZ7012	AP	PRINCIPAL EXECUTIVE/MANAGER G	2	2.00	48.00	10,014.00		480,672			480,672
000	MMC X1319	AP	HUMAN RESOURCE ASSISTANT	1	1.00	24.00	3,846.00		92,304			92,304
000	MMN X0108	AP	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	4,885.00		117,240			117,240
000	MMN X0866	AP	PUBLIC AFFAIRS SPECIALIST 3	2	2.00	48.00	7,282.50		349,560			349,560
408	MMN X0872	AP	OPERATIONS & POLICY ANALYST 3	3	3.00	72.00	7,425.40		545,064			545,064
000	MMN X0873	AP	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	8,740.00		209,760			209,760
000	MMN X1118	AP	RESEARCH ANALYST 4	2	2.00	48.00	7,211.50		346,152			346,152
000	MMN X1164	AP	ECONOMIST 4	1	1.00	24.00	6,862.00		164,688			164,688
000	MMN X1320	AP	HUMAN RESOURCE ANALYST 1	1	1.00	24.00	4,885.00		117,240			117,240

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMN	X1321	AP HUMAN RESOURCE ANALYST 2	1	1.00	24.00	6,542.00		157,008			157,008
000	MMN	X1322	AP HUMAN RESOURCE ANALYST 3	1	1.00	24.00	6,862.00		164,688			164,688
408	MMN	X7006	AP PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,561.00		181,464			181,464
206	MMS	X7002	AP PRINCIPAL EXECUTIVE/MANAGER B	3	3.00	72.00	5,188.33		373,560			373,560
206	MMS	X7006	AP PRINCIPAL EXECUTIVE/MANAGER D	12	12.00	288.00	7,661.16		2,206,416			2,206,416
000	MMS	X7008	AP PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	9,177.00		220,248			220,248
				371	369.00	8856.00	5,120.41		45,293,544			45,293,544

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				371	369.00	8856.00	5,120.41		45,293,544			45,293,544

SUMMARY LIST by PACKAGE, by AGENCY

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0103	AP OFFICE SPECIALIST 1	1	1.00	24.00	3,064.00		73,536			73,536
408	AL	C0104	AP OFFICE SPECIALIST 2	19	17.00	408.00	3,117.00		1,243,584			1,243,584
000	AL	C0107	AP ADMINISTRATIVE SPECIALIST 1	23	23.00	552.00	3,521.04		1,943,616			1,943,616
215	AL	C0108	AP ADMINISTRATIVE SPECIALIST 2	13	13.00	312.00	3,993.53		1,274,328			1,274,328
310	AL	C0211	AP ACCOUNTING TECHNICIAN 2	7	7.00	168.00	3,367.28		565,704			565,704
310	AL	C0212	AP ACCOUNTING TECHNICIAN 3	3	3.00	72.00	3,836.00		276,192			276,192
000	AL	C0759	AP SUPPLY SPECIALIST 2	2	2.00	48.00	3,737.00		179,376			179,376
000	AL	C0860	AP PROGRAM ANALYST 1	7	7.00	168.00	5,104.57		857,568			857,568
000	AL	C0861	AP PROGRAM ANALYST 2	6	6.00	144.00	6,533.33		940,800			940,800
311	AL	C0864	AP PUBLIC AFFAIRS SPECIALIST 1	2	2.00	48.00	5,140.00		246,720			246,720
000	AL	C0870	AP OPERATIONS & POLICY ANALYST 1	2	2.00	48.00	4,104.50		197,016			197,016
206	AL	C0871	AP OPERATIONS & POLICY ANALYST 2	3	3.00	72.00	5,344.33		384,792			384,792
000	AL	C0872	AP OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,275.00		150,600			150,600
000	AL	C1215	AP ACCOUNTANT 1	4	4.00	96.00	4,086.25		392,280			392,280
310	AL	C1216	AP ACCOUNTANT 2	3	3.00	72.00	4,423.66		318,504			318,504
000	AL	C1217	AP ACCOUNTANT 3	5	5.00	120.00	5,983.20		717,984			717,984
000	AL	C1483	IP INFO SYSTEMS SPECIALIST 3	2	2.00	48.00	4,742.00		227,616			227,616
000	AL	C1484	IP INFO SYSTEMS SPECIALIST 4	2	2.00	48.00	5,518.00		264,864			264,864
000	AL	C1485	IP INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	6,899.00		165,576			165,576
000	AL	C1486	IP INFO SYSTEMS SPECIALIST 6	5	5.00	120.00	7,186.00		862,320			862,320
301	AL	C1487	IP INFO SYSTEMS SPECIALIST 7	8	8.00	192.00	6,482.00		1,244,544			1,244,544
301	AL	C1488	IP INFO SYSTEMS SPECIALIST 8	3	3.00	72.00	8,093.00		582,696			582,696
311	AL	C4033	AP FACILITY ENERGY TECHNICIAN 2	3	3.00	72.00	4,246.00		305,712			305,712
311	AL	C4110	AP GROUNDS MAINTENANCE WORKER 2		.00	.00	3,563.00					
102	AL	C4137	AP LIQUOR DISTRIBUTION WORKER 1	24	24.00	576.00	3,029.54		1,745,016			1,745,016

PKG	CLASS	COMP		DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C4138	AP	LIQUOR DISTRIBUTION WORKER 2	15	15.00	360.00	3,900.80		1,404,288			1,404,288
102	AL	C4139	AP	LIQUOR DISTRIBUTION EQUIP OPER	17	17.00	408.00	3,385.58		1,381,320			1,381,320
000	AL	C4409	AP	GENERAL MAINTENANCE MECHANIC	2	2.00	48.00	4,197.00		201,456			201,456
000	AL	C5246	AP	COMPLIANCE SPECIALIST 1	6	6.00	144.00	3,563.00		513,072			513,072
408	AL	C5248	AP	COMPLIANCE SPECIALIST 3	17	17.00	408.00	5,965.41		2,433,888			2,433,888
209	AL	C5723	AP	LIQUOR REGULATORY SPECIALIST		.00	.00	5,433.78					
000	AL	C5732	AP	LICENSING SPECIALIST	31	31.00	744.00	5,485.70		4,081,368			4,081,368
408	AL	C5733	AP	REGULATORY SPECIALIST	87	87.00	2088.00	5,470.63		11,422,680			11,422,680
000	B	Y7500	AE	BOARD AND COMMISSION MEMBER		.00	.00	0.00		33,600			33,600
000	MEAH	Z7014	HP	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	13,741.00		329,784			329,784
000	MENN	Z0830	AP	EXECUTIVE ASSISTANT	1	1.00	24.00	6,233.00		149,592			149,592
311	MENN	Z7008	AP	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	7,859.50		377,256			377,256
206	MESN	Z7008	AP	PRINCIPAL EXECUTIVE/MANAGER E	4	4.00	96.00	8,456.16		817,752			817,752
000	MESN	Z7008	IP	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	7,561.00		181,464			181,464
102	MESN	Z7010	AP	PRINCIPAL EXECUTIVE/MANAGER F	4	4.00	96.00	9,156.75		879,048			879,048
000	MESN	Z7010	IP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	8,332.00		199,968			199,968
000	MESN	Z7012	AP	PRINCIPAL EXECUTIVE/MANAGER G	2	2.00	48.00	10,014.00		480,672			480,672
000	MMC	X1319	AP	HUMAN RESOURCE ASSISTANT	1	1.00	24.00	3,846.00		92,304			92,304
000	MMN	X0108	AP	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	4,885.00		117,240			117,240
000	MMN	X0866	AP	PUBLIC AFFAIRS SPECIALIST 3	2	2.00	48.00	7,282.50		349,560			349,560
408	MMN	X0872	AP	OPERATIONS & POLICY ANALYST 3	3	3.00	72.00	7,425.40		545,064			545,064
000	MMN	X0873	AP	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	8,740.00		209,760			209,760
000	MMN	X1118	AP	RESEARCH ANALYST 4	2	2.00	48.00	7,211.50		346,152			346,152
000	MMN	X1164	AP	ECONOMIST 4	1	1.00	24.00	6,862.00		164,688			164,688
000	MMN	X1320	AP	HUMAN RESOURCE ANALYST 1	1	1.00	24.00	4,885.00		117,240			117,240

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMN	X1321	AP HUMAN RESOURCE ANALYST 2	1	1.00	24.00	6,542.00		157,008			157,008
000	MMN	X1322	AP HUMAN RESOURCE ANALYST 3	1	1.00	24.00	6,862.00		164,688			164,688
408	MMN	X7006	AP PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,561.00		181,464			181,464
206	MMS	X7002	AP PRINCIPAL EXECUTIVE/MANAGER B	3	3.00	72.00	5,188.33		373,560			373,560
206	MMS	X7006	AP PRINCIPAL EXECUTIVE/MANAGER D	12	12.00	288.00	7,661.16		2,206,416			2,206,416
000	MMS	X7008	AP PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	9,177.00		220,248			220,248
				371	369.00	8856.00	5,120.41		45,293,544			45,293,544

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				371	369.00	8856.00	5,120.41		45,293,544			45,293,544

DETAIL LISTING by SUMMARY CROSS-REFERENCE AGENCY

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	ST P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	TRK
2000074	001336130	001-20-00-00000	102	0	PF	MESNZ7010	AP	35X	02	1	1.00	7,208.00	24.00		172,992			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
3000075	001336190	001-30-00-00000	102	0	PF	AL C4139	AP	16	02	1	1.00	2,881.00	24.00		69,144			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
3000077	001336220	001-30-00-00000	102	0	PF	AL C4139	AP	16	02	1	1.00	2,881.00	24.00		69,144			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
3000079	001336270	001-30-00-00000	102	0	PF	AL C4139	AP	16	02	1	1.00	2,881.00	24.00		69,144			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
3000080	001336280	001-30-00-00000	102	0	PF	AL C4139	AP	16	02	1	1.00	2,881.00	24.00		69,144			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
3000081	001336310	001-30-00-00000	102	0	PF	AL C4137	AP	15	02	1	1.00	2,786.00	24.00		66,864			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
3000082	001336380	001-30-00-00000	102	0	PF	AL C4137	AP	15	02	1	1.00	2,786.00	24.00		66,864			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
3000083	001336410	001-30-00-00000	102	0	PF	AL C4137	AP	15	02	1	1.00	2,786.00	24.00		66,864			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
3000088	001336440	001-30-00-00000	102	0	PF	AL C4137	AP	15	02	1	1.00	2,786.00	24.00		66,864			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
3000123	001336490	001-30-00-00000	102	0	PF	AL C4137	AP	15	02	1	1.00	2,786.00	24.00		66,864			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
3000124	001336500	001-30-00-00000	102	0	PF	AL C4137	AP	15	02	1	1.00	2,786.00	24.00		66,864			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			102							11	11.00		264.00		850,752			
										11	11.00		264.00		850,752			

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	ST P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	TRK
4500125	001337340	002-45-00-00000	206	0	LF	AL	C0108 AP	20Q	02	1	1.00	3,403.00	24.00		81,672			
EST DATE: 2019/07/01 EXP DATE: 2021/06/30																		
4500126	001337350	002-45-00-00000	206	0	PF	MMS	X7002 AP	26X	02	1	1.00	4,666.00	24.00		111,984			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4500127	001337360	002-45-00-00000	206	0	PF	AL	C0871 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4500128	001337370	002-45-00-00000	206	0	PF	AL	C0104 AP	15C	02	1	1.00	2,831.00	24.00		67,944			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4500129	001337380	002-45-00-00000	206	0	PF	AL	C0104 AP	15C	02	1	1.00	2,831.00	24.00		67,944			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4500130	001337390	002-45-00-00000	206	0	PF	AL	C0104 AP	15C	02	1	1.00	2,831.00	24.00		67,944			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4500178	001339480	002-45-00-00000	206	0	PF	MMS	X7006 AP	31X	02	1	1.00	5,937.00	24.00		142,488			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4500517	000721520	002-45-00-00000	206	0	PF	MESNZ	7008 AP	33X	07	1-	1.00-	8,332.00	24.00-		199,968-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4500517	000721520	002-45-00-00000	206	0	PF	MESNZ	7010 AP	35X	07	1	1.00	9,177.00	24.00		220,248			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			206							7	7.00		168.00		673,632			

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	ST P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	TK K
4700131	001337310	002-47-00-00000	207	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700132	001337330	002-47-00-00000	207	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			207							2	2.00		48.00		226,752			

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
4700035	000499330	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700035	000499330	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700036	000499340	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700036	000499340	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700040	000499370	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700040	000499370	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700042	000499390	002-47-00-00000	209	0	PF	AL	C5723 AP	25	08	1-	1.00-	5,706.00	24.00-		136,944-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700042	000499390	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700043	000499400	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700043	000499400	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700045	000499420	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700045	000499420	002-47-00-00000	209	0	PF	AL	C5733 AP	27	09	1	1.00	6,585.00	24.00		158,040			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700048	000499450	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700048	000499450	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700049	000499460	002-47-00-00000	209	0	PF	AL	C5723 AP	25	07	1-	1.00-	5,437.00	24.00-		130,488-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700049	000499460	002-47-00-00000	209	0	PF	AL	C5733 AP	27	06	1	1.00	5,706.00	24.00		136,944			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
4700072	000499570	002-47-00-00000	209	0	PF	AL	C5723 AP	25	07	1-	1.00-	5,437.00	24.00-		130,488-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700072	000499570	002-47-00-00000	209	0	PF	AL	C5733 AP	27	06	1	1.00	5,706.00	24.00		136,944			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700076	000499590	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700076	000499590	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700078	000499610	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700078	000499610	002-47-00-00000	209	0	PF	AL	C5733 AP	27	09	1	1.00	6,585.00	24.00		158,040			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700089	000499640	002-47-00-00000	209	0	PF	AL	C5723 AP	25	02	1-	1.00-	4,292.00	24.00-		103,008-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700089	000499640	002-47-00-00000	209	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700520	000499750	002-47-00-00000	209	0	PF	AL	C5723 AP	25	08	1-	1.00-	5,706.00	24.00-		136,944-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700520	000499750	002-47-00-00000	209	0	PF	AL	C5733 AP	27	07	1	1.00	5,988.00	24.00		143,712			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700522	000499770	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700522	000499770	002-47-00-00000	209	0	PF	AL	C5733 AP	27	09	1	1.00	6,585.00	24.00		158,040			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700526	000499810	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700526	000499810	002-47-00-00000	209	0	PF	AL	C5733 AP	27	09	1	1.00	6,585.00	24.00		158,040			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700527	000499820	002-47-00-00000	209	0	PF	AL	C5723 AP	25	07	1-	1.00-	5,437.00	24.00-		130,488-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700527	000499820	002-47-00-00000	209	0	PF	AL	C5733 AP	27	06	1	1.00	5,706.00	24.00		136,944			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	ST P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	TRK
4700529	000499830	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700529	000499830	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700530	000499840	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700530	000499840	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700544	000499890	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700544	000499890	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700545	000499900	002-47-00-00000	209	0	PF	AL	C5723 AP	25	04	1-	1.00-	4,724.00	24.00-		113,376-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700545	000499900	002-47-00-00000	209	0	PF	AL	C5733 AP	27	03	1	1.00	4,948.00	24.00		118,752			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700547	000499910	002-47-00-00000	209	0	PF	AL	C5723 AP	25	07	1-	1.00-	5,437.00	24.00-		130,488-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700547	000499910	002-47-00-00000	209	0	PF	AL	C5733 AP	27	06	1	1.00	5,706.00	24.00		136,944			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700550	000499930	002-47-00-00000	209	0	PF	AL	C5723 AP	25	05	1-	1.00-	4,948.00	24.00-		118,752-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700550	000499930	002-47-00-00000	209	0	PF	AL	C5733 AP	27	05	1	1.00	5,437.00	24.00		130,488			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700551	000499940	002-47-00-00000	209	0	PF	AL	C5723 AP	25	05	1-	1.00-	4,948.00	24.00-		118,752-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700551	000499940	002-47-00-00000	209	0	PF	AL	C5733 AP	27	04	1	1.00	5,188.00	24.00		124,512			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700552	000499950	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700552	000499950	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	ST P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	TRK
4700556	000499990	002-47-00-00000	209	0	PF	AL	C5723 AP	25	08	1-	1.00-	5,706.00	24.00-		136,944-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700556	000499990	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700585	000500010	002-47-00-00000	209	0	PF	AL	C5723 AP	25	06	1-	1.00-	5,188.00	24.00-		124,512-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700585	000500010	002-47-00-00000	209	0	PF	AL	C5733 AP	27	05	1	1.00	5,437.00	24.00		130,488			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700627	000500040	002-47-00-00000	209	0	PF	AL	C5723 AP	25	05	1-	1.00-	4,948.00	24.00-		118,752-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700627	000500040	002-47-00-00000	209	0	PF	AL	C5733 AP	27	04	1	1.00	5,188.00	24.00		124,512			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700629	000500050	002-47-00-00000	209	0	PF	AL	C5723 AP	25	05	1-	1.00-	4,948.00	24.00-		118,752-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700629	000500050	002-47-00-00000	209	0	PF	AL	C5733 AP	27	04	1	1.00	5,188.00	24.00		124,512			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700652	000500100	002-47-00-00000	209	0	PF	AL	C5723 AP	25	02	1-	1.00-	4,292.00	24.00-		103,008-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700652	000500100	002-47-00-00000	209	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700653	000500110	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700653	000500110	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700752	000500240	002-47-00-00000	209	0	PF	AL	C5723 AP	25	06	1-	1.00-	5,188.00	24.00-		124,512-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700752	000500240	002-47-00-00000	209	0	PF	AL	C5733 AP	27	05	1	1.00	5,437.00	24.00		130,488			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700876	000982010	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700876	000982010	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
4700877	000982020	002-47-00-00000	209	0	PF	AL	C5723 AP	25	02	1-	1.00-	4,292.00	24.00-		103,008-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700877	000982020	002-47-00-00000	209	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700878	000982030	002-47-00-00000	209	0	PF	AL	C5723 AP	25	04	1-	1.00-	4,724.00	24.00-		113,376-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700878	000982030	002-47-00-00000	209	0	PF	AL	C5733 AP	27	03	1	1.00	4,948.00	24.00		118,752			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700879	000982040	002-47-00-00000	209	0	PF	AL	C5723 AP	25	06	1-	1.00-	5,188.00	24.00-		124,512-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700879	000982040	002-47-00-00000	209	0	PF	AL	C5733 AP	27	05	1	1.00	5,437.00	24.00		130,488			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700903	000745860	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700903	000745860	002-47-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700904	000745900	002-47-00-00000	209	0	PF	AL	C5723 AP	25	02	1-	1.00-	4,292.00	24.00-		103,008-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700904	000745900	002-47-00-00000	209	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700905	000745960	002-47-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
4700905	000745960	002-47-00-00000	209	0	PF	AL	C5733 AP	27	09	1	1.00	6,585.00	24.00		158,040			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			209								.00		.00		320,256			

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
5500053	001338090	002-55-00-00000	215	0	PF	AL	C0108 AP	20Q	02	1	1.00	3,403.00	24.00		81,672			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			215							1	1.00		24.00		81,672			
										10	10.00		240.00		1,302,312			

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	STP	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	TRK
2600065	001335770	003-26-00-00000	301	0	PF	AL	C1488 IP	33	02	1	1.00	6,449.00	24.00		154,776			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
2600066	001335800	003-26-00-00000	301	0	PF	AL	C1487 IP	31	02	1	1.00	5,921.00	24.00		142,104			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
2600067	001335930	003-26-00-00000	301	0	PF	AL	C1487 IP	31	02	1	1.00	5,921.00	24.00		142,104			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
2600068	001335960	003-26-00-00000	301	0	PF	AL	C1487 IP	31	02	1	1.00	5,921.00	24.00		142,104			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
2600069	001336050	003-26-00-00000	301	0	PF	AL	C1487 IP	31	02	1	1.00	5,921.00	24.00		142,104			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
2600070	001336090	003-26-00-00000	301	0	PF	AL	C1487 IP	31	02	1	1.00	5,921.00	24.00		142,104			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
2600071	001336110	003-26-00-00000	301	0	PF	AL	C1487 IP	31	02	1	1.00	5,921.00	24.00		142,104			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			301							7	7.00		168.00		1,007,400			

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
2500145	001337850	003-25-00-00000	310	0	PF	AL	C1216 AP	23	02	1	1.00	3,917.00	24.00		94,008			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
2500146	001337900	003-25-00-00000	310	0	PF	AL	C0212 AP	19	02	1	1.00	3,262.00	24.00		78,288			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
2500147	001337950	003-25-00-00000	310	0	PF	AL	C0211 AP	18	02	1	1.00	3,129.00	24.00		75,096			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			310							3	3.00		72.00		247,392			

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1000148	001337990	003-10-00-00000	311	0	PF	MENNZ7008	AP	33X	02	1	1.00	6,542.00	24.00		157,008			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1000149	001338030	003-11-00-00000	311	0	PF	AL C0864	AP	25	02	1	1.00	4,292.00	24.00		103,008			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1500014	000497720	003-15-00-00000	311	0	PF	AL C4110	AP	17	06	1-	1.00-	3,563.00	24.00-		85,512-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1500014	000497720	003-15-00-00000	311	0	PF	AL C4033	AP	20	06	1	1.00	4,097.00	24.00		98,328			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			311							2	2.00		48.00		272,832			
										12	12.00		288.00		1,527,624			

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	ST P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	TRK
8000050	001283360	004-87-00-00000	209	0	PF	AL	C5723 AP	25	04	1-	1.00-	4,724.00	24.00-		113,376-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000050	001283360	004-87-00-00000	209	0	PF	AL	C5733 AP	27	03	1	1.00	4,948.00	24.00		118,752			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000452	001251890	004-85-00-00000	209	0	PF	AL	C5723 AP	25	07	1-	1.00-	5,437.00	24.00-		130,488-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000452	001251890	004-87-00-00000	209	0	PF	AL	C5733 AP	27	07	1	1.00	5,988.00	24.00		143,712			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000453	001251900	004-85-00-00000	209	0	PF	AL	C5723 AP	25	07	1-	1.00-	5,437.00	24.00-		130,488-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000453	001251900	004-87-00-00000	209	0	PF	AL	C5733 AP	27	07	1	1.00	5,988.00	24.00		143,712			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000454	001251960	004-85-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000454	001251960	004-87-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000455	001251970	004-85-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000455	001251970	004-87-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000456	001251980	004-85-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000456	001251980	004-87-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000457	001251990	004-85-00-00000	209	0	PF	AL	C5723 AP	25	05	1-	1.00-	4,948.00	24.00-		118,752-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000457	001251990	004-87-00-00000	209	0	PF	AL	C5733 AP	27	04	1	1.00	5,188.00	24.00		124,512			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000458	001252000	004-85-00-00000	209	0	PF	AL	C5723 AP	25	07	1-	1.00-	5,437.00	24.00-		130,488-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000458	001252000	004-87-00-00000	209	0	PF	AL	C5733 AP	27	06	1	1.00	5,706.00	24.00		136,944			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
8000471	001252010	004-87-00-00000	209	0	PF	AL	C5723 AP	25	05	1-	1.00-	4,948.00	24.00-		118,752-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000471	001252010	004-87-00-00000	209	0	PF	AL	C5733 AP	27	04	1	1.00	5,188.00	24.00		124,512			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000472	001252020	004-87-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000472	001252020	004-87-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000473	001252030	004-87-00-00000	209	0	PF	AL	C5723 AP	25	04	1-	1.00-	4,724.00	24.00-		113,376-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000473	001252030	004-87-00-00000	209	0	PF	AL	C5733 AP	27	03	1	1.00	4,948.00	24.00		118,752			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000474	001252040	004-87-00-00000	209	0	PF	AL	C5723 AP	25	02	1-	1.00-	4,292.00	24.00-		103,008-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000474	001252040	004-87-00-00000	209	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500106	001303760	004-85-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500106	001303760	004-87-00-00000	209	0	PF	AL	C5733 AP	27	09	1	1.00	6,585.00	24.00		158,040			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500107	001303770	004-85-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500107	001303770	004-87-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500108	001303780	004-85-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500108	001303780	004-87-00-00000	209	0	PF	AL	C5733 AP	27	09	1	1.00	6,585.00	24.00		158,040			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500109	001303790	004-85-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500109	001303790	004-87-00-00000	209	0	PF	AL	C5733 AP	27	09	1	1.00	6,585.00	24.00		158,040			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
8500110	001303800	004-85-00-00000	209	0	PF	AL	C5723 AP	25	06	1-	1.00-	5,188.00	24.00-		124,512-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500110	001303800	004-87-00-00000	209	0	PF	AL	C5733 AP	27	05	1	1.00	5,437.00	24.00		130,488			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500111	001303810	004-85-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500111	001303810	004-87-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500112	001303820	004-85-00-00000	209	0	PF	AL	C5723 AP	25	09	1-	1.00-	5,988.00	24.00-		143,712-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500112	001303820	004-87-00-00000	209	0	PF	AL	C5733 AP	27	08	1	1.00	6,275.00	24.00		150,600			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500113	001303830	004-85-00-00000	209	0	PF	AL	C5723 AP	25	05	1-	1.00-	4,948.00	24.00-		118,752-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500113	001303830	004-87-00-00000	209	0	PF	AL	C5733 AP	27	04	1	1.00	5,188.00	24.00		124,512			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500114	001303840	004-85-00-00000	209	0	PF	AL	C5723 AP	25	02	1-	1.00-	4,292.00	24.00-		103,008-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500114	001303840	004-87-00-00000	209	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500115	001303850	004-85-00-00000	209	0	PF	AL	C5723 AP	25	02	1-	1.00-	4,292.00	24.00-		103,008-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500115	001303850	004-87-00-00000	209	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500116	001303860	004-85-00-00000	209	0	PF	AL	C5723 AP	25	02	1-	1.00-	4,292.00	24.00-		103,008-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8500116	001303860	004-87-00-00000	209	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			209								.00		.00		199,584			

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
8000407	001251820	004-80-00-00000	408	0	PF	AL	C0108 AP	20Q	02	1-	1.00-	3,403.00	24.00-		81,672-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000407	001251820	004-80-00-00000	408	0	PF	AL	C0870 AP	23	02	1	1.00	3,917.00	24.00		94,008			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000416	001255050	004-80-00-00000	408	0	PF	MMN	X0872 AP	30	06	1-	1.00-	7,208.00	24.00-		172,992-			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8000416	001255050	004-80-00-00000	408	0	PF	MMN	X7006 AP	31X	07	1	1.00	7,561.00	24.00		181,464			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8700133	001337400	004-87-00-00000	408	0	PF	AL	C5248 AP	29	02	1	1.00	5,188.00	24.00		124,512			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8700134	001337410	004-87-00-00000	408	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8700135	001337420	004-87-00-00000	408	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8700136	001337430	004-87-00-00000	408	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8700137	001337440	004-87-00-00000	408	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8700138	001337450	004-87-00-00000	408	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8700139	001337460	004-87-00-00000	408	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8700140	001337480	004-87-00-00000	408	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8700141	001337490	004-87-00-00000	408	0	PF	AL	C5733 AP	27	02	1	1.00	4,724.00	24.00		113,376			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8700142	001337500	004-80-00-00000	408	0	PF	AL	C0104 AP	15C	02	1	1.00	2,831.00	24.00		67,944			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8700143	001337510	004-80-00-00000	408	0	PF	AL	C0104 AP	15C	02	1	1.00	2,831.00	24.00		67,944			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
8700144	001337540	004-80-00-00000	408	0	PF	AL	C0104 AP	15C	02	1	1.00	2,831.00	24.00		67,944			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
			408							12	12.00		288.00		1,256,160			
										12	12.00		288.00		1,455,744			
										45	45.00		1080.00		5,136,432			

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
										45	45.00		1080.00		5,136,432			

INFORMATION TECHNOLOGY PROJECT PRIORITIZATION MATRIX

CRITERIA	WEIGHT	SCORING GUIDE	Example Column: Replace with your project name & raw scores		OLCC Privilege Tax Project	
TOTAL WEIGHTED PROJECT SCORE			108		168	
Strategic Value			Raw	Weighted	Raw	Weighted
Required Service/Product-Business Alignment (are any of these are true?) • Mandate (legislative, federal or state) • Meets a strategic business need • Governor Initiative/Strategy • Priority/Compliance for industry	5	0: none are true 3: one is true 6: two or three are true 9: all are true	3	15	9	45
Value to Customer Number of users and the level of positive impact for using the product/service. Consumers or users of the service, product or data. Customer could be citizens, internal agency users, other state/local agencies or other external stakeholders. Or, projects that are funded through grants, IGAs, etc.	5	0: no value to customer 3: low value to customer 6: medium value to customer 9: high value to customer	3	15	9	45
Leverage Potential Multiplier effect: • Service/product can be leveraged as a shared or managed service across agencies or policy area • Service/product can be leveraged as a utility service • Service/product adds value for external partners	3	0: no potential, isolated service 3: low potential 6: medium potential 9: high potential	6	18	6	18
Risk						
Importance to Risk Mitigation Would the agency, state, or its customer be exposed to a risk or impact if the service or product is not offered? Or, is an existing service at risk? Do other current services/products depend on it? This could be security, safety, legal or any other risk related in loss.	5	0: no risk to state/ customer if not offered 3: low risk to state/customer if not offered 6: medium risk to state/customer if not offered 9: high risk to state/customer if not offered	9	45	9	45
Financial						
Return on Investment (ROI) / Cost Avoidance Project ROI reduces cost in expenditures once a project becomes a program. Must have a way to measure ROI and the amount of cost that will be avoided due to implementation of the project.	5	0: ROI none or unknown 3: ROI gained over two biennia 6: ROI gained within two biennia 9: ROI gained within one biennium	3	15	3	15

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AUDIT REPORTS

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Oregon
Kate Brown, Governor

Liquor Control Commission
9079 SE McLoughlin Blvd
Portland, OR 97222-7355
(503) 872-5000
(800) 452-6522

March 8, 2018

Kip Memmot, Director
Secretary of State, Audits Division
255 Capitol Street NE Suite 500
Salem, OR 97310

Dear Mr. Memmot,

This letter provides a written response to the Audit Division's final draft report titled "FY 2017 Statewide Financial Audit Management Letter".

The Oregon Liquor Control Commission (OLCC) appreciates the professional work of the Oregon Secretary of State's Office of Audits Division (SOS Audit Division) and generally agrees with the recommendations.

The finding that department management does not review access rights to the Non-Budget Voucher system (NBV) on a set schedule is accurate. Instead rights are reviewed at the time of employee hire and at the time of employee termination and at any time when an employee is added or deleted from the system. Rights for access to the NBV system are assigned based on need including backup in the event that a primary user is temporarily out of the office and the work needs to be completed. OLCC has corrected the duplicate access for the employee with the two last names and removed access for two others.

The findings on access to the Agency Revenue Management system (ARM) data base by warehouse workers is partially accurate. Warehouse workers do have access to the system; however, access to the back end data base in the system is necessary to complete their functions in the warehouse of fulfilling orders. The ARM database was setup to connect to the agency's inventory database, therefore warehouse employees need access to both. Warehouse workers do not have the equipment or access to implement changes to the database. Several layers of financial controls and monitoring in the ARM itself makes unauthorized changes immediately discoverable. The ARM system and database has been in place for twenty five years and has operated without incident or risk identified in the audit finding.

The response to the specific findings are below:

1) **We recommend department management ensure access to it applications be reviewed regularly to confirm that employees have only the access they require for their jobs.**

Agreement of Disagreement with the Finding

OLCC agrees with the recommendation. We propose adding additional triggers for reviewing access. In addition to reviewing rights at the time of employee hire, at the time of employee termination, and any

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time when an employee is added or deleted from the system, we will review access rights when changes in responsibilities or personal data, such as a name change occurs

Corrective Action Planned
OLCC will develop a procedure clearly outlining the protocols for employee access and review.

Anticipated Completion Date
August 1, 2018

Contact Responsible for Corrective Action
Kai Nakashima, Interim IT Manager, Tel. 503-872-5056

2) We also recommend management ensure activity of users with excessive access be reviewed periodically.

Agreement of Disagreement with the Finding
OLCC agrees with the recommendation. In addition to the controls currently in place, we propose doing a randomized periodic review of activity within the system

Corrective Action Planned
OLCC will develop processes for conducting a randomized periodic review will do an assessment of current resources to determine who will conduct the review. OLCC may need to request an additional position and resources fulfill the recommendation.

Anticipated Completion Date
July 1, 2019 pending request for resources

Contact Responsible for Corrective Action
Kai Nakashima, Interim IT Manager, Tel. 503-872-5056

Thank you again for your work,

Steve Marks
Executive Director

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Office of the Secretary of State

Dennis Richardson
Secretary of State

Leslie Cummings, Ph.D.
Deputy Secretary of State

Audits Division

Kip R. Memmott, MA, CGAP, CRMA
Director

255 Capitol St. NE, Suite 500
Salem, OR 97310

(503) 986-2255

March 1, 2018

Steven Marks, Executive Director
Oregon Liquor Control Commission
9079 SE McLoughlin Blvd.
Portland, Oregon 97222-7355

Dear Mr. Marks:

We have completed audit work of selected financial accounts at your department for the year ended June 30, 2017. This audit work was not a comprehensive financial audit of the department, but was performed as part of our annual audit of the State of Oregon's financial statements. We audited accounts that we determined to be material to the State of Oregon's financial statements.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements of the State of Oregon as of and for the year ended June 30, 2017, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, we considered the department's internal control over financial reporting as a basis for designing auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements of the State of Oregon, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control. Accordingly, we do not express an opinion on the effectiveness of the department's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit the attention of those charged with governance.

Our consideration of internal control was for the limited purpose described above and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that have not been identified. However, as discussed below, we identified a certain deficiency in internal control that we consider to be a significant deficiency.

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Significant Deficiency

Strengthen Controls over System Access

The department uses a computer application, the Non-Budget Voucher system (NBV) for processing vendor payments for liquor and freight charges. It uses another application, Agent Retail (or Revenue) Management system (ARM), for recording revenues for liquor agents throughout the state. According to the Oregon Accounting Manual, access to programs and data files should be limited to the extent required by individual job duties. In addition, information security standards recommend periodic review of access rights granted to employees and the logging and regular review of activity of users with excessive access.

Department management did not ensure all access rights were reviewed regularly to determine employees' access was only what was required for their jobs. We reviewed user access for these two applications and found three employees with access to NBV who did not require this access to perform their job duties, one of whom had a duplicate user ID in both NBV and ARM.

We also found 24 Distribution Center employees with edit/update access to ARM even though they do not use the ARM system for their job duties. Department management indicated these employees have access to the ARM database because the ARM database was set up to connect to the inventory database to populate agent information. Without this access, the employees would not be able to perform their job duties in the inventory system.

Excessive access to databases provides opportunities for unauthorized changes to the department's information. Although the department has mitigated this risk by restricting administrative access and limiting the installation of applications on employees' computers, users with excessive access to the ARM database should have their activity monitored. User activity is logged, but no one periodically reviews the logs.

Strong access controls, such as periodically reviewing and confirming access rights and monitoring activity of users with excessive access, help provide assurance of only authorized or intentional use and/or modification to data files. Lack of strong access controls could result in unintentional changes.

We recommend department management ensure access to its applications be reviewed regularly to confirm that employees have only the access they require for their jobs. **We also recommend** management ensure activity of users with excessive access be reviewed periodically.

The above significant deficiency, along with your response, will be included in our Statewide Single Audit Report for the fiscal year ended June 30, 2017. Please prepare a response to the finding and include the following information as part of your corrective action plan:

1) Your agreement or disagreement with the finding. If you do not agree with the audit finding or believe corrective action is not required, include in your response an explanation and specific reasons for your position.
2) The corrective action planned.

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3) The anticipated completion date.

4) The name(s) of the contact person(s) responsible for corrective action.

Please respond by March 8, 2018.

The purpose of this letter is solely to describe the scope of our testing of internal control and the result of that testing, and not to provide an opinion on the effectiveness of the department's internal control. This communication is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the department's internal control. Accordingly, this letter is not suitable for any other purpose.

We appreciate your staff's assistance and cooperation during this audit. Should you have any questions, please contact Dale Bond, Audit Manager or Shelly Cardenas, Senior Auditor at (503) 986-2255.

Sincerely,

Office of the Secretary of State, Audits Division

cc: Will Higlin, Deputy Director
Bill Schuette, Chief Financial Officer
Paul Rosenbaum, OLCC Commission Chair
Jennifer Currin, Commissioner
Michael E. Harper, Sr., Commissioner
Matt Maletis, Commissioner
Marvin D. Révoal, Commissioner
Pamela Weatherspoon, Commissioner
Katy Coba, Director, Department of Administrative Services

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Oregon
Kate Brown, Governor

Liquor Control Commission
9079 SE McLoughlin Blvd
Portland, OR 97222-7355
(503) 872-5000
(800) 452-6522

January 26, 2018

Kip Memmott, Director
Secretary of State, Audits Division
255 Capitol St. NE, Suite 500
Salem, OR 97310

Dear Mr. Memmott,

This letter provides a written response to the Audit Division's final draft audit report titled "Oregon Liquor Control Commission: Cannabis Information Systems Properly Functioning but Monitoring and Security Enhancements are Needed."

The Oregon Liquor Control Commission (OLCC) appreciates the professional work of the Oregon Secretary of State's Office Audits Division (SOS Audit Division) and generally agrees with the recommendations.

The technology recommendations of the SOS Audit Division fall into two distinct categories: 1) Security and Functional Recommendations Concerning the Marijuana Licensing System (MLS) and Cannabis Tracking System (CTS); and, 2) Overall IT Security and Disaster Recovery Recommendations.

The OLCC will highlight the order of its most important technology priorities related to audit recommendations through a general response. The response will provide the necessary public safety context as it relates to the audit recommendations about the marijuana program. Last, the agency will detail actions specific to the marijuana program IT recommendations and then those related to overall IT security and disaster recovery.

General Response: Urgent Operational and IT Security Action Items

The agency is actively following up on all aspects of the audit and will be seeking budget limitation authority to move forward on the technology issues listed below during the 2018 Legislative Session. *These priorities for the OLCC are connected to the agency's immediate security improvement and urgent operational needs.*

1. **Evolving IT Management Expertise and Capacity**: The OLCC lacks the capacity for high-level IT planning and solutions implementation and needs to build internal expertise by hiring a Chief Information Officer (CIO). Execution of IT security remedies is but one important example underscoring the need for increased management oversight and expertise. Generally, the OLCC has antiquated IT systems throughout its operations and the need to modernize and create an overarching architecture integrating industry standard platforms for doing business has been

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management's consistent priority since the agency's strategic plan which was created in 2015. The OLCC is managing four major IT projects; all started within the last two-and-half years. The OLCC recently hired a new IT program manager to continue daily operations. The OLCC continues to pursue legislative approval for a new position to hire a CIO to provide strategic leadership and address system-wide IT needs. This key position is related to specific findings of the SOS Audit recommendations concerning overall security management and to recommendations to improve oversight for managing marijuana program vendors. *Completion: 2nd quarter 2018.*

2. **Replacing Old Unsupported Servers and Switches**: The agency's antiquated servers and the lack of technical support of old switches by the manufacturer is a mission-critical issue. Like many businesses, the OLCC was waiting for product improvement solutions from the manufacturer that have not materialized; specifically the manufacturer has not upgraded switching capabilities or provided for the ability to integrate third-party solutions. The agency is requesting limitation from the 2018 Legislative Session to replace server and switching technology. This action specifically responds to the SOS Audit Division finding and recommendations that, "Servers and workstations are operating on unsupported platforms." The OLCC will seek $400,000 in limitation to address this issue. *Completion: 3rd quarter 2018.*

3. **Proving Near-Term Redundancy for Disaster Recovery**: The OLCC intends to take immediate steps to establish a backup hot site for critical computer systems and has secured approval from Oregon's Chief Information Officer's Office to install fiber optic line connecting two OLCC warehouses that are within a half-mile of each other. This will establish near-term redundancy within the 2018 calendar year. The OLCC can achieve this objective if limitation is approved for new switches and servers. This project works in tandem with the server and switch replacement because it is dependent on the efficient redeployment and reuse of old servers (Item 2. above). Over the long-term, the fiber optic connection will not only serve the hot site, it will add value by extending enhanced interoperability between warehouses. The multiple benefits of this immediate action will enable OLCC to evaluate future options for geographically distributed redundancy. This is an immediate and urgent issue because weather and electrical events threatened operations of the liquor warehouse on multiple occasions last year. Because the OLCC ships out liquor daily with a retail value of $2.2 million, recovery and redundancy of computer systems is critically important for continuity of operations. The SOS audit specifically identifies taking the step of establishing a warm-site. *Completion: 3rd quarter 2018.*

4. **Expanding IT Capabilities for Marijuana Program Management: Near Term Work and Making Choices about Vendor Contracting**: The OLCC is concerned about future provider services for licensing and for absorbing tracking responsibility for medical grow sites, processors, and dispensaries in the Cannabis Tracking System. The agency believes its Software as a Service (SaaS) providers have produced timely and quality services to date. Vendors have been flexible in working with the agency to establish and reset development priorities. The OLCC must now determine how to evolve licensing system capabilities and define the options it has for future systems

development. The agency believes this requires building additional internal capacity and expertise to plan, negotiate and provide oversight for the deployment of more robust IT systems. Additionally, the agency must establish contractual requirements and work expectations with its vendor to extend capabilities to track medical registrants in the Cannabis Tracking System (CTS) by June 31, 2018. This body of IT work directly addresses audit findings and recommendations, and it provides a focus for immediately improving system security issues and oversight; it is specifically related to the audit recommendations to improve vendor management. The ability of OLCC to do this will be aided by the approval to hire a CIO (Item 1. above). *Completion. 2nd quarter 2018.*

The OLCC must immediately manage the following four areas of urgent concern and the audit reinforces the need for timely action. To achieve success in these areas, OLCC must secure budget limitation authority and meet many required administrative approvals for purchasing and technology system development.

Response: Security and Functional Recommendations Concerning the Marijuana Licensing System (MLS) and Cannabis Tracking System (CTS)

The OLCC generally agrees with all recommendations and is complimentary of the SOS auditors for their input to a program for what overall, has been a successful launch of the recreational (medical) cannabis industry in Oregon.

Marijuana Regulation is a start-up business for the state: The regulation of marijuana is essentially a new business start-up and the OLCC has been as entrepreneurial as possible to deal with the unique challenges of standing up this regulatory enterprise. OLCC staff has had to focus on solving multiple issues in time to meet critical statutory deadlines.

Since voter approval in 2014 of Ballot Measure 91, three sessions of the legislature produced comprehensive legislative changes with substantial policy and system details. The rapid implementation of marijuana IT systems — within an ever changing legal environment — has been challenging. Consequently, the OLCC and its vendors focused on the delivery of required changes in programing to meet the fundamental requirements of the law, and regulations codified in newly adopted statutes. While the OLCC never missed a major operational deadline, the process led to rapid acceptance of completed development work and deferral of important analytical software development. Now that a developed legal framework and additional changes by Oregon lawmakers are expected to be less encompassing, the OLCC can revisit security issues raised by the audit, as well as other operational issues with its system vendors.

Marijuana IT system costs are financed through fees licensing the industry and do not utilize State General Funds in their development or operation. At this time, it appears the financial structure in place is sustainable and the OLCC will be able to refine and redevelop systems based on the knowledge and experience gained during the initial program implementation, along with the recommendations of this audit.

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The Marijuana Licensing System (MLS) and the Cannabis Tracking System (CTS) are delivering results: In this unique area of endeavor, without blueprints or a playbook, the current condition of OLCC's IT systems related to marijuana can be characterized as, "state-of-the-art imperfection." The audit confirms several shortcomings of the systems, all of which require fixing, and all of which will help to perfect the quality of the program and IT security. *While the audit has identified several important issues, those issues do not suggest that the functioning of the IT systems compromise OLCC's ability to provide for public safety oversight of the marijuana industry through its use.* The audit does make recommendations that would improve the IT systems' effectiveness.

Many of the issues identified in the audit were well known to OLCC, however the work accomplished by vendors and the OLCC has created a strong knowledge base, a solid framework to build upon with IT systems that provide a greater degree of accountability and licensee oversight. Because of the major commitment of staff time, these IT systems have served the state well and at a moderate expense.

The marijuana license system has been utilized to license about 2,000 marijuana business that are forecasted to generate, by the end of the current biennium, a total of about $210 million dollars in tax revenue to be used for state and county services. Annual retail marijuana sales now exceed $500 million dollars.

The Cannabis Tracking System (CTS) has identified thousands of discrepancies, small and large, that have led to investigations, administrative charges, and warnings or sanctions.

Licensees that fail to accurately record data do so at the jeopardy of losing their licenses and other sanctions: The SOS audit makes several findings about data quality within the CTS that are accurate but require contextual explanations. CTS is essentially an accounting ledger where all licensees must account for daily sales and activity. A ledger in and of itself does not guarantee that businesses are accurately reporting data nor that they understand the laws and rules governing their regulated industry. However, a ledger does create a paper trail for later enforcement action, so even "bad" data in CTS is meaningful data.

To clarify, *the dependency, burden, and interest of data accuracy falls on the licensees whose product on hand must match, upon inspection, their self-reporting into the CTS. The reporting of inaccurate data can lead to the loss of license and sanctions that include fines and business closures.* The simple correction of minor mistakes is also a frequent remedy of unintentional inaccuracies. Nevertheless, the OLCC will work to reduce the ability of licensees to make errors by inputting incorrect data. Data quality and overall regulatory compliance will improve as the system is populated with data, additional training is provided for licensees and staff, and overall user experience catches up with the deployment of system features. As the marijuana program stabilizes, this system will vastly improve as a regulatory tool. It is already producing good results today.

To determine data quality and the accuracy of reporting in the system, field investigations and/or forensic auditing of records in the data tracking system must take place. This type of analysis helps to understand the relative accuracy or inaccuracy of data reported and provides proof of compliance and violations. The process of accountability is powered by people: inspectors, fiscal analysts, and data analysts who monitor transactions and carry out field inspections.

The possibility of inspection is the deterrent to willful and systemic data manipulation and inaccuracies, ensuring that the systemic recording of data must match transactions and inventories is in itself important. However, the technical focus of an audit is meaningful as well, the system should not allow users to manipulate data in ways that it is not intended to be reported. Developing more extensive user training and limiting opportunities for the misuse of core features, including creating "startup inventory" entries long after initial licensure will improve data quality.

The audit points to several data reporting compliance issues related to timely entry of data. The OLCC will be systematically issuing fines based on violations that can be proven by data recorded in the CTS system or the absence of data by failing to record it, such as not meeting a requirement to account for a marijuana crop's moisture loss within 45 days of a harvest. Further build out of CTS will provide staff the ability to be routinely alerted to this type of violation, and potentially trigger a licensee user alarm. The OLCC is exploring how modifying the IT system and requirements under the Administrative Procedures Act (APA), that protect due process, can be integrated to auto-generate citations based on compliance failures to properly and timely record data. Similar to a "speeding ticket," with this type of sanction the accumulation of too many tickets would result in the loss of license. In the meantime, the OLCC is manually monitoring data for timely entry and analyzing it for potential action against violators.

Also described in this audit are important but less urgent issues. The audit identified that some data entry measurement and rounding errors resulting from measurement conversion issues could lead to systemic misreporting of marijuana quantities. Specifically, the audit is critical that the system allows both imperial (ounces) and metric (grams) measurements. While an important issue, today the OLCC is focused on efforts to stop diversion of large amounts of marijuana through overall regulatory efforts. Because the method of measurement is also an issue within the marijuana supply chain of commerce, the OLCC is confident that measurement conventions and uniformity can be achieved.

The CTS is one part of a three-part strategy for strong oversight and enforcement: CTS is proving to be a solid tool for triggering enforcement actions and providing proof of violations. To date, OLCC has only been able to focus on the most serious violations. As the functionality of the data tracking system is enhanced, and OLCC adds trained staff, the overall performance will improve. Recommendations of the audit will contribute to strengthening the system.

The OLCC is putting in place a robust regulatory regime to ensure public safety. *Citizens and policy makers need to know that as important as the issues identified in this audit*

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are, the OLCC is not dependent on the CTS system alone to identify licensees that are attempting to use the state system as a cover for diversion. The CTS system is one fundamental tool for successful enforcement and compliance. Readers of the audit should not have the impression that the CTS system is defective or is the sole method for detecting compliance issues, rather the audit recommendations focus on improving the overall effectiveness of the system which the audit acknowledges is *properly functioning*. The OLCC appreciates this audit insight and for acknowledging the potential need for staff to carry out monitoring and compliance inspections to ensure operational efficiency.

Robust compliance and enforcement is being established. The effectiveness of the OLCC enforcement regime depends upon the CTS, field inspections, forensic financial and data audits, reported observations by the public or employees about licensee activity, and continuous coordination with law enforcement. Additionally, security measures required by regulation for on-site gates, locks, safes, alarms, and fencing also help to prevent diversion. Lastly, camera coverage of grow sites, processing activity, and of the entryways and exits of all facilities on the licensed premises are additional tools for licensee accountability. The CTS system supports all of this enforcement activity and is one leg of the three-legged stool comprised of CTS tracking, premises inspections, and premise security regulations.

Committed to improve data accuracy and establish enforcement routines: The start-up business the OLCC now operates to regulate cannabis in Oregon is still evolving. In December 2017, the OLCC conducted its first minor decoy operations to test if businesses were making retail marijuana sales to anyone under the age of 21 (age 18 with a medical card). It took a while to develop the protocols and to find the time to deploy an inspection staff, with competing priorities, to do these operations in every region of the state. In the coming year or two, this compliance work will become routine. The same is true for training and protocols for field inspections and CTS data analysis. This audit was insightful in its observation on the need for training.

The recreational marijuana program is still growing with more than 1,200 new applications moving through our licensing approval process. Applicant interest in licensing continues to exceed expectations, cannabis supply is robust, and low consumer market prices are directly challenging illegal market sales in Oregon. As well, the recreational system's growth in sales to people who hold medical cards shows the regulated system can play an important role in providing reliable access to medical marijuana products.

In 2016, the OLCC's focus moved from meeting demand for licenses to enforcement of regulations. Security of the IT systems for licensing and tracking cannabis is vital to this work. OLCC is committed to make IT system improvements identified by the audit as rapidly as possible.

Response: Overall IT Security and Disaster Recovery Recommendations

The shortcomings of OLCC's overall IT security is not particularly surprising as OLCC continues to rely on legacy systems and generally has not modernized its agency-wide

systems at the same pace as the rest of state government. Over the years, the focus of IT staff has been to maintain fragile IT systems that operate vital warehouse inventory, orders, and financial processes. It was only a year ago, the agency retired the last of its COBOL systems.

In addition to marijuana IT systems, the OLCC is in process of deploying a Software as a Service (SaaS) alcohol licensing system and a SaaS system to improve the efficiency of privilege tax collections and auditing for beer and wine tax collections. The scoping, design and implementation of these projects have spanned the past two budget cycles. The agency has embraced the need to utilize industry standard IT across the entirety of the OLCC enterprise.

The IT security auditor's findings reflect a symptom of a general lack of management proficiency and capacity to maintain a focus on state requirements and practices. Executive staff have made it clear that they do not have the necessary expertise to manage the many specialized facets of IT that are critical to agency operations. Over the past two years, the agency and the executive team have pursued strategies to increase capacity, relieve staff of additional work by contracting for services, and providing the business case for securing approval for the position of a high-level CIO to oversee a rapidly growing portfolio of IT concerns.

The OLCC has a talented IT staff. The agency has hired a new IT division director and is positioned to get approval for a Chief Information Officer by the Legislature in 2018. In our response to the audit report, you will see that the staff has capably and quickly responded to many of the issues identified in the audit. With increased management, expertise, and direction, agency leadership expects this staff to excel.

The OLCC deeply appreciates the work of the audit team to clearly identify weaknesses in our security management program and to make specific recommendations for disaster recovery. The agency does not believe this is a difficult objective to meet. What the audit highlights is the fact that plans, inventories and procedures are not well documented. This is of concern to the agency, and the OLCC will work to ensure that complete plans and documentation for IT security and disaster recovery are created, used, and regularly updated.

The OLCC will be asking the Legislature to provide limitation for the agency to address two concerns highlighted by the report: $400,000 to replace unsupported servers and switches; and, position authority for a CIO ($197,000).

The following are OLCC's responses to the specific SOS audit recommendations concerning Overall IT security planning.

Detailed response to specific SOS Audit Division recommendations.

RECOMMENDATION 1
Develop and implement standards and protocols for on-site inspections and investigations.

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Agree or Disagree with Recommendation	Target date to complete implementation activities (Generally expected within 6 months)	Name and phone number of specific point of contact for implementation
Agree	Aug. 1, 2018 & Ongoing	Shannon Hoffeditz, Director of Compliance, Tel. 503-872-5212

Narrative for Recommendation 1

The OLCC is working to update the Public Safety Division Compliance manual to include standards and protocols for marijuana inspections, and follow up on compliance issues. The Compliance Program wants to be proactive by developing a "feet on the street" approach so inspectors are inspecting businesses on a regular randomized basis. A different set of inspection standards will be established for the different types of licenses. In addition to the proactive inspections, the Compliance Division also conducts minor decoy operations, follows up on complaints generated from a variety of sources that includes but not limited to: citizen complaints, industry complaints, detected by Regulatory Specialists or referred by law enforcement. This process, however, will be ongoing as new rules and regulations are developed, the marijuana industry continues to evolve, and resources provided to the agency are adjusted.

RECOMMENDATION 2

Evaluate the need and provide for an adequate number of trained OLCC inspectors commensurate with number of licensed marijuana businesses.

Agree or Disagree with Recommendation	Target date to complete implementation activities (Generally expected within 6 months)	Name and phone number of specific point of contact for implementation
Agree	Aug. 1, 2018 & Ongoing	Shannon Hoffeditz, Director of Compliance, Tel. 503-872-5212

Narrative for Recommendation 2

The OLCC will continually evaluate the adequacy of enforcement resources dedicated to marijuana. The OLCC has twenty-three regulatory specialist assigned to marijuana enforcement for 1,700 issued licenses. Currently the number of license applications is growing and OLCC expects to issue more than 2,000 license by the end of the 2018. The addition of new enforcement resources will require OLCC to go through the legislative budget process. OLCC is currently developing its budget request for the 2019-2021 biennium which will be submitted in July 2018. An evaluation of the need for additional inspectors will be in the agency's requested budget submission.

RECOMMENDATION 3

Perform risk-based on-site monitoring and inspections to ensure that licensees are reporting accurate information in the CTS and complying with applicable laws.

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Agree or Disagree with Recommendation	Target date to complete implementation activities (Generally expected within 6 months)	Name and phone number of specific point of contact for implementation
Agree	Aug. 1, 2018 & Ongoing	Shannon Hoffeditz, Director of Compliance, Tel. 503-872-5212

Narrative for Recommendation 3

The OLCC is currently monitoring information in the Cannabis Tracking System, conducting follow up and issuing notices of warning and violations. There are currently some staff who are better versed in how to monitor the tracking system. The Regulatory Specialists are scheduled to be trained on the tracking system so they can adequately conduct inspections and follow up on tracking violations. The legislature provided additional resources to OLCC during the last legislative session for monitoring and compliance and those resources are currently being deployed. Risk based criteria will be developed and documented in the compliance manual.

RECOMMENDATION 4

Develop and implement policies and procedures for effectively monitoring software of service vendors to ensure they are meeting security and hosting requirements defined in contracts and service level agreements.

Agree or Disagree with Recommendation	Target date to complete implementation activities (Generally expected within 6 months)	Name and phone number of specific point of contact for implementation
Agree	Aug. 1, 2018	Kai Nakashima, Acting IT Director* 503-872-5056

*Note that the contact point will change when OLCC's new IT Director is hired in February 2018

Narrative for Recommendation 4

The OLCC IT Director will consult with the Department of Administrative Services Office of the State Chief Information Officer and other agencies to formalize a process for monitoring software service vendors to ensure that they are meeting hosting requirements defined in the contracts and service level agreement.

RECOMMENDATION 5

Develop and implement reconciliation processes to ensure that data is appropriately transmitted by the Marijuana Licensing System and received by the Cannabis Tracking System.

Agree or Disagree with Recommendation	Target date to complete implementation activities (Generally expected within 6 months)	Name and phone number of specific point of contact for implementation

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Agree	Aug. 1, 2018	Kai Nakashima, Acting IT Director* 503-872-5056

*Note that the contact point will change when OLCC's new IT Director is hired in February 2018

Narrative for Recommendation 5

The data transfer process from the Marijuana Licensing System to the Cannabis Tracking System is undergoing review, and processes and reports will be developed as necessary to enable reconciliation of key data (e.g. licenses by status type) in the two systems by Marijuana program and/or Finance department personnel. The OLCC IT Director will develop and document a process once the review is completed.

RECOMMENDATION 6 Establish processes for granting and reviewing access to the Marijuana Licensing System and the Cannabis Tracking System.		
Agree or Disagree with Recommendation	**Target date to complete implementation activities (Generally expected within 6 months)**	**Name and phone number of specific point of contact for implementation**
Agree	Dec. 1, 2018	Kai Nakashima, Acting IT Director* 503-872-5056

*Note that the contact point will change when OLCC's new IT Director is hired in February 2018

Narrative for Recommendation 6

The OLCC IT Director will develop a process for granting access to the Marijuana Licensing System (MLS) and to the Cannabis Tracking System (CTS). This process will require review and possible amendments to OLCC Policy PP 845-155-004 (Employee Access to Information Assets) and be included in revision to the agency information security plan under recommendation 8.

RECOMMENDATION 7 Implement change management processes in line with industry best practices, including measures that ensure test data remains segregated from the production environment.		
Agree or Disagree with Recommendation	**Target date to complete implementation activities (Generally expected within 6 months)**	**Name and phone number of specific point of contact for implementation**
Agree	Feb 1, 2018	Kai Nakashima, Acting IT Director* 503-872-5056

*Note that the contact point will change when OLCC's new IT Director is hired in February 2018

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Narrative for Recommendation 7
Policies and processes relating to third-party systems development and change management will be formalized by the OLCC IT Director, and will address test and production environment segregation and related issues. OLCC will work with the vendor to delete or segregate test data in the current system.

RECOMMENDATION 8 Update and test OLCC's information security plan to ensure the plan reflects the agency's current business and IT environment.		
Agree or Disagree with Recommendation	**Target date to complete implementation activities (Generally expected within 6 months)**	**Name and phone number of specific point of contact for implementation**
Agree	Aug 1, 2018	Bill Schuette, Economist/CAE/ASO 503-872-5023

Narrative for Recommendation 8
OLCC's information security plan will be updated to include the addition of the new marijuana licensing and tracking systems. OLCC will test the updated plan in this year's Business Continuity exercise.

RECOMMENDATION 9 Establish a process to maintain an up-to-date inventory of authorized hardware and software allowed on OLCCs network.		
Agree or Disagree with Recommendation	**Target date to complete implementation activities (Generally expected within 6 months)**	**Name and phone number of specific point of contact for implementation**
Agree	June 1, 2018	Kai Nakashima, Acting IT Director* 503-872-5056

*Note that the contact point will change when OLCC's new IT Director is hired in February 2018

Narrative for Recommendation 9
The OLCC IT Director will formally document the software approved for use on the agency network. All hardware is currently authorized for use, but an inventory of IT hardware will be developed for use in monitoring obsolescence. OLCC will utilize MDM (mobile device management) and other client applications to keep an up-to-date inventory of authorized hardware and software allowed on the OLCC network. OLCC will also implement SOPHOS (https://www.sophos.com/en-us.aspx) and utilize its application control feature to block certain legitimate applications from running on work computers.

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RECOMMENDATION 10 Develop and implement a configuration management process, including establishing configuration baselines, maintaining an up-to-date repository of configuration items, and monitoring configuration status changes to detect any unauthorized changes.		
Agree or Disagree with Recommendation	**Target date to complete implementation activities (Generally expected within 6 months)**	**Name and phone number of specific point of contact for implementation**
Agree	Aug 1, 2018	Kai Nakashima, Acting IT Director* 503-872-5056

*Note that the contact point will change when OLCC's new IT Director is hired in February 2018

Narrative for Recommendation 10

The OLCC IT Director will develop and implement a configuration management process, including establishing configuration baselines, maintaining an up-to-date repository of configuration items, and monitoring configuration status changes to detect any unauthorized changes. OLCC is in the process of updating and creating server and computer configuration baselines. OLCC currently has baseline configurations for all client laptops, desktops, and servers. OLCC will utilize SOPHOS (https://www.sophos.com/en-us.aspx) to help with monitoring configuration changes and to detect any unauthorized changes.

RECOMMENDATION 11 Develop and implement a process to scan for vulnerabilities on devices on the network.		
Agree or Disagree with Recommendation	**Target date to complete implementation activities (Generally expected within 6 months)**	**Name and phone number of specific point of contact for implementation**
Agree	Aug 1, 2018	Kai Nakashima, Acting IT Director* 503-872-5056

*Note that the contact point will change when OLCC's new IT Director is hired in February 2018

Narrative for Recommendation 11

The OLCC IT Director will develop, implement, and document a process to scan for vulnerabilities on devices on the network. The current plan is to implement Sophos Device Control which allows an administrator to manage the use of storage devices, network interfaces and media devices connected to all managed endpoints.

RECOMMENDATION 12 Develop and implement an effective antivirus solution on servers and workstations, and monitor to ensure all servers and workstations have an up-to-date antivirus solution.

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Agree or Disagree with Recommendation	Target date to complete implementation activities (Generally expected within 6 months)	Name and phone number of specific point of contact for implementation
Agree	Aug 1, 2018	Kai Nakashima, Acting IT Director* 503-872-5056

*Note that the contact point will change when OLCC's new IT Director is hired in February 2018

Narrative for Recommendation 12

In consultation with DAS CIO, the OLCC IT Director will develop processes and obtain software as necessary to monitor device vulnerability on the OLCC network. OLCC is in the process of procuring Sophos. Sophos Endpoint Protection integrates a range of innovative technologies to secure Windows, Mac and Linux systems against malware and advanced threats such as targeted attacks.

RECOMMENDATION 13

Transition software off obsolete platforms. If that is not possible, ensure unsupported servers are appropriately segregated on the network.

Agree or Disagree with Recommendation	Target date to complete implementation activities (Generally expected within 6 months)	Name and phone number of specific point of contact for implementation
Agree	Feb. 1, 2019	Kai Nakashima, Acting IT Director* 503-872-5056

*Note that the contact point will change when OLCC's new IT Director is hired in February 2018

Narrative for Recommendation 13

OLCC will work on a strategic plan to either procure, build or replace the older platforms. Replacement of obsolete platforms will require resources that will have to be procured through the budget process. OLCC will develop the request in the 2019-21 budget as a policy option package but implementation will not likely occur until next biennium. Segregation of unsupported servers will also require a strategic plan and resources. OLCC will develop a plan and costs for segregating servers and make a determination for the best course of action. Segregation of servers, given sufficient resources is expected to take six to twelve months to complete.

RECOMMENDATION 14

Review physical access procedures to ensure access is appropriate, and require PINs to be periodically changed.

Agree or Disagree with Recommendation	Target date to complete implementation activities (Generally expected within 6 months)	Name and phone number of specific point of contact for implementation

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Agree	June 1, 2018	Bill Schuette Economist/CAE/ASO 503-872-5023

Narrative for Recommendation 14
The keypad (PIN) functions for physical access to the OLCC headquarters will be disabled, and entry will only be permitted with an OLCC issued badge swiped at the access point.

RECOMMENDATION 15
Develop and implement a process to remediate weaknesses identified in risk assessments and audits, and routinely evaluate and assess the agency's security posture.

Agree or Disagree with Recommendation	Target date to complete implementation activities (Generally expected within 6 months)	Name and phone number of specific point of contact for implementation
Agree	Aug. 1, 2018	Bill Schuette Economist/CAE/ASO 503-872-5023

Narrative for Recommendation 15
Weaknesses identified in risk assessments and audit findings will be tracked by the Chief Audit Executive (CAE) and brought to the agency's internal audit committee for report and review. The agency's security plan and posture will be reviewed annually by the agency security officer, administrative services manager and the information technology manager.

RECOMMENDATION 16
Develop and document an entity-wide disaster recovery plan.

Agree or Disagree with Recommendation	Target date to complete implementation activities (Generally expected within 6 months)	Name and phone number of specific point of contact for implementation
Agree	Aug. 1, 2018	Kai Nakashima, Acting IT Director* 503-872-5056

*Note that the contact point will change when OLCC's new IT Director is hired in February 2018

Narrative for Recommendation 16
The OLCC IT Director will develop a formal disaster recovery plan for IT from existing documentation which will be incorporated to the agency's Emergency Plan (PP 845-155-009) and Business Continuity Plan (PP 845-155-008).

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RECOMMENDATION 17 Perform periodic tests of backups to ensure usability.		
Agree or Disagree with Recommendation	**Target date to complete implementation activities (Generally expected within 6 months)**	**Name and phone number of specific point of contact for implementation**
Agree	Aug. 1, 2018	Kai Nakashima, Acting IT Director* 503-872-5056

*Note that the contact point will change when OLCC's new IT Director is hired in February 2018

Narrative for Recommendation 17

The OLCC IT Director will create a backup and restore strategy, as well as testing backup and restore schedule. OLCC will verify the entire backup and restore process for disaster recovery purposes.

Conclusion:

The OLCC would like to thank the SOS Audit Division for its professional assessment of the OLCC Marijuana IT systems and of the agency's overall IT security measures. The recommendations are essential to program improvement and acknowledged by this thorough response. The recommendations are important to our future operations and the OLCC has offered detail plans and responses to identified issues.

We are taking immediate action to obtain the necessary approvals to help us remedy issues as rapidly as possible. As resource stretched as the agency is with the high profile implementation of the marijuana program and improving overall IT management, we look forward to a complete marijuana program performance audit in 2018.

Our agency's primary contact on the audit is Bill Schuette, OLCC Economist and Chief Audit Executive. He can be contacted at bill.schuette@oregon.gov , phone: 503-872-5023.

Sincerely,

Steve Marks
Executive Director
Oregon Liquor Control Commission

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OLCC AFFIRMATIVE ACTION PLAN

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Oregon
Kate Brown, Governor

Liquor Control Commission
9079 SE McLoughlin Blvd
Portland, OR 97222-7337
(503) 872-5000
(800) 452-6522

December 19, 2016

Office of the Governor
Diversity & Inclusion/Affirmative Action
255 Capitol Street NE, Suite 126
Salem, OR 97301

Dear Ms. Brown,

The Oregon Liquor Control Commission is committed to a workplace that is inclusive, diverse in its internal operations, and committed to working to improve its focus on diverse communities that it serves as its customers. The Affirmative Action Plan is one vital focus of ongoing work to improve operations for ALL Oregonians the agency services.

We appreciate the overall focus of the state on its commitment to introducing diverse communities to the opportunities provided through public services. With the submittal of our Affirmative Action Plan, we look forward to doing our part.

Sincerely,

Steve Marks

Steven Marks
Executive Director, Oregon Liquor Control Commission

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Oregon Liquor Control Commission's Policy Statement on Equal Employment Opportunity and Affirmative Action

People are the Oregon Liquor Control Commission's most important asset. Every one of us is different, and it is these differences that enrich our lives and our workplace. The productive combination of our individual differences gives our work vitality.

It is the Commission's policy to provide Equal Employment Opportunity (EEO) at all levels and in all aspects of the agency's operations. We also serve the public fairly, and as matters of policy, try to make sure that our services are inclusive.

The Commission conducts its Human Resources management programs and personnel actions, including recruitment, hiring, training, promotion, transfer, demotion, layoff and termination without regard to race, religion, national origin, age, sex, sexual orientation, marital status, or physical or mental disability.

The Commission's affirmative action goals contained in our Affirmative Action Plan help us develop and maintain a representative workforce and allow us to provide true equal employment opportunity. Managers at all levels are responsible for actively supporting recruitment, career development, and other affirmative action programs to help us achieve our goals. The Commission formally evaluates managers' efforts and accomplishments in this area.

Each Commission employee is responsible for helping develop a work climate reflecting care and respect for all individuals, including co-workers, customers, other stakeholders, and members of the public. We expect all employees to actively help create and promote a work environment that is free of harassment, especially in regard to race, religion, national origin, age, sex, sexual orientation, marital status, or disability. We will not tolerate harassing behavior. Commission managers will strive to eliminate and prevent harassment based on protected class status and other forms of unlawful discrimination.

The Commission has a complaint process in place for employees and members of the public to use to bring Equal Employment Opportunity issues or concerns to the awareness of Commission leaders for resolution. A copy of the complaint procedure is in our Affirmative Action Plan.

The Commission developed its Affirmative Action Plan to ensure implementation of this policy. The Affirmative Action Coordinator is responsible for coordinating the plan's implementation. Our current plan covers the July 1, 2017 - June 30, 2019 biennium, and implementation of our plan is continuous.

Steven Marks 12/19/2016

Steven Marks, Executive Director **Date**

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Oregon Liquor Control Commission

Affirmative Action Plan
July 1, 2017 – June 30, 2019

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C. Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964
D. Genetic Information Discrimination Title II of the Genetic Information and Nondiscrimination Act of 2008 (GINA)
E. National Origin Discrimination Title VII of the Civil Rights Act of 1964
F. Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
G. Race/Color Discrimination Title VII of the Civil Rights Act of 1964
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VIII. **Appendix C – Documentation to Support Affirmative Action Plan**

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B. Organizational Chart
C. OLCC Diversity and Inclusion Strategic Plan

X. **Appendix D – Additional Federal Documentation**

A. Agency-Specific Federal Reporting Requirements
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I. Agency Description

A. Mission and Objectives

The Oregon Liquor Control Commission (OLCC) is a small to medium-sized state agency and is headquartered in Milwaukie (Portland Metro area). OLCC is responsible for regulating the sale and service of alcoholic beverages in Oregon by administering the state's Liquor Control Act and regulating the sale of recreational marijuana in Oregon through the Control, Regulation, and Taxation of Marijuana and Industrial Hemp Act. As of September 1, 2016 OLCC had a total of 265 employees 212 at the main office in Milwaukie and 53 in the field offices located throughout the state.

Our Mission:
"To support businesses, public safety, and community livability through education and the enforcement of liquor and marijuana laws."

Our Goals

Public Safety Principle

- OLCC's policy will focus on public safety and community livability considerations when guiding alcohol beverage and recreational marijuana system growth.
- OLCC will meet potential customer demand for alcoholic beverages and recreational marijuana by managing outlets in a socially responsible manner.

Economic Development Principle

- OLCC will enable business people to be viable in their sale of alcohol and marijuana, supporting economic viability for Oregonians
- OLCC will intelligently manage the healthy growth of the Distilled Spirits Program and the Recreational Marijuana Program so desired products reach the customer safely, timely, and efficiently

Stewardship Principle

- OLCC will continue to work collaboratively with local government and other partners to promote communication and service to stakeholders.
- OLCC will continue to provide responsible stewardship of its assets, managing risks and protecting revenue flow.
- OLCC will sustain high level customer service. It will continue to seek to improve its customer service levels by finding additional efficiencies, improving timeframes for delivering services, and by making information accessible to customers and the public.

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B. Executive Director

Mr. Steven Marks
9079 SE McLoughlin Blvd
Milwaukie, OR 97222
(503) 872-5062

C. Governor's Policy Advisor

Ms. Hedi Moyad
(503) 378-6169

D. Affirmative Action Representative

Ms. Annie Williams
(503) 872-5152

E. Diversity and Inclusion Officer

N/A

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II. Affirmative Action Plan

A. Affirmative Action Policy Statement

People are the Oregon Liquor Control Commission's most important asset. Every one of us is different, and it is these differences that enrich our lives and our workplace. The productive combination of our individual differences gives our work vitality.

It is the Commission's policy to provide Equal Employment Opportunity (EEO) at all levels and in all aspects of the agency's operations. We also serve the public fairly, and as matters of policy, try to make sure that our services are inclusive.

The Commission conducts its Human Resources management programs and personnel actions, including recruitment, hiring, training, promotion, transfer, demotion, layoff and termination without regard to race, religion, national origin, age, sex, sexual orientation, marital status, or physical or mental disability.

The Commission's affirmative action goals, contained in our Affirmative Action Plan, help us develop and maintain a representative workforce and allow us to provide true equal employment opportunity. Managers at all levels are responsible for actively supporting recruitment, career development, and other Affirmative Action programs to help us achieve our goals. The Commission formally evaluates manager's efforts and accomplishments in this area.

Each Commission employee is responsible for helping develop a work climate reflecting care and respect for all individuals, including co-workers, customers, other stakeholders, and members of the public. We expect all employees to actively help create and promote a work environment that is free of harassment, especially in regard to race, religion, national origin, age, sex, sexual orientation, marital status, or disability. We will not tolerate harassing behavior. Commission managers will strive to eliminate and prevent harassment based on protected class status and other forms of unlawful discrimination.

The Commission has a complaint process in place for employees and members of the public to use to bring Equal Employment Opportunity issues or concerns to the awareness of Commission leaders for resolution. A copy of the complaint procedure is in our Affirmative Action Plan.

The Commission developed its Affirmative Action Plan to ensure implementation of this policy. The Affirmative Action Representative (Sr. Human Resource Analyst, Annie Williams - phone: 503-872-5152) is responsible for coordinating the plan's implementation. The Affirmative Action Plan is kept in the Human Resources office and posted electronically on the agency Intranet, available to all employees. Hard copies of the plan are available to anyone who requests one. In addition, hard copies of this policy statement are posted on agency bulletin

boards. Our current plan covers from July 1, 2017 through June 30, 2019 and implementation is continuous.

B. Oregon Liquor Control Commission Diversity and Inclusion Statement

The OLCC seeks to reflect the diversity of Oregon society. It seeks to attract and retain a workforce that is a representative slice of the greater culture in which we live. That culture includes people from diverse gender, age, race, religion, national origin, sexual orientation, and disability spectrums. Our OLCC society should include them as well.

OLCC wants to retain a diverse workforce, as well as attracting one. This requires identifying and breaking down even unconscious barriers to welcoming and supporting all employees. It means reaching out and successfully partnering with diverse external stakeholders as well.

Having a diverse workforce requires OLCC management and staff actively welcoming all newcomers, ensuring they have a seat at the table, identifying and removing invisible barriers to advancement, and initiating open dialogue with each individual. By including all individuals in workplace functions, activities and outreach, the agency can help ensure each feel an included, respected, and supported member of the OLCC family.

C. Training, Education and Development Plan

a. Employees

In May 2014, OLCC re-designed the new employee orientation program. Now all new employees, including temporary and seasonal employees, complete a one-day new employee orientation within the first two days of employment in order to support the immediate integration of the employees into OLCC's culture. The curriculum includes a general overview of the agency, including its history, mission, and structure; building security and fleet information; payroll information; review of the employee handbook; formal training presentations of Professional Workplace Behavior, Harassment and Discrimination Awareness, and Violence Free Workplace; benefits information; and if applicable, introduction to the AFSCME union.

In early 2014, every OLCC employee, including temporary and seasonal workers, attended mandatory half-day training on the following three topics: Professional Workplace Behavior, Harassment and Discrimination Awareness, and Violence Free Workplace. The training was a blend of lecture, video, and group independent activities. One video was entitled "Harassment and Diversity: It's About Respect". There were also two short video clips, "Drop by Drop" and "Silent Beats", followed by discussion of micro-aggressions and their impact on the workplace.

Employees are able to set up an individual development plan (IDP) with their manager or the Human Resources Director. The IDP identifies the employee's career goals and a plan for achieving those goals. Tuition reimbursement, work-out-of-class assignments, job rotations, and career development opportunities may be included in an employee's plan. Employees who do not have an IDP still participate in a variety of training and development opportunities as they relate to their positions. For instance, new Liquor Inspectors in the Public Safety Department are required to complete a four week Department of Public Safety Standards and Training (DPSST) academy. After, employees are paired with a field training officer over the next six months. These employees also complete training in first aid and CPR, verbal judo, defensive tactics, etc. All employees are also encouraged to attend conferences, seminars and other trainings in order to continue developing knowledge and skills related to their current position.

From July 1, 2014 through June 30, 2016, one female employee participated in a career development opportunity. There have been several employees (both male and female) in lead-work and work-out-of-class positions. Also, several employees (both male and female) have been placed in training roles, therefore receiving training differentials.

In August of 2016, all staff attended a training on the implementation of the new performance evaluation system. The training was presented by Kostas Voutsas, MBA MSHR/OD. Mr. Voutsas is the Assistant Professor of Business at Dickinson State University. Once the performance evaluation system and forms were created, he met with each division to elicit feedback and discuss the form in its entirety. Mr. Voutsas was able to incorporate discussions on communication, diversity and generational differences.

b. Volunteers

OLCC generally does not employ volunteers other than those who occasionally assist with "minor decoy" operations.

c. Contractors/Vendors

OLCC's Affirmative Action Policy Statement is posted on the agency bulletin boards, and is available to contractors, vendors and members of the public upon request.

D. Programs

a. Internship Program

OLCC believes in and supports internship programs and has periodically employed interns over the years. OLCC tries to accommodate such

opportunities when they arise. Although our main focus for the next few years is to provide work-out-of-class and career development opportunities to current employees to help with retention and succession planning, we will continue to look for opportunities to employ interns. Since the agency has used few interns on an infrequent basis, the agency has not tracked intern demographic information.

b. Mentorship Program

The agency does not have a formal mentorship program. However, as part of the onboarding process, new employees are assigned a partner to mentor the new employee through their trial service period. Regulatory Specialists are assigned a senior training partner who they work closely with. Newly promoted supervisors work closely with their Division Director and Human Resources Director to learn skills and gain insights into effective management techniques.

c. Community Outreach Program

The OLCC recognizes that developing partnerships with community groups creates reciprocal, sustaining relations that benefit the agency, the community group, and the public. Historically, the agency posts notices and forwards emails about local diversity and inclusion related celebration events and workshops or seminars. Senior staff annually attend community networking events such as the annual Martin Luther King Jr. Day breakfast and the Korean American Grocers Association. Some departments such as Public Safety engage with local community groups like neighborhood associations to understand their concerns and explain the agency's role in protecting the public interest.

Since the OLCC has been tasked with the oversight of recreational marijuana, the agency has engaged with multiple agencies and associations to develop relationships to ensure outreach to all of the communities we serve. The Minority Cannabis Business Association (MCBA) has been represented on the Technical Advisory Committee and led OLCC inspectors on a tour of an indoor/outdoor grow site to assist in rule development. OLCC staff members and Commissioners have attended MCBA events.

Over the past year, the OLCC has been working closely with the Governor's Office of Diversity and Inclusion and several other state agencies to reach out to local tribal communities, women-owned businesses and minority-owned businesses to streamline regulatory guidance to groups that have difficulty entering into this new market.

With the addition of 14 retail liquor stores, the OLCC has collaborated with multiple diversity groups to assist with recruiting for contracted agents. Some of the groups involved were: African American Chamber of Commerce, Portland Business Alliance, Oregon Women Conference, Latino Business Network, Philippine American Chamber of Commerce, Korean Society of Oregon, Small

Business Advisory Council, and many more. There will be four more recruitment events in the future biennium to expand outreach throughout the state.

With limited budget and staff time to engage in community outreach programs, the agency is developing a strategic approach to develop relationships with local organizations that support economic development for businesses and people of color. The agency is a member of the Oregon Association of Minority Entrepreneurs and Partners in Diversity. Human Resource staff regularly attend the City of Portland Diversity Career Fair, Mt. Hood Community College Diversity Career Fair, and Say Hey! events.

d. Diversity Awareness Programs

Bridge Builders is the name of the OLCC's agency-wide diversity council. Bridge Builders' purpose is to lead, develop, and organize strategies to promote and inclusive, respectful, diverse, and culturally competent workplace. In the last two years, the committee has sponsored a variety of employee events building cross-departmental relationships, promoting recognition of diversity among employees, and developing employee cultural competencies. Members update a bulletin board monthly designated specifically to the council. Membership has grown over the last two years and now includes employees from various divisions.

OLCC's Diversity and Inclusion Strategic plan presents a framework for articulating and implementing the OLCC's goals and strategies to address diversity and inclusion in the workplace. The plan outlines four goals: 1) recruiting a diverse workforce, 2) increasing diversity awareness, 3) promoting an inclusive environment, and 4) enhancing public outreach. The plan is a living document, readily adapted to the evolving needs of the OLCC and the public it serves. See Appendix A for a copy of the Diversity and Inclusion Strategic Plan.

The OLCC is a partnering agency of the annual statewide Diversity Conference. The sponsorship guarantees attendance at the conference for up to fourteen staff. Depending on training funds available, more staff may attend for an additional cost. Starting in September of 2013 to current, the Human Resources Director is the volunteer committee co-chair, assisting in the coordination and planning the two day event and OLCC Human Resources staff volunteer at the event.

e. Leadership Development Training Program

The OLCC Manager Training Academy was launched in April of 2014. The academy was held again in April of 2015 and April of 2016. All three years yielded good attendance. The training is offered annually and topics are based on managers' needs. This program is designed to enhance management skills, and is mandatory for all manager and supervisory positions. Mr. Voutsas, mentioned previously, led the majority of these trainings.

In August of 2016, Mr. Voutsas also worked diligently with Human Resources, the Executive Director and management staff to create the new and improved performance evaluation system. Mr. Voutsas was able to incorporate discussions on communication, diversity and generational differences into the training.

As mentioned previously, our agency offers work-out-of-class, career development, leadwork responsibility, job rotation and training roles to staff when possible.

E. Executive Order 16-09 Updates

a. Respectful Leadership Training (Diversity, Equity and Inclusion)

As mentioned in the section above, all managers and supervisors attend the OLCC Manager Training Academy annually. In 2015 and 2016, the topics included, Understanding the Importance of Working Together Collaboratively; Appreciating and Adapting to Different Behavior Styles; Harassment: Sex, Religion and Beyond; and The Connection Between Different Personalities, Performance Evaluation; Generational Differences; Communication and Generations; and Diversity in the Workplace.

In August of 2016, managers attended a training where they worked closely with Human Resources, the Executive Director and Mr. Voutsas to create a new performance evaluation system, form and timelines for implementing. In the training, the speaker discussed generational differences, communication and diversity in the workplace.

The OLCC is aware of the benefit of training its leadership in diversity, equity and inclusion. We will continue our annual Manager Training Academy over the next biennium and set up agency wide training with the Governor's Office of Diversity and Inclusion.

b. Statewide Exit Interview Survey

The OLCC is interested in how departing employees view their tenure and what information and suggestions they can provide related to their experience. When a departing employee provides notice of their intent to leave the agency, the Human Resources Manager sends them a letter confirming their resignation with information regarding the state exit interview survey.

Up to this date, the OLCC has not received any results from this survey. This biennium, the OLCC intends to request access to the results to periodically pull

reports to identify opportunities for improvement, and to compile and report exit interview data in the next Affirmative Action Plan.

c. Performance Evaluations of all Management Personnel

OLCC currently uses a performance review process called the "Individual Accomplishment Report" (IAR). The IAR emphasizes employees' accomplishments and strengths while also identifying opportunities for further growth. As discusses previously, Human Resources will be implementing a new and improved performance evaluation system starting January of 2017 to better assess employee current performance and set goals for continued success. The performance reviews will ensure that staff is aware of their strengths, areas of improvement and potential for growth. This will be a great opportunity for staff to work with their manager/supervisor to plan and achieve their professional goals.

In both the current and forthcoming performance evaluation system, OLCC incorporates affirmative action objectives as a key consideration for the manager's performance evaluation. Specific examples of the managers' affirmative action objectives and diversity successes and achievements are described below. Management personnel will receive an annual performance evaluation to assess whether they are meeting its affirmative action objectives. Any goals or work plans for future performance will be outlined in the evaluation.

Sample Affirmative Action duty descriptions:

- Understand Equal Employment Opportunity (EEO), Affirmative Action (AA), Diversity and Inclusion (D&I), and the agency's AA Plan goals and objectives. Develop and implement strategies to meet goals and objectives; and report annual efforts, successes and/or accomplishments during the period.
- Review hiring, transfers, promotional, developmental/rotational or training practices and procedures to identify and remove barriers in the attainment of the agency's AA goals and objectives.
- Make hiring, transfer and promotional decisions in support of agency's AA goals and objectives. Engage in appropriate recruitment efforts designed to reach agency's AA goals and objectives.
- Promote and foster a positive work environment within the agency programs concerning EEO, AA, and D&I by ensuring employees are aware and follow agency policies and procedures, and address work-related issues and/or concerns immediately and take appropriate action if necessary.
- Attend EEO, AA, and other diversity-related training to provide leadership to staff by being aware of diversity and cultural issues. This also included supporting employees to attend such programs for further professional development.

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- Ensure information regarding EEO, AA and Americans with Disabilities Act (ADA) information is properly displayed on the appropriate boards at the worksite(s).

E. Status of Contracts to Minority Businesses (ORS 659A.015)

From July 1, 2014 through June 30, 2016, OLCC awarded three contracting opportunities to minority-owned businesses and sixteen contracts to women-owned businesses for a combined total award of $58,192.29. Administrative Services (formerly General Services) staff, who administer the agency's contracts, participated in contract training and revised internal processes and practices to help increase outreach to women-owned, minority-owned, emerging and small businesses (WMESBs). Administrative Services joined OAME (Oregon Association of Minority Entrepreneurs) and staff attend OAME meetings and workshops to network and build relationships with minority business owners.

Like other state agencies, the OLCC follows DAS procurement procedures to contract janitorial services by Qualified Rehabilitation Facilities. These facilities are private, non-profit corporations that employ people with disabilities.

In addition, as of July 2016, OLCC's 226 contract retail liquor store agents included one African American, three Hispanics, sixteen Asian Americans and one Native American (store agents' ethnicity is tracked on a voluntary basis). Of the store agents, seventy-three (32%) are women.

III. Roles for Implementation of Affirmative Action Plan

A. Responsibilities and Accountability

a. Executive Director

- Foster and promote to executives, managers, and employees the importance of a diverse workplace, free from discrimination and harassment.
- Review agency Affirmative Action Plan and Diversity and Inclusion Strategic Plan with Executive Committee.
- Meet periodically or as needed with the Human Resource Director to review agency affirmative action goals and progress, EEO, and diversity issues. Support Bridge Builders, OLCC's diversity committee.
- Support and participate in diversity and inclusion training.
- Director's performance, including Affirmative Action accomplishments, subject to annual review by the OLCC Board of Commissioners.

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b. Division Directors

- Foster and promote to subordinate managers and employees the importance of a diverse workplace, free from discrimination and harassment.
- Consider subordinate managers' efforts towards meeting Affirmative Action goals when developing performance evaluations.
- Promote retention through training and development opportunities (e.g. Career Development program, work-out-of class assignments) and internal promotions.
- Report department's contributions toward meeting the agency's Diversity and Inclusion Strategic Action Plan goals.

c. Managers and Supervisors

- Foster and promote to employees the importance of a diverse workplace, free from discrimination and harassment.
- Obtain information from Human Resources on status of meeting Affirmative Action goals.
- Make good faith efforts towards meeting Affirmative Action hiring goals.
- Promote retention through training and development opportunities, and internal promotions.

d. Human Resources Staff, including Affirmative Action Representative

- Develop and publish the agency's Affirmative Action Plan.
- Keep managers apprised as to the agency's Affirmative Action goals and assist in meeting these goals.
- Conduct applicant outreach and advertisement for selected recruitments.
- Assist hiring managers in developing objective, non-discriminatory selection criteria and ensure that diversity is a key consideration when assembling interview panels.
- Monitor Agency's Affirmative action status and prepare reports.
- Prepare annual status report of the agency's progress toward achieving each goal of the Diversity and Inclusion Strategic Plan.
- Investigate discrimination complaints submitted under the bargaining agreement and make recommendations to the Executive Director for final disposition.
- Promote retention through training and development opportunities, internal promotions, and use of information from exit interviews.

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IV. July 1, 2015 – June 30, 2017

A. Accomplishments

The OLCC's Diversity and Inclusion Strategic Plan outlines four goals to address diversity and inclusion at the OLCC. Each goal includes a series of strategies or actions that support the realization of the goals. Although these goals continue to be work in progress, the OLCC accomplished many of the strategies associated with the goals such as:

Goal 1. Recruit a diverse workforce
The OLCC seeks to attract and retain people of diverse gender, age, race, religion, ethnicity, national origin, sexual orientation, and disability spectrums. The OLCC has placed employment advertisements in minority newspapers, professional associations, the statewide Diversity and Inclusion newsletter, and community groups to attract the most diverse candidate pools as possible. The agency has also attended numerous job fairs targeted at historically underrepresented groups. All OLCC's job postings include embracing and fostering diversity and multi-culturism in the workplace as a desired attribute. OLCC's job interview panels are composed of diverse employees and external stakeholders as often as possible. These panels are briefed about unconscious biases and how to apply the objective interview rating criteria. Diversity and inclusion questions are now included in each step of the interview process.

Goal 2. Increase diversity awareness
The OLCC believes an inclusive workforce that values diversity will provide the best customer service to our diverse population that we serve. Staff constructively manages conflict toward creative outcomes; fosters open and honest communication and builds trust with our customers as well as across the agency. In the last biennium, employees participated in diversity training and events such as the annual statewide Diversity Conference, NWEEO Affirmative Action Association seminars and Disability Awareness seminars. In addition to training, the OLCC displays two diversity-themed bulletin boards with rotating content and permanently displays diversity themed artwork. OLCC also makes available books and videos on diversity topics in the employee library.

Goal 3. Promote and sustain a welcoming, inclusive environment
The OLCC strives to create an inclusive environment where employees will contribute their unique skills and talents to carry out the agency's mission. In addition to some of the ongoing activities listed above in this report, since 2012 OLCC has held a variety of celebrations and events to promote an inclusive environment like potlucks, contests, service awards, interactive all staff meetings, etc. OLCC managers personally fund a holiday celebration and summer barbecue to show appreciation for staff. The agency also offers career development and tuition reimbursement programs to encourage ongoing employee development.

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Goal 4: Enhance public outreach and community partnerships
Engaging with various stakeholders creates opportunities to review programs, processes and policies and make improvements to better serve our customers and promote a positive public image. Since 2012 the OLCC has attended MWESB events and community networking events such as the annual Martin Luther King Jr. Day breakfast and the Korean American Grocers Association events. The OLCC also ensures our services are more accessible by Spanish speakers by publishing public notice posters in Spanish and hiring bilingual staff for certain positions.

Although the OLCC has consistently maintained a very diverse workforce going back many years, we will continue to eliminate the areas of Affirmative Action underutilization as well as increase our overall workforce generally and continue to implement strategies associated with the four goals above.

B. Progress made or lost since previous biennium

Success in achieving affirmative action goals for employment are often measured by a concept of equity called parity. Parity goals are based on a complex factor analysis. Parity is the percentage of representation of a protected group equal to the percentage of such persons in the availability base for the protected group. Underutilization occurs when fewer women, people of color, or people with disabilities are employed in job groups than would be expected given their availability in the relevant labor pools.

The tables below compare OLCC's affirmative action underutilization figures for June 30, 2014 and June 30, 2016. Each figure indicates the number of people in each identified protected class (F = Women, B = African American, H = Hispanic, A = Asian & Pacific Islander, N = Native American, D = People with Disabilities) and EEO-4 job category that would need to be hired to reach parity. Dashes indicate areas of no underutilization. This data is obtained from DAS AA/EEO reports.

OLCC's Underutilization (in FTE) - 6/30/14:

EEO-4 Job Category [# of employees]	F	B	H	A	N	D
A) Official/Administrators [23]	--	--	--	--	--	1
B) Professionals [47]	4	--	1	1	--	2
C) Technicians (Computer) (no positions)	n/a	n/a	n/a	n/a	n/a	n/a
D) Protective Service Workers [52]	--	--	--	--	--	1
E) Para-Professionals (no positions at OLCC)	n/a	n/a	n/a	n/a	n/a	n/a
F) Administrative Support [44]	--	--	--	--	--	2
G) Skilled Craft Workers [2]	--		--	--	--	--
H) Service Maintenance [46]	13	--	--	--	--	2

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OLCC's Underutilization (in FTE) – 6/30/16

EEO-4 Job Category [# of employees]	F	B	H	A	N	D
A) Official/Administrators [20]	--	1	--	--	--	1
B) Professionals [59]	3	--	1		--	3
C) Technicians (Computer) (no positions at OLCC)	n/a	n/a	n/a	n/a	n/a	n/a
D) Protective Service Workers [53]	--	--	--	--	--	1
E) Para-Professionals (no positions at OLCC)	n/a	n/a	n/a	n/a	n/a	n/a
F) Administrative Support [45]	--	--	--	--	--	2
G) Skilled Craft Workers [4]	--		--	--	--	--
H) Service-Maintenance [46]	14	--	--	--	--	2

The above tables comparing June 2014 and June 2016 show there has been relatively little change in OLCC's underutilization figures. The good news is that the agency is at or near parity in most of the EEO-4 job categories. The main area of concern continues to be the category for People with Disabilities (PWD). OLCC has underutilization for PWD in five job categories. The term "disability" is defined as physical or mental impairments that substantially limit one or more life activities. Disabilities can include common diseases such as high blood pressure or diabetes. Since employees are typically not aware of this broad definition, they may not perceive themselves as having a disability. Also, because of the social stigma associated with the terminology "disability", many employees will not voluntarily disclose they have a disability. None the less, the OLCC must ensure that the recruitment and selection process continues to be accessible and responsible to People with Disabilities.

The area with the most underutilization continues to be the category of females. The total number of underutilization remained the same and is still most notably in the Professionals category. However, in the last biennium women earned 50% (15 out of 30) of the promotions during the biennium. This is compared to 46% in biennium previously. From the tables it appears women are significantly underutilized in the "Service-Maintenance" category (Note: of 46 positions in this category at OLCC 43 are warehouse positions). OLCC currently employs three women in the Service-Maintenance category and are underutilized by two FTE. OLCC has for years contended that the Service-Maintenance parity percentage for women is not applicable to highly physical warehouse jobs like the ones at OLCC. In our experience, relatively few women apply for warehouse jobs, typically less than one out of 10 applicants is female. Because warehouse jobs are not typically found in the public sector, these jobs do not readily fit into any of the current EEO-4 job categories. As a result, the parity goals are highly skewed. OLCC continues to advocate for the creation of a new EEO-4 category or sub-category with a more realistic parity percentage for women relevant to warehouse jobs. Human Resources will ensure hiring managers are aware of utilization

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of females in the professional job category and we continue offering training and career development opportunities that are accessible to women.

The OLCC has five Commissioners and a Chair. Of the five Commissioners, one is a woman and four are people of color. The Commissioner's purpose is to set policy for the agency by interpreting legislative intent and implementing procedures to carry out laws and rules in the best interest of the public.

V. July 1, 2017 – June 30, 2019

A. Goals

1. Increase our level of workforce diversity and look for opportunities to eliminate remaining areas of underutilization for women, people of color, and people with disabilities.

2. Continue to look for opportunities to promote from within women, people of color, and people with disabilities.

3. Engage in recruitment activities with institutions of higher education and additional diverse community groups.

4. Actively participate on Affirmative Action committees, additional organizations, and activities to promote the OLCC's Affirmative Action Plan.

B. Strategies and Timelines

Starting in January of 2017, have the division directors to provide the Executive Director with an update of their division's contributions toward meeting the four diversity and inclusion goals. By April of 2017, incorporate the goals of the plan into the OLCC's agency strategic plan. In August of 2017, provide the Executive Director with an annual report, including the status of each action listed in the plan and any newly identified actions. Throughout the biennium, continue supporting each strategy and develop and implement new strategies as opportunities arise.

In January of 2017 develop and maintain relationships with institutions of higher education and diversity community groups. Understand how they and OLCC will benefit from the relationship. Throughout the biennium, continually communicate OLCC opportunities and ask for their assistance in promoting OLCC job opportunities. Pay dues or sponsorships as necessary.

Continuing now through the next biennium, continue to offer and promote opportunities for career development and work-out-of-class assignments, job rotations, tuition reimbursement, and internal and external training and development. In January of 2018, analyze the new performance evaluation system which provides employees and their managers an opportunity to discuss and commit to professional development opportunities.

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

Statewide Policy

SUBJECT:	ADA and Reasonable Accommodation in Employment	NUMBER:	50.020.10
DIVISION:	Human Resource Services Division	EFFECTIVE DATE:	6/7/10

APPROVED: Signature on file with Human Resource Services Division

POLICY STATEMENT: Oregon state government follows the clear mandate in state law and the Americans with Disabilities Act (ADA) of 1990, as amended by the ADA Amendments Act of 2008, to remove barriers that prevent qualified people with disabilities from enjoying the same employment opportunities that are available to people without disabilities.

Oregon state government provides equal access and equal opportunity in employment. Its agencies do not discriminate based on disability. Oregon state government uses only job-related standards, criteria, and methods of administration that are consistent with business necessity. These standards, criteria and methods do not discriminate or perpetuate discrimination based on disability.

According to OAR 105-040-0001 Equal Employment Opportunity and Affirmative Action, Oregon state government takes positive steps to recruit, hire, train, and provide reasonable accommodation to applicants and employees with disabilities.

AUTHORITY: ORS 240.145; 240.240, 240.250; ORS 659A.103-145; 243.305; 243.315; The Americans with Disabilities Act (ADA) of 1990 as amended by the Americans with Disabilities Act Amendments Act (ADAAA) of 2008; Civil Rights Act of 1991; and 42 U.S.C. §12101 et seq.

APPLICABILITY: This policy applies to all state employees, including state temporary employees, according to provisions of federal and state law.

ATTACHMENTS: ADA Accommodation Tool Kit

DEFINITIONS: See State HR Policy 10.000.01 Definitions and OAR 105-010-0000

The following definitions apply to terms referenced in this policy and its attachments.

Americans with Disabilities Act (ADA) – The ADA is a federal civil rights statute that removes barriers that prevent qualified people with disabilities from enjoying the same employment opportunities available to people without disabilities. References to ADA also refer to amendments to that Act.

Essential Functions – These include, but are not limited to, duties that are necessary because:

- The primary reason the position exists is to perform these duties.
- A limited number of employees are available who can perform these duties.
- The incumbent is hired or retained to perform highly specialized duties.

individual with a Disability – This term means a person to whom one or more of the following apply:

- A person with a physical or mental impairment that substantially limits one or more of the major life activities of such a person without regard to medications or other assistive measures a person might use to eliminate or reduce the effect of impairment.
- A person with a record of such an impairment
- A person regarded as having such impairment.

Major Life Activities – This term means the basic activities the average person in the general population can perform with little or no difficulty. These including breathing; walking;
hearing; thinking; concentrating; seeing; communicating; speaking; reading; learning; eating; self-care; performing manual tasks such as reaching, bending, standing and lifting; sleeping; or working (working in general, not the ability to perform a specific job) The term also includes but not limited to "major bodily functions," such as functions of the
immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

Physical or Mental Impairment – This term refers to any of the following:

- Physiological disorder, condition, cosmetic disfigurement, or anatomical loss that affects one or more bodily systems, including neurological, musculoskeletal, special sense organs, respiratory, cardiovascular or reproductive
- Mental or psychological disorder including but not limited to mental retardation, organic brain syndrome, emotional or mental illness or specific learning disability
- Disease or condition including orthopedic, visual, speech and hearing impairment, cerebral palsy, epilepsy, muscular dystrophy, multiple sclerosis, cancer, heart disease, diabetes, HIV disease or alcoholism
- Any other physical or mental impairment listed under the ADA.

Qualified Person – This term means a person who has the personal and professional attributes, including skill, experience, education, physical and mental ability, medical, safety and
other requirements to hold the position.

"Qualified person" does not include people who currently engage in illegal use of drugs. A person may qualify, however, if he or she is currently enrolled in or has completed a rehabilitation program and continues to abstain from illegal use of drugs.

Reasonable Accommodation – This term means change or adjustment to a job or work environment that enables a qualified employee with a disability to perform the essential functions of a job, or enjoy the benefits and privileges of employment equal to those enjoyed by
employees who have no disabilities. "Reasonable accommodation" does not include modifications or adjustments that cause an undue hardship to the agency.

"Reasonable accommodation" does not mean providing personal auxiliary aids or services, such as service dogs or hearing aids that person uses both on and off the job.

A reasonable accommodation does not include lowering production standards, promoting or assigning an employee to a higher-paying job, creating a position or reassigning essential functions to another worker.

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Undue Hardship – This term means significant difficulty or expense. Whether a particular accommodation imposes undue hardship is determined on a case-by-case basis, with consideration of such factors as the following:

- The nature and cost of the accommodation needed
- The agency's size, employee's official worksite, and financial resources
- The agency's operation, structure, functions, and geographic separateness
- The agency's administrative or fiscal relationship to its facility responding to the accommodation request and to the other state agencies
- The impact of the accommodation on the operation of the agency or its facility

POLICY

(1) Each state agency director or authorized designee (agency) administers State HR Policy 50.020.10 as the agency's policy. Compliance with the ADA is mandatory.

a) Each agency identifies an ADA Coordinator for the agency to coordinate ADA accommodation requests and function as an agency resource on ADA matters.

b) Each agency develops and follows its own procedures for receiving, processing and documenting accommodation requests under this policy. The attached tool kit will assist in this process.

(2) An employee may request an accommodation under this policy by following agency procedures.

(3) The agency must review and respond in a timely manner to each request for accommodation. The agency must engage in an interactive dialogue with the employee to determine whether the accommodation is necessary and will be effective.

(4) Each accommodation is unique to the person, the disability and the nature of the job. No specific form of accommodation can guarantee success for all people in any particular job. The agency must give primary consideration to the specific accommodation requested by the employee. Through the interactive process the agency may identify and provide an alternative accommodation.

(5) The duty to provide reasonable accommodation is ongoing. The agency and the employee must engage in the interactive process again if an accommodation proves ineffective.

(6) The agency may deny an accommodation if it is not effective, if it will cause undue hardship to the agency or if the agency identifies imminent physical harm or risk. The undue hardship exception is available only after careful consideration. The agency must consider alternative accommodations, should a requested accommodation pose undue hardship.

(7) Federal and state law prohibit retaliation against an employee with respect to hiring or any other term or condition of employment because the employee asked about, requested, or was previously accommodated under the ADA.

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

Statewide Policy

SUBJECT:	Discrimination and Harassment Free Workplace	NUMBER:	50.010.01
DIVISION:	Human Resource Services Division	EFFECTIVE DATE:	01/25/08

APPROVED: Signature on file with Human Resource Services Division

POLICY STATEMENT: The State of Oregon is committed to a discrimination and harassment free work environment. This policy outlines types of prohibited conduct and procedures for reporting and investigating prohibited conduct.

AUTHORITY: ORS 174.100, 240.086(1), 240.145(3), 240.250, 240.316(4), 240.321, 240.555, 240.560, 659A.029, 659A.030; Title VII Civil Rights Act of 1964; Executive Order EO 93-05; Rehabilitation Act of 1973; Employment Act of 1967; Americans with Disabilities Act of 1990; and 29 CFR §37.

APPLICABILITY: All employees, state temporary employees and volunteers.

ATTACHMENTS: None

DEFINITIONS: See also HRSD State Policy 10.000.01, Definitions, and OAR 105-010-0000.

Collective Bargaining Agreement (CBA): A written agreement between the State of Oregon (Department of Administrative Services) and a labor union. References to CBAs contained in this policy are applicable only to employees covered by a CBA.

Complainant: A person or persons allegedly subjected to discrimination, workplace harassment or sexual harassment.

Contractor: For the purpose of this policy, a contractor is an individual or business with whom the State of Oregon has entered into an agreement or contract to provide goods or services. Qualified rehabilitation facilities who by contract provide temporary workers to state agencies are considered contractors. Contractors are not subject to ORS 240 but must comply with all federal and state laws.

Discrimination: Making employment decisions related to hiring, firing, transferring, promoting, demoting, benefits, compensation, and other terms and conditions of employment, based on or because of an employee's protected class status.

Employee: Any person employed by the state in one of the following capacities: management service, unclassified executive service, unclassified or classified unrepresented service, unclassified or classified represented service, or represented or unrepresented temporary service. For the purpose of this policy, this definition includes board and commission members, and individuals who volunteer their services on behalf of state government.

Higher Standard: Applies to managers and supervisors. Proactively taking an affirmative

posture to create and maintain a discrimination and harassment free workplace.

Manager/Supervisor: Those who supervise or have authority or influence to effect employment decisions.

Protected Class Under Federal Law: Race, color, national origin, sex (includes pregnancy-related conditions), religion, age (40 and older), disability, a person who uses leave covered by the Federal Family and Medical Leave Act, a person who uses Military Leave, a person who associates with a protected class, a person who opposes unlawful employment practices, files a complaint or testifies about violations or possible violations, and any other protected class as defined by federal law.

Protected Class Under Oregon State Law: All Federally protected classes, plus: age (18 and older), physical or mental disability, injured worker, a person who uses leave covered by the Oregon Family Leave Act, marital status, family relationship, sexual orientation, whistleblower, expunged juvenile record, and any other protected class as defined by state law.

Sexual Harassment: Sexual harassment is unwelcome, unwanted, or offensive sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

1) Submission to such conduct is made either explicitly or implicitly a term or condition of the individual's employment, or is used as a basis for any employment decision (granting leave requests, promotion, favorable performance appraisal, etc.) or

2) Such conduct is unwelcome, unwanted or offensive and has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Examples of sexual harassment include but are not limited to: unwelcome, unwanted, or offensive touching or physical contact of a sexual nature, such as: closeness, impeding or blocking movement, assaulting or pinching; gestures; innuendoes; teasing, jokes, and other sexual talk; intimate inquiries, persistent unwanted courting; sexist put-downs or insults, epithets, slurs or derogatory comments.

Sexual Orientation under Oregon State Law: An individual's actual or perceived heterosexuality, homosexuality, bisexuality or gender identity, regardless of whether the individual's gender identity, appearance, expression or behavior differs from that traditionally associated with the individual's sex at birth.

Workplace Harassment: Unwelcome, unwanted or offensive conduct based on or because of an employee's protected class status.

Harassment may occur between a manager/supervisor and a subordinate, between employees, and among non-employees who have business contact with employees. A complainant does not have to be the person harassed, but could be a person affected by the offensive conduct.

Examples of harassing behavior include, but are not limited to, derogatory remarks, slurs and jokes about a person's protected class status.

CAS Statewide Policy

Policy title: Discrimination and Harassment Free Workplace 50.010.01

POLICY

(1) The State of Oregon is committed to a discrimination and harassment free work environment. This policy outlines types of prohibited conduct and procedures for reporting and investigating prohibited conduct

(a) Discrimination, Workplace Harassment and Sexual Harassment. The State of Oregon provides a work environment free from unlawful discrimination or workplace harassment based on or because of an employee's protected class status. Additionally, the state of Oregon provides a work environment free from sexual harassment. Employees at every level of the organization, including state temporary employees and volunteers, must conduct themselves in a business-like and professional manner at all times and not engage in any form of discrimination, workplace harassment or sexual harassment.

(b) Higher Standard. Managers/supervisors are held to a higher standard and are expected to take a proactive stance to ensure the integrity of the work environment. Managers/supervisors must exercise reasonable care to prevent and promptly correct any discrimination, workplace harassment or sexual harassment they know about or should know about.

(c) Reporting. Anyone who is subject to or aware of what he or she believes to be discrimination, workplace harassment, or sexual harassment should report that behavior to the employee's immediate supervisor, another manager, or the agency, board, or commission Human Resource section, Executive Director, or chair, as applicable. A report of discrimination, workplace harassment or sexual harassment is considered a complaint. A supervisor or manager receiving a complaint should promptly notify the Human Resource section, Executive Director, or chair, as applicable.

(A) A complaint may be made orally or in writing.

(B) A complaint must be filed within one year of the occurrence.

(C) An oral or written complaint should contain the following:

(i) the name of the person filing the report;

(ii) the name of the complainant;

(iii) the names of all parties involved, including witnesses;

(iv) a specific and detailed description of the conduct or action that the employee believes is discriminatory or harassing;

(v) the date or time period in which the alleged conduct occurred; and

(vi) a description of the remedy the employee desires.

(d) Other Reporting Options. Nothing in this policy prevents any person from filing a formal grievance in accordance with a CBA, or a formal complaint with the Bureau of Labor and Industries (BOLI) or the Equal Employment Opportunity Commission (EEOC) or, if applicable, the United States Department of Labor (USDOL) Civil Rights Center. However, some CBAs require an employee to choose between the complaint procedure outlined in the CBA and filing a BOLI or EEOC complaint.

(e) Filing a Report with the USDOL Civil Rights Center. An employee whose position is funded by the Oregon Workforce Investment Act (WIA), such as employees of the Oregon Workforce One-stop System, may file a complaint under the WIA, Methods of Administration (MOA) with the State of Oregon WIA, MOA Equal Opportunity Officer or directly through the USDOL Civil Rights Center. The

complaint must be written, signed and filed within 180 days of when the alleged discrimination or harassment occurred.

(f) **Investigation.** The agency, board, or commission Human Resource section, Executive Director, or chair, as applicable, will coordinate and conduct or delegate responsibility for coordinating and conducting an investigation.

(A) All complaints will be taken seriously and an investigation will be initiated as quickly as possible.

(B) The agency, board or commission may need to take steps to ensure employees are protected from further potential discrimination or harassment.

(C) Complaints will be dealt with in a discreet and confidential manner, to the extent possible.

(D) All parties are expected to cooperate with the investigation and keep information regarding the investigation confidential.

(E) The agency, board or commission will notify the accused and all witnesses that retaliating against a person for making a report of discrimination, workplace harassment or sexual harassment will not be tolerated.

(F) The agency, board or commission will notify the complainant and the accused when the investigation is concluded.

(G) Immediate and appropriate action will be taken if a complaint is substantiated.

(H) The agency, board or commission will inform the complainant if any part of a complaint is substantiated and that action has been taken. The complainant will not be given the specifics of the action.

(I) The complainant and the accused will be notified by the agency, board or commission if a complaint is not substantiated.

(g) **Penalties.** Conduct in violation of this policy will not be tolerated.

(A) Employees engaging in conduct in violation of this policy may be subject to disciplinary action up to and including dismissal.

(B) State temporary employees and volunteers who engage in conduct in violation of this policy may be subject to termination of their working or volunteer relationship with the agency, board or commission.

(C) An agency, board or commission may be liable for discrimination, workplace harassment or sexual harassment if it knows of or should know of conduct in violation of this policy and fails to take prompt, appropriate action.

(D) Managers and supervisors who know or should know of conduct in violation of this policy and who fail to report such behavior or fail to take prompt, appropriate action may be subject to disciplinary action up to and including dismissal.

(E) An employee who engages in harassment of other employees while away from the workplace and outside of working hours may be subject to the provisions of this policy if that conduct has a negative impact on the work environment and/or working relationships.

(F) If a complaint involves the conduct of a contracted employee or a contractor, the agency, board, or commission Human Resource section, Executive Director, chair, or designee must inform the contractor

of the problem behavior and require prompt, appropriate action.

(G) If a complaint involves the conduct of a client, customer, or visitor, the agency, board or commission should follow its own internal procedures and take prompt, appropriate action.

(h) **Retaliation.** This policy prohibits retaliation against employees who file a complaint, participate in an investigation, or report observing discrimination, workplace harassment or sexual harassment.

(A) Employees who believe they have been retaliated against because they filed a complaint, participated in an investigation, or reported observing discrimination, workplace harassment or sexual harassment, should report this behavior to the employee's supervisor, another manager, the Human Resources section, the Executive Director, or the chair, as applicable. Complaints of retaliation will be investigated promptly.

(B) Employees who violate this policy by retaliating against others may be subject to disciplinary action, up to and including dismissal.

(C) State temporary employees and volunteers who retaliate against others may be subject to termination of their working or volunteer relationship with the agency, board or commission.

(i) **Policy Notification.** All employees including state temporary employees and volunteers shall:

(A) be given a copy or the location of Statewide Policy 50.010.01, Discrimination and Harassment Free Workplace;

(B) be given directions to read the policy;

(C) be provided an opportunity to ask questions and have their questions answered; and

(D) sign an acknowledgement indicating the employee read the policy and had the opportunity to ask questions.

(i) Signed acknowledgements are kept on file at the agency, board or commission.

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(1) Performance Measure:	Percent of employees informed of Policy 50.010.01, prohibited behavior and reporting procedures
Performance Standard:	100%
(2) Performance Measure:	Percent of complaints where prompt, appropriate action is taken following investigation of a substantiated complaint.
Performance Standard:	100%

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State of Oregon
DEPARTMENT OF ADMINISTRATIVE SERVICES
Human Resource Services Division

State Policy: 50.045.01 — **Employee Development and Implementation of Oregon Benchmarks for Workforce Development**

APPLICABILITY: Classified (where not in conflict with the collective bargaining contract), management service, executive service and unclassified unrepresented employees.

REFERENCE: ORS 240.145(3)(4); 240.250; Oregon Benchmarks

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(1) **Policy:** Oregon state government shall be a leader in achieving or exceeding the Oregon workforce development benchmarks of developing the best trained workforce in the U.S. by the year 2000 and in the world by the year 2010.

(a) For each biennium, an agency head shall develop a written agency training plan to require a minimum of 20 hours of education and training related to work skills and knowledge for at least 50% of their permanent employees in each fiscal year.

(b) Supervisors, in discussion with their employees, shall develop and update annually a written development plan for each employee that provides for the continuous improvement of the employee's job related knowledge and skills.

(c) An agency head shall maintain written documentation of agency workforce development hours and expenditures per instructions from Department of Administrative Services regarding expenditures and account numbers related to training and travel.

(d) When opportunities permit, agencies shall invite other state agencies to fill staff development openings and share training facilities and other employee development resources.

(e) An agency head may provide educational assistance to employees when it directly relates to their job responsibility and can be accommodated within the agency budget.

(A) When an employee is assigned to attend courses, the agency shall reimburse all of the costs of course registration fees, course materials, and necessary travel.

(B) When an employee makes a request to attend a class(s), either during or after working hours, the agency may reimburse all or part of the costs attendant to the class(s).

(C) Educational assistance to employees may include paid leave. Provisions of the paid leave agreement between the agency and the employee shall be documented and maintained in the agency file.

(2) **Policy Clarification:**

(a) The written agency training plan is intended to relate individual employee development plans and agency workforce development priorities to the agency mission.

(b) Training or education related to work skills and knowledge includes formal instructions or a structured learning plan related to:

(A) employee's competence to perform a specific job;

(B) employee's state government career; or

(C) Employee's work environment.

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(c) Modes of training delivery may be: formal education, on the job training, supervised learning activities, and other specific training approved by the employee's supervisor as job related.

(1) Performance Measure:	Percentage of agency employees who received 20 or more hours of job related training in each fiscal year
Performance Standard:	50%
(2) Performance Measure:	A current, completed written agency training plan for each biennium
Performance Standard:	100%
(3) Performance Measure:	Percentage of agency employees with current written individual development plans
Performance Standard:	100%

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105-040-0015

Veteran's Preference in Employment

Applicability: Recruitment and selection processes for all State of Oregon positions in agencies subject to ORS 240, State Personnel Relations Law, including but not limited to promotional opportunities.

(1) Definitions. (See also HRSD Rule 105-010-0000 Definitions Applicable Generally to Personnel Rules and Policies.)

(a) Initial Application Screening: An agency's process of determining whether an applicant meets the minimum and special qualifications for a position. An Initial Application Screening may also include an evaluation of skills or grading of supplemental test questions if required on the recruiting announcement.

(b) Application Examination: The selection process utilized by an agency after Initial Application Screening. This selection process includes, but is not limited to: formal testing or other assessments resulting in a score as well as un-scored examinations such as interviews and reference checks.

(c) Veteran and Disabled Veteran: As defined by ORS 408.225 and 408.235.

(2) Application of preference points upon Initial Application Screening. Qualifying Veterans and Disabled Veterans receive preference points as follows:

(a) Five Veteran's Preference points are added upon Initial Application Screening when an applicant submits as verification of eligibility a copy of the Certificate of Release or Discharge from Active Duty (DD Form 214 or 215), or a letter from the US Department of Veteran's Affairs indicating the applicant receives a non-service connected pension with the State of Oregon Application; or

(b) Ten Disabled Veteran's points are added upon Initial Application Screening when an applicant submits as verification of eligibility a copy of the Certificate of Release or Discharge from Active Duty (DD Form 214 or 215) with the State of Oregon Application. Disabled Veterans must also submit a copy of their Veteran's disability preference letter from the US Department of Veteran Affairs, unless the information is included in the DD Form 214 or 215.

(c) Veteran's and Disabled Veteran's preference points are not added when a Veteran or Disabled Veteran fails to meet the minimum or the special qualifications for a position.

(3) Following an Initial Application Screening, the agency generates a list of qualified applicants to consider for Appointment. An Appointing Authority or designee may then:

(a) Determine whether or not to interview all applicants who meet the minimum and special qualifications of the position (including all Veterans and Disabled Veterans); or

(b) Select a group of Veteran and Disabled Veteran applicants who most closely match the agency's purposes in filling the position. This group of applicants may be considered along with non-veteran applicants who closely match the purposes of the agency in filling the position as determined by:

(A) Scored Application Examinations (including scored interviews): If an agency utilizes, after an Initial Application Screening, a scored Application Examination to determine whom to consider further for Appointment, the agency will add (based on a 100-point scale) five points to a Veteran's score or 10 points to a Disabled Veteran's score or:

(B) Un-scored Application Examinations: Un-scored Application Examinations done by sorting into levels (such as "unsatisfactory," "satisfactory," "excellent") based on desired attributes or other criteria for further consideration will be accomplished by:

(i) Advancing the application of a Veteran one level.

(ii) Advancing an application of a Disabled Veteran two levels.

(4) Preference in un-scored interviews: A Veteran or Disabled Veteran who, in the judgment of the Appointing Authority or designee, meets all or substantially all of the agency's purposes in filling the position will continue to be considered for Appointment.

(5) If a Veteran or Disabled Veteran has been determined to be equal to the top applicant or applicants for a position by the Appointing Authority or designee then the Veteran or Disabled Veteran is ranked more highly than non-veteran applicants and, a Disabled Veteran is ranked more highly than non-veteran and Veteran applicants.

(6) Preference described in Sections 2 through 5 of this rule is not a requirement to appoint a Veteran or Disabled Veteran to a position. An agency may base a decision not to appoint the Veteran or Disabled Veteran solely on the Veteran's or Disabled Veteran's merits or qualifications.

(7) A Veteran or a Disabled Veteran applicant not appointed to a position may request an explanation from the agency. The request must be in writing and be sent within 30 calendar days of the date the Veteran or Disabled Veteran was notified that they were not selected. The agency will respond in writing with the reasons for not appointing the Veteran or Disabled Veteran.

[ED. NOTE: Forms referenced are available from the agency.]

Stat. Auth: ORS 240.145(3) & 240.250
Stats. Implemented: ORS 408.225, 408.230 & 408.235
Hist.: HRSD 3-2007(Temp), f. & cert. ef. 9-5-07 thru 3-3-08; HRSD 1-2008, f. 2-27-08, cert. ef. 3-1-08; HRSD 3-2009, f. 12-30-09, cert. ef. 1-1-10

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105-040-0001

Equal Employment Opportunity and Affirmative Action

(1) The State of Oregon is committed to achieving a workforce that represents the diversity of the Oregon community and being a leader in providing its citizens with fair and equal employment opportunities. Accordingly:

(a) State agency heads shall insure:

(A) Equal employment opportunities are afforded to all applicants and employees by making employment related decisions that are non-discriminatory.

(B) Employment practices are consistent with the state's Affirmative Action Guidelines under ORS 659A.012-659A.015 and federal laws to:

(i) Promote good faith efforts to achieve established affirmative action objectives; and

(ii) Take proactive steps to develop diverse applicant pools for position vacancies.

(b) The Department of Administrative Services shall:

(A) Maintain an automated affirmative action tracking system which uses a uniform methodology for communicating affirmative action objectives for each state agency.

(B) Produce periodic reports showing hiring opportunities and each agency's progress toward achieving established affirmative action objectives as identified in the state-wide automated system.

(c) Persons, who believe they have been subjected to discrimination by an agency in violation of this rule, may file a complaint with the agency's affirmative action representative within 365 calendar days of the alleged act or upon knowledge of the occurrence.

(2) Employment related decisions include, but are not limited to: hiring, promotion, demotion, transfer, termination, layoff, training, compensation, benefits, and performance evaluations.

(3) Diverse applicant pools are developed by using proactive outreach strategies.

(4) This rule does not preclude any person from filing a formal complaint in accordance with a collective bargaining agreement, or with appropriate state or federal agency under the applicable law.

Stat. Auth.: ORS 184.340, 240.145 & 240.250
Stats. Implemented: ORS 240.306, 243.305 & 659A.012 - 659A.015
Hist.: PD 2-1994, f. & cert. ef. 8-1-94; HRSD 1-2003, f. 7-15-03, cert. ef. 7-21-03; HRSD 2-2008, f. & cert. ef. 11-1-08

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Office of the Governor
State of Oregon

EXECUTIVE ORDER 16-09

RELATING TO AFFIRMATIVE ACTION AND DIVERSITY & INCLUSION

On January 26, 2005, former Governor Kulongoski issued Executive Order 05-01, relating to affirmative action. That Executive Order directed Agency Directors and Administrators to review and discuss their affirmative action plans, to initiate training on affirmative action issues, to include affirmative action responsibilities in key job descriptions, and to conduct Cultural Competency Assessment and Training.

Since the issuance of Executive Order 05-01 and Amendment 08-18, many state agencies have met with the Governor's Affirmative Action Office (GAAO) to review and discuss their affirmative action plans. The Department of Administrative Services (DAS) has concluded an audit of position descriptions for the inclusion of affirmative action duties and DAS has shared audit results with GAAO. In addition, a number of state agencies have completed Cultural Competency Assessment and Training.

Despite these gains, much more can be accomplished. The State of Oregon remains committed to the right of all persons to work and advance on the basis of merit, ability, and potential. In order to continue implementation of the goals and policies set forth in Executive Orders 05-01 and 08-18, I extend these orders as follows:

NOW THEREFORE, IT IS HEREBY DIRECTED AND ORDERED:

1. The GAAO and each Agency Director and Administrator shall review and discuss each agency's affirmative action plan and affirmative action goals to identify resources for improving the hiring and developmental opportunities of underrepresented persons.

2. To continue the State of Oregon's progress in promotion of diversity in the workplace, as well as the elimination of the effects of past and present discrimination intended or unintended, Agency Directors and Administrators shall:

   a. Provide ongoing leadership in implementing each agency's affirmative action plan;

   b. Ensure incorporation of affirmative action, diversity, and inclusion responsibilities in executive and or management job descriptions, as appropriate;

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EXECUTIVE ORDER 16-09
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c. Ensure that Affirmative Action Representatives attend GAAO's informational trainings to assist Representatives in fulfilling their affirmative action responsibilities.

d. Post each agency's affirmative action policy statement in a visible area. The policy statement shall include contact information for the agency's Affirmative Action Representative;

e. Communicate to all employees about the Affirmative Action resources available within each agency and the important role of Affirmative Action Representatives in responding to employees' concerns of discrimination in the areas of hiring, retention, promotion, and career development;

f. Evaluate and assess any trends showing an increase or decrease in discrimination and/or harassment claims; and

g. Work to improve implementation of the agency's affirmative action plan through the use of performance assessments and/or performance evaluations.

3. Under ORS 659A.012, state agencies are "required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance." Periodically, DAS shall conduct audits of agencies to determine whether management personnel are being evaluated based on effectiveness in achieving affirmative action objectives. Results of this audit shall be provided to GAAO.

4. GAAO will continue to coordinate with DAS in the development and presentation of training designed to improve employees skills and competency in managing affirmative action and diversity issues.

5. GAAO will continue to monitor agencies' implementation of Cultural Competency Assessment and Implementation Services. Agency Directors and Administrators are strongly encouraged to utilize Cultural Competency Assessment and Implementation Services within their agencies if, in the opinion of GAAO and the Agency Director or Administrator, it is beneficial and appropriate for the agencies to do so.

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6. DAS, in conjunction with GAAO and the Oregon Department of Justice, has developed a confidential web-based exit interview survey tool. Agency Directors and Administrators shall allow employees to utilize state equipment to access the Exit Interview survey and shall encourage all employees to complete the survey prior to their transfer or departure.

7. This Executive Order will expire on December 31, 2020.

Done at Salem, Oregon, this 27th day of ~~April~~ May, 2016.

Kate Brown
GOVERNOR

ATTEST:

Jeanne P. Atkins
SECRETARY OF STATE

The Age Discrimination in Employment Act of 1967

The Age Discrimination in Employment Act of 1967 (ADEA) protects individuals who are 40 years of age or older from employment discrimination based on age. The ADEA's protections apply to both employees and job applicants. Under the ADEA, it is unlawful to discriminate against a person because of his/her age with respect to any term, condition, or privilege of employment, including hiring, firing, promotion, layoff, compensation, benefits, job assignments, and training. The ADEA permits employers to favor older workers based on age even when doing so adversely affects a younger worker who is 40 or older.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on age or for filing an age discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADEA.

The ADEA applies to employers with 20 or more employees, including state and local governments. It also applies to employment agencies and labor organizations, as well as to the federal government. ADEA protections include:

- **Apprenticeship Programs**
  It is generally unlawful for apprenticeship programs, including joint labor-management apprenticeship programs, to discriminate on the basis of an individual's age. Age limitations in apprenticeship programs are valid only if they fall within certain specific exceptions under the ADEA or if the EEOC grants a specific exemption.

- **Job Notices and Advertisements**
  The ADEA generally makes it unlawful to include age preferences, limitations, or specifications in job notices or advertisements. A job notice or advertisement may specify an age limit only in the rare circumstances where age is shown to be a "bona fide occupational qualification" (BFOQ) reasonably necessary to the normal operation of the business.

- **Pre-Employment Inquiries**
  The ADEA does not specifically prohibit an employer from asking an applicant's age or date of birth. However, because such inquiries may deter older workers from applying for employment or may otherwise indicate possible intent to discriminate based on age, requests for age information will be closely scrutinized to make sure that the inquiry was made for a lawful purpose, rather than for a purpose prohibited by the ADEA. If the information is needed for a lawful purpose, it can be obtained after the employee is hired.

- **Benefits**
  The Older Workers Benefit Protection Act of 1990 (OWBPA) amended the ADEA to specifically prohibit employers from denying benefits to older employees. Congress recognized that the cost of providing certain benefits to older workers is greater than the cost of providing those same benefits to younger workers, and that those greater costs might create a disincentive to hire older workers. Therefore, in limited circumstances, an employer may be permitted to reduce benefits based on age, as long as the cost of providing the reduced benefits to older workers is no less than the cost of providing benefits to younger workers.
  Employers are permitted to coordinate retiree health benefit plans with eligibility for Medicare or a comparable state-sponsored health benefit.

Source: U.S. Equal Employment Opportunity Commission (EEOC)
http://www.eeoc.gov/laws/types/age.cfm

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- **Waivers of ADEA Rights**

  An employer may ask an employee to waive his/her rights or claims under the ADEA. Such waivers are common in setting ADEA discrimination claims or in connection with exit incentive or other employment termination programs. However, the ADEA, as amended by OWBPA, sets out specific minimum standards that must be met in order for a waiver to be considered knowing and voluntary and, therefore, valid. Among other requirements, a valid ADEA waiver must:

  - be in writing and be understandable;
  - specifically refer to ADEA rights or claims;
  - not waive rights or claims that may arise in the future;
  - be in exchange for valuable consideration in addition to anything of value to which the individual already is entitled;
  - advise the individual in writing to consult an attorney before signing the waiver, and provide the individual at least 21 days to consider the agreement and at least seven days to revoke the agreement after signing it.

If an employer requests an ADEA waiver in connection with an exit incentive or other employment termination program, the minimum requirements for a valid waiver are more extensive. *See* Understanding Waivers of Discrimination Claims in Employee Severance Agreements" at http://www.eeoc.gov/policy/docs/qanda_severance-agreements.html

Source: U.S. Equal Employment Opportunity Commission (EEOC)
http://www.eeoc.gov/policy/docs/qanda_severance-agreements.html
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Title I of the Americans with Disabilities Act of 1990 (ADA)

Title I of the Americans with Disabilities Act of 1990 prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment. The ADA covers employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations. The ADA's nondiscrimination standards also apply to federal sector employees under section 501 of the Rehabilitation Act, as amended, and its implementing rules.

An individual with a disability is a person who:

- Has a physical or mental impairment that substantially limits one or more major life activities;
- Has a record of such an impairment; or
- Is regarded as having such an impairment.
- A qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of the job in question. Reasonable accommodation may include, but is not limited to:
- Making existing facilities used by employees readily accessible to and usable by persons with disabilities.
- Job restructuring, modifying work schedules, reassignment to a vacant position;
- Acquiring or modifying equipment or devices, adjusting or modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

An employer is required to make a reasonable accommodation to the known disability of a qualified applicant or employee if it would not impose an "undue hardship" on the operation of the employer's business. Reasonable accommodations are adjustments or modifications provided by an employer to enable people with disabilities to enjoy equal employment opportunities. Accommodations vary depending upon the needs of the individual applicant or employee. Not all people with disabilities (or even all people with the same disability) will require the same accommodation. For example:

- A deaf applicant may need a sign language interpreter during the job interview.
- An employee with diabetes may need regularly scheduled breaks during the workday to eat properly and monitor blood sugar and insulin levels.
- A blind employee may need someone to read information posted on a bulletin board.
- An employee with cancer may need leave to have radiation or chemotherapy treatments.

An employer does not have to provide a reasonable accommodation if it imposes an "undue hardship." Undue hardship is defined as an action requiring significant difficulty or expense when considered in light of factors such as an employer's size, financial resources, and the nature and structure of its operation.

An employer is not required to lower quality or production standards to make an accommodation; nor is an employer obligated to provide personal use items such as glasses or hearing aids.

Source: U.S. Equal Employment Opportunity Commission (EEOC)

An employer generally does not have to provide a reasonable accommodation unless an individual with a disability has asked for one. If an employer believes that a medical condition is causing a performance or conduct problem, it may ask the employee how to solve the problem and if the employee needs a reasonable accommodation. Once a reasonable accommodation is requested, the employer and the individual should discuss the individual's needs and identify the appropriate reasonable accommodation. Where more than one accommodation would work, the employer may choose the one that is less costly or that is easier to provide.

Title I of the ADA also covers:

- Medical Examinations and Inquiries
  Employers may not ask job applicants about the existence, nature, or severity of a disability. Applicants may be asked about their ability to perform specific job functions. A job offer may be conditioned on the results of a medical examination, but only if the examination is required for all entering employees in similar jobs. Medical examinations of employees must be job related and consistent with the employer's business needs.

  Medical records are confidential. The basic rule is that with limited exceptions, employers must keep confidential any medical information they learn about an applicant or employee. Information can be confidential even if it contains no medical diagnosis or treatment course and even if it is not generated by a health care professional. For example, an employee's request for a reasonable accommodation would be considered medical information subject to the ADA's confidentiality requirements.

- Drug and Alcohol Abuse
  Employees and applicants currently engaging in the illegal use of drugs are not covered by the ADA when an employer acts on the basis of such use. Tests for illegal drugs are not subject to the ADA's restrictions on medical examinations. Employers may hold illegal drug users and alcoholics to the same performance standards as other employees.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on disability or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADA.

Federal Tax Incentives to Encourage the Employment of People with Disabilities and to Promote the Accessibility of Public Accommodations

The Internal Revenue Code includes several provisions aimed at making businesses more accessible to people with disabilities. The following provides general – non legal – information about three of the most significant tax incentives. (Employers should check with their accountants or tax advisors to determine eligibility for these incentives or visit the Internal Revenue Service's website www.irs.gov for more information. Similar state and local tax incentives may be available.)

- Small Business Tax Credit (Internal Revenue Code Section 44: Disabled Access Credit)
  Small businesses with either $1,000,000 or less in revenue or 30 or fewer full-time employees may take a tax credit of up to $5,000 annually for the cost of providing reasonable accommodations such as sign language interpreters, readers, materials in alternative format

(such as Braille or large print), the purchase of adaptive equipment, the modification of existing equipment, or the removal of architectural barriers.

- Work Opportunity Tax Credit (Internal Revenue Code Section 51)
  Employers who hire certain targeted low-income groups, including individuals referred from vocational rehabilitation agencies and individuals receiving Supplemental Security Income (SSI) may be eligible for an annual tax credit of up to $2,400 for each qualifying employee who works at least 400 hours during the tax year. Additionally, a maximum credit of $1,200 may be available for each qualifying summer youth employee.

- Architectural/Transportation Tax Deduction (Internal Revenue Code Section 190 Barrier Removal).
  This annual deduction of up to $15,000 is available to businesses of any size for the costs of removing barriers for people with disabilities, including the following: providing accessible parking spaces, ramps, and curb cuts; providing wheelchair-accessible telephones, water fountains, and restrooms; making walkways at least 48 inches wide; and making entrances accessible.

Disability Discrimination

Disability discrimination occurs when an employer or other entity covered by the Americans with Disabilities Act, as amended, or the Rehabilitation Act, as amended, treats a qualified individual with a disability who is an employee or applicant unfavorably because she has a disability.

Disability discrimination also occurs when a covered employer or other entity treats an applicant or employee less favorably because she has a history of a disability (such as cancer that is controlled or in remission) or because she is believed to have a physical or mental impairment that is not transitory (lasting or expected to last six months or less) and minor (even if she does not have such an impairment).

The law requires an employer to provide reasonable accommodation to an employee or job applicant with a disability, unless doing so would cause significant difficulty or expense for the employer ("undue hardship").

The law also protects people from discrimination based on their relationship with a person with a disability (even if they do not themselves have a disability). For example, it is illegal to discriminate against an employee because her husband has a disability.
Note: Federal employees and applicants are covered by the Rehabilitation Act of 1973, instead of the Americans with Disabilities Act. The protections are mostly the same.

Disability Discrimination & Work Situations
The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

Source: U.S. Equal Employment Opportunity Commission (EEOC)

Disability Discrimination & Harassment

It is illegal to harass an applicant or employee because he has a disability, had a disability in the past, or is believed to have a physical or mental impairment that is not transitory (lasting or expected to last six months or less) and minor (even if he does not have such an impairment). Harassment can include, for example, offensive remarks about a person's disability. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that aren't very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Disability Discrimination & Reasonable Accommodation

The law requires an employer to provide reasonable accommodation to an employee or job applicant with a disability, unless doing so would cause significant difficulty or expense for the employer.

A reasonable accommodation is any change in the work environment (or in the way things are usually done) to help a person with a disability apply for a job, perform the duties of a job, or enjoy the benefits and privileges of employment.
Reasonable accommodation might include, for example, making the workplace accessible for wheelchair users or providing a reader or interpreter for someone who is blind or hearing impaired.

While the federal anti-discrimination laws don't require an employer to accommodate an employee who must care for a disabled family member, the Family and Medical Leave Act (FMLA) may require an employer to take such steps. The Department of Labor enforces the FMLA. For more information, call: 1-866-487-9243.

Disability Discrimination & Reasonable Accommodation & Undue Hardship

An employer doesn't have to provide an accommodation if doing so would cause undue hardship to the employer.

Undue hardship means that the accommodation would be too difficult or too expensive to provide, in light of the employer's size, financial resources, and the needs of the business. An employer may not refuse to provide an accommodation just because it involves some cost. An employer does not have to provide the exact accommodation the employee or job applicant wants. If more than one accommodation works, the employer may choose which one to provide.

Definition Of Disability

Not everyone with a medical condition is protected by the law. In order to be protected, a person must be qualified for the job and have a disability as defined by the law.
A person can show that he or she has a disability in one of three ways:

- A person may be disabled if he or she has a physical or mental condition that substantially limits a major life activity (such as walking, talking, seeing, hearing, or learning).
- A person may be disabled if he or she has a history of a disability (such as cancer that is in remission).

- A person may be disabled if he is believed to have a physical or mental impairment that is not transitory (lasting or expected to last six months or less) and minor (even if he does not have such an impairment).

Disability & Medical Exams During Employment Application & Interview Stage
The law places strict limits on employers when it comes to asking job applicants to answer medical questions, take a medical exam, or identify a disability.

For example, an employer may not ask a job applicant to answer medical questions or take a medical exam before extending a job offer. An employer also may not ask job applicants if they have a disability (or about the nature of an obvious disability). An employer may ask job applicants whether they can perform the job and how they would perform the job, with or without a reasonable accommodation.

Disability & Medical Exams After A Job Offer For Employment
After a job is offered to an applicant, the law allows an employer to condition the job offer on the applicant answering certain medical questions or successfully passing a medical exam, but only if all new employees in the same type of job have to answer the questions or take the exam.

Disability & Medical Exams For Persons Who Have Started Working As Employees
Once a person is hired and has started work, an employer generally can only ask medical questions or require a medical exam if the employer needs medical documentation to support an employee's request for an accommodation or if the employer believes that an employee is not able to perform a job successfully or safely because of a medical condition.
The law also requires that employers keep all medical records and information confidential and in separate medical files.

Available Resources
In addition to a variety of formal guidance documents, EEOC has developed a wide range of fact sheets, question & answer documents, and other publications to help employees and employers understand the complex issues surrounding disability discrimination.

- Your Employment Rights as an Individual With a Disability
- Job Applicants and the ADA
- Understanding Your Employment Rights Under the ADA: A Guide for Veterans
- Questions and Answers: Promoting Employment of Individuals with Disabilities in the Federal Workforce
- The Family and Medical Leave Act, the ADA, and Title VII of the Civil Rights Act of 1964
- The ADA: A Primer for Small Business
- Your Responsibilities as an Employer
- Small Employers and Reasonable Accommodation
- Work At Home/Telework as a Reasonable Accommodation
- Applying Performance And Conduct Standards To Employees With Disabilities
- Obtaining and Using Employee Medical Information as Part of Emergency Evacuation Procedures
- Veterans and the ADA: A Guide for Employers
- Pandemic Preparedness in the Workplace and the Americans with Disabilities Act

Source: U.S. Equal Employment Opportunity Commission (EEOC)

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- Employer Best Practices for Workers with Caregiving Responsibilities
- Reasonable Accommodations for Attorneys with Disabilities
- How to Comply with the Americans with Disabilities Act: A Guide for Restaurants and Other Food Service Employers
- Final Report on Best Practices For the Employment of People with Disabilities In State Government
- Links of Schedule A Documents

The ADA Amendments Act

- Final Regulations implementing the ADAAA
- Questions and Answers on the Final Rule Implementing the ADA Amendments Act of 2008
- Questions and Answers for Small Businesses: The Final Rule Implementing the ADA Amendments Act of 2008
- Fact Sheet on the EEOC's Final Regulations Implementing the ADAAA

The Questions and Answers Series

- Health Care Workers and the Americans with Disabilities Act
- Deafness and Hearing Impairments in the Workplace and the Americans with Disabilities Act
- Blindness and Vision Impairments in the Workplace and the ADA
- The Americans with Disabilities Act's Association Provision
- Diabetes in the Workplace and the ADA
- Epilepsy in the Workplace and the ADA
- Persons with Intellectual Disabilities in the Workplace and the ADA
- Cancer in the Workplace and the ADA

Mediation and the ADA

- Questions and Answers for Mediation Providers: Mediation and the Americans with Disabilities Act (ADA)
- Questions and Answers for Parties to Mediation: Mediation and the Americans with Disabilities Act (ADA)

Source: U.S. Equal Employment Opportunity Commission (EEOC)

http://www.eeoc.gov/eeoc/publications/ada.cfm http://www.eeoc.gov/laws/types/ada-amended.cfm

Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964

The right of employees to be free from discrimination in their compensation is protected under several federal laws, including the following enforced by the U.S. Equal Employment Opportunity Commission: the Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, and Title I of the Americans with Disabilities Act of 1990.

The law against compensation discrimination includes all payments made to or on behalf employees as remuneration for employment. All forms of compensation are covered, including salary, overtime pay, bonuses, stock options, profit sharing and bonus plans, life insurance, vacation and holiday pay, clearing or gasoline allowances, hotel accommodations, reimbursement for travel expenses, and benefits.

Equal Pay Act

The Equal Pay Act requires that men and women be given equal pay for equal work in the same establishment. The jobs need not be identical, but they must be substantially equal. It is job content, not job titles, that determines whether jobs are substantially equal. Specifically, the EPA provides that employers may not pay unequal wages to men and women who perform jobs that require substantially equal skill, effort and responsibility, and that are performed under similar working conditions within the same establishment. Each of these factors is summarized below:

Skill

- Measured by factors such as the experience, ability, education, and training required to perform the job. The issue is what skills are required for the job, not what skills the individual employees may have. For example, two bookkeeping jobs could be considered equal under the EPA even if one of the job holders has a master's degree in physics, since that degree would not be required for the job.

Effort

- The amount of physical or mental exertion needed to perform the job. For example, suppose that men and women work side by side on a line assembling machine parts. The person at the end of the line must also lift the assembled product as he or she completes the work and place it on a board. That job requires more effort than the other assembly line jobs if the extra effort of lifting the assembled product off the line is substantial and is a regular part of the job. As a result, it would not be a violation to pay that person more, regardless of whether the job is held by a man or a woman.

Responsibility

- The degree of accountability required in performing the job. For example, a salesperson who is delegated the duty of determining whether to accept customers' personal checks has more responsibility than other salespeople. On the other hand, a minor difference in responsibility, such as turning out the lights at the end of the day, would not justify a pay differential.

Working Conditions

- This encompasses two factors: (1) physical surroundings like temperature, fumes, and ventilation; and (2) hazards.

Source: U.S. Equal Employment Opportunity Commission (EEOC)
http://www.eeoc.gov/eeoc/publications/fs-epa.cfm

Establishment

- The prohibition against compensation discrimination under the EPA applies only to jobs within an establishment. An establishment is a distinct physical place of business rather than an entire business or enterprise consisting of several places of business. In some circumstances, physically separate places of business may be treated as one establishment. For example, if a central administrative unit hires employees, sets their compensation, and assigns them to separate work locations, the separate work sites can be considered part of one establishment.

Pay differentials are permitted when they are based on seniority, merit, quantity or quality of production, or a factor other than sex. These are known as "affirmative defenses" and it is the employer's burden to prove that they apply.

In correcting a pay differential, no employee's pay may be reduced. Instead, the pay of the lower paid employee(s) must be increased.

Title VII, ADEA, and ADA

Title VII, the ADEA, and the ADA prohibit compensation discrimination on the basis of race, color, religion, sex, national origin, age, or disability. Unlike the EPA, there is no requirement that the claimant's job be substantially equal to that of a higher paid person outside the claimant's protected class, nor do these statutes require the claimant to work in the same establishment as a comparator. Compensation discrimination under Title VII, the ADEA, or the ADA can occur in a variety of forms. For example:

- An employer pays an employee with a disability less than similarly situated employees without disabilities and the employer's explanation (if any) does not satisfactorily account for the differential.

- An employer sets the compensation for jobs predominately held by, for example, women or African-Americans below that suggested by the employer's job evaluation study, while the pay for jobs predominately held by men or whites is consistent with the level suggested by the job evaluation study.

- An employer maintains a neutral compensation policy or practice that has an adverse impact on employees in a protected class and cannot be justified as job-related and consistent with business necessity. For example, if an employer provides extra compensation to employees who are the "head of household," i.e., married with dependents and the primary financial contributor to the household, the practice may have an unlawful disparate impact on women.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on compensation or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII, ADEA, ADA or the Equal Pay Act.

Source: U.S. Equal Employment Opportunity Commission (EEOC)
http://www.eeoc.gov/laws/guidances/compensation.html

Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)

Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA), which prohibits genetic information discrimination in employment, took effect on November 21, 2009.

Under Title II of GINA, it is illegal to discriminate against employees or applicants because of genetic information. Title II of GINA prohibits the use of genetic information in making employment decisions, restricts employers and other entities covered by Title II (employment agencies, labor organizations and joint labor-management training and apprenticeship programs - referred to as "covered entities") from requesting, requiring or purchasing genetic information, and strictly limits the disclosure of genetic information.

The EEOC enforces Title II of GINA (dealing with genetic discrimination in employment). The Departments of Labor, Health and Human Services and the Treasury have responsibility for issuing regulations for Title I of GINA, which addresses the use of genetic information in health insurance.

Definition of "Genetic Information"

Genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, as well as information about the manifestation of a disease or disorder in an individual's family members (i.e. family medical history). Family medical history is included in the definition of genetic information because it is often used to determine whether someone has an increased risk of getting a disease, disorder or condition in the future. Genetic information also includes an individual's request for or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or a family member of the individual, and the genetic information of a fetus carried by an individual or by a pregnant woman who is a family member of the individual and the genetic information of any embryo legally held by the individual or family member using an assisted reproductive technology.

Discrimination Because of Genetic Information

The law forbids discrimination on the basis of genetic information when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoffs, training, fringe benefits, or any other term or condition of employment. *An employer may never use genetic information to make an employment decision because genetic information is not relevant to an individual's current ability to work.*

Harassment Because of Genetic Information

Under GINA, it is also illegal to harass a person because of his or her genetic information. Harassment can include, for example, making offensive or derogatory remarks about an applicant or employee's genetic information, or about the genetic information of a relative of the applicant or employee. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so severe or pervasive that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted). The harasser can be the victim's supervisor, a supervisor in another area of the workplace, a co-worker, or someone who is not an employee, such as a client or customer.

Retaliation

Under GINA, it is illegal to fire, demote, harass, or otherwise "retaliate" against an applicant or employee for filing a charge of discrimination, participating in a discrimination proceeding (such as a discrimination investigation or lawsuit), or otherwise opposing discrimination.

Rules Against Acquiring Genetic Information

- It will usually be unlawful for a covered entity to get genetic information. There are six narrow exceptions to this prohibition:

- Inadvertent acquisitions of genetic information do not violate GINA, such as in situations where a manager or supervisor overhears someone talking about a family member's illness.

- Genetic information (such as family medical history) may be obtained as part of health or genetic services, including wellness programs, offered by the employer on a voluntary basis, if certain specific requirements are met.

- Family medical history may be acquired as part of the certification process for FMLA leave (or leave under similar state or local laws or pursuant to an employer policy), where an employee is asking for leave to care for a family member with a serious health condition.

- Genetic information may be acquired through commercially and publicly available documents like newspapers, as long as the employer is not searching those sources with the intent of finding genetic information or accessing sources from which they are likely to acquire genetic information (such as websites and on-line discussion groups that focus on issues such as genetic testing of individuals and genetic discrimination).

- Genetic information may be acquired through a genetic monitoring program that monitors the biological effects of toxic substances in the workplace where the monitoring is required by law or, under carefully defined conditions, where the program is voluntary.

- Acquisition of genetic information of employees by employers who engage in DNA testing for law enforcement purposes as a forensic lab or for purposes of human remains identification is permitted, but the genetic information may only be used for analysis of DNA markers for quality control to detect sample contamination.

Confidentiality of Genetic Information

It is also unlawful for a covered entity to disclose genetic information about applicants, employees or members. Covered entities must keep genetic information confidential and in a separate medical file. (Genetic information may be kept in the same file as other medical information in compliance with the Americans with Disabilities Act.) There are limited exceptions to this non-disclosure rule, such as exceptions that provide for the disclosure of relevant genetic information to government officials investigating compliance with Title II of GINA and for disclosures made pursuant to a court order.

Source: U.S. Equal Employment Opportunity Commission (EEOC)
http://www.eeoc.gov/laws/genetic.cfm

U.S. Equal Employment Opportunity Commission

Title VII of the Civil Rights Act of 1964

EDITOR'S NOTE: The following is the text of Title VII of the Civil Rights Act of 1964 (Pub. L. 88-352) ("Title VII"), as amended, as it appears in volume 42 of the United States Code, beginning at section 2000e. Title VII prohibits employment discrimination based on race, color, religion, sex and national origin. The Civil Rights Act of 1991 (Pub. L. 102-166) ("CRA") and the Lilly Ledbetter Fair Pay Act of 2009 (Pub. L. 111-2) amend several sections of Title VII. In addition, section 102 of the CRA, which is printed elsewhere in this publication, amends the Revised Statutes by adding a new section following section 1977 (42 U.S.C. 1981) to provide for the recovery of compensatory and punitive damages in cases of intentional violations of Title VII, the Americans with Disabilities Act of 1990, and section 501 of the Rehabilitation Act of 1973. Cross references to Title VII as enacted appear in italics following each section heading. Editor's notes also appear in italics.

An Act:

To enforce the constitutional right to vote, to confer jurisdiction upon the district courts of the United States to provide injunctive relief against discrimination in public accommodations, to authorize the attorney General to institute suits to protect constitutional rights in public facilities and public education, to extend the Commission on Civil Rights, to prevent discrimination in federally assisted programs, to establish a Commission on Equal Employment Opportunity, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That this Act may be cited as the "Civil Rights Act of 1964".

* * *

DEFINITIONS

SEC. 2000e. *[Section 701]*

For the purposes of this subchapter-

(a) The term "person" includes one or more individuals, governments, governmental agencies, political subdivisions, labor unions, partnerships, associations, corporations, legal representatives, mutual companies, joint-stock companies, trusts, unincorporated organizations, trustees, trustees in cases under Title 11 *[originally bankruptcy]*, or receivers.

(b) The term "employer" means a person engaged in an industry affecting commerce who has fifteen or more employees for each working day in each of twenty or more calendar weeks in the current or preceding calendar year, and any agent of such a person, but such term does not include (1) the United States, a corporation wholly owned by the Government of the United States, an Indian tribe, or any department or agency of the District of Columbia subject by statute to procedures of the competitive service (as defined in section 2102 of Title 5 *[United States Code]*), or

(2) a bona fide private membership club (other than a labor organization) which is exempt from taxation under section 501(c) of Title 26 *[the Internal Revenue Code of 1986]*, except that during the first year after March 24, 1972 *[the date of enactment of the Equal Employment Opportunity Act of 1972]*, persons having fewer than twenty-five employees (and their agents) shall not be considered employers.

(c) The term "employment agency" means any person regularly undertaking with or without compensation to procure employees for an employer or to procure for employees opportunities to work for an employer and includes an agent of such a person.

(d) The term "labor organization" means a labor organization engaged in an industry affecting commerce, and any agent of such an organization, and includes any organization of any kind, any agency or employee representation committee, group, association, or plan so engaged in which employees participate and which exists for the purpose, in whole or in part, of dealing with employers concerning grievances, labor disputes, wages, rates of pay, hours, or other terms or conditions of employment, and any conference, general committee, joint or system board, or joint council so engaged which is subordinate to a national or international labor organization.

(e) A labor organization shall be deemed to be engaged in an industry affecting commerce if (1) it maintains or operates a hiring hall or hiring office which procures employees for an employer or procures for employees opportunities to work for an employer, or (2) the number of its members (or where it is a labor organization composed of other labor organizations or their representatives, if the aggregate number of the members of such other labor organization) is (A) twenty-five or more during the first year after March 24, 1972 *[the date of enactment of the Equal Employment Opportunity Act of 1972]*, or (B)

fifteen or more thereafter, and such labor organization—

(1) is the certified representative of employees under the provisions of the National Labor Relations Act, as amended [29 U.S.C. 151 et seq.], or the Railway Labor Act, as amended [45 U.S.C. 151 et seq.];

(2) although not certified, is a national or international labor organization or a local labor organization recognized or acting as the representative of employees of an employer or employers engaged in an industry affecting commerce; or

(3) has chartered a local labor organization or subsidiary body which is representing or actively seeking to represent employees of employers within the meaning of paragraph (1) or (2); or

(4) has been chartered by a labor organization representing or actively seeking to represent employees within the meaning of paragraph (1) or (2) as the local or subordinate body through which such employees may enjoy membership or become affiliated with such labor organization; or

(5) is a conference, general committee, joint or system board, or joint council subordinate to a national or international labor organization, which includes a labor organization engaged in an industry affecting commerce within the meaning of any of the preceding paragraphs of this subsection.

(f) The term "employee" means an individual employed by an employer, except that the term "employee" shall not include any person elected to public office in any State or political subdivision of any State by the qualified voters thereof, or any person chosen by such officer to be on such officer's personal staff, or an appointee on the policy-making level or an immediate adviser with respect to the exercise of the constitutional or legal powers of the office. The exemption set forth in the preceding sentence shall not include employees subject to the civil service laws of a State government, governmental agency or political subdivision. With respect to employment in a foreign country, such term includes an individual who is a citizen of the United States.

(g) The term "commerce" means trade, traffic, commerce, transportation, transmission, or communication among the several States; or between a State and any place outside thereof; or within the District of Columbia, or a possession of the United States; or between points in the same State but through a point outside thereof.

(h) The term "industry affecting commerce" means any activity, business, or industry in commerce or in which a labor dispute would hinder or obstruct commerce or the free flow of commerce and includes any activity or industry "affecting commerce" within the meaning of the Labor-Management Reporting and Disclosure Act of 1959 [29 U.S.C. 401 et seq.] and further includes any governmental industry, business, or activity.

(i) The term "State" includes a State of the United States, the District of Columbia, Puerto Rico, the Virgin Islands, American Samoa, Guam, Wake Island, the Canal Zone, and Outer Continental Shelf lands defined in the Outer Continental Shelf Lands Act [43 U.S.C. 1331 et seq.].

(j) The term "religion" includes all aspects of religious observance and practice, as well as belief, unless an employer demonstrates that he is unable to reasonably accommodate to an employee's or prospective employee's religious observance or practice without undue hardship on the conduct of the employer's business.

(k) The terms "because of sex" or "on the basis of sex" include, but are not limited to, because of or on the basis of pregnancy, childbirth, or related medical conditions; and women affected by pregnancy, childbirth, or related medical conditions shall be treated the same for all employment-related purposes, including receipt of benefits under fringe benefit programs, as other persons not so affected but similar in their ability or inability to work, and nothing in section 2000e-2(h) of this title [section 703(h)] shall be interpreted to permit otherwise. This subsection shall not require an employer to pay for health insurance benefits for abortion, except where the life of the mother would be endangered if the fetus were carried to term, or except where medical complications have arisen from an abortion: Provided, That nothing herein shall preclude an employer from providing abortion benefits or otherwise affect bargaining agreements in regard to abortion.

(l) The term "complaining party" means the Commission, the Attorney General, or a person who may bring an action or proceeding under this subchapter.

(m) The term "demonstrates" means meets the burdens of production and persuasion.

(n) The term "respondent" means an employer, employment agency, labor organization, joint labor-management committee controlling apprenticeship or other training or retraining program, including an on-the-job training program, or Federal entity subject to section 2000e-16 of this title.

APPLICABILITY TO FOREIGN AND RELIGIOUS EMPLOYMENT

SEC. 2000e-1. [Section 702]

(a) Inapplicability of subchapter to certain aliens and employees of religious entities

This subchapter shall not apply to an employer with respect to the employment of aliens outside any State, or to a religious corporation, association, educational institution, or society with respect to the employment of individuals of a particular religion to perform work connected with the carrying on by such corporation, association, educational institution, or society of its activities.

(d) Compliance with statute as violative of foreign law

It shall not be unlawful under section 2000e-2 or 2000e-3 of this title *[section 703 or 704]* for an employer (or a corporation controlled by an employer), labor organization, employment agency, or joint labor-management committee controlling apprenticeship or other training or retraining (including on-the-job training programs) to take any action otherwise prohibited by such section, with respect to an employee in a workplace in a foreign country if compliance with such section would cause such employer (or such corporation), such organization, such agency, or such committee to violate the law of the foreign country in which such workplace is located.

(e) Control of corporation incorporated in foreign country

(1) If an employer controls a corporation whose place of incorporation is a foreign country, any practice prohibited by section 2000e-2 or 2000e-3 of this title *[section 703 or 704]* engaged in by such corporation shall be presumed to be engaged in by such employer.

(2) Sections 2000e-2 and 2000e-3 of this title *[sections 703 and 704]* shall not apply with respect to the foreign operations of an employer that is a foreign person not controlled by an American employer.

(3) For purposes of this subsection, the determination of whether an employer controls a corporation shall be based on-

(A) the interrelation of operations,

(B) the common management,

(C) the centralized control of labor relations, and

(D) the common ownership or financial control, of the employer and the corporation.

UNLAWFUL EMPLOYMENT PRACTICES

SEC. 2000e-2. *[Section 703]*

(a) Employer practices

It shall be an unlawful employment practice for an employer -

(1) to fail or refuse to hire or to discharge any individual, or otherwise to discriminate against any individual with respect to his compensation, terms, conditions, or privileges of employment, because of such individual's race, color, religion, sex, or national origin; or

(2) to limit, segregate, or classify his employees or applicants for employment in any way which would deprive or tend to deprive any individual of employment opportunities or otherwise adversely affect his status as an employee, because of such individual's race, color, religion, sex, or national origin.

(b) Employment agency practices

It shall be an unlawful employment practice for an employment agency to fail or refuse to refer for employment, or otherwise to discriminate against, any individual because of his race, color, religion, sex, or national origin, or to classify or refer for employment any individual on the basis of his race, color, religion, sex, or national origin.

(c) Labor organization practices

It shall be an unlawful employment practice for a labor organization-

(1) to exclude or to expel from its membership, or otherwise to discriminate against, any individual because of his race, color, religion, sex, or national origin;

(2) to limit, segregate, or classify its membership or applicants for membership, or to classify or fail or refuse to refer for employment any individual, in any way which would deprive or tend to deprive any individual of employment opportunities, or would limit such employment opportunities or otherwise adversely affect his status as an employee or as an applicant for employment, because of such individual's race, color, religion, sex, or national origin; or

(3) to cause or attempt to cause an employer to discriminate against an individual in violation of this section.

(d) Training programs

It shall be an unlawful employment practice for any employer, labor organization, or joint labor-management committee controlling apprenticeship or other training or retraining, including on-the-job training programs to discriminate against any individual because of his race, color, religion, sex, or national origin in admission to, or employment in, any program established to provide apprenticeship or other training.

(e) Businesses or enterprises with personnel qualified on basis of religion, sex, or national origin; educational institutions with personnel of particular religion

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Notwithstanding any other provision of this subchapter: (1) it shall not be an unlawful employment practice for an employer to hire and employ employees, for an employment agency to classify, or refer for employment any individual, for a labor organization to classify its membership or to classify or refer for employment any individual, or for an employer, labor organization, or joint labor-management committee controlling apprenticeship or other training or retraining programs to admit or employ any individual in any such program, on the basis of his religion, sex, or national origin in those certain instances where religion, sex, or national origin is a bona fide occupational qualification reasonably necessary to the normal operation of that particular business or enterprise; and (2) it shall not be an unlawful employment practice for a school, college, university, or other educational institution or institution of learning to hire and employ employees of a particular religion if such school, college, university, or other educational institution or institution of learning is, in whole or in substantial part, owned, supported, controlled, or managed by a particular religion or by a particular religious corporation, association, or society, or if the curriculum of such school, college, or university, or other educational institution or institution of learning is directed toward the propagation of a particular religion.

(f) Members of Communist Party or Communist-action or Communist-front organizations

As used in this subchapter, the phrase "unlawful employment practice" shall not be deemed to include any action or measure taken by an employer, labor organization, joint labor-management committee, or employment agency with respect to an individual who is a member of the Communist Party of the United States or of any other organization required to register as a Communist-action or Communist-front organization by final order of the Subversive Activities Control Board pursuant to the Subversive Activities Control Act of 1950 *[50 U.S.C. 781 et seq.]*.

(g) National security

Notwithstanding any other provision of this subchapter, it shall not be an unlawful employment practice for an employer to fail or refuse to hire and employ any individual for any position, for an employer to discharge any individual from any position, or for an employment agency to fail or refuse to refer any individual for employment in any position, or for a labor organization to fail or refuse to refer any individual for employment in any position, if-

(1) the occupation of such position, or access to the premises in or upon which any part of the duties of such position is performed or is to be performed, is subject to any requirement imposed in the interest of the national security of the United States under any security program in effect pursuant to or administered under any statute of the United States or any Executive order of the President; and

(2) such individual has not fulfilled or has ceased to fulfill that requirement.

(h) Seniority or merit system; quantity or quality of production; ability tests; compensation based on sex and authorized by minimum wage provisions

Notwithstanding any other provision of this subchapter, it shall not be an unlawful employment practice for an employer to apply different standards of compensation, or different terms, conditions, or privileges of employment pursuant to a bona fide seniority or merit system; or a system which measures earnings by quantity or quality of production or to employees who work in different locations, provided that such differences are not the result of an intention to discriminate because of race, color, religion, sex, or national origin, nor shall it be an unlawful employment practice for an employer to give and to act upon the results of any professionally developed ability test provided that such test, its administration or action upon the results is not designed, intended or used to discriminate because of race, color, religion, sex, or national origin. It shall not be an unlawful employment practice under this subchapter for any employer to differentiate upon the basis of sex in determining the amount of the wages or compensation paid or to be paid to employees of such employer if such differentiation is authorized by the provisions of section 206(d) of Title 29 *[section 6(d) of the Labor Standards Act of 1938 as amended]*.

(i) Businesses or enterprises extending preferential treatment to Indians

Nothing contained in this subchapter shall apply to any business or enterprise on or near an Indian reservation with respect to any publicly announced employment practice of such business or enterprise under which a preferential treatment is given to any individual because he is an Indian living on or near a reservation.

(j) Preferential treatment not to be granted on account of existing number or percentage imbalance

Nothing contained in this subchapter shall be interpreted to require any employer, employment agency, labor organization, or joint labor-management committee subject to this subchapter to grant preferential treatment to any individual or to any group because of the race, color, religion, sex, or national origin of such individual or group on account of an imbalance which may exist with respect to the total number or percentage of persons of any race, color, religion, sex, or national origin employed by any employer, referred or classified for employment by any employment agency or labor organization, admitted to membership or classified by any labor organization, or admitted to, or employed in, any apprenticeship or other training program, in comparison with the total number or percentage of persons of such race, color, religion, sex, or national origin in any community, State, section, or other area, or in the available work force in any community, State, section, or other area.

(k) Burden of proof in disparate impact cases

(1) (A) An unlawful employment practice based on disparate impact is established under this subchapter only if-

(i) a complaining party demonstrates that a respondent uses a particular employment practice that causes a

disparate impact on the basis of race, color, religion, sex, or national origin and the respondent fails to demonstrate that the challenged practice is job related for the position in question and consistent with business necessity, or

(ii) the complaining party makes the demonstration described in subparagraph (C) with respect to an alternative employment practice and the respondent refuses to adopt such alternative employment practice

(B) (i) With respect to demonstrating that a particular employment practice causes a disparate impact as described in subparagraph (A)(i), the complaining party shall demonstrate that each particular challenged employment practice causes a disparate impact, except that if the complaining party can demonstrate to the court that the elements of a respondent's decision-making process are not capable of separation for analysis, the decision-making process may be analyzed as one employment practice.

(ii) If the respondent demonstrates that a specific employment practice does not cause the disparate impact, the respondent shall not be required to demonstrate that such practice is required by business necessity.

(C) The demonstration referred to by subparagraph (A)(ii) shall be in accordance with the law as it existed on June 4, 1989, with respect to the concept of "alternative employment practice."

(2) A demonstration that an employment practice is required by business necessity may not be used as a defense against a claim of intentional discrimination under this subchapter.

(3) Notwithstanding any other provision of this subchapter, a rule barring the employment of an individual who currently and knowingly uses or possesses a controlled substance, as defined in schedules I and II of section 102(6) of the Controlled Substances Act (21 U.S.C. 802(6)), other than the use or possession of a drug taken under the supervision of a licensed health care professional, or any other use or possession authorized by the Controlled Substances Act (21 U.S.C. 801 *et seq.*) or any other provision of Federal law, shall be considered an unlawful employment practice under this subchapter only if such rule is adopted or applied with an intent to discriminate because of race, color, religion, sex, or national origin.

(l) Prohibition of discriminatory use of test scores

It shall be an unlawful employment practice for a respondent, in connection with the selection or referral of applicants or candidates for employment or promotion, to adjust the scores of, use different cutoff scores for, or otherwise alter the results of, employment-related tests on the basis of race, color, religion, sex, or national origin.

(m) Impermissible consideration of race, color, religion, sex, or national origin in employment practices

Except as otherwise provided in this subchapter, an unlawful employment practice is established when the complaining party demonstrates that race, color, religion, sex, or national origin was a motivating factor for any employment practice, even though other factors also motivated the practice.

(n) Resolution of challenges to employment practices implementing litigated or consent judgments or orders

(1) (A) Notwithstanding any other provision of law, and except as provided in paragraph (2), an employment practice that implements and is within the scope of a litigated or consent judgment or order that resolves a claim of employment discrimination under the Constitution or Federal civil rights laws may not be challenged under the circumstances described in subparagraph (B).

(B) A practice described in subparagraph (A) may not be challenged in a claim under the Constitution or Federal civil rights laws-

(i) by a person who, prior to the entry of the judgment or order described in subparagraph (A), had-

(I) actual notice of the proposed judgment or order sufficient to apprise such person that such judgment or order might adversely affect the interests and legal rights of such person and that an opportunity was available to present objections to such judgment or order by a future date certain; and

(II) a reasonable opportunity to present objections to such judgment or order; or

(ii) by a person whose interests were adequately represented by another person who had previously challenged the judgment or order on the same legal grounds and with a similar factual situation, unless there has been an intervening change in law or fact.

(2) Nothing in this subsection shall be construed to-

(A) alter the standards for intervention under rule 24 of the Federal Rules of Civil Procedure or apply to the rights of parties who have successfully intervened pursuant to such rule in the proceeding in which the parties intervened;

(B) apply to the rights of parties to the action in which a litigated or consent judgment or order was entered

or of members of a class represented or sought to be represented in such action, or of members of a group on whose behalf relief was sought in such action by the Federal Government;

(C) prevent challenges to a litigated or consent judgment or order on the ground that such judgment or order was obtained through collusion or fraud, or is transparently invalid or was entered by a court lacking subject matter jurisdiction; or

(D) authorize or permit the denial to any person of the due process of law required by the Constitution.

(3) Any action not precluded under this subsection that challenges an employment consent judgment or order described in paragraph (1) shall be brought in the court, and if possible before the judge, that entered such judgment or order. Nothing in this subsection shall preclude a transfer of such action pursuant to section 1404 of Title 28 *[United States Code]*.

OTHER UNLAWFUL EMPLOYMENT PRACTICES

SEC. 2000e-3. *[Section 704]*

(a) Discrimination for making charges, testifying, assisting, or participating in enforcement proceedings.

It shall be an unlawful employment practice for an employer to discriminate against any of his employees or applicants for employment, for an employment agency, or joint labor-management committee controlling apprenticeship or other training or retraining, including on—the-job training programs, to discriminate against any individual, or for a labor organization to discriminate against any member thereof or applicant for membership, because he has opposed any practice made an unlawful employment practice by this subchapter, or because he has made a charge, testified, assisted, or participated in any manner in an investigation, proceeding, or hearing under this subchapter.

(b) Printing or publication of notices or advertisements indicating prohibited preference, limitation, specification, or discrimination, occupational qualification exception.

It shall be an unlawful employment practice for an employer, labor organization, employment agency, or joint labor management committee controlling apprenticeship or other training or retraining, including on-the-job training programs, to print or publish or cause to be printed or published any notice or advertisement relating to employment by such an employer or membership in or any classification or referral for employment by such a labor organization, or relating to any classification or referral for employment by such an employment agency, or relating to admission to, or employment in, any program established to provide apprenticeship or other training by such a joint labor-management committee, indicating any preference, limitation, specification, or discrimination, based on race, color, religion, sex, or national origin, except that such a notice or advertisement may indicate a preference, limitation, specification, or discrimination based on religion, sex, or national origin when religion, sex, or national origin is a bona fide occupational qualification for employment.

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

SEC. 2000e-4. *[Section 705]*

(a) Creation, composition, political representation, appointment, term, vacancies, Chairman and Vice Chairman, duties of Chairman, appointment of personnel, compensation of personnel.

There is hereby created a Commission to be known as the Equal Employment Opportunity Commission, which shall be composed of five members, not more than three of whom shall be members of the same political party. Members of the Commission shall be appointed by the President by and with the advice and consent of the Senate for a term of five years. Any individual chosen to fill a vacancy shall be appointed only for the unexpired term of the member whom he shall succeed, and all members of the Commission shall continue to serve until their successors are appointed and qualified, except that no such member of the Commission shall continue to serve (1) for more than sixty days when the Congress is in session unless a nomination to fill such vacancy shall have been submitted to the Senate, or (2) after the adjournment sine die of the session of the Senate in which such nomination was submitted. The President shall designate one member to serve as Chairman of the Commission, and one member to serve as Vice Chairman. The Chairman shall be responsible on behalf of the Commission, or the administrative operations of the Commission, and, except as provided in subsection (b) of this section, shall appoint, in accordance with the provisions of Title 5 *[United States Code]* governing appointments in the competitive service, such officers, agents, attorneys, administrative law judges *[originally, hearing examiners]*, and employees as he deems necessary to assist it in the performance of its functions and to fix their compensation in accordance with the provisions of chapter 51 and subchapter III of chapter 53 of Title 5 *[United States Code]*, relating to classification and General Schedule pay rates. Provided, That assignment, removal, and compensation of administrative law judges *[originally, hearing examiners]* shall be in accordance with sections 3105, 3344, 5372, and 7521 of Title 5 *[United States Code]*.

(b) General Counsel, appointment, term, duties, representation by attorneys and Attorney General.

(1) There shall be a General Counsel of the Commission appointed by the President, by and with the advice and consent of the Senate, for a term of four years. The General Counsel shall have responsibility for the conduct of litigation as provided in sections 2000e-5 and 2000e-6 of this title *[sections 706 and 707]*. The General Counsel shall have such other duties as the Commission may prescribe or as may be provided by law and shall concur with the Chairman of the Commission on the appointment and supervision of regional attorneys. The General Counsel of the Commission on the effective date of this Act shall continue in such position and perform the functions specified in this subsection until a successor is appointed and qualified.

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(2) Attorneys appointed under this section may, at the direction of the Commission, appear for and represent the Commission in any case in court, provided that the Attorney General shall conduct all litigation to which the Commission is a party in the Supreme Court pursuant to this subchapter.

(c) Exercise of powers during vacancy; quorum

A vacancy in the Commission shall not impair the right of the remaining members to exercise all the powers of the Commission, and three members thereof shall constitute a quorum.

(d) Seal; judicial notice

The Commission shall have an official seal which shall be judicially noticed.

(e) Reports to Congress and the President

The Commission shall, at the close of each fiscal year, report to the Congress and to the President concerning the action it has taken *[originally, the names, salaries, and duties of all individuals in its employ]* and the moneys it has disbursed. It shall make such further reports on the cause of and means of eliminating discrimination and such recommendations for further legislation as may appear desirable.

(f) Principal and other offices

The principal office of the Commission shall be in or near the District of Columbia, but it may meet or exercise any or all its powers at any other place. The Commission may establish such regional or State offices as it deems necessary to accomplish the purpose of this subchapter.

(g) Powers of Commission

The Commission shall have power-

(1) to cooperate with and, with their consent, utilize regional, State, local, and other agencies, both public and private, and individuals;

(2) to pay to witnesses whose depositions are taken or who are summoned before the Commission or any of its agents the same witness and mileage fees as are paid to witnesses in the courts of the United States;

(3) to furnish to persons subject to this subchapter such technical assistance as they may request to further their compliance with this subchapter or an order issued thereunder;

(4) upon the request of (i) any employer whose employees or some of them, or (ii) any labor organization whose members or some of them, refuse or threaten to refuse to cooperate in effectuating the provisions of this subchapter, to assist in such effectuation by conciliation or such other remedial action as is provided by this subchapter;

(5) to make such technical studies as are appropriate to effectuate the purposes and policies of this subchapter and to make the results of such studies available to the public;

(6) to intervene in a civil action brought under section 2000e-5 of this title *[section 706]* by an aggrieved party against a respondent other than a government, governmental agency or political subdivision.

(h) Cooperation with other departments and agencies in performance of educational or promotional activities; outreach activities.

(1) The Commission shall, in any of its educational or promotional activities, cooperate with other departments and agencies in the performance of such educational and promotional activities.

(2) In exercising its powers under this subchapter, the Commission shall carry out educational and outreach activities (including dissemination of information in languages other than English) targeted to-

(A) individuals who historically have been victims of employment discrimination and have not been equitably served by the Commission; and

(B) individuals on whose behalf the Commission has authority to enforce any other law prohibiting employment discrimination, concerning rights and obligations under this subchapter or such law, as the case may be.

(i) Personnel subject to political activity restrictions

All officers, agents, attorneys, and employees of the Commission shall be subject to the provisions of section 7324 of Title 5 *[originally, section 9 of the Act of August 2, 1939, as amended (the Hatch Act)]* notwithstanding any exemption contained in such section.

(j) Technical Assistance Training Institute

(1) The Commission shall establish a Technical Assistance Training Institute, through which the Commission shall provide technical assistance and training regarding the laws and regulations enforced by the

Commission

(2) An employer or other entity covered under this subchapter shall not be excused from compliance with the requirements of this subchapter because of any failure to receive technical assistance under this subsection

(3) There are authorized to be appropriated to carry out this subsection such sums as may be necessary for fiscal year 1992.

(k) EEOC Education, Technical Assistance, and Training Revolving Fund

(1) There is hereby established in the Treasury of the United States a revolving fund to be known as the "EEOC Education, Technical Assistance, and Training Revolving Fund" (hereinafter in this subsection referred to as the "Fund") and to pay the cost (including administrative and personnel expenses) of providing education, technical assistance, and training relating to laws administered by the Commission. Monies in the Fund shall be available without fiscal year limitation to the Commission for such purposes.

(2)(A) The Commission shall charge fees in accordance with the provisions of this paragraph to offset the costs of education, technical assistance, and training provided with monies in the Fund. Such fees for any education, technical assistance, or training--

(i) shall be imposed on a uniform basis on persons and entities receiving such education, assistance, or training;

(ii) shall not exceed the cost of providing such education, assistance, and training; and

(iii) with respect to each person or entity receiving such education, assistance, or training, shall bear a reasonable relationship to the cost of providing such education, assistance, or training to such person or entity.

(B) Fees received under subparagraph (A) shall be deposited in the Fund by the Commission.

(C) The Commission shall include in each report made under subsection (e) of this section information with respect to the operation of the Fund, including information presented in the aggregate relating to

(i) the number of persons and entities to which the Commission provided education, technical assistance, or training with monies in the Fund, in the fiscal year for which such report is prepared;

(ii) the cost to the Commission to provide such education, technical assistance, or training to such persons and entities; and

(iii) the amount of any fees received by the Commission from such persons and entities for such education, technical assistance, or training.

(3) The Secretary of the Treasury shall invest the portion of the Fund not required to satisfy current expenditures from the Fund as determined by the Commission, in obligations of the United States or obligations guaranteed as to principal by the United States. Investment proceeds shall be deposited in the Fund.

(4) There is hereby transferred to the Fund $1,000,000 from the Salaries and Expenses appropriation of the Commission.

ENFORCEMENT PROVISIONS

SEC. 2000e-5. *[Section 706]*

(a) Power of Commission to prevent unlawful employment practices

The Commission is empowered, as hereinafter provided, to prevent any person from engaging in any unlawful employment practice as set forth in section 2000e-2 or 2000e-3 of this title. *[section 703 or 704]*

(b) Charges by persons aggrieved or member of Commission of unlawful employment practices by employers, etc., filing allegations, notice to respondent, contents of notice, investigation by Commission, contents of charges, prohibition on disclosure of charges, determination of reasonable cause, conference, conciliation, and persuasion for elimination of unlawful practices, prohibition on disclosure of informal endeavors to end unlawful practices, use of evidence in subsequent proceedings, penalties for disclosure of information, time for determination of reasonable cause.

Wherever a charge is filed by or on behalf of a person claiming to be aggrieved, or by a member of the Commission alleging that an employer, employment agency, labor organization, or joint labor-management committee controlling apprenticeship or other training or retraining, including on-the-job training programs, has engaged in an unlawful employment practice, the Commission shall serve a notice of the charge (including the date, place and circumstances of the alleged unlawful employment practice) on such employer, employment agency, labor organization, or joint labor-management committee (hereinafter referred to as the "respondent") within ten days, and shall make an investigation thereof. Charges shall be in writing under oath or affirmation and shall contain such information and be in such form as the Commission requires. Charges shall not be made public by the Commission. If the Commission determines after such investigation that there is not reasonable cause to believe that the charge is true, it shall dismiss the charge and promptly notify the person claiming to be aggrieved and the respondent of its action. In determining whether reasonable cause exists, the Commission shall accord substantial weight to final findings and orders made by State or local authorities in

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proceedings commenced under State or local law pursuant to the requirements of subsections (c) and (d) of this section. If the Commission determines after such investigation that there is reasonable cause to believe that the charge is true, the Commission shall endeavor to eliminate any such alleged unlawful employment practice by informal methods of conference, conciliation, and persuasion. Nothing said or done during and as a part of such informal endeavors may be made public by the Commission, its officers or employees, or used as evidence in a subsequent proceeding without the written consent of the persons concerned. Any person who makes public information in violation of this subsection shall be fined not more than $1,000, or imprisoned for not more than one year, or both. The Commission shall make its determination on reasonable cause as promptly as possible and, so far as practicable, not later than one hundred and twenty days from the filing of the charge or, where applicable under subsection (c) or (d) of this section, from the date upon which the Commission is authorized to take action with respect to the charge.

(b) State or local enforcement proceedings; notification of State or local authority; time for filing charges with Commission; commencement of proceedings.

In the case of an alleged unlawful employment practice occurring in a State, or political subdivision of a State, which has a State or local law prohibiting the unlawful employment practice alleged and establishing or authorizing a State or local authority to grant or seek relief from such practice or to institute criminal proceedings with respect thereto upon receiving notice thereof, no charge may be filed under subsection (a) of this section by the person aggrieved before the expiration of sixty days after proceedings have been commenced under the State or local law, unless such proceedings have been earlier terminated, provided that such sixty-day period shall be extended to one hundred and twenty days during the first year after the effective date of such State or local law. If any requirement for the commencement of such proceedings is imposed by a State or local authority other than a requirement of the filing of a written and signed statement of the facts upon which the proceeding is based, the proceeding shall be deemed to have been commenced for the purposes of this subsection at the time such statement is sent by registered mail to the appropriate State or local authority.

(d) State or local enforcement proceedings; notification of State or local authority; time for action on charges by Commission.

In the case of any charge filed by a member of the Commission alleging an unlawful employment practice occurring in a State or political subdivision of a State which has a State or local law prohibiting the practice alleged and establishing or authorizing a State or local authority to grant or seek relief from such practice or to institute criminal proceedings with respect thereto upon receiving notice thereof, the Commission shall, before taking any action with respect to such charge, notify the appropriate State or local officials and, upon request, afford them a reasonable time, but not less than sixty days (provided that such sixty-day period shall be extended to one hundred and twenty days during the first year after the effective day of such State or local law unless a shorter period is requested), to act under such State or local law to remedy the practice alleged.

(e) Time for filing charges; time for service of notice of charge on respondent; filing of charge by Commission with State or local agency; seniority system.

(1) A charge under this section shall be filed within one hundred and eighty days after the alleged unlawful employment practice occurred and notice of the charge (including the date, place and circumstances of the alleged unlawful employment practice) shall be served upon the person against whom such charge is made within ten days thereafter, except that in a case of an unlawful employment practice with respect to which the person aggrieved has initially instituted proceedings with a State or local agency with authority to grant or seek relief from such practice or to institute criminal proceedings with respect thereto upon receiving notice thereof, such charge shall be filed by or on behalf of the person aggrieved within three hundred days after the alleged unlawful employment practice occurred, or within thirty days after receiving notice that the State or local agency has terminated the proceedings under the State or local law, whichever is earlier, and a copy of such charge shall be filed by the Commission with the State or local agency.

(2) For purposes of this section, an unlawful employment practice occurs, with respect to a seniority system that has been adopted for an intentionally discriminatory purpose in violation of this subchapter (whether or not that discriminatory purpose is apparent on the face of the seniority provision), when the seniority system is adopted, when an individual becomes subject to the seniority system, or when a person aggrieved is injured by the application of the seniority system or provision of the system.

(3) (A) For purposes of this section, an unlawful employment practice occurs, with respect to discrimination in compensation in violation of this title, when a discriminatory compensation decision or other practice is adopted, when an individual becomes subject to a discriminatory compensation decision or other practice, or when an individual is affected by application of a discriminatory compensation decision or other practice, including each time wages, benefits, or other compensation is paid, resulting in whole or in part from such a decision or other practice.

(B) In addition to any relief authorized by section 1977A of the Revised Statutes (42 U.S.C. 1981a), liability may accrue and an aggrieved person may obtain relief as provided in subsection (g)(1), including recovery of back pay for up to two years preceding the filing of the charge, where the unlawful employment practices that have occurred during the charge filing period are similar or related to unlawful employment practices with regard to discrimination in compensation that occurred outside the time for filing a charge.

(f) Civil action by Commission, Attorney General, or person aggrieved; preconditions; procedure; appointment of attorney

payment of fees, costs, or security; intervention; stay of Federal proceedings; action for appropriate temporary or preliminary relief pending final disposition of charge; jurisdiction and venue of United States courts; designation of judge to hear and determine case; assignment of case for hearing; expedition of case; appointment of master

(1) If within thirty days after a charge is filed with the Commission or within thirty days after expiration of any period of reference under subsection (c) or (d) of this section, the Commission has been unable to secure from the respondent a conciliation agreement acceptable to the Commission, the Commission may bring a civil action against any respondent not a government, governmental agency, or political subdivision named in the charge. In the case of a respondent which is a government, governmental agency, or political subdivision, if the Commission has been unable to secure from the respondent a conciliation agreement acceptable to the Commission, the Commission shall take no further action and shall refer the case to the Attorney General who may bring a civil action against such respondent in the appropriate United States district court. The person or persons aggrieved shall have the right to intervene in a civil action brought by the Commission or the Attorney General in a case involving a government, governmental agency, or political subdivision. If a charge filed with the Commission pursuant to subsection (b) of this section is dismissed by the Commission, or if within one hundred and eighty days from the filing of such charge or the expiration of any period of reference under subsection (c) or (d) of this section, whichever is later, the Commission has not filed a civil action under this section or the Attorney General has not filed a civil action in a case involving a government, governmental agency, or political subdivision, or the Commission has not entered into a conciliation agreement to which the person aggrieved is a party, the Commission, or the Attorney General in a case involving a government, governmental agency, or political subdivision, shall so notify the person aggrieved and within ninety days after the giving of such notice a civil action may be brought against the respondent named in the charge (A) by the person claiming to be aggrieved or (B) if such charge was filed by a member of the Commission, by any person whom the charge alleges was aggrieved by the alleged unlawful employment practice. Upon application by the complainant and in such circumstances as the court may deem just, the court may appoint an attorney for such complainant and may authorize the commencement of the action without the payment of fees, costs, or security. Upon timely application, the court may, in its discretion, permit the Commission, or the Attorney General in a case involving a government, governmental agency, or political subdivision, to intervene in such civil action upon certification that the case is of general public importance. Upon request, the court may, in its discretion, stay further proceedings for not more than sixty days pending the termination of State or local proceedings described in subsection (b) or (d) of this section or further efforts of the Commission to obtain voluntary compliance.

(2) Whenever a charge is filed with the Commission and the Commission concludes on the basis of a preliminary investigation that prompt judicial action is necessary to carry out the purposes of this Act, the Commission, or the Attorney General in a case involving a government, governmental agency, or political subdivision, may bring an action for appropriate temporary or preliminary relief pending final disposition of such charge. Any temporary restraining order or other order granting preliminary or temporary relief shall be issued in accordance with rule 65 of the Federal Rules of Civil Procedure. It shall be the duty of a court having jurisdiction over proceedings under this section to assign cases for hearing at the earliest practicable date and to cause such cases to be in every way expedited.

(3) Each United States district court and each United States court of a place subject to the jurisdiction of the United States shall have jurisdiction of actions brought under this subchapter. Such an action may be brought in any judicial district in the State in which the unlawful employment practice is alleged to have been committed, in the judicial district in which the employment records relevant to such practice are maintained and administered, or in the judicial district in which the aggrieved person would have worked but for the alleged unlawful employment practice, but if the respondent is not found within any such district, such an action may be brought within the judicial district in which the respondent has his principal office. For purposes of sections 1404 and 1406 of Title 28 [*United States Code*], the judicial district in which the respondent has his principal office shall in all cases be considered a district in which the action might have been brought.

(4) It shall be the duty of the chief judge of the district (or in his absence, the acting chief judge) in which the case is pending immediately to designate a judge in such district to hear and determine the case. In the event that no judge in the district is available to hear and determine the case, the chief judge of the district, or the acting chief judge, as the case may be, shall certify this fact to the chief judge of the circuit (or in his absence, the acting chief judge) who shall then designate a district or circuit judge of the circuit to hear and determine the case.

(5) It shall be the duty of the judge designated pursuant to this subsection to assign the case for hearing at the earliest practicable date and to cause the case to be in every way expedited. If such judge has not scheduled the case for trial within one hundred and twenty days after issue has been joined, that judge may appoint a master pursuant to rule 53 of the Federal Rules of Civil Procedure.

(g) Injunctions; appropriate affirmative action; equitable relief; accrual of back pay; reduction of back pay; limitations on judicial orders

(1) If the court finds that the respondent has intentionally engaged in, or is intentionally engaging in, an unlawful employment practice charged in the complaint, the court may enjoin the respondent from engaging in such unlawful employment practice, and order such affirmative action as may be appropriate, which may

include, but is not limited to, reinstatement or hiring of employees, with or without back pay (payable by the employer, employment agency, or labor organization, as the case may be, responsible for the unlawful employment practice), or any other equitable relief as the court deems appropriate. Back pay liability shall not accrue from a date more than two years prior to the filing of a charge with the Commission. Interim earnings or amounts earnable with reasonable diligence by the person or persons discriminated against shall operate to reduce the back pay otherwise allowable.

(2)(A) No order of the court shall require the admission or reinstatement of an individual as a member of a union, or the hiring, reinstatement, or promotion of an individual as an employee, or the payment to him of any back pay, if such individual was refused admission, suspended, or expelled, or was refused employment or advancement or was suspended or discharged for any reason other than discrimination on account of race, color, religion, sex, or national origin or in violation of section 2000e-3(a) of this Title. *[section 704 (a)]*

(B) On a claim in which an individual proves a violation under section 2000e-2(m) of this title *[section 703(m)]* and a respondent demonstrates that the respondent would have taken the same action in the absence of the impermissible motivating factor, the court-

(i) may grant declaratory relief, injunctive relief (except as provided in clause (ii)), and attorney's fees and costs demonstrated to be directly attributable only to the pursuit of a claim under section 2000e-2(m) of this title *[section 703(m)]*; and

(ii) shall not award damages or issue an order requiring any admission, reinstatement, hiring, promotion, or payment, described in subparagraph (A).

(j) Provisions of chapter 6 of Title 29 not applicable to civil actions for prevention of unlawful practices

The provisions of chapter 6 of title 29 *[the Act entitled 'An Act to amend the Judicial Code and to define and limit the jurisdiction of courts sitting in equity, and for other purposes,' approved March 23, 1932 (29 U.S.C. 105-115)]* shall not apply with respect to civil actions brought under this section.

(k) Proceedings by Commission to compel compliance with judicial orders In any case in which an employer, employment agency, or labor organization fails to comply with an order of a court issued in a civil action brought under this section, the Commission may commence proceedings to compel compliance with such order.

(l) Appeals

Any civil action brought under this section and any proceedings brought under subsection (j) of this section shall be subject to appeal as provided in sections 1291 and 1292, Title 28 *[United States Code]*.

(m) Attorney's fee - liability of Commission and United States for costs

In any action or proceeding under this subchapter the court, in its discretion, may allow the prevailing party, other than the Commission or the United States, a reasonable attorney's fee (including expert fees) as part of the costs, and the Commission and the United States shall be liable for costs the same as a private person.

CIVIL ACTIONS BY THE ATTORNEY GENERAL

SEC. 2000e-6. *[Section 707]*

(a) Complaint

Whenever the Attorney General has reasonable cause to believe that any person or group of persons is engaged in a pattern or practice of resistance to the full enjoyment of any of the rights secured by this subchapter, and that the pattern or practice is of such a nature and is intended to deny the full exercise of the rights herein described, the Attorney General may bring a civil action in the appropriate district court of the United States by filing with it a complaint (1) signed by him (or in his absence the Acting Attorney General), (2) setting forth facts pertaining to such pattern or practice, and (3) requesting such relief, including an application for a permanent or temporary injunction, restraining order or other order against the person or persons responsible for such pattern or practice, as he deems necessary to insure the full enjoyment of the rights herein described.

(b) Jurisdiction; three-judge district court for cases of general public importance; hearing; determination; expedition of action; review by Supreme Court; single judge district court; hearing; determination; expedition of action

The district courts of the United States shall have and shall exercise jurisdiction of proceedings instituted pursuant to this section, and in any such proceeding the Attorney General may file with the clerk of such court a request that a court of three judges be convened to hear and determine the case. Such request by the Attorney General shall be accompanied by a certificate that, in his opinion, the case is of general public importance. A copy of the certificate and request for a three-judge court shall be immediately furnished by such clerk to the chief judge of the circuit (or in his absence, the presiding circuit judge of the circuit) in which the case is pending. Upon receipt of such request it shall be the duty of the chief judge of the circuit or the presiding circuit judge, as the case may be, to designate immediately three judges in such circuit, of whom at least one shall be a circuit judge and another of whom shall be a district judge of the court in which the proceeding was instituted, to hear and determine such case, and it shall be the duty of the judges so designated to assign the case for hearing at the earliest practicable date, to participate in the hearing and determination thereof, and to cause

include, but is not limited to, reinstatement or hiring of employees, with or without back pay (payable by the employer, employment agency, or labor organization, as the case may be, responsible for the unlawful employment practice), or any other equitable relief as the court deems appropriate. Back pay liability shall not accrue from a date more than two years prior to the filing of a charge with the Commission. Interim earnings or amounts earnable with reasonable diligence by the person or persons discriminated against shall operate to reduce the back pay otherwise allowable.

(2) (A) No order of the court shall require the admission or reinstatement of an individual as a member of a union, or the hiring, reinstatement, or promotion of an individual as an employee, or the payment to him of any back pay, if such individual was refused admission, suspended, or expelled, or was refused employment or advancement or was suspended or discharged for any reason other than discrimination on account of race, color, religion, sex, or national origin or in violation of section 2000e-3(a) of this Title. *[section 704(a)]*

(B) On a claim in which an individual proves a violation under section 2000e-2(m) of this title *[section 703(m)]* and a respondent demonstrates that the respondent would have taken the same action in the absence of the impermissible motivating factor, the court-

(i) may grant declaratory relief, injunctive relief (except as provided in clause (ii)), and attorney's fees and costs demonstrated to be directly attributable only to the pursuit of a claim under section 2000e-2(m) of this title *[section 703(m)]*, and;

(ii) shall not award damages or issue an order requiring any admission, reinstatement, hiring, promotion, or payment, described in subparagraph (A).

(h) Provisions of chapter 6 of Title 29 not applicable to civil actions for prevention of unlawful practices

The provisions of chapter 6 of title 29 *[the Act entitled 'An Act to amend the Judicial Code and to define and limit the jurisdiction of courts sitting in equity, and for other purposes,' approved March 23, 1932 (29 U.S.C. 105-115)]* shall not apply with respect to civil actions brought under this section.

(i) Proceedings by Commission to compel compliance with judicial orders In any case in which an employer, employment agency, or labor organization fails to comply with an order of a court issued in a civil action brought under this section, the Commission may commence proceedings to compel compliance with such order.

(j) Appeals

Any civil action brought under this section and any proceedings brought under subsection (i) of this section shall be subject to appeal as provided in sections 1291 and 1292, Title 28 *[United States Code]*.

(k) Attorney's fee; liability of Commission and United States for costs

In any action or proceeding under this subchapter the court, in its discretion, may allow the prevailing party, other than the Commission or the United States, a reasonable attorney's fee (including expert fees) as part of the costs, and the Commission and the United States shall be liable for costs the same as a private person.

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Whenever the Attorney General has reasonable cause to believe that any person or group of persons is engaged in a pattern or practice of resistance to the full enjoyment of any of the rights secured by this subchapter, and that the pattern or practice is of such a nature and is intended to deny the full exercise of the rights herein described, the Attorney General may bring a civil action in the appropriate district court of the United States by filing with it a complaint (1) signed by him (or in his absence the Acting Attorney General), (2) setting forth facts pertaining to such pattern or practice, and (3) requesting such relief, including an application for a permanent or temporary injunction, restraining order or other order against the person or persons responsible for such pattern or practice, as he deems necessary to insure the full enjoyment of the rights herein described.

(b) Jurisdiction; three-judge district court for cases of general public importance; hearing; determination, expedition of action; review by Supreme Court; single judge district court; hearing; determination; expedition of action

The district courts of the United States shall have and shall exercise jurisdiction of proceedings instituted pursuant to this section, and in any such proceeding the Attorney General may file with the clerk of such court a request that a court of three judges be convened to hear and determine the case. Such request by the Attorney General shall be accompanied by a certificate that, in his opinion, the case is of general public importance. A copy of the certificate and request for a three-judge court shall be immediately furnished by such clerk to the chief judge of the circuit (or in his absence, the presiding circuit judge of the circuit) in which the case is pending. Upon receipt of such request it shall be the duty of the chief judge of the circuit or the presiding circuit judge, as the case may be, to designate immediately three judges in such circuit, of whom at least one shall be a circuit judge and another of whom shall be a district judge of the court in which the proceeding was instituted, to hear and determine such case, and it shall be the duty of the judges so designated to assign the case for hearing at the earliest practicable date, to participate in the hearing and determination thereof, and to cause

the case to be in every way expedited. An appeal from the final judgment of such court will lie to the Supreme Court.

In the event the Attorney General fails to file such a request in any such proceeding, it shall be the duty of the chief judge of the district (or in his absence, the acting chief judge) in which the case is pending immediately to designate a judge in such district to hear and determine the case. In the event that no judge in the district is available to hear and determine the case, the chief judge of the district, or the acting chief judge, as the case may be, shall certify this fact to the chief judge of the circuit (or in his absence, the acting chief judge) who shall then designate a district or circuit judge of the circuit to hear and determine the case.

It shall be the duty of the judge designated pursuant to this section to assign the case for hearing at the earliest practicable date and to cause the case to be in every way expedited.

(c) Transfer of functions, etc., to Commission; effective date; prerequisite to transfer; execution of functions by Commission.

Effective two years after March 24, 1972 *[the date of enactment of the Equal Employment Opportunity Act of 1972]*, the functions of the Attorney General under this section shall be transferred to the Commission, together with such personnel, property, records, and unexpended balances of appropriations, allocations, and other funds employed, used, held, available, or to be made available, in connection with such functions unless the President submits, and neither House of Congress vetoes, a reorganization plan pursuant to chapter 9 of Title 5 *[United States Code]*, inconsistent with the provisions of this subsection. The Commission shall carry out such functions in accordance with subsections (a) and (e) of this section.

(d) Transfer of functions, etc., not to affect suits commenced pursuant to this section prior to date of transfer.

Upon the transfer of functions provided for in subsection (c) of this section, in all suits commenced pursuant to this section prior to the date of such transfer, proceedings shall continue without abatement, all court orders and decrees shall remain in effect, and the Commission shall be substituted as a party for the United States of America, the Attorney General, or the Acting Attorney General, as appropriate.

(e) Investigation and action by Commission pursuant to filing of charge of discrimination; procedure.

Subsequent to March 24, 1972 *[the date of enactment of the Equal Employment Opportunity Act of 1972]*, the Commission shall have authority to investigate and act on a charge of a pattern or practice of discrimination, whether filed by or on behalf of a person claiming to be aggrieved or by a member of the Commission. All such actions shall be conducted in accordance with the procedures set forth in section 2000e-5 of this title *[section 706]*.

EFFECT ON STATE LAWS

SEC. 2000e-7. *[Section 708]*

Nothing in this subchapter shall be deemed to exempt or relieve any person from any liability, duty, penalty, or punishment provided by any present or future law of any State or political subdivision of a State, other than any such law which purports to require or permit the doing of any act which would be an unlawful employment practice under this subchapter.

INVESTIGATIONS

SEC. 2000e-8. *[Section 709]*

(a) Examination and copying of evidence related to unlawful employment practices.

In connection with any investigation of a charge filed under section 2000e-5 of this title *[section 706]*, the Commission or its designated representative shall at all reasonable times have access to, for the purposes of examination, and the right to copy, any evidence of any person being investigated or proceeded against that relates to unlawful employment practices covered by this subchapter and is relevant to the charge under investigation.

(b) Cooperation with State and local agencies administering State fair employment practices laws; participation in and contribution to research and other projects; utilization of services; payment in advance or reimbursement; agreements and rescission of agreements.

The Commission may cooperate with State and local agencies charged with the administration of State fair employment practices laws and, with the consent of such agencies, may, for the purpose of carrying out its functions and duties under this subchapter and within the limitation of funds appropriated specifically for such purpose, engage in and contribute to the cost of research and other projects of mutual interest undertaken by such agencies, and utilize the services of such agencies and their employees, and, notwithstanding any other provision of law, pay by advance or reimbursement such agencies and their employees for services rendered to assist the Commission in carrying out this subchapter. In furtherance of such cooperative efforts, the Commission may enter into written agreements with such State or local agencies and such agreements may include provisions under which the Commission shall refrain from processing a charge in any cases or class of cases specified in such agreements or under which the Commission shall relieve any person or class of persons in such State or locality from requirements imposed under this section. The Commission shall rescind any such agreement whenever it determines that the agreement no longer serves the interest of effective enforcement of this subchapter.

(c) Execution, retention, and preservation of records; reports to Commission; training program records; appropriate relief from regulation or order for undue hardship; procedure for exemption; judicial action to compel compliance.

Every employer, employment agency, and labor organization subject to this subchapter shall (1) make and keep such records relevant to the determinations of whether unlawful employment practices have been or are being committed, (2) preserve such records for such periods, and (3) make such reports therefrom as the Commission shall prescribe by regulation or order, after public hearing, as reasonable, necessary, or appropriate for the enforcement of this subchapter or the regulations or orders thereunder. The Commission shall, by regulation, require each employer, labor organization, and joint labor-management committee subject to this subchapter which controls an apprenticeship or other training program to maintain such records as are reasonably necessary to carry out the purposes of this subchapter, including, but not limited to, a list of applicants who wish to participate in such program, including the chronological order in which applications were received, and to furnish to the Commission upon request, a detailed description of the manner in which persons are selected to participate in the apprenticeship or other training program. Any employer, employment agency, labor organization, or joint labor-management committee which believes that the application to it of any regulation or order issued under this section would result in undue hardship may apply to the Commission for an exemption from the application of such regulation or order, and, if such application for an exemption is denied, bring a civil action in the United States district court for the district where such records are kept. If the Commission or the court, as the case may be, finds that the application of the regulation or order to the employer, employment agency, or labor organization in question would impose an undue hardship, the Commission or the court, as the case may be, may grant appropriate relief. If any person required to comply with the provisions of this subsection fails or refuses to do so, the United States district court for the district in which such person is found, resides, or transacts business, shall, upon application of the Commission, or the Attorney General in a case involving a government, governmental agency or political subdivision, have jurisdiction to issue to such person an order requiring him to comply.

(d) Consultation and coordination between Commission and interested State and Federal agencies in prescribing recordkeeping and reporting requirements; availability of information furnished pursuant to recordkeeping and reporting requirements; conditions on availability.

In prescribing requirements pursuant to subsection (c) of this section, the Commission shall consult with other interested State and Federal agencies and shall endeavor to coordinate its requirements with those adopted by such agencies. The Commission shall furnish upon request and without cost to any State or local agency charged with the administration of a fair employment practice law information obtained pursuant to subsection (c) of this section from any employer, employment agency, labor organization, or joint labor-management committee subject to the jurisdiction of such agency. Such information shall be furnished on condition that it not be made public by the recipient agency prior to the institution of a proceeding under State or local law involving such information. If this condition is violated by a recipient agency, the Commission may decline to honor subsequent requests pursuant to this subsection.

(e) Prohibited disclosures; penalties.

It shall be unlawful for any officer or employee of the Commission to make public in any manner whatever any information obtained by the Commission pursuant to its authority under this section prior to the institution of any proceeding under this subchapter involving such information. Any officer or employee of the Commission who shall make public in any manner whatever any information in violation of this subsection shall be guilty of a misdemeanor and upon conviction thereof, shall be fined not more than $1,000, or imprisoned not more than one year.

CONDUCT OF HEARINGS AND INVESTIGATIONS PURSUANT TO SECTION 161 OF Title 29

SEC. 2000e-9. *[Section 710]*

For the purpose of all hearings and investigations conducted by the Commission or its duly authorized agents or agencies, section 161 of title 29 *[section 11 of the National Labor Relations Act]* shall apply.

POSTING OF NOTICES; PENALTIES

SEC. 2000e-10. *[Section 711]*

(a) Every employer, employment agency, and labor organization, as the case may be, shall post and keep posted in conspicuous places upon its premises where notices to employees, applicants for employment, and members are customarily posted a notice to be prepared or approved by the Commission setting forth excerpts from or summaries of, the pertinent provisions of this subchapter and information pertinent to the filing of a complaint.

(b) A willful violation of this section shall be punishable by a fine of not more than $100 for each separate offense.

VETERANS' SPECIAL RIGHTS OR PREFERENCE

SEC. 2000e-11. *[Section 712]*

Nothing contained in this subchapter shall be construed to repeal or modify any Federal, State, territorial, or local law creating special rights or preference for veterans.

REGULATIONS; CONFORMITY OF REGULATIONS WITH ADMINISTRATIVE PROCEDURE PROVISIONS; RELIANCE ON INTERPRETATIONS AND INSTRUCTIONS OF COMMISSION

SEC. 2000e-12. *[Section 713]*

(a) The Commission shall have authority from time to time to issue, amend, or rescind suitable procedural regulations to carry out the provisions of this subchapter. Regulations issued under this section shall be in conformity with the standards and limitations of subchapter II of chapter 5 of Title 5 *[originally, the Administrative Procedure Act]*.

(b) In any action or proceeding based on any alleged unlawful employment practice, no person shall be subject to any liability or punishment for or on account of (1) the commission by such person of an unlawful employment practice if he pleads and proves that the act or omission complained of was in good faith, in conformity with, and in reliance on, any written interpretation or opinion of the Commission, or (2) the failure of such person to publish and file any information required by any provision of this subchapter if he pleads and proves that he failed to publish and file such information in good faith, in conformity with the instructions of the Commission issued under this subchapter regarding the filing of such information. Such a defense, if established, shall be a bar to the action or proceeding, notwithstanding that (A) after such act or omission, such interpretation or opinion is modified or rescinded or is determined by judicial authority to be invalid or of no legal effect, or (B) after publishing or filing the description and annual reports, such publication or filing is determined by judicial authority not to be in conformity with the requirements of this subchapter.

APPLICATION TO PERSONNEL OF COMMISSION OF SECTIONS 111 AND 1114 OF TITLE 18, PUNISHMENT FOR VIOLATION OF SECTION 1114 OF TITLE 18

SEC. 2000e-13. *[Section 714]*

The provisions of sections 111 and 1114, Title 18 *[United States Code]*, shall apply to officers, agents, and employees of the Commission in the performance of their official duties. Notwithstanding the provisions of sections 111 and 1114 of Title 18 *[United States Code]*, whoever in violation of the provisions of section 1114 of such title kills a person while engaged in or on account of the performance of his official functions under this Act shall be punished by imprisonment for any term of years or for life.

TRANSFER OF AUTHORITY

[Administration of the duties of the Equal Employment Opportunity Coordinating Council was transferred to the Equal Employment Opportunity Commission effective July 1, 1978, under the President's Reorganization Plan of 1978.]

EQUAL EMPLOYMENT OPPORTUNITY COORDINATING COUNCIL: ESTABLISHMENT, COMPOSITION, DUTIES, REPORT TO PRESIDENT AND CONGRESS

SEC. 2000e-14. *[Section 715]*

[Original introductory text: There shall be established an Equal Employment Opportunity Coordinating Council (hereinafter referred to in this section as the Council) composed of the Secretary of Labor, the Chairman of the Equal Employment Opportunity Commission, the Attorney General, the Chairman of the United States Civil Service Commission, and the Chairman of the United States Civil Rights Commission, or their respective delegates.]

The Equal Employment Opportunity Commission *[originally, Council]* shall have the responsibility for developing and implementing agreements, policies and practices designed to maximize effort, promote efficiency, and eliminate conflict, competition, duplication and inconsistency among the operations, functions and jurisdictions of the various departments, agencies and branches of the Federal Government responsible for the implementation and enforcement of equal employment opportunity legislation, orders, and policies. On or before October 1 *[originally, July 1]* of each year, the Equal Employment Opportunity Commission *[originally, Council]* shall transmit to the President and to the Congress a report of its activities, together with such recommendations for legislative or administrative changes as it concludes are desirable to further promote the purposes of this section.

PRESIDENTIAL CONFERENCES; ACQUAINTANCE OF LEADERSHIP WITH PROVISIONS FOR EMPLOYMENT RIGHTS AND OBLIGATIONS; PLANS FOR FAIR ADMINISTRATION; MEMBERSHIP

SEC. 2000e-15. *[Section 716]*

[Original text: (a) This title shall become effective one year after the date of its enactment.

(b) Notwithstanding subsection (a), sections of this title other than sections 703, 704, 706, and 707 shall become effective immediately.

(c)] The President shall, as soon as feasible after July 2, 1964 *[the date of enactment of this title]*, convene one or more conferences for the purpose of enabling the leaders of groups whose members will be affected by this subchapter to become familiar with the rights afforded and obligations imposed by its provisions, and for the purpose of making plans which will result in the fair and effective administration of this subchapter when all of its provisions become effective. The President shall invite the participation in such conference or conferences of (1) the members of the President's Committee on Equal Employment Opportunity, (2) the members of the Commission on Civil Rights, (3) representatives of State and local agencies engaged in furthering equal employment opportunity, (4) representatives of private agencies engaged in

furthering equal employment opportunity, and (5) representatives of employers, labor organizations, and employment agencies who will be subject to this subchapter.

TRANSFER OF AUTHORITY

[Enforcement of Section 717 was transferred to the Equal Employment Opportunity Commission from the Civil Service Commission (Office of Personnel Management) effective January 1, 1979 under the President's Reorganization Plan No. 1 of 1978.]

EMPLOYMENT BY FEDERAL GOVERNMENT

SEC. 2000e-16. *[Section 717]*

(a) Discriminatory practices prohibited; employees or applicants for employment subject to coverage.

All personnel actions affecting employees or applicants for employment (except with regard to aliens employed outside the limits of the United States) in military departments as defined in section 102 of Title 5 *[United States Code]*, in executive agencies *[originally, other than the General Accounting Office]* as defined in section 105 of Title 5 *[United States Code]* (including employees and applicants for employment who are paid from nonappropriated funds), in the United States Postal Service and the Postal Regulatory Commission, in those units of the Government of the District of Columbia having positions in the competitive service, and in those units of the judicial branch of the Federal Government having positions in the competitive service, in the Smithsonian Institution, and in the Government Printing Office, the Government Accountability Office, and the Library of Congress shall be made free from any discrimination based on race, color, religion, sex, or national origin.

(b) Equal Employment Opportunity Commission; enforcement powers; issuance of rules, regulations, etc.; annual review and approval of national and regional equal employment opportunity plans; review and evaluation of equal employment opportunity programs and publication of progress reports; consultations with interested parties; compliance with rules, regulations, etc.; contents of national and regional equal employment opportunity plans; authority of Librarian of Congress.

Except as otherwise provided in this subsection, the Equal Employment Opportunity Commission *[originally, Civil Service Commission]* shall have authority to enforce the provisions of subsection (a) of this section through appropriate remedies, including reinstatement or hiring of employees with or without back pay, as will effectuate the policies of this section, and shall issue such rules, regulations, orders and instructions as it deems necessary and appropriate to carry out its responsibilities under this section. The Equal Employment Opportunity Commission *[originally, Civil Service Commission]* shall:-

(1) be responsible for the annual review and approval of a national and regional equal employment opportunity plan which each department and agency and each appropriate unit referred to in subsection (a) of this section shall submit in order to maintain an affirmative program of equal employment opportunity for all such employees and applicants for employment;

(2) be responsible for the review and evaluation of the operation of all agency equal employment opportunity programs, periodically obtaining and publishing (on at least a semi-annual basis) progress reports from each such department, agency, or unit; and

(3) consult with and solicit the recommendations of interested individuals, groups, and organizations relating to equal employment opportunity.

The head of each such department, agency, or unit shall comply with such rules, regulations, orders, and instructions which shall include a provision that an employee or applicant for employment shall be notified of any final action taken on any complaint of discrimination filed by him thereunder. The plan submitted by each department, agency, and unit shall include, but not be limited to:-

(1) provision for the establishment of training and education programs designed to provide a maximum opportunity for employees to advance so as to perform at their highest potential; and

(2) a description of the qualifications in terms of training and experience relating to equal employment opportunity for the principal and operating officials of each such department, agency, or unit responsible for carrying out the equal employment opportunity program and of the allocation of personnel and resources proposed by such department, agency, or unit to carry out its equal employment opportunity program.

With respect to employment in the Library of Congress, authorities granted in this subsection to the Equal Employment Opportunity Commission *[originally, Civil Service Commission]* shall be exercised by the Librarian of Congress.

(c) Civil action by employee or applicant for employment for redress of grievances; time for bringing of action; head of department, agency, or unit as defendant.

Within 90 days of receipt of notice of final action taken by a department, agency, or unit referred to in subsection (a) of this section, or by the Equal Employment Opportunity Commission *[originally, Civil Service Commission]* upon an appeal from a decision or order of such department, agency, or unit on a complaint of discrimination based on race, color, religion, sex or national origin, brought pursuant to subsection (a) of this section, Executive Order 11478 or any succeeding Executive orders, or after one hundred and eighty days from the filing of the initial charge with the department, agency, or unit or with

the Equal Employment Opportunity Commission *[originally Civil Service Commission]* on appeal from a decision or order of such department, agency, or unit until such time as final action may be taken by a department, agency, or unit, an employee or applicant for employment, if aggrieved by the final disposition of his complaint, or by the failure to take final action on his complaint, may file a civil action as provided in section 2000e-5 of this title *[section 706]*, in which civil action the head of the department, agency, or unit, as appropriate, shall be the defendant.

(d) Section 2000e-5(f) through (k) of this title applicable to civil actions

The provisions of section 2000e-5(f) through (k) of this title *[section 706(f) through (k)]*, as applicable, shall govern civil actions brought hereunder, and the same interest to compensate for delay in payment shall be available as in cases involving nonpublic parties.

(e) Government agency or official not relieved of responsibility to assure nondiscrimination in employment or equal employment opportunity

Nothing contained in this Act shall relieve any Government agency or official of its or his primary responsibility to assure nondiscrimination in employment as required by the Constitution and statutes or of its or his responsibilities under Executive Order 11478 relating to equal employment opportunity in the Federal Government.

(f) Section 2000e-5(e)(3) *[Section 706(e)(3)]* shall apply to complaints of discrimination in compensation under this section.

PROCEDURE FOR DENIAL, WITHHOLDING, TERMINATION, OR SUSPENSION OF GOVERNMENT CONTRACT SUBSEQUENT TO ACCEPTANCE BY GOVERNMENT OF AFFIRMATIVE ACTION PLAN OF EMPLOYER, TIME OF ACCEPTANCE OF PLAN

SEC. 2000e-17. *[Section 718]*

No Government contract, or portion thereof, with any employer, shall be denied, withheld, terminated, or suspended, by any agency or officer of the United States under any equal employment opportunity law or order, where such employer has an affirmative action plan which has previously been accepted by the Government for the same facility within the past twelve months without first according such employer full hearing and adjudication under the provisions of section 554 of Title 5 *[United States Code]*, and the following pertinent sections: Provided, That if such employer has deviated substantially from such previously agreed to affirmative action plan, this section shall not apply: Provided further, That for the purposes of this section an affirmative action plan shall be deemed to have been accepted by the Government at the time the appropriate compliance agency has accepted such plan unless within forty-five days thereafter the Office of Federal Contract Compliance has disapproved such plan.

National Origin Discrimination

National origin discrimination involves treating people (applicants or employees) unfavorably because they are from a particular country or part of the world, because of ethnicity or accent, or because they appear to be of a certain ethnic background (even if they are not).
National origin discrimination also can involve treating people unfavorably because they are married to (or associated with) a person of a certain national origin or because of their connection with an ethnic organization or group.

Discrimination can occur when the victim and the person who inflicted the discrimination are the same national origin.

National Origin Discrimination & Work Situations
The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

National Origin & Harassment
It is unlawful to harass a person because of his or her national origin. Harassment can include, for example, offensive or derogatory remarks about a person's national origin, accent or ethnicity. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

National Origin & Employment Policies/Practices
The law makes it illegal for an employer or other covered entity to use an employment policy or practice that applies to everyone, regardless of national origin, if it has a negative impact on people of a certain national origin and is not job-related or necessary to the operation of the business.
An employer can only require an employee to speak fluent English if fluency in English is necessary to perform the job effectively. An "English-only rule", which requires employees to speak only English on the job, is only allowed if it is needed to ensure the safe or efficient operation of the employer's business and is put in place for nondiscriminatory reasons.
An employer may not base an employment decision on an employee's foreign accent, unless the accent seriously interferes with the employee's job performance.

Citizenship Discrimination & Workplace Laws
The Immigration Reform and Control Act of 1986 (IRCA) makes it illegal for an employer to discriminate with respect to hiring, firing, or recruitment or referral for a fee, based upon an individual's citizenship or immigration status. The law prohibits employers from hiring only U.S. citizens or lawful permanent residents unless required to do so by law, regulation or government contract. Employers may not refuse to accept lawful documentation that establishes the employment eligibility of an employee, or demand additional documentation beyond what is legally required, when verifying employment eligibility (i.e., completing the Department of Homeland Security (DHS) Form

Source: U.S. Equal Employment Opportunity Commission (EEOC)
http://www.eeoc.gov/laws/types/national_origin.cfm

I-9), based on the employee's national origin or citizenship status. It is the employee's choice which of the acceptable Form I-9 documents to show to verify employment eligibility.

IRCA also prohibits retaliation against individuals for asserting their rights under the Act, or for filing a charge or assisting in an investigation or proceeding under IRCA.

IRCA's nondiscrimination requirements are enforced by the Department of Justice's Office of Special Counsel for Immigration-Related Unfair Employment Practices (OSC), Civil Rights Division. OSC may be reached at:

1-800-255-7688 (voice for employees/applicants),
1-800-237-2515 (TTY for employees/applicants),
1-800-255-8155 (voice for employers), or
1-800-362-2735 (TTY for employers), or
http://www.usdoj.gov/crt/osc

Source: U.S. Equal Employment Opportunity Commission (EEOC)
http://www.eeoc.gov/laws/types/nationalorigin.cfm

Pregnancy Discrimination

Pregnancy Discrimination

Pregnancy discrimination involves treating a woman (an applicant or employee) unfavorably because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth.

Pregnancy Discrimination & Work Situations

The Pregnancy Discrimination Act (PDA) forbids discrimination based on pregnancy when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, such as leave and health insurance, and any other term or condition of employment.

Pregnancy Discrimination & Temporary Disability

If a woman is temporarily unable to perform her job due to a medical condition related to pregnancy or childbirth, the employer or other covered entity must treat her in the same way as it treats any other temporarily disabled employee. For example, the employer may have to provide light duty, alternative assignments, disability leave, or unpaid leave to pregnant employees if it does so for other temporarily disabled employees.

Additionally, impairments resulting from pregnancy (for example, gestational diabetes or preeclampsia, a condition characterized by pregnancy-induced hypertension and protein in the urine) may be disabilities under the Americans with Disabilities Act (ADA). An employer may have to provide a reasonable accommodation (such as leave or modifications that enable an employee to perform her job) for a disability related to pregnancy, absent undue hardship (significant difficulty or expense). The ADA Amendments Act of 2008 makes it much easier to show that a medical condition is a covered disability.

For more information about the ADA, see http://www.eeoc.gov/laws/types/disability.cfm

For information about the ADA Amendments Act, see http://www.eeoc.gov/laws/types/disability_regulations.cfm

Pregnancy Discrimination & Harassment

It is unlawful to harass a woman because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth. Harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted). The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Pregnancy, Maternity & Parental Leave

Under the PDA, an employer that allows temporarily disabled employees to take disability leave or leave without pay, must allow an employee who is temporarily disabled due to pregnancy to do the same.

An employer may not single out pregnancy-related conditions for special procedures to determine an employee's ability to work. However, if an employer requires its employees to submit a doctor's statement concerning their ability to work before granting leave or paying sick benefits, the employer may require employees affected by pregnancy-related conditions to submit such statements. Further, under the Family and Medical Leave Act (FMLA) of 1993, a new parent (including foster and adoptive parents) may be eligible for 12 weeks of leave (unpaid or paid if the employee has earned or

Source: U.S. Equal Employment Opportunity Commission (EEOC)
http://www.eeoc.gov/laws/types/pregnancy.cfm

accrued it) that may be used for care of the new child. To be eligible, the employee must have worked for the employer for 12 months prior to taking the leave and the employer must have a specified number of employees. See http://www.dol.gov/whd/regs/compliance/whdfs28.htm

Pregnancy & Workplace Laws

Pregnant employees may have additional rights under the Family and Medical Leave Act (FMLA), which is enforced by the U.S. Department of Labor. Nursing mothers may also have the right to express milk in the workplace under a provision of the Fair Labor Standards Act enforced by the U.S. Department of Labor's Wage and Hour Division.

See http://www.dol.gov/whd/regs/compliance/whdfs73.htm

For more information about the Family Medical Leave Act or break time for nursing mothers, go to http://www.dol.gov/whd, or call 202-693-0051 or 1-866-487-9243 (voice), 202-693-7755 (TTY).

Source: U.S. Equal Employment Opportunity Commission (EEOC)
http://www.eeoc.gov/laws/types/pregnancy.cfm

Race/Color Discrimination

Race discrimination involves treating someone (an applicant or employee) unfavorably because he/she is of a certain race or because of personal characteristics associated with race (such as hair texture, skin color, or certain facial features). Color discrimination involves treating someone unfavorably because of skin color complexion.

Race/color discrimination also can involve treating someone unfavorably because the person is married to (or associated with) a person of a certain race or color or because of a person's connection with a race-based organization or group, or an organization or group that is generally associated with people of a certain color.
Discrimination can occur when the victim and the person who inflicted the discrimination are the same race or color.

Race/Color Discrimination & Work Situations
The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

Race/Color Discrimination & Harassment
It is unlawful to harass a person because of that person's race or color.
Harassment can include, for example, racial slurs, offensive or derogatory remarks about a person's race or color, or the display of racially-offensive symbols. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Race/Color Discrimination & Employment Policies/Practices
An employment policy or practice that applies to everyone, regardless of race or color, can be illegal if it has a negative impact on the employment of people of a particular race or color and is not job-related and necessary to the operation of the business. For example, a "no-beard" employment policy that applies to all workers without regard to race may still be unlawful if it is not job-related and has a negative impact on the employment of African-American men (who have a predisposition to a skin condition that causes severe shaving bumps).

Facts About Race/Color Discrimination

Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the basis of race and color as well as national origin, sex, or religion.

It is unlawful to discriminate against any employee or applicant for employment because of race or color in regard to hiring, termination, promotion, compensation, job training, or any other term, condition, or privilege of employment. Title VII also prohibits employment decisions based on

Source: U.S. Equal Employment Opportunity Commission (EEOC)

stereotypes and assumptions about abilities, traits, or the performance of individuals of certain racial groups.

Title VII prohibits both intentional discrimination and neutral job policies that disproportionately exclude minorities and that are not job related.

Equal employment opportunity cannot be denied because of marriage to or association with an individual of a different race; membership in or association with ethnic based organizations or groups; attendance or participation in schools or places of worship generally associated with certain minority groups; or other cultural practices or characteristics often linked to race or ethnicity, such as cultural dress or manner of speech, as long as the cultural practice or characteristic does not materially interfere with the ability to perform job duties.

Race-Related Characteristics and Conditions

Discrimination on the basis of an immutable characteristic associated with race, such as skin color, hair texture, or certain facial features violates Title VII, even though not all members of the race share the same characteristic.

Title VII also prohibits discrimination on the basis of a condition which predominantly affects one race unless the practice is job related and consistent with business necessity. For example, since sickle cell anemia predominantly occurs in African-Americans, a policy which excludes individuals with sickle cell anemia is discriminatory unless the policy is job related and consistent with business necessity. Similarly, a "no-beard" employment policy may discriminate against African-American men who have a predisposition to pseudofolliculitis barbae (severe shaving bumps) unless the policy is job-related and consistent with business necessity.

Color Discrimination

Even though race and color clearly overlap, they are not synonymous. Thus, color discrimination can occur between persons of different races or ethnicities, or between persons of the same race or ethnicity. Although Title VII does not define "color," the courts and the Commission read "color" to have its commonly understood meaning – pigmentation, complexion, or skin shade or tone. Thus, color discrimination occurs when a person is discriminated against based on the lightness, darkness, or other color characteristic of the person. Title VII prohibits race/color discrimination against all persons, including Caucasians.

Although a plaintiff may prove a claim of discrimination through direct or circumstantial evidence, some courts take the position that if a white person relies on circumstantial evidence to establish a reverse discrimination claim, he or she must meet a heightened standard of proof. The Commission, in contrast, applies the same standard of proof to all race discrimination claims, regardless of the victim's race or the type of evidence used. In either case, the ultimate burden of persuasion remains always on the plaintiff.

Employers should adopt "best practices" to reduce the likelihood of discrimination and to address impediments to equal employment opportunity.

Title VII's protections include:

- **Recruiting, Hiring, and Advancement**
  Job requirements must be uniformly and consistently applied to persons of all races and colors. Even if a job requirement is applied consistently, if it is not important for job performance or business needs, the requirement may be found unlawful if it excludes persons of a certain racial group or color significantly more than others. Examples of potentially unlawful practices include: (1) soliciting applications only from sources in which all or most potential workers are of the same race or color; (2) requiring applicants to have a certain educational background that is not important for job performance or business needs; (3) testing applicants for knowledge, skills or abilities that are not important for job performance or business needs.

  Employers may legitimately need information about their employees or applicants race for affirmative action purposes and/or to track applicant flow. One way to obtain racial information and simultaneously guard against discriminatory selection is for employers to use separate forms or otherwise keep the information about an applicant's race separate from the application. In that way, the employer can capture the information it needs but ensure that it is not used in the selection decision.

  Unless the information is for such a legitimate purpose, pre-employment questions about race can suggest that race will be used as a basis for making selection decisions. If the information is used in the selection decision and members of particular racial groups are excluded from employment, the inquiries can constitute evidence of discrimination.

- **Compensation and Other Employment Terms, Conditions, and Privileges**
  Title VII prohibits discrimination in compensation and other terms, conditions, and privileges of employment. Thus, race or color discrimination may not be the basis for differences in pay or benefits, work assignments, performance evaluations, training, discipline or discharge, or any other area of employment.

- **Harassment**
  Harassment on the basis of race and/or color violates Title VII. Ethnic slurs, racial "jokes," offensive or derogatory comments, or other verbal or physical conduct based on an individual's race/color constitutes unlawful harassment if the conduct creates an intimidating, hostile, or offensive working environment, or interferes with the individual's work performance.

- **Retaliation**
  Employees have a right to be free from retaliation for their opposition to discrimination or their participation in an EEOC proceeding by filing a charge, testifying, assisting, or otherwise participating in an agency proceeding.

- **Segregation and Classification of Employees**
  Title VII is violated where minority employees are segregated by physically isolating them from other employees or from customer contact. Title VII also prohibits assigning primarily minorities to predominantly minority establishments or geographic areas. It is also illegal to exclude minorities from certain positions or to group or categorize employees or jobs so that certain jobs are generally held by minorities. Title VII also does not permit racially motivated decisions driven by business concerns – for example, concerns about the effect on employee relations, or the negative

reaction of clients or customers. Nor may race or color ever be a bona fide occupational qualification under Title VII.

Coding applications/resumes to designate an applicant's race, by either an employer or employment agency, constitutes evidence of discrimination where minorities are excluded from employment or from certain positions. Such discriminatory coding includes the use of facially benign code terms that implicate race, for example, by area codes where many racial minorities may or are presumed to live.

- **Pre-Employment Inquiries and Requirements**

  Requesting pre-employment information which discloses or tends to disclose an applicant's race suggests that race will be unlawfully used as a basis for hiring. Solicitation of such pre-employment information is presumed to be used as a basis for making selection decisions. Therefore, if members of minority groups are excluded from employment, the request for such pre-employment information would likely constitute evidence of discrimination.

  However, employers may legitimately need information about their employees' or applicants' race for affirmative action purposes and/or to track applicant flow. One way to obtain racial information and simultaneously guard against discriminatory selection is for employers to use "tear-off sheets" for the identification of an applicant's race. After the applicant completes the application and the tear-off portion, the employer separates the tear-off sheet from the application and does not use it in the selection process.

  Other pre-employment information requests which disclose or tend to disclose an applicant's race are personal background checks, such as criminal history checks. Title VII does not categorically prohibit employers' use of criminal records as a basis for making employment decisions. Using criminal records as an employment screen may be lawful, legitimate, and even mandated in certain circumstances. However, employers that use criminal records to screen for employment must comply with Title VII's nondiscrimination requirements.

Religious Discrimination

Religious discrimination involves treating a person (an applicant or employee) unfavorably because of his or her religious beliefs. The law protects not only people who belong to traditional, organized religions, such as Buddhism, Christianity, Hinduism, Islam, and Judaism, but also others who have sincerely held religious, ethical or moral beliefs.

Religious discrimination can also involve treating someone differently because that person is married to (or associated with) an individual of a particular religion or because of his or her connection with a religious organization or group.

Religious Discrimination & Work Situations
The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

Religious Discrimination & Harassment
It is illegal to harass a person because of his or her religion.

Harassment can include, for example, offensive remarks about a person's religious beliefs or practices. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that aren't very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Religious Discrimination and Segregation
Title VII also prohibits workplace or job segregation based on religion (including religious garb and grooming practices), such as assigning an employee to a non-customer contact position because of actual or feared customer preference.

Religious Discrimination & Reasonable Accommodation
The law requires an employer or other covered entity to reasonably accommodate an employee's religious beliefs or practices, unless doing so would cause more than a minimal burden on the operations of the employer's business. This means an employer may be required to make reasonable adjustments to the work environment that will allow an employee to practice his or her religion.

Examples of some common religious accommodations include flexible scheduling, voluntary shift substitutions or swaps, job reassignments, and modifications to workplace policies or practices.

Religious Accommodation/Dress & Grooming Policies
Unless it would be an undue hardship on the employer's operation of its business, an employer must reasonably accommodate an employee's religious beliefs or practices. This applies not only to schedule changes or leave for religious observances, but also to such things as dress or grooming practices that an employee has for religious reasons. These might include, for example,

wearing particular head coverings or other religious dress (such as a Jewish yarmulke or a Muslim headscarf), or wearing certain hairstyles or facial hair (such as Rastafarian dreadlocks or Sikh uncut hair and beard). It also includes an employee's observance of a religious prohibition against wearing certain garments (such as pants or miniskirts).

When an employee or applicant needs a dress or grooming accommodation for religious reasons, he should notify the employer that he needs such an accommodation for religious reasons. If the employer reasonably needs more information, the employer and the employee should engage in an interactive process to discuss the request. If it would not pose an undue hardship, the employer must grant the accommodation.

Religious Discrimination & Reasonable Accommodation & Undue Hardship
An employer does not have to accommodate an employee's religious beliefs or practices if doing so would cause undue hardship to the employer. An accommodation may cause undue hardship if it is costly, compromises workplace safety, decreases workplace efficiency, infringes on the rights of other employees, or requires other employees to do more than their share of potentially hazardous or burdensome work.

Religious Discrimination And Employment Policies/Practices
An employee cannot be forced to participate (or not participate) in a religious activity as a condition of employment.

Source: U.S. Equal Employment Opportunity Commission (EEOC)
(http://www.eeoc.gov/laws/types/religion.cfm)

Retaliation

All of the laws we enforce make it illegal to fire, demote, harass, or otherwise "retaliate" against people (applicants or employees) because they filed a charge of discrimination, because they complained to their employer or other covered entity about discrimination on the job, or because they participated in an employment discrimination proceeding (such as an investigation or lawsuit).

For example, it is illegal for an employer to refuse to promote an employee because she filed a charge of discrimination with the EEOC, even if EEOC later determined no discrimination occurred.

Retaliation & Work Situations
The law forbids retaliation when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

Facts About Retaliation

An employer may not fire, demote, harass or otherwise "retaliate" against an individual for filing a charge of discrimination, participating in a discrimination proceeding, or otherwise opposing discrimination. The same laws that prohibit discrimination based on race, color, sex, religion, national origin, age, and disability, as well as wage differences between men and women performing substantially equal work, also prohibit retaliation against individuals who oppose unlawful discrimination or participate in an employment discrimination proceeding.

In addition to the protections against retaliation that are included in all of the laws enforced by EEOC, the Americans with Disabilities Act (ADA) also protects individuals from coercion, intimidation, threat, harassment, or interference in their exercise of their own rights or their encouragement of someone else's exercise of rights granted by the ADA.

There are three main terms that are used to describe retaliation. Retaliation occurs when an employer, employment agency, or labor organization takes an **adverse action** against a **covered individual** because he or she engaged in a **protected activity**. These three terms are described below.

Adverse Action
An adverse action is an action taken to try to keep someone from opposing a discriminatory practice, or from participating in an employment discrimination proceeding. Examples of adverse actions include:

- employment actions such as termination, refusal to hire, and denial of promotion;
- other actions affecting employment such as threats, unjustified negative evaluations, unjustified negative references, or increased surveillance, and
- any other action such as an assault or unfounded civil or criminal charges that are likely to deter reasonable people from pursuing their rights.

Adverse actions do not include petty slights and annoyances, such as stray negative comments in an otherwise positive or neutral evaluation, "snubbing" a colleague, or negative comments that are justified by an employee's poor work performance or history.

Source: U.S. Equal Employment Opportunity Commission (EEOC)
http://www.eeoc.gov/laws/types/retaliation.cfm

Even if the prior protected activity alleged wrongdoing by a different employer, retaliatory adverse actions are unlawful. For example, it is unlawful for a worker's current employer to retaliate against him for pursuing an EEO charge against a former employer.

Of course, employees are not excused from continuing to perform their jobs or follow their company's legitimate workplace rules just because they have filed a complaint with the EEOC or opposed discrimination. For more information about adverse actions, see EEOC's Compliance Manual Section 8, Chapter II, Part D.

Covered Individuals

Covered individuals are people who have opposed unlawful practices, participated in proceedings, or requested accommodations related to employment discrimination based on race, color, sex, religion, national origin, age, or disability. Individuals who have a close association with someone who has engaged in such protected activity also are covered individuals. For example, it is illegal to terminate an employee because his spouse participated in employment discrimination litigation.

Individuals who have brought attention to violations of law other than employment discrimination are NOT covered individuals for purposes of anti-discrimination retaliation laws. For example, "whistleblowers" who raise ethical, financial, or other concerns unrelated to employment discrimination are not protected by the EEOC enforced laws.

Protected Activity

Protected activity includes:

Opposition to a practice believed to be unlawful discrimination.

Opposition is informing an employer that you believe that he/she is engaging in prohibited discrimination. Opposition is protected from retaliation as long as it is based on a reasonable, good-faith belief that the complained of practice violates anti-discrimination law; and the manner of the opposition is reasonable.

Examples of protected opposition include:

- Complaining to anyone about alleged discrimination against oneself or others;
- Threatening to file a charge of discrimination;
- Picketing in opposition to discrimination; or
- Refusing to obey an order reasonably believed to be discriminatory.

Examples of activities that are NOT protected opposition include:

- Actions that interfere with job performance so as to render the employee ineffective; or
- Unlawful activities such as acts or threats of violence.

Participation in an employment discrimination proceeding.

Participation means taking part in an employment discrimination proceeding. Participation is protected activity even if the proceeding involved claims that ultimately were found to be invalid.

Examples of participation include:

- Filing a charge of employment discrimination;
- Cooperating with an internal investigation of alleged discriminatory practices; or

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- Serving as a witness in an EEO investigation or litigation

A protected activity can also include requesting a reasonable accommodation based on religion or disability

For more information about Protected Activities, see EEOC's Compliance Manual, Section 8, Chapter II, Part B - Opposition and Part C - Participation

Sex-Based Discrimination

Sex discrimination involves treating someone (an applicant or employee) unfavorably because of that person's sex.

Sex discrimination also can involve treating someone less favorably because of his or her connection with an organization or group that is generally associated with people of a certain sex.

Sex Discrimination & Work Situations
The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

Sex Discrimination Harassment
It is unlawful to harass a person because of that person's sex. Harassment can include "sexual harassment" or unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature. Harassment does not have to be of a sexual nature, however, and can include offensive remarks about a person's sex. For example, it is illegal to harass a woman by making offensive comments about women in general.
Both victim and the harasser can be either a woman or a man, and the victim and harasser can be the same sex.

Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Sex Discrimination & Employment Policies/Practices
An employment policy or practice that applies to everyone, regardless of sex, can be illegal if it has a negative impact on the employment of people of a certain sex and is not job-related or necessary to the operation of the business.

Source: U.S. Equal Employment Opportunity Commission (EEOC)
http://www.eeoc.gov/laws/types/sex.cfm

Sexual Harassment

It is unlawful to harass a person (an applicant or employee) because of that person's sex. Harassment can include "sexual harassment" or unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature.

Harassment does not have to be of a sexual nature, however, and can include offensive remarks about a person's sex. For example, it is illegal to harass a woman by making offensive comments about women in general.
Both victim and the harasser can be either a woman or a man, and the victim and harasser can be the same sex.

Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Facts About Sexual Harassment

Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment.

Sexual harassment can occur in a variety of circumstances, including but not limited to the following:

- The victim as well as the harasser may be a woman or a man. The victim does not have to be of the opposite sex.
- The harasser can be the victim's supervisor, an agent of the employer, a supervisor in another area, a co-worker, or a non-employee.
- The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.
- Unlawful sexual harassment may occur without economic injury to or discharge of the victim.
- The harasser's conduct must be unwelcome.

It is helpful for the victim to inform the harasser directly that the conduct is unwelcome and must stop. The victim should use any employer complaint mechanism or grievance system available.

When investigating allegations of sexual harassment, EEOC looks at the whole record: the circumstances, such as the nature of the sexual advances, and the context in which the alleged incidents occurred. A determination on the allegations is made from the facts on a case-by-case basis.

Prevention is the best tool to eliminate sexual harassment in the workplace. Employers are encouraged to take steps necessary to prevent sexual harassment from occurring. They should clearly communicate to employees that sexual harassment will not be tolerated. They can do so by providing sexual harassment training to their employees and by establishing an effective complaint or grievance process and taking immediate and appropriate action when an employee complains.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on sex or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

Source: U.S. Equal Employment Opportunity Commission (EEOC)

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Policy and Procedures

SUBJECT:	Reasonable Accommodation
NUMBER:	PP 845-153-021 *(Previously PP 845-151-002)*
APPLICATION:	Commission-Wide
INTERPRETATION RESPONSIBILITY:	Human Resources Director
REVISED:	March 2014
NEXT REVIEW:	March 4th 2016
EFFECTIVE DATE:	15 days after signature
APPROVED:	/s/ _____ DATE: _____ Steve Marks, Executive Director

REFERENCES:

Department of Administrative Services, Human Resources Services Division (DAS-HRSD) Policy 50.020.10 (ADA and Reasonable Accommodation in Employment)

ORS 243.305 (Policy of Affirmative Action and fair and equal employment opportunities and advancement)

OAR 105-0400001 (Equal Employment opportunity and Affirmative Action)

DEFINITIONS

ADA (Americans with Disabilities Act): The federal anti-discrimination law which became effective in July 1990. If a person's disability creates a barrier to participation in services or employment, the ADA requires consideration of a reasonable accommodation to remove the barrier.

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ADA Coordinator: The Commission employee who works in the Human Resources office and is the agency's primary contact and resource for ADA-related issues and questions. The ADA Coordinator:

- receives and researches requests for reasonable accommodation, complaints, etc
- monitors the Commission's compliance with the ADA
- makes recommendations for change as needed

Arranged Services: When reasonable accommodation is not sufficient to allow the citizen with disability "full enjoyment of" an activity in question, the Commission is required to make its "services or goods . . . available to a disabled person at a place or in a way that is different from the place or way that the service is offered to the public in general, in order to serve the person."*

Person with Disabilities: A person who has a physical or mental impairment which substantially limits one or more major life activities.

Reasonable Accommodation in Employment: "Any change, modification or adjustment of the work environment which enables individuals with disabilities to enjoy equal employment opportunities. There are three categories of Reasonable Accommodation in Employment.

1. Modifications or adjustments to the job application process that enable qualified applicants with disabilities to be considered for the desired position;

2. Modifications or adjustments to the work environment, or to the manner or circumstances under which the position held or desired is customarily performed, that enable qualified individuals with disabilities to perform the essential functions of that position; and

3. Modifications or adjustments that enable employees with disabilities to enjoy the benefits and privileges of employment that are enjoyed by employees without disabilities."*

Reasonable Accommodation in Services to Citizens: "Action, reasonably possible in the circumstances, to make the regular services of . . ." (the Commission) "accessible to persons who otherwise could not use or fully enjoy the services because of the person's sensory, mental, or physical limitations."*

Undue Hardship: The cost or difficulties to the Commission of providing the services or equipment necessary to make the reasonable accommodation are disproportionate when measured against the Commission's resources.

*The source of these definitions is "Appendix C: Reasonable Accommodation Policy Guidelines" from the Affirmative Action Office of the Governor's Office.

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POLICY

The Commission values the public it serves and the employees who provide that service. The Commission has both a responsibility and commitment to provide reasonable accommodation for persons with disabilities, including employees, applicants for employment, applicants and recipients of services, and all other citizens who have dealings with the Commission

The Commission supports an environment in which we treat people respectfully, and that encourages people to request reasonable accommodation when appropriate, or to tell us if they think they have been denied reasonable accommodation for which they are qualified.

This policy covers the procedures for requesting and granting a reasonable accommodation, and the complaint procedure.

I. Requesting Reasonable Accommodation

The person with a disability has the responsibility to talk with the Commission about the need for an accommodation. The person may talk with the ADA Coordinator or the Commission employee with whom he/she has contact to explore the accommodation needed and its reasonableness. The Commission is not responsible to accommodate needs we don't know about. We do, however, normally explore the need for a reasonable accommodation if the person is having difficulty using our services or doing his/her job.

II. Technical Assistance

A. Assistance regarding "reasonableness" and other aspects of the Commission's obligation to provide accommodation is available from the U.S. Office of Civil Rights.

B. Assistance regarding worksite analysis/modification and related issues is available from the Oregon Disabilities Commission.

III. Providing Reasonable Accommodation

A. Notice of Compliance

The Commission will ensure that employees, job applicants, and citizens are notified of the Commission's commitment to and compliance with the ADA; how to request reasonable accommodation; and how to complain. We will do this by training staff and by including statements in:

- brochures, mailings, meeting notices, agency forms, etc.;

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- notices displayed in public areas of Commission offices, and
- job notices, training announcements, etc

B. Recruitment and Employment

The Commission will make reasonable accommodations in our recruitment process to allow a qualified applicant with a disability to be considered. The Commission will make reasonable accommodation so an employee with a disability is able to perform the essential functions of his/her position. These reasonable accommodations may include:

- Making the existing facilities that employees use readily accessible to and usable by employees with disabilities
- Getting or modifying tools, equipment and materials
- Arranging for qualified sign language interpreters, readers, writers, assistive listening devices and or other appropriate communication access or equipment

C. Service to Citizens

The Commission will make reasonable accommodations to allow citizens who come to the Commission access to the services and equipment necessary for them to accomplish their business with us. Those reasonable accommodations may include:

- Making existing facilities readily accessible to and usable by persons with disabilities
- Getting or modifying equipment and materials
- Arranging for qualified sign language interpreters, readers, writers, assisted listening devices, and or other appropriate communication access or equipment

When a citizen with a disability asks a Commission employee for an accommodation, the employee will discuss the request with his/her manager. When the manager is informed of such a request or receives a request directly, he/she will contact the ADA Coordinator to determine if there is a reasonable accommodation.

In evaluating the request, the manager and ADA Coordinator will consult with the person requesting reasonable accommodation to verify the specific need for accommodation, to identify potential accommodations, and to learn the person's preferred accommodation.

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The Division Director, in consultation with the ADA Coordinator and manager, will measure the cost and other impacts of a proposed accommodation against the resources of the Commission, to determine if the accommodation is reasonable.

Sometimes neither the person requesting accommodation nor the Commission can readily identify the appropriate accommodation. In those cases, the ADA Coordinator, in consultation with the Division Director, will contact state or local rehabilitation agencies, and or disability constituent groups for technical assistance.

If the approved reasonable accommodation requires the purchase of services or equipment, the Division Director will send the request and requisition to the Human Resources Director for review and approval. The Human Resources Director will send the request to the Financial Services Director for review against the Division of Audits' requirements. When the request meets those requirements, the Financial Services Director will forward the request to the Support Services Program Director, who will ensure that the request meets reasonable accommodation and purchasing requirements. The Support Services Program Director will send the request to the Purchasing Manager for processing.

PROCEDURE FOR COMPLAINTS

Responsibility	Action
Person with a Disability	1. Files a written complaint with the ADA Coordinator within 90 days of the alleged denial of reasonable accommodation for which he she is qualified, including a description and the date of the alleged violation. (The person with a disability may also choose to handle his her complaint informally by talking with the ADA Coordinator.)
ADA Coordinator Human Resource Analyst	2. Documents and reviews the complaint. Notifies the complainant (using a method that is sensitive to the person's disabilities) that we have received the complaint and explains the process we will use to review the complaint.
	3. Talks with the complainant and appropriate staff to explore the issue and get information about what happened and why. Completes the review within 90 days. Sends a written response to the complainant

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	and appropriate staff describing the results of the review and any corrective action. If the complainant has visual disabilities, also gives him/her our responds by phone.
Person with a Disability	4 If dissatisfied, appeals the decision to the Agency Director within 30 days.
Agency Director	5 Reviews the decision and notifies the complainant of the outcome of the appeal within 45 days of receipt of the appeal.

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Policy and Procedures

SUBJECT:	Training and Development
NUMBER:	PP 845-153-007
APPLICATION:	Commission-wide
INTERPRETATION RESPONSIBILITY:	Training & Development Manager Human Resources Director
REVISED:	July 2012
NEXT REVIEW:	July 27, 2014
EFFECTIVE DATE:	August 11, 2012
APPROVED:	s/ Steve Pharo DATE: 7-27-2012 Steve Pharo, Executive Director

CITATION OF AUTHORITY

Department of Administration, Human Resource Management Division Policy 50.045.01: Employee Development and Implementation of Oregon Benchmarks for Workforce Development; ORS 240.145(3) (4); 240.250; Oregon Benchmarks

POLICY

The ongoing development of Oregon Liquor Control Commission (OLCC) employees is essential to achieving OLCC's mission of promoting public interest through the responsible sale and service of alcoholic beverages and its governing principles of stewardship, public safety and economic development. The proactive development of OLCC employees enables their stepping into leadership positions or advancing in the agency; creates a deeper pool of job-related knowledge and skills; helps to maintain an optimal rate of turnover and fosters the success of high-performance employees to rise above the expectations of Oregonians.

I. Workforce and Succession Planning

OLCC takes seriously the stewardship of its human resources, recognizing that its employees are its most valuable asset. Workforce and succession planning helps OLCC determine its workforce needs for having the right number of people with the right skills, experiences, and competencies in the right jobs at the right time. By preparing employees to step into leadership positions or to advance in the agency, OLCC can better accomplish its mission. A workforce plan provides a framework for making staffing decisions based on the organizations strategic mission, goals and objectives.

Workforce and succession planning program goals for employee training and development are to:

- provide continuity
- capture institutional knowledge
- identify competencies critical to future success
- strengthen our leadership pipeline
- provide opportunities for staff to increase their knowledge, skills and abilities
- ensure that the OLCC continues to provide Oregonians with outstanding service that is proactive, prepared, responsive and flexible

II. Training and Education Criteria

Training decisions are based on the following criteria:

- budget availability and cost/value of training generally up to and including $300
- consistency with division priorities and goals
- knowledge, skills and/or abilities
- new or existing requirements for a current or future position
- ability to meet operating requirements while employee attends training

III. Budget

Commission-wide Training Budget - The OLCC training and development manager has the responsibility and authority to manage the commission-wide training budget. If the training subject matter is relevant to the agency in general, rather than relevant only to a division, then the commission-wide training budget can fund the training. Example: leadership, supervisory skills or diversity training benefits the agency regardless of where the employee works within the agency.

Note that if an employee fails to attend a scheduled class and neglects to notify either the training and development manager or General Services to cancel, then the employee's division (not the commission-wide training budget) will pay for the class.

Division Training Budget - If the training subject matter focuses on work done solely within the employee's division, the division will pay for the training. Example: Training on a computer program that is only relevant to the Financial Services Division is charged to the Financial Services Division budget.

Both Commission-wide Training and Division Training Budgets – Occasionally an employee will want or be asked to attend a class, conference, or training that costs over $300. Both the training and development manager and the division director can agree to split the cost 50/50.

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IV. New Employee Orientation

Orientation provides all new employees with consistent information about the OLCC and the OLCC's expectations for their success.

New Employee Orientation's goals are to

- welcome new employees to the OLCC
- introduce the OLCC's mission and goals and selected policies
- give an overview of the agency and its work
- support the integration of the new employee into the agency culture

V. Conferences

The OLCC generally does not pay for conferences with commission-wide training funds unless the conferences are specifically training ones. However, any conference, workshop or presentation that increases the employee's knowledge, skills or abilities to improve his or her job performance becomes documented training in the employee's training file.

VI. College Tuition

When the OLCC requires employees to attend courses or seminars either during or after work hours, the OLCC will reimburse the employee for course registration, books and required instructional materials. All books and instructional materials become property of the Commission.

Employees may request a partial tuition and fee reimbursement for college courses they take voluntarily to improve their work in their current position or to advance their OLCC career if their division budget allows. Books and materials are the employee's responsibility.

To apply for reimbursement, an employee first completes an Individual Development Plan (IDP) listing his or her development goals (the IDP only needs to be completed once - unless the employee's development goals change). Then for each credited class, the employee also completes a Training Request Form.

The manager and division director will determine on a course-by-course basis -- in accordance with the agency training and education criteria and the division training budget dollars --, whether the division will reimburse the employee for up to 50 percent of course tuition and fees. There is a $1,100 tuition reimbursement limit per employee per fiscal year. Reimbursement is based only on the out-of-pocket amount of tuition and fees the employee pays after any grants or scholarships are deducted. Reimbursement is awarded only on the employee's successful completion (grade C or better) of the course.

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VII. College Tuition - Career Development

For an employee participating in the Career Development Program, who must take one or more college courses as a requirement of his or her career development contract, the division will reimburse the employee for up to 50 percent of course tuition and fees, with a $1,100 limit per employee per fiscal year. Reimbursement is based only on the out-of-pocket amount of tuition and fees the employee pays after any grant or scholarship amounts are deducted. Any reimbursement is based on the employee's successful completion (grade C or better) of the course.

VIII. Training for Temporary Employees

Temporary employees are not typically included in training opportunities. Possible exceptions may include:

- training that is necessary for the temporary status employee to function fully as a member of the work team; and/or
- in-house group training with a set fee (rather than individual fees per participant) which enhances the temporary employee's ability to perform the job.

PROCEDURES

I. Agency Training Plan

Responsibility	Action
Training and Development Manager Executive Committee	1. Collects information each biennium regarding the OLCC's plans and resulting needs. 2. Updates the training plan.

II. Individual Training (A training request form is required)

Responsibility	Action
Employee and/or Manager	1. Identifies relevant training opportunity.
Employee	2. Completes a training request form and gives it to his or her manager at least three (3) weeks prior to registration deadline.

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Manager	1. Determines whether the training request is appropriate and consistent with the OLCC's and employee's needs and confirms that it is at least three (3) weeks before the registration deadline. a. If the request is not appropriate or is untimely, denies the request and discusses the decision with the employee. b. If it is appropriate, proceeds to step 2 2. Develops, jointly with the employee, appropriate learning objectives prior to the training. 3. Signs the training request form. 4. Indicates if the training will be charged to the division or the agency-wide training budget. a. Gives the request to division director if division will pay for training: **OR** b. Gives request to training & development manager if agency training funds will pay for training; **OR** c. May ask both the training & development manager and the division director to split the cost, generally 50/50.
Division Director	1. Approves or denies training. a. Completes and signs requisition and forwards it with the signed training request form to training & development manager. b. May agree to split the cost 50/50 with the training and development manager. c. Or, discusses with manager and employee why denied.

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Training and Development Manager	1. Verifies that the requested training is appropriate and within the three (3) week deadline. a. Determines if commission-wide training dollars are available and if the cost value of the training is the best use of commission-wide training budget. b. If not, discusses with manager. 2. If the training is relevant to the agency, signs the training request form and requisition for commission-wide training budget dollars; **OR** 3. If the division is paying for the training, completes and signs the training request form; **OR** 4. Completes the requisition and asks the division director to sign for ½ of the cost. 5. Registers the employee for class unless payment is by credit card. 6. Gives the training request form and requisition to General Services.
General Services	1. Verifies that the information, signatures and cost center(s) are correct on the requisition and training request form. 2. If the signatures are missing on the training request form and or requisition, returns the requisition to the division. 3. Generates a purchase order (PO) or credit card payment for the training. 4. Registers the employee for class if not pre-registered. 5. Forwards the PO and training request form to the OLCC Financial Services Division.
Financial Services Division	1. Processes the PO for payment.
Employee	1. After training, completes and forwards evaluation to the training & development manager.

III. New Employee Orientation (No training request form is required)

Responsibility	Action
Training and Development Manager	1. When a new employee is hired, contacts the employee's supervisor and arranges for the employee to attend orientation. 2. Coordinates orientation content. 3. Completes training record and collects evaluation forms.

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IV. Staff Group Training (No training request form is required)

Responsibility	Action
In-House Trainer, Manager, or Coordinator	1. Gives the training & development manager dates and times, title and instructors for the training. 2. After class forwards attendance record to training and development manager.
Training and Development Manager	1. Enters class attendees in training records.

V. College Tuition Reimbursement (Individual development plan (IDP) and training request form are required)

Responsibility	Action
Employee	1. Completes an Individual Development Plan (IDP) at the onset of attending credited college courses.
Manager and Employee	1. Meet to discuss IDP and gain approval. 2. Manager signs it if is approved.
Employee	1. Completes a training request form before registering for each class.
Manager and Division Director	1. Determine if funding is available on a course-by-course basis. 2. Approve and sign, or deny employee's training request based on employee's training goals. 3. Notifies employee of decision.
Employee	1. Forwards signed copies of IDP and signed training request s to training and development manager. 2. After completing the course, completes a travel expense detail sheet. 3. Gives training & development manager completed travel expense detail sheet, IDP, and training request form s.
Training & Development Manager	1. Initials travel expense detail sheet. 2. Gives the sheet, IDP and training request s to payroll accountant in Financial Services Division.
Payroll Accountant	1. Records hours for employee and tracks amount spent on tuition. 2. Processes requests for reimbursement at 50% of tuition and fees up to $1,100 per fiscal year. 3. Forwards check to employee.

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Diversity & Inclusion Strategic Action Plan White Paper

Introduction

The Diversity and Inclusion Strategic Action Plan presents a framework for articulating and implementing the Oregon Liquor Control Commission's goals and strategies to address diversity and inclusion in the workplace. The plan outlines four goals: 1) recruiting a diverse workforce, 2) increasing diversity awareness, 3) promoting an inclusive environment and 4) enhancing public outreach. The plan is a living document, readily adapted to the evolving needs of the OLCC and the public it serves.

People are the Oregon Liquor Control Commission's most important resource. Each employee is different, and their differences enrich our lives and the workplace. The productive combination of our differences helps us achieve the OLCC's mission of promoting the public interest through the responsible sale and service of alcoholic beverages.

Rationale

The OLCC seeks to reflect the diversity of Oregon society. It seeks to attract and retain a workforce that represents a slice of the greater culture in which we live. That culture includes people from diverse gender, age, race, religion, ethnicity, national origin, sexual orientation, and disability spectrums. This diversity is fundamental to the agency's ability to attract and retain qualified applicants, innovate, and provide superior customer service to licensees, community partners and the public. Essentially, to fulfill the OLCC mission of promoting the public interest, the agency must *recruit a diverse workforce.* This objective is the first goal in the Diversity and Inclusion Strategic Action Plan.

The second goal of the plan is to *increase diversity awareness through diversity training, other educational opportunities and informational resources.* A cultural competent workforce that values diversity will provide culturally appropriate customer service; constructively manage conflict toward creative outcomes; foster open and honest communication and build trust across the OLCC. These activities lead to greater efficiencies and effectiveness -- important parts to serving the public interest.

Another critical goal is to *promote and sustain a welcoming, inclusive environment*. By including all individuals in workplace functions, activities and outreach, the agency can help ensure each feels an included, respected, and supported member of the OLCC family. This creates the foundation on which employees will contribute their unique skills and talents to carry out the agency's mission.

The last goal identified in the plan is to *enhance public outreach and community partnerships*. This requires the OLCC to reach out and successfully partner with diverse external stakeholders. Engaging with them creates opportunities for stakeholders to review programs, processes and policies and make improvements that best serve the public interest. In addition, this engagement supports a positive public image, critical to the long-term viability of the agency.

Background

The OLCC's commitment to diversity and integrating diversity practices into regular business operations is not new. The agency has had long-standing policy on diversity. The agency is also an affirmative action employer and has a biennial Affirmative Action Plan to track EEO statistics and set goals for reducing barriers to recruit and retain employees from historically under-represented populations. Additionally, the agency's diversity committee recently re-branded itself as Bridge Builders to encouraging inter-divisional collaboration and relationship building, cornerstones to promoting an inclusive, diverse workplace.

OLCC Diversity Policy
The Diversity Policy states the OLCC "values cultural competency and workforce diversity and is committed to achieving and maintaining an inclusive workplace environment where all employees recognize that the workforce, groups and individuals are strengthened through embracing a variety of cultures, backgrounds, styles, perspectives, abilities, values and ideas." The policy specifically outlines employee, manager, human resources, and Bridge Builders' actions for achieving the policy statement.

Affirmative Action Plan
The Affirmative Action plan is the OLCC's legal obligation and good faith effort to develop and implement goals and procedures for the purpose of increasing the number of minorities, women, and people with disabilities employed in position types where these groups are under-represented. The plan is updated every two years to measure progress in maintaining workforce utilization as turnover occurs, and as the agency's applicant pools become more diverse.

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Bridge Builders
As expressed in its charter, Bridge Builders' purpose is to lead, develop, and organize strategies to promote an inclusive, respectful, diverse, and culturally competent workplace. In the last two years the committee has sponsored a variety of employee trainings, events and activities building cross departmental relationships, promoting recognition of diversity among employees, and developing employee cultural competencies.

Portions of the Diversity and Inclusion Strategic Action Plan overlap the diversity policy, Affirmative Action Plan and Bridge Builders' charter: all of these documents demonstrate OLCC's commitment to diversity and inclusion. These documents also record many of the agency's current practices and accomplishments. However, the Diversity and Inclusion Strategic Action Plan is a strategic, targeted approach to advancing diversity and inclusion throughout the agency, with specific goals and strategies directly tied to the agency's purpose.

Demographic Data

Workforce demographics are one indicator of workplace diversity. The OLCC records the gender and race/ethnicity of employees and the OLCC commissioners. Most OLCC job applicants are from Clackamas County because most of the workforce is stationed at the Milwaukie facility in Clackamas or Multnomah County. The agency also draws applicants from many other counties when filling positions in any of the 12 OLCC regional offices and when filling management positions. The table below summarizes race/ethnicity and gender demographics for the population of Oregon, Clackamas County, OLCC employees, and OLCC commissioners.

	Oregon Population*	Clackamas County*	Multnomah County*	OLCC Employees	OLCC Commissioners
Female	50.5%	50.7%	50.6%	44.8%	20%
African American	2%	1%	5.7%	2.8%	60%
Asian	4.4%	4.2%	7.6%	5.2%	20%
Hispanic	12.2%	8.1%	11.1%	4.7%	---
Native American	1.8%	1.1%	1.5%	1.9%	---
White	77.8%	83.9%	71.7%	85.4%	20%

*source: 2012 United States Census Bureau. Race/ethnicity categories will not add to 100%. The census includes a separate category "two or more races" and people of Hispanic origin may identify with any race.

The table indicates OLCC's workforce generally reflects the population it serves. The percentage of female OLCC employees is less than the percentage of females in the population. This may be attributed to the highly physical nature of jobs in the warehouse, which make up about 20% of jobs with the agency. The agency receives few female job applicants for these positions.

The OLCC has five liquor commissioners, so it would be unlikely to have representation from each minority group. The Governor appoints liquor commissioners to four-year terms, each representing a state congressional district, with one also from the food and beverage industry.

The OLCC also records the ethnicity and gender of the contracted liquor store agents. The agency advertises the contracted liquor store agent openings, screens applicants, and provides a narrowed list of applicants to the liquor commissioners. The commissioners select and appoint the liquor store agents. Liquor agents are independent business owners and not employees of the OLCC or the state of Oregon. The following table compares the percentage of female and minority liquor store agents to the overall percentage of female and minority business owners in Oregon.

	Oregon Business Ownership*	OLCC Contracted Liquor Store Agents**
Female	29.8%	35%
African American	1.2%	.4%
Asian	3.8%	7%
Hispanic	3.3%	1.6%
Native American	1.2%	.8%
White	90.5%	85.7%

*Source: 2007 United States Census Bureau
** Some agents did not disclose their ethnicity

The OLCC asks employees upon hire to self identify other demographic data such as disability status. As of June 2014, 1.3% of OLCC employees report having a disability, but the true percentage is likely higher. According to the US Census Bureau report, *Americans with Disabilities: 2010*, about 19% of the general population has one or more disabilities. The term "disability" is defined as physical or mental impairments that substantially limit one or more life activities. Disabilities can include common diseases such as high blood pressure or diabetes. Since employees are typically not aware of this broad definition, they may not perceive themselves as having a disability. Also, because of the social

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stigma associated with the terminology "disability," many employees will not voluntarily disclose they have a disability.

The agency's Affirmative Action Plan includes additional workforce data for creating strategies to increase the numbers of women and minorities in the agency. The OLCC does not track other indicators of diversity such as national origin, religion, sexual orientation, etc. Furthermore, it is not feasible to record or track many other elements of workforce diversity such as individual values and philosophies, but these diversity elements might give the agency the greatest value.

Workforce demographics cannot measure inclusiveness either. Hiring a diverse workforce does not necessarily result in the inclusion of the variety of knowledge and perspectives of employees. The OLCC deliberately fosters an inclusive environment by recognizing and valuing the unique talents and contributions of every employee. Although no universal measure for inclusiveness exists, the strategies outlined in the Diversity and Inclusion Strategic Action Plan can develop and sustain an inclusive workplace.

Plan Development

In late 2013 a workgroup comprising three agency executive committee (EC) members and the agency's Affirmative Action coordinator developed the Diversity and Inclusion Strategic Action Plan. Both Bridge Builders and EC gave input on the plan, and it will continue to evolve as new strategies are identified and implemented.

The Diversity and Inclusion Strategic Action Plan was developed in response to new OLCC commissioners and staff asking about the agency's diversity accomplishments and opportunities. Additionally, the agency had not completed a comprehensive review of its diversity management practices within the last several years, nor had the most recent practices been documented. Creating the plan gave opportunity for this review and to articulate how the goals and strategies relate to the overall success of the agency. Communicating this relationship is essential for creating support for the plan from leadership and staff.

Implementation

The goals identified in the Diversity and Inclusion Strategic Action Plan will be incorporated into the OLCC's overall strategic plan in development. The agency's strategic plan sets the priorities and direction for the OLCC. Diversity and inclusion will be a key strategy to the agency's success rather than an isolated program. Developing the plan with intentional consideration of diversity and

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inclusion will ensure that the agency embraces the power of differences in significant and meaningful ways that align with business objectives.

Diversity and inclusion will continue to be integrated into OLCC management practices and systems. Hiring process, performance management systems, trainings, work schedules, celebration events, etc. are all examples of specific actions identified in the Diversity and Inclusion Strategic Action Plan. While the agency is already making progress towards achieving the goals of the plan, the full implementation will be a multi-year effort. Some of the action items cannot be complete until the agency identifies further resources.

The OLCC will communicate progress toward meeting the four Diversity and Inclusion Strategic Action Plan goals. Human Resources will provide the executive director an annual report including the status of each action listed in the plan and any newly identified actions. In their regular monthly reports, each division director will provide the executive director with an update of the division's contributions toward meeting the agency's goals. Also, the Communications and Government Affairs Division is developing an agency-wide event calendar which will allow employees to find information about scheduled diversity-related trainings, meetings or celebrations.

Commitment and Leadership

To create a diverse and inclusive workplace, the OLCC commissioners and executive committee must fully encorse and embrace the Diversity and Inclusion Strategic Action Plan. The liquor commissioners' purpose is to set policy for the agency by interpreting legislative intent and implementing procedures to carry out laws and rules in the best interest of the public. To best serve their constituencies, commissioners are interested in an agency that is innovative, responsive, and continues to improve performance. This type of agency requires a diverse, culturally competent workforce. The OLCC must also publicly reflect the goals and strategies of the Diversity and Inclusion Strategic Action Plan.

Each OLCC executive must ensure the Diversity and Inclusion Strategic Action Plan is carried out by each person in his or her area, and in every business activity and strategy within agency operations. Integrating diversity and inclusion requires a broad-based commitment, sustainable and enduring support, and a combination of human and fiscal resources.

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OLCC Diversity and Inclusion Strategic Action Plan

The Diversity and Inclusion Strategic Action Plan presents a framework for articulating and implementing the Oregon Liquor Control Commission s goals and strategies to address diversity and inclusion in the workplace. Diversity and inclusion are essential to realizing the agency's mission of promoting the public interest.

While the agency is making progress towards achieving the goals of the plan, the plan expects the full implementation to be a multi-year effort. This plan is also designed to be a "living" document that grows and changes in response to the emerging needs of the agency. The OLCC Human Resources staff will implement the plan in collaboration with agency leadership. Every OLCC employee will support it.

The structure of the Diversity and Inclusion Strategic Action Plan includes a general description of each of the four goals, followed by the success indicators and a series of strategies. Success indicators are the measurements of progress to date on meeting the goals. Strategies are the actions that support the realization of the goals. Most strategies are already current practice. A few strategies will not be implemented until the executive committee further explores them and commits any necessary budget and personnel resources.

Goal 1: Recruit a diverse workforce

Indicators:

- Eliminate any areas of underutilization of women, minorities, and/or people with disabilities.
- Increase the average number of minority applicants for jobs each biennium.
- Maintain similar rate of tenure, promotional rate, and turnover rate for women, minorities, and disability status as the general agency population.

Strategies:

1. Refer to affirmative action goals and identify diverse outreach opportunities to reach qualified applicants.
2. Place employment advertisements in minority newspapers, professional associations, and community groups (see Appendix A for detail) according to need and available budget.
3. Post all jobs in the Diversity and Inclusion Newsletter published by the Governor's Office of Diversity and Inclusion.
4. Include the statement, "The Oregon Liquor Control Commission is an equal opportunity, affirmative action employer committed to workforce diversity" in all job postings.
5. Assess applicant pool for diversity and, if necessary, extend application deadlines and continue applicant outreach activities.

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6. Make reasonable accommodation during the selection process as requested by applicants.
7. Compose job interview panels of diverse employees. Invite external stakeholders to serve on executive, management and liquor regulatory specialist interview panels.
8. Brief each interview panel about unconscious bias and the interview rating process.
9. Provide candidates with a copy of the interview questions during the interview to ensure all candidates understand the questions asked.
10. Use supplemental questions on the job application and questions in the interview to assess job applicants' cultural competency.
11. Apply veterans' preference points for qualified veteran applicants at each stage of the recruitment process.
12. Offer internship opportunities for students or those looking for a career change.
13. Hold competitive recruitments to fill all temporary positions.
14. Assign one HR staff member to serve on each first round interview panel to ensure fair and equitable hiring practices.
15. Participate in job fairs targeted at underrepresented groups.

All of the strategies listed under the first goal are OLCC's current practice. The agency intends on continuing these and, where possible, expanding efforts. For instance, the agency will participate in more job fairs as budget and staff time are available.

Goal 2: Increase diversity awareness through diversity training, other educational opportunities and informational resources

Indicators:

- Maintain 100 percent staff attendance at diversity training.
- Increase percentage of managers who complete the OLCC Manager Training Academy.
- Maintain satisfactory internal training evaluation ratings via the Likert scale.
- Increase employee attendance at diversity conferences and external diversity trainings and seminars.
- Increase Bridge Builders membership to reflect all OLCC divisions.

Strategies:

1. Offer ten employees the opportunity to attend the annual State of Oregon Diversity Conference. Offers are based on those who have not previously attended and are interested. (The HR Director serves on the diversity committee conference planning committee and HR staff volunteer one day of the conference.)

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2. Purchase ten annual memberships to the NWEEO Affirmative Action Association and encourage HR staff and union representatives to attend monthly seminars.
3. Encourage the agency Affirmative Action Coordinator or delegate to participate in the bimonthly statewide DI/AA/EEO meetings.
4. Update the OLCC main office Honoring Diversity Bulletin Board each month with themes from the Governor's current proclamations.
5. Post the agency's policy statement on Equal Employment Opportunity and Affirmative Action to agency bulletin boards and the intranet.
6. Post the Agency's Affirmative Action Plan on the Intranet.
7. Open membership to Bridge Builders, OLCC's Diversity Committee, to all employees including those stationed in regional offices.
8. Permanently display diversity-themed artwork throughout the Milwaukie facility.
9. Make available books and videos on diversity topics in the OLCC employee library.
10. Provide all employees and managers "Discrimination and Harassment Free Workplace" and "Maintaining a Professional Workplace" training annually.
11. Present "Discrimination and Harassment Free Workplace" and "Maintaining a Professional Workplace" training curriculum at new employee orientation.
12. Show the video "Harassment and Diversity – Respecting Differences" as part of the Discrimination and Harassment Free Workplace training.
13. Provide managing a diverse workforce, ADA, and generational differences training at the OLCC Manager Training Academy.
14. Select and offer cultural competency training programs for employees and supervisors.
15. Offer employee trainings on communication skills, effective work teams, and conflict resolution.
16. Encourage staff to attend the annual Northwest Public Employee Diversity Conference.
17. Add a diversity or inclusion educational topic to regularly scheduled department staff meeting.
18. Publish a quarterly employee newsletter featuring articles on diversity topics.

OLCC currently practices nearly all of the strategies listed under the second goal. The agency intends on offering additional staff training, which may include cultural competency, communication, effective teams and conflict resolution, later in 2014. The agency has not yet promoted or encouraged attendance at the Northwest Public Employee Diversity Conference, but it intends to this fall. The agency will also explore having diversity an inclusion discussions or information sharing during regular staff meetings. The agency has not had an employee newsletter in several years, and additional staff resources would be necessary to create relevant content and publish.

Goal 3: Promote and sustain a welcoming, inclusive environment

Indicators:

- Increase participation and satisfaction at Bridge Builders-sponsored events.
- Increase percentage of managers who receive a positive rating in the diversity area of the annual performance evaluation.
- Increase the retention of new hires.
- Increase number of employee engagement activities.

Strategies:

1. Conduct exit interviews with people who leave the agency and review data to identify diversity issues and strategies for addressing those.
2. On every manager position description, include the job duty: "Actively promotes and supports the agency's affirmative action plan and diversity program, along with related policies and practices. Helps achieve agency affirmative action goals through recruitment, hiring, employee development and training. Encourages employees to value diversity and helps create a climate of mutual acceptance and understanding."
3. Make reasonable accommodations for employees with disabilities to perform the essential functions of their positions.
4. Make reasonable accommodations for employee's sincerely held religious beliefs.
5. Sponsor potluck lunches and the annual service award ceremony.
6. Encourage employees to participate in Bridge Builders-sponsored events (see Appendix B for details) during working hours.
7. Offer flexible or non-traditional schedules and allow employees to take 90 minute "wellness flex lunches."
8. Support wellness initiatives such as encouraging use of onsite fitness room at the Milwaukie facility, hosting "Wear Red Day," and sponsoring fitness challenges.
9. Offer training and development opportunities through the Career Development Program.
10. Encourage ongoing employee development through the tuition reimbursement program.
11. Encourage formal and informal mentoring for newly promoted managers.
12. Administer a timely and effective discrimination complaint process.
13. Assimilate new employees into the organizational culture by using the on-boarding process.
14. Develop and implement a performance evaluation system that holds managers accountable for developing and maintaining a respectful and inclusive work environment.
15. Establish an employee recognition program that encourages respectful and inclusive behavior.

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16. Include diversity development in agency strategic plan.
17. Conduct an agency-wide cultural competency assessment.

As of June 2014, the OLCC practices most of the strategies listed under the third goal. The agency is reviewing a new performance evaluation system, and intends on re-establishing an employee recognition program. Leadership will incorporate diversity and inclusions into the agency's overall strategic plan this year. The agency has not planned to conduct a cultural competency assessment because of time and staff resources.

Goal 4: Enhance public outreach and community partnerships

Indicators:

- Increase the percentage of community organizations that are satisfied with their engagement with the OLCC.
- Increase the number of culturally specific organizations engaged by OLCC that represent the needs of the underrepresented communities.
- Increase the number of minority-owned, women-owned, disadvantaged and emerging small businesses (MWESB) contractors that bid on solicitations as compared to the total number of bids received.

Strategies:

1. Attend MWESB outreach events.
2. Attend community outreach and networking events such as the annual MLK breakfast.
3. Make available both English and Spanish versions of OLCC public notice posters to liquor stores and licensed premises that sell and serve alcohol.
4. Offer pay differential for employees who are required to use bilingual skills as part of their regular job duties.
5. Contract for telephone and on-site interpretation services when employees are unable to speak the language of the customer.
6. Ensure the OLCC website is ADA compliant.
7. Ensure meeting facilities are accessible.
8. Hold town hall meetings with local government and neighborhood groups.

The agency engages in all strategies listed under the fourth goal. The agency should identify additional strategies to continue enhancing relationships with the community.

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Appendix A – List of community groups receiving OLCC job opportunity announcements

African American Chamber of Commerce
Adelante Mujeres
Africa House
African American Health Coalition
African Partnership for Health
Asian Health & Service Center
Asian Pacific American Chamber of Commerce of OR and WA
Black Citizens' Coalition of Portland
Burmese Community of Oregon
Cambodian American Community Organization
Center for Intercultural Organizing
Central City Concern
Centro Cultural of Washington County
Chinese American Citizen's Alliance
City of Portland Office of Commissioner Fritz
Coalition of Communities of Color
Confederated Tribes of Grand Ronde
Confederated Tribes of Siletz Indians
Confederated Tribes of Warm Springs
El Programa Hispano
Goodwill
Governor's Office of Diversity and Inclusion
Integration and Independence, Inc.
Hero 2 Hired
Hispanic Chamber of Commerce
Hispanic Services Roundtable
Hmong American Unity of Oregon
Impact Northwest
Indigenous Ways of Knowing
Incight
Iraqi Society of Oregon
IRCO (Immigrant and Refugee Community Organization)
IRCO – Africa House
IRCO – Congolese community
Japanese American Society of Oregon
Japanese Ancestral Society
Job Developer Network
Latino Network
Little Saigon TV & Radio
MRG Foundation
National Black Association, Inc. (MBA)
Native American Youth & Family Center
Native Community & Tribes
NAYA
Northwest Area Health Board
Northwest Health Foundation
OHSU Avel Gordly Center
Open Circle Ministries
Oregon Action
Oregon Association of Minority Entrepreneurs
Oregon Commission for the Blind
Oregon Korean Community Center
Oregon National Guard - Joint Force Headquarters
Partners in Diversity
People of Color in Philanthropy
Portland State University
Portland Youth & Elders Council
Samoan Pacific Development Corporation
SE Works - Job Developer
Self Enhancement Inc.
Slavic Community Center
Social Venture Partners
The Alliance
The TREE Institute
Urban League
Vietnamese Community of Oregon
Virginia Garcia Memorial Health Center
VOZ
Wiconi International

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Appendix B – Bridge Builders events, activities and trainings

Diversity Bulletin Board - Rotating monthly content based on governor/presidential proclamations or to highlight a group of people
2000 (predates Bridge Builders inception) - Current

Interdepartmental Treasure Hunt Challenge
September 2012

Generations at Work Training
November 2012

Progressive Potluck
January 2013

Bridge Builders All Staff Meeting
May 2013

Bridge Builders Bulletin Board - Rotating content highlighting individual or groups of employees.
June 2013 – Current

Bridge Builders All Staff Meeting
September 2013

Charitable Fund Drive Bingo Potluck Event
December 2013

Diversity Conference Video Presentation: He Said/She Said Moving Beyond Gender Differences
March 2014

Bridge Builders All Staff meeting featuring a diversity and inclusion presentation by Frank Garcia, Director of the Governor's Office of Diversity and Inclusion/Affirmative Action.
May 2014

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