

# Office of the Secretary of State



**Office of the Secretary of State  
2015-17  
Agency Request Budget**

# Budget Narrative

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## CERTIFICATION

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

Secretary of State

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AGENCY NAME



SIGNATURE

State Capitol Building

Room 136

Salem, Oregon 97310

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AGENCY ADDRESS

Secretary of State

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TITLE

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

# Office of the Secretary of State



## **Legislative Action 2015-17 Agency Request Budget**

**77<sup>th</sup> OREGON LEGISLATIVE ASSEMBLY – 2014 Session  
BUDGET REPORT AND MEASURE SUMMARY**

**MEASURE: HB 5201-A**

**JOINT COMMITTEE ON WAYS AND MEANS**

**Carrier – House: Rep. Buckley**

**Carrier – Senate: Sen. Devlin**

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

**Vote:** 21 – 5 – 0

House

Yeas: Barker, Buckley, Frederick, Huffman, Jenson, Komp, Nathanson, Read, Smith, Tomei, Williamson

Nays: Hanna, Freeman, McLane, Richardson

Exc:

Senate

Yeas: Bates, Devlin, Edwards, Girod, Hansell, Johnson, Monroe, Steiner Hayward, Thomsen, Winters

Nays: Whitsett

Exc:

**Prepared By:** Linda Ames and Laurie Byerly, Legislative Fiscal Office

**Reviewed By:** Daron Hill, Legislative Fiscal Office

**Meeting Date:** March 6, 2014

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Agency

Various Agencies

Emergency Board

Biennium

2013-15

## **Budget Summary**<sup>(1)</sup>

### **Emergency Board**

	<b>2013-15 Legislatively Approved Level</b> <sup>(2)</sup>	<b>2014 Committee Recommendation</b>	<b>Committee Change from 2013-15 Leg. Approved</b>	
			<b>\$\$ Change</b>	<b>% Change</b>
General Fund - General Purpose	\$ 30,000,000	\$ 30,000,000	\$ -	0.0%
General Fund - Special Purpose Appropriations				
State employee compensation changes	\$ 86,500,000	\$ -	\$ (86,500,000)	-100.0%
Home health care worker compensation	\$ 12,900,000	\$ -	\$ (12,900,000)	-100.0%
Department of Education - student assessments	\$ 4,600,000	\$ -	\$ (4,600,000)	-100.0%
Department of Education - youth development	\$ 1,789,557	\$ -	\$ (1,789,557)	-100.0%
Housing & Community Services - various	\$ 9,215,066	\$ -	\$ (9,215,066)	-100.0%
Oregon Health Authority - A&D rate increases	\$ 3,300,000	\$ -	\$ (3,300,000)	-100.0%
Oregon Health Authority - dental pilots	\$ 100,000	\$ -	\$ (100,000)	-100.0%
Seniors	\$ 26,000,000	\$ 12,704,627	\$ (13,295,373)	-51.1%
Oregon Health Authority/Department of Human Services - future costs	\$ -	\$ 24,000,000	\$ 24,000,000	0.0%
Oregon University System/Higher Ed Coordinating Commission - future costs	\$ -	\$ 3,500,000	\$ 3,500,000	0.0%
Judicial Department - operations	\$ -	\$ 1,300,000	\$ 1,300,000	0.0%
Judicial Department - debt collection costs	\$ -	\$ 700,000	\$ 700,000	0.0%

## **ADMINISTRATION PROGRAM AREA**

### **Department of Administrative Services**

General Fund	\$ 11,148,091	\$ 11,914,443	\$ 766,352	6.9%
Other Funds	\$ 877,567,512	\$ 907,312,584	\$ 29,745,072	3.4%

### **Oregon Advocacy Commissions Office**

General Fund	\$ 399,995	\$ 425,525	\$ 25,530	6.4%
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### **Employment Relations Board**

General Fund	\$ 1,894,849	\$ 2,061,040	\$ 166,191	8.8%
Other Funds	\$ 1,901,273	\$ 2,140,264	\$ 238,991	12.6%

### **Government Ethics Commission**

Other Funds	\$ 1,935,994	\$ 1,976,802	\$ 40,808	2.1%
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### **Office of the Governor**

General Fund	\$ 10,007,383	\$ 11,401,846	\$ 1,394,463	13.9%
Lottery Funds	\$ 3,261,204	\$ 3,376,215	\$ 115,011	3.5%
Other Funds	\$ 2,809,734	\$ 2,910,655	\$ 100,921	3.6%

	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Oregon State Library</u></b>				
General Fund	\$ 1,591,908	\$ 1,629,976	\$ 38,068	2.4%
Other Funds	\$ 2,774,285	\$ 2,810,561	\$ 36,276	1.3%
Federal Funds	\$ 2,463,398	\$ 2,478,210	\$ 14,812	0.6%
<b><u>Oregon Liquor Control Commission</u></b>				
Other Funds	\$ 150,626,250	\$ 151,875,699	\$ 1,249,449	0.8%
<b><u>Public Employees Retirement System</u></b>				
Other Funds	\$ 84,002,344	\$ 88,153,980	\$ 4,151,636	4.9%
<b><u>Racing Commission</u></b>				
Other Funds	\$ 5,821,294	\$ 5,905,502	\$ 84,208	1.4%
<b><u>Department of Revenue</u></b>				
General Fund	\$ 165,191,130	\$ 166,641,759	\$ 1,450,629	0.9%
Other Funds	\$ 65,256,876	\$ 64,202,113	\$ (1,054,763)	-1.6%
<b><u>Secretary of State</u></b>				
General Fund	\$ 8,476,735	\$ 8,663,845	\$ 187,110	2.2%
Other Funds	\$ 48,895,140	\$ 50,265,885	\$ 1,370,745	2.8%
Federal Funds	\$ 7,710,474	\$ 5,045,103	\$ (2,665,371)	-34.6%
<b><u>Treasurer of State</u></b>				
Other Funds	\$ 45,149,748	\$ 46,683,387	\$ 1,533,639	3.4%
<b><u>CONSUMER AND BUSINESS SERVICES PROGRAM AREA</u></b>				
<b><u>Board of Accountancy</u></b>				
Other Funds	\$ 2,073,326	\$ 2,104,122	\$ 30,796	1.5%
<b><u>Board of Chiropractic Examiners</u></b>				
Other Funds	\$ 1,454,717	\$ 1,480,033	\$ 25,316	1.7%
<b><u>Construction Contractors Board</u></b>				
Other Funds	\$ 15,874,620	\$ 16,287,732	\$ 413,112	2.6%

	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Department of Consumer and Business Services</u></b>				
Other Funds	\$ 210,350,105	\$ 215,686,144	\$ 5,336,039	2.5%
Federal Funds	\$ 984,288	\$ 5,636,901	\$ 4,652,613	472.7%
<b><u>Board of Licensed Professional Counselors and Therapists</u></b>				
Other Funds	\$ 1,096,822	\$ 1,128,319	\$ 31,497	2.9%
<b><u>Board of Dentistry</u></b>				
Other Funds	\$ 2,581,266	\$ 2,606,916	\$ 25,650	1.0%
<b><u>Oregon Health Licensing Agency</u></b>				
Other Funds	\$ 7,642,521	\$ 3,882,241	\$ (3,760,280)	-49.2%
<b><u>Health Related Licensing Boards</u></b>				
State Mortuary and Cemetery Board				
Other Funds	\$ 1,409,105	\$ 1,446,342	\$ 37,237	2.6%
Board of Naturopathic Medicine				
Other Funds	\$ 631,110	\$ 653,339	\$ 22,229	3.5%
Occupational Therapy Licensing Board				
Other Funds	\$ 367,857	\$ 380,132	\$ 12,275	3.3%
Board of Medical Imaging				
Other Funds	\$ 836,832	\$ 856,351	\$ 19,519	2.3%
State Board of Examiners for Speech-Language Pathology and Audiology				
Other Funds	\$ 529,895	\$ 544,232	\$ 14,337	2.7%
Oregon State Veterinary Medical Examining Board				
Other Funds	\$ 740,203	\$ 756,229	\$ 16,026	2.2%
<b><u>Bureau of Labor and Industries</u></b>				
General Fund	\$ 11,517,209	\$ 11,846,552	\$ 329,343	2.9%
Other Funds	\$ 9,871,681	\$ 10,550,519	\$ 678,838	6.9%
Federal Funds	\$ 1,495,043	\$ 1,683,613	\$ 188,570	12.6%
<b><u>Oregon Medical Board</u></b>				
Other Funds	\$ 10,453,997	\$ 10,729,843	\$ 275,846	2.6%
<b><u>Board of Nursing</u></b>				
Other Funds	\$ 14,196,228	\$ 14,493,701	\$ 297,473	2.1%



	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Board of Pharmacy</u></b>				
Other Funds	\$ 5,783,198	\$ 5,957,609	\$ 174,411	3.0%
<b><u>Board of Psychologist Examiners</u></b>				
Other Funds	\$ 1,005,553	\$ 1,038,215	\$ 32,662	3.2%
<b><u>Public Utility Commission</u></b>				
Other Funds	\$ 40,049,729	\$ 40,901,178	\$ 851,449	2.1%
Federal Funds	\$ 2,444,367	\$ 2,474,000	\$ 29,633	1.2%
<b><u>Real Estate Agency</u></b>				
Other Funds	\$ 7,053,979	\$ 7,277,657	\$ 223,678	3.2%
<b><u>Board of Licensed Social Workers</u></b>				
Other Funds	\$ 1,350,215	\$ 1,395,325	\$ 45,110	3.3%
<b><u>Board of Tax Practitioners</u></b>				
Other Funds	\$ 1,157,125	\$ 1,183,845	\$ 26,720	2.3%
<b><u>ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAM AREA</u></b>				
<b><u>Oregon Business Development Department</u></b>				
General Fund	\$ 8,250,274	\$ 8,371,867	\$ 121,593	1.5%
Lottery Funds	\$ 115,478,577	\$ 117,386,290	\$ 1,907,713	1.7%
Other Funds	\$ 67,638,351	\$ 77,605,374	\$ 9,967,023	14.7%
Federal Funds	\$ 38,781,008	\$ 38,841,307	\$ 60,299	0.2%
<b><u>Employment Department</u></b>				
Other Funds	\$ 120,522,794	\$ 127,704,596	\$ 7,181,802	6.0%
Federal Funds	\$ 159,967,135	\$ 168,973,715	\$ 9,006,580	5.6%
<b><u>Housing and Community Services Department</u></b>				
General Fund	\$ 8,593,855	\$ 19,401,247	\$ 10,807,392	125.8%
Other Funds	\$ 73,939,411	\$ 138,522,567	\$ 64,583,156	87.3%
Federal Funds	\$ 77,993,813	\$ 117,493,813	\$ 39,500,000	50.6%

	2013-15 Legislatively Approved Level <sup>(2)</sup>		2014 Committee Recommendation		Committee Change from 2013-15 Leg. Approved		
					\$\$ Change	% Change	
<b><u>Department of Veterans' Affairs</u></b>							
General Fund	\$	9,448,781	\$	9,600,742	\$	151,961	1.6%
Other Funds	\$	43,788,902	\$	50,400,107	\$	6,611,205	15.1%
Federal Funds	\$	-	\$	300,000	\$	300,000	0.0%
<b><u>EDUCATION PROGRAM AREA</u></b>							
<b><u>Department of Community Colleges and Workforce Development</u></b>							
General Fund	\$	496,408,441	\$	496,718,644	\$	310,203	0.1%
Other Funds	\$	115,912,543	\$	116,212,901	\$	300,358	0.3%
Federal Funds	\$	107,203,669	\$	107,441,253	\$	237,584	0.2%
<b><u>Department of Education</u></b>							
General Fund	\$	436,954,079	\$	453,469,907	\$	16,515,828	3.8%
Other Funds	\$	134,359,784	\$	134,784,035	\$	424,251	0.3%
Federal Funds	\$	996,058,997	\$	1,005,410,381	\$	9,351,384	0.9%
<b><u>State School Fund</u></b>							
Other Funds	\$	400,826	\$	3,936,407	\$	3,535,581	882.1%
<b><u>Higher Education Coordinating Commission</u></b>							
General Fund	\$	3,111,497	\$	2,903,360	\$	(208,137)	-6.7%
Other Funds	\$	1,732,885	\$	1,757,474	\$	24,589	1.4%
Federal Funds	\$	342,759	\$	347,571	\$	4,812	1.4%
<b><u>Oregon Education Investment Board</u></b>							
General Fund	\$	6,035,608	\$	6,202,578	\$	166,970	2.8%
<b><u>Oregon Health and Science University</u></b>							
Other Funds	\$	31,639,826	\$	231,675,116	\$	200,035,290	632.2%
<b><u>Oregon Student Access Commission</u></b>							
General Fund	\$	115,718,916	\$	115,806,520	\$	87,604	0.1%
Lottery Funds	\$	246,223	\$	2,546,223	\$	2,300,000	934.1%
Other Funds	\$	20,094,896	\$	20,173,727	\$	78,831	0.4%
<b><u>Teachers Standards and Practices Commission</u></b>							
Other Funds	\$	4,904,153	\$	5,004,014	\$	99,861	2.0%

	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Oregon University System</u></b>				
General Fund	\$ 752,677,876	\$ 751,177,876	\$ (1,500,000)	-0.2%
<b><u>HUMAN SERVICES PROGRAM AREA</u></b>				
<b><u>Commission for the Blind</u></b>				
General Fund	\$ 1,522,942	\$ 1,598,027	\$ 75,085	4.9%
Other Funds	\$ 3,052,021	\$ 2,025,381	\$ (1,026,640)	-33.6%
Federal Funds	\$ 12,129,790	\$ 12,321,894	\$ 192,104	1.6%
<b><u>Oregon Health Authority</u></b>				
General Fund	\$ 1,972,206,670	\$ 1,959,774,729	\$ (12,431,941)	-0.6%
Lottery Funds	\$ 10,545,822	\$ 10,592,532	\$ 46,710	0.4%
Other Funds	\$ 3,771,761,551	\$ 3,814,407,180	\$ 42,645,629	1.1%
Federal Funds	\$ 7,485,009,093	\$ 8,632,707,613	\$ 1,147,698,520	15.3%
<b><u>Department of Human Services</u></b>				
General Fund	\$ 2,257,307,600	\$ 2,324,079,188	\$ 66,771,588	3.0%
Other Funds	\$ 474,879,587	\$ 501,842,250	\$ 26,962,663	5.7%
Federal Funds	\$ 6,338,409,362	\$ 6,463,843,621	\$ 125,434,259	2.0%
<b><u>Long Term Care Ombudsman</u></b>				
General Fund	\$ 2,705,620	\$ 3,784,880	\$ 1,079,260	39.9%
Other Funds	\$ 680,105	\$ 703,321	\$ 23,216	3.4%
<b><u>Psychiatric Security Review Board</u></b>				
General Fund	\$ 2,306,552	\$ 2,372,291	\$ 65,739	2.9%
Other Funds	\$ 103,725	\$ 110,734	\$ 7,009	6.8%
<b><u>JUDICIAL BRANCH</u></b>				
<b><u>Judicial Department</u></b>				
General Fund	\$ 394,466,850	\$ 400,423,412	\$ 5,956,562	1.5%
Other Funds	\$ 61,809,554	\$ 65,078,242	\$ 3,268,688	5.3%
Federal Funds	\$ 1,227,911	\$ 1,233,153	\$ 5,242	0.4%

	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Commission on Judicial Fitness and Disability</u></b>				
General Fund	\$ 193,140	\$ 197,316	\$ 4,176	2.2%
<b><u>Public Defense Services Commission</u></b>				
General Fund	\$ 244,280,071	\$ 249,451,095	\$ 5,171,024	2.1%
Other Funds	\$ 4,467,042	\$ 4,474,644	\$ 7,602	0.2%
<b><u>LEGISLATIVE BRANCH</u></b>				
<b><u>Legislative Administration Committee</u></b>				
General Fund	\$ 33,376,264	\$ 33,937,491	\$ 561,227	1.7%
Other Funds	\$ 37,920,316	\$ 37,929,526	\$ 9,210	0.0%
<b><u>Legislative Assembly</u></b>				
General Fund	\$ 38,039,318	\$ 38,204,763	\$ 165,445	0.4%
Other Funds	\$ 277,937	\$ 278,847	\$ 910	0.3%
<b><u>Commission on Indian Services</u></b>				
General Fund	\$ 444,063	\$ 450,369	\$ 6,306	1.4%
<b><u>Legislative Counsel</u></b>				
General Fund	\$ 9,784,658	\$ 9,952,041	\$ 167,383	1.7%
Other Funds	\$ 1,658,313	\$ 1,681,068	\$ 22,755	1.4%
<b><u>Legislative Fiscal Office</u></b>				
General Fund	\$ 3,610,997	\$ 3,558,397	\$ (52,600)	-1.5%
Other Funds	\$ 3,000,000	\$ 3,179,547	\$ 179,547	6.0%
<b><u>Legislative Revenue Office</u></b>				
General Fund	\$ 2,711,399	\$ 2,769,184	\$ 57,785	2.1%
<b><u>NATURAL RESOURCES PROGRAM AREA</u></b>				
<b><u>Department of Agriculture</u></b>				
General Fund	\$ 18,720,616	\$ 19,460,351	\$ 739,735	4.0%
Lottery Funds	\$ 6,333,815	\$ 6,473,272	\$ 139,457	2.2%
Other Funds	\$ 53,980,931	\$ 55,589,067	\$ 1,608,136	3.0%
Federal Funds	\$ 15,168,522	\$ 15,320,730	\$ 152,208	1.0%

	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Columbia River Gorge Commission</u></b>				
General Fund	\$ 873,180	\$ 891,000	\$ 17,820	2.0%
<b><u>Department of Environmental Quality</u></b>				
General Fund	\$ 29,936,112	\$ 30,961,259	\$ 1,025,147	3.4%
Lottery Funds	\$ 3,824,782	\$ 3,873,265	\$ 48,483	1.3%
Other Funds	\$ 139,956,679	\$ 142,862,396	\$ 2,905,717	2.1%
Federal Funds	\$ 27,563,182	\$ 28,010,107	\$ 446,925	1.6%
<b><u>Department of Energy</u></b>				
Other Funds	\$ 49,447,398	\$ 50,489,645	\$ 1,042,247	2.1%
Federal Funds	\$ 2,939,208	\$ 2,977,118	\$ 37,910	1.3%
<b><u>Department of Fish and Wildlife</u></b>				
General Fund	\$ 17,157,413	\$ 17,704,434	\$ 547,021	3.2%
Lottery Funds	\$ 4,767,766	\$ 4,921,716	\$ 153,950	3.2%
Other Funds	\$ 182,247,358	\$ 185,369,107	\$ 3,121,749	1.7%
Federal Funds	\$ 131,933,605	\$ 134,778,425	\$ 2,844,820	2.2%
<b><u>State Forestry Department</u></b>				
General Fund	\$ 56,437,263	\$ 97,836,604	\$ 41,399,341	73.4%
Other Funds	\$ 339,657,186	\$ 343,086,494	\$ 3,429,308	1.0%
Federal Funds	\$ 33,853,011	\$ 34,108,167	\$ 255,156	0.8%
<b><u>Department of Geology and Mineral Industries</u></b>				
General Fund	\$ 2,505,043	\$ 2,582,015	\$ 76,972	3.1%
Other Funds	\$ 7,835,292	\$ 7,955,725	\$ 120,433	1.5%
Federal Funds	\$ 4,303,586	\$ 4,429,263	\$ 125,677	2.9%
<b><u>Department of Land Conservation and Development</u></b>				
General Fund	\$ 12,330,059	\$ 12,667,032	\$ 336,973	2.7%
Other Funds	\$ 947,584	\$ 960,315	\$ 12,731	1.3%
Federal Funds	\$ 5,891,950	\$ 6,014,070	\$ 122,120	2.1%
<b><u>Land Use Board of Appeals</u></b>				
General Fund	\$ 1,517,044	\$ 1,573,758	\$ 56,714	3.7%
Other Funds	\$ 84,328	\$ 87,401	\$ 3,073	3.6%

	2013-15 Legislatively Approved Level <sup>(2)</sup>		2014 Committee Recommendation		Committee Change from 2013-15 Leg. Approved	
					\$\$ Change	% Change
<b><u>Department of State Lands</u></b>						
Other Funds	\$	29,740,188	\$	30,563,139	\$	822,951 2.8%
Federal Funds	\$	1,831,671	\$	2,881,911	\$	1,050,240 57.3%
<b><u>State Marine Board</u></b>						
Other Funds	\$	25,981,329	\$	26,214,465	\$	233,136 0.9%
Federal Funds	\$	7,443,149	\$	7,450,387	\$	7,238 0.1%
<b><u>Parks and Recreation Department</u></b>						
Lottery Funds	\$	84,614,432	\$	85,843,436	\$	1,229,004 1.5%
Other Funds	\$	111,999,304	\$	113,690,281	\$	1,690,977 1.5%
Federal Funds	\$	11,819,364	\$	11,858,367	\$	39,003 0.3%
<b><u>Water Resources Department</u></b>						
General Fund	\$	26,504,946	\$	27,284,614	\$	779,668 2.9%
Other Funds	\$	34,547,011	\$	34,736,737	\$	189,726 0.5%
Federal Funds	\$	1,272,735	\$	1,275,264	\$	2,529 0.2%
<b><u>Oregon Watershed Enhancement Board</u></b>						
Lottery Funds	\$	58,109,189	\$	58,227,336	\$	118,147 0.2%
Other Funds	\$	1,849,375	\$	1,852,224	\$	2,849 0.2%
Federal Funds	\$	32,732,090	\$	32,817,029	\$	84,939 0.3%
<b><u>PUBLIC SAFETY PROGRAM AREA</u></b>						
<b><u>Department of Corrections</u></b>						
General Fund	\$	1,396,990,504	\$	1,448,294,183	\$	51,303,679 3.7%
Other Funds	\$	39,599,876	\$	39,926,693	\$	326,817 0.8%
<b><u>Oregon Criminal Justice Commission</u></b>						
General Fund	\$	23,745,288	\$	23,851,046	\$	105,758 0.4%
Other Funds	\$	483,422	\$	479,680	\$	(3,742) -0.8%
Federal Funds	\$	7,135,487	\$	7,163,318	\$	27,831 0.4%
<b><u>District Attorneys and Their Deputies</u></b>						
General Fund	\$	10,239,592	\$	10,849,009	\$	609,417 6.0%

	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Department of Justice</u></b>				
General Fund	\$ 64,380,931	\$ 66,289,084	\$ 1,908,153	3.0%
Other Funds	\$ 259,697,319	\$ 265,469,616	\$ 5,772,297	2.2%
Federal Funds	\$ 142,235,349	\$ 144,356,473	\$ 2,121,124	1.5%
<b><u>Oregon Military Department</u></b>				
General Fund	\$ 20,783,532	\$ 21,863,993	\$ 1,080,461	5.2%
Other Funds	\$ 111,646,205	\$ 113,902,017	\$ 2,255,812	2.0%
Federal Funds	\$ 284,930,096	\$ 287,230,606	\$ 2,300,510	0.8%
<b><u>Board of Parole and Post-Prison Supervision</u></b>				
General Fund	\$ 4,063,865	\$ 4,189,720	\$ 125,855	3.1%
<b><u>Department of State Police</u></b>				
General Fund	\$ 232,126,436	\$ 240,590,265	\$ 8,463,829	3.6%
Lottery Funds	\$ 6,914,543	\$ 7,166,858	\$ 252,315	3.6%
Other Funds	\$ 91,213,655	\$ 93,291,730	\$ 2,078,075	2.3%
Federal Funds	\$ 9,411,098	\$ 9,446,084	\$ 34,986	0.4%
<b><u>Department of Public Safety Standards and Training</u></b>				
Other Funds	\$ 34,859,020	\$ 35,668,666	\$ 809,646	2.3%
<b><u>Oregon Youth Authority</u></b>				
General Fund	\$ 269,052,312	\$ 275,662,044	\$ 6,609,732	2.5%
Other Funds	\$ 19,508,582	\$ 19,553,725	\$ 45,143	0.2%
Federal Funds	\$ 34,496,051	\$ 34,680,918	\$ 184,867	0.5%
<b><u>TRANSPORTATION PROGRAM AREA</u></b>				
<b><u>Department of Aviation</u></b>				
Other Funds	\$ 6,202,750	\$ 6,297,654	\$ 94,904	1.5%
Federal Funds	\$ 4,769,741	\$ 4,778,379	\$ 8,638	0.2%
<b><u>Department of Transportation</u></b>				
General Fund	\$ 2,060,000	\$ 6,060,000	\$ 4,000,000	194.2%
Other Funds	\$ 3,813,954,090	\$ 3,837,855,561	\$ 23,901,471	0.6%
Federal Funds	\$ 119,483,481	\$ 119,553,108	\$ 69,627	0.1%

2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
		\$\$ Change	% Change

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<b>2013-15 Budget Summary</b>			
<b>General Fund Total</b>		\$	115,394,418
<b>Lottery Funds Total</b>		\$	6,310,790
<b>Other Funds Total</b>		\$	457,732,914
<b>Federal Funds Total</b>		\$	1,343,927,389

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- (1) Excludes Capital Construction
- (2) Includes approved expenditures through November 2013 and administrative actions



## **Position Summary**

	<b>2013-15 Legislatively Approved Level</b>	<b>2014 Committee Recommendation</b>	<b>Committee Change from 2013-15 Leg. Approved</b>	
			<b>Change</b>	<b>% Change</b>
<b><u>Department of Administrative Services</u></b>				
Authorized Positions	790	806	16	2.0%
Full-time Equivalent (FTE) positions	784.68	792.40	7.72	1.0%
<b><u>Oregon Liquor Control Commission</u></b>				
Authorized Positions	233	230	(3)	-1.3%
Full-time Equivalent (FTE) positions	227.63	225.13	(2.50)	-1.1%
<b><u>Department of Revenue</u></b>				
Authorized Positions	1,081	1,074	(7)	-0.6%
Full-time Equivalent (FTE) positions	1,024.49	1,016.66	(7.83)	-0.8%
<b><u>Construction Contractors Board</u></b>				
Authorized Positions	75	75	-	0.0%
Full-time Equivalent (FTE) positions	75.00	74.50	(0.50)	-0.7%
<b><u>Department of Consumer and Business Services</u></b>				
Authorized Positions	927	918	(9)	-1.0%
Full-time Equivalent (FTE) positions	919.97	911.97	(8.00)	-0.9%
<b><u>Oregon Health Licensing Agency</u></b>				
Authorized Positions	35	35	-	0.0%
Full-time Equivalent (FTE) positions	35.00	17.50	(17.50)	-50.0%
<b><u>Bureau of Labor and Industries</u></b>				
Authorized Positions	100	101	1	1.0%
Full-time Equivalent (FTE) positions	98.50	98.38	(0.12)	-0.1%
<b><u>Oregon Medical Board</u></b>				
Authorized Positions	40	39	(1)	-2.5%
Full-time Equivalent (FTE) positions	38.79	38.33	(0.46)	-1.2%
<b><u>Public Utility Commission</u></b>				
Authorized Positions	131	130	(1)	-0.8%
Full-time Equivalent (FTE) positions	128.25	127.25	(1.00)	-0.8%
<b><u>Real Estate Agency</u></b>				
Authorized Positions	30	29	(1)	-3.3%
Full-time Equivalent (FTE) positions	30.00	29.50	(0.50)	-1.7%

	<u>2013-15 Legislatively Approved Level</u>	<u>2014 Committee Recommendation</u>	<u>Committee Change from 2013-15 Leg. Approved</u>	
			<u>Change</u>	<u>% Change</u>
<b><u>Department of Community Colleges and Workforce Development</u></b>				
Authorized Positions	59	58	(1)	-1.7%
Full-time Equivalent (FTE) positions	58.70	57.70	(1.00)	-1.7%
<b><u>Department of Education</u></b>				
Authorized Positions	509	519	10	2.0%
Full-time Equivalent (FTE) positions	480.03	485.39	5.36	1.1%
<b><u>Employment Department</u></b>				
Authorized Positions	1,345	1,347	2	0.1%
Full-time Equivalent (FTE) positions	1,287.03	1,286.63	(0.40)	0.0%
<b><u>Housing and Community Services Department</u></b>				
Authorized Positions	169	169	-	0.0%
Full-time Equivalent (FTE) positions	77.59	150.33	72.74	93.7%
<b><u>Department of Veterans' Affairs</u></b>				
Authorized Positions	82	83	1	1.2%
Full-time Equivalent (FTE) positions	81.20	82.13	0.93	1.1%
<b><u>Commission for the Blind</u></b>				
Authorized Positions	51	51	-	0.0%
Full-time Equivalent (FTE) positions	47.73	46.98	(0.75)	-1.6%
<b><u>Oregon Health Authority</u></b>				
Authorized Positions	4,482	4,521	39	0.9%
Full-time Equivalent (FTE) positions	4,119.23	4,139.97	20.74	0.5%
<b><u>Department of Human Services</u></b>				
Authorized Positions	7,630	7,631	1	0.0%
Full-time Equivalent (FTE) positions	7,480.61	7,477.12	(3.49)	0.0%
<b><u>Long Term Care Ombudsman</u></b>				
Authorized Positions	19	24	5	26.3%
Full-time Equivalent (FTE) positions	14.56	16.81	2.25	15.5%
<b><u>Department of Agriculture</u></b>				
Authorized Positions	477	480	3	0.6%
Full-time Equivalent (FTE) positions	351.17	352.92	1.75	0.5%

	<u>2013-15 Legislatively Approved Level</u>	<u>2014 Committee Recommendation</u>	<u>Committee Change from 2013-15 Leg. Approved</u>	
			<u>Change</u>	<u>% Change</u>
<b><u>Department of Energy</u></b>				
Authorized Positions	115	114	(1)	-0.9%
Full-time Equivalent (FTE) positions	114.02	112.81	(1.21)	-1.1%
<b><u>Department of Environmental Quality</u></b>				
Authorized Positions	719	720	1	0.1%
Full-time Equivalent (FTE) positions	706.33	704.87	(1.46)	-0.2%
<b><u>Department of Fish and Wildlife</u></b>				
Authorized Positions	1,523	1,520	(3)	-0.2%
Full-time Equivalent (FTE) positions	1,262.41	1,258.99	(3.42)	-0.3%
<b><u>Department of Land Conservation and Development</u></b>				
Authorized Positions	61	60	(1)	-1.6%
Full-time Equivalent (FTE) positions	58.06	57.31	(0.75)	-1.3%
<b><u>Water Resources Department</u></b>				
Authorized Positions	157	157	-	0.0%
Full-time Equivalent (FTE) positions	154.80	154.55	(0.25)	-0.2%
<b><u>Department of Corrections</u></b>				
Authorized Positions	4,490	4,488	(2)	0.0%
Full-time Equivalent (FTE) positions	4,443.68	4,441.68	(2.00)	0.0%
<b><u>Department of Justice</u></b>				
Authorized Positions	1,282	1,285	3	0.2%
Full-time Equivalent (FTE) positions	1,265.25	1,266.83	1.58	0.1%
<b><u>Oregon Military Department</u></b>				
Authorized Positions	523	522	(1)	-0.2%
Full-time Equivalent (FTE) positions	478.01	477.51	(0.50)	-0.1%
<b><u>Department of State Police</u></b>				
Authorized Positions	1,260	1,259	(1)	-0.1%
Full-time Equivalent (FTE) positions	1,247.13	1,245.63	(1.50)	-0.1%
<b><u>Oregon Youth Authority</u></b>				
Authorized Positions	1,030	1,025	(5)	-0.5%
Full-time Equivalent (FTE) positions	992.58	989.79	(2.79)	-0.3%

## **Summary of Revenue Changes**

The General Fund appropriations made in the bill are within resources available as projected in the February 2014 economic and revenue forecast by the Department of Administrative Services Office of Economic Analysis, supplemented by one-time savings identified in several agencies, as well as a transfer from Secretary of State's Corporate Division as authorized in House Bill 4157.

## **Summary of Capital Construction Subcommittee Action**

House Bill 5201 is the omnibus budget reconciliation bill for the 2014 legislative session, implementing the statewide rebalance plan that addresses changes in projected revenues and expenditures since the close of the 2013 session. The Subcommittee approved House Bill 5201 with amendments to reflect budget adjustments as described below.

### **Statewide Adjustments**

#### **EMPLOYEE COMPENSATION DISTRIBUTION**

The Subcommittee approved allocating \$86.5 million General Fund to state agencies for employee compensation. This amount is 100% of the General Fund special purpose appropriation to the Emergency Board, made by House Bill 5008 (2013) for employee compensation. Also approved were associated expenditure limitation increases of \$2.6 million Lottery Funds, \$84.7 million Other Funds, and \$44.2 million Federal Funds. The General Fund component is expected to cover about 90% of the statewide estimate of costs for compensation and benefit changes agreed to through collective bargaining or other salary agreements. Lottery Funds, Other Funds, and Federal Funds expenditure limitations are calculated at the full cost estimate level.

Section 105 of the budget bill reflects the employee compensation amounts approved for each agency; adjustments for agencies are not addressed in the agency narratives, although they are included in the table at the beginning of the budget report.

#### **2% HOLDBACK**

House Bill 5008 (2013) included a 2% supplemental ending balance holdback that was primarily applied to General Fund, and excluded debt service as well as selected programs. Agencies' 2013-15 legislatively adopted budgets were reduced by these amounts. With the current statewide economic conditions and revenue forecast, these budget reductions are being partially restored. Generally, 25% of the holdback is being restored to each affected agency, although there are a number of exceptions. Restorations include a total of \$68.3 million General Fund and \$0.3 million Lottery Funds. Section 104 of the budget bill reflects the restoration amounts for each agency. More detail is available in the narrative for each affected agency; agencies without General Fund or Lottery Funds in their budgets were not affected.

#### **PACKAGE 091**

Package 091 Statewide Administrative Savings is another 2013-15 adjustment affecting most agency budgets and captured in agency budget bills. The 2013 Legislature approved this package of \$62.0 million total funds in permanent reductions as a placeholder for administrative efficiencies.

The placeholder, which carried forward from the Governor's budget, was simply a pro rata calculation across personal services and services and supplies expenditures in administrative budget structures. The Department of Administrative Services (DAS) committed to work out reduction details with agencies and report to the Joint Committee on Ways and Means during the 2014 session. The areas targeted for reduction were finance, information technology, human resources, accounting, payroll, and procurement expenditures.

The legislative expectation was that DAS would present a statewide plan identifying specific efficiencies and realigning placeholder reductions, if needed. However, DAS did not come forward with a plan, but instead reported that efforts to realize the savings in Package 091 met with unexpected challenges. These include actual savings taking longer than one biennium to materialize and some ideas requiring up front investments that would offset any near term savings. Since DAS failed to deliver a plan, the Legislative Fiscal Office worked with state agencies and their DAS budget analysts to replace placeholders with specific reduction actions. For some agencies, the updated Package 091 will deviate from placeholder expenditure categories or appropriations; these changes are described in the individual agency narratives. Agency narratives, where applicable, will also identify position count and full-time equivalent (FTE) decreases.

### **Emergency Board**

The Emergency Board allocates General Fund and provides Lottery Funds, Other Funds, and Federal Funds expenditure limitation to state agencies for unanticipated needs in approved agency budgets when the Legislature is not in session. As part of the 2013-15 biennium statewide rebalance plan, House Bill 5201 adjusts the Emergency Board's special purpose appropriations as described below:

- Eliminates a special purpose appropriation for state agencies of \$86.5 million, with corresponding General Fund appropriations to various state agencies for state employee compensation changes.
- Eliminates a special purpose appropriation for state agencies of \$12.9 million, with corresponding General Fund appropriations to the Department of Human Services (\$11,038,678) and the Oregon Health Authority (\$1,861,322) for compensation changes for home health care workers who are not state employees.
- Eliminates a special purpose appropriation for the Oregon Department of Education (ODE) of \$4.6 million, with a General Fund appropriation of \$4.4 million to ODE for assessments including those assessments required under the federal Elementary and Secondary Act and linked to Common Core Standards.
- Eliminates a special purpose appropriation for the Oregon Department of Education (ODE) of \$1,789,557, with a corresponding General Fund appropriation to the ODE for program funding for the second year of the biennium for youth development grants, performance-based contracts, and services at the local level.
- Eliminates multiple special purpose appropriations for the Housing and Community Services Department totaling \$9,215,066, with a General Fund appropriation of \$8,540,066 to the Housing and Community Services Department for second year operations, and an appropriation of \$225,000 to the agency for one-time supplemental funding to the Oregon Hunger Response Fund for fiscal year 2014.
- Eliminates a special purpose appropriation for the Oregon Health Authority of \$3.3 million, with a General Fund appropriation of \$2,942,895 to the Oregon Health Authority for adult residential rate increases within the alcohol and drug system.

- Eliminates a special purpose appropriation for the Oregon Health Authority of \$100,000, with a corresponding General Fund appropriation to the Oregon Health Authority for staffing needs related to the Dental Pilot Projects.
- Reduces the special purpose appropriation of \$26 million for seniors made by House Bill 5101 (2013 Special Session) to appropriate \$13,295,373 General Fund to programs benefitting seniors in multiple agencies, but primarily in the Department of Human Services.
- Establishes a \$24 million special purpose appropriation for the Oregon Health Authority or the Department of Human Services for caseload costs or other budget challenges that the agencies are unable to mitigate.
- Establishes a \$3.5 million special purpose appropriation to be allocated for future costs associated with higher education governance changes; including costs incurred by the Higher Education Coordinating Commission as duties and responsibilities are transferred from the Chancellor's Office to the Commission and for impacts on the budgets of the four technical and regional universities.
- Establishes a \$1.3 million special purpose appropriation to be allocated to the Judicial Department for Operations support. The Department may request funds to finance one-time operations investments and service increases.
- Establishes a \$700,000 special purpose appropriation to be allocated to the Judicial Department for third-party debt collection costs.

If remaining special purpose appropriations are not allocated by the Emergency Board before December 1, 2014, any remaining funds become available to the Emergency Board for general purposes.

The Subcommittee established a reservation within the general purpose Emergency Fund of \$350,000 for the Board of Parole and Post-Prison Supervision (BPPPS) for replacement of the Parole Board Management Information System (PBMIS). Allocation of the reservation is contingent upon the Board providing a project budget, project plan, and periodic status reports. BPPPS may request allocation of the reservation from the Emergency Board after the Legislative Fiscal Office approves the project budget and project plan.

A reservation was also established within the general purpose Emergency Fund of \$3.5 million for the Statewide Longitudinal Data System proposed by the Oregon Education Investment Board (OEIB), Oregon Department of Education (ODE), and the Higher Education Coordinating Commission (HECC). Prior to the release of this reservation, the agencies must meet the requirements of the budget note included in this bill for OEIB relating to completing a refined business case, development of a comprehensive set of foundational project management documents, and completion of an assessment of the foundational project management documents and a project risk assessment by an independent Quality Assurance contractor.

## **Adjustments to Agency Budgets**

### **ADMINISTRATION**

#### **Department of Administrative Services**

The Subcommittee approved an \$8,644,690 Other Funds expenditure limitation increase for Enterprise Technology Services (ETS) to begin a \$40 million technology equipment lifecycle replacement plan. Due to continued use of equipment past its useful life, the state is now experiencing unacceptable levels of technology service outages that impact state government operations. DAS estimates there is now more than \$40 million

worth of equipment and infrastructure past the 5 year useful life. DAS will enter into lease-to-own agreements to finance the equipment replacement. Existing ETS rates are estimated to be sufficient to generate enough revenue to pay the \$8,644,690 Other Funds needed for leases-to-own agreements that will be entered into this biennium. Use of this additional revenue will likely preclude DAS from lowering ETS rates mid-biennium as was being contemplated by the ETS Customer Utility Board. Use of existing rate revenue will avoid costs associated with borrowing the money internally, as was initially recommended by the Department. The \$8,644,690 Other Funds increase for 2013-15 rolls-up to \$18,743,503 in 2015-17 for the second phase of the equipment replacement plan. DAS plans to incorporate a depreciation factor in future ETS rates, which will allow the state to accommodate lifecycle replacement costs on an ongoing basis. The Subcommittee also approved a \$5,121,497 Other Funds expenditure limitation increase and the establishment of 19 positions (10.22 FTE) for ETS to meet the increasing demand for technology services from state and local governments, including implementation of IT projects approved in 2013-15 adopted budgets.

The Subcommittee adopted the following budget note to ensure proper oversight of state information technology assets and projects:

**Budget Note:**

The Oregon Department of Administrative Services (DAS), working with the State CIO, shall produce a comprehensive inventory report of all current information technology (IT) assets as required under current law with a special emphasis on the planned replacement or modernization status of information systems in use by all executive branch agencies. This inventory report shall include, but not be limited to:

- Agency name, Information System (Application) name, Agency Program owner, and business purpose of the Information System
- Age, Date of last upgrade, and planned changes/enhancements/retirement for the Information System (Application) in the future

In addition, DAS and the State CIO shall produce a comprehensive report of all IT projects underway in the 2013-15 biennium or planned for the 2015-17 biennium. The IT project report shall include, but not be limited to:

- Agency name, project title/name, project description, estimated budget (for all biennia), estimated start and completion date.

Both the IT inventory and project reports shall include:

- A narrative explanation of the methods, assumptions and tools used and any challenges DAS or the State CIO faced in collecting IT asset and/or IT project information;
- A narrative description of any statutory, rule or policy changes or resource allocations DAS or the State CIO believes are necessary to support continued or better IT asset inventory and/or IT project reporting.

The State CIO shall include a narrative section focused on planned statewide information systems modernization as well as the IT inventory and project reports outlined above, in the appendix of the State Information Technology and Telecommunications Plan (changed to Enterprise Information Resources Management Strategy in HB 4135) the State CIO is required to develop and update each biennium under ORS 291.039.

The IT inventory and project reports and a status report on the completion of the State IT and Telecommunications plan (changed to Enterprise Information Resources Management Strategy in HB 4135) shall be presented to the Joint Committee on Legislative Audits, Information Management and Technology and the General Government Subcommittee of the Emergency Board or the interim Joint Committee on Ways and Means before the start of the 2015 session. The State IT and Telecommunications Plan (changed to Enterprise Information Resources Management Strategy in HB 4135) shall be presented to the General Government Subcommittee of the Joint Committee on Ways and Means and other appropriate committees during the 2015 session.

The Subcommittee approved a \$700,000 Other Funds expenditure limitation for the Chief Operating Office for two special projects that cross multiple agencies or require some independence. The first such project is a \$350,000 limitation increase to purchase a statewide license for the Agora software program to be used by multiple state agencies. Agora offers tools to link economic and community development projects with project funders. The second special project involves the expenditure of \$350,000 Other Funds to examine the Cover Oregon Website Project. At the request of the Governor, DAS contracted with First Data Government Solutions through the Enterprise Initiatives Master Price Agreement. First Data Government Solutions will complete a third party assessment of the Cover Oregon Website Project. Funding for the contract will be transferred from the Oregon Health Authority and Cover Oregon to pay the cost of this assessment and any applicable legal fees

The Subcommittee approved a \$1,220,548 Other Funds expenditure limitation increase for Enterprise Asset Management (EAM) for the state motor pool. A \$1,047,548 Other Funds increase is for the purchase of 47 new vehicles and for fuel and maintenance of these vehicles. The Subcommittee also increased the Other Funds expenditure limitation for EAM by \$173,000 to accommodate the transfer of an auto mechanic position from the Oregon Department of Transportation to the state motor pool to consolidate light fleet maintenance in the Salem area.

House Bill 5201 includes one-time General Fund appropriations to the Department of Administrative Services for the following purposes:

- \$345,000 for disbursement to the SW Oregon Assessment and Taxation Coalition involving the assessors of Coos, Curry, Douglas, Jackson, Josephine, Klamath, and Lane counties for a pilot project to form partnerships for the delivery of taxation and assessment services, to seek ways to deliver these services more efficiently.
- \$200,000 for disbursement to Oregon Health and Science University Office of Rural Health for the Primary Health Care Loan Forgiveness Program.
- \$100,000 for disbursement to the City of Forest Grove for initial planning costs associated with construction of a community center facility. The building could potentially house city hall, city offices, and a police station.
- \$80,000 for disbursement to Sustainable Northwest for completion of a Western Juniper utilization and marketing project.
- \$20,000 for disbursement to the Medford Senior Center for their Senior Nutrition Program.

The Subcommittee added \$9,033,609 Other Funds expenditure limitation for one-time cost of issuance and special payments associated with the disbursement of proceeds from Lottery Bond sales; projects are detailed below and approved in in Senate Bill 5703. There is no debt service allocated in the 2013-15 biennium, as the bonds will not be sold until the spring of 2015. Debt service for 2015-17 is estimated at a total of \$1,640,046 Lottery Funds: \$588,086 for the Port of Morrow Community Revitalization Revolving Loan Fund; \$270,707 for the Stayton



Stormwater project; \$176,765 for the Beaverton Community Health Collaborative project; \$176,765 for the Mid-Columbia Medical Center; and \$427,723 for the Cornelius Library matching fund project.

- \$2,958,304 Other Funds for disbursement to the Port of Morrow for a Community Revitalization Revolving Loan Fund that would be available to Malheur, Harney, Grant, Baker, Union, Wallowa, Umatilla, Morrow, Gilliam, Sherman, and Wheeler counties for energy conservation, renewable energy, and general business development projects.
- \$2,451,194 Other Funds for disbursement to the City of Cornelius for a new public library with the stipulation that the City of Cornelius secures matching funds and commitments of no less than \$10.4 million by the end of the 2013-15 biennium, prior to the distribution of the lottery revenue bond proceeds for the project.
- \$1,544,053 Other Funds for disbursement to the City of Stayton to purchase property and develop a storm water detention facility in Stayton. The facility is expected to improve water quality for downstream agricultural users and manage peak storm flows into the Salem Ditch and Mill Creek.
- \$1,040,029 Other Funds for disbursement to the Mid-Columbia Medical Center to support capital construction projects to expand or improve the medical center.
- \$1,040,029 Other Funds for disbursement to the Beaverton Community Health Collaborative for the construction of a multi-service health and wellness facility.

The Subcommittee accepted technical adjustments to the revenue reductions assumed in the Department 2013-15 legislatively adopted budget by increasing the assumed Other Funds revenue by \$1.5 million for the Chief Operating Office, \$1.8 million for Enterprise Human Resource Services, and \$437,180 for the Chief Information Office. In addition, the Subcommittee approved another technical adjustment to move a limited duration position to Enterprise Technology Services from the Chief Information Office where it was added by error in the legislatively adopted budget.

The Subcommittee approved and updated Package 091 Statewide Administrative Savings, eliminating 2 Custodian positions (2.00 FTE) and one Production Supervisor position (1.00 FTE). Because some of the administrative reductions were not achievable, particularly the \$5,771,223 Other Funds in Enterprise Technology Services (ETS), Other Funds reductions were taken in the Chief Information Office (\$3,515,338) to eliminate empty Other Funds expenditure limitation and Enterprise Asset Management (\$130,906) to eliminate the two custodian positions. These reductions allowed restorations of \$3,183,353 Other Funds in ETS and \$462,891 Other Funds in Enterprise Human Resource Services. The Subcommittee also approved the standard 25% restoration rate for the supplemental ending balance reductions, which resulted in the restoration of \$13,953 General Fund.

### **Oregon Advocacy Commissions Office**

The Subcommittee approved a restoration of \$8,301 General Fund for the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. The restoration fully restores the original holdback reduction.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings. A portion of the agency's reduction to personal services was moved to services and supplies.

### **Employment Relations Board**

The Subcommittee increased the agency's General Fund appropriation by \$116,236 and Other Funds expenditure limitation by \$148,020 to fund employee pay differentials, unemployment benefits, payment of accrued employee vacation time, a temporary double-fill of an administrative law judge position, and mediator travel expenses. The source of Other Funds is from the agency's state agency assessment ending balance (\$87,998) and fee revenue balance (\$60,022). Projected fee revenue is higher than anticipated in the agency's legislatively adopted budget for 2013-15. With the exception of the employee pay differentials and mediator travel expense, the remaining items are considered one-time increases and are not to carry forward into the 2015-17 biennium.

With this General Fund appropriation, the agency did not require a restoration of its 2% ending balance holdback.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings. A portion of the agency's reduction to personal services was moved to services and supplies. The reduction to services and supplies now totals \$7,162 and will come from savings achieved by a renegotiated facilities rental agreement.

An adjustment was made related to the agency's compensation plan that moved \$11,645 of Other Funds expenditure limitation from the Employment Relations Board Administrative Account (i.e., state agency assessments) to expenditures supported by fee revenue.

### **Government Ethics Commission**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings. A portion of the agency's reduction to personal services was moved to services and supplies.

### **Office of the Governor**

The Subcommittee approved a restoration of \$51,520 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback.

The Subcommittee appropriated \$1,080,000 General Fund for the Public Infrastructure Commission and the West Coast Infrastructure Exchange. The governor's Office may transfer some, or all, of the funds to the State Treasurer for the implementation of House Bill 4111.

### **Oregon State Library**

Of the agency's original \$32,951 supplemental ending balance holdback reduction, the agency has achieved savings of \$14,335 General Fund by reducing Fiscal Year 2014 Ready-to-Read grants. The remainder of the holdback, \$18,616, was restored by the Subcommittee to be used for Fiscal Year 2015 Ready-to-Read grants. The restoration represents 57 % of the initial holdback.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings. The agency's personal services budget was reduced by \$5,956 General Fund and \$20,209 Other Funds by reducing pay differentials. The remaining personal services reduction was moved to services and supplies.

The Subcommittee adopted the following budget note related to the reorganization of the State Library.

**Budget Note:**

The Co-Chairs of the Joint Committee on Ways and Means will establish a workgroup to build upon previous State Library reorganization efforts, including the 2012 Joint Committee on Ways and Means report on the consolidation and improvement of library and archives services as well as subsequent proposals this biennium. The purpose of the workgroup is to modernize the delivery of state library services by improving access to public information, eliminating duplicative services and costs, increasing utilization of digital resources, and increasing collaborative partnerships across entities.

The workgroup shall recommend draft legislation for introduction in the 2015 legislative session for the reorganization of state library services, which should, where possible, incorporate national best practices pertaining to library reorganizations.

The workgroup will include Legislative members, and other members chosen to represent the interests of state library service users and employees.

It is the Co-Chairs' expectation that the workgroup will be staffed by the Legislative Fiscal Office with assistance from the State Librarian, State Archivist, State Law Librarian, Department of Administrative Services – Project Management Office, the Department of Administrative Services – Chief Financial Office, and Legislative Committee Services. Staff of the Oregon Historical Society is also invited to participate as staff to the workgroup.

**Oregon Liquor Control Commission**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating a total of three positions (2.50 FTE), and making shifts between personal services and services and supplies in various agency programs. As approved, Package 091 now consists of the following elements:

- Personal services reductions totaling \$50,048 and 0.5 FTE (seasonal liquor distribution worker), services and supplies reductions totaling \$137,000, and capital outlay reductions of \$409 in the Distilled Spirits program;
- Personal services reductions of \$239,002 and abolishment of one management position (1.00 FTE) in the Public Safety program; and
- Personal services reductions totaling \$121,390 and 1.00 FTE (Office Specialist 2 position), services and supplies reductions totaling \$85,000 and capital outlay reductions totaling \$1,980 in the Support Services program.

**Public Employees Retirement System**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings. The agency was able to reduce its personal services by only \$45,651 due a reduction in temporary employees and overtime. The remaining personal services reduction of \$1,041,400 was moved to services and supplies. The reduction to services and supplies now totals \$1,393,957 and will come from savings to employee training, office expense, data processing, and professional services. The capital outlay reduction of \$29,380 reduced the budget for data processing hardware.

The Subcommittee increased the Other Funds expenditure limitation for the Operations program by \$1,022,945 for the implementation of Senate Bill 861, which was passed by the Legislature during the 2013 special session. This includes four limited duration Retirement Counselor 1 positions (3.33 FTE). Personal services total \$392,428 and services and supplies total \$630,517.

The four limited duration positions were established administratively on November 1, 2013; therefore, the agency does not require position or FTE authority, but does require the associated expenditure limitation. The revenue to fund these expenses is from a transfer from the Oregon Public Employees Retirement Fund from current year earnings. The Other Funds expenditure limitation was approved only as a one-time increase and does not carry forward into the 2015-17 biennium.

Other Funds expenditure limitation was increased for the Operations program by \$718,750 in services and supplies for phase two of a three phase project to move the administration of the Individual Account Program from a third-party administrator to the agency. The Other Funds expenditure limitation was approved only as a one-time increase and is not carried forward into the 2015-17 biennium.

The Subcommittee requests that the Department of Administrative Services unschedule the entire amount of the Individual Account Program expenditure limitation, pending a Department of Administrative Services – Chief Information Office review and recommendation to approve the project being submitted to the Legislative Fiscal Office for its review and recommended approval.

### **Department of Revenue**

The agency did not require a restoration of its 2% ending balance holdback that totaled \$3.3 million General Fund, due to vacancy savings. The vacancy savings occurred in programs that did not require a rebalance of the agency's budget.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating eight permanent full-time positions and reducing one permanent full-time position to part-time (8.50 FTE). The alternative plan minimizes the impact to the agency's Information Technology Division so as to support its transition of legacy information technology systems to a new information system entitled the Core System Replacement project.

The positions eliminated include: Accountant 1 position (1.00 FTE); Office Specialist 1 positions (1.00 FTE); Office Assistant 2 position (1.00 FTE); Information System Specialist 4 position (1.00 FTE) and a Fiscal Analyst 2 position is reduced from permanent full time to permanent part-time (0.50 FTE) in the Administrative Services Division. Two Administrative Specialist 1 positions (2.00 FTE) are eliminated from the Personal Tax and Compliance Division. An Information System Specialist 3 position (1.00 FTE) and an Information System Specialist 5 position (1.00 FTE) are eliminated from the Property Tax Division. In addition, \$71,904 of Other Funds for services and supplies is eliminated in the Property Tax Division in order to achieve the reduction target.

The Subcommittee disappropriated \$2.1 million in one-time General Fund savings, which are in addition to the General Fund savings the agency set aside to compensate for its 2% ending balance holdback. The additional vacancy savings include: Administration (\$990,828), Property Tax (\$139,386), Personal and Compliance (\$716,614), and Business Divisions (\$253,172).

The Subcommittee also disappropriated \$500,000 General Fund in one-time services and supplies savings from the Core System Replacement project due to lower than expected Department of Administrative Services – State Data Center charges.

A reduction of \$352,716 in Other Funds personal services expenditure limitation was made to the Administration Division to adjust for an unneeded compensation plan increase. Two million dollars of Other Funds expenditure limitation in the Property Tax Division was reduced for

limitation that does not have a revenue source. The Property Tax Division has historically had Other Funds in its services and supplies expenditure limitation in excess of its actual need. Therefore, this is a permanent reduction.

The primary vendor contract for the Core Systems Replacement project was originally estimated to cost \$29 million; however, the agency was able to negotiate a \$27 million contract. The savings for the current biennium totals \$2.3 million Other Funds, with \$300,000 of the savings being needed in a future biennium.

HB 5008 (2013) requested that the Department of Administrative Services un-schedule \$12,994,327 of Other Funds expenditure limitation for the project that is related to the May 2014 Article XI-Q bond sale. The Subcommittee approved rescheduling \$10,694,327 due to the \$2.3 million in contract savings this biennium. The remaining \$2.3 million is to remain un-scheduled.

The Subcommittee provided the following instruction:

The Department of Administrative Services is requested to reschedule \$10,694,327 Other Funds expenditure limitation for the Core System Replacement project, pending the May 2014 Article XI-Q bond sale.

Additionally, the Department of Revenue is directed to report to the Joint Interim Committee on Ways and Means during Legislative Days in May and September 2014 on the status of the project.

The Subcommittee added one permanent full-time Principle Executive Manager E position (0.67 FTE) for the Core System Replacement project to function as a business team/business process subject matter expert lead for the project. The requested position would be funded with previously authorized Article XI-Q bond proceeds. The agency has sufficient Other Funds expenditure limitation for this position due to initial vacancy savings within the program.

The Subcommittee approved the agency's request to make the following technical adjustments to align the agency's budget with its current operations and the organizational structure. These changes balance overall and result in no increase or decrease to the agency's budget. They include: (a) \$1,892,699 and nine positions (9.00 FTE) to move the Research Section from the Business Division to the Agency Program Management Office Division; (b) \$322,254 and one position (1.00 FTE) to move a Principle Executive Manager G and associated services and supplies from the Administrative Services Division to the Agency Program Management Office Division; (c) \$1,109,718 and seven positions (7.00 FTE) to move the Special Services Section from the Administrative Services Division and the Property Tax Division to the Executive Division; (d) \$219,538 and one position (1.00 FTE) to move a Principle Executive Manager E position from the Administrative Services Division to the Personal Tax and Compliance Division; (e) \$112,092 to move one position (1.00 FTE), an Administrative Specialist position, from the Personal Tax and Compliance Division to the Business Division; (f) \$161,411 to move one Information System Specialist 5 position (1.00 FTE) from the Property Tax Division to the Administrative Services Division; (g) \$4,945,157 to move all operating program's Attorney General into the Administrative Services Division; and (h) \$880,556 to move all the operating program's Information Technology Expendable Property into the Administrative Services Division.

### **Secretary of State**

The Subcommittee increased the General Fund appropriation by \$43,796 to restore 25% of the agency's 2% supplemental General Fund ending balance holdback. The entire amount of the restoration was directed to administrative services.

The Subcommittee also reduced the Federal Funds expenditure limitation by \$2,700,000, to more closely align the limitation with the Secretary's revised plan of expenditure of federal Help America Vote Act (HAVA) moneys. The Secretary reported that HAVA monies, initially budgeted for county election tabulation systems upgrades, are being redirected to finance upgrades to the Oregon Centralized Voter Registration system instead. This redirection reduces current biennium Federal Funds expenditures and will allow HAVA monies to fully support program costs, without need for additional General Fund support, through the remainder of the 2013-15 biennium and through the 2015-17 biennium as well.

### **Treasurer of State**

The Subcommittee increased the Other Funds expenditure limitation for services and supplies for the agency by \$1,080,000 for the Public Infrastructure Commission and the West Coast Infrastructure Exchange. The revenue source is a transfer from the Governor's Office, which was appropriated General Fund for House Bill 4111 (2014), to satisfy the requirement under section 4(1) of the measure.

The Subcommittee adopted the following budget note:

#### **Budget Note:**

The State Treasurer is directed to spend a minimum of \$100,000 on section 2(2) of House Bill 4111 from funding the agency received in House Bill 5201 for the Public Infrastructure Commission and the West Coast Infrastructure Exchange.

## **CONSUMER AND BUSINESS SERVICES**

### **Board of Accountancy**

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.

### **Board of Chiropractic Examiners**

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.

### **Construction Contractors Board**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating 0.50 FTE and moving a portion of the reduction from personal services to capital outlay.

### **Department of Consumer and Business Services**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating 9 positions and 8.00 FTE, and shifting \$15,493 from services and supplies to personal services.

A one-time increase of \$4,625,091 Federal Funds expenditure limitation was also approved for the Health Insurance Rate Review Grant Cycle II and III, to support state efforts to enhance the health insurance premium rate review process and increase the transparency of the review process.

## **Board of Dentistry**

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.

## **Oregon Health Licensing Agency**

No changes were made from the original placeholder budget categories to implement Package 091 Statewide Administrative Savings. However, the agency's budget is moved to the Oregon Health Authority beginning July 1, 2014, as directed by House Bill 2074 (2013). The associated budget change is a reduction of \$3,760,280 Other Funds expenditure limitation and 17.50 FTE, which represents approximately one year of the biennial budget for the Oregon Health Licensing Agency. A corresponding increase is made in the Oregon Health Authority budget.

## **Health Related Licensing Boards**

An updated Package 091 Statewide Administrative Savings was approved for each of the six licensing boards: Mortuary and Cemetery, Naturopathic Medicine, Occupational Therapy, Medical Imaging, Speech-Language Pathology and Audiology, and Veterinary Medical. The boards are shifting reductions from personal services to services and supplies to meet the savings targets.

## **Bureau of Labor and Industries**

To restore a portion of the agency's 2% supplemental ending balance holdback, the Subcommittee added \$67,522 General Fund. This amount represents 29% of the total holdback; to cover the remaining gap BOLI will continue to hold the Apprenticeship Representative position in its Portland office vacant for the rest of the biennium.

An updated Package 091 Statewide Administrative Savings was approved, eliminating a total of 0.75 FTE across 2 positions in accounting and office administration. A portion of the agency's reduction was also moved from personal services to services and supplies.

The Subcommittee approved an increase of \$450,000 Other Funds expenditure limitation and the establishment of a limited duration full-time Office Specialist 2 position (0.63 FTE) to enhance the Support Services Program. The program is part of an interagency agreement with the Oregon Department of Transportation, which provides the funding, to help increase diversity in the highway construction workforce. The Bureau of Labor and Industries (BOLI) will utilize the additional funds to increase support to existing pre-apprenticeship preparation programs and establish new preparation programs in rural areas. The limited duration position will provide administrative support for the program, allowing the program coordinator to focus on development and implementation of the preparation programs.

To provide education and outreach on fair housing laws and to investigate fair housing cases, the Subcommittee approved a one-time increase of \$146,584 Federal Funds expenditure limitation. In partnership with the U.S. Department of Housing and Urban Development (HUD), BOLI will use the funds to complete dated fair housing cases that have been dual-filed with BOLI and HUD, and to work with the Fair Housing Council of Oregon to provide education and outreach. Additionally, BOLI's Technical Assistance Program will provide training sessions throughout the state on changes to fair housing laws.

The Subcommittee approved the following budget note related to workforce needs of employees of Qualified Rehabilitation Facilities:

**Budget Note:**

The Bureau of Labor and Industries, in consultation with the Department of Administrative Services, will convene a stakeholder workgroup to include not more than four Qualified Rehabilitation Facilities (QRFs) or a representative representing a majority of the QRFs in the state; labor unions representing QRFs; at least one organization representing the disability rights community; and any other interest with employee or business interests related to QRFs that voluntarily participate, during the 2014 interim. The workgroup will meet at least four times to develop concepts to address the workforce support needs of employees with disabilities employed by QRFs. These concepts may be presented to the 2015 Legislative Assembly for possible introduction as a bill.

**Oregon Medical Board**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating one position and 0.46 FTE in administration and the remaining reductions taken in services and supplies.

**Board of Nursing**

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.

**Board of Pharmacy**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, reallocating among expenditure accounts to affect permanent administrative cost reductions. Other Funds personal services reductions of \$3,693 and services and supplies reductions of \$1,503 are reallocated entirely to agency services and supplies.

**Public Utility Commission**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating a mailroom assistant position (1.00 FTE). A portion of the reduction originally applied to services and supplies was shifted to personal services.

**Real Estate Agency**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating one position and 0.50 FTE.

**Board of Licensed Social Workers**

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.

**Board of Tax Practitioners**

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.



## **ECONOMIC AND COMMUNITY DEVELOPMENT**

### **Oregon Business Development Department**

The Subcommittee increased the General Fund appropriation by \$89,679 to fully restore the Arts Commission's 2% supplemental General Fund ending balance holdback. Lottery Funds expenditure limitations were increased by a total of \$250,000 to partially restore the 2% supplemental Lottery Funds ending balance holdbacks to the Shared Services and Business, Innovation, and Trade Divisions. No additional Lottery Funds are allocated from the Administrative Services Economic Development Fund for this partial restoration of the holdback amounts, or for Lottery Funds expenditure limitation increases provided for compensation cost increases; the agency will finance these expenditures out of sufficient cash balances of Lottery Funds in the division budgets.

The Subcommittee established a \$1,150,000 Lottery Funds expenditure limitation for the Business, Innovation and Trade Division for support of the Oregon Manufacturing Extension Partnership and for port property redevelopment. The expenditure limitation is established on a one-time basis and will be phased out in the development of the agency's 2015-17 biennium current service level. The expenditure limitation was established to provide a special payment of an additional \$750,000 to support the Oregon Manufacturing Extension Partnership, and a special payment of \$400,000 to the Port of Port Orford for redevelopment of the Cannery Building owned by the Port.

The Subcommittee increased the Regional Solutions Other Funds expenditure limitation in the Infrastructure Finance Authority program area by \$9,349,999, and increased the general Infrastructure Finance Authority Other Funds expenditure limitation by \$240,594, to authorize distribution of lottery revenue bond proceeds to support Regional Solutions projects, and to pay bond-related costs, respectively. These Other Funds expenditure limitation increases are approved on a one-time basis only, and will be phased out in the development of the agency's 2015-17 biennium current service level.

The 2013-15 biennium budget includes authorization of up to \$10 million of lottery revenue bond proceeds for Regional Solutions projects. In the 2013 session, the Legislature established a \$1 Other Funds limitation on Regional Solutions project expenditures, pending submission of specific projects for review. A total of \$9,350,000 of Regional Solutions project expenditures were approved. The approved project names and associated funding levels are listed below:

- North Central Region – North Central Oregon Attainable Housing Revolving Loan Fund (\$2 million)
- South Central Region – Removing Stringent Air Quality Permitting Requirements (\$1.5 million)
- South Central Region – Innovation and Learning Center (\$500,000)
- Mid-Valley Region – White's Rail Siding (\$300,000)
- Mid-Valley Region – Carlton Water Infrastructure (\$500,000)
- Mid-Valley Region – Job Growers Workforce Investment Board (\$550,000)
- North Coast Region – Rainier Rail Corridor (\$2 million)
- South Coast Region – Portable Dredge Purchase (\$2 million).

The Subcommittee also approved a change in the use of \$12 million of Other Funds lottery revenue bond proceeds previously authorized in the 2013 session for transfer to the Special Public Works Fund. Of this amount, \$3 million of proceeds are redirected to the Marine Navigation Improvement Fund for coastal port dredging; with the remaining \$9 million of proceeds to be transferred to the Special Public Works Fund.

Finally, the Subcommittee approved the implementation of the agency's Package 091 reductions. The implementation includes permanent fund shifts in the financing of two agency positions in the Shared Services/Central Pool program area. The two positions, formerly Lottery Fund-financed, will now have 22% of their personal services costs funded by Other Funds generated by agency programs. This action supports a \$100,000 fund shift from Lottery Funds to Other Funds approved with Package 091 in the agency budget.

### **Employment Department**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating two positions in the Unemployment Insurance division (a Public Affairs Specialist at .75 FTE and an Information Support Specialist at 1.00 FTE), eliminating three positions in the Business and Employment Services division (an Executive Support Specialist, a Safety Specialist and an Office Specialist, 3.00 FTE), and eliminating one position in the Research division (an Economist, 1.00 FTE). A portion of the reduction was shifted from personal services to services and supplies.

House Bill 5201 includes an increase of eight positions (5.35 FTE) and additional expenditure limitation in the amount of \$3,947,126 Other Funds and \$4,757,762 Federal Funds for grant awards, supplemental federal funding for unemployment insurance programs, Office of Administrative Hearings caseload, and information technology needs.

### **Housing and Community Services Department**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, reducing number of months on three positions (two Information Systems Specialists with a reduction of 0.50 FTE each, and a Procurement and Contract Specialist reduced by 0.62 FTE). Over all, personal services were reduced by \$227,189 Other Funds and \$99,918 Federal Funds; services and supplies were reduced by a total of \$113,376 Other Funds and \$14,195 Federal Funds; and capital outlay was reduced by \$1,825 Other Funds. All reductions are allocated to the Business Operations unit of the agency's Central Services program.

The Subcommittee approved a restoration of \$42,326 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback. The funding is restored to the agency's General Fund programs as follows:

- Foreclosure Counseling (SB 1552): \$10,231
- Emergency Housing Assistance: \$11,625
- State Homeless Assistance Program: \$6,604
- Low Income Rental Assistance: \$1,122
- Oregon Hunger Response Fund: \$6,628
- Court Appointed Special Advocates: \$5,755
- Housing Choice Landlord Guarantee Program: \$361

The Transportation and Economic Development Subcommittee recommended operational funding for the 2014 state fiscal year for the Housing and Community Services Department after receiving a report on the results of the agency's review of services and delivery options. The goals of the review included identifying and eliminating duplication and fragmentation in service delivery, as well as efficiencies that could help to address an anticipated operating deficit of \$8 million in 2015-17. Report recommendations include simplifying program rules and reporting requirements; implementing shared services arrangements for some administrative functions; redesigning policy and governance structure to provide clear guidance and priorities; moving local service delivery partners toward performance based contracting over time; and moving food and volunteer programs to other areas of state government. The Subcommittee discussed the importance and expectation of a more detailed implementation plan for the report recommendations. Subcommittee members also conveyed the expectation that legislative policy committees should be the venue in which changes to agency advisory bodies are discussed and determined, and that such policy discussions not be circumvented by the Executive or budget process.

Given that the majority of recommendations require additional work to develop specific implementation plans, the Subcommittee recommendation for 2014 funding is predicated on continuing programs for the remainder of the biennium within the existing agency structure. The agency will begin the process of administrative rule review immediately, to begin identifying changes that will simplify grant administration and remove unnecessary reporting and monitoring requirements. Recommendations with budget and staffing implications will be proposed for implementation in conjunction with the 2015-17 budget process, along with changes to Key Performance Measures.

House Bill 5201 repeals three special purpose appropriations related to HCSD, and instead appropriates a total of \$8,765,066 million in General Fund to the agency; \$8.5 million of this is for fiscal year 2014 operations and \$225,000 is for a one-time increase in support for the Oregon Hunger Response Fund. Fiscal year 2014 agency operations costs amount to \$60,528,131 Other Funds, \$39,500,000 Federal Funds, \$122,795,359 Other Funds Non-Limited, \$54,000,000 Federal Funds Non-Limited, and 74.36 FTE. The above amounts include employee compensation distribution amounts, and are consistent with the 2014 operating expenditure limitation recommended by the Subcommittee on Transportation and Economic Development.

Additional one-time General Fund in the amount of \$1.5 million for the Emergency Housing Account and \$500,000 for the State Homeless Assistance Program was also approved (along with a corresponding increase of \$1.5 million in Other Funds expenditure limitation for the Emergency Housing Account). As these programs are ongoing, the Housing and Community Services Department is not anticipated to incur or capture additional administrative expenses from this supplemental funding. Other Funds expenditure limitation of \$2,555,025 is added to provide additional one-time support for affordable housing preservation, funded by lottery bonds authorized in Senate Bill 5703; \$55,025 of this amount is attributable to bond-related costs.

### **Department of Veterans' Affairs**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, shifting the majority of personal services savings in the Loan Program to services and supplies, in consideration of previous position reductions taken in the legislatively adopted budget (elimination of 12.00 FTE in the Loan Program). As modified, Package 091 reductions eliminate one position (0.20 FTE) and total \$16,426 in personal services, and \$136,794 in services and supplies in the Loan Program, and \$153,224 in services and supplies reductions in the Veterans' Home program.

The Subcommittee approved a restoration of \$43,959 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback. The funding is restored to the agency's General Fund programs in the following amounts:

- Counseling and Claims: \$2,198
- County Veterans Service Officers special payments: \$21,971
- Aid programs administered by the Oregon Department of Veterans' Affairs: \$19,342
- Special Payments to National Service Organizations: \$448

House Bill 5201 includes additional Other Funds expenditure limitation in the amount of \$6,230,000 for two additional positions (1.13 FTE), and planning, marketing, start up and operating costs associated with the second Veterans' Home in Lebanon, Linn County. The home is scheduled to open in the fall of 2014.

Federal Funds expenditure limitation in the amount of \$300,000 was established to accommodate the possible receipt of a federal grant for transportation services to veterans in highly rural areas of the state. Expenditure limitation was approved, with the understanding that the Department of Administrative Services would unschedule the limitation until the Oregon Department of Veterans' Affairs was notified that its grant application was successful. No additional matching funds or position authority is required to administer the funds, which will be passed through to Baker, Gilliam, Grant, Morrow, Sherman and Wheeler Counties. The agency anticipates a notice of award in April, 2014.

### **Oregon State Lottery**

The Subcommittee approved a budget note requiring the Oregon State Lottery to submit a report to the Emergency Board on the feasibility of establishing a veterans-themed lottery raffle game.

#### **Budget Note:**

The Oregon State Lottery shall report to the Emergency Board, no later than September 2014, on the feasibility of establishing a dedicated lottery raffle game that has a veteran-oriented theme or indicates that the proceeds benefit veteran's education and economic development related to veterans. The report shall identify the impacts of establishing the game on the operations of the State Lottery, and include a projection of the level of net revenues available from a dedicated game for veteran's education and economic development, and a projection of the impact of the game on the level of net revenues otherwise available for transfer to the Administrative Services Economic Development Fund.

## **EDUCATION**

### **Department of Community Colleges and Workforce Development**

Based on their budgeted amount for their agency Operations budget, the Department of Community Colleges and Workforce Development (CCWD) has funding for the equivalent of 8.65 FTE in the General Fund budget passed by the 2013 Legislature. Given the demand for the General Fund related workload, the General Fund staff compliment should be closer to 13.00 FTE. As a result, CCWD estimated their General

Fund budget is underfunded by \$884,136. The agency identified almost \$350,000 in savings by keeping three positions vacant and switching the funding on another position, reducing the remaining General Fund gap to \$535,087. To fill this remaining shortfall, the Subcommittee approved the following one-time actions; (1) assumed additional revenue from work done by CCWD staff for the Higher Education Coordinating Commission (HECC) of \$64,000 to offset General Fund need and increased the Other funds expenditure limitation by this amount, (2) assumed \$100,000 of debt service savings from the delay of building projects at community colleges that is freed up to offset the Operations budget gap, (3) appropriated \$250,000 General Fund, and (4) transferred \$121,087 from the Strategic Fund of the Community College Support Fund to the agency Operations budget.

The Subcommittee approved the establishment of an Other Funds expenditure limitation in the amount of \$46,469 for the payment of the issuance costs associated with the sale of Lottery bonds for the Central Oregon Community College's Student Success Center in the remodeled Cascades Hall.

The Subcommittee did not restore any of the \$287,715 General Fund reduced in the Department of Community College and Workforce's legislatively adopted budget for the 2% supplemental ending balance holdback.

As a result of Package 091 relating to Statewide Administrative Savings in 2013, CCWD's Operations budget was reduced by \$357,844 total funds (\$39,363 General Fund, \$55,892 Other Funds and \$262,589 Federal Funds). These reductions will be made by eliminating one Accounting Technician position (1.00 FTE), reducing funding for hiring temporary employees, reducing in-state travel, and reducing the amount of resources for contracting out for services. The impact of these reductions will limit the agency's flexibility in addressing and completing short term projects that are requested of the agency or unanticipated needs like information server failures that might occur. These actions will also limit the agency's ability to hire people with specialized expertise that agency staff does not have.

### **Department of Education**

The Department of Education's (ODE) current budget includes \$9.4 million for the Career and Technical Education Revitalization Grant Program as authorized in ORS 344.075. This bill increases the amount available for the program by a one-time \$2 million General Fund appropriation. Grants awarded through this program must be used to enhance the collaboration between education providers and employers by: (1) developing or enhancing career and technical education programs of study; (2) expanding the professional growth of and career opportunities for students through career and technical education programs; (3) assessing the ability of each career and technical education program to meet workforce needs and give students the skills required for jobs in this state that provide high wages and are in high demand; and (4) supporting the achievement of the high school diploma requirements

The Legislature in 2013 provided an additional \$7.5 million General Fund for the Career and Technical Education (CTE) Revitalization Grant Program, and this bill adds a further \$2 million General Fund to the program without adding any resources for the administration, monitoring and technical assistance related for the program. The Subcommittee approved a transfer of \$230,537 General Fund from the Grant-in-Aid budget of the agency to the Operations budget, and the establishment of three positions (1.25 FTE) for these functions.

A special purpose appropriation to the Emergency Board of \$4.6 million General Fund was made in 2013 for student assessments. The Subcommittee approved the repeal of this special purpose appropriation, and instead approved a \$4.4 million General Fund direct appropriation

to ODE to augment the \$16 million total funds currently in the agency's budget for student assessments. This additional funding is to be used to purchase a summative assessment system tied to the Common Core standards as well as providing resources to school districts for formative and interim assessment tools. The Department of Administrative Services was instructed to unschedule this additional \$4.4 million until final negotiations with the assessment contractors are completed.

**Budget Note:**

The Department of Education is instructed to provide at least \$2 million of the total amount in the budget for student assessments as payments to school districts for formative and interim assessment tools.

ODE's Early Learning Division received an additional \$10.1 million Federal Funds in resources through the Race to the Top grant program of the U.S. Department of Education. The agency plans to spend \$5.5 million of these funds during the 2013-15 biennium. The funds will be used for a variety of purposes including increasing the use of the Tiered Quality Rating and Improvement System (TQRIS), professional development of early learning providers, and for a statewide referral system for information on early childhood services. The Subcommittee approved Federal Funds expenditure limitation increases split between the Early Learning Grant-in-Aid budget for grants to organizations (\$3,955,190 Federal Funds) and the agency's Operations budget (\$1,547,971 Federal Funds) for contracts, staffing and other agency costs. Seven limited duration new positions (4.11 FTE) were approved for establishment. Five current positions will also be funded with these new resources.

The Subcommittee approved an additional one-time \$1.0 million General Fund appropriation for the Long Term Care and Treatment programs which provide educational services to students in residential and day treatment centers as defined in ORS 343.961. In approving this additional funding, the Subcommittee expects all of the \$1.0 million will be provided to the entities who directly provide educational services to these students.

**Budget Note:**

Prior to May 1, 2014, the Department of Education is instructed to provide the School Funding Task Force established by House Bill 2506 (2013) with information to assist the Task Force in formulating recommendations relating to the level and allocation of funding for the Long Term Care and Treatment program. This information must include: (1) the actual costs of providing adequate and comparable educational services to students who receive services under the program; (2) various alternatives for allocating and distributing funding to these programs in an equitable manner to maximize the amount that is used for direct educational services to these students; (3) alternatives of metrics for measuring the effectiveness of the programs and providers of these educational services; and (4) other information the Task Force requests. The Task Force, with the assistance of the Department, shall work with various stakeholders including providers, school districts and others in formulating recommendations to the 2015 Legislature regarding the level and distribution of funding for the program.

The 2013 Legislature provided \$1,789,557 General Fund for a special purpose appropriation to the Emergency Board for program funding for the second year of the biennium for youth development grants, performance-based contracts, and services provided at the local level. The Subcommittee approved the repeal of this special purpose appropriation, and redirected those resources as a General Fund appropriation to the Department of Education. The agency's Youth Development Division submitted a plan for investing and distributing these funds to the Interim Joint Ways and Means Committee in January 2014 which approved the use of these funds for the Youth and Innovation Grant Fund. This Fund

provides resources for new innovative approaches to improve education and workforce success for those youth disconnected or at risk of disconnecting from the education system and labor market. Most of this funding (\$1.6 million General Fund) will be for grants to local entities, while the remaining \$189,557 General Fund will be used for the administration of the youth development programs.

The Subcommittee approved a total of \$5,948,790 General Fund in restorations to the ODE budget, representing just under 70% of the amount reduced in the legislatively adopted budget for the 2% supplemental ending balance holdback. All of the 2% reductions were restored for the following programs: (1) Oregon Pre-Kindergarten program (\$2,548,483); (2) other early learning programs (\$673,910) including Early Learning Hub funding, Health Families Oregon, Relief Nurseries, and Early Learning Kindergarten Readiness grants; (3) youth development grant programs (\$114,982); (4) staffing costs at the Oregon School for the Deaf (\$222,340); and (5) the newly authorized strategic education initiatives (\$436,976). Other restorations were \$1,080,405 for the Early Childhood Special Education programs, and \$562,775 for the Early Intervention program. Finally, a total of \$308,919 in the agency Operations budget was restored for nursing program support to school districts, youth development program administration, and licensing of Head Start programs.

As a result of Package 091 relating to Statewide Administrative Savings in 2013, ODE's Operations budget was reduced by \$814,374 total funds. The budget passed by the 2013 Legislature included over \$75 million total funds in new or expanded initiatives without a corresponding increase of resources in administrative activities. Based on this, the Package 091 related reductions for ODE did not include any staff reductions; but included service and supply cuts to the budget, personnel, accounting and payroll, and procurement functions totaling \$280,576 total funds. Another \$533,798 total funds was reduced from the information technology budget, most of it coming from resources for assessment related contracts. Overall, \$276,887 General Fund, \$123,622 Other Funds, and \$413,865 Federal Funds was reduced from the ODE Operations budget.

The Federal Funds expenditure limitation for early learning programs is increased by \$2.2 million to reflect a larger carry-forward of child care related funds from 2011-13 and larger current biennium revenues from the federal Child Care Development Fund. These additional revenues will be used to increase funding for the Employment Related Day Care program administered by the Department of Human Services.

### **State School Fund**

The State provides payments funded by the State School Fund for Local Option Equalization Grants authorized in ORS 327.339. The Department of Education (ODE) makes those grant payments to school districts as Other Funds, but the current budget does not have sufficient Other Funds expenditure limitation for the current biennium. The Subcommittee approved a \$3,535,581 increase in Other Funds expenditure limitation which is the estimate at this time of the grants that must be paid during 2013-15.

### **Higher Education Coordinating Commission**

In development of the 2013-15 budget for the Higher Education Coordinating Commission (HECC), there was an inadvertent double counting of funding of \$249,175 General Fund in the costs of the Commission's meeting and operating costs. The Subcommittee reduced this amount from the HECC budget.

The Subcommittee did not restore any of the \$45,957 General Fund reduced in the Higher Education Coordinating Commission's legislatively adopted budget for the 2% supplemental ending balance holdback.

## **Oregon Education Investment Board**

The Subcommittee restored \$30,794 General Fund to the Oregon Education Investment Board (OEIB) which represents 25% of the amount reduced in the OEIB's legislatively adopted budget for the 2% supplemental ending balance holdback. This restoration will allow the OEIB to fund data analysis and policy research on best practices, investment strategies, and polices relating to early learning and primary literacy.

The OEIB and other education agencies presented an initial business case and related project management materials for the Statewide Longitudinal Data System to the Education Subcommittee of the Joint Committee on Ways and Means. The Education Subcommittee recommended the project staff continue to refine the business case, provide more detailed planning and project management materials, and contract with an independent Quality Assurance contractor to move on to the next steps in the implementation of this project. This work is to be completed with existing resources in the Oregon Department of Education's budget.

### **Budget Note:**

The Oregon Education Investment Board (OEIB) is directed to work with the Oregon Department of Education (ODE), the Higher Education Coordinating Council (HECC), other education related agencies, and the Office of the State Chief Information Officer to refine the business case and develop a comprehensive set of foundational project management documents including a detailed project budget and schedule for the design, development and implementation of the State Longitudinal Data System for P-20W Education. The OEIB, ODE, HECC and other agencies must follow State Chief Information Officer standards in the development of these materials; and submit them to the State Chief Information Officer for review in compliance with Department of Administrative Services and State Chief Information Officer rules, policies and standards for project review, approval and oversight. An independent Quality Assurance contractor must be selected to complete quality control reviews of the refined business case and foundational project management documents. In addition, the independent Quality Assurance contractor must complete a project risk assessment. Prior to requesting additional funding for the Statewide Longitudinal Data System, OEIB and other agencies must submit the quality control reviewed business case and foundational project management documents and the project risk assessment, along with a recommendation on the project from the State Chief Information Officer to the Legislative Fiscal Office. The OEIB and other agencies are directed to report to the Emergency Board during each of the Emergency Board's meetings prior to January 1, 2015 on the status of the project and/or to request the authority to proceed with the project once the above requirements have been met.

## **Oregon Health and Science University**

The Subcommittee approved a total of \$200,035,290 Other Funds expenditure limitation in the Department of Administrative Services for disbursement of bond proceeds to Oregon Health and Science University (OHSU) for the construction of research, clinical, other related facilities, and for bond related costs for the expansion of the OHSU Cancer Institute. Senate Bill 5703 contains authorization to issue up to \$161,490,000 in Article XI-G general obligation bonds (debt service to be paid with General Funds) and \$38,545,290 in lottery bonds (debt service to be repaid with Lottery Funds) for the Cancer Institute for disbursement to OHSU. Before these Article XI-G and Lottery bonds may be issued, OHSU must raise at least \$800 million in gifts, grants and other revenues through OHSU's Cancer Challenge campaign. The bond proceeds will be used: (1) to construct a research building on the Schnitzer Campus which will include wet laboratory facilities, bio-computing space and research support facilities; and (2) for additional floors in the Center for Health and Healing II (CHH II) building already planned for construction for clinical trial space. Debt service payments on these bonds to be paid beginning in the 2015-17 biennium are estimated at \$23,357,272 General



Fund and \$6,669,787 Lottery Funds. A budget note is included in the Oregon Health Authority section of this budget report instructing OHSU, other health care providers and Coordinated Care Organizations to develop recommendations relating to access to services for Medicaid clients.

### **Oregon Student Access Commission**

Funding for the Oregon Opportunity Grants is increased by \$2.3 million in the Oregon Student Access Commission's (OSAC) budget by increasing the expenditure limitation for Lottery Funds funded by allocations from the Education Stability Fund. This amount is anticipated to provide an estimated 1,150 more grants to post-secondary students at an average of \$2,000 during the 2013-15 biennium. These additional resources are from carry-forward funds from the 2011-13 biennium that are available for this purpose.

The Subcommittee did not restore any of the \$2,332,612 General Fund reduced in the OSAC's legislatively adopted budget for the 2% supplemental ending balance holdback, almost all of which was reduced from the Oregon Opportunity Grant program. As noted above, \$2.3 million of Lottery Funds was added to this program for the remainder of the biennium.

As a result of Package 091 relating to Statewide Administrative Savings in 2013, OSAC's Operations budget was reduced by \$41,153 total funds (\$17,284 General Fund and \$23,869 Other Funds). The Commission plans to take \$19,030 total funds of this reduction in State Government Service Charges since Commission staff has assumed some of the administrative responsibilities (without new resources) that the Department of Administrative Services (DAS) provided in the past. The remaining reductions will be taken from other services and supplies (\$11,290 total funds), Office Expenses, and other services and supplies categories. Since the original 091 reduction was split between personal services and services and supplies, all of the original \$31,666 total funds in the personal services reduction will have to be transferred to services and supplies category.

### **Teacher Standards and Practices Commission**

The Teacher Standards and Practices Commission's (TSPC) budget was reduced by \$13,537 Other Funds as a result of the passage of the Package 091 relating to Statewide Administrative Savings. The Commission will take these reductions by cutting \$8,135 from the budget for overtime and related personal services, and \$5,402 from other services and supplies.

### **Oregon University System**

The Subcommittee approved a special one-time General Fund appropriation of \$2,000,000 for the four technical and regional universities and Portland State University to help fund new compensation agreements for classified staff. Of the \$2,000,000 appropriation, \$850,000 is for Portland State University, with the remainder to be shared by Eastern Oregon University, Southern Oregon University, Western Oregon University, and the Oregon Institute of Technology. The Subcommittee also approved a one-time \$500,000 General Fund appropriation to both Eastern Oregon University and Southern Oregon University as temporary bridge funding to assist the universities for the remainder of the biennium as they address budget shortfalls.

The Subcommittee also disappropriated \$4,500,000 General Fund from the appropriation supporting the Chancellor's Office with direction the Chancellor's Office utilize existing fund balances to continue operations for the remainder of the 2013-15 biennium. A total of \$3.5 million General Fund was appropriated to the Emergency Board as a special purpose appropriation to be allocated for future costs associated with higher

education governance changes, including costs incurred by the Higher Education Coordinating Commission as duties and responsibilities are transferred from the Chancellor's Office to the Commission and for impacts on the budgets of the four technical and regional universities.

The Subcommittee approved the following budget note related to the closure of Blue Mountain Recovery Center in Pendleton, and clarified that this work should be done within the existing Oregon Solutions General Fund budget of \$2.2 million for 2013-15. The parties involved are expected to include a number of local and regional entities, as well as the Department of Administrative Services, Oregon Business Development Department, Department of Corrections, Oregon Health Authority, Department of Veterans' Affairs, and the Regional Solutions program within the Governor's Office. Other parties may be identified as the work proceeds.

**Budget Note:**

The closure of the Blue Mountain Recovery Center will have a major economic impact on the city of Pendleton and the surrounding region. In order to address the challenges associated with the closure, a state and local conversation needs to occur, and a strategy needs to be developed, to mitigate the effects and chart a path forward for the community. The strategy should address how the state can invest resources in the community to ensure the economic effects on the community as a whole are addressed, to the extent possible. The strategy should also seek to leverage investments from the federal government in addressing the challenge and engage other private and civic organizations to the extent they can be of assistance. In carrying out the development of a strategy, the Oregon Solutions program at Portland State University shall provide staffing to bring the needed parties together to develop a mutually supported plan. The Oregon Solutions program shall report in September 2014 to the Emergency Board on the plan.

**HUMAN SERVICES**

**Commission for the Blind**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings in which a small portion of the agency's reduction was moved from services and supplies to personal services. The Subcommittee also approved the restoration of \$31,287 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. This represents 100% of the initial holdback.

The agency's budget is reduced by \$1,043,821 Other Funds expenditure limitation and 0.75 FTE to reflect the elimination of the Oregon Industries for the Blind program effective December 2013. This was an alternative work and vocational program specializing in serving clients with multiple disabilities who are both developmentally disabled and blind. Historically the program had served about 40 clients, and all clients have now been placed in other programs.

**Oregon Health Authority**

The Oregon Health Authority (OHA) budget is organized into several program areas including Health Care Programs, Addictions and Mental Health, and Public Health, as well as Central and Shared Services. House Bill 5201 adjusts the OHA budget for updated pricing of program caseloads, costs, and revenues to help "rebalance" the budget. This information was presented at the January 2014 meeting of the Interim Joint

Committee on Ways and Means. Most notable are additional costs of \$26.9 million General Fund related to loss of federal match for Alcohol & Drug residential facilities that have more than 16 beds, claims costs for hospital patients thought to be eligible for Medicaid but not yet through the formal eligibility process, and additional costs to keep Blue Mountain Recovery Center open through March 2014. The rebalance also includes \$67.9 million General Fund savings, related to caseload changes, federal match rate changes, and one-time Other Funds revenues received above forecasted amounts.

The approved rebalance plan includes additional Federal Funds expenditure limitation of \$1.1 billion mostly related to faster enrollment of new clients under the Affordable Care Act (ACA) expansion than was originally forecast. The plan also includes some agency restructuring. A new budget structure called Health Policy Programs is created, with budget and staff being transferred from Central Services and Medical Assistance Programs. A second budget structure is created for the transfer of the Oregon Health Licensing Agency into OHA effective July 1, 2014 per House Bill 2074 (2013).

The agency continues to face a number of budget risks that were not explicitly included in the rebalance plan. These include changes to caseloads, federal sequestration reductions, the Oregon State Hospital budget, and state expenditures required to meet the federal Designated State Health Programs (DSHP) waiver conditions. House Bill 5201 establishes a new special purpose appropriation of \$24 million, to be allocated to OHA or the Department of Human Services for caseload costs or other budget challenges that the agencies are unable to mitigate.

In addition to the rebalance adjustments, the adjusted budget reflects a number of actions to be taken as a result of the \$38.8 million General Fund withheld in the legislatively adopted budget for the 2% supplemental ending balance. The Subcommittee approved a restoration of \$9.7 million as part of the statewide restoration. That represents 25% of the initial holdback. Other actions taken include program reductions of \$4 million General Fund and the use of \$25.1 million in one-time revenues.

With the addition of certain other actions beyond that already described, the approved adjustments result in an overall \$1.1 billion increase in the agency's total funds budget, but a \$27.2 million General Fund decrease. These actions also result in a \$36.4 million increase in Other Funds expenditure limitation, a \$1.1 billion increase in Federal Funds limitation, and an increase of 39 positions (20.74 FTE). These numbers do not include changes related to employee compensation cost changes.

A more detailed description of each program area follows.

#### Health Care Programs

The budget adjustments in House Bill 5201 reflect a net \$62.6 million decrease in General Fund in the Medical Assistance Programs (MAP) budgets, with a \$24.8 million increase in Other Funds limitation and a \$1.2 billion increase in Federal Funds limitation.

The rebalance plan for MAP approved by the Subcommittee includes overall savings of \$67.9 million General Fund, related to caseload changes, federal match rate changes, a reduction in the clawback payment to the federal government, and one-time Other Funds revenues received above forecasted amounts. Increased costs include a \$1.8 million shortfall in tobacco tax revenue as a result of the latest forecast. The loss of federal match for Alcohol and Drug residential facilities that have more than 16 beds results in a \$15.7 million General cost. The approved rebalance includes a cost of \$7.0 million General Fund to cover claims costs for hospital patients thought to be eligible for Medicaid but not yet through the

formal eligibility process. During the period before the patient completes the formal eligibility process, the federal match for services already received is at the state's regular match rate. The rebalance changes also include an additional \$1.2 billion in Federal Funds expenditure limitation, primarily because the state is enrolling new clients under the ACA expansion faster than originally forecast.

The MAP budget is also affected by two organizational changes included in the rebalance. A total of \$34 million General Fund that was previously in the MAP budget is transferred to a new budget structure called Health Policy Programs. In addition, a total of \$16.7 million General Fund and \$50.2 million total funds is transferred from Addictions and Mental Health to MAP. This completes another component of the transfer that eventually moves these programs receiving Medicaid match into the CCOs, and so into the MAP budget.

Health Policy Programs will also include the transfer of the Transformation Center from Central Services. The final resulting budget for Health Policy Programs will be \$44.1 million General Fund, \$129.4 million total funds, and 128 positions (122.37 FTE). All these adjustments net to zero agency-wide. As a part of the approved rebalance, a second new budget structure is created for the Oregon Health Licensing Agency, which will transfer to OHA on July 1, 2014 as a result of House Bill 2074 (2013). This program will then be called the Health Licensing Office. The second year budget amount of \$3.8 million Other Funds is added to OHA, as well as the 35 positions (17.50 FTE) in the current agency. There is a corresponding reduction to the budget of the Oregon Health Licensing Agency.

The Subcommittee approved a restoration of \$20.8 million of the 2% supplemental ending balance holdback that was included in the MAP original legislatively adopted budget for 2013-15. This is funded with one-time revenues available in the budget. The agency expects to address the remaining \$2.1 million shortfall by reducing the 2014-15 fee-for-service inflation adjustment for the Oregon Health Plan from 2.4% to 1.2%.

The final budget adjustments include additional General Fund savings of \$24.4 million as a result of the Children's Health Insurance Reauthorization Act (CHIPRA) bonus that was announced in December. A total of \$1.9 million General Fund and \$5.0 million total funds is added to the MAP budget to cover compensation changes for home health care workers who are not state employees. A total of \$12.9 million had been included in a special purpose appropriation for this purpose. That amount is fully distributed to OHA and the Department of Human Services to cover these costs.

The Subcommittee approved the following budget note relating to the health care system, and the role of Oregon Health and Science University within that system:

**Budget Note:**

The Oregon Health Authority will work with health systems, Coordinated Care Organizations, and health care providers to develop recommendations that ensure that Medicaid clients have access to medically appropriate and necessary inpatient or outpatient health services. Factors to be considered will include:

- (a) The acuity of the patient's condition and the urgency of the patient's need for treatment;
- (b) The role of Oregon Health and Science University as the state's only public academic health center;
- (c) The role of Oregon Health and Science University as a health care provider as well as its capacity relative to other hospitals, clinics or facilities in the community; and

(d) Advancing the goals of the triple aim, including factors such as:

- (A) delivery of quality care
- (B) cost
- (C) convenience to the patient
- (D) patient's access to care

OHA will report on the recommendations to the appropriate legislative policy committees before the 2015 session.

#### Addictions and Mental Health

The budget adjustments included in House Bill 5201 for Addiction and Mental Health (AMH) reflect a net decrease of \$3.2 million General Fund, an increase of \$9.2 million Other Funds limitation and a decrease of \$36.6 million Federal Funds limitation.

The rebalance plan approved by the Subcommittee includes a cost of \$2 million General Fund to keep Blue Mountain Recovery Center open until the end of March 2014. This is offset by savings of \$0.2 million General Fund as a result of the increase in the federal match rate. In addition, the budget is decreased by \$19.4 million General Fund as a result of transfers and technical adjustments. This is primarily the result of the transfer of another component of the remaining programs in AMH that will be moved to the CCOs during this biennium.

The Subcommittee approved a restoration of \$11.4 million of the 2% supplemental ending balance holdback that was included in the AMH original legislatively adopted budget for 2013-15. The agency expects to address the remaining \$1.9 million shortfall by eliminating the development of one 5-bed residential treatment home, and delaying the opening of two others by a few months.

If House Bill 4124 becomes law, the current youth suicide prevention coordinator in Public Health will move to AMH and take on a number of new responsibilities, including a new focus on intervention. AMH will coordinate with Public Health on funding to continue a position in Public Health that will continue to focus on prevention. Both these positions will have an important role to play as the new investments in children's mental health are implemented.

The Subcommittee approved a General Fund appropriation of \$50,000 for the Buckley sobering center of Willamette Family Treatment Services. This is one-time funding to establish a pilot at the center, in order to determine the efficacy of allowing the sobering center to sign clients up for the Oregon Health Plan, if appropriate, as well as the effectiveness of including peer support navigators on staff to facilitate on-going treatment. AMH and the center will report the results of the pilot during the 2015 legislative session.

House Bill 5201 includes an additional \$2.9 million General Fund to increase rates for Alcohol and Drug adult residential facilities. House Bill 5008 (2013) set aside a special purpose appropriation of \$3.3 million for this purpose, and the agency was directed to do a study on both the youth and adult systems. The agency presented that study to the 2014 Legislature. The \$2.9 million will allow the agency to increase the indigent (non-Medicaid) rate for adults from the current \$105.50 per bed per day up to \$120.00 (both rates include the current \$20 rate for room and board). This increase will be for both years of the biennium. This brings the indigent rate up to the same level as the Medicaid fee-for-service and CCO rate. In addition, the room and board rate will be increased from \$20.00 to \$24.00 for indigent, fee-for-service and CCOs,

effective January 1, 2014. It is not ideal to increase the room and board rate, because that portion of the total rate cannot be matched. However, an increase in the treatment portion of the rate would flow through the CCO budgets, and they are capped at this time.

The Subcommittee approved the agency plan to spend the remaining \$10 million Other Funds revenues from the increase in the cigarette tax that was dedicated to community mental health programs. AMH plans to invest \$5 million of the funding in rental assistance programs through the current structures within the agency. For the other \$5 million, AMH plans to partner with the National Alliance on Mental Illness (NAMI) and the Oregon Residential Provider Association (ORPA) for development of supported housing for individuals with mental illness, who will seek out grants, gifts and contributions to supplement the state money to support this development. The state funding will provide not more than 20% of the costs for the construction of the housing, and up to 50% of the start-up costs of the housing. The partners will convene a work group to advise in developing and prioritizing the list of projects. In order to ensure that the money available is invested this biennium, timelines will be established for funds to be committed. Funds that are not committed by those deadlines will be utilized for additional rental assistance funding. The partners have agreed on a Memorandum of Understanding that lays out these details. This \$5 million funding is to be considered one-time for purposes of 2015-17 budget development. The Subcommittee approved the following budget note:

**Budget Note:**

Addictions and Mental Health, the National Alliance on Mental Illness, and the Oregon Residential Provider Association shall report back to each of the interim Emergency Board meetings on the status of all projects being considered or funded. The report should include information on each project, including location, timelines, various funding sources, number of housing units total, and number of housing units specifically for persons with mental illness. At least 10 days before a contract is signed by the Oregon Health Authority for any specific project, the agency shall notify Legislative Leadership and the Legislative Fiscal Office of their intent to sign a contract and the details of the contract.

**Public Health**

The budget adjustments included in House Bill 5201 for Public Health reflect a net increase of \$1.2 million General Fund, and a decrease of \$0.1 million Other Funds limitation and \$0.5 million Federal Funds limitation.

The Subcommittee approved a restoration of \$0.7 million, or all of the 2 % supplemental ending balance holdback that was included in the Public Health legislatively adopted budget. The special purpose appropriation for dental pilot projects of \$100,000 was eliminated and placed in this budget. This will enable the agency to provide staff to implement the program originally envisioned in Senate Bill 738 (2011). The Subcommittee also approved additional funding of \$270,000 for breast and cervical cancer screening services. About \$100,000 of this was needed to backfill funding shortfalls recently communicated to the agency by the Komen Foundation.

Public Health programs had three fee schedules that were approved by the Department of Administrative Services and implemented administratively during the interim. These were ratified as a part of House Bill 5202, the statewide fee ratification bill. These include the fees related to the regulation of non-transplant anatomical research recovery organizations, registration of medical marijuana facilities, and the Oregon State Public Health Laboratory fees for communicable disease tests.

The Subcommittee approved the following budget note:

**Budget Note:**

The Oregon Health Authority will report to the Emergency Board in September 2014 on plans to appoint a state dental director as part of the agency's 2015-17 budget request. The report will include a position description outlining the duties of this position and the estimated costs to fill the position.

**Central and Shared Services/Statewide Assessments and Enterprise-wide Costs**

The budget adjustments included in House Bill 5201 reflect net decreases of \$7.3 million General Fund, \$3.6 million Other Funds limitation and \$81.9 million Federal Funds limitation.

The reductions in these budgets are primarily the result of transferring the budget and staff from the Office of Health Policy and Research and the new Transformation Center, both currently in Central Services, over to the new Health Policy Programs. These actions are included in the rebalance. The Subcommittee approved a restoration of \$1.8 million, or all of the 2% supplemental ending balance holdback that was included in the legislatively adopted budget.

An updated Package 091 Statewide Administrative Savings was approved in which a portion of the agency's reduction was moved from services and supplies to personal services. These reductions are all in Shared Services, which for OHA are the information technology services provided to both OHA and the Department of Human Services. One of the strategies for efficiencies is to do more projects with agency staff, rather than hiring contractors to perform the work at a higher price. The agency also expects to reduce expenditures related to mainframe printing by working with recipients to see which reports are still used. There are also opportunities to standardize software tools and reduce the amount of annual maintenance and support required.

**Department of Human Services**

The Department of Human Services (DHS) 2013-15 budget is organized through eight budget structures and five appropriations. The budget structures reflect five direct program areas (Self Sufficiency, Child Welfare, Vocational Rehabilitation, Aging and People with Disabilities, and Developmental Disabilities) and three program support functions (Central, Shared Services, and State Assessments and Enterprise-wide Costs). In addition, the agency's rebalance plan approved by the Subcommittee as part of House Bill 5201 adds a new program structure – Program Design Services – to consolidate and better capture cross-program work, such as licensing and regulatory oversight. The funding and position transfers from the programs to the new structure drive decreases in program budgets that net out across the agency; these should not be confused with program reductions.

Setting aside statewide budget issues, the agency's rebalance plan, which was presented at the January 2104 meeting of the Interim Joint Committee on Ways and Means, generates a net savings of \$0.5 million General Fund. This net positive position reflects both costs and savings tied to agency caseloads, costs per case, and a slightly higher federal percentage for FMAP eligible costs. It also accounts for new program funding gaps identified since the 2013 session, including \$2.2 million General Fund needed to avoid going to a wait list for Vocational Rehabilitation services and \$1.9 million General Fund to cover a 6% interim rate increase for employment services providers in the Developmental Disabilities program.

The rebalance plan also contains several technical adjustments/transfers within the agency and between DHS and the Oregon Health Authority. Internal DHS changes, mostly tied to allocating costs and budget with more precision than was used during budget development, net to zero. There is a net increase of \$1.8 million General Fund in the DHS budget due to the realignment of costs between DHS and OHA associated with mental health facility development and outreach services; changes between the two agencies net to zero.

In addition to rebalance adjustments, the Subcommittee approved a direct restoration of \$11.4 million General Fund withheld in the legislatively adopted budget for the 2% supplemental ending balance; this represents 25% of the holdback amount. Through the use of one-time revenues in both OHA and DHS, including \$3.3 million Federal Funds in bonus revenue received under the Supplemental Nutrition Assistance Program (SNAP) and \$15.0 million Federal Funds in Temporary Assistance for Needy Families (TANF) carryforward revenue, the remaining holdback of \$34.2 million General Fund was covered. The Subcommittee did not make any program reductions, but budget risks do remain. These include changes to caseloads, final sequestration actions, potential federal penalties, litigation and other legal costs, and federal rule changes affecting home care workers.

The Subcommittee approved several other changes (additions) beyond the rebalance and statewide actions. The most significant of these is a series of investments totaling \$8.3 million General Fund (\$9.4 million total funds), which is sourced by \$26 million General Fund set aside side for senior programs during the 2013 Special Session. Overall, House Bill 5201 increased the agency's budget by \$66.8 million General Fund, \$27.0 million Other Funds, and \$125.4 million total funds, or about 2.4% overall. The net change to positions is an increase of 1 position and a decrease of 3.49 FTE, which reflects a mix of phase-ins, position eliminations, and classification changes.

A more detailed description of each program area follows. For context regarding caseload changes, the 2013-15 legislatively adopted budget was based on the spring 2013 caseload forecast; the rebalance adjustments in House Bill 5201 factor in caseload and cost changes tied to the fall 2013 forecast, published in December 2013.

### Self Sufficiency

The budget adjustments approved by the Subcommittee for the Self Sufficiency (SS) program reflect net decreases of \$19.8 million General Fund, \$13.1 million Other Funds limitation, \$7.4 million Federal Funds limitation, and 77 positions (77.00 FTE).

Rebalance adjustments account for projected growth of about 3% in the overall 2013-15 SNAP caseload from the previous forecast. Embedded in the net increase is a decrease in the number of SS households receiving SNAP, while the number of Aging and People with Disabilities households receiving SNAP continues to grow. Caseloads in the TANF cash assistance programs are down 1% from the spring numbers, at a biennial average of 33,591 families. Overall caseload savings of \$1.0 million General Fund are included in the agency's rebalance calculation. Budget and program risks for these economically-sensitive caseloads include final structure of the SNAP program upon federal reauthorization, growth in participating households associated with increased Medicaid enrollments under the Affordable Care Act, and possible extension of unemployment benefits.

To support implementation of a new program structure, Program and Design Services (PDS), \$9.4 million total funds and 75 positions (75.00 FTE) are transferred out of SS and into PDS. Technical adjustments and transfers account for a decrease of \$44.9 million total funds and 2



positions (2.00 FTE); the largest portion is \$33.4 million totals funds associated with moving the budget for the Modernization project from SS to the Office of IT Business Supports, which is part of the new PDS budget structure.

The Subcommittee approved use of \$18.3 million in one-time federal revenues (SNAP bonus and TANF carryforward) to help fully restore the 2% holdback. Another change outside the agency's rebalance plan is a one-time investment of \$200,000 General Fund to support nutritional programs. Half of the money will help increase the number of summer and after-school food sites by at least 50 over the next year through offering technical assistance and implementing practices to help sustain programs into the futures. The other half, which will be matched with \$100,000 in federal dollars, will be used to help seniors and other eligible groups or individuals with low participation rates access SNAP benefits, update online tools, and develop client education materials around protecting benefit cards.

An increase of \$2,200,000 Other Funds expenditure limitation was also approved by the Subcommittee and should allow the Employment Related Day Care (ERDC) program to achieve an average monthly caseload of 8,500 over the last 12 months of the biennium. One-time funding to support this increase is available due to a higher than anticipated amount of Child Care Development Fund (CCDF) carryforward revenue from the 2011-13 biennium. While the budget continues to be inadequate to meet program needs – there are currently over 800 families on the waiting list – the Legislature is committed to improving program effectiveness and flexibility within available resources. With this goal in mind, the Subcommittee adopted the following budget note:

**Budget Note:**

The Oregon Department of Education - Early Learning Division's Office of Child Care and the Department of Human Services will convene a workgroup of stakeholders to develop a set of policy recommendations on how best to modify the ERDC program to provide child care subsidies to working parents enrolled in post-secondary higher education. The agencies will report these recommendations back to the Emergency Board in May 2014; the expectation is that rulemaking to implement legislatively approved changes would follow soon after. Program elements to address within the recommendations should include eligibility criteria, work hour requirements, school attendance verification, academic standing expectations, limitations on assistance, TANF leavers, families having children with special needs, program exit income limits, child care quality, data reporting, caseload priorities, and program evaluation.

**Child Welfare**

The budget adjustments approved by the Subcommittee for the Child Welfare (CW) program reflect an increase of \$16.5 million General Fund, a decrease of \$1.6 million Other Funds limitation, an increase of \$5.2 million Federal Funds limitation, and a decrease of 18 positions (18.00 FTE).

While forecasts for individual CW caseloads have fluctuated between the spring and fall forecasts, these changes did not drive any budget adjustments. The rebalance does include savings from a change in the Federal Medical Assistance Percentage (FMAP), decreasing General Fund need by \$0.9 million. Based on the latest federal estimates, the 2013-15 biennial average FMAP rate will increase from 63.06% to 63.40%, which reduces the state contribution percentage. This change also affects other agency programs.

The approved budget adjustments include \$0.3 million General Fund to correct an error made in 2013-15 budget development. In the agency's 2011-13 budget, a one-time revenue source (federal grant) was used to sustain the post-adoptions program. However, the one-time action was not

reversed as planned. A portion of the FMAP General Fund savings is used to cover the oversight and maintain the program at the 2013-15 legislatively adopted level. Also included is spending authority and eight limited duration positions (8.00 FTE) to support work under a federal grant. DHS received legislative approval to apply for the grant, which supports recruiting resource families for foster children, in May 2013.

To support the new program structure, Program and Design Services (PDS), \$4.0 million total funds and 26 positions (16.00 FTE) are transferred out of CW and into PDS. Technical adjustments and transfers account for an increase of \$1.7 million total funds for this program.

The Subcommittee added \$800,000 General Fund to establish necessary legal, financial, and administrative foundations to launch a Pay for Prevention effort in Oregon. The money will go to the Center for Evidence-Based Policy at OHSU for conducting economic research, developing provider capacity, and building a performance measurement, accounting and reporting system. The ultimate goal of the initiative is to identify young children most at-risk, implement evidence-based supports designed to achieve specific outcomes, and invest in performance-based contracting that links payment to outcomes through social impact financing. The Subcommittee approved the following budget note related to the project:

**Budget Note:**

By January 1, 2015, the Office of the Governor and the Center for Evidence-Based Policy at OHSU will jointly report to the Human Services Subcommittee of the Emergency Board on how the Pay for Prevention money is being spent and project progress. In addition, OHSU shall solicit independent review from a panel of experts on key components of project as it is developed. The report will include a summary of the independent panel's assessment of the project, including project design, research validity, and project viability.

**Vocational Rehabilitation**

The Subcommittee approved budget adjustments for Vocational Rehabilitation (VR) equating to increases of \$3.6 million General Fund, \$6,703 Other Funds limitation, \$3.0 million Federal Funds limitation, and 10 positions (8.80 FTE).

The fall forecast projects caseload to be about 2% lower than the spring estimate. Any savings associated with fewer clients is masked by higher than expected costs per case, which have grown by about 5% from the spring 2013 forecast. Cost drivers include higher expenses for some services, such as technology devices for communication and mobility, and new referrals having needs more complex or costly to support than existing clients.

To maintain the program and cover these costs without moving to an Order of Selection (priority wait list), the budget approved by the Subcommittee includes an additional \$2.2 million General Fund. The extra state dollars will have implications for future Maintenance of Effort (MOE) requirements. No additional federal dollars are available at this time; there is a slight possibility re-allotment funds could be accessed later in the biennium to reduce General Fund and MOE impacts.

Technical adjustments and transfers account for an increase of \$2.7 million total funds and 10 positions (8.80 FTE); the bulk of the dollars and the positions are associated with moving work tied to the Governor's Executive Order 13-04 (employment services) from Developmental Disabilities to VR.

### Aging and People with Disabilities

The budget adjustments approved by the Subcommittee in House Bill 5201 for the Aging and People with Disabilities (APD) program reflect an increase of \$12.2 million General Fund, a decrease of \$6.8 million Other Funds limitation, a decrease of \$4.0 million Federal Funds limitation, and a decrease of 78 positions (82.25 FTE).

Overall caseloads in long-term care facilities are down about 3% from the level funded in the legislatively adopted budget. In-home caseloads are just over 8% higher than budgeted, while both community-based facilities' and nursing facilities' caseloads are lower, by about 10% and 2%, respectively. After costs associated with higher acuity levels and lower than expected provider tax revenues, these changes drive a net savings of \$4.0 million General Fund. In addition to the caseload savings, APD also has \$6.6 million General Fund in savings due to the FMAP change noted previously.

While the caseload trends are consistent with APD policy goals, the Department is concerned that it may be too early in the biennium to safely capture and repurpose the associated savings. Risks include the implementation of the K Plan and the initiative to reduce nursing facility bed capacity.

To support creation of the new program structure, \$15.6 million total funds and 85 positions (85.00 FTE) are transferred out of APD and into PDS. Technical adjustments and transfers account for an increase of \$4.8 million total funds for this program and mostly consist of a net \$4.7 million total funds increase realigning budgets between APD and OHA (Addictions and Mental Health).

In addition to the rebalance changes and statewide adjustments, this program was significantly impacted by the Subcommittee's approval of funding for several senior programs or initiatives, including two pieces of legislation. While APD is not always the directed recipient or primarily participant in these projects, the bulk of the money does flow through DHS and the program has a key role in coordinating activities and reporting. The following section discusses the funding decisions and associated expectations.

### Recommendations for 2013 Special Session \$26 million Special Purpose Appropriation for Seniors

During the 2013 Special Session in September 2013, as part of HB 5101 (2013), \$26.0 million General Fund was set aside in a Special Purpose Appropriation (SPA) to the Emergency Board for Board for future distribution to programs or activities supporting seniors. Over the four months between that action and the 2014 Legislative Session, the Department worked with a group of stakeholders to develop a list of proposals for funding allocation.

The Subcommittee approved most of the requested projects; the remaining unallocated General Fund will stay in the Senior SPA for future distribution by the Emergency Board. The legislative intent is that the proposals currently unfunded will have first priority (i.e., portions of the SPA are set aside for these) in the next round of SPA allocations, which is likely to occur as soon as May 2014. Projects are also funded with the caveat that, for ongoing initiatives, overall 2015-17 costs should not exceed the initial 2013 Special Session revenue allocation of \$41 million plus standard inflation. This funding level restriction should be considered as the both the executive and legislative branches develop budgets for the 2015-17 biennium. In addition, some projects were approved as one-time expenditures and are generally not expected to roll forward; these programs have been identified as such in the following narrative. However, these programs' status as one-time expenditures may be evaluated for

ongoing status based on program development and the level of resources available in 2015-17. If included as ongoing, the program costs should be clearly identifiable within the 2015-17 budget build.

Funding recipients are expected to work with the Department of Human Services to provide to the Joint Committee on Ways and Means Subcommittee on Human Services during the 2015 Legislative Session a coordinated update on what was accomplished with these investments.

Projects or proposals brought forward for consideration for Senior SPA funding, along with the Subcommittee's recommendation are summarized in the table below. Subsequent narrative sections describe expectations regarding each project or proposal and next steps, including future allocations for projects for which funds are not being authorized at this time. For reference, summary item numbers 1 through 21 correspond in order to the consensus list developed by the Campaign for Oregon's Seniors & People with Disabilities; three other proposals were added as issues surfaced during the legislative session.

## 2013 Special Session \$26M Appropriation Allocation Recommendations

Item #	Item	Who	Request	Approved	Recommendation
1	Geriatric/disability/mental health and addiction specialists for each county	OHA - AMH	2,800,000	-	Hold; present plan in May
2	Senior mental health training	OHA - AMH	700,000	-	Hold; present plan in May
3	Enhance funding for elder and disabled transit services	ODOT	4,000,000	4,000,000	Fund
4	Geriatric medication competency training pilot	DHS - APD	1,600,000	1,600,000	Fund but require May report on RFP
5	Training on Alzheimer's/dementias	DHS - APD	450,000	450,000	Fund but require May report on RFP
6	Training for caregivers on challenging behaviors	DHS - APD	400,000	400,000	Fund but require May report on RFP
7	First responder training on Alzheimer's/dementias	DHS - APD	500,000	500,000	Fund but require May report on RFP
8	Increase access to caregiver training statewide	DHS - APD	350,000	350,000	Fund but require May report on RFP
9	Restoration of Quality Care Fund sweep	DHS - APD	1,000,000	1,000,000	Restore fund but report on spending plan
10	SB 1553 - Public Guardianship Program	LTCO	949,183	949,183	Fund
11	Re-establish annual reporting for long term care	DHS - APD	750,000	100,000	Partially fund; report back in May
12	Develop community based care capacity index	DHS - APD	750,000	100,000	Partially fund; report back in May
13	General Assistance study	DHS - APD	112,000	112,000	Fund
14	Collect/analyze data on via annual BRFSS report	OHA - PH	30,000	30,000	Fund
15	Cash Oregon Grant for technology upgrade	DHS - APD	150,000	150,000	Fund
16	Personal Incidental Fund (PIF) from \$30 to \$100 per month	DHS - APD	1,300,000	539,728	Fund at \$60 and start indexing
17	Initiate SB 870 to expand coverage for younger persons with disabilities	DHS - APD	3,000,000	-	Hold; present pilot plan in May
18	HB 4151 - Elder Abuse Task Force Recommendation	DHS - APD	149,365	149,365	Fund
19	Adult Protection Services Technology Investment	DHS - APD	1,000,000	-	Hold; pending business case and plan
20	AAAs - Replace Older Americans Act lost due to sequestration cuts	DHS - APD	2,500,000	-	Hold; pending actual awards/need
21	AAAs - Evidence based health promotion/disease prevention	DHS - APD	1,250,000	1,250,000	Fund
22	Senior Property Tax Deferral Hardship Fund (\$313,800)	DHS - APD	313,800	313,800	Fund
23	SB 1542 - Expand Home Care Registry to Private Payers	DHS - APD	1,281,297	1,281,297	Fund
24	Medford Senior Center Nutrition Program	DAS	20,000	20,000	Fund
<b>Total</b>			<b>25,355,645</b>	<b>13,295,373</b>	

SPA Amount	26,000,000	26,000,000
SPA Remaining	644,355	12,704,627

**Items #1 and #2** were not funded by the Subcommittee, pending a report to the May meeting of the Emergency Board. The current \$3.5 million General Fund (\$7.0 million total funds) proposal places geriatric and disability mental health and addiction specialists in all 36 county mental health programs, in order to improve services for older adults with mental illness. Behavioral health services for older adults rest in systems of care that are often times disconnected. These systems include Aging and People with Disabilities long term care, home health, Medicare (including Medicare Advantage plans) and community mental health programs. The geriatric specialist would focus on the coordination of these systems within their community to meet the behavioral health needs of older adults. In its report, the Oregon Health Authority will provide a more detailed plan for both the services and training components of the proposal. The report should include how to structure the program and how to best work with Coordinated Care Organizations, in both the short and long run, considering that these staff would service Medicare clients as well as those eligible for Medicaid. The report should also address the appropriate level of staffing in different areas of the state.

**Item #3** was funded, adding \$4.0 million General Fund for senior and disabled transportation budgeted in the Department of Transportation (ODOT). The program distributes funds to counties, transit districts, and tribes that provide transportation services for older adults and persons with disabilities. This infusion brings total funding for the biennium to \$11.0 million, which is about 30% of the estimated need as evaluated in a 2010 study by Portland State University.

**Items #4 through #8**, at a total of \$3.3 million General Fund were approved on a *one-time* basis for the Department of Human Services to fund a broad scale Caregiver Training Initiative designed to provide consistent, standardized, and evidence-based training across all segments of the long term care services and supports (LTCSS) continuum. The growing population of seniors and people with disabilities requires a well-trained workforce and the development of additional community resources for both professional and family caregivers. Curriculum, trainings, and capacity development will be targeted in the following areas:

- Geriatric medication management and competency
- Alzheimer's disease and related dementias
- Challenging behaviors in non-dementia populations
- Specialized training for the public safety workforce on Alzheimer's and related dementias
- Enhanced training and access to caregiver trainings in underserved areas, populations and settings

DHS will issue a Request for Proposal (RFP) for organizations with the demonstrated experience, competency, expertise and ability to develop, coordinate and conduct trainings, curriculums and materials to reach all the intended audiences identified. Organizations will need to demonstrate the ability to work statewide with both private and public entities in the development, coordination and successful execution of this initiative. Programming should be aligned with current state policy initiatives.

The Subcommittee directed DHS to report back to the Emergency Board in May on the status of the RFP with the goal being for trainings to commence by July 2014.

For **Item #9**, the Subcommittee approved a *one-time* allocation of \$1.0 million General Fund, which allows Quality Care Fund resources to be directed back from general program expenditures to training, technical assistance, quality improvement initiatives and licensing activities. The fund's revenue comes from long-term care facility licensing fees and civil penalties. Prior to formally allocating Quality Care Fund dollars to projects or initiatives, the Department will report to the Emergency Board on the spending plan, the process used to decide on fund allocations,

and the overall plan for managing the fund going forward. This report will be provided in May 2014 in conjunction with the training RFP report discussed above.

Funding for **Item #10**, which was approved in the amount of \$949,183 General Fund, will support a new Public Guardian and Conservator program within the office of the Long Term Care Ombudsman (LTCC). The program is created with passage of SB 1553 (2014); more information on the program is included in the LTCO narrative.

**Items #11 and #12** take care of two data and information reporting gaps in the Department of Human Services. The approved initial allocation of \$200,000 General Fund (\$100,000 per project) will allow DHS to develop a work plan and more precise costing for these projects before returning to request the remaining funding. The first project will restart annual Nursing Facility and Community Based Care utilization reports, which were discontinued in 2009 due to budget reductions. The second effort is around improving availability of quality information on community based care facilities, through development of a website that will contain information on facility location, type of care, vacancies and customer satisfaction.

An allocation of \$112,000 General Fund (**Item #13**) will allow the Department of Human Services, with stakeholder participation, to conduct a **one-time** study on and make recommendations for a program designed to provide temporary cash assistance to low-income, childless adults with disabilities (at a minimum). The Department will report the study results and program recommendations to the appropriate House and Senate policy committees and the Joint Committee on Ways and Means during the 2015 Legislative Session. The report should include, but not be limited to, data on special populations, such as homeless persons, veterans, and individuals nearing or on post-prison supervision, eligibility requirements, services offered, desired outcomes, cost avoidance, potential pilot projects, and a menu of program/funding options.

**Item #14**, funded at \$30,000 will go to the Oregon Health Authority (Public Health) to pay for collecting specialized data on cognitive data and caregiving under the Behavioral Risk Factor Surveillance System. These data are particularly important for the Oregon Chapter of the Alzheimer's Association and its efforts to advance research, to provide and enhance care and support, and to reduce the risk of dementia through the promotion of brain health.

The Subcommittee approved **Item #15**, at \$150,000 General Fund, which supports a grant to Cash Oregon to support the one-time purchase of new laptops for the AARP Tax Aide program. This is a volunteer program that helps low-income seniors prepare tax returns.

Each Medicaid nursing facility resident has a monthly allowance to cover personal incidental needs (**Item #16**); this amount has been set at \$30 per month for the last twenty years. The Subcommittee approved \$539,728 General Fund and \$952,472 Federal Funds for DHS to increase the amount to \$60 per month, effective July 2014. Beginning with the 2015-17 biennium, the Department is directed to begin indexing personal incidental fund increases in nursing facilities to annual increase percentages published by the social security administration. (The approved recommendation was modified from the original proposal, which requested an increase to \$100 without any indexing.)

For **Item #17**, the Subcommittee retained \$3.0 million General Fund within the SPA for distribution in May 2014, after DHS and stakeholders have brought forward a pilot project plan to make Oregon Project Independence services available to people with disabilities, as envisioned by SB 870 (2005). To provide more specific direction, the Subcommittee adopted the following budget note:

**Budget Note:**

The Department of Human Services shall develop a pilot project to expand Oregon Project Independence services to people with disabilities effective July 1, 2014. To meet this timeline, the Department will need to make emergency rules; that rulemaking will incorporate the feedback of appropriate stakeholders and advocates. Appropriate parties include, but are not limited to, the Oregon Association of Area Agencies on Aging and the Disability Services Advisory Councils. The pilot shall cover a regionally diverse area of Oregon, including both rural and metropolitan areas. The Department shall report on the pilot project plan, which should cover structure, outreach, evaluation, and budget components, and request release of SPA funds at the May 2014 meeting of the Emergency Board.

The Department of Human Services will study and report back to the appropriate 2015 legislative committees on the potential to transition Oregon Project Independence to a statewide, age neutral program that assesses and serves seniors and persons with physical disabilities based on need. This report will include cost projections for the expansion of services, projected caseloads and demographic distribution.

Funding for *Item #18*, which was approved in the amount of \$149,365 General Fund, \$118,680 Federal Funds, and two positions (1.34 FTE) supports work under HB 4151 (2014). This bill sets consistent timelines for investigations of elder abuse cases by DHS and directs the agency to adopt policies and guidelines for the development of an electronic database of abuse reports and to standardize investigation and reporting practices. A registry of persons working or seeking to work in elder care facilities will be implemented by January 1, 2015; the registry will augment the existing criminal background check system. One of the new positions will work with the standardized practices and protocols related to the abuse reporting and investigating components of the bill. The other one will be responsible for the registry work, including coordination with reporting facilities and development of registry rules.

Discussions regarding various systems and worker registries led the Subcommittee to adopt an associated budget note:

**Budget Note:**

The Department of Human Services will report to the Joint Committee on Ways and Means during the 2015 Legislative Session on the “ready to work” registry and associated rules required under HB 4151 (2014). The report should also include a section on the feasibility of developing a comprehensive (diverse care settings) and multipurpose (employment, referral, certification, background check, abuse) care worker registry, including potential efficiencies, benefits, costs, and barriers. Lastly, the report will provide an update on how administrative rule changes required by HB 3168 (2013) have reduced duplicative background check counts and decreased waiting times for applicants.

The Subcommittee did not fund *Item #19*, which is a DHS request for funding to begin developing a new system to manage adult protective services activities. At a minimum, the Department plans to finalize a system business case and explore opportunities for federal funding before returning the Emergency Board to report on the project’s progress and potentially request at least an initial allocation from the Senior SPA.



**Item #20** is a request for \$2.5 million in state funding to backfill anticipated federal reductions in federal Older Americans Act dollars. Several programs administered by the local Area Agencies on Aging (AAA) are potentially affected by sequestration reductions. However, federal funding award letters have not yet been received and more recent information indicates that the shortfall may be much less than expected, if not completely mitigated. Accordingly, the Subcommittee did not allocate funds, but welcomes a SPA allocation request during the interim, depending on final federal awards and demonstrated need. Not taking action on potential sequester reductions at this time is also consistent with the approach taken in other areas of the DHS budget, where sequester impacts continue to remain an unfunded risk.

The Subcommittee approved **Item #21**, which provides \$1,250,000 General Fund to support statewide AAA efforts in the areas of Evidence Based Health Promotion and Disease Prevention. These programs serve individuals with long-term services and supports needs regardless of eligibility for entitlement programs. The money will be distributed through formula, with each region putting together a plan for that will include anticipated numbers of individuals served and outcomes.

To address back taxes for certain seniors who were allowed back into the senior property tax deferral program after being disqualified in 2011, the Subcommittee added \$313,800 General Fund (**Item #22**). The plan is for these *one-time* funds to flow through DHS to one or more Area Agencies on Aging to perform eligibility and authorize payments.

Funding for **Item #23**, which was approved in the amount of \$1,281,297 General Fund and five positions (1.41 FTE) supports work under SB 1542 (2014). This bill requires the Home Care Commission (budgeted within DHS) to administer a program enabling private payers to buy home care services from the Commission's home care registry. Currently, only individuals covered by Medicaid may hire caregivers through the registry. Under the program, the Commission will be responsible for a variety of tasks, including publicizing the registry, screening workers, setting standards, providing referrals, establishing rates, and paying wages. After General Fund pays for *one-time* start-up costs, the program will be self-supporting; the bill allows the Commission to set consumer rates at levels that support recovering up to 107% of program costs.

For **Item #24**, the Subcommittee approved \$20,000 General Fund in the DAS budget as a *one-time* pass-through to the Medford Senior Center to cover emergency need in its senior nutrition program. Last fiscal year, the program provided 17,159 meals for the elderly in Jackson County.

#### Developmental Disabilities

The budget changes approved by the Subcommittee in House Bill 5201 for the Developmental Disabilities (DD) program reflect net increases of \$21.9 million General Fund, \$1,291 Other Funds expenditure limitation, \$41.8 million Federal Funds expenditure limitation, and a decrease of 80 positions (78.80 FTE).

Both caseloads and cost per case in DD programs are expected to be higher than the previous forecast, driving an increase of \$10.8 General Fund (\$22.0 million Federal Funds). Caseload counts are growing and clients are moving between service categories, primarily because under the K Plan services must be provided to all eligible applicants. Costs per case are also going up due to increasing client acuity. While the legislatively adopted budget attempted to build in K Plan impacts, some elements, such as significantly more children entering the DD system or side effects of brokerages being pushed to capacity, were not anticipated in the previous forecast. These and other issues will continue to be risks moving forward.

The caseload associated costs are partially offset by FMAP rate savings of \$4.9 million General Fund and participation rate adjustments resulting in savings of \$1.3 million General Fund.

Other program costs covered in the rebalance include \$1.3 million General Fund (\$2.6 million total funds) to keep funding for the Community Developmental Disability Programs (CCDP) at 94% equity; a budget estimate error resulted in the equity level being underfunded. Another budget change provides \$1.9 million General Fund (\$5.2 million total funds) to cover a 6% interim rate increase for DD employment services providers; this item was included after discussion during November 2013 Legislative Days.

To support implementation of a new program structure, Program and Design Services (PDS), \$9.9 million total funds and 67 positions (67.00 FTE) are transferred out of APD and into PDS. Technical adjustments and transfers account for a decrease of \$4.4 million total funds and 13 positions (11.80 FTE) for this program.

Another technical change in this program area is a title clarification. To better characterize program clients, DHS is now referring to this program as Intellectual and Developmental Disabilities (I/DD).

The Subcommittee added \$490,000 General Fund (\$1,136,368 total funds) to cover a gap in some CDDP budgets due funding formula changes that left 11 of the programs with budgets below 2011-13 levels. This action corrects that disparity and supports program stability while the Department and the CDDPs are transitioning to a workload, instead of caseload, model for 2015-17 budget development.

#### Program Design Services

The Subcommittee approved the following budget for Program Design Services (PDS): \$20,225,454 General Fund, \$11,026,715 Other Funds, \$78,907,230 Federal Funds, and 253 positions (253.00 FTE). The idea behind establishing this new structure is to capture program design services and some direct services to DHS clients and programs that span across the Department's five major program areas. The budget is created primarily through budget transfers from other programs. The agency's plan is to increase both program utility and transparency by consolidating certain services, which include the following offices: Program Integrity, Licensing and Regulatory Oversight, IT Business Supports, Business Intelligence, and Continuous Improvement.

In addition to budget transfers, also included is an additional \$38 million Federal Funds expenditure limitation to leverage and spend additional federal match received for the Modernization technology project. The project is now housed in IT Business Supports; previously it was under the Self Sufficiency program.

Initially, the resources for each office were expected to continue to be part of each relevant program budget. However, due to budget and accounting system limitations, DHS was having difficulty providing managers and office customers with meaningful, timely, and accurate budget reports. For each program area receiving services, the Department will still be able to report on the nature and cost of services provided.

### Central Services

The budget adjustments included in House Bill 5201 reflect the following net changes for Central Services: an increase of \$542,649 General Fund, a decrease of \$115,287 Other Funds expenditure limitation, and an increase of \$307,909 Federal Funds expenditure limitation. Embedded in these figures is a decrease of \$276,548 total funds associated with technical adjustments and transfers.

### Shared Services

The Subcommittee approved a net increase of \$8.2 million Other Funds expenditure limitation and a net decrease of 9 positions (9.24 FTE). The changes are primarily due to technical adjustments and transfers, including five positions moving from APD and OHA-AMH to Shared Services. An increase of \$1.8 million Other Funds expenditure limitation would allow the budget to support activities in DHS and OHA program affected by 2013-15 policy option packages.

An updated Package 091 Statewide Administrative Savings was approved by the Subcommittee, and includes eliminating fourteen permanent full-time positions. The revised plan also attributes \$2 million in General Fund savings to lower leases, budgeted in Statewide Assessments and Enterprise-wide Costs, instead of Personal Services in Shared Services. The eliminated positions are as follows:

- Financial Services (3 positions, 3.00 FTE) – Principal Executive Manager D, Office Specialist 1, Administrative Specialist 2
- Shared Services Administration (1 position, 1.00 FTE) – Executive Support Specialist 2
- Performance Excellence (2 positions, 2.00 FTE) – Operations & Policy Analyst 3, Operations & Policy Analyst 4
- Human Resources (2 positions, 2.00 FTE) – Principal Executive Manger D, Human Resources Assistant
- Budget/Planning/Analysis (2 positions, 2.00 FTE) – Operations & Policy Analyst 3, Fiscal Analyst 2
- Communications (1 position, 1.00 FTE) – Operations & Policy Analyst 3
- Payment Accuracy & Recovery (3 positions, 3.00 FTE) – Revenue Agent 2, Administrative Specialist 2, Human Services Specialist 4

### Statewide Assessments and Enterprise-wide Costs

The budget adjustments included in House Bill 5201 reflect the following net increases for this program unit: \$11.6 million General Fund, \$29.4 million Other Funds expenditure limitation, and \$7.6 million Federal Funds expenditure limitation. Within these numbers, technical adjustments and transfers account for an increase of \$6.0 million General Fund (\$11.2 million total funds), primarily to align the assessment budget with policy package changes in program budget structures.

In addition, the approved rebalance plan includes a request for \$30 million Other Funds expenditure limitation to support accessing a line of credit. For several biennia, the agency has used a line of credit and borrowed funds from the Treasury to finance prepayments and account for a lag in receipt of certain revenues, including provider taxes. As was done for the 2011-13 biennium, the Subcommittee requests that the Department of Administrative Services (DAS) unschedule the expenditure limitation to be accessed only as needed depending on cash flow issues. The DAS Chief Financial Office and the Legislative Fiscal Office will jointly approve any rescheduling.

An updated Package 091 Statewide Administrative Savings was approved by the Subcommittee, shifting \$2 million in General Fund savings to account for lower leases, instead of Personal Services savings. The agency identified a list of 99 leases that are set to expire over the course of the biennium and will track and document the savings expected to be achieved through improved contracting and negotiating tools. The

Department and the DAS Chief Financial Office has committed to holding budgets associated with these leases at assumed savings level for 2015-17 budget development, regardless of lease negotiation outcomes.

### **Long Term Care Ombudsman**

The Subcommittee approved an increase of \$39,554 General Fund, which fully restores the agency's 2% supplemental ending balance holdback included in the legislatively adopted budget. The restoration will allow the agency to meet budget needs without jeopardizing implementation of Senate Bill 626 (2013), which expanded the duties of the Long Term Care Ombudsman to advocate for residents of care facilities who have mental illness or developmental disabilities.

No changes were needed to reconcile Package 091 Statewide Administrative Savings, leaving the placeholder budget category reductions intact.

To cover costs associated with Senate Bill 1553 (2104), which establishes the Public Guardian and Conservator within the office of the Long Term Care Ombudsman, the Subcommittee approved \$949,183 General Fund, 5 positions, and 2.25 FTE. This new program helps persons without relatives or friends willing or able to serve as guardians or conservators; services range from making care decisions to handling financial issues. Along with providing direct services, the program will set professional standards for and certify guardians and conservators, produce training materials, develop a volunteer program to assist the guardians and conservators, establish an eligibility process for program services, and work with local programs and organizations to provide services.

The fiscal impact includes Personal Services and related Services and Supplies for the following five positions: a Principal Exec/Manager D (Deputy Long Term Care Ombudsman), a Program Analyst 4 (Public Guardian), an Administrative Specialist 2, and two Program Analyst 2 positions (Deputy Public Guardian). Since the program starts mid-biennium, costs for 2015-17 are projected to more than double due to the additional year and anticipated growth. The budget estimate assumes a caseload of 165 clients/wards per year.

## **JUDICIAL BRANCH**

### **Commission on Judicial Fitness and Disability**

The Subcommittee increased General Fund appropriations by \$2,028 to restore 50% of the agency's 2% supplemental General Fund ending balance holdback.

### **Judicial Department**

The Subcommittee increased General Fund appropriations by \$3,086,092 to restore approximately 49% of the agency's 2% supplemental General Fund ending balance holdback. The amounts of the holdback restored include a \$2 million restoration to Operations (approximately 37%). The Judicial Department's 2% ending balance holdbacks on pass-through appropriations received 25% restorations. General Fund increases to Mandated payments and to Third-party debt collection exceeded the 2% holdbacks to those programs. The Subcommittee appropriated \$762,585 General Fund to Mandated payments, to restore both the 2% supplemental General Fund ending balance holdback, and the 5% General Fund services and supplies reduction, included in the legislatively adopted budget. The Subcommittee appropriated \$250,000 General Fund to the Department, and an additional \$700,000 General Fund in a special purpose appropriation to the Emergency Board, for Third-party debt collection

costs. These costs vary with the amount of debt successfully collected. The special purpose appropriation serves as a set aside to provide additional funding if debt collection levels are high enough to make to the funds necessary. The Subcommittee also approved a \$1,300,000 General Fund special purpose appropriation to the Emergency Board for Operations support. The Department may request funds to finance one-time operations investments and service increases.

The Subcommittee reduced the General Fund appropriation for Judicial compensation by \$108,823, and the General Fund appropriation for Debt service by \$144,201. The Judicial Department carries forward any General Fund appropriations from the prior biennium that remain unspent. Carry-forwards in these two areas were larger than anticipated when the budget was approved in the 2013 session, resulting in funding levels that are higher than needed to fund program costs. The two General Fund appropriation reductions reduce support to the levels needed, and will not require any reduction in judicial compensation or debt service payments. The Subcommittee also approved a one-time \$50,000 General Fund appropriation for transfer to the Douglas County court facilities security account, to assist the county in providing needed security protection at the county courthouse. This appropriation will be phased out in the development of the Department's 2015-17 biennium current service level.

Finally, the Subcommittee approved a \$2,565,968 Other Funds expenditure limitation increase for grant-funded programs. The expenditure limitation increase will accommodate expenditure of both currently awarded grants, and of projected renewals of expiring grants at current levels, that support drug and specialty courts, pretrial release programs, and other initiatives. The grant funds are provided by the Criminal Justice Commission and non-state sources.

### **Public Defense Services Commission**

The Subcommittee increased General Fund appropriations by \$4,868,381 to restore most of the agency's 2% supplemental General Fund ending balance holdback. The amounts of the holdback restored include a 75% restoration to the Appellate Division; 50% restoration to the Contract and Business Services Division; and a full restoration to Professional Services, the portion of the agency's General Fund that finances the Commission's purchases of trial-level public defense services provided by independent contractors and hourly-paid private sector attorneys.

The Subcommittee also increased the General Fund appropriation to the Contract and Business Services Division by \$48,631, to correct the support level for state government services charges in the agency budget. An error in the 2013-15 biennium Governor's recommended budget underfunded support for charges for payroll services.

## **LEGISLATIVE BRANCH**

The Legislative Branch retains its General Fund reversions from the previous biennium. The legislatively adopted budget included anticipated reversions but adjustments are now needed after the actual amounts are known. The following adjustments are included in the bill:

- The Legislative Administration Committee is increased by \$251,000.
- The Legislative Assembly (Biennial Offices) is decreased by \$251,000.
- The Legislative Assembly (Members – Interim) is increased by \$275,000.
- The Legislative Assembly (Members – Session) is decreased by \$275,000.

- The Legislative Revenue Office is increased by \$13,000.
- The Legislative Fiscal Office is decreased by \$13,000.

The bill includes a restoration of 25% of the 2% supplemental ending balance holdback for all of the Legislative Branch agencies.

## **NATURAL RESOURCES**

### **Department of Agriculture**

The Subcommittee approved a one-time \$125,000 General Fund appropriation for use by Portland State University's Consensus Center to support a balanced task force to begin examining labeling requirements, liability, compensation, budgetary requirements and any other areas relating to genetically engineered agricultural products and recommend if new authorities or statutory changes are needed. The Subcommittee also approved a one-time \$65,000 General Fund appropriation to pay the costs necessary to establish administrative rules and put the program processes in place to be able to issue licenses and permits for industrial hemp production.

Other Funds expenditure limitation was increased by \$430,590 for the food safety program. These funds will be used to hire three new inspector positions (1.75 FTE), which will allow the Department to conduct food safety inspections of facilities on a shorter interval than is currently possible.

The Subcommittee approved the standard 25% restoration rate for the supplemental ending balance reductions, which resulted in the restoration of \$96,102 General Fund. The Subcommittee also approved an updated Package 091 Statewide Administrative Savings, which moved some of the Other Funds reductions from administrative support services to agency programs.

### **Columbia River Gorge Commission**

The Subcommittee restored the full 2% supplemental ending balance holdback of \$17,820 General Fund for the Columbia River Gorge Commission. This action brings the Commission's 2013-15 budget back to parity with the budget adopted by the State of Washington for the agency.

### **Department of Energy**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating a part time Office Specialist 1 position (0.63 FTE) and reducing FTE on an Accounting Technician 3 position (-0.58 FTE).

House Bill 5201 includes a net of \$276,190 in additional Other Funds expenditure limitation, to facilitate the expenditure of lottery bond proceeds totaling \$10,152,380. Ten million dollars is intended to be deposited into the Jobs and Energy and Schools Fund and granted by the Oregon Department of Energy to Clean Energy Works Oregon, which will utilize the funding to facilitate the delivery of energy efficiency projects; \$152,380 is for bond-related costs.

### **Department of Environmental Quality**

The Subcommittee approved a \$375,000 General Fund appropriation and three limited duration positions (1.04 FTE) to conduct air toxics monitoring in the Swan Island area. The funds will be used to operate a new air toxics monitor to better understand what air toxics people are exposed to in the vicinity of Swan Island. The monitoring work will continue into the first few months of the 2015-17 biennium, with a roll-up cost of \$120,389 General Fund and three limited duration positions (0.48 FTE).

The Subcommittee approved the standard 25% restoration rate for the supplemental ending balance reductions, which resulted in the restoration of \$130,726 General Fund. The Subcommittee also approved an updated Package 091 Statewide Administrative Savings, which moved some of the reductions from Agency Management to the Air, Water, and Land Quality programs and eliminated 2 positions and 2.50 FTE in Land Quality.

### **Department of Fish and Wildlife**

The Subcommittee approved the transfer of \$613,000 Federal Funds from the Fish Division to Capital Improvement to comply with new federal rules that require states to hold title to any land acquired using federal funds from the Sportfish Restoration Fund. The Department has traditionally used a portion of these funds to partner with the Oregon State Marine Board to improve public boating access. In the past the funds were awarded and a local government held title to any land purchased as part of these projects. The Department will now have to hold title, but local governments will continue to manage and maintain these facilities. The Subcommittee also approved the transfer of \$183,000 Other Funds from the Fish Division to Capital Improvement to replace a condemned residence at the Cedar Creek Hatchery.

The Subcommittee approved the transfer of \$1,104,325 Federal Funds and \$359,548 Other Funds from the Wildlife Division to Capital Improvement to reflect plans to use these monies for land acquisition to increase hunter access, habitat improvement, and for capital improvements to existing facilities. The Federal Funds are from the Pittman Roberts Program (PR) which distributes revenue from a federal excise tax on sporting arms and ammunition. The Other Funds are necessary to meet PR match requirements.

The Subcommittee approved the standard 25% restoration rate for the supplemental ending balance reductions, which resulted in the restoration of \$73,671 General Fund. The Subcommittee also approved an updated Package 091 Statewide Administrative Savings, which eliminated 3 positions and 3.42 FTE in the Administrative Services Division.

### **State Forestry Department**

The Subcommittee approved a restoration of \$457,618 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 50% of the initial holdback for Fire Protection and 25% of the initial holdback for Private Forests. No revisions were needed to implement Package 091 Administrative Savings, consistent with the original placeholder reduction.

The Subcommittee approved \$40 million General Fund to supplement the 2013-15 Department's Fire Protection Division appropriation. The funding covers the estimated state's share of \$75 million in net costs for the 2013 fire season. \$10 million is the deductible on the state's and landowners' insurance policy. The additional \$30 million covers costs that exceeded the state's \$10 million deductible, the landowners' \$10

million deductible, and the insurance policy \$25 million payout. The Department will reconcile the 2013 and 2014 fire seasons and report on total costs during the 2015 Legislative Session.

### **Department of Geology and Mineral Industries**

The Subcommittee approved a restoration of \$12,880 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback.

The Subcommittee approved an updated Package 091 Administrative Savings, moving a portion, primarily in Other Funds expenditure limitation, from personal services to services and supplies.

### **Department of Land Conservation and Development**

The Subcommittee approved a restoration of \$59,087 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback. Funds restored include \$24,653 in the grants program for grants, and \$34,434 in the operations and planning program for personal services.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating one position (0.75 FTE) and moving a portion of the reduction from personal services to services and supplies.

### **Land Use Board of Appeals**

The Subcommittee approved a restoration of \$7,738 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback.

### **Department of State Lands**

No revisions were needed to implement Package 091 Administrative Savings, consistent with the original placeholder reduction.

The Department is planning an agency-wide reorganization. The Subcommittee approved increasing the Department's Other Funds expenditure limitation by \$135,684. The purpose is securing professional services for business process mapping, review, and improvement recommendations, in support of the reorganization.

The South Slough National Estuarine Research Reserve has received a \$1 million grant award notice from the U.S. Fish and Wildlife Services. The grant will enable the Department to add 240 acres to Reserve property. The Subcommittee recommended increasing Federal Funds expenditure limitation by \$1 million and Other Funds expenditure limitation by \$58,700. The Other Funds provide part of the required match. The remaining match will be provided by in-kind work and contributions from supportive local entities.

### **State Marine Board**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings by taking all of the administrative savings in services and supplies. The Board did not have sufficient vacant positions to take additional cuts to personal services.



### **Parks and Recreation Department**

The General Fund reduction taken for the 2% supplemental ending balance holdback was not restored.

No revisions were needed to implement Package 091 Administrative Savings, consistent with the original placeholder reduction.

### **Water Resources Department**

House Bill 5201 includes a 25% restoration of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. The restoration will allow the Water Resources Department to fill a position in the Field Services Division that was held vacant in order to generate the required savings.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, reallocating among expenditure accounts to affect permanent administrative cost reductions. To accommodate the General Fund personal services reduction of \$58,076, a 0.50 FTE grant administration position was reduced to 0.25 FTE. Other Funds personal services reductions of \$28,742 and services and supplies reductions of \$39,053 are allocated entirely to services and supplies.

The Subcommittee included the following budget note:

#### **Budget Note:**

The Water Resources Department will dedicate up to \$2.25 million of the \$10 million net proceeds from the lottery bond sale as authorized by Senate Bill 5533 (2013) or utilize authority under Package 204 in Senate Bill 5547 (2013) for the purposes of matching federal funds for ongoing studies conducted by the United States Army Corps of Engineers to allocate stored water in the Willamette Basin Project Reservoirs and to conduct a comprehensive basin study by the United States Bureau of Reclamation in the Deschutes River Basin. Of the up to \$2.25 million, up to \$1.5 million shall be reserved for the Willamette Basin Project Reallocation and \$750,000 shall be reserved for the Deschutes Basin Comprehensive Basin Study. Any reserved funds remaining after the completion of these two studies shall be made available for other purposes of the Water Supply Development Account as authorized under Senate Bill 839 (2013).

### **Oregon Watershed Enhancement Board**

The Subcommittee increased the Measure 76 Lottery Funds allocations from the Watershed Conservation Operating Fund to the Department of State Police by \$183,060 and the allocation to the Department of Agriculture by \$141,485 to fund state employee compensation changes. The Department of Fish and Wildlife and the Department of Environmental Quality will use existing Measure 76 fund balances to pay for state employee compensation changes and therefore did not need an increase in Lottery Funds allocation.

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.

## **PUBLIC SAFETY**

### **Department of Corrections**

The Subcommittee restored \$26,043,835 General Fund, nearly the full 2% supplemental ending balance holdback. The funding allocation by division is unchanged from the legislatively adopted budget for 2013-15.

- \$17,849,890 in Operations and Health services
- \$4,342,090 in Community Corrections
- \$2,570,120 in Administration, general services, and human resources
- \$1,281,735 in Offender management and rehabilitation

The Capital Improvements 2% holdback was not restored.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating 2 positions and 2.00 FTE in information technology. A portion of the agency's reduction was also moved from personal services to services and supplies.

### **Criminal Justice Commission**

The Subcommittee restored \$69,366 General Fund of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15; this amount represents 25% of the holdback. The Commission will utilize the restored funds for Attorney General costs related to rule-making implementation for the Justice Reinvestment Grant Program established in HB 3194 (2013).

An updated Package 091 Statewide Administrative Savings was approved, that included shifting the full amount of the reduction to services and supplies. This action was taken primarily because the agency's budget is 93% special payments and contains only 9 positions.

### **District Attorneys and Their Deputies**

The Subcommittee restored the full 2% supplemental ending balance holdback of \$209,190 General Fund for the District Attorneys. This action was taken primarily because the agency's budget is 96% personal services and without the restoration the agency would need to reduce district attorney working days.

The Subcommittee added \$240,000 General Fund to the budget of the District Attorneys to provide a one-time \$5,000 compensation increase to the salary plan for each District Attorney effective July 1, 2014. It is the intent of the Subcommittee that this appropriation be used to increase the salary of each District Attorney by the \$5,000 amount regardless of what tier each District Attorney is currently in within the compensation plan.

### **Department of Justice**

The Subcommittee restored the full 2% supplemental ending balance holdback of \$1,212,520 General Fund for the Department of Justice. The Subcommittee, however, repurposed the restoration by restoring the \$1.2 million in the following amounts for the following purposes:

- \$6,000 to the Office of the Attorney General and administration for Project Clean Slate

- \$87,865 to the Crime Victims' Services Division for Oregon Domestic and Sexual Violence Services
- \$25,043 to the Crime Victims' Services Division for Multidisciplinary Teams and Child Abuse Intervention
- \$1,992 to the Crime Victims' Services Division for the Address Confidentiality Program
- \$1,091,620 to the Criminal Justice Division for support of the Internet Crimes Against Children program, the Fusion Center, and district attorneys and law enforcement partners.

The addition of the General Fund to the Criminal Justice Division (\$793,340 personal services and \$298,271 services and supplies) will allow the Department to retain an existing forensic investigator position assigned to the Internet Crimes Against Children program, establish four limited duration positions (3.46 FTE; one PEM D and three Research Analysts) in support of Fusion Center operations once grant funding ends this biennium, and reestablish two permanent senior assistant attorney general positions (1.16 FTE) and establish one permanent criminal investigator position (0.50 FTE) to provide support to district attorneys and law enforcement partners.

In addition, the Subcommittee approved an increase of \$586,354 Other Funds (\$485,702 personal services and \$100,652 services and supplies) in the Criminal Justice Division for support of the Fusion Center. When the 2013-15 legislatively adopted budget was developed, the Department anticipated receiving grant funding through the Oregon Military Department, Office of Emergency Management, to partially support the Fusion Center. However, the grant award had not been made and the corresponding Other Funds expenditure limitation and position authority were not included in the budget. The Fusion Center continued to maintain operations and the agency now has received the first year grant award and is anticipating a second year award.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating a total of four positions and 3.54 FTE and making shifts between personal services and services and supplies. To better align the permanent administrative savings reductions, the Subcommittee made the following adjustments to the original placeholder reduction:

- Office of the Attorney General and administration – added a net \$87,993 Other Funds expenditure limitation increase (increased personal services by \$314,581 and decreased services and supplies by \$226,588) and eliminated 2 positions (2.00 FTE)
- General Counsel Division – reduced the Other Funds expenditure limitation by \$87,993 (personal services) and eliminated 1 position (0.54 FTE)
- Crime Victims' Services Division – no net dollar change, but increased personal services by \$3,400 Other Funds and decreased services and supplies by \$3,400 Other Funds, plus eliminated 1 position (1.00 FTE)

The Subcommittee also authorized \$135,000 General Fund to support the Oregon Crime Victims Law Center.

In addition, to gain a better understanding of work currently underway to identify and evaluate alternative funding models for the agency's programs providing legal support to state agencies, the Subcommittee approved the following budget note:

**Budget Note:**

Costs of legal representation in an increasingly complex modern legal system continue to drive agency budget and policy decisions. The Department of Justice has begun working with the Department of Administrative Services and agencies to

identify and evaluate alternative funding models to improve the stability, affordability, and effectiveness of legal costs for agencies and to encourage pro-active consultation with the Department by agencies.

As the Department of Justice continues with this effort, it shall prioritize developing options for legal services for the Child Welfare program and report on these efforts to the Joint Committee on Ways and Means during the 2015 legislative session. In addition, no later than September 1, 2014, the Department of Justice and the Department of Human Services will also provide a joint written status report to the Legislative Fiscal Office on the specific options under consideration and progress being made on the development of those options.

### **Oregon Military Department**

The agency received a partial restoration of its 2% ending balance holdback that totaled \$151,000 General Fund. The funds are appropriated to the Operations program to support operations and maintenance costs at the Portland and Kingsley Field airbases. The restoration represents 59% of the initial holdback.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings. The agency was able to reduce its personal services by \$259,280 by eliminating one vacant permanent part-time Fiscal Analyst 3 position in the Administration program (0.50 FTE) and reducing overtime and temporaries. The remaining personal services reduction of \$164,517 was moved to services and supplies and capital outlay. The agency has a plan to find efficiencies in various services and supplies line-items, including in-state travel, office expense, employee training, publications, facilities maintenance, expendable property, as well as other line-items. The capital outlay reduction will be to the automotive and aircraft line-item where the agency has identified savings.

The Subcommittee established a \$385,000 Other Funds Capital Improvement expenditure limitation for the purchase of 1.46 acres of commercial property contiguous to the Department's Forest Grove Readiness Center compound. The property and building will be used as a field maintenance shop for Washington County's National Guard contingent. The source of the Other Funds is the agency's Capital Construction Account. This is a one-time expenditure limitation increase and will not continue into future biennia.

The Other Funds expenditure limitation for the Community Support program was increased by \$1,404,971 for the reimbursement of firefighting expenditures related to the 2013 fire season. This is a one-time expenditure limitation that is not to continue into future biennia.

As part of the agency's compensation plan funding, the Subcommittee approved \$734,800 in General Fund for the Operations program. This adjustment is to partially fund the difference between what the federal government will reimburse the state and recently concluded contract negotiations with the Portland and Kingsley Field airbase firefighter unions. This is a one-time appropriation and will not continue into future biennia.

### **Board of Parole and Post-Prison Supervision**

The Subcommittee approved a restoration of \$19,825 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback.

The Subcommittee established a reservation within the general purpose Emergency Fund of \$350,000 for the Board of Parole and Post-Prison Supervision (BPPPS) for replacement of the Parole Board Management Information System (PBMIS). Allocation of the reservation is contingent upon the Board providing a project budget, project plan, and periodic status reports. BPPPS may request allocation of the reservation from the Emergency Board after the Legislative Fiscal Office approves the project budget and project plan.

### **Department of State Police**

The Subcommittee restored \$2,351,854 General Fund of the 2% supplemental ending balance holdback for the Department of State Police. This represents 50% of the total 2% holdback. The agency will use the restored amount to fund the hire of 20 troopers and the purchase of 18 vehicles and associated equipment in September 2014.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating a total of one position and 1.50 FTE, permanently shifting funding for three administrative positions from General Fund to Other Funds, and reducing capital outlay for the Dispatch Centers and Information Technology Services.

### **Department of Public Safety Standards and Training**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings by taking all of the administrative savings in services and supplies.

### **Oregon Youth Authority**

The Subcommittee approved a restoration of \$1,367,729 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating 5 positions and 2.79 FTE; these are administrative support type positions. A very small portion of the agency's reduction was also moved from personal services to services and supplies.

## **TRANSPORTATION**

### **Department of Aviation**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, moving a small amount from personal services to services and supplies.

### **Department of Transportation**

The General Fund reduction taken for the 2% supplemental ending balance holdback was not restored. The Subcommittee approved an updated Package 091 Statewide Administrative Savings. A portion of the agency's reduction was moved from personal services to services and supplies.

The Seniors special purpose appropriation, described on page 47, provides \$4 million General Fund to the Department for additional Elderly and Disabled Transit support.

## Legislatively Approved 2013-2015 Key Performance Measures

**Agency: SECRETARY of STATE**

**Mission:** The Secretary of State is a statewide elected constitutional office under Oregon Constitution Article VI section 2. She is the keeper of Oregon's history, the auditor of public funds, the first stop for Oregon businesses and the chief elections officer. The Secretary of State provides complete, factual information about elections, corporations, government history and government performance, and maintains secure systems and reliable operations. A government open to public inspection and review guards against fraud, corruption and excessive expense. The Secretary of State provides the public open access to the information that makes Oregon's representative democracy work. Our Vision The Secretary of State delivers better results for Oregonians through: -More effective and efficient service delivery; -Greater transparency and accountability; Using innovation to connect Oregonians to their government.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2014	Target 2015
1 - Electronic Access to Public Information- Percentage of targeted records made available electronically.		Approved KPM	20.00	30.00	35.00
2 - Audit Cost Savings- Dollar Value of Revenue Enhancements, savings, or questioned costs in performance audit reports.		Approved KPM	35.12	30.00	30.00
3 - Audit Efficiency- Dollar savings per dollar spent on economy and efficiency audits.		Approved KPM	17.12	15.00	15.00
4 - Audit Recommendation Implementation- Percentage of audit recommendations implemented.		Approved KPM	0.00	90.00	90.00
5 - Business registration-document processing turnaround time from receipt.		Approved KPM	0.90	1.30	1.20
6 - Notary-document processing turnaround time from receipt.		Approved KPM	1.20	1.00	1.00
7 - UCC-document processing turnaround time from receipt.		Approved KPM	0.60	1.30	1.20
8 - Campaign Finance Information- Percent of committee filings determined to be sufficient.		Approved KPM	98.76	98.00	98.00
9 a - Staff Diversity- Percent of Women as a percentage of SOS workforce.		Approved KPM	62.00	62.00	62.00
9 b - Staff Diversity- Percent of People of Color as a percentage of SOS workforce.		Approved KPM	10.00	12.00	12.00
9 c - Staff Diversity – Percent of Persons with Disabilities as a percentage of SOS workforce.		Approved KPM	3.00	5.00	5.00

**Agency: SECRETARY of STATE**

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<b>Legislatively Proposed KPMs</b>	<b>Customer Service Category</b>	<b>Agency Request</b>	<b>Most Current Result</b>	<b>Target 2014</b>	<b>Target 2015</b>
10 - Customer Satisfaction- Percent of customers rating their overall satisfaction with the agency as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise aand availability of information.	Accuracy	Approved KPM	97.00	85.00	85.00
10 - Customer Satisfaction- Percent of customers rating their overall satisfaction with the agency as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise aand availability of information.	Availability of Information	Approved KPM	97.00	85.00	85.00
10 - Customer Satisfaction- Percent of customers rating their overall satisfaction with the agency as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise aand availability of information.	Expertise	Approved KPM	100.00	85.00	85.00
10 - Customer Satisfaction- Percent of customers rating their overall satisfaction with the agency as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise aand availability of information.	Helpfulness	Approved KPM	98.00	85.00	85.00
10 - Customer Satisfaction- Percent of customers rating their overall satisfaction with the agency as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise aand availability of information.	Overall	Approved KPM	98.00	85.00	85.00
10 - Customer Satisfaction- Percent of customers rating their overall satisfaction with the agency as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise aand availability of information.	Timeliness	Approved KPM	99.00	85.00	85.00
11 - Campaign Finance Proposed Penalty Notices - Percentage of notices mailed within five months of a deficient transaction.		Approved KPM		95.00	95.00
8 - Petition Validity Rate- Percentage of assessed petition signatures that are validated		Legislative Delete	66.31		
10 - Voter's Pamphlet Satisfaction- Percent of customers who rate the Voter's Pamphlet as useful or very useful		Legislative Delete	0.00		

**LFO Recommendation:**

Approve Key Performance Measure targets as shown. Approve deletion of KPM #8 - Petition Validity Rate. The agency requested this deletion on the grounds that the validity rate of submitted petitions is not a measure of the agency's performance. LFO recommends deletion. Approve deletion of KPM #10 - Voter's Pamphlet Satisfaction. The agency requested this deletion. LFO recommends deletion - the agency has never reported data on this measure. Approve establishment of a new KPM: Campaign Finance Proposed Penalty Notices - Percentage of notices mailed within five months of a deficient transaction. LFO recommends approval with 2014 and 2015 targets of 95.

**Sub-Committee Action:**

The Subcommittee approved the Legislative Fiscal Office recommendation. The impact of the Subcommittee action is incorporated in the above table. KPMs are renumbered. The newly-approved KPM is shown as KPM #11.



Joint Committee on Ways and Means

Carrier – House: Rep. Buckley  
Carrier – Senate: Sen. Devlin

**Revenue:** Revenue statement issued

**Fiscal:** Fiscal statement issued

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

**Vote:** 26 – 0 – 0

House

Yeas: Barker, Buckley, Frederick, Freeman, Hanna, Huffman, Jensen, Komp, McLane, Nathanson, Read, Richardson, Smith, Tomei, Williamson

Nays:

Exc:

Senate

Yeas: Bates, Devlin, Edwards, Girod, Hansell, Johnson, Monroe, Steiner Hayward, Thomsen, Whitsett, Winters

Nays:

Exc:

**Prepared By:** Ken Rocco, Legislative Fiscal Office

**Meeting Date:** March 6, 2014

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**WHAT THE MEASURE DOES:** This measure implements statutory changes necessary to support the legislatively approved budget and to clarify the application of statutes. This measure, relating to state financial administration, is not an appropriation bill and therefore does not include the appropriation of funds. The measure, however, is necessary to achieve a balanced budget for the 2013-15 biennium. The measure is effective on passage.

The fiscal or budgetary impacts of provisions of this measure are contained in HB 5201, which is the budget reconciliation bill, or in other specific budget measures. The major provisions, by program area, are:

Education Program Area: Authorizes the Superintendent of Public Instruction to provide interest free loans of up to \$400,000 to financially troubled school districts.

Human Services Program Area: Eliminates the Commission for the Blind's Industries for the Blind Program, effective December 2013.

Public Safety Program Area: Re-establishes the Work Group on Corrections Health Care Costs until the convening of the Legislative session in 2015 [see SB 843 (2013)].

Economic and Community Development Program Area: Addresses Governor's line-item veto of HB 2322 (2013) by repealing section 31, chapter 722, Oregon Law 2013.

Administration Program Area: Modifies statutory compensation plan reporting by the Department of Administrative Services to include step increases; re-establishes a Task Force on State Budget Process [see SB 552 (2013)]; and transfers \$2.2 million in Business Registration fee revenue to the General Fund.

**ISSUES DISCUSSED:**

- Need for program change bill
- Relation to HB 5201, the budget reconciliation bill, and SB 5703, the bond bill
- Fiscal impact
- Revenue impact and transfer to the General Fund

**EFFECT OF COMMITTEE AMENDMENT:** Replaces the measure.

**BACKGROUND:** This measure is the Joint Committee on Ways and Means program change bill. Similar measures

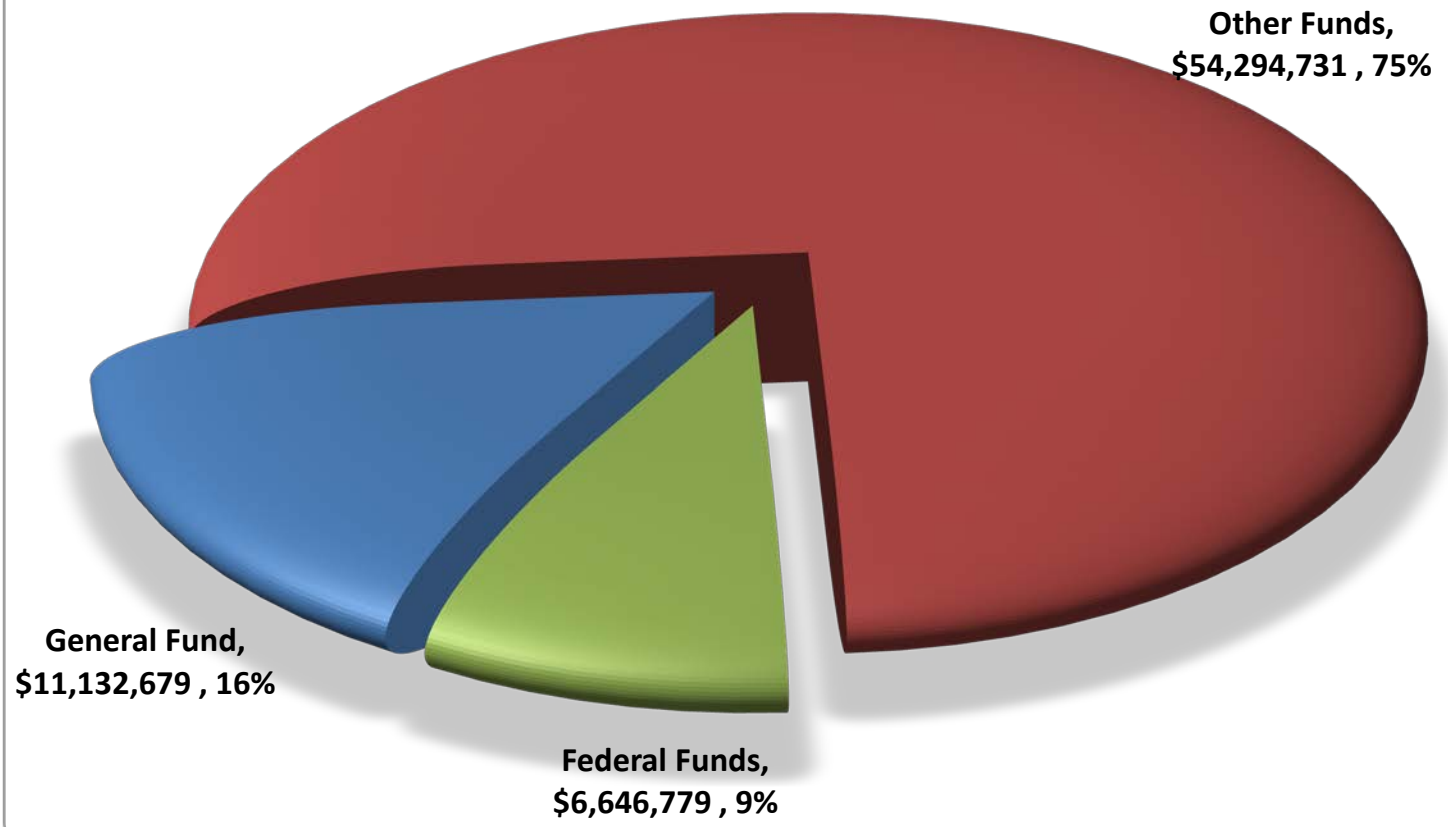
are introduced each legislative session. This measure, relating to state financial administration, is not an appropriation bill and therefore does not include the appropriation of funds.

# Office of the Secretary of State

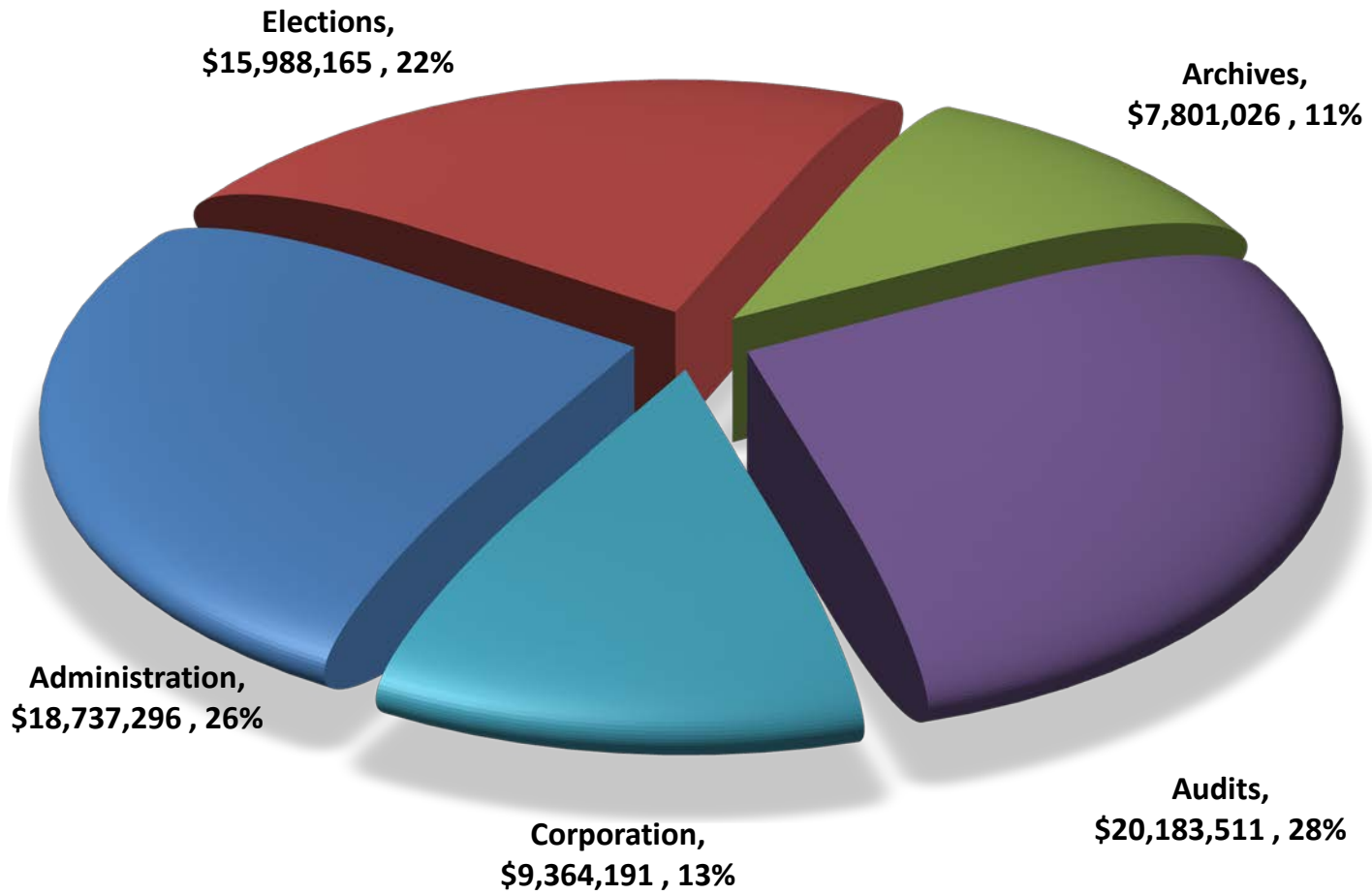


## **Agency Summary 2015-17 Agency Request Budget**

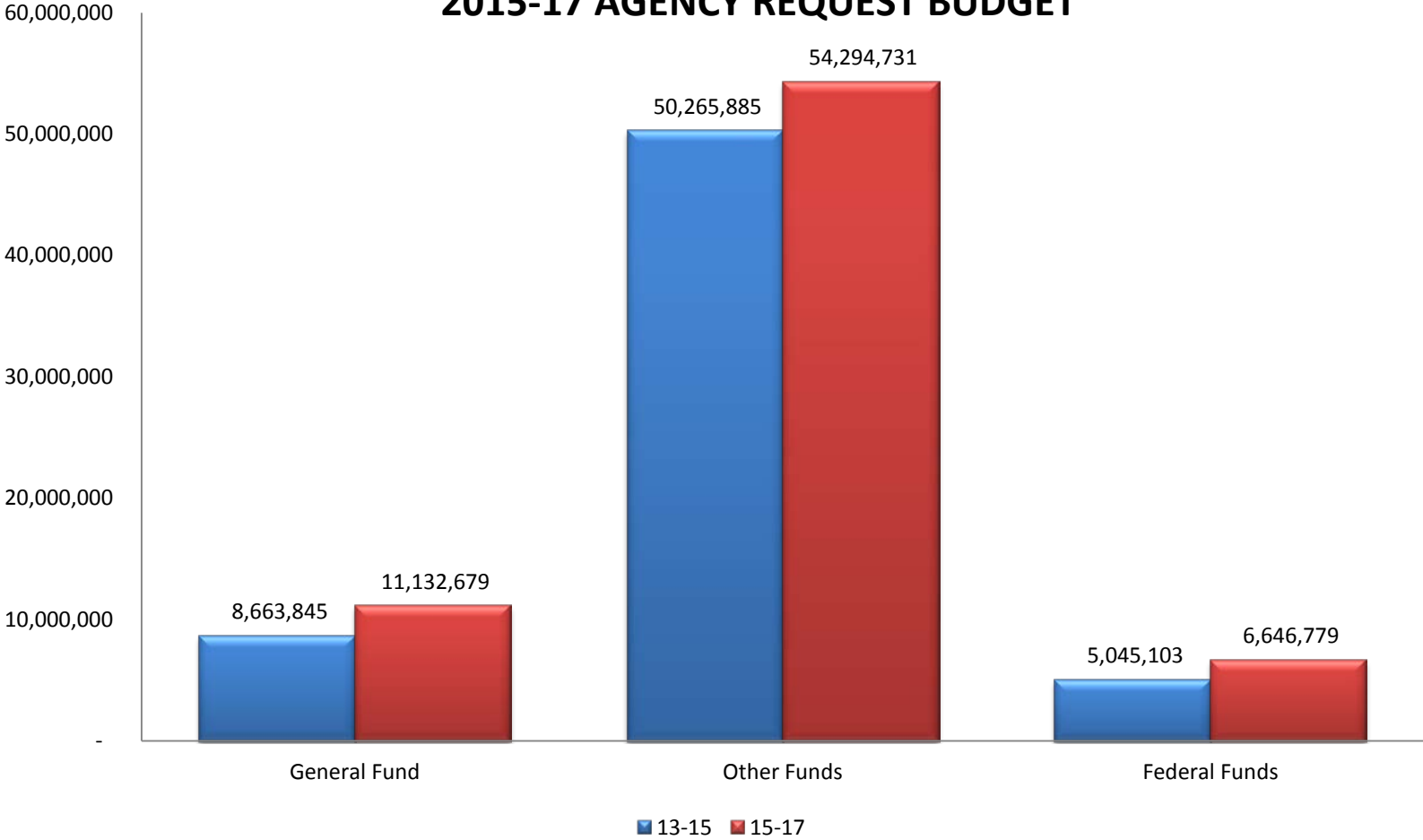
**SECRETARY OF STATE  
2015-17 AGENCY REQUEST BUDGET BY FUND**



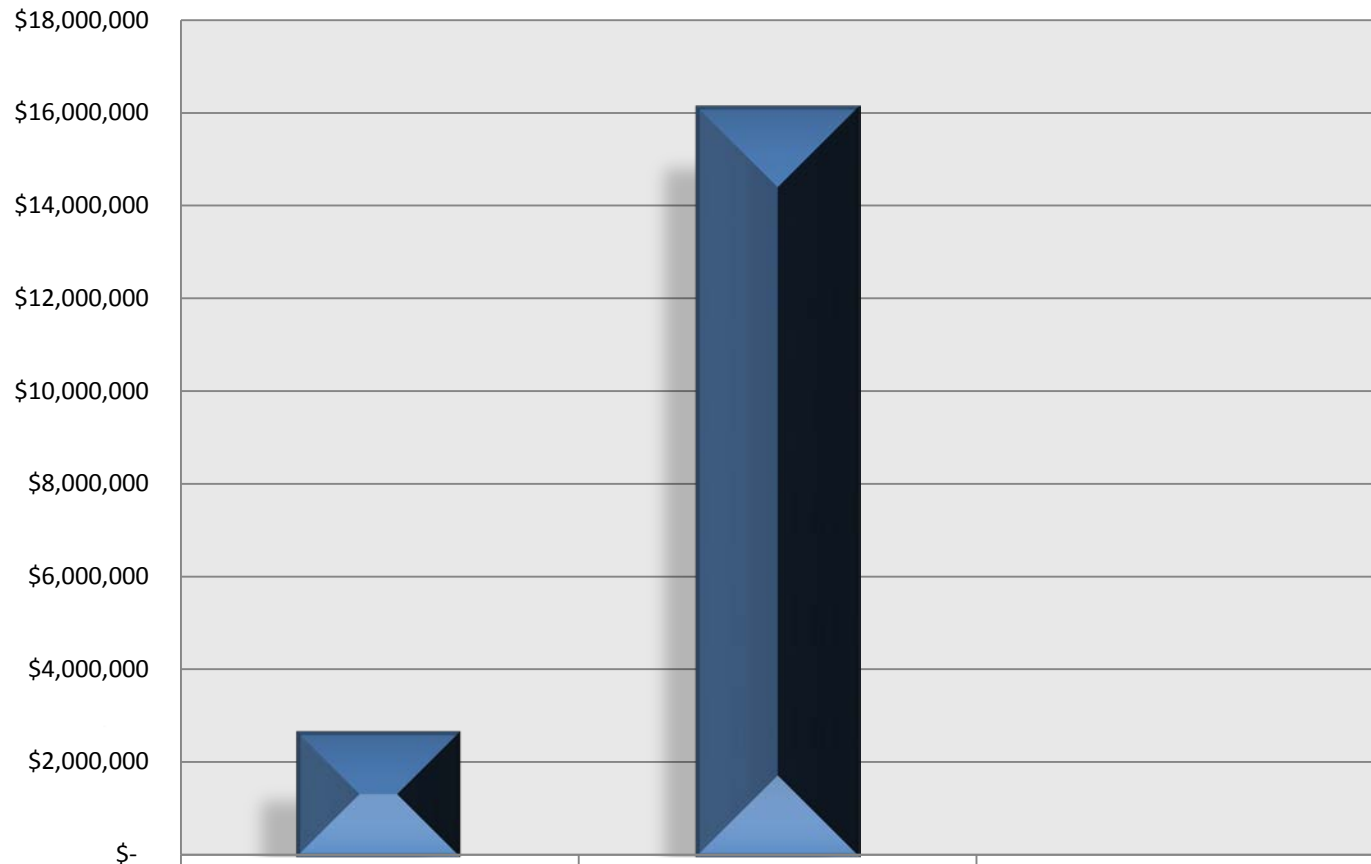
## 2015-17 AGENCY REQUEST BUDGET BY DIVISION



**SECRETARY OF STATE  
2013-15 LEGISLATIVELY ADOPTED BUDGET VS.  
2015-17 AGENCY REQUEST BUDGET**

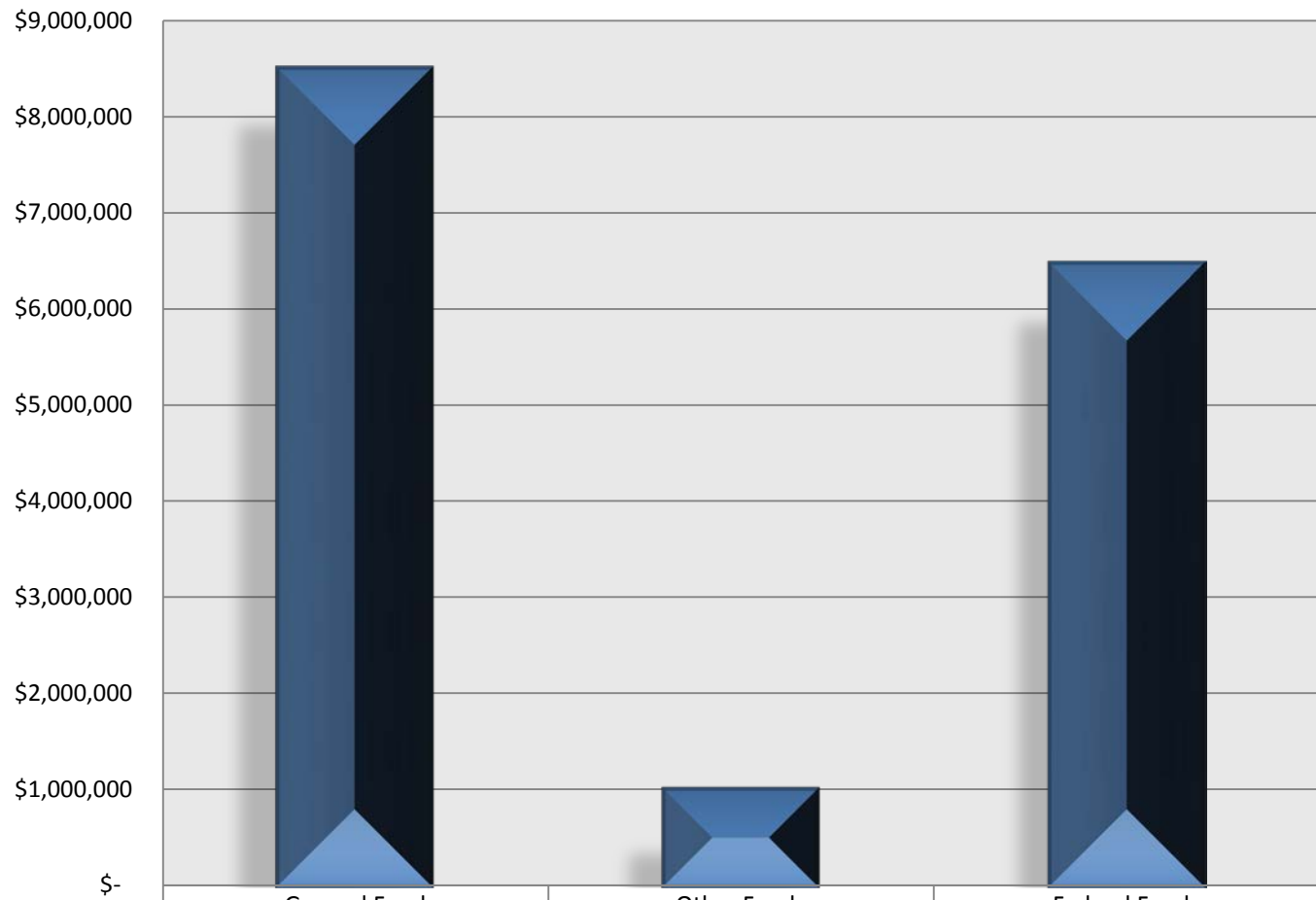


## SECRETARY OF STATE 2015-17 ADMINISTRATION DIVISION



	General Fund	Other Funds	Federal Funds
15-17 Agency Request Budget	\$2,630,873	\$16,106,423	\$-

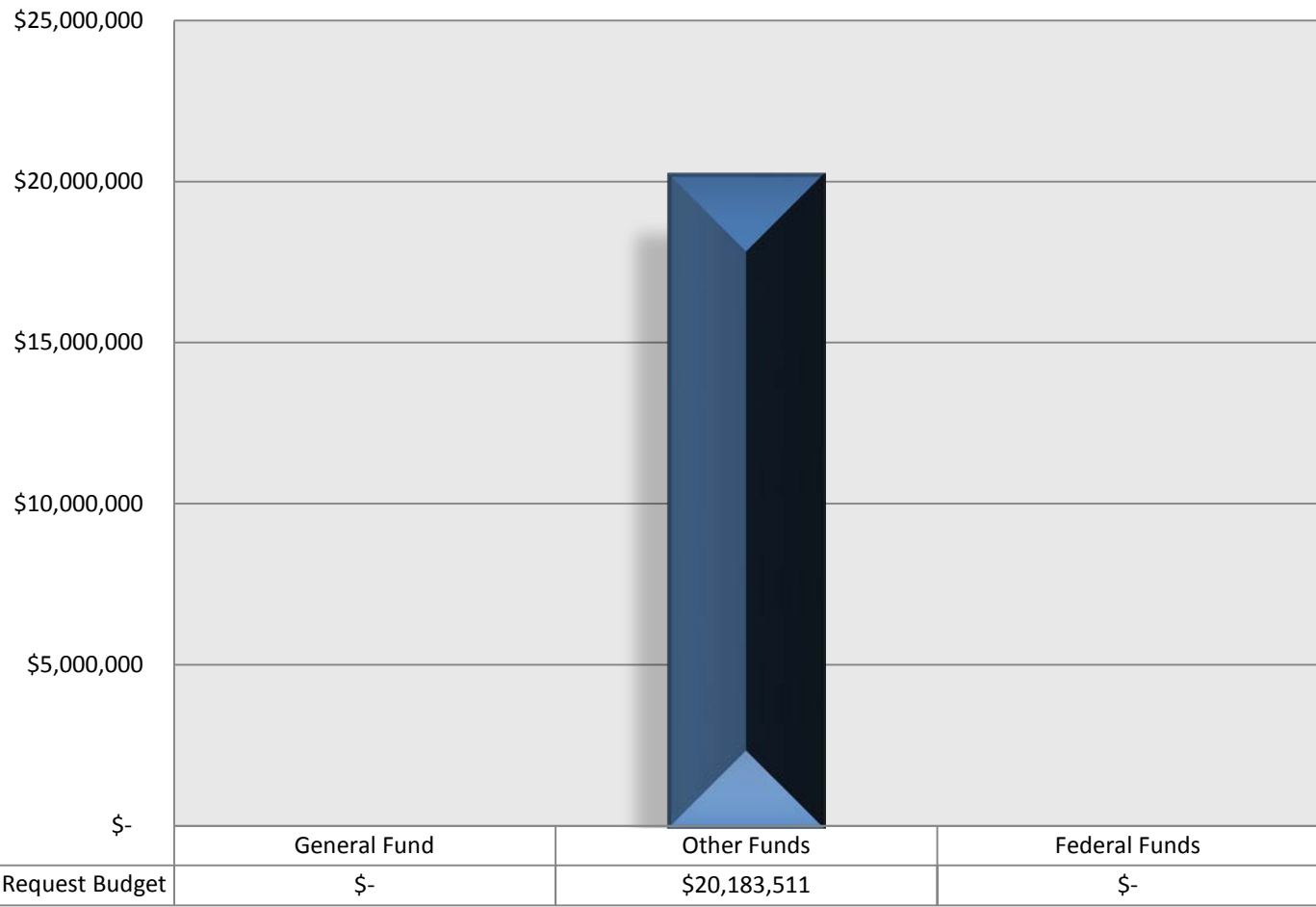
## SECRETARY OF STATE 2015-17 ELECTIONS DIVISION



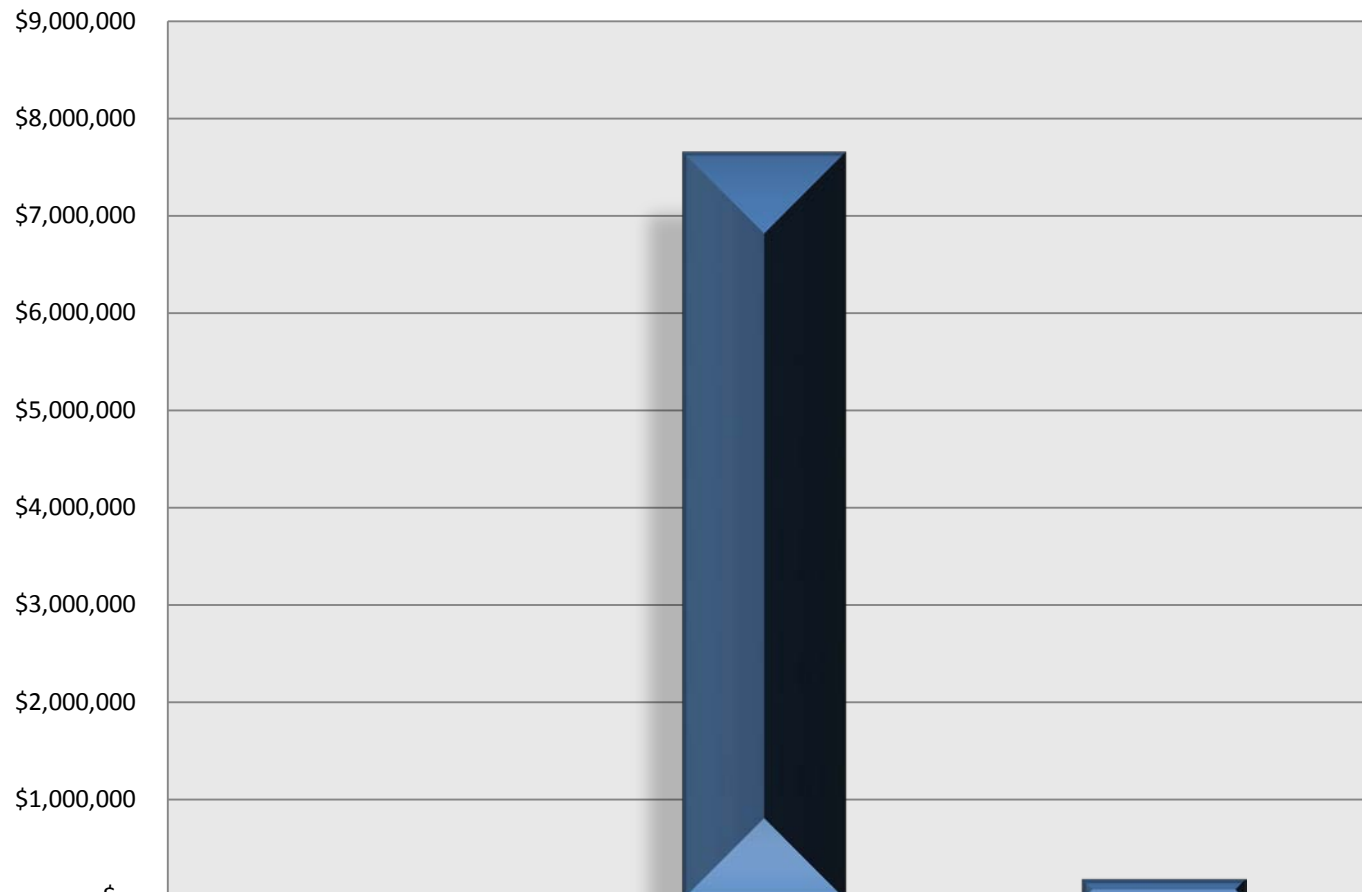
■ 15-17 Agency Request Budget



## SECRETARY OF STATE 2015-17 AUDITS DIVISION

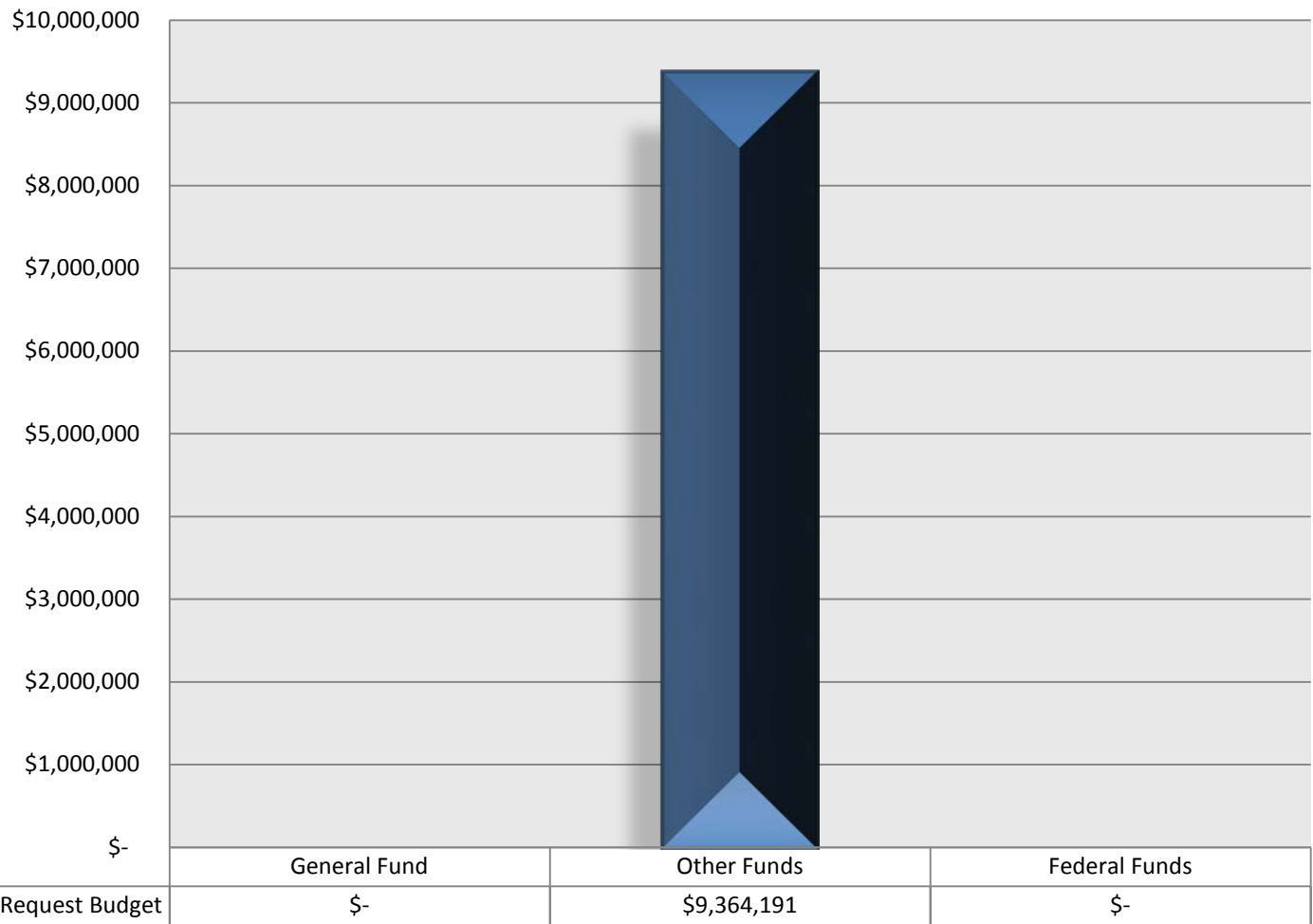


## SECRETARY OF STATE 2015-17 ARCHIVES DIVISION

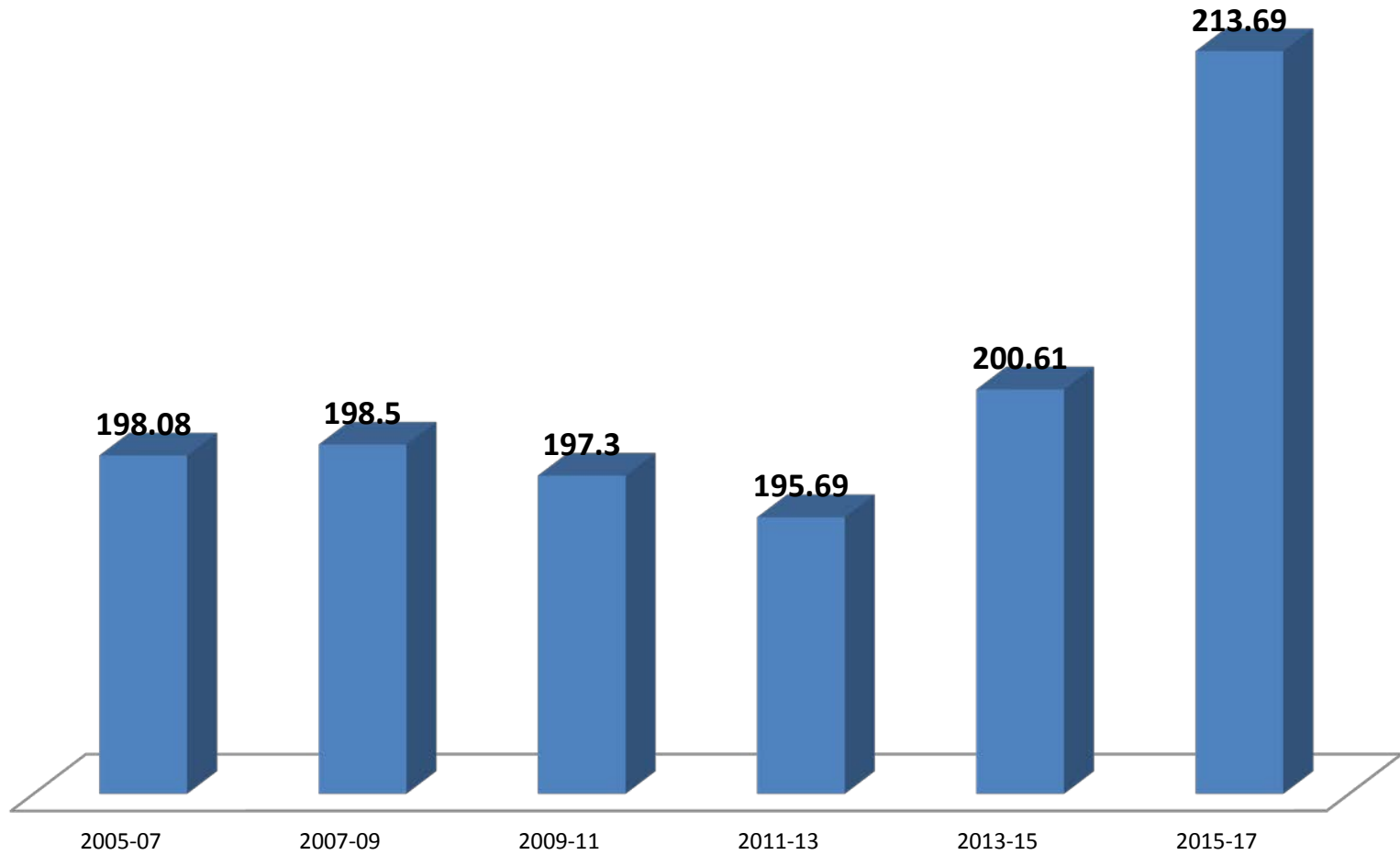


	General Fund	Other Funds	Federal Funds
15-17 Agency Request Budget	\$-	\$7,626,702	\$174,324

## SECRETARY OF STATE 2015-17 CORPORATION DIVISON



**SECRETARY OF STATE  
EMPLOYEES FTE**



# Budget Narrative

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## Agency Summary

### Mission Statement & Statutory Authority

The Secretary of State is a statewide elected constitutional office under Oregon Constitution Article VI section 2. She is the keeper of Oregon's history, the auditor of public funds, the first stop for Oregon businesses and the state's chief elections officer.

The Secretary of State provides complete, factual information about elections, corporations, government history and government performance, and maintains secure systems and reliable operations that promotes efficient and effective service to Oregonians.

A government open to public inspection and review guards against fraud, corruption and excessive expense. The Secretary of State provides the public open access to the information that makes Oregon's representative democracy work.

### Our Vision

The Secretary of State delivers better results for Oregonians through:

- More effective and efficient service delivery;
- Greater transparency and accountability;
- Using innovation to connect Oregonians to their government.

# Budget Narrative

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## Strategic Initiatives

### Manage for Performance

- Encourage business process improvements throughout the agency and state government
  - Review internal agency business practices for efficiency and increased use of technology to streamline processes and save resources;
  - Utilize increased performance auditing to encourage other state agencies to identify efficiency and cost-effective business improvements;
- Employee Management
  - Complete 100% of performance evaluations annually;
  - Motivate, train and engage employees and managers;

### Innovate for the 21<sup>st</sup> Century and Beyond

- Expand utilization of the statewide Electronic Records Management System with a goal of 3000 state and/or local users online;
- Develop phase 2 of the Business Xpress one-stop shop for businesses to expand service;
- Advocate for small business through the Office of Small Business Assistance;
- Increase online service delivery to Oregonians, including:
  - Online Municipal Audit Filing
  - Increased state and local participation in the Central Business Registry
  - Increased information and access to services in the Elections Division's My Vote;

# Budget Narrative

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## **Improve Government Services**

- Continue expanding performance audit scope to improve government (cost-effective, efficient service delivery);
- Modernize our voter registration system;
- Implement Phase 3 our HAVA program;
- Use our business practices to support and bridge urban/rural interests and develop public/private partnerships.

## **2015-17 Short Term Plan**

### **Archives Division**

The Archives Division improves government accountability by managing and providing access to the official record of the activities of government. We provide access to the permanently valuable records of Oregon government and house some of the state's oldest documents, including records of the provisional and territorial governments and the Oregon Constitution. We manage and help implement the Oregon Records Management Solution, allowing all public agencies that participate to manage all of their public records in a system that is systematic and routine. In addition, we provide training, retention schedules and advice and assistance on a variety of public records issues; operate the State Records Center; and security Copy Depository. We also publish the Oregon Administrative Rules and the biennial Oregon Blue Book- the complete source of information on Oregon's history and government.

# Budget Narrative

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- **Archives Initiative #1:**

To expand the use of the statewide Oregon Records Management Solution (ORMS). Currently we have 21, actively participating agencies representing all levels of Oregon Government.

**Performance Measure:**

- Reach 2000 active, paying users. Continue to bring on new agencies throughout the biennium.

- **Archives Initiative #2:**

Only a small percentage of the Archives holdings are readily accessible online. This is due in part to three things: (1) Staff resources to scan and index holdings (2) An online tool that will make the records easy to search and view, and (3) The Archives reliance on Miscellaneous Receipts to purchase Supplies and Services. We have begun developing a strategy to address all three areas and have a solution for #2 in which we use the *WebDrawer* application that is part of the Oregon Records Management Solution (ORMS) to make the search and retrieval of records readily available to the public.

**Performance Measure:**

- We have prioritized and developed a system of getting Archives holdings online and accessible to the public. Increase the number of records available through WebDrawer and continue to work with our Information Services Division to enable patrons to purchase records online, using a “store” to complete their transactions electronically.



## Budget Narrative

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- **Archives Initiative #3:**

The Archives Division has run out of physical space to store records. We have received funding to begin the transfer from conventional shelving to compact shelving for half of the first floor stack areas (phase 1).

**Performance Measure:**

- We anticipate having Phase 1 of the shelving project completed in late August – September, 2014. We are also requesting funding for Phase 2 of the shelving to complete the first floor with a POP request in the 2015-2017 Biennium. The completion of the first floor will increase storage by 45%.

- **Archives Initiative #4:**

Currently state agencies must file their permanent and temporary Administrative Rules using an automated manual process geared to a print outcome. With the ever increasing amount of Rules being filed, this process is outdated, laborious and inefficient for both the agency filing the Rule and the Archives Division's Publications Unit.

**Performance Measure:**

- Re-write the Administrative Rules applications to allow for the notification, filing and publication of Administrative Rules in a streamlined and automated approach. This would allow us to have an interactive search tool that is available not only for agencies to use but the general public as well. It will also allow us to change from the Publications Unit having to format and print the hardcopy of the Annual Compilation to going to a print on demand feature where those wanting a hard copy of the Rules could send the print request to the State Printer or print them internally, depending upon the volume.

# Budget Narrative

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- **Archives Initiative #5:**

The Archives Division began actively using social media (i.e. Facebook, Twitter, etc.) in April 2012 as a way to advertise our holdings to a broader audience. To date, social media has raised the profile of the State Archives and increased the number of individuals using our holdings. We want to continue to grow and use this medium and explore new ways of getting information about the Archives out to the public.

**Performance Measure:**

- Increase the use of social media in all Archives programs; develop a way to measure the effectiveness of posts; and devise a plan moving forward based on the results of these measurements.

## **Audits Division**

The Audits Division carries out the Secretary's constitutional and statutory responsibility for evaluating and reporting on the financial condition and operations of state agencies and municipal corporations. As an independent auditing organization the Audits Division has the authority to review agencies in all three branches of state government and other organizations that receive state money. Audits ensure that public funds are efficiently and effectively spent on public programs and that state government is accountable to the people of Oregon.

- **Audits Initiative #1:**

To identify emerging problems and make recommendations that reduces their adverse impacts on Oregonians.

**Performance Measure:**

- Finding large problems earlier will actually decrease the cost savings of our audits, one of the key performance measures, though we will better serve Oregonians.

# Budget Narrative

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- **Audits Initiative #2:**

To capitalize on the Audits Division resources through redesigned audit procedures to produce more and better audits.

**Performance Measure:**

- Increasing the number and impact of audits will increase the scope and number of recommendations, and the number that are implemented, one of the key performance measures.

- **Audits Initiative #3:**

To conduct audits and develop recommendations that better address broad scope chronic multi-agency problems.

**Performance Measure:**

- Addressing large problems can increase the cost savings of our audits, one of the key performance measures, and produce other benefits such as improved outcomes for Oregonians.

## **Corporation Division & Office of Small Business Assistance**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Corporation Division is to help startup and existing businesses grow and thrive by using faster and smarter business processes. The Corporation Division provides timely document processing services and convenient access to information about businesses, notaries, secured

## Budget Narrative

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transactions, and government resources for a prosperous Oregon. The Office of Small Business Assistance cuts through red tape and is an independent voice for small business within state government.

- **Corporations Initiative #1:**

Provide businesses with faster, more efficient electronic services and integration of government registration processes.

- **Corporations Initiative #2:**

Provide services to Oregon's business community and the public to increase knowledge and awareness of government services & requirements for businesses, and citizens.

- **Performance Measure:**

- Customer documents are processed faster, more efficiently, with increased accuracy.
    - Increase the number of E-Government services available, including expanding BusinessXpress and the Central Business Registry.
    - Increase the percentage of customer documents filed online.

- **Office of Small Business Assistance Initiative #1:**

Improve Oregon's business climate for small business.

- **Performance Measure:**

- Increase awareness of small business advocacy services; resulting increased caseload offers greater opportunities to advocate and solve problems on behalf of small business..
    - Inform elected officials, executive agencies and business groups of trends, opportunities and potential solutions for improved regulation and service delivery through publication of OSBA annual report.

# Budget Narrative

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## Elections Division

The Elections Division interprets, applies and enforces election laws, provides election information to the public, and maintains all documents related to elections. The Elections Division operates under the authority of the Oregon Constitution and ORS Chapters 246-260. The Division is responsible for monitoring adherence to all applicable campaign finance and reporting laws and rules. The Division is also responsible for Oregon's implementation of federal election law, including the National Voter Registration Act (NVRA) and the Help America Vote Act (HAVA) of 2002.

- **Elections Initiative #1:**

Reorganize the structure of the Division to a customer-based team design, serving the two distinct and separate sets of customers served by the Division.

**Performance Measures:**

- Efficient customer service and excellent customer satisfaction reviews from all customers, including the general public and our county partners.
- Employees focused and trained on distinct areas of subject matter expertise in each aspect of election administration and statutory enforcement.
- Establish a culture of consistency and perfection in all verbal and written advice provided by staff to all customers.

- **Elections Initiative #2:**

Assert true ownership and more state leadership and direction of the Oregon Centralized Voter Registration (OCVR) system as federal funds are exhausted and the final Phase of HAVA mandates are implemented.

# Budget Narrative

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**Performance Measure:**

- Improved efficiencies regarding election administration at the county level.
- Provide training opportunities to counties in order to educate them and assist them with improving their business processes relating to election administration and ballot processing.

- **Elections Initiative #3:**

Develop more proactive, effective and efficient maintenance and support of ORESTAR, Oregon's online system for tracking and reporting of campaign finance transactions and other election data.

**Performance Measures:**

- Consistent successful and timely releases of all upgrades and enhancements to the online system.
- Increased ability to successfully interface with new technology and modules to allow greater transparency and reporting capabilities.

- **Elections Initiative #4:**

Modernize our voter registration system by utilizing technology to achieve the goal of "putting a ballot in the hand of every eligible Oregonian" for each election.

**Performance Measure:**

- Gain larger, more accurate voter rolls and to eliminate impediments to ballot access.
- Increase use of the online voter registration system.
- Improve compliance with the National Voter Registration Act (NVRA) at DMV and social services offices.
- Increase the number of disabled and military and overseas voters who can access their ballot online and return it by mail or email.

# Budget Narrative

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- Increase the amount of information available on the Elections Division's website and the amount of individual-specific voter pamphlet information of MyVote.

- **Elections Initiative #5:**

Expand our voter outreach programs and policies to educate the public, encourage voting participation and provide greater transparency.

**Performance Measures:**

- A better educated electorate that is encouraged to register and participate in the voting process regularly.
- Increased civics education for the general public.

- **Elections Initiative #6:**

Accommodate all changes to election laws and rules.

**Performance Measures:**

- Smooth transitions within all statewide election processes and procedures when new legislation is passed and/or new rules are adopted.
- No interruptions or delays in ballot production, delivery and processing with any legislative changes that may occur.

# Budget Narrative

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## **ADMINISTRATIVE SERVICES DIVISION**

### **Executive Office**

The Executive Office provides policy direction, coordination and management oversight for all program divisions. The Secretary is also a member of the State Land Board sharing responsibility with the Governor and State Treasurer for supervising management of state-owned lands. In addition, the Executive Office provides services that are statutorily mandated but not assigned to a specific program division.

### **Business Services**

The Business Services Division provides central administrative and support services in accounting, budgeting, cashiering, purchasing, contract administration, safety and risk management, fixed assets and inventory control for the agency.

### **Human Resources**

The Human Resources Division provides centralized personnel services, advice and assistance in the interpretation and application of policies and procedure and is responsible for the oversight and conduct of personnel management activities in all program divisions and payroll.

### **Information Systems**

The Information Systems Division provides centralized services for the agency across the entire technology spectrum including design, installation, configuration, maintenance, and trouble-shooting services for hardware, software, telephone systems and networks; security administration; analysis for hardware and software purchases, and backup and recovery. The division also provides data management, database administration, standards administration, project and contractor management, business process improvement assistance, and business contingency planning. The division provides programming services for Internet development, application development and maintenance and production support.



**SECRETARY of STATE**

**Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)**

Original Submission Date: 2014

Finalize Date:

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	Electronic Access to Public Information- Percentage of targeted records made available electronically.
2	Audit Cost Savings- Dollar Value of Revenue Enhancements, savings, or questioned costs in performance audit reports.
3	Audit Efficiency- Dollar savings per dollar spent on economy and efficiency audits.
4	Audit Recommendation Implementation- Percentage of audit recommendations implemented.
5	Business registration-document processing turnaround time from receipt.
6	Notary-document processing turnaround time from receipt.
7	UCC-document processing turnaround time from receipt.
8	Campaign Finance Information- Percent of committee filings determined to be sufficient.
9 a	Staff Diversity- Percent of Women as a percentage of SOS workforce.
9 b	Staff Diversity- Percent of People of Color as a percentage of SOS workforce.
9 c	Staff Diversity – Percent of Persons with Disabilities as a percentage of SOS workforce.
10	Customer Satisfaction- Percent of customers rating their overall satisfaction with the agency as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
11	Campaign Finance Proposed Penalty Notices - Percentage of notices mailed within five months of a deficient transaction.

**SECRETARY of STATE**

**I. EXECUTIVE SUMMARY**

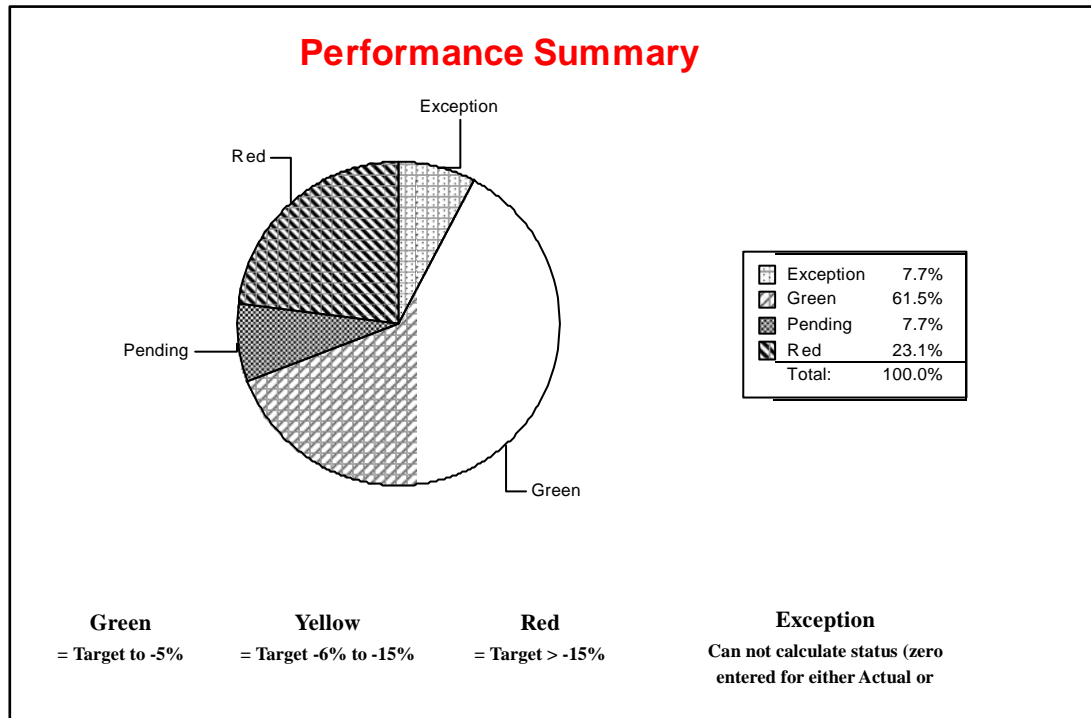
**Agency Mission:** The Secretary of State is a statewide elected constitutional office under Oregon Constitution Article VI section 2. She is the keeper of Oregon’s history, the auditor of public funds, the first stop for Oregon businesses and the chief elections officer. The Secretary of State provides complete, factual information about elections, corporations, government history and government performance, and maintains secure systems and reliable operations. A government open to public inspection and review guards against fraud, corruption and excessive expense. The Secretary of State provides the public open access to the information that makes Oregon’s representative democracy work. Our Vision The Secretary of State delivers better results for Oregonians through: -More effective and efficient service delivery; -Greater transparency and accountability; Using innovation to connect Oregonians to their government.

**Contact:** Jennifer Friesen

**Contact Phone:** 503-986-2232

**Alternate:** Jeff Morgan, Director, Business Services

**Alternate Phone:** 503-986-2239



**1. SCOPE OF REPORT**

**Agency Programs/services addressed by key performance measures are:** the Audits Division, Corporation Division, Elections Division, Archives Division and the Human Resources Division. **Agency programs/services, if any, not addressed by key performance measures:** The internal support divisions conduct annual customer service surveys to determine quality of services provided.

## **2. THE OREGON CONTEXT**

The Office of the Secretary of State is one of three constitutional offices established at statehood. The Secretary of State is the custodian of the state seal and oversees the functions of seven divisions. As the auditor of public accounts, the Secretary evaluates and reports on the financial condition and efficient operations of state government and administers the Municipal Audit law. The Secretary of State is the chief elections officer. She is responsible for uniformly interpreting and applying state election laws. She also acts as the filing officer for state offices, initiative and referendum petitions, campaign finance reports and other election documents. In addition, the Secretary publishes and distributes the Voters Pamphlet and investigates and prosecutes election law violations. The Secretary is the public records administrator for Oregon, a role that includes preserving official acts of the Legislative Assembly and state agencies, supervising the state archivist, publishing the administrative rules for state agencies and production of the Oregon Blue Book. The Secretary of State registers domestic and foreign corporations, assumed business names, trade and service marks, and is responsible for the state's business portal. The Secretary prepares notarial applications and serves as filing officer for Uniform Commercial Code transactions. The Secretary of State serves with the Governor and State Treasurer on the State Land Board, managing state-owned lands for the benefit of the Common School Fund. She also currently serves as Chair of the Oregon Sustainability Board and the State Complete Count Committee, by appointment by the Governor.

## **3. PERFORMANCE SUMMARY**

KPMs MAKING PROGRESS or trending toward target achievement: KPM #165-01 Electronic Access to Public Information, KPM #165-02 Audit Cost Savings, KPM #165-03 Audit Efficiency, KPM #165-05 Business Registry Timely Document Processing, KPM # 165-07 UCC Timely Document Processing, KPM #165-08 Campaign Finance Information, KPM #165-010 Customer Satisfaction. KPMs with UNCLEAR PROGRESS or target not yet set: , KPM #165-04 Audit Recommendation Implementation, KPM #165-06 Notary Timely Document Processing, KPM #165-09 Work force Percentage, KPM #165-011 Campaign Finance Proposed Penalty Notices.

## **4. CHALLENGES**

While Oregon's revenue outlook has stabilized, the year-over-year GF growth rate is projected to be lower over the next several years. The Elections Division relies heavily on GF dollars to fund its core business functions and the Administrative Services Division relies on a combination of GF and OF revenues to fund their core business functions. GF reductions were taken by the agency in the 2013-15 LAB. The agency places a heavy reliance on information technology which enables us to provide efficient and timely services to our customers. There is a need for additional funds to add vital resources (i.e. added security for

computer applications, security hardware and additional staffing dedicated to computer application security) to protect these essential computer applications from ongoing attacks and threats in cyber crime.

**Audits Division:** Oregon government is working its way out of severe financial and operational challenges from the great recession. However, agency management is often consumed by the daily demands of immediate problems, making it difficult for them to address the more far-reaching issues and strategies for improvement. Performance auditors can bring an objective, fresh perspective to these issues, to recommend changes that can improve agency results. While our agency mission remains the same, Auditing to Protect the Public Interest and Improve Oregon Government, we are setting our audit objectives higher - to find ways that agencies can better achieve their mission. Our audits will seek efficiency savings, improvements in the safety and quality of life of Oregonians, and adequate safeguards for the state's assets and natural resources. We will also seek to produce audits that better inform decision-makers and the public about the challenges and opportunities for Oregon government. We will focus on results from state dollars, and federal dollars as well, to ensure that we are obtaining the best value for Oregonians.

**Corporation Division:** The primary challenge facing the Corporation Division is maintaining performance levels for an increased volume of work while meeting increasing customer expectations for better and faster service. The advancement and implementation of technology and e-Government initiatives presents the opportunity for increased efficiency in the Corporation Division processes and at other government agency partners, while requiring adoption of new procedures and changing the way we operate and do business. Past e-Government successes have allowed the Corporation Division to eliminate 7 FTE positions over the past decade, while absorbing an increased workload and offering more and faster services to the public.

**Elections Division:** A large proportion of the work of the Elections Division is controlled by factors beyond our control: the number of candidates that file for office, the number of initiatives and referenda filed, the number of active political committees, the number of transactions filed within ORESTAR, the number of voters' pamphlet statements filed and the number of challenges filed in court. Identifying meaningful outcomes we can impact is difficult. Additionally, most of our deliverables are deadline-driven and statutory. Therefore, we must complete all major projects and tasks on time as prescribed, without exception. For the last biennium, the Elections Division implemented one new Key Performance Measure (KPM), identified as KPM #11. KPM #11 was implemented to identify the percentage of time when proposed penalty notices are sent to committees within five months of the finding of an insufficient transaction. Data has been collected regarding this KPM and is noted appropriately in the appropriate Key Measure Analysis.

**Archives Division:** The Division received a more stable funding source in the 2013-15 Legislative session. Archives was moved out of General Fund and into an FTE based assessment model. This should help Archives to become less reliant on sales of services and supplies. Archives continues to work and build upon the Oregon Records Management Solution (ORMS) to provide the state with a more cost effective way to manage its electronic records and are also formalizing a plan to get more of the Archives holdings into ORMS so they are accessible online. We are using social media, especially Facebook and Twitter to promote our holdings which has resulted in more visits to the Archives in person and to our website. Finally, we are working to turn the audio tapes of the Legislature that are on obsolete technologies into a digital format with equipment that was purchased on E-bay, cleaned, repaired, and connected to computers, by Archives staff, for the conversion process and posting online as well as working with Legislative Administration to put Legislative Audio already in a digital format online.

## 5. RESOURCES AND EFFICIENCY

The Secretary of State 2015-17 Agency Request Budget: General Fund- \$ 11,132,679; Other Funds- \$54,294,731 and Federal Funds - \$6,646,779. **The Agency Request Budget for the Audits Division is \$20,183,511 Other Funds for the 2015-2017 biennium.** In the 2013-15 biennium, the Division

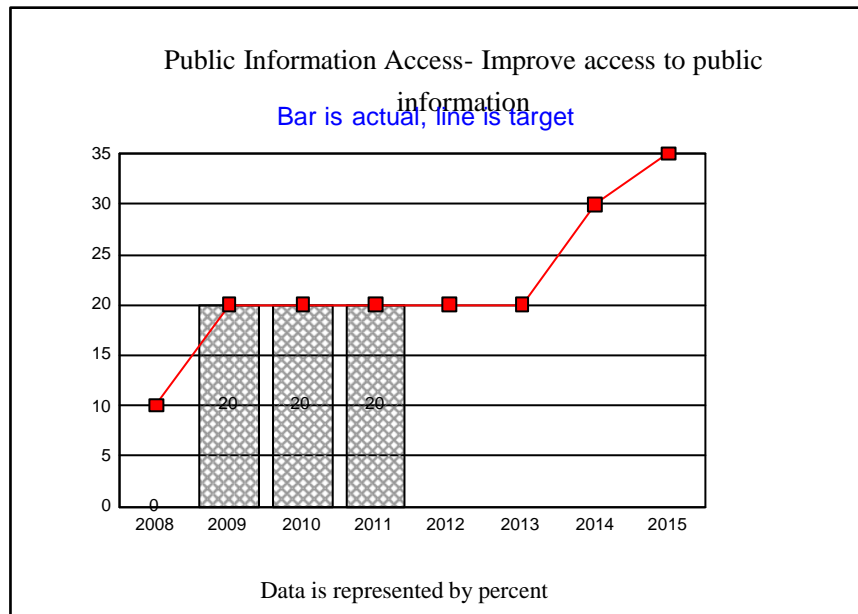
continued to refine its efforts: further streamlined its audit processes; reported on the financial condition of Oregon and the 36 counties; and improved its reporting methods and formats of audit results.

**The Agency Request Budget for the Corporation Division is \$9,364,191 Other Funds for the 2015-2017 biennium.** In the 2013-15 biennium, the Division: Implemented the Office of Small Business Assistance; reorganized division operations to maximize customer service delivery; implemented a new Notary Public application; and expanded the features and services of the Central Business Registry.

**The Agency Request Budget for the Elections Division is \$8,501,806 General Fund; \$1,013,904 Other Funds and \$6,472,455 Federal Funds for the 2015-2017 biennium.** In the 2013-15 biennium, the Elections Division successfully: presided over three successful state elections; processed the signatures on all statewide petitions; referred at least four violations of petition circulating laws and eight ballot cases (voting violations) to the Attorney General; and implemented several statutory enhancements to the online campaign finance and voters' pamphlet filing system (ORESTAR); and continued to develop and implement enhancements to the Oregon Centralized Voter Registration (OCVR) and the election management system, including ballot sorters and corresponding interfaces for five counties. In addition, 2013 was a year of transition regarding leadership in the Elections Division. An interim Director was in place for a period of time and then a new Director was hired in November.

**The Agency Request Budget for the Archives Division is \$7,626,702 Other Funds and \$174,324 Federal Funds for the 2015-2017 biennium.** In the 2013-15 biennium, the Division: Continued to update policies and procedures to ensure compliance to national standards; increased use of technology to assist, not only in locating resources, but in making more information available online to aid our users; used volunteers, interns and student workers to enhance services provided; continued to market, manage and implement the Oregon Records Management Solution - a statewide solution that is sold as a Software as a Service application to give state and local governments an efficient and cost-effective approach to managing their electronic records; participated on national standards development committees to find workable solutions for the ever developing technology industry; trained state and local government agencies on their responsibilities as a public employee as it relates to public records; updated schedules to ensure that public records are only kept for as long as they are necessary; working to improve the Administrative Rules applications to provide better access to Rules as well as streamlining the process; trained state agency rules coordinators so that they better understand the requirements of their position as it relates to Administrative Rules; enhancing the printed version of the Blue Book; and continued to upgrade our website to incorporate web 2.0 capabilities.

<b>KPM #1</b>	Electronic Access to Public Information- Percentage of targeted records made available electronically.	2008
<b>Goal</b>	Improve electronic access to public information.	
<b>Oregon Context</b>	This KPM does not have a primary link to the Oregon Benchmarks.	
<b>Data Source</b>	Measurements will come from a variety of sources: Customer Satisfaction Surveys; products produced, including new information made available on our website; and collection of statistics on use and services provided.	
<b>Owner</b>	Archives Division, Mary Beth Herkert, (503) 378-5196	



## 1. OUR STRATEGY

Invest resources to develop and enhance access to public records and information managed and held by the Archives Division.

## **2. ABOUT THE TARGETS**

This is a relatively new performance measure and we currently have three year's worth of data. We won't know if our targets are reasonable or need to be adjusted until we have a couple more year's worth of data and can make a determination if this is what we should be collecting and measuring.

## **3. HOW WE ARE DOING**

This is a relatively new measure with three year's worth of data. Our Customer Service Survey shows that 97% of our customers who use the website like and find useful the information posted. Those that gave us an unsatisfactory rating commented that they wanted more information than what is currently there, an indicator that we are on the right track in making more information available. One addition to our website since last report is our use of social media (Facebook and Twitter). our statistics in this show that since we have gone with consistent and more thematic "Document/Picture of the Day" postings, our followings have gone up dramatically. Since January 2014 we have added over 900 "likes" to our page and reach on average over 4,000 individuals weekly. In addition, our "tweets" which directly relate to what we have posted on Facebook or alert to a function or event at the Archives, are re-tweeted 95% of the time which means if an individual receives our tweet they are sending it out to others. During 2012-2013, we averaged 172,515 visitors to our site. Our 2013-2014 statistics are currently being compiled.

## **4. HOW WE COMPARE**

We still have not found any other state archives programs that are tracking this data. We have been told by numerous states that we are out in front in this arena and that they are looking to us for results. We will work with the Council of State Archivists to see if it is feasible to incorporate this type of information into their regular surveys of state archives programs.

## **5. FACTORS AFFECTING RESULTS**

Available funding to continue to improve existing work related to public access is a concern. Without funding of current staffing levels, we will not be able to continue down the path we are going. The February 2014 security breach faced by the Secretary of State's agency and subsequent security measures has impacted our statistics to a certain degree but we have not finished compiling and analyzing the 2013-2014 data.

## **6. WHAT NEEDS TO BE DONE**

Based on the information gathered at this time, we need to continue to do what we are doing by making more information available to the public for their use.

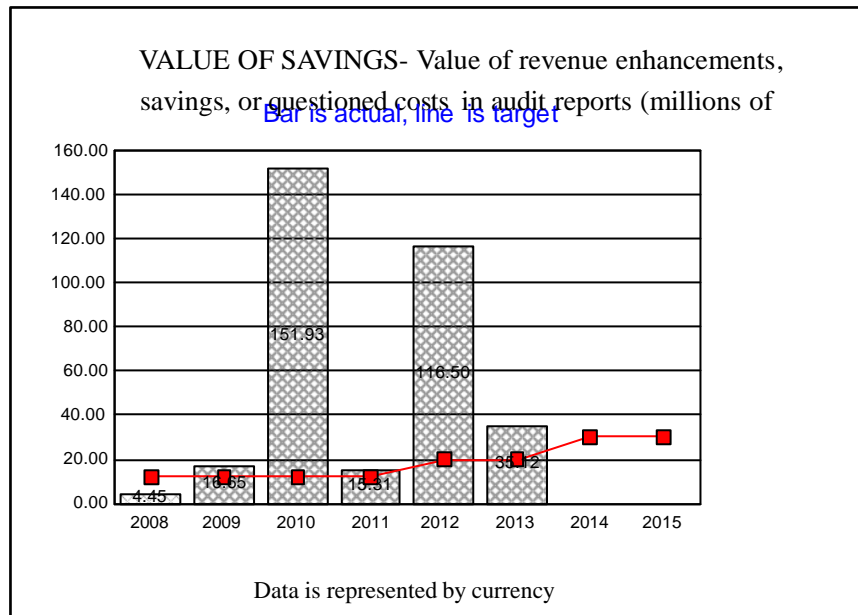


We continue to implement the web-based component of our electronic records management system making readily available, the Secretary of State's records with a "published" (level 1) asset classification, to the public in a searchable database. We have also worked with our pilot agencies in the Oregon Records Management Solution to take advantage of WebDrawer to make their information readily available to the public as well. We still rely heavily on the copies of records that we sell to buy basic supplies such as paper and pens, but know that our move to assessment based funding will begin to ease this reliance. Archives staff will continue to scan holdings so that records in the Archives can be made available for viewing for free and if desired, the ability to purchase copies of those same records via the web.

## **7. ABOUT THE DATA**

We continue to analyze the data at least on a yearly basis when the Customer Satisfaction Surveys are conducted. In addition, we are reviewing and comparing web-use statistics from the previous year to the current year. Finally, we are tracking what new information is being loaded onto our website and then checking use statistics to see if there are any spikes in activity. We will also be looking at the information that we are analyzing to create this report to see if we are collecting the correct data.

<b>KPM #2</b>	Audit Cost Savings- Dollar Value of Revenue Enhancements, savings, or questioned costs in performance audit reports.	2003
<b>Goal</b>	Quality Products: We are dedicated to producing a quality product that meets our customers' needs in a timely, accurate, professional, and efficient manner.	
<b>Oregon Context</b>	Benchmark #35 - PUBLIC MANAGEMENT QUALITY Governing magazine's ranking of public management quality.	
<b>Data Source</b>	Data is an accumulation of all revenue enhancements, savings, or questioned costs that we identify in our audit reports for the period.	
<b>Owner</b>	Audits Division, Gary Blackmer, (503) 986-2355	



## 1. OUR STRATEGY

This measure is a simple display of one of the primary benefits of our performance audit work. For audits where economy and efficiency is a focus, documenting the potential for savings through implementation of our recommendations is important. We feel potential savings is important information for

decision makers to have, when weighing the cost / benefit of implementing a change in processes or controls. This measure combined with measure 165-003, helps to measure our efficiency and the cost / benefit for the performance audit work that we do.

## **2. ABOUT THE TARGETS**

The basis for the estimate is historical information.

## **3. HOW WE ARE DOING**

We continue to identify revenue enhancements, savings, and questionable costs. Since we are responsible for selecting many audit projects, a large impact indicates we are selecting a percentage of projects that have identifiable and quantifiable savings. This information combined with measure 165-003 shows a history of audit work that identifies significant savings and does so at a net benefit. We also caution that some audits have less measurable results, such as improvements in quality of life.

## **4. HOW WE COMPARE**

This measure makes comparison difficult, due to varying sizes of other states. A year-to-year comparison may be the most appropriate.

## **5. FACTORS AFFECTING RESULTS**

Several factors can affect this measure including the amount of performance audit resources we choose to dedicate to projects without significant potential for quantifiable savings. Over this past year we have responded to requests from the Legislature that have limited our choice of audit projects. Even though much of the work we are undertaking would not be classified as having great potential for identification of savings, the work is important for a number of other reasons.

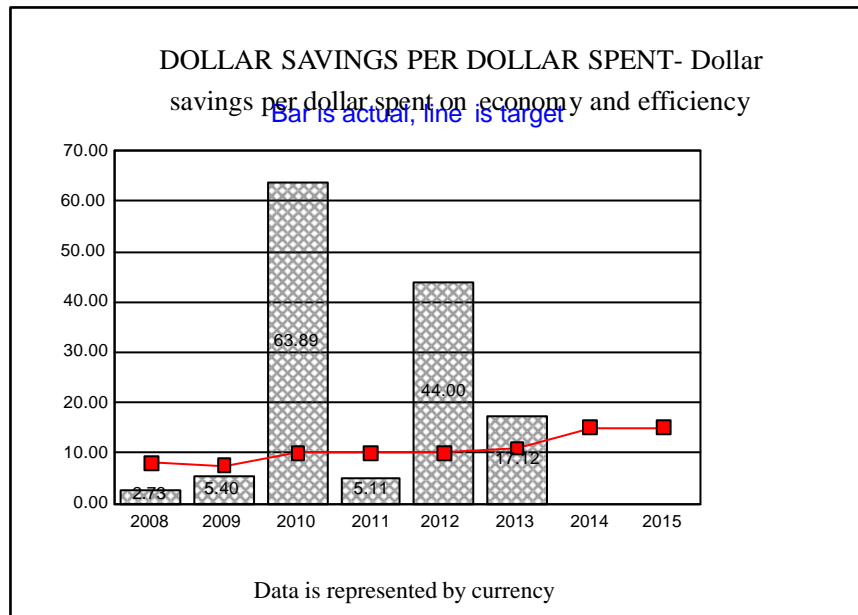
## **6. WHAT NEEDS TO BE DONE**

We will continue to solicit and identify as many audit ideas as we can and make decisions as to which performance audit projects are the most important to undertake. We will continue to strive to strike a balance with our discretionary audit hours and devote a significant percentage to economy and efficiency work.

## **7. ABOUT THE DATA**

This data is captured from our quality assured audit reports.

<b>KPM #3</b>	Audit Efficiency- Dollar savings per dollar spent on economy and efficiency audits.	2003
<b>Goal</b>	Quality Products: We are dedicated to producing a quality product that meets our customers needs in a timely, accurate, professional, and efficient manner.	
<b>Oregon Context</b>	Benchmark #35 - PUBLIC MANAGEMENT QUALITY Governing magazine's ranking of public management quality.	
<b>Data Source</b>	This data is extracted from our timekeeping / project management system and our quality assured audit reports.	
<b>Owner</b>	Audits Division, Gary Blackmer, (503) 986-2355	



## 1. OUR STRATEGY

This measure is designed to display the cost / benefit of our audit work, a measure of our efficiency where economy and efficiency audit projects are concerned.

## **2. ABOUT THE TARGETS**

There is some volatility in this number, and we will not always succeed in identifying a return of \$63 on every dollar spent as we did in FY2010. We believe the current target is appropriate. With more history, we will revisit the target to determine whether it needs to be raised.

## **3. HOW WE ARE DOING**

The historical trend has been up and our performance in this area has been good.

## **4. HOW WE COMPARE**

As we revisit our measure this next year, we will look for comparable data from other states.

## **5. FACTORS AFFECTING RESULTS**

We will choose audit areas with the greatest likelihood of returning the largest benefits for our audit efforts, though we can't presume that every audit will produce dollar benefits. Some audits are mandated by statute and some are focused on qualitative improvements. Nonetheless, we will continue to track the overall costs of our performance audits as well as the benefits identified.

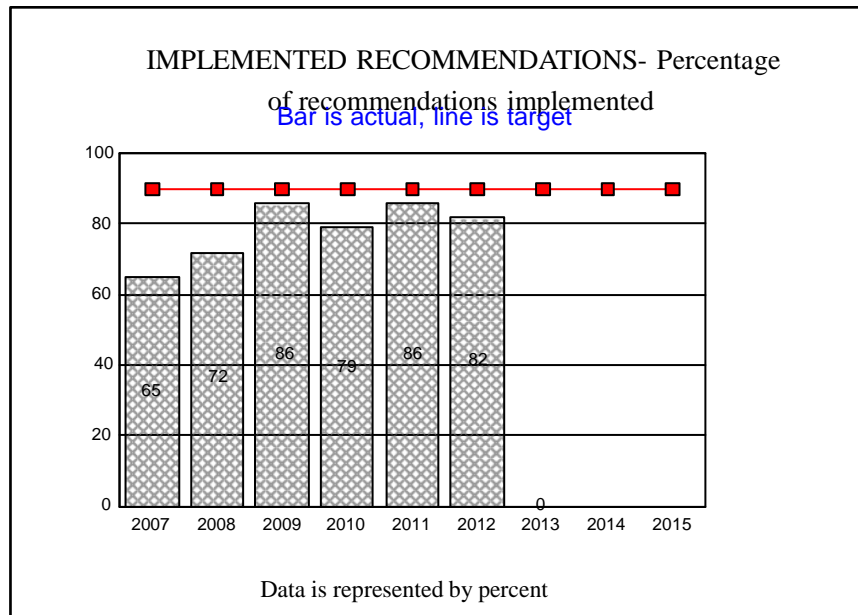
## **6. WHAT NEEDS TO BE DONE**

Similar to measure 165-002, we need to ensure that a percentage of our audit work is devoted to economy and efficiency audit projects where there is a high likelihood that the identifiable savings are greater than the costs. Further, our process attempts to ensure we are selecting the projects with the most potential first. This is done through our existing audit selection process where potential for savings is one of our four primary selection criteria.

## **7. ABOUT THE DATA**

The data is from our timekeeping / project management system and our quality assured audit reports.

<b>KPM #4</b>	Audit Recommendation Implementation- Percentage of audit recommendations implemented.	2003
<b>Goal</b>	Quality Products: We are dedicated to producing a quality product that meets our customers' needs in a timely, accurate, professional, and efficient manner.	
<b>Oregon Context</b>	Benchmark #35 - PUBLIC MANAGEMENT QUALITY Governing Magazine's ranking of public management quality.	
<b>Data Source</b>	The data is captured in our recommendation data base.	
<b>Owner</b>	Audits Division, Gary Blackmer, (503) 986-2355	



## 1. OUR STRATEGY

Because we expanded the scope of our audits, this performance measure needs to be expanded as well. In the past, we tracked the percent of recommendations that were implemented within a year of the audit. Now, with more far-reaching recommendations management would likely take more than a

year to implement. Further, because these recommendations often have a much larger impact on an agency's mission or bottom line, we will continue to track each recommendation's status until it is implemented or rejected by the agency. The overall percentage implemented would continue to be the Key Performance Measure, though it will calculate a bit differently. We will continue to aspire to the same target.

## **2. ABOUT THE TARGETS**

The basis for the estimate is historical information and an approach that we should be able to do better than we have in the past. Our experience has been that some of our recommendations are not implementable for various reasons. Our target for implementation will never be 100%, but 90% is appropriate.

## **3. HOW WE ARE DOING**

We returned a high percentage of implemented recommendations after a drop five years ago. We believe this is partially due to our increased emphasis on follow-up reports which review in detail the efforts made by agencies to implement our audit recommendations.

## **4. HOW WE COMPARE**

Using the methodology we propose, other agencies have achieved an 80% to 90% implementation rate. As we gather the data consistent with their methods, we will compare the results. As we revisit our measure next year, we will look for comparable data from other states.

## **5. FACTORS AFFECTING RESULTS**

A primary factor in implementation is an agencies willingness to implement our recommendations. The only influence we have is in showing a convincing argument for implementation and reporting the status of recommendation implementation.

## **6. WHAT NEEDS TO BE DONE**

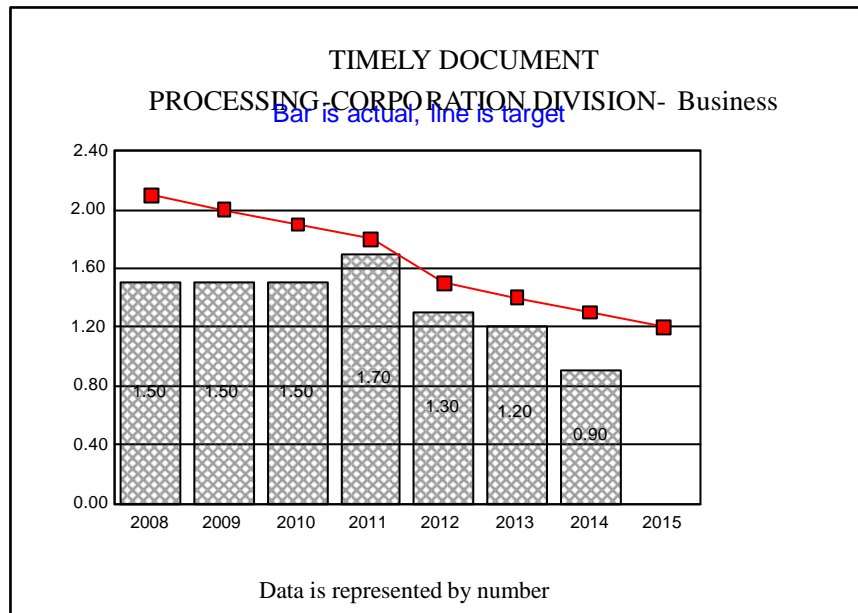
We are modifying our follow-up procedures to incorporate our proposed changes. We will also be conducting selective follow-up audits and reporting the results of our review of specific agency responses on the status of our recommendations.



## **7. ABOUT THE DATA**

The status of recommendation implementation is captured either through the following year's audit work or through a follow-up form sent to the agency, asking for the status of each recommendation. Once returned to the Oregon Audits Division, the responsible audit manager will verify the accuracy of the response and undertake any additional work needed to confirm their response prior to entry into our database. We update the data each December.

<b>KPM #5</b>	Business registration-document processing turnaround time from receipt.	2005
<b>Goal</b>	Timely Document Procession: Business Registration documents submitted for filing and registration are completed timely.	
<b>Oregon Context</b>	This KPM does not have a primary link to the Oregon Benchmarks.	
<b>Data Source</b>	Excel spreadsheet tracking oldest receipt date to be processed at start of each business day.	
<b>Owner</b>	Corporation Division, Peter Threlkel, (503) 986-2205	



## 1. OUR STRATEGY

The goal is to reduce the average time delay to process a business registration document, from receipt to completion.

## **2. ABOUT THE TARGETS**

Lower turnaround time is better. Faster document processing means fewer delays for business owners.

## **3. HOW WE ARE DOING**

In FY 2014, document processing turnaround time was 0.9 days. This result is faster than the target goal of 1.3 days.

## **4. HOW WE COMPARE**

The World Bank report Doing Business 2014 ranks the time to start a business in 193 countries. The report lists New Zealand as the fastest place to start a business (.5 day), Canada second fastest at 5 days. Oregon's average of 0.9 days compares very favorably.

## **5. FACTORS AFFECTING RESULTS**

Implementation of the electronic filing for new business formations through the Central Business Registry has allowed the Division to speed the processing of customer documents. In addition, cross training allows staff resources to be reallocated to help manage peak volumes.

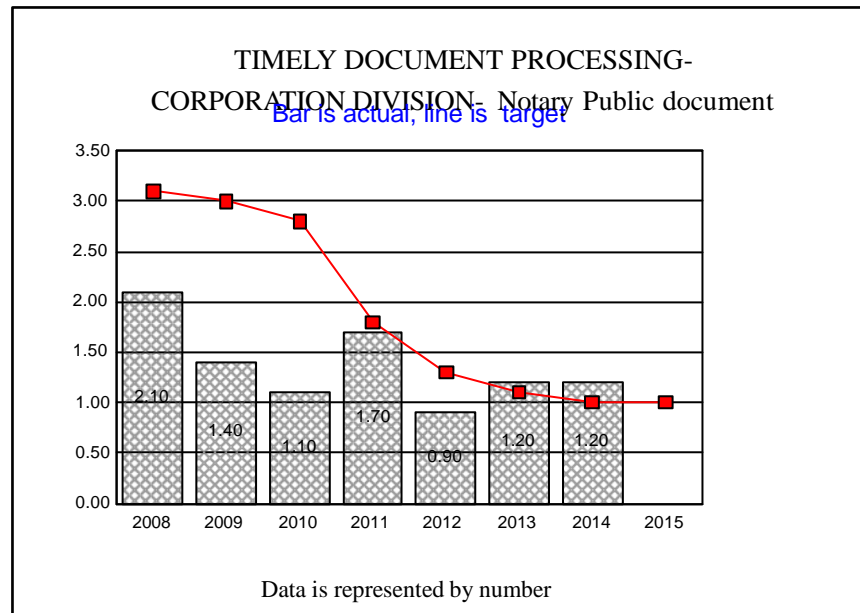
## **6. WHAT NEEDS TO BE DONE**

Continue the build out of the Central Business Registry and other electronic filing applications as envisioned in POP 102 to maximize the number and types of business filings that can be completed by customers online to further reduce delays in processing times.

## **7. ABOUT THE DATA**

The reporting cycle is an Oregon fiscal year. Data is tracked and collected by reviewing the date of the oldest document needing to be processed at the start of each business day. Data is entered into an excel spreadsheet to determine average processing turnaround time in business days.

<b>KPM #6</b>	Notary-document processing turnaround time from receipt.	2005
<b>Goal</b>	Timely Document Processing: Notary Public documents submitted for filing and registration are completed timely.	
<b>Oregon Context</b>	This KPM does not have a primary link to the Oregon Benchmarks.	
<b>Data Source</b>	Excel spreadsheet tracking oldest receipt date to be processed at start of each business day.	
<b>Owner</b>	Corporation Division, Peter Threlkel, (503) 986-2205	



## 1. OUR STRATEGY

The goal is to reduce the average time delay to process a Notary Public application document, from receipt to completion.

## **2. ABOUT THE TARGETS**

Lower turnaround time is better. Faster document processing means fewer delays for notary applicants.

## **3. HOW WE ARE DOING**

In FY 2014, document processing turnaround time was 1.2 days. This result just missed the target goal of 1.0 days.

## **4. HOW WE COMPARE**

The Division did not benchmark its FY 2013 results with peers in other states.

## **5. FACTORS AFFECTING RESULTS**

Cross training of staff has helped the Division to meet processing performance measures, as staff resources can be reallocated between programs to manage peak volumes.

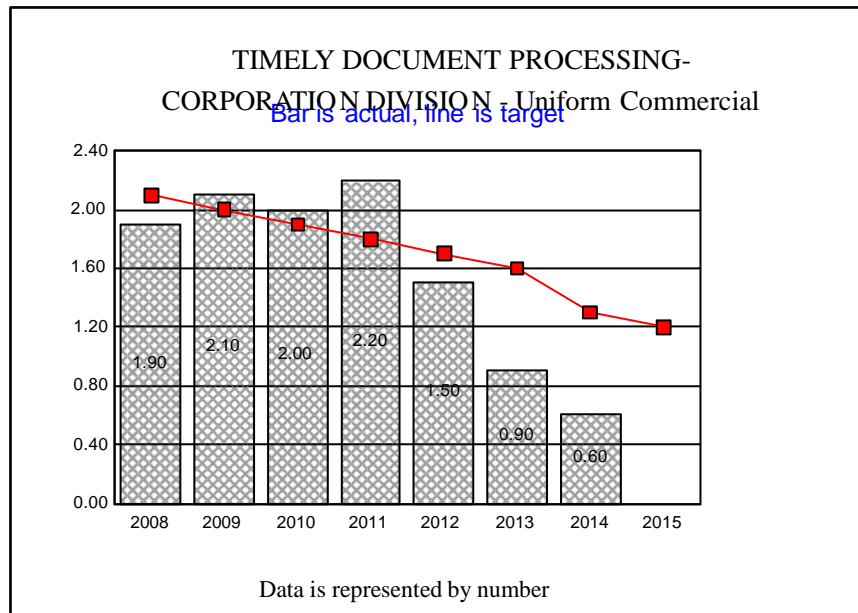
## **6. WHAT NEEDS TO BE DONE**

The Division implemented a new Notary application in fall 2013 to comply with notary law changes required by House Bill 2834. Once staff and Oregon notaries adjusted to the new changes, processing times for calendar year 2014 have averaged less than 1.0 days. The Division expects to fully meet the target for FY 2015.

## **7. ABOUT THE DATA**

The reporting cycle is an Oregon fiscal year. Data is tracked and collected by reviewing the date of the oldest document needing to be processed at the start of each business day. Data is entered into an excel spreadsheet to determine average processing turnaround time in business days.

<b>KPM #7</b>	UCC-document processing turnaround time from receipt.	2005
<b>Goal</b>	Timely Document Processing: Uniform Commercial Code documents submitted for filing and registration are completed timely.	
<b>Oregon Context</b>	This KPM does not have a primary link to the Oregon Benchmarks.	
<b>Data Source</b>	Excel spreadsheet tracking oldest receipt date to be processed at start of each business day.	
<b>Owner</b>	Corporation Division, Peter Threlkel, (503) 986-2205	



## 1. OUR STRATEGY

The goal is to reduce the average time delay to process a Uniform Commercial Code (UCC) filing document, from receipt to completion.

## **2. ABOUT THE TARGETS**

Lower turnaround time is better. Faster document processing means fewer delays for business customers.

## **3. HOW WE ARE DOING**

In FY 2013, document processing turnaround time reduced from 0.9 days to 0.6 days, and is faster than the target goal of 1.3 days.

## **4. HOW WE COMPARE**

The Division did not benchmark its FY 2014 results with our peers in other states; although all states have adopted the UCC Model Act, Revised Article 9 which requires processing turnaround times of 4 days or less.

## **5. FACTORS AFFECTING RESULTS**

The Division implemented a new UCC application system with online electronic filing capability in the 2011-13 biennium to improve efficiency and document processing speed. Cross training of staff has helped the Division to improve processing performance measures, as staff resources can be reallocated between programs to manage peak volumes.

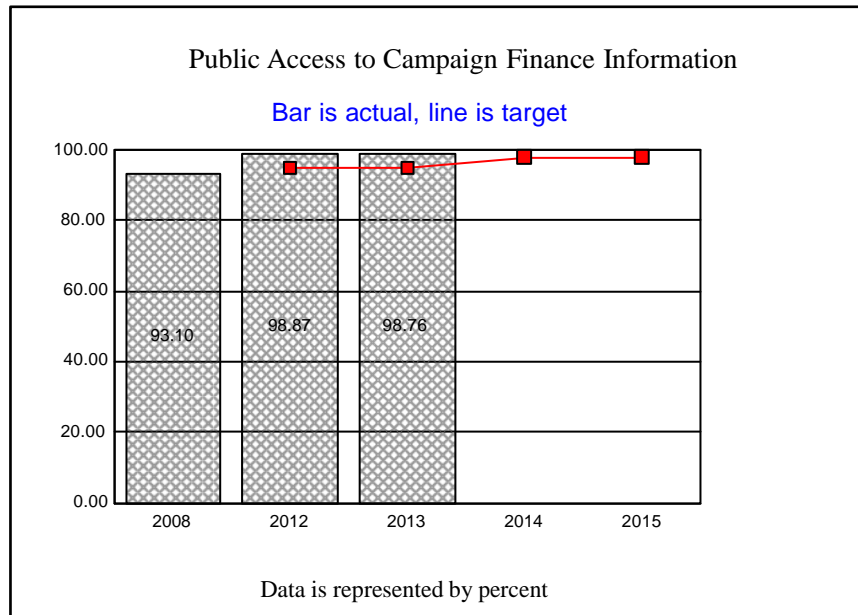
## **6. WHAT NEEDS TO BE DONE**

Implement additional electronic filing applications for agricultural lien filings, and automation of Revenue Warrant filing with the Department of Revenue to help increase the effectiveness of Oregon Income Tax collection.

## **7. ABOUT THE DATA**

The reporting cycle is an Oregon fiscal year. Data is tracked and collected by reviewing the date of the oldest document needing to be processed at the start of each business day. Data is entered into an excel spreadsheet to determine average processing turnaround time in business days.

<b>KPM #8</b>	Campaign Finance Information- Percent of committee filings determined to be sufficient.	2008
<b>Goal</b>	Reduce insufficient and late filings which increases public access to campaign finance information	
<b>Oregon Context</b>	This KPM does not have a primary link to the Oregon Benchmarks	
<b>Data Source</b>	Performance data on timeliness of responses related to insufficiencies will be provided by reports generated through ORESTAR (the Elections Management System).	
<b>Owner</b>	Elections Division, Jim Williams (503) 986-2339	



## 1. OUR STRATEGY

By using features in the ORESTAR system, such as the validation of transactions prior to filing, information can be communicated quickly to political committees to avoid insufficiencies. Resolution of insufficiencies prior to filing increases access to accurate campaign finance information by the public and



fewer fines imposed on committees. Success will be tracked by the number of sufficient cases filed against political committees. Since the beginning of the 2011-2013 biennium the percentage of sufficient cases is 98.79%. The division credits the features in the ORESTAR system to the success of filings.

## **2. ABOUT THE TARGETS**

Since July of 2013, the Elections Division has examined 107,287 transactions. Of those, only 1,340 were deemed insufficient. This means that 98.76% of transactions in the 2014 election cycle were sufficient. This is consistent with the results from 2008 (98.87%) and 2012 (98.79%).

## **3. HOW WE ARE DOING**

After more cycles of data we will have a better understanding of how we are doing and where we can find improvements that will help us obtain better outcomes.

## **4. HOW WE COMPARE**

Oregon is the only state that requires public disclosure of campaign finance information on a transaction by transaction basis. A comparison to data in other states may be difficult.

## **5. FACTORS AFFECTING RESULTS**

Performance of the ORESTAR system could be a factor in collecting data. We started out two years behind and have now completely caught up to cases within five months of a violation occurring.

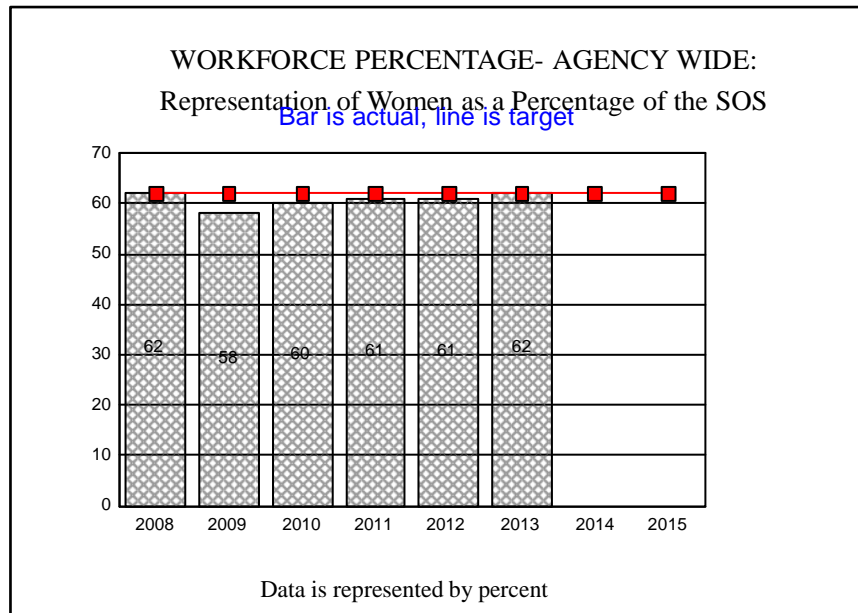
## **6. WHAT NEEDS TO BE DONE**

We continue to use this measure to assess the effectiveness of our electronic reporting system and supporting statutes. Based upon the number of sufficient filings it is clear that the system is very effective. The division will continue to enhance the system to better serve our customers.

## **7. ABOUT THE DATA**

Two Year Election Cycle (even numbered years). The ORESTAR system provides reliable data.

<b>KPM #9a</b>	Staff Diversity- Percent of Women as a percentage of SOS workforce.	2005
<b>Goal</b>	Adaptable government for future generations. The Agency's goals are set to gradually increase the representation of women in the Secretary of State's workforce while tracking at the same or better representation levels as the State as a whole.	
<b>Oregon Context</b>	Benchmark #35 - PUBLIC MANAGEMENT QUALITY = Governing Magazines ranking of public management quality.	
<b>Data Source</b>	Department of Administrative Services Affirmative Action Report as of June 30, 2014.	
<b>Owner</b>	Human Resources Division, Jackie Steffens, (503) 986-2168	



## 1. OUR STRATEGY

Create employment opportunities and a work environment that attracts and retains diverse and skilled workers.

## **2. ABOUT THE TARGETS**

The agency strives to achieve the same or better representation levels as the State as a whole in each of the categories.

## **3. HOW WE ARE DOING**

Our representation of women exceeds the statewide workforce by 8%.

## **4. HOW WE COMPARE**

Women represent 62% of the Agency workforce.

## **5. FACTORS AFFECTING RESULTS**

Factors contributing to our ability to meet Agency targets are driven in part by the applicant pool for vacant positions as well as our relatively small workforce and the significant impact of even minor attrition, which varies our representation.

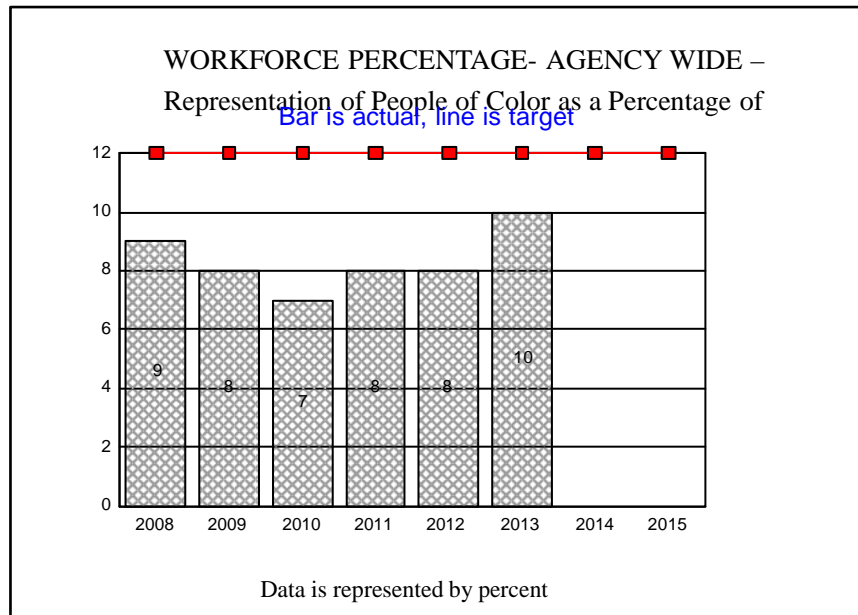
## **6. WHAT NEEDS TO BE DONE**

The agency will continue its efforts to attract job applicants and retain employees that are representative of the diversity of the local workforce and will diligently work toward achieving AA/EEO objectives. We will maintain the requirement that 100% of all open competitive vacancies be advertised on diversity websites, sent to the Governor's Office list serve and distribution on Affirmative Action mailing list.

## **7. ABOUT THE DATA**

The data used to determine agency percentages of women was taken from the Department of Administrative Services Affirmative Action report as of June 30, 2014.

<b>KPM #9b</b>	Staff Diversity- Percent of People of Color as a percentage of SOS workforce.	2005
<b>Goal</b>	Adaptable government for future generations. The Agency's goals are set to gradually increase the representation of people of color in the Secretary of State's workforce while tracking at the same or better representation levels as the State as a whole.	
<b>Oregon Context</b>	Benchmark #35 - PUBLIC MANAGEMENT QUALITY = Governing Magazines ranking of public management quality.	
<b>Data Source</b>	Department of Administrative Services Affirmative Action Report as of June 30, 2014.	
<b>Owner</b>	Human Resources Division, Jackie Steffens, (503) 986-2168	



## 1. OUR STRATEGY

Create a work environment and employment opportunities that attract and retain diverse and skilled workers.

## **2. ABOUT THE TARGETS**

The Agency strives to achieve the same or better representation levels as the State as a whole in each of the categories.

## **3. HOW WE ARE DOING**

We experienced close to a 3% increase in our representation of people of color with relatively no change in overall workforce count.

## **4. HOW WE COMPARE**

People of Color (POC) currently represent a little over 10% of the Agency workforce. We fall short of the statewide representation by 4%.

## **5. FACTORS AFFECTING RESULTS**

Factors contributing to our ability to meet Agency targets are driven in part by the applicant pool for vacant positions as well as our relatively small workforce and the significant impact of even minor attrition, which varies our representation.

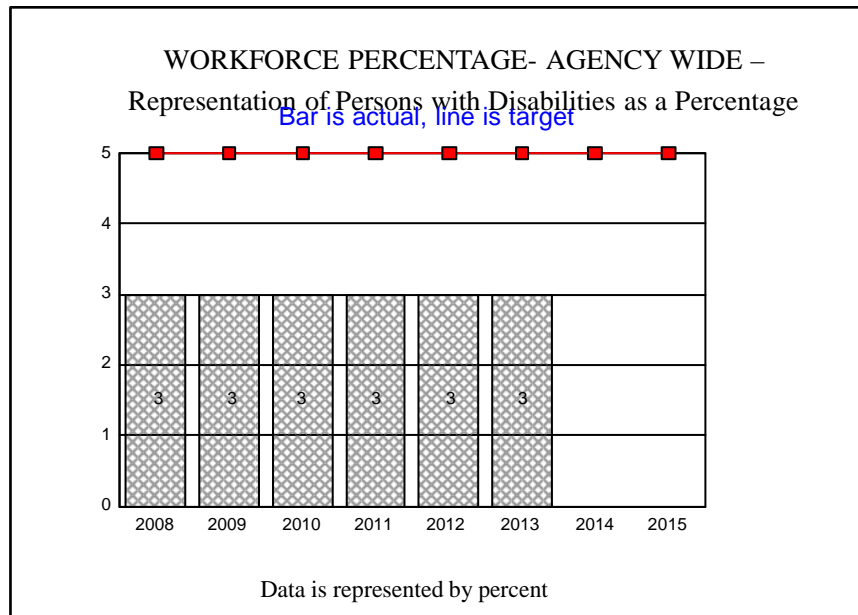
## **6. WHAT NEEDS TO BE DONE**

The agency will continue its efforts to attract job applicants and retain employees which are representative of the diversity of the local workforce and will diligently work toward achieving AA/EEO objectives. We will maintain the requirement that 100% of all open competitive vacancies be advertised on diversity websites, sent to the Governor's Office list serve and distribution on Affirmative Action mailing list.

## **7. ABOUT THE DATA**

The data used to determine agency percentages of people of color was taken from the Department of Administrative Services Affirmative Action report as of June 30, 2014.

<b>KPM #9c</b>	Staff Diversity – Percent of Persons with Disabilities as a percentage of SOS workforce.	2005
<b>Goal</b>	Adaptable government for future generations. The Agency's goals are set to gradually increase the representation of persons with disabilities in the Secretary of State's workforce while tracking at the same or better representation levels as the State as a whole.	
<b>Oregon Context</b>	Benchmark #35 - PUBLIC MANAGEMENT QUALITY = Governing Magazines ranking of public management quality.	
<b>Data Source</b>	Department of Administrative Services Affirmative Action Report as of June 30, 2014.	
<b>Owner</b>	Human Resources Division, Jackie Steffens, (503) 986-2168	



## 1. OUR STRATEGY

Create a work environment and employment opportunities that attract and retain diverse and skilled workers.

## **2. ABOUT THE TARGETS**

The Agency strives to achieve the same or better representation levels as the State as a whole in each of the categories.

## **3. HOW WE ARE DOING**

Our representation of persons with disabilities remained consistent.

## **4. HOW WE COMPARE**

Persons with Disabilities (PWD) remained steady representing 3% of the Agency workforce. Our representation of persons with disabilities parallels the statewide workforce of 3%.

## **5. FACTORS AFFECTING RESULTS**

Factors contributing to our ability to meet Agency targets are driven in part by the applicant pool for vacant positions as well as our relatively small workforce and the significant impact of even minor attrition, which varies our representation. An additional factor for consideration is that employees frequently do not identify themselves as having a disability; therefore, our reports do not always reflect accurate figures for employees with disabilities.

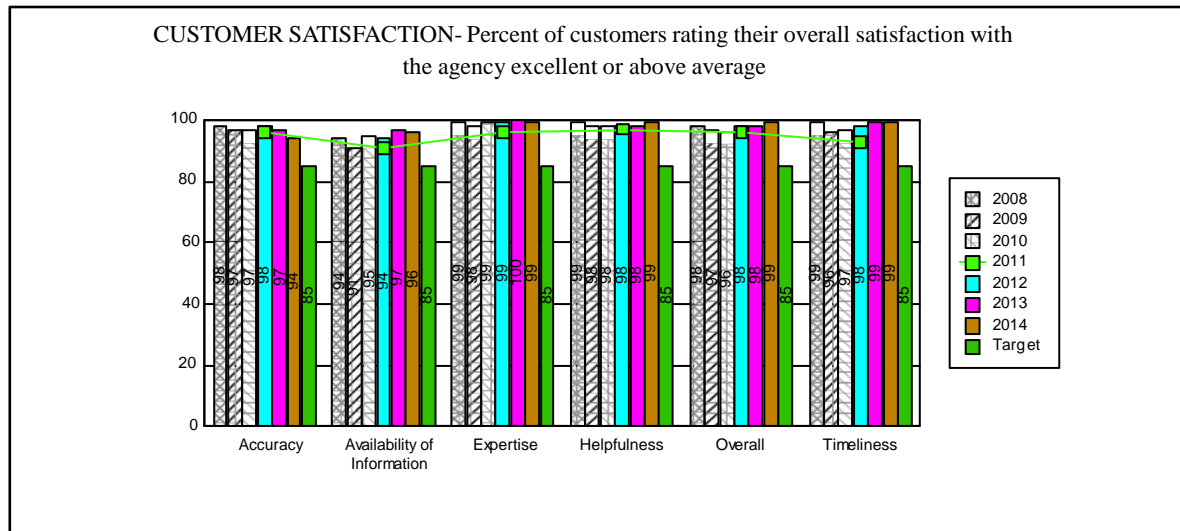
## **6. WHAT NEEDS TO BE DONE**

The agency will continue its efforts to attract job applicants and retain employees which are representative of the diversity of the local workforce and will diligently work toward achieving AA/EEO objectives. We will maintain the requirement that 100% of all open competitive vacancies be advertised on diversity websites, sent to the Governor's Office list serve and distribution on Affirmative Action mailing list.

## **7. ABOUT THE DATA**

The data used to determine agency percentages of persons with disabilities was taken from the Department of Administrative Services Affirmative Action report as of June 30, 2014.

<b>KPM #10</b>	Customer Satisfaction- Percent of customers rating their overall satisfaction with the agency as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2005
<b>Goal</b>	Customer Satisfaction: Percent of customers rating their satisfaction with the agency as excellent or above average.	
<b>Oregon Context</b>	Oregon Benchmark #35- Public Management Quality	
<b>Data Source</b>	Customer responses to surveys are entered into a spreadsheet. The data represents the Corporation Division, Elections Division and the Archives Division.	
<b>Owner</b>	Corporation Division, Peter Threlkel, (503) 986-2205; Elections Division, Jim Williams, (503) 986-2339; and Archives Division, Mary Beth Herkert, (503) 378-5196	



## 1. OUR STRATEGY

Listen to our customers and respond to, and anticipate, their needs. Provide training and support to employees to provide high levels of customer service.



## **2. ABOUT THE TARGETS**

A higher percentage means more customers are satisfied with the level of service received. Providing excellent customer service is a top priority for the agency and our customers.

## **3. HOW WE ARE DOING**

Our customers consistently give us high ratings for: Overall Level of Service Provided, Timeliness of Services Provided, Accuracy in Processing Requests, Helpfulness of our Employees, Knowledge and Expertise of our Employees, and Making Information Easily Available. All targets are being exceeded.

## **4. HOW WE COMPARE**

Benchmarking with other state agencies has not been completed.

## **5. FACTORS AFFECTING RESULTS**

Customers want timely and accurate services from the Secretary of State. Listening to our customers allows us to develop and provide services that meet the customers' needs.

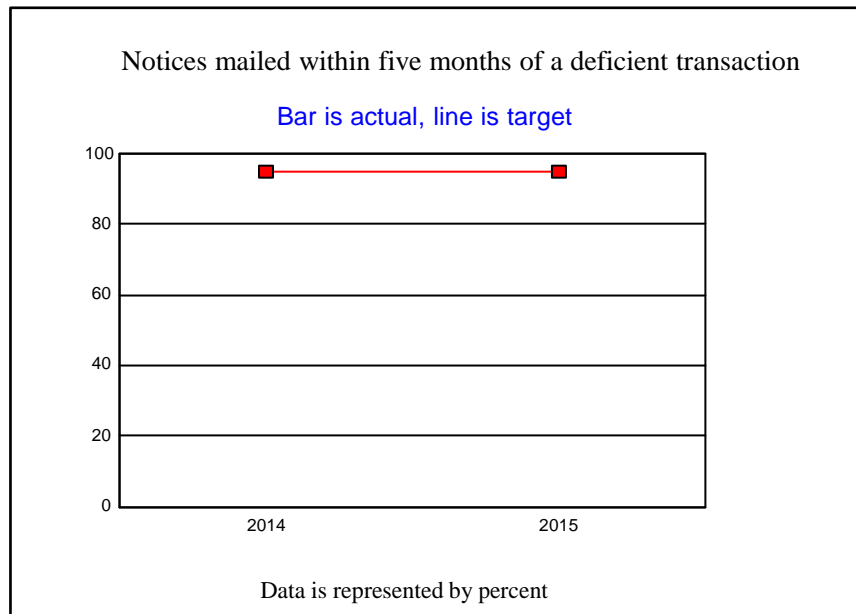
## **6. WHAT NEEDS TO BE DONE**

Continue using feedback from surveys to identify areas where additional improvement is required, and continue providing services that customers value. By increasing transparency and the availability of public records available online, we will increase the satisfaction of our customers specifically regarding our measure: Availability of Information.

## **7. ABOUT THE DATA**

The reporting cycle is an Oregon fiscal year (July 1 to June 30). During one to two weeks each year, customer surveys are mailed with acknowledgement letters to all customers of the Corporation Division. Completed survey responses are entered into a database. The Elections Division did not complete a survey in FY 2013 or 2014. Revisions to the survey questions and methodologies were begun during FY 2013 but were not completed and the survey did not occur. A survey will be designed and performed during FY 2015.

<b>KPM #11</b>	Campaign Finance Proposed Penalty Notices - Percentage of notices mailed within five months of a deficient transaction.	2013
<b>Goal</b>	To ensure all proposed penalty notices are provided timely to committees within five months of a finding of a violation of the filing of a campaign finance transaction.	
<b>Oregon Context</b>	This KPM does not have a primary link to the Oregon Benchmark	
<b>Data Source</b>	Performance data on timeliness of notices related to insufficient and late filings will be provided by reports generated through ORESTAR (the Elections Management System).	
<b>Owner</b>	Elections Division, Jim Williams (503) 986-2339	



## 1. OUR STRATEGY

The ORESTAR system provides a report of all committees who have insufficient or late transaction filings. Transactions are examined by Elections staff within

10 business days of the transaction being filed. If a transaction is found to be insufficient the committee may correct the transaction within 14 business days without a penalty occurring. After this time period any committee's transactions that were filed late or still found to be insufficient will receive a penalty notice from the Elections Division. The Elections Division's goal is to prepare and send all notices based upon the report provided by ORESTAR within five months of when the violation occurred.

## **2. ABOUT THE TARGETS**

We want to establish 2014 as the base year to determine how to set a reasonable target for the future. When we have completed this cycle we will be able to establish a target.

## **3. HOW WE ARE DOING**

As of midway into the 2014 election year, 82% of proposed penalty notices (representing 185 cases of 226 deficient transactions) were issued within 5 months of a deficient transaction. Of the 41 cases where proposed penalty notices (ppn) were issued after 5 months, 33 of the cases involved legislators where the ppn could not be issued during the legislative session. Those ppn's were issued within six weeks after session ended. In the remaining 8 cases, the ppn was issued 1-3 days later than the 5 month target deadline. This was the first year that data was collected for this KPM. Based on the experience we gained from tracking the data, we are confident that we can achieve 100% compliance in future years.

## **4. HOW WE COMPARE**

Oregon is the only state that requires public disclosure of campaign finance information on a transaction by transaction basis. A comparison to data in other states may be difficult to determine.

## **5. FACTORS AFFECTING RESULTS**

Performance of the ORESTAR system could be a factor in collecting data. The division is currently caught up with cases and this will assist us in determining the factors.

## **6. WHAT NEEDS TO BE DONE**

The Elections Division staff must continue to be vigilant in reviewing and providing notices regarding insufficient and late transaction filings. The division will continue to enhance the system to better serve our customers.

## **7. ABOUT THE DATA**

Two-Year Election Cycle (even numbered years). The ORESTAR system provides reliable data.

**SECRETARY of STATE****III. USING PERFORMANCE DATA**

**Agency Mission:** The Secretary of State is a statewide elected constitutional office under Oregon Constitution Article VI section 2. She is the keeper of Oregon's history, the auditor of public funds, the first stop for Oregon businesses and the chief elections officer. The Secretary of State provides complete, factual information about elections, corporations, government history and government performance, and maintains secure systems and reliable operations. A government open to public inspection and review guards against fraud, corruption and excessive expense. The Secretary of State provides the public open access to the information that makes Oregon's representative democracy work. Our Vision The Secretary of State delivers better results for Oregonians through: -More effective and efficient service delivery; -Greater transparency and accountability; Using innovation to connect Oregonians to their government.

**Contact:** Jennifer Friesen

**Contact Phone:** 503-986-2232

**Alternate:** Jeff Morgan, Director, Business Services

**Alternate Phone:** 503-986-2239

**The following questions indicate how performance measures and data are used for management and accountability purposes.**

**1. INCLUSIVITY**

- \* **Staff:** Reviewed and provided feedback for performance measures development and goals; The Deputy Secretary of State, Division Directors and their management teams worked with staff to develop the performance measures. In areas where gaps exist, we will look to input during the Ways and Means process to more fully develop measures for the future.
- \* **Elected Officials:** Through review by the Oregon Legislature during annual legislative sessions and meeting of the legislative Ways and Means committee between legislative sessions.
- \* **Stakeholders:** Customer Service Surveys to agency customers on quality and timeliness of services provided.
- \* **Citizens:** Customer-based surveys

**2 MANAGING FOR RESULTS**

During the agency's 2013-15 legislative budget hearings, the Ways and Means Sub-Committee on General Government directed all agencies coming through their committee to review and evaluate their KPMs and report back to the committee with any proposed changes. We have reviewed our KPM's in each of our divisions and will bring newly proposed KPM's for the Elections Division during the 2015-17 Legislative Session.

**3 STAFF TRAINING**

The agency places a high value and emphasis on providing training and continuing education for all employees. The agency holds two all-stall meetings annually in which training is a portion of the agenda and reporting on performance measures is provided. Performance measure results are also communicated with staff through ongoing communication where appropriate as well as through annual performance evaluations. Ongoing training and continuing education

	become a part of employee professional development goals for the next year for the purpose of helping enhance skills and expertise.
<b>4 COMMUNICATING RESULTS</b>	<p>* <b>Staff :</b> Through annual staff meeting, quarterly updates from various divisions; DAS Budget and Management Division: Through the budget process and the Annual Performance Progress Report.</p> <p>* <b>Elected Officials:</b> Through the budget development process and the Annual Performance Progress Report</p> <p>* <b>Stakeholders:</b> Annual Performance Progress Report available on DAS website</p> <p>* <b>Citizens:</b> Annual Performance Progress Report available on DAS website</p>

## Budget Narrative

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**PROGRAM PRIORITIZATION FOR 2015-17**

Secretary of State																			Agency Number: 16500	
2015-17 Biennium																				
Agency-Wide Priorities for 2015-17 Biennium																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	
Agcy	Prgm/ Div																			
1	ASD	SOS	ISD - Technology Positions	Package 100 - Technology Positions	KPM 1, 10	4	559,260			1,510,926		\$ 2,070,186	10	10.00		Y				
2	ELT	SOS	Conduct of Elections	Elections Divisions mission is to interpret, apply and enforce election laws, provide elections information to the public, and maintain all documents related to elections	KPM 8 & 11	4	1,459,309		131,974			530,241	\$ 2,121,524	4	3.95			S	Chapters 246-260	
3	ELT	SOS	Initiative & Referendum	The Division is the filing officer for all state initiatives, referendums, and recalls. Responsibilities include administration of ballot title process and assisting chief petitioners in compliance with laws and rules. In July of even-numbered years, the Division must review, sort, and prepare petitions sheets for signature verification by counties.	KPM 8 & 10	4	937,897		0				\$ 937,897	6	5.40			C&S	Chapter 250 and Article IV Sec. 1 of the Constitution	Reserves the right of initiative/ referendum to the people. Provides - required number of signatures to place an initiative/ referendum on the ballot. Provides timeline of submitting and completing signature verification. Provides effective date of measures and the election in which they will appear on the ballot.
4	AUD	SOS	Financial Audits	Audit Division conducts each year the single audit of the state's financial statements. This includes both a review of the state's Comprehensive Annual Financial Report and the state's internal controls and compliance with federal funding requirement, which are reported separately. The single audit is performed to satisfy the legislature, the governor, and citizens that the state's financial statements re presented fairly and that significant deficiencies in its fiscal systems are identified and corrected.	KPM 2, 3 & 4	4	0		9,029,845			0	\$ 9,029,845	32	32.00			FM, S	Single Audit Act of 1984 (PL 92-502); ORS 286A.195	The single audit is performed to satisfy the legislature, the governor, and citizens that the state's financial statements are presented fairly and that significant deficiencies in its fiscal systems are identified and corrected. State law requires the Secretary of State to annually conduct a financial audit of bond programs.
5	ARC	SOS	Archives Division	The Archives Division manages and provides access to the state's information by identifying, preserving, and providing access to the permanently valuable records of Oregon government, as well as by working with state and local government agencies to facilitate the prompt disposition of records. In addition, the Archives Division is responsible for writing standards for the appropriate use of technology and media. By doing this, the Archives Division is working to ensure that government information is accessible to the public for as long as is required by the authorized retention schedules that it writes.	KPM 1 & 10	4	0		4,269,691			174,324	\$ 4,444,015	14	12.46			S	ORS192.001-192.170; ORS 357.805-357.920; ORS171.420-171.430;	



Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)		
Agcy	Prgm/ Div																				
6	CRP	SOS	Corporation - Business Registry	The Corporation Division Administers the state's Business Registration programs. The primary purpose of registration is to create a public record of business information that allows the public to know whom they are doing business with. An electronic Central Business Registry allows a business to register with the Secretary of State, Department of Revenue, and the Employment Department from a single online application. The program offers access to an online searchable database, publishes the Oregon Business Guide and provides a number of online tools to support business, such as the Business Xpress one-stop business portal, License Directory and Business Wizard.	KPM 5 & 10	4		0				4,895,585	\$ 4,895,585	19	19.00			S	ORS 56, 58, 60, 92, 63, 65, 67, 68, 128, 554, 647 and 648		
7	ELT	SOS	Contributions & Expenditures	The Elections Division enforces laws related to public disclosure by political committees of campaign contributions and expenditures. The Division assists political candidates and committee treasurers and examines each campaign finance report filed by each committee. The Division makes campaign finance reports available to the public and investigates complaints alleging violation of campaign finance laws and rules.	KPM 8 & 10	4		2,034,172					\$ 2,034,172	6	5.75			S	Chapter 260		
8	CRP	SOS	Corporation - Uniform Commercial Code	The Corporation Division administers the state's state-wide lien filing programs, including filings for Uniform Commercial Code financing statements, Farm Product liens, Agricultural Services liens, Grain Producers liens, Effective Financing Statements, and IRS, Revenue, and Employment tax liens. The primary purpose of filing is to create a public notice of records of debt to establish priority of claim for the secured party in the event of a bankruptcy by the debtor. This reduces risk for creditors, which helps to open access to credit for small business. A searchable database is accessible over the internet.	KPM 7 & 10	4						673,913	\$ 673,913	6	6.00			S	ORS 79, 80, 87		
9	ASD	SOS	ISD - Information Systems	The Information Systems Support consists of Server Administration, Network and Security Administration, Infrastructure Design, Database Administration, Standards Administration, Data Management, Development Tools Administration, Document Management, and Technical Library Management, Infrastructure Project Management, Service Level Administration. Analysis for process improvements through technology.		4		529,781				2,427,422	\$ 2,957,203	8.5	8.50						

Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)
Agcy	Prgm/ Div																		
10	ASD	SOS	ISD - Business Application Support Business Application Support consists of Business Process analysis, system analysis, Project Management and Contractor Management, Internet Development, Application Development and Maintenance, and System Verification and Validation. This includes all aspects of application development from initialize, plan, execute, control and close, providing support of designing development. Maintaining the final application, managing requirements and providing Quality Assurance. Develop and follow standards and methodology to ensure a successful product.		4	658,482		4,067,593				\$ 4,726,075	13.5	13.50					
11	ASD	SOS	ISD - Tech Support This program is responsible for Hardware, Software support, Communications (telephone and cell) Network and Server Administration back-up, Help Desk and User Support, Release and Distribution Management, and asset tracking and disposition. Oversight and reporting of service level agreements with agency divisions. Coordinate, administer, maintain and monitor technology standards. Keeping standards in alignment with business goals.		4	67,621		783,983				\$ 851,604	3	3.00					
12	ASD	SOS	ISD - Business Continuity and Security Support This program consists of Disaster Recovery/Business Continuation Planning, Administration and Oversight. The program also includes all aspects of the Agency Security Program which includes, strategic planning, policy development, training and enforcement.		4	4,651		368,912				\$ 373,563	1	1.00					
13	ASD	SOS	ISD - Admin Oversight & Strategic Planning This program is responsible for budget preparation for the Division including control and manage a consistent budgeting process for technology resources. This includes development of a strategic plan defining how technology will be used in support of agency business needs. Working with Management Council, DAS IRMD Division and the legislature. Coordinate administrator, maintain and monitor contractor, vendor and supplier services and contracts. Oversight of service level agreements with agency divisions. Coordinate, administer, maintain and monitor technology standards. Keeping standards in alignment with business goals.		4	139,492		1,007,030				\$ 1,146,522	3	3.00					
14	AUD	SOS	Investigations The Audits Division investigates allegations related to improper governmental activities by state employees or agencies. Investigations are also initiated when auditors, while on assignment or through data mining, become aware of inappropriate or suspicious activity.	KPM 2, 3 & 4	4			448,097				\$ 448,097	2	2.00			S	ORS 177.170	Statutes require that the Secretary of State Investigate and report on calls alleging fraud, waste, or abuse of state-funded programs

Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	
Agcy	Prgm/ Div																			
15	ELT	SOS	Voters' Pamphlet	The Elections Division is required to produce a Voters' Pamphlet for each statewide election that is mailed to all households where voters live. Space is offered in the Voters' Pamphlet to all candidates as well as all opponents and proponents of measures appearing on the upcoming ballot. Information for the Voters' Pamphlet is filed electronically in the ORESTAR Application.	KPM 10	4	1,760,609					\$ 1,760,609	0	0.90			S	Chapter 251		
16	AUD	SOS	Performance Audits	Performance auditing is an objective and systematic examination of evidence to provide an independent assessment of a government organization, program, activity, or function. The goal of these performance audits is to provide information to improve public accountability and facilitate decisionmaking by parties with responsibility for overseeing or initiating corrective action.	KPM 2, 3 & 4	4			7,522,353			\$ 7,522,353	27	27.00			S, C	ORS 419C.001, Section 4c of Article XV of the Constitution	Example mandated audit areas are the juvenile justice system and Health Exchange, both of which must be audited periodically.	
17	AUD	SOS	Financial Mgmt Audits	These audits fall into three major categories: Resource Management audits; Financial Compliance audits; and Change of Director audits.	KPM 2, 3 & 4	4			506,281			\$ 506,281	2	2.00			FM	Single Audit Act of 1984 (PL 92-502)	Some of these audits are necessary to assure that federal funds are managed in compliance with rules and sound financial practices.	
18	AUD	SOS	Information Tech Audits	Information Technology audits fall into four major categories: General control reviews; Application control reviews; Security reviews; and System development reviews.	KPM 2, 3 & 4	4			1,488,781			\$ 1,488,781	5	5.00			FM, S	Single Audit Act of 1984 (PL 92-502); ORS 286A.195	Some Information Technology audits are required to determine the reliability of computer-processed information used to prepare the state's financial statements. Others address data security problems.	
19	ARC	SOS	Administrative Rules Section	Administrative Rules provides a statewide centralized filing of all Agencies Administrative Rules. The unit publishes the Oregon Administrative Rules Compilation.	KPM 1 & 10	4			1,079,743			\$ 1,079,743	4	4.04			S	ORS183.325-183.362		
20	ARC	SOS	State Records Center	The State Records Center serves state agencies by providing low-cost, high-density storage for inactive records. The unit provides access to records as the agency that stored them requires. They also store 230,000 rolls of security microfilm for state agencies and political subdivisions.	KPM 1 & 10	4	0		1,360,975			\$ 1,360,975	3	4.50						
21	CRP	SOS	Corporation - Notary Public	The Corporation Division administers the state's Notary Public program. The primary purpose is to commission and regulate the activities of the state's Notaries. The program investigates complaints of Notary misconduct, provides free training to Notaries, publishes the Oregon Notary Guide, and authenticates notarizations used in international adoptions and commerce.	KPM 6 & 10	4			1,430,530			\$ 1,430,530	5	5.00			S	ORS 194		
22	ELT	SOS	HAVA Program	HAVA Services	KPM 10	4				2,039,957		\$ 2,039,957	4	4.00			FM		Implement and oversee the Help America Vote Act regarding voter registration	
23	ELT	SOS	HAVA OCVR	HAVA OCVR	KPM 10	4	845,811			2,293,365		\$ 3,139,176					FM		Create and maintain a centralized voter registration system for all statewide voter registration records.	
24	ELT	SOS	HAVA ADA Services	HAVA ADA Services (Section 261)	KPM 10	4	0			106,192		\$ 106,192					FM		Provide the opportunity and tools for registered voters who are disabled and unable to vote to vote their ballot independently and privately.	

Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)
Agcy	Prgm/ Div																		
25	CRP	SOS	Corporation - Call Center	The Corporation Division operates a customer service call center as part of the Business Registration information Center to support businesses and prospective entrepreneurs start and grow their business in Oregon.	KPM 10	4		1,321,174				\$ 1,321,174	2	2.00			S	ORS 56	
26	ELT	SOS	HAVA OCVR	Package 201 - OCVR Modernization and OF Limitation Increase	KPM 10	4				1,502,700		\$ 1,502,700							
27	CRP	SOS	Corporation Position	Package - 362 Permanent Financing for Positions	KPM 10	4		229,952				\$ 229,952	1	1.50					
28	CRP	SOS	Office of Business Assistance	The Office of Small Business Assistance was authorized by House Bill 3459 (2013) to serve as an independent voice for small business' within state government by solving problems with state regulators and cut through red-tape.		4	0		381,037			\$ 381,037	2	1.50					
29	ASD	SOS	ISD - Corp Technology Projects	Package 102 - Oregon Business Registry Enhancements	KPM 5	4	0		624,000			\$ 624,000					Y		
30	ELT	SOS	Elections Division	Package 200 - New Elections positions	KPM 10	4	160,939		0			\$ 160,939	1	1.00					
31	ARC	SOS	Archives Division	Package - 121 Phase 2 Compact Shelving	KPM 1 & 10	4	0		500,000			\$ 500,000	0	0.00					
32	AUD	SOS	Municipal	All municipal corporations in Oregon are required to be audited every year and file copies of their financial reports with the Audits, Division. The Division reviews a sample of reports filed each year for compliance with administrative rules and professional standards regarding their preparations. Also, the Division conducts site visits to review the working papers of independent Certified Public Accountants who audit or review the annual financial reports for compliance with administrative rules and professional standards.	KPM 2, 3 & 4	4			639,215			\$ 639,215	2	2.00			S	ORS 297.415	The Division must review the audits for compliance with rules and professional guidelines. Currently about 1750 municipalities file reports.
33	ARC	SOS	Security Depository	Storage of microfilm for state and local government entities	KPM 1 & 10	4			242,770			\$ 242,770	1	1.00			S	ORS192.070-192.072	
34	ARC	SOS	Oregon Blue Book	The Oregon Blue Book is compiled, published and sold/distributed by the Archives Division.	KPM 1 & 10	4			173,523			\$ 173,523					S	ORS177.120	
35	CRP	SOS	Corporations	Package - 360 Merchant and Treasury Fee Adjustment	KPM 5, 6, & 7	4		240,000				\$ 240,000					Y		
36	CRP	SOS	Corporations	Package - 361 License Directory Modernization Subscription	KPM 10	4			192,000			\$ 192,000							
37	ASD	SOS	Exec Office	The Executive Office coordinates policy development, strategic planning and legislative initiatives for the eight divisions of the agency and performs those duties not directly associated with those divisions. In addition staff serves as liaison with the State Land Board.		4	285,031		1,445,922			\$ 1,730,953	6	6.00					
38	ASD	SOS	Purchasing & Contracts	Performs all levels of procurement activity (formal & informal solicitations) and contract administration for the agency.		4	79,822		1,029,611			\$ 1,109,433	5	5.00					

Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)
Agcy	Prgm/ Div																		
39	ASD	SOS	HRD	Human Resources Division provides advice and assistance in the interpretation and application of State and Federal laws and policies and Secretary of State policies and procedures. We maintain a complete and confidential personnel record system, monitor human resource management activities in the agency, and process payroll.	KPM 9	4	81,232			770,624		\$ 851,856	3	2.69					
40	ASD	SOS	Financial Services	The Financial Services Section in BSD provides accounting, financial reporting, fixed asset management, budget development & budget execution, cash management services, mail services.		4	165,196			1,660,463		\$ 1,825,659	8.5	8.00					
41	ASD	SOS	BSD - Admin Oversight & Strategic Planning	Provides administrative support to section managers, policy and procedure development and review, strategic plan development and execution, serves as member of agency Executive Management Council, and acts as Agency's Chief Financial Officer, and risk management services.		4	33,763			326,173		\$ 359,936	1	1.00					
42	ASD	SOS	BSD - Application Administration	The BSD application administrator serves as the infrastructure subject matter expert for all BSD information technology applications (i.e the Deposit Interface System (DIS); Fixed Asset Management System; eCommerce tools used by SoS).		4	26,541			83,764		\$ 110,305	0.5	1.00					
43	AUD	SOS	New Positions	Package - 400 New Auditor Positions	KPM 2, 3 & 4	4				548,940		\$ 548,940	3	3.00					
44	ELT	SOS	ORESTAR upgrades	Package 202 - ORESTAR upgrades	KPM 10	4	1,303,070			881,930		\$ 2,185,000					Y		
												\$ -							
												\$ -							
							11,132,679	-	54,294,731	-	6,646,779	-	\$ 72,074,189	214	213.69				

**7. Primary Purpose Program/Activity Exists**

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

**19. Legal Requirement Code**

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

Prioritize each program activity for the Agency as a whole

**Document criteria used to prioritize activities:**

The Secretary of State is a statewide elected constitutional office under Oregon Constitution Article VI section 2, serving as Auditor of Public Accounts, custodian of Legislative and statewide Executive public records, and Chief Elections Officer. The Secretary oversees the functions of seven program Divisions. The Secretary of State's office provides stewardship of public resources by: facilitating access to government records and information; ensuring that public dollars are well-spent; offering registration services to businesses and consumers; safeguarding the democratic process; and overseeing state lands for the Common School Fund. The Secretary of State meets all of the constitutional and statutory responsibilities of the office while delivering high quality customer service at the lowest possible cost.

Agency program activities were prioritized on constitutional, federal and state statutes; services to citizens; and services provided to customers of the seven program divisions in the Secretary of State.

## Budget Narrative

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ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2013-15 AND 2015-17)	(GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
<p>1. <b>CORP:</b> Slow the growth and adoption of Electronic Filing</p>	<p>Reduce Other Service &amp; Supply costs for credit card merchant fees by discontinuing proactive promotion of online filing through the Central Business Registry and Uniform Commercial Code electronic filing. The Division has implemented and promoted online filing options for businesses and customers over the last several years to streamline and speed up the process of starting and operating a business in Oregon. High adoption of online filing by customers for business renewals and UCC filings increases credit card merchant processing fee costs. Decreased promotion and customer awareness will result in fewer online filings subject to credit card merchant fees resulting in longer wait times for customer documents mailed in for processing. KPM#6 BUSINESS REGISTRY PROCESSING TIMES, KPM#7 NOTARY PUBLIC PROCESSING TIMES, and KPM#8 UCC PROCESSING TIMES.</p>	<p><b>176,833 OF</b></p>	

<p>2. <b>Administration:</b> Services and Supplies</p>	<p>The majority of General Fund and Other Fund controllable S&amp;S would be depleted (in and out of state travel, employee training, office expenses, publicity and publications, employee recruitment, and other S&amp;S.)</p>	<p><b>20,994 GF, 96,524 OF</b></p>	
<p>3. <b>Audits:</b> Reduce Services and Supplies</p>	<p>Reduce in state travel, employee training, office expenses, telecommunications, publicity &amp; publications, employee recruitment &amp; development, professional services and other Services and Supplies.</p>	<p><b>330,883 OF</b></p>	
<p>4. <b>Elections:</b> Reduce Office expenses</p>	<p>Reduce Office expenses which would impact our ability to purchase the number/volume of office supplies and equipment that contribute to the efficiency and effectiveness of our work product and all deliverables.</p>	<p><b>13,197 OF</b></p>	
<p>5. <b>CORP:</b> Eliminate Electronic Publishing Design Specialist Position</p>	<p>Eliminate one Electronic Publishing Design Specialist 2 position that supports application development and database configuration design for the Oregon Central Business Registry, Business Registry, Notary and Uniform Commercial Code systems. Elimination of this technology specialist will slow down and reduce the agencies</p>	<p><b>159,779 OF</b></p>	



	<p>capacity to develop, enhance and troubleshoot critical business systems. Elimination of the position could negatively impact division performance measure KPM #12 CUSTOMER SERVICE, Additional negative impacts to other division performance measures slowing document processing times - KPM#6 BUSINESS REGISTRY PROCESSING TIMES, KPM#7 NOTARY PUBLIC PROCESSING TIMES, and KPM#8 UCC PROCESSING TIMES.</p>		
<p>6. <b>Archives:</b> Close State Records Center</p>	<p>This cut would eliminate 1 program and cut a second program in half. Closing the State Records Center will cost the state more money as agencies will need to find storage for their records and this storage will come at a higher rate than what the Records Center currently charges. In addition, the second part of the cut is more devastating in that it cuts the Records Management Unit's staff in half. This would force us to eliminate the statewide Oregon Records Management Solution (ORMS) causing participating state and local government agencies additional</p>	<p><b>712,760 OF</b></p>	

	<p>costs in removing their records from the system, cause our private partner – Chaves Consulting in Baker City severe financial hardship and the remaining 2.5 Records Management Analysts would only be able to respond to a limited number of requests for schedules and do no training on public records issues and provide limited advice and assistance. This in turn would cost the state more money as records are being stored longer than necessary not only increasing storage costs but also increase the state’s liability for not managing their records which in turn creates more costs associated with litigation and higher Risk Assessments. There is also the likely possibility that this cut would affect the Archives and records Management assessment as well in that agencies would not be receiving the same level of service that they are currently receiving by this unit so would require a reduction in that assessment as well. Finally, the State Archives would be in danger of not fulfilling its statutory requirements. <i>Full impact would be a \$1,360,975 due to closing down the program.</i></p>		
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7. <b>Audits:</b> Cut Auditing Staff by 14%	10 FTE- Only audits critical to state operations would occur. Less attention to effectiveness of agencies for example.	<b>1,632,574 OF</b>	
8. <b>CORP:</b> Eliminate Office of Small Business Assistance	Reduce Service & Supply and Professional Services by eliminating the Office of Small Business Assistance. Reduce Personnel Services by eliminating one Program Analyst 4 (Advocate) position and one Public Service Representative 4 (Support) position). The impact would be businesses would have to rely on their own resources and ingenuity to attempt to resolve issues and concerns in dealings with state agencies. Policymakers will have to rely on anecdotal evidence and constituent driven complaints to identify issues and trends to improve Oregon's business climate. Loss of personal assistance may cause some entrepreneurs to decide to relocate their business out of Oregon. This will further the negative perception that Oregon is not a business friendly state and that Oregon does not value	<b>338,347 OF</b>	

	entrepreneurs. Elimination of the program will have negative impact on the office's initiative to improve Oregon's business climate for small business.		
9. <b>CORP:</b> Eliminate Outreach Training Program	Eliminate one Training & Development Specialist 2 position conducting notary education and outreach to the business community. Oregon notaries will no longer receive free in-person training on proper notarization procedures, increasing risk of improper notarizations leading to invalid contracts or increased malpractice liability for notaries. Notaries could still complete mandatory notary online through the Division website for free, or through private vendors for a fee. Elimination of the Outreach program will negatively impact division performance measure KPM #12 CUSTOMER SERVICE.	<b>187,577 OF</b>	
10. <b>Administrative:</b> Personal Services reductions	Reduce FTE: Reduce HR Analyst 2, from Full time to 75%. 1 FTE- One position would be the executive assistant to the Secretary of State. The impact would be increased work load in the executive office. 1 FTE- One position would be in the	<b>39,792 GF, 429,887 OF</b>	

	<p>Accounting section. The impact would be increased work load in the accounting unit by shifting all this work to the only remaining Accountant 2; it would harm our internal control processes for adequate checks and balances, we would have longer turnaround times in processing invoices for payments to customers. This would also slow our turn around time for invoicing agencies for assessments and other accounts receivables. 1 FTEs-One position would be in the Procurement section. The impact would harm our ability to provide timely procurement of needed goods and services for our division customers; this in turn harms their ability to meet their core business functions. Workload would increase and be shifted to the one remaining Purchasing and Contracts Specialist 2.</p>		
<p>11. <b>Elections:</b> Reduce HAVA Voter Services Professional Services</p>	<p>Reduce HAVA Voter Professional Services by \$257,203. This would reduce our ability to research and develop new programs and prohibit any substantial enhancements to existing programs pertaining to HAVA.</p>	<p><b>257,204 FF</b></p>	

12. <b>Elections:</b> Eliminate printing & distribution of Voter's Pamphlet.	Eliminate printing & distribution of Voters' Pamphlet. This eliminates the ability to produce, print and mail the pamphlet to every household in the state and would necessitate a move to a personalized, limited-availability version of the voters' pamphlet through an online version and/or electronic version accessible on CD or other media.	<b>703,779 GF</b>	
13. <b>Elections:</b> Reduce HAVA OCVR IT Professional Services	This would inhibit the maintenance, support and development the Oregon Centralized Voter Registration and election administration system (OCVR). We would be forced to drastically reduce the number of development hours and number/frequency of releases that have become the standard to us and to the county offices.	<b>257,204 FF</b>	
14. <b>Administrative:</b> Eliminate Infrastructure Support positions and Application Developer positions	2 Infrastructure FTEs - These functions include helpdesk support and technical documentation activities. Cutting this position would have severe negative impact on our infrastructure's ability to respond to user IT issues,	<b>146,376 GF, 870,739 OF</b>	

	<p>troubleshooting PC and peripheral issues, providing any process improvement efforts and technical documentation of network diagrams, internal policies and forms. 3 Developer FTEs - Cutting these positions would significantly impact our ability to support existing applications and develop new ones. These reductions would primarily impact all development of public-facing applications for the Elections and Corporations Divisions.</p>		
<p><b>Total Reduction by fund type:</b></p>		<p><b>910,941 GF, 4,949,010 OF, 514,408 FF</b></p>	

## Budget Narrative

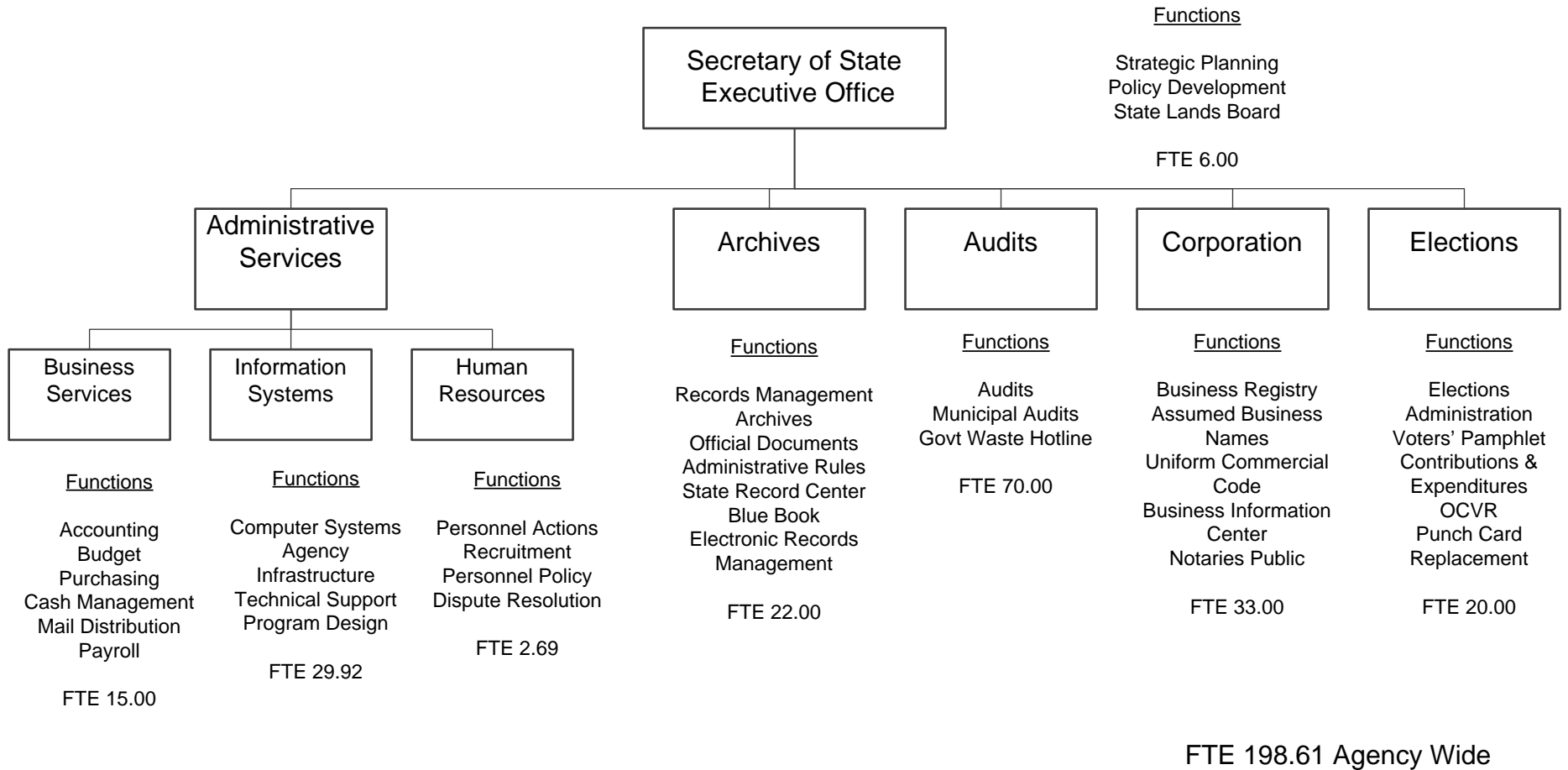
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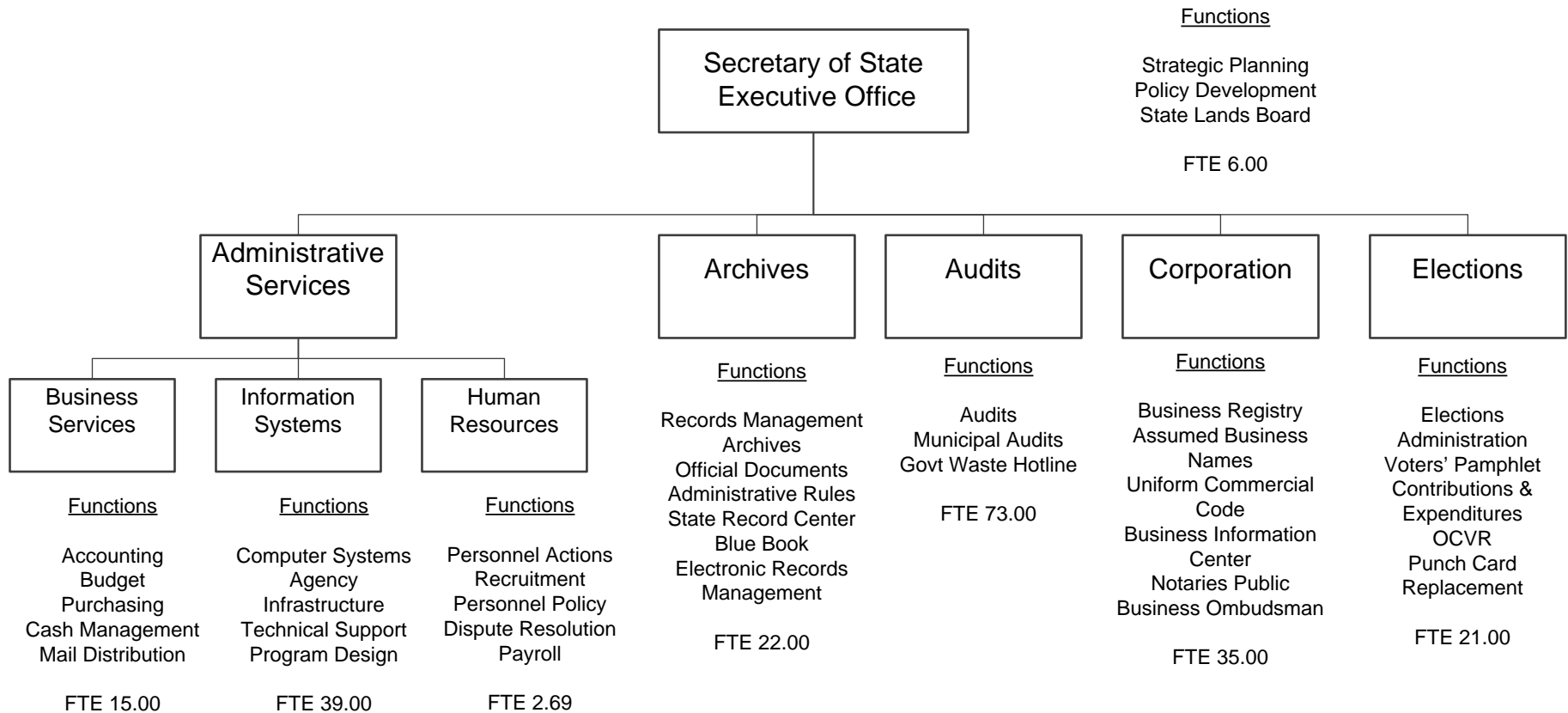
# Budget Narrative

## OFFICE OF THE SECRETARY OF STATE Organizational Chart 2013-15 Biennium



# Budget Narrative

## OFFICE OF THE SECRETARY OF STATE Organizational Chart 2015-17 Biennium



FTE 213.69 Agency Wide

## Budget Narrative

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**Summary of 2015-17 Biennium Budget**

Secretary of State  
Secretary of State  
2015-17 Biennium

Agency Request Budget  
Cross Reference Number: 16500-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2013-15 Leg Adopted Budget	202	200.61	65,082,349	8,476,735	-	48,895,140	7,710,474	-	-
2013-15 Emergency Boards	-	-	(1,107,516)	187,110	-	1,370,745	(2,665,371)	-	-
<b>2013-15 Leg Approved Budget</b>	<b>202</b>	<b>200.61</b>	<b>63,974,833</b>	<b>8,663,845</b>	<b>-</b>	<b>50,265,885</b>	<b>5,045,103</b>	<b>-</b>	<b>-</b>
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(3)	(2.42)	898,898	252,403	-	695,877	(49,382)	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	<b>199</b>	<b>198.19</b>	<b>64,873,731</b>	<b>8,916,248</b>	<b>-</b>	<b>50,961,762</b>	<b>4,995,721</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(20,430)	3,763	-	(6,818)	(17,375)	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	159,029	18,601	-	140,486	(58)	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>138,599</b>	<b>22,364</b>	<b>-</b>	<b>133,668</b>	<b>(17,433)</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(2,267,483)	-	-	(2,267,483)	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(2,267,483)</b>	<b>-</b>	<b>-</b>	<b>(2,267,483)</b>	<b>-</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	616,731	145,935	-	327,087	143,709	-	-
State Gov't & Services Charges Increase/(Decrease)			458,894	24,863	-	411,949	22,082	-	-

**Summary of 2015-17 Biennium Budget**

Secretary of State  
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2015-17 Biennium

Agency Request Budget  
Cross Reference Number: 16500-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal</b>	-	-	1,075,625	170,798	-	739,036	165,791	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	<b>199</b>	<b>198.19</b>	<b>63,820,472</b>	<b>9,109,410</b>	-	<b>49,566,983</b>	5,144,079	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Secretary of State  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-000-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2015-17 Current Service Level</b>	<b>199</b>	<b>198.19</b>	<b>63,820,472</b>	<b>9,109,410</b>	<b>-</b>	<b>49,566,983</b>	<b>5,144,079</b>	<b>-</b>	<b>-</b>
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	<b>199</b>	<b>198.19</b>	<b>63,820,472</b>	<b>9,109,410</b>	<b>-</b>	<b>49,566,983</b>	<b>5,144,079</b>	<b>-</b>	<b>-</b>
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Policy Packages									
100 - New Information Technology Positions	10	10.00	2,070,186	559,260	-	1,510,926	-	-	-
101 - Hardware Refresh Package	-	-	-	-	-	-	-	-	-
102 - Oregon Business Registry Enhancements	-	-	624,000	-	-	624,000	-	-	-
120 - Records Management OF Limitation Increase	-	-	-	-	-	-	-	-	-
121 - Phase 2 Compact Shelving	-	-	500,000	-	-	500,000	-	-	-
200 - New Elections positions	1	1.00	160,939	160,939	-	-	-	-	-
201 - OCVR Modernization and OF Limitation Increase	-	-	1,502,700	-	-	-	1,502,700	-	-
202 - ORESTAR upgrades	-	-	2,185,000	1,303,070	-	881,930	-	-	-
203 - Retain Fees for Voter's Pamphlet Filings	-	-	-	-	-	-	-	-	-
360 - Merchant and Treasury Fee Adjustment	-	-	240,000	-	-	240,000	-	-	-
361 - License Directory Modernization Subscription	-	-	192,000	-	-	192,000	-	-	-
362 - Permanent Financing for Positions	1	1.50	229,952	-	-	229,952	-	-	-
400 - New Auditor Positions	3	3.00	548,940	-	-	548,940	-	-	-
401 - Reclass Auditor Positions	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>15</b>	<b>15.50</b>	<b>8,253,717</b>	<b>2,023,269</b>	<b>-</b>	<b>4,727,748</b>	<b>1,502,700</b>	<b>-</b>	<b>-</b>

**Summary of 2015-17 Biennium Budget**

Secretary of State  
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2015-17 Biennium

Agency Request Budget  
Cross Reference Number: 16500-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Total 2015-17 Agency Request Budget</b>	<b>214</b>	<b>213.69</b>	<b>72,074,189</b>	<b>11,132,679</b>	-	<b>54,294,731</b>	6,646,779	-	-
Percentage Change From 2013-15 Leg Approved Budget	5.90%	6.50%	12.70%	28.50%	-	8.00%	31.70%	-	-
Percentage Change From 2015-17 Current Service Level	7.50%	7.80%	12.90%	22.20%	-	9.50%	29.20%	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Administrative Services Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-001-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2013-15 Leg Adopted Budget	55	54.61	17,041,937	1,920,138	-	15,121,799	-	-	-
2013-15 Emergency Boards	-	-	558,683	77,925	-	480,758	-	-	-
<b>2013-15 Leg Approved Budget</b>	<b>55</b>	<b>54.61</b>	<b>17,600,620</b>	<b>1,998,063</b>	<b>-</b>	<b>15,602,557</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(2)	(1.92)	(77,300)	48,876	-	(126,176)	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	<b>53</b>	<b>52.69</b>	<b>17,523,320</b>	<b>2,046,939</b>	<b>-</b>	<b>15,476,381</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	18,862	4,236	-	14,626	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	33,982	7,059	-	26,923	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>52,844</b>	<b>11,295</b>	<b>-</b>	<b>41,549</b>	<b>-</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(1,767,483)	-	-	(1,767,483)	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(1,767,483)</b>	<b>-</b>	<b>-</b>	<b>(1,767,483)</b>	<b>-</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	108,377	1,551	-	106,826	-	-	-
State Gov't & Services Charges Increase/(Decrease)			126,052	11,828	-	114,224	-	-	-



**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Administrative Services Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-001-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal</b>	-	-	234,429	13,379	-	221,050	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	<b>53</b>	<b>52.69</b>	<b>16,043,110</b>	<b>2,071,613</b>	<b>-</b>	<b>13,971,497</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Administrative Services Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-001-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2015-17 Current Service Level</b>	<b>53</b>	<b>52.69</b>	<b>16,043,110</b>	<b>2,071,613</b>	<b>-</b>	<b>13,971,497</b>	<b>-</b>	<b>-</b>	<b>-</b>
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	<b>53</b>	<b>52.69</b>	<b>16,043,110</b>	<b>2,071,613</b>	<b>-</b>	<b>13,971,497</b>	<b>-</b>	<b>-</b>	<b>-</b>
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Policy Packages									
100 - New Information Technology Positions	10	10.00	2,070,186	559,260	-	1,510,926	-	-	-
101 - Hardware Refresh Package	-	-	-	-	-	-	-	-	-
102 - Oregon Business Registry Enhancements	-	-	624,000	-	-	624,000	-	-	-
120 - Records Management OF Limitation Increase	-	-	-	-	-	-	-	-	-
121 - Phase 2 Compact Shelving	-	-	-	-	-	-	-	-	-
200 - New Elections positions	-	-	-	-	-	-	-	-	-
201 - OCVR Modernization and OF Limitation Increase	-	-	-	-	-	-	-	-	-
202 - ORESTAR upgrades	-	-	-	-	-	-	-	-	-
203 - Retain Fees for Voter's Pamphlet Filings	-	-	-	-	-	-	-	-	-
360 - Merchant and Treasury Fee Adjustment	-	-	-	-	-	-	-	-	-
361 - License Directory Modernization Subscription	-	-	-	-	-	-	-	-	-
362 - Permanent Financing for Positions	-	-	-	-	-	-	-	-	-
400 - New Auditor Positions	-	-	-	-	-	-	-	-	-
401 - Reclass Auditor Positions	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>10</b>	<b>10.00</b>	<b>2,694,186</b>	<b>559,260</b>	<b>-</b>	<b>2,134,926</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Summary of 2015-17 Biennium Budget**

Secretary of State  
 Administrative Services Division  
 2015-17 Biennium

Agency Request Budget  
 Cross Reference Number: 16500-001-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Total 2015-17 Agency Request Budget</b>	<b>63</b>	<b>62.69</b>	<b>18,737,296</b>	<b>2,630,873</b>	-	<b>16,106,423</b>	-	-	-
Percentage Change From 2013-15 Leg Approved Budget	14.50%	14.80%	6.50%	31.70%	-	3.20%	-	-	-
Percentage Change From 2015-17 Current Service Level	18.90%	19.00%	16.80%	27.00%	-	15.30%	-	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Elections Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-002-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2013-15 Leg Adopted Budget	20	20.00	14,226,234	6,556,597	-	128,032	7,541,605	-	-
2013-15 Emergency Boards	-	-	(2,556,186)	109,185	-	-	(2,665,371)	-	-
<b>2013-15 Leg Approved Budget</b>	<b>20</b>	<b>20.00</b>	<b>11,670,048</b>	<b>6,665,782</b>	<b>-</b>	<b>128,032</b>	<b>4,876,234</b>	<b>-</b>	<b>-</b>
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	154,145	203,527	-	-	(49,382)	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	<b>20</b>	<b>20.00</b>	<b>11,824,193</b>	<b>6,869,309</b>	<b>-</b>	<b>128,032</b>	<b>4,826,852</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(17,848)	(473)	-	-	(17,375)	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	11,484	11,542	-	-	(58)	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(6,364)</b>	<b>11,069</b>	<b>-</b>	<b>-</b>	<b>(17,433)</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	286,580	144,384	-	3,942	138,254	-	-
State Gov't & Services Charges Increase/(Decrease)			35,117	13,035	-	-	22,082	-	-

**Summary of 2015-17 Biennium Budget**

Secretary of State  
Elections Division  
2015-17 Biennium

Agency Request Budget  
Cross Reference Number: 16500-002-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal</b>	-	-	321,697	157,419	-	3,942	160,336	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	<b>20</b>	<b>20.00</b>	<b>12,139,526</b>	<b>7,037,797</b>	<b>-</b>	<b>131,974</b>	<b>4,969,755</b>	<b>-</b>	<b>-</b>

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Elections Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-002-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2015-17 Current Service Level</b>	<b>20</b>	<b>20.00</b>	<b>12,139,526</b>	<b>7,037,797</b>	<b>-</b>	<b>131,974</b>	<b>4,969,755</b>	<b>-</b>	<b>-</b>
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	<b>20</b>	<b>20.00</b>	<b>12,139,526</b>	<b>7,037,797</b>	<b>-</b>	<b>131,974</b>	<b>4,969,755</b>	<b>-</b>	<b>-</b>
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Policy Packages									
100 - New Information Technology Positions	-	-	-	-	-	-	-	-	-
101 - Hardware Refresh Package	-	-	-	-	-	-	-	-	-
102 - Oregon Business Registry Enhancements	-	-	-	-	-	-	-	-	-
120 - Records Management OF Limitation Increase	-	-	-	-	-	-	-	-	-
121 - Phase 2 Compact Shelving	-	-	-	-	-	-	-	-	-
200 - New Elections positions	1	1.00	160,939	160,939	-	-	-	-	-
201 - OCVR Modernization and OF Limitation Increase	-	-	1,502,700	-	-	-	1,502,700	-	-
202 - ORESTAR upgrades	-	-	2,185,000	1,303,070	-	881,930	-	-	-
203 - Retain Fees for Voter's Pamphlet Filings	-	-	-	-	-	-	-	-	-
360 - Merchant and Treasury Fee Adjustment	-	-	-	-	-	-	-	-	-
361 - License Directory Modernization Subscription	-	-	-	-	-	-	-	-	-
362 - Permanent Financing for Positions	-	-	-	-	-	-	-	-	-
400 - New Auditor Positions	-	-	-	-	-	-	-	-	-
401 - Reclass Auditor Positions	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>1</b>	<b>1.00</b>	<b>3,848,639</b>	<b>1,464,009</b>	<b>-</b>	<b>881,930</b>	<b>1,502,700</b>	<b>-</b>	<b>-</b>

**Summary of 2015-17 Biennium Budget**

Secretary of State  
Elections Division  
2015-17 Biennium

Agency Request Budget  
Cross Reference Number: 16500-002-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Total 2015-17 Agency Request Budget</b>	<b>21</b>	<b>21.00</b>	<b>15,988,165</b>	<b>8,501,806</b>	<b>-</b>	<b>1,013,904</b>	6,472,455	<b>-</b>	<b>-</b>
Percentage Change From 2013-15 Leg Approved Budget	5.00%	5.00%	37.00%	27.50%	-	691.90%	32.70%	-	-
Percentage Change From 2015-17 Current Service Level	5.00%	5.00%	31.70%	20.80%	-	668.30%	30.20%	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Business Services Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-003-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2013-15 Leg Adopted Budget	-	-	-	-	-	-	-	-	-
2013-15 Emergency Boards	-	-	-	-	-	-	-	-	-
<b>2013-15 Leg Approved Budget</b>	-	-	-	-	-	-	-	-	-
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	-	-	-	-	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	-	-	-	-	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-



**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Business Services Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-003-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
100 - New Information Technology Positions	-	-	-	-	-	-	-	-	-
101 - Hardware Refresh Package	-	-	-	-	-	-	-	-	-
102 - Oregon Business Registry Enhancements	-	-	-	-	-	-	-	-	-
120 - Records Management OF Limitation Increase	-	-	-	-	-	-	-	-	-
121 - Phase 2 Compact Shelving	-	-	-	-	-	-	-	-	-
200 - New Elections positions	-	-	-	-	-	-	-	-	-
201 - OCVR Modernization and OF Limitation Increase	-	-	-	-	-	-	-	-	-
202 - ORESTAR upgrades	-	-	-	-	-	-	-	-	-
203 - Retain Fees for Voter's Pamphlet Filings	-	-	-	-	-	-	-	-	-
360 - Merchant and Treasury Fee Adjustment	-	-	-	-	-	-	-	-	-
361 - License Directory Modernization Subscription	-	-	-	-	-	-	-	-	-
362 - Permanent Financing for Positions	-	-	-	-	-	-	-	-	-
400 - New Auditor Positions	-	-	-	-	-	-	-	-	-
401 - Reclass Auditor Positions	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	-	-	-	-	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

Secretary of State  
 Business Services Division  
 2015-17 Biennium

Agency Request Budget  
 Cross Reference Number: 16500-003-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Total 2015-17 Agency Request Budget</b>	-	-	-	-	-	-	-	-	-
Percentage Change From 2013-15 Leg Approved Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2015-17 Current Service Level	-	-	-	-	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Information Systems Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-004-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2013-15 Leg Adopted Budget	-	-	-	-	-	-	-	-	-
2013-15 Emergency Boards	-	-	-	-	-	-	-	-	-
<b>2013-15 Leg Approved Budget</b>	-	-	-	-	-	-	-	-	-
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	-	-	-	-	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	-	-	-	-	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Information Systems Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-004-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
100 - New Information Technology Positions	-	-	-	-	-	-	-	-	-
101 - Hardware Refresh Package	-	-	-	-	-	-	-	-	-
102 - Oregon Business Registry Enhancements	-	-	-	-	-	-	-	-	-
120 - Records Management OF Limitation Increase	-	-	-	-	-	-	-	-	-
121 - Phase 2 Compact Shelving	-	-	-	-	-	-	-	-	-
200 - New Elections positions	-	-	-	-	-	-	-	-	-
201 - OCVR Modernization and OF Limitation Increase	-	-	-	-	-	-	-	-	-
202 - ORESTAR upgrades	-	-	-	-	-	-	-	-	-
203 - Retain Fees for Voter's Pamphlet Filings	-	-	-	-	-	-	-	-	-
360 - Merchant and Treasury Fee Adjustment	-	-	-	-	-	-	-	-	-
361 - License Directory Modernization Subscription	-	-	-	-	-	-	-	-	-
362 - Permanent Financing for Positions	-	-	-	-	-	-	-	-	-
400 - New Auditor Positions	-	-	-	-	-	-	-	-	-
401 - Reclass Auditor Positions	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	-	-	-	-	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

Secretary of State  
 Information Systems Division  
 2015-17 Biennium

Agency Request Budget  
 Cross Reference Number: 16500-004-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Total 2015-17 Agency Request Budget</b>	-	-	-	-	-	-	-	-	-
Percentage Change From 2013-15 Leg Approved Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2015-17 Current Service Level	-	-	-	-	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Human Resources Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-005-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2013-15 Leg Adopted Budget	-	-	-	-	-	-	-	-	-
2013-15 Emergency Boards	-	-	-	-	-	-	-	-	-
<b>2013-15 Leg Approved Budget</b>	-	-	-	-	-	-	-	-	-
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	-	-	-	-	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	-	-	-	-	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Human Resources Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-005-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
100 - New Information Technology Positions	-	-	-	-	-	-	-	-	-
101 - Hardware Refresh Package	-	-	-	-	-	-	-	-	-
102 - Oregon Business Registry Enhancements	-	-	-	-	-	-	-	-	-
120 - Records Management OF Limitation Increase	-	-	-	-	-	-	-	-	-
121 - Phase 2 Compact Shelving	-	-	-	-	-	-	-	-	-
200 - New Elections positions	-	-	-	-	-	-	-	-	-
201 - OCVR Modernization and OF Limitation Increase	-	-	-	-	-	-	-	-	-
202 - ORESTAR upgrades	-	-	-	-	-	-	-	-	-
203 - Retain Fees for Voter's Pamphlet Filings	-	-	-	-	-	-	-	-	-
360 - Merchant and Treasury Fee Adjustment	-	-	-	-	-	-	-	-	-
361 - License Directory Modernization Subscription	-	-	-	-	-	-	-	-	-
362 - Permanent Financing for Positions	-	-	-	-	-	-	-	-	-
400 - New Auditor Positions	-	-	-	-	-	-	-	-	-
401 - Reclass Auditor Positions	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	-	-	-	-	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

Secretary of State  
 Human Resources Division  
 2015-17 Biennium

Agency Request Budget  
 Cross Reference Number: 16500-005-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Total 2015-17 Agency Request Budget</b>	-	-	-	-	-	-	-	-	-
Percentage Change From 2013-15 Leg Approved Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2015-17 Current Service Level	-	-	-	-	-	-	-	-	-



**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Audits Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-007-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2013-15 Leg Adopted Budget	71	71.00	18,221,625	-	-	18,221,625	-	-	-
2013-15 Emergency Boards	-	-	631,241	-	-	631,241	-	-	-
<b>2013-15 Leg Approved Budget</b>	<b>71</b>	<b>71.00</b>	<b>18,852,866</b>	<b>-</b>	<b>-</b>	<b>18,852,866</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(1)	(1.00)	482,177	-	-	482,177	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	<b>70</b>	<b>70.00</b>	<b>19,335,043</b>	<b>-</b>	<b>-</b>	<b>19,335,043</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	18,277	-	-	18,277	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	73,243	-	-	73,243	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>91,520</b>	<b>-</b>	<b>-</b>	<b>91,520</b>	<b>-</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	91,642	-	-	91,642	-	-	-
State Gov't & Services Charges Increase/(Decrease)			116,366	-	-	116,366	-	-	-

**Summary of 2015-17 Biennium Budget**

Secretary of State  
Audits Division  
2015-17 Biennium

Agency Request Budget  
Cross Reference Number: 16500-007-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal</b>	-	-	208,008	-	-	208,008	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	<b>70</b>	<b>70.00</b>	<b>19,634,571</b>	-	-	<b>19,634,571</b>	-	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Audits Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-007-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2015-17 Current Service Level</b>	<b>70</b>	<b>70.00</b>	<b>19,634,571</b>	-	-	<b>19,634,571</b>	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	<b>70</b>	<b>70.00</b>	<b>19,634,571</b>	-	-	<b>19,634,571</b>	-	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Policy Packages									
100 - New Information Technology Positions	-	-	-	-	-	-	-	-	-
101 - Hardware Refresh Package	-	-	-	-	-	-	-	-	-
102 - Oregon Business Registry Enhancements	-	-	-	-	-	-	-	-	-
120 - Records Management OF Limitation Increase	-	-	-	-	-	-	-	-	-
121 - Phase 2 Compact Shelving	-	-	-	-	-	-	-	-	-
200 - New Elections positions	-	-	-	-	-	-	-	-	-
201 - OCVR Modernization and OF Limitation Increase	-	-	-	-	-	-	-	-	-
202 - ORESTAR upgrades	-	-	-	-	-	-	-	-	-
203 - Retain Fees for Voter's Pamphlet Filings	-	-	-	-	-	-	-	-	-
360 - Merchant and Treasury Fee Adjustment	-	-	-	-	-	-	-	-	-
361 - License Directory Modernization Subscription	-	-	-	-	-	-	-	-	-
362 - Permanent Financing for Positions	-	-	-	-	-	-	-	-	-
400 - New Auditor Positions	3	3.00	548,940	-	-	548,940	-	-	-
401 - Reclass Auditor Positions	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>3</b>	<b>3.00</b>	<b>548,940</b>	<b>-</b>	<b>-</b>	<b>548,940</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Summary of 2015-17 Biennium Budget**

Secretary of State  
Audits Division  
2015-17 Biennium

Agency Request Budget  
Cross Reference Number: 16500-007-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Total 2015-17 Agency Request Budget</b>	<b>73</b>	<b>73.00</b>	<b>20,183,511</b>	-	-	<b>20,183,511</b>	-	-	-
Percentage Change From 2013-15 Leg Approved Budget	2.80%	2.80%	7.10%	-	-	7.10%	-	-	-
Percentage Change From 2015-17 Current Service Level	4.30%	4.30%	2.80%	-	-	2.80%	-	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Archives Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-012-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2013-15 Leg Adopted Budget	22	22.00	7,501,435	-	-	7,332,566	168,869	-	-
2013-15 Emergency Boards	-	-	118,095	-	-	118,095	-	-	-
<b>2013-15 Leg Approved Budget</b>	<b>22</b>	<b>22.00</b>	<b>7,619,530</b>	<b>-</b>	<b>-</b>	<b>7,450,661</b>	<b>168,869</b>	<b>-</b>	<b>-</b>
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	80,105	-	-	80,105	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	<b>22</b>	<b>22.00</b>	<b>7,699,635</b>	<b>-</b>	<b>-</b>	<b>7,530,766</b>	<b>168,869</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	5,545	-	-	5,545	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	15,401	-	-	15,401	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>20,946</b>	<b>-</b>	<b>-</b>	<b>20,946</b>	<b>-</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(500,000)	-	-	(500,000)	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(500,000)</b>	<b>-</b>	<b>-</b>	<b>(500,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	38,534	-	-	33,079	5,455	-	-
State Gov't & Services Charges Increase/(Decrease)			41,911	-	-	41,911	-	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Archives Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-012-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal</b>	-	-	<b>80,445</b>	-	-	<b>74,990</b>	5,455	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	<b>22</b>	<b>22.00</b>	<b>7,301,026</b>	-	-	<b>7,126,702</b>	174,324	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Archives Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-012-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2015-17 Current Service Level</b>	<b>22</b>	<b>22.00</b>	<b>7,301,026</b>	-	-	<b>7,126,702</b>	174,324	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	<b>22</b>	<b>22.00</b>	<b>7,301,026</b>	-	-	<b>7,126,702</b>	174,324	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Policy Packages									
100 - New Information Technology Positions	-	-	-	-	-	-	-	-	-
101 - Hardware Refresh Package	-	-	-	-	-	-	-	-	-
102 - Oregon Business Registry Enhancements	-	-	-	-	-	-	-	-	-
120 - Records Management OF Limitation Increase	-	-	-	-	-	-	-	-	-
121 - Phase 2 Compact Shelving	-	-	500,000	-	-	500,000	-	-	-
200 - New Elections positions	-	-	-	-	-	-	-	-	-
201 - OCVR Modernization and OF Limitation Increase	-	-	-	-	-	-	-	-	-
202 - ORESTAR upgrades	-	-	-	-	-	-	-	-	-
203 - Retain Fees for Voter's Pamphlet Filings	-	-	-	-	-	-	-	-	-
360 - Merchant and Treasury Fee Adjustment	-	-	-	-	-	-	-	-	-
361 - License Directory Modernization Subscription	-	-	-	-	-	-	-	-	-
362 - Permanent Financing for Positions	-	-	-	-	-	-	-	-	-
400 - New Auditor Positions	-	-	-	-	-	-	-	-	-
401 - Reclass Auditor Positions	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Summary of 2015-17 Biennium Budget**

Secretary of State  
Archives Division  
2015-17 Biennium

Agency Request Budget  
Cross Reference Number: 16500-012-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Total 2015-17 Agency Request Budget</b>	<b>22</b>	<b>22.00</b>	<b>7,801,026</b>	-	-	<b>7,626,702</b>	174,324	-	-
Percentage Change From 2013-15 Leg Approved Budget	-	-	2.40%	-	-	2.40%	3.20%	-	-
Percentage Change From 2015-17 Current Service Level	-	-	6.80%	-	-	7.00%	-	-	-



**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Corporation Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-036-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2013-15 Leg Adopted Budget	34	33.00	8,091,118	-	-	8,091,118	-	-	-
2013-15 Emergency Boards	-	-	140,651	-	-	140,651	-	-	-
<b>2013-15 Leg Approved Budget</b>	<b>34</b>	<b>33.00</b>	<b>8,231,769</b>	<b>-</b>	<b>-</b>	<b>8,231,769</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.50	259,771	-	-	259,771	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	<b>34</b>	<b>33.50</b>	<b>8,491,540</b>	<b>-</b>	<b>-</b>	<b>8,491,540</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(45,266)	-	-	(45,266)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	24,919	-	-	24,919	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(20,347)</b>	<b>-</b>	<b>-</b>	<b>(20,347)</b>	<b>-</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	91,598	-	-	91,598	-	-	-
State Gov't & Services Charges Increase/(Decrease)			139,448	-	-	139,448	-	-	-

**Summary of 2015-17 Biennium Budget**

Secretary of State  
 Corporation Division  
 2015-17 Biennium

Agency Request Budget  
 Cross Reference Number: 16500-036-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal</b>	-	-	231,046	-	-	231,046	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	<b>34</b>	<b>33.50</b>	<b>8,702,239</b>	-	-	<b>8,702,239</b>	-	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Corporation Division  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-036-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2015-17 Current Service Level</b>	<b>34</b>	<b>33.50</b>	<b>8,702,239</b>	-	-	<b>8,702,239</b>	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	<b>34</b>	<b>33.50</b>	<b>8,702,239</b>	-	-	<b>8,702,239</b>	-	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Policy Packages									
100 - New Information Technology Positions	-	-	-	-	-	-	-	-	-
101 - Hardware Refresh Package	-	-	-	-	-	-	-	-	-
102 - Oregon Business Registry Enhancements	-	-	-	-	-	-	-	-	-
120 - Records Management OF Limitation Increase	-	-	-	-	-	-	-	-	-
121 - Phase 2 Compact Shelving	-	-	-	-	-	-	-	-	-
200 - New Elections positions	-	-	-	-	-	-	-	-	-
201 - OCVR Modernization and OF Limitation Increase	-	-	-	-	-	-	-	-	-
202 - ORESTAR upgrades	-	-	-	-	-	-	-	-	-
203 - Retain Fees for Voter's Pamphlet Filings	-	-	-	-	-	-	-	-	-
360 - Merchant and Treasury Fee Adjustment	-	-	240,000	-	-	240,000	-	-	-
361 - License Directory Modernization Subscription	-	-	192,000	-	-	192,000	-	-	-
362 - Permanent Financing for Positions	1	1.50	229,952	-	-	229,952	-	-	-
400 - New Auditor Positions	-	-	-	-	-	-	-	-	-
401 - Reclass Auditor Positions	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>1</b>	<b>1.50</b>	<b>661,952</b>	<b>-</b>	<b>-</b>	<b>661,952</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Summary of 2015-17 Biennium Budget**

Secretary of State  
 Corporation Division  
 2015-17 Biennium

Agency Request Budget  
 Cross Reference Number: 16500-036-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Total 2015-17 Agency Request Budget</b>	<b>35</b>	<b>35.00</b>	<b>9,364,191</b>	-	-	<b>9,364,191</b>	-	-	-
Percentage Change From 2013-15 Leg Approved Budget	2.90%	6.10%	13.80%	-	-	13.80%	-	-	-
Percentage Change From 2015-17 Current Service Level	2.90%	4.50%	7.60%	-	-	7.60%	-	-	-

**Summary of 2015-17 Biennium Budget**

Secretary of State  
 Help America Vote Act (HAVA)  
 2015-17 Biennium

Agency Request Budget  
 Cross Reference Number: 16500-040-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2013-15 Leg Adopted Budget	-	-	-	-	-	-	-	-	-
2013-15 Emergency Boards	-	-	-	-	-	-	-	-	-
<b>2013-15 Leg Approved Budget</b>	-	-	-	-	-	-	-	-	-
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	-	-	-	-	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	-	-	-	-	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

**Secretary of State  
Help America Vote Act (HAVA)  
2015-17 Biennium**

**Agency Request Budget  
Cross Reference Number: 16500-040-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
100 - New Information Technology Positions	-	-	-	-	-	-	-	-	-
101 - Hardware Refresh Package	-	-	-	-	-	-	-	-	-
102 - Oregon Business Registry Enhancements	-	-	-	-	-	-	-	-	-
120 - Records Management OF Limitation Increase	-	-	-	-	-	-	-	-	-
121 - Phase 2 Compact Shelving	-	-	-	-	-	-	-	-	-
200 - New Elections positions	-	-	-	-	-	-	-	-	-
201 - OCVR Modernization and OF Limitation Increase	-	-	-	-	-	-	-	-	-
202 - ORESTAR upgrades	-	-	-	-	-	-	-	-	-
203 - Retain Fees for Voter's Pamphlet Filings	-	-	-	-	-	-	-	-	-
360 - Merchant and Treasury Fee Adjustment	-	-	-	-	-	-	-	-	-
361 - License Directory Modernization Subscription	-	-	-	-	-	-	-	-	-
362 - Permanent Financing for Positions	-	-	-	-	-	-	-	-	-
400 - New Auditor Positions	-	-	-	-	-	-	-	-	-
401 - Reclass Auditor Positions	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	-	-	-	-	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

Secretary of State  
 Help America Vote Act (HAVA)  
 2015-17 Biennium

Agency Request Budget  
 Cross Reference Number: 16500-040-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Total 2015-17 Agency Request Budget</b>	-	-	-	-	-	-	-	-	-

Percentage Change From 2013-15 Leg Approved Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2015-17 Current Service Level	-	-	-	-	-	-	-	-	-

Agencywide Program Unit Summary  
2015-17 Biennium

Version: V - 01 - Agency Request Budget

Summary Cross Reference Number	Cross Reference Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>001-00-00-00000</b>	<b>Administrative Services Division</b>						
	General Fund	1,794,821	1,920,138	1,998,063	2,630,873	-	-
	Other Funds	13,001,846	15,121,799	15,602,557	16,106,423	-	-
	All Funds	14,796,667	17,041,937	17,600,620	18,737,296	-	-
<b>002-00-00-00000</b>	<b>Elections Division</b>						
	General Fund	7,195,378	6,556,597	6,665,782	8,501,806	-	-
	Other Funds	4,976	128,032	128,032	1,013,904	-	-
	Federal Funds	4,085,347	7,541,605	4,876,234	6,472,455	-	-
	All Funds	11,285,701	14,226,234	11,670,048	15,988,165	-	-
<b>007-00-00-00000</b>	<b>Audits Division</b>						
	Other Funds	14,288,665	18,221,625	18,852,866	20,183,511	-	-
<b>012-00-00-00000</b>	<b>Archives Division</b>						
	General Fund	3,509,939	-	-	-	-	-
	Other Funds	2,057,747	7,332,566	7,450,661	7,626,702	-	-
	Federal Funds	30,458	168,869	168,869	174,324	-	-
	All Funds	5,598,144	7,501,435	7,619,530	7,801,026	-	-
<b>036-00-00-00000</b>	<b>Corporation Division</b>						
	Other Funds	7,547,009	8,091,118	8,231,769	9,364,191	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted  
Agencywide Program Unit Summary - BPR010



Agencywide Program Unit Summary  
2015-17 Biennium

Version: V - 01 - Agency Request Budget

<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>	<i>2011-13 Actuals</i>	<i>2013-15 Leg Adopted Budget</i>	<i>2013-15 Leg Approved Budget</i>	<i>2015-17 Agency Request Budget</i>	<i>2015-17 Governor's Budget</i>	<i>2015-17 Leg Adopted Budget</i>
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**TOTAL AGENCY**

General Fund	12,500,138	8,476,735	8,663,845	11,132,679	-	-
Other Funds	36,900,243	48,895,140	50,265,885	54,294,731	-	-
Federal Funds	4,115,805	7,710,474	5,045,103	6,646,779	-	-
All Funds	53,516,186	65,082,349	63,974,833	72,074,189	-	-

# Office of the Secretary of State



## **Revenues 2015-17 Agency Request Budget**

## 2015-17 Biennial Budget

### Revenue Forecast Narrative

**Sources of Revenue-** The Secretary of State receives Other Funds and Federal Funds revenues from a variety of sources. Funds are received from the following sources and used for the purposes indicated:

*Other Funds Revenue:*

**Beginning Balance-** The beginning balance represents the agency projected Other Funds two month operating cash.

**Internal Assessment-** The internal assessment allocates the salaries and services and supplies of executive, business services, human resources, and information systems staff that supports multiple divisions to the Audit, Corporation and Archives divisions based on a FTE and expenditure calculation. Internal assessments are budgeted as transfers in and transfer out respectively.

**Corporation Fees-** Corporation Fees are the fees generated by the Corporation Division for Business Registrations, UCC filings and Notary fees. UCC fees are paid to file secured transactions. Notary fees are to commission a notary public or to obtain public records and certificates. Voter approved ballot measure 67 (2010) increased many of the division's business registration fees to provide additional support for the General Fund. General Fund revenue transfers are estimated at \$52,800,000 in the 2015-17 Biennium.

**Charges for Services-** The Archives and Audits division charge for services provided to state and local governments. The Audits Division charges each state agency based on their share of total state expenditures, revenues, cash and FTE. If cost estimates are too high at mid-biennium, the division reduces charges for the second year. The budget for the division reflects an early estimate of \$26,385,520 in assessments for the 2015-17 Biennium.

The Archives Division has five programs funded by Other Fund revenues: the Archives Records Management, State Records Center, Microfilm Storage (aka Security Depository), Oregon Administrative Rules, and Oregon Blue Book. In the 2015-17 Agency Request Budget, the Archives Division also included a policy package 121 to increase

capacity at the Archives Building. The policy package would be funded by an additional assessment to the agencies.

- The Archives Records Management assessment is based on positions plus operating costs and dividing that by the total number of agency FTE to get a per FTE rate. The 2015-17 Price list shows this Archives Records Management assessment at \$4,154,038.
- The State Records Center's assessment is based on 2015-17 projected expenditures at the charge of \$.066 per cubic foot per month divided by the estimated occupancy rate. The 2015-17 Price List shows the State Records Center at \$1,414,527.
- Security Depository (Microfilm Storage) is assessed by dividing the amount per reel by the total program cost.
- The Administrative Rules revenue is made up of two funding streams. The first is through an assessment based on the number of rule filings and pages occupied divided by the program expenditures. The 2015-17 Price List shows Administrative Rules assessment at \$1,146,659. The second funding stream is from the publishing of an annual Oregon Administrative Rules Compilation, which is sold for \$650.
- The Oregon Blue Book program is funded through the sales of the book. The 2013 sale price was \$18.00 per book. Sales for the Oregon Blue Book have been declining since the on-line version was made available at no cost. The division will still continue to sell Oregon Blue Books in the 2015-17 biennium.

*Interest-* Interest is earned on the Federal Funds for the Help America Vote Act in the Elections Division.

*Miscellaneous-* Public and State agency customers have a need for copies of important documentation. Nominal charges are set for these services. The Archives also sells calendars depicting scenic images of Oregon taken by staff and cloth grocery bags illustrated with historic trademarks to help bolster Miscellaneous Receipts. In accordance with ORS 283.250, a miscellaneous receipts account is established at the State Treasury.

*Federal Funds Revenue:* In order to comply with the Help America Vote Act, the Elections Division adopted legislation to create the State Election Fund. The Election Fund consists of amounts appropriated or otherwise made available by Congress and the Oregon Legislative Assembly for carrying out mandates and activities involved in implementing HAVA. The Fund is separate and distinct from the General Fund of the State Treasury and, by requirement of the Federal law, interest earned by the fund is credited back to the fund.

The Archives Division also received \$168,869 in Federal Funds, through grants provided by the National Historical Publications and Records Commission. The State Historical Records Advisory Board grant is a continuing grant currently funded for \$30,000.

**Basis for 2015-2017 biennium estimates:**

Other Fund revenue estimates are based on historical trends with adjustments for projected changes.

Federal Fund revenue estimates are based on forecasts of future funding levels provided by the respective Elections and Archives Divisions.

Proposed changes in revenue sources or fees- None.

Proposals for new legislation- None

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

Secretary of State  
2015-17 Biennium

Agency Number: 16500  
Cross Reference Number: 16500-000-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Business Lic and Fees	69,978,912	16,504,954	16,504,954	70,046,606	-	-
Non-business Lic. and Fees	3,497,660	200,000	200,000	657,511	-	-
Corporation Fees	-	54,610,743	54,610,743	-	-	-
Charges for Services	22,037,120	31,076,196	31,076,196	34,032,393	-	-
Fines and Forfeitures	224,419	460,904	460,904	224,419	-	-
Sales Income	170,163	201,877	201,877	219,532	-	-
Other Revenues	363	-	1,370,745	-	-	-
Transfer In - Intrafund	12,612,074	13,968,395	13,968,395	15,595,678	-	-
Transfer Out - Intrafund	(12,612,074)	(13,968,395)	(13,968,395)	(15,595,678)	-	-
Transfer to General Fund	(53,310,160)	(55,692,262)	(57,892,262)	(52,122,115)	-	-
<b>Total Other Funds</b>	<b>\$42,598,477</b>	<b>\$47,362,412</b>	<b>\$46,533,157</b>	<b>\$53,058,346</b>	-	-
<b>Federal Funds</b>						
Federal Funds	585,374	168,869	203,498	794,116	-	-
<b>Total Federal Funds</b>	<b>\$585,374</b>	<b>\$168,869</b>	<b>\$203,498</b>	<b>\$794,116</b>	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

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

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

Secretary of State  
2015-17 Biennium

Agency Number: 16500  
Cross Reference Number: 16500-001-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Charges for Services	4,969	-	-	-	-	-
Sales Income	81	-	-	-	-	-
Other Revenues	-	-	480,758	-	-	-
Transfer In - Intrafund	12,612,074	13,968,395	13,968,395	15,595,678	-	-
<b>Total Other Funds</b>	<b>\$12,617,124</b>	<b>\$13,968,395</b>	<b>\$14,449,153</b>	<b>\$15,595,678</b>	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

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

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

Secretary of State  
2015-17 Biennium

Agency Number: 16500

Cross Reference Number: 16500-002-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Non-business Lic. and Fees	657,511	200,000	200,000	657,511	-	-
Charges for Services	3,524	-	-	7,442	-	-
Fines and Forfeitures	224,419	460,904	460,904	224,419	-	-
Sales Income	8,561	129,960	129,960	84,532	-	-
Transfer to General Fund	(881,930)	(660,904)	(660,904)	-	-	-
<b>Total Other Funds</b>	<b>\$12,085</b>	<b>\$129,960</b>	<b>\$129,960</b>	<b>\$973,904</b>	-	-
<b>Federal Funds</b>						
Federal Funds	553,653	-	34,629	619,792	-	-
<b>Total Federal Funds</b>	<b>\$553,653</b>	-	<b>\$34,629</b>	<b>\$619,792</b>	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

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



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

Secretary of State  
2015-17 Biennium

Agency Number: 16500  
Cross Reference Number: 16500-007-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Charges for Services	19,579,331	23,850,627	23,850,627	26,385,520	-	-
Other Revenues	363	-	631,241	-	-	-
Transfer Out - Intrafund	(5,325,548)	(5,828,264)	(5,828,264)	(6,032,013)	-	-
<b>Total Other Funds</b>	<b>\$14,254,146</b>	<b>\$18,022,363</b>	<b>\$18,653,604</b>	<b>\$20,353,507</b>	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

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

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

Secretary of State  
2015-17 Biennium

Agency Number: 16500  
Cross Reference Number: 16500-012-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Charges for Services	2,441,436	7,225,569	7,225,569	7,629,431	-	-
Sales Income	161,521	71,917	71,917	135,000	-	-
Other Revenues	-	-	118,095	-	-	-
Transfer Out - Intrafund	(81,508)	(91,171)	(91,171)	(243,180)	-	-
<b>Total Other Funds</b>	<b>\$2,521,449</b>	<b>\$7,206,315</b>	<b>\$7,324,410</b>	<b>\$7,521,251</b>	-	-
<b>Federal Funds</b>						
Federal Funds	31,721	168,869	168,869	174,324	-	-
<b>Total Federal Funds</b>	<b>\$31,721</b>	<b>\$168,869</b>	<b>\$168,869</b>	<b>\$174,324</b>	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

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

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

Secretary of State  
2015-17 Biennium

Agency Number: 16500  
Cross Reference Number: 16500-036-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Business Lic and Fees	69,978,912	16,504,954	16,504,954	70,046,606	-	-
Non-business Lic. and Fees	2,840,149	-	-	-	-	-
Corporation Fees	-	54,610,743	54,610,743	-	-	-
Charges for Services	7,860	-	-	10,000	-	-
Other Revenues	-	-	140,651	-	-	-
Transfer Out - Intrafund	(7,205,018)	(8,048,960)	(8,048,960)	(9,320,485)	-	-
Transfer to General Fund	(52,428,230)	(55,031,358)	(57,231,358)	(52,122,115)	-	-
<b>Total Other Funds</b>	<b>\$13,193,673</b>	<b>\$8,035,379</b>	<b>\$5,976,030</b>	<b>\$8,614,006</b>	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Legislatively Approved	2015-17		
						Agency Request	Governor's Recommended	Legislatively Adopted
Business License Fees	OTH & GF	0205	69,978,912	16,504,954	16,504,954	70,046,606		
Non-Business Lic. Fees	OTH & GF	0210	3,497,660	200,000	200,000	657,511		
Corporation Fees	OTH & GF	0220		54,610,743	54,610,743			
Charges for Services	OTH	0410	22,037,120	31,076,196	31,076,196	34,032,393		
Fines & Forfeitures	OTH & GF	0505	224,419	460,904	460,904	224,419		
Sales Income	OTH	0705	170,163	201,877	201,877	219,532		
Other Revenues	OTH	0975	363		1,370,745			
Transfers In	OTH	1010	12,612,074	13,968,395	13,968,395	15,595,678		
Transfers Out	OTH	2010	(12,612,074)	(13,968,395)	(13,968,395)	(15,595,678)		
Transfers to GF	GF	2060	(\$53,310,160)	(\$55,692,262)	(\$57,892,262)	(\$52,122,115)		
<b>Subtotal Other Funds</b>			<b>42,598,477</b>	<b>47,362,412</b>	<b>46,533,157</b>	<b>53,058,346</b>		
Federal Funds	FF	0995	585,374	168,869	203,498	794,116		
<b>Total Other Funds And Federal Funds</b>			<b>43,183,851</b>	<b>47,531,281</b>	<b>46,736,655</b>	<b>53,852,462</b>		

Agency Request

Governor's Recommended

Legislatively Adopted

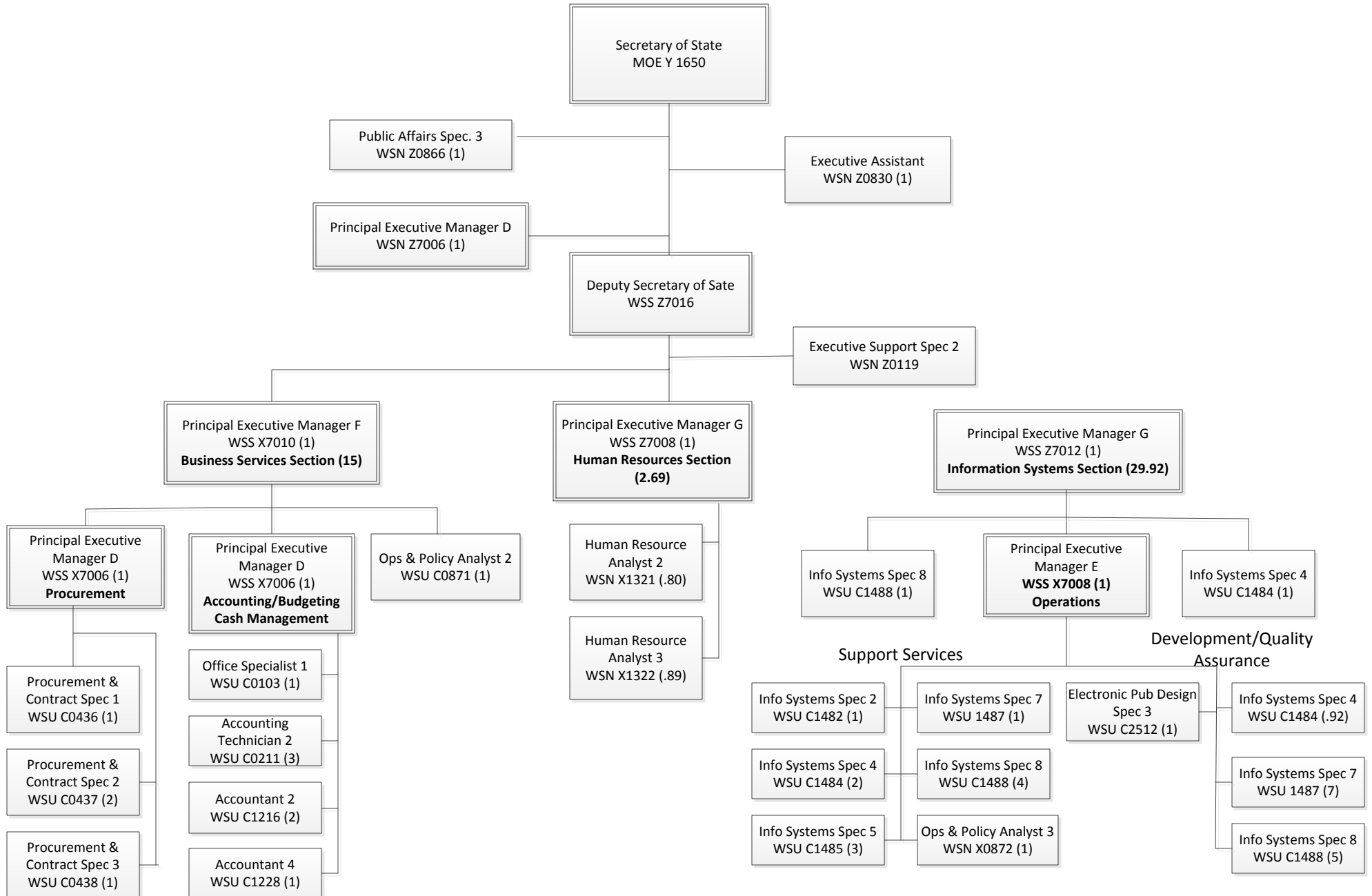
Budget Page \_\_\_\_\_

# Office of the Secretary of State

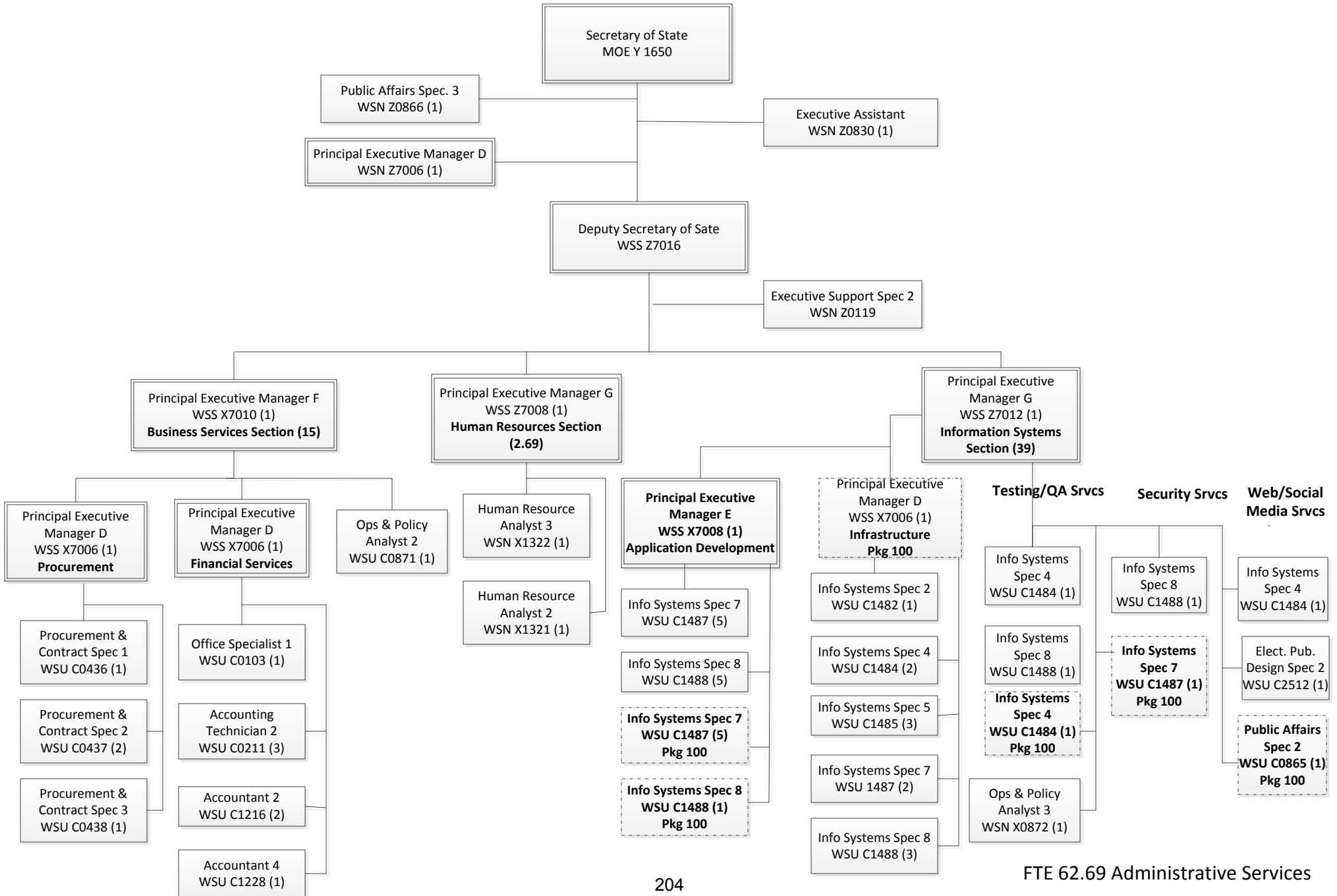


## **Administrative Services Division 2015-17 Agency Request Budget**

# Administrative Services Division Organizational Chart 2013-15 Biennium



# Administrative Services Division Organizational Chart 2015-17 Biennium



## **ADMINISTRATIVE SERVICES DIVISION**

### **Mission and Legal Authority**

The Administrative Services Division is comprised of the Executive Office, Business Services, Human Resources and Information Systems. The Administrative Services Division provides support services to all divisions of the Secretary of State and operates under the authority of the Oregon Constitution and ORS 177.050, 177.120, 240.160 and 359.400 to 359.444.

### **Revenue**

The operations of the Administrative Services Division are financed by a General Fund appropriation combined with revenue transfers from those divisions operating with Other Fund limitations, based on a cost allocation plan determined by the distribution of positions throughout the agency.

The General Fund appropriation for the 2015-17 Biennium will be \$2,630,873; the revenue transfers from Other Funds required for the 2015-17 Biennium will be \$15,595,678.

### **➤ EXECUTIVE OFFICE**

The Executive Office provides the policy direction, oversight, management and coordination needed to provide the diverse and complex programs that are the Secretary of State's responsibilities, and support the specific duties of this independently elected constitutional officer. The Executive Office provides advice and direction to agency employees in all areas of management, policy, and external relations. External customers include the general public, candidates, political committees, elected officials and government agencies, the business community, the media, academics, scholars and other researchers.

### **Services**

The Executive Office supports the work of the Secretary in her Constitutional and statutory responsibilities, and supports the work of the agency in fulfilling the specific division missions.



## **Our Vision**

The Secretary of State delivers better results for Oregonians through:

- More effective and efficient service delivery;
- Greater transparency and accountability;
- Using innovation to connect Oregonians to their government.

## **Our Mission**

The Secretary of State is the keeper of Oregon's history, the auditor of public funds, the first stop for Oregon businesses and the chief elections officer. We:

- Engage Oregonians
- Innovate for the Future
- Deliver Results

## **Specific Services include:**

- Providing overall policy and priority direction
- General oversight of the work of each division
- Managing external contact, including relations with other governments, other agencies of state government, the Legislature, the media and our customers
- The Executive Office also performs statutory and Constitutional functions not assigned to any division, such as supporting the work of the State Land Board, lending of the state flag and accepting and filing original bills during the legislative session. The Secretary is also the custodian of the State Seal.

## **Measurements**

The Executive Office holds itself accountable for each division meeting or exceeding their key performance measures.

## **Opportunities**

The Secretary of State continues to push for greater accountability, transparency and effective service to our internal and external customers. Major opportunities include:

Expanding the online services in the Central Business Registry to include additional state regulatory and licensing agencies and local municipal registrations and licenses;

Offering an Electronic Records Management Service as a “Software as a Service” to state and local government as a cost-effective way to manage public records electronically and facilitate retention and disposition and e-discovery needs efficiently;

Expanding the scope of performance audits to ensure state agencies are providing effective and efficient services, and to identify potential cost savings and improvements in business practices and program delivery;

Increasing the number of Oregonians registered to vote while simultaneously streamlining voter registration business practices to a more electronic system, saving time and money, improving the security and accuracy of the voter rolls and providing a more efficient system of voter registration for all legally eligible voters in Oregon.

## ➤ **BUSINESS SERVICES**

### **Mission Statement:**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Business Services Division is to provide timely, quality, and value-added services to the whole agency.

Business Services provides accounting, budgeting, cashiering, procurement, contract administration, safety and risk management, fixed assets and inventory control services to the agency. Business Services is comprised of 15 FTE.

### **Customers and Business Drivers**

Business Services' primary customers are the divisions of the agency. Other customers include other state agencies, counties, municipalities, financial institutions, elected officials, vendors and contractors, and the general public.

Other divisions within the agency and other state functions drive the workload of Business Services. Some examples are the Elections Division final filing days, Corporation and Business Registry filings, Blue Book sales, financial year end reporting, division turn over, changes in statute, technology upgrades, cost increases in goods and services, availability of goods and services, budget deadlines, and the impacts of new legislation passed during each legislative session.

### **Program Activities**

Business Services is comprised of three sections: Administration, Financial Services, and Procurement.

#### **Administration**

*Strategic Development & Execution; Financial Management; Policies and Procedures; Administrative Support and Safety and Risk Management*

## **Financial Services**

*Budget Analysis; Budget Development; Budget Execution; Fiscal Impact Statement Preparation and Emergency Board  
Financial Reporting; Fiscal year end process; Financial Statement preparation; Accounts Receivables and Payables; and Financial Transaction processing;  
Blue Book Sales and Distribution;  
Cash and Cash Equivalents Processing; Accounting Assistance and Mail and Distribution*

## **Purchasing and Contracts Section**

*Contract Administration; Formal & Informal Procurement; Contract Risk Assessment; Fixed Asset Tracking and Storeroom and Inventory Management*

## **Challenges**

- *Changes in Statutes, OAR's and Accounting Standards.* Revisions to the public contracting statutes can cause a strain on staffing and funding resources; changes in accounting standards by the Government Accounting Standards Board (GASB) have increased the level of detail required in producing financial reports and the level of detail requested in the agency biennial audits. GASB 34 made significant changes in accounting standards that increased the level of detail captured and reported in financial statements. GASB 51 has caused an increase in workload related to capturing the value of intangible assets (i.e. computer software).
- *Timely and Efficient Services-* With the recession behind us, the state is not collecting revenue at pre-recession levels. This makes it challenging to fund ongoing and new programs for our divisions that are funded with GF dollars. The ability to provide timely and efficient services for our customers remains a core focus and challenge. The agency relies heavily on technology to provide fast and efficient services to our customers. With much of the technology work being outsourced, it increases contract activity in the Purchasing and Contracts Section. We place a high focus on addressing agency risk and exposure through clearly defined SOW's, contract deliverables and contract terms and conditions that protect the agency while ensuring timely delivery of services and goods that meet the agency's expectations.

## **Actions Taken**

Business Services has aligned its strategic plan to align with the Secretary of State's strategic initiatives. The strategic plan provides for:

- Continued use of LEAN processes to streamline and eliminate unnecessary steps and processes which enables us to provide efficient and timely services to our customers;
- Modernized the Deposit Interface System (DIS) which is the agency cash management application, replaced our aging fixed asset application with a new application with barcode technology which significantly improves our reporting capabilities, annual fixed asset inventory, and adding new assets to the agency's capital assets;
- Continuing education and training opportunities remain a high priority in BSD. It is important that we provide these opportunities that allow our staff to enhance their knowledge, expertise and skill sets which enable them to provide outstanding services to our customers;
- Cross pollination/training opportunities for BSD staff within the Division and in other divisions of the agency to better understand the business practices and needs of our internal customers;
- Participation by BSD staff on statewide committees and participation in professional organizations to remain informed on changes in statutes and legislation that will impact our core business functions and the division's ability to provide timely and efficient services to our customers.

## **Measurements**

Business Services evaluates its performance through scheduled monthly meetings with division directors/managers to review budget spending plans and discuss the quality of services provided. Meetings are scheduled as needed with the Secretary of State and the Deputy Secretary of State to review the health of the agency budget and discuss any concerns related to budget execution and availability of funding.

## ➤ **HUMAN RESOURCES**

### **Mission Statement:**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Human Resources Division is to deliver efficient and effective human resource services to all members of the agency.

The Human Resources Division provides employees with advice and guidance with the interpretation and application of state and federal laws, as well as the Secretary of State's policies, procedures and rules. The division is further responsible for recruitment, employee orientation and training; policy development, implementation, and compliance; payroll; classification and compensation; performance management; counseling and complaint resolution; progressive disciplinary action; development and monitoring the affirmative action plan; employee reduction, layoff and outplacement assistance; and maintaining a complete and confidential personnel records system. The Human Resources Division is comprised of four positions totaling 3.80 FTE (2.80 Human Resources and 1 Payroll).

### **Customers and Business Drivers**

The Human Resources Division's customer base is both internal and external. Internal customers include employees seeking advice and assistance in all areas of human resource management. External customers include members of the general public and representatives from other state agencies requesting or providing information.

Business drivers include changes in legislation (both state and federal) requiring modification to current policies, procedures and practices that affect all aspects of human resource management. Additionally, resignation, retirement, dismissal, layoff and death contribute to the number of recruitments conducted.

### **Program Activities:**

Provide advice and guidance to employees with interpretation and application of state and federal laws, as well as the Agency's personnel policies, procedures and rules. Furthermore, the division is responsible for the oversight and conduct of the following personnel management activities:

**Affirmative Action**

*Develop and monitor the Agency's Affirmative Action Plan.*

**Classification and Compensation**

*Allocate positions to the appropriate classification. Ensure employee pay falls within the corresponding salary range and is adjusted when appropriate (annual salary increases, cost of living adjustments, demotions, reductions in pay, etc.) according to the Department of Administrative Services (DAS) Compensation Plan and Agency policies.*

**Discipline and Complaint Resolution**

*Non-management employees are provided advice and assistance regarding Agency policy as well as employee rights and responsibilities during progressive discipline and complaint resolution. Management is advised when to initiate disciplinary action and how to proceed through the progressive discipline process.*

**Employee Records**

*Establish and maintain the official personnel file (and electronic file) for each employee.*

**Performance Management**

*Administer and monitor the employee performance management system.*

**Policy Development**

*Implement law changes and human resource practices by developing and revising Agency personnel policies.*

**Recruitment and Selection**

*Manage the recruitment process through development of recruitment strategies and process improvements, application screening, applicant selection, conducting employment references and background checks.*

**Training**

*Conduct needs assessment of mandatory training for all employees, core management curriculum as well as a variety of training offerings. Conduct training on policies and procedures as well as provide employees developmental training opportunities.*

**Payroll**

*Execute timely and accurate employee pay and benefits in compliance with state and federal laws.*

## **Challenges**

*Retaining outstanding employees – Employee retention and maintaining staff morale are top concerns. While it is not predicted that there will be a large number of new job options in general, the best employees always find jobs.*

## **Actions Taken**

The Human Resources Division has aligned its strategic goals to address the current business challenges by:

- Empowering employees to innovate and better serve customers
- Investing time and resources to ensure employees feel valued and appreciated
- “Building a Culture of Recognition” program rollout
- Providing informal and continuous learning that offers personal and professional growth such as:
  - Implementing the Agency-wide Cross Training Program to create a work environment that enables employees to learn and become more valuable members of the SoS as well as gain a deeper appreciation of the work of other divisions
  - e-learning opportunities
  - “Lean” and/or business process improvement/streamlining awareness

## **Measurements**

The Human Resources Division measures its performance through various methods. The Human Resources Director meets with all Agency Directors on a bi-weekly basis to discuss business needs and service delivery. Feedback is solicited from training offerings.



## ➤ **INFORMATION SYSTEMS**

### **Mission Statement:**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Information Systems Division is to deliver quality, creative, and secure information technology solutions.

The Information Systems Division is the engine that drives the work of every other division in the agency.

The Information Systems Division provides centralized information technology services to the agency. We provide each Division the entire technology spectrum, from desktop support to complex application and system design and management to business continuity and citizen outreach through technology. These efforts help accomplish the Secretary of State's mission to Innovate for the Future, Engage Oregonians and Deliver Results.

The Information Systems Division is financed by a General Fund appropriation combined with revenue transfers from those divisions operating with Other Funds limitations. These revenues are based on an allocation plan based on positions in the agency. The 2015-2017 allotment for the division is based on 2013-2015 projected expenditures and revenues for each division.

### **Customers and Business Drivers**

The Information Systems Division's primary customers are the divisions of the agency. Other customers include state agencies, counties, municipalities, elected officials, contractors, and the general public.

The business needs of the other divisions, the security of our systems, and the quality of our service offerings drive the technology priorities and workload of the Information Services Division. Other drivers include the evolving technology landscape and increasing citizen expectations. On-line services to the public, increasing reliance on technology and the continued increase in our customer and partnership base are a few examples of our current and future business drivers.

## **Program Activities**

The Division is comprised of five primary service categories: Administrative oversight and strategic planning, technical support, information systems support, application development and support, and business support.

### **Administrative Oversight and Strategic Planning**

*Technology Budget Administration; IS Strategic Planning & Execution; Contractor and Vendor Oversight; Service Level Agreement Administration; Resource Allocation & Management and Policy & Standards Oversight*

### **Technical Support**

*Hardware & Software Support; Hardware and Software Sizing; Communications and Network Administration; Help Desk and User Support; Security Administration & Management; Purchase of Hardware and Software; Release and Distribution Management and Disaster Recovery/Business Continuation Plan & Testing*

### **Information System Support**

*Database Administration; IS Standards Administration; Data Management; Quality Assurance; Productivity Tools Administration; Agency Security Program; Documentation and Change Management*

### **Application Development and Support**

*IS Project and Contractor Management; Internet/Intranet Development and Maintenance; Application Development and Maintenance; and System Verification, Validation and Quality Assurance*

### **Business Support**

*Business Technology Plan Development, Project Portfolio Tracking; Business Process Analysis & Improvement and Transition Management; Public Services via the Agency Web Presence*

## **Challenges**

*Applications and Infrastructure Health* – To avoid costly loss of functionality and services, we must continue to modernize public-serving applications that are no longer supported due to changing technology and expertise. The public is now accustomed to receiving fast, effective services online. To ensure top level support of our applications and systems, we must continue to invest in training our technicians in the most effective and efficient methods of developing and maintaining our applications and technical infrastructure. Limited staff resources in the area of

analysis, architecture, security, and testing are a challenge to keep pace with the ever changing demands and technical security threats which are so common in our world and increasing daily.

- *Technology and Maintenance Demands* - The agency has implemented, and continues to develop several mission critical public facing, web based applications for Elections, Archives and the Corporation Divisions. Once developed and in production, these applications must be maintained, secured, enhanced and modernized to meet changing business needs and citizens' expectations. Accessibility and usability are becoming more and more important as we develop applications for delivery of data anywhere, on any device through mobile technologies such as smart phones and tablets. Our major challenges are compliance tracking of security vulnerabilities, developing applications to render with multiple web browsers (Internet Explorer, Chrome, Safari, and Firefox), and system architecture and quality analysis resources for services being pushed to the public via the internet.
- *Desired Efficiency* – As IT professionals and stewards to our Oregonian customer base, there's a constant need to look for efficiency and new ways to conduct business and serve the public. Efficiencies can be gained through initiatives such as automation of manual processes and partnering with other agencies and private providers to leverage resources. New ways of doing business and providing services include things such as increasing mobile computing both internally and to the citizens. In order to realize these types of efficiencies, investments are needed to architect, analyze, test, secure, implement and maintain the technology solutions.

## **Actions taken**

In addition to the daily support and maintenance of current systems and applications, the Information Systems Division has taken the following actions to address current challenges:

- Implemented the Application Security Module to provide scalable protections for our business applications against potential security intrusion attempts.
- Assessments performed by independent third-party security experts against all public-facing applications. Internal staff developers and technical staff mitigated findings.
- In the process of completing the implementation of a redundant data site for mission critical applications to help ensure election data and business applications are consistently available to the public and the Agency is prepared for disaster recovery.
- Enhanced the Central Business Registration system to better serve the public.

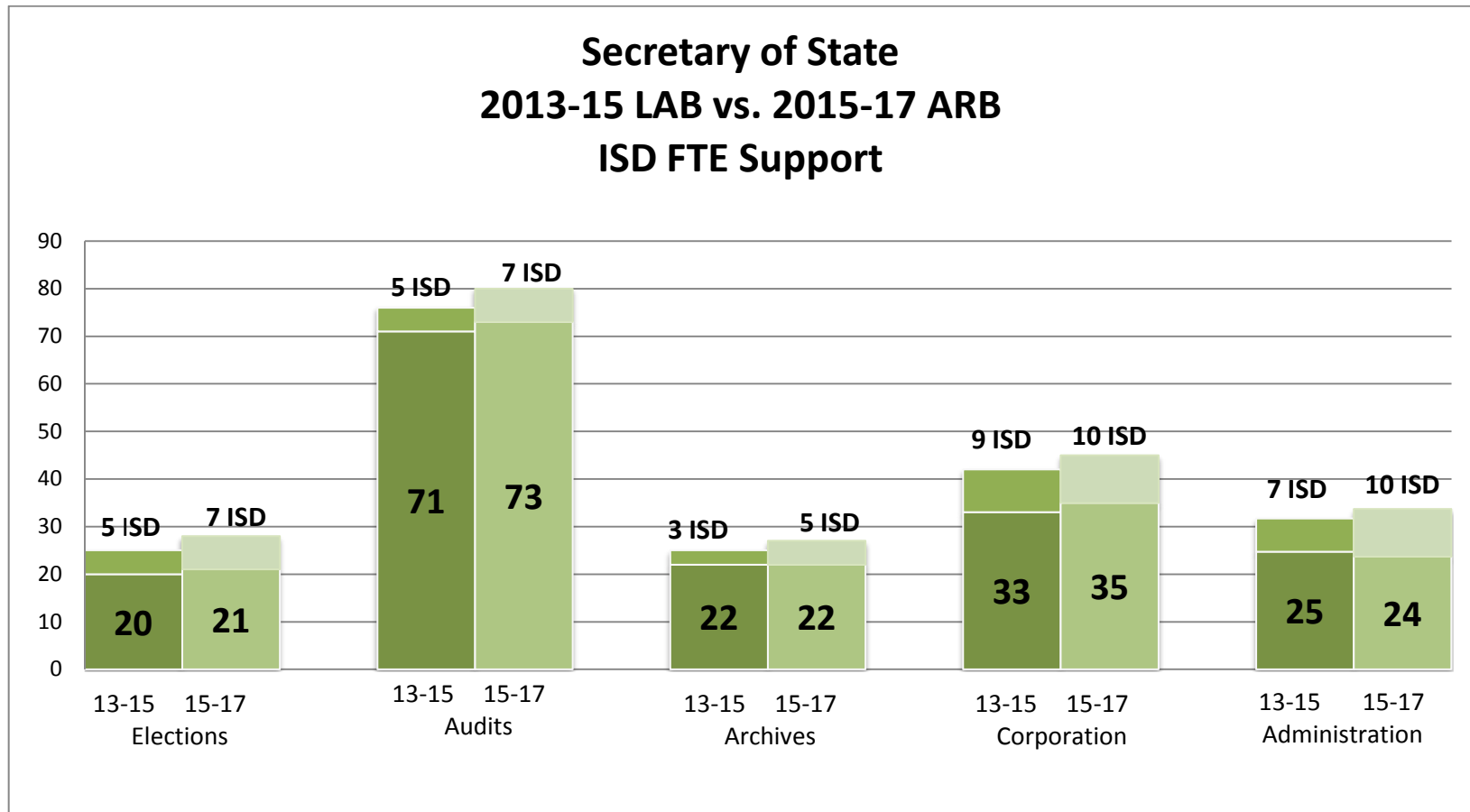
- Partnered with the State's E-Government Team to modernize our public-facing web pages to better serve Oregon businesses via the internet by focusing on usability and accessibility.
- Enhanced the on-line Elections applications to better serve Oregon citizens.
- Matured our automated project portfolio tool to track project work as well as sustaining and recovery work to help with communication, transparency and resource allocation across the agency.
- Modernized and relocated our Oregon Central Voter Registration hardware footprint (OCVR) to ensure robust redundancy.
- Updated the Division Strategic Plan and tactical initiatives to reflect the goals and performance measures of the Agency.
- To the level possible, with limited funding, continued staff education and training to stay fluent in our current technologies.
- Encouraged staff and management to devote time to research and continue learning about future technology and partnering solutions which will provide efficiencies for the agency and the State.
- Continued to provide IT Customer Service training to help staff see business challenges from the customer's perspective to better provide innovative solutions.
- Continued to mature our Agile development method to increase project communication and decrease risks of project failure by quickly producing smaller pieces of the application for user review.
- Updated Division Technology Plans and updated Service Level Agreements based on business need.
- Updated the Agency Security and Business Continuity Plans and conducted an agency-wide exercise and completed plans for another table top exercise prior to the end of the year.
- Completed the first update of the agency's web presence and in the process of implementing a content management tool to make content refresh and future enhancements more efficient.

## **Measurements**

The Information Systems Division has identified performance measures and evaluates its performance through system monitoring, project tracking, customer survey, help desk statistics and regular meetings with the Deputy Secretary of State and the agency Directors. The Agency's Key Performance Measures of Customer Service and Accessibility are supported in the Information Systems Division strategic plan.

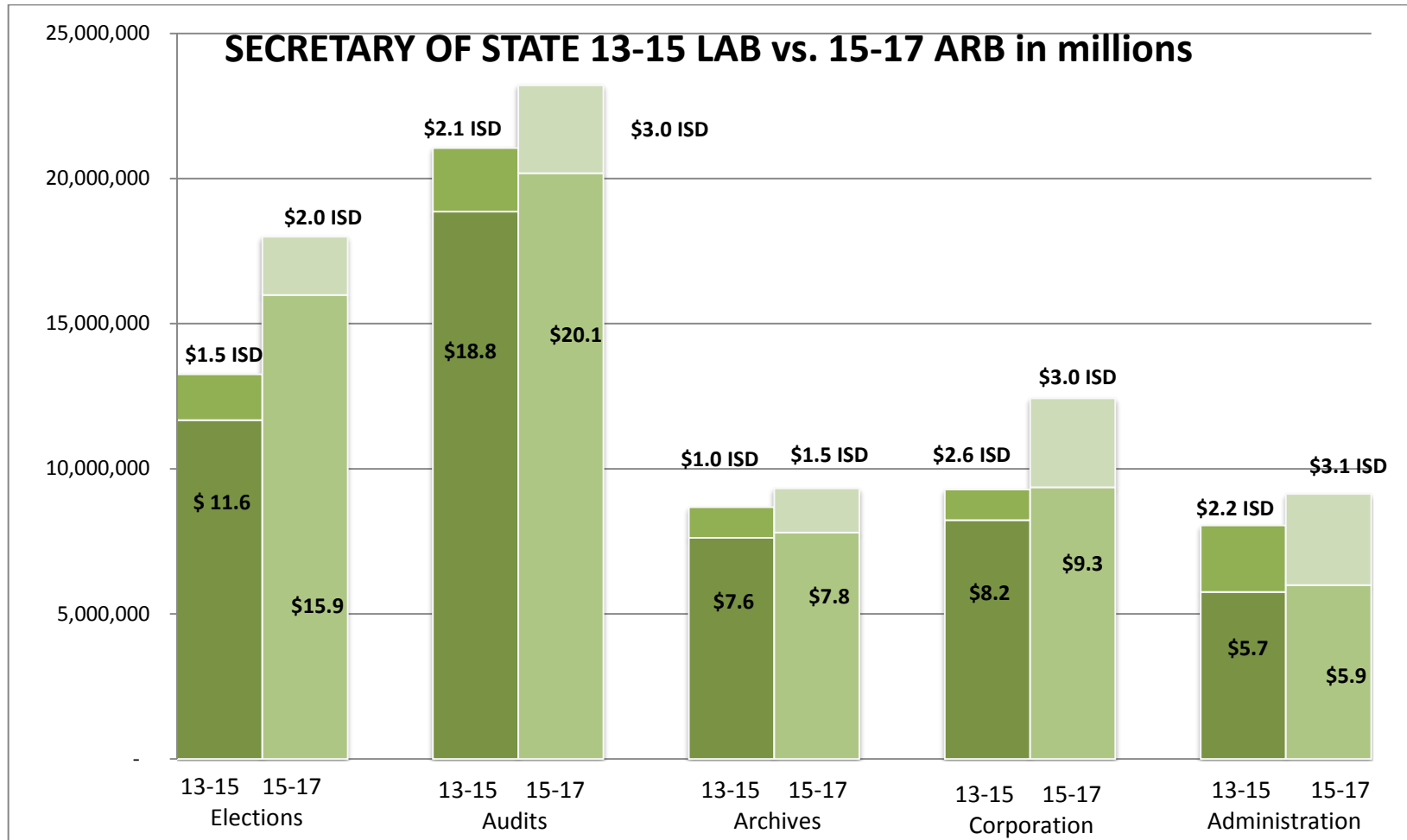
The chart below shows the Full Time Equivalents (FTE) for the five divisions in the 2013-15 Legislatively Approved Budget compared to the 2015-17 Agency Requested Budget. For each division, it also shows the Information Systems FTE's that are devoted to each division.

Using this chart, the committee can see how Information Systems' requested additional FTE resources are allocated by supporting divisions throughout the agency.



The chart below shows the total funds budgeted in the 13-15 LAB compared to the 15-17 ARB for the five divisions. It also shows the amount of total funds the Information Systems Division spends on supporting the five divisions.

Using this chart, the committee can see how Information Systems' requested budget increase is allocated by supporting divisions throughout the agency.



## Budget Narrative

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Information Systems supports a variety of outsourced and in-house developed applications.

Outsourced applications are primarily developed and maintained by outside vendors and are funded through an allocation for professional services in each division's Services & Supplies budget. For divisions relying on outsourced applications, the committee will see an allocation in the division's Services and Supplies budget. Information Systems also helps manage and control the work of the outside vendors to hold them accountable for the service required under the contracts.

In-house developed applications are primarily developed and maintained by agency employees, primarily in Information Systems, and are funded primarily through an allocation in Information Systems' Personal Services budget. For divisions relying on in-house developed applications, the committee will see an allocation in Information Systems' Personal Services budget. Information Systems employees do the actual work to design, program, and test the applications to make sure they function as required.

Each division relies on a mix of outsourced and in-house developed applications. Accordingly, the committee will see the agency's applications primarily funded both in each respective division's Services & Supplies budget (for outsourced applications) and in the Information System's Personal Services budget (for in-house applications).

The table below shows the mix of outsourced and in-house developed applications supported by our Information System division.

DIVISIONS	OUTSOURCED APPLICATIONS	IN-HOUSED DEVELOPED APPLICATIONS
<b>Elections</b>	OCVR, Drop Site Locator, Alternative Format Ballot,	ORESTAR: Campaign Finance, Candidate Filing, Compliance, Contact Tracking, Election Night Reporting, My Vote, Statement of Org, Voter Pamphlet
<b>Audits</b>	ACL, JIRA, Open Air, IR Studio, Teammate, MS Access	Municipal Application
<b>Archives</b>	ORMS	OHRI, OAR, PRS
<b>Corporation</b>	Notary Ed, CBR, BERI,	CBR, BERI, Notary, Business Express, BIC, UCC
<b>Administration</b>	eCommerce, Virtual Merchant, Redbeam, Open Air	DIS, ESA

SECRETARY OF STATE  
ADMINISTRATIVE SERVICES  
ESSENTIAL PACKAGES

1. **Purpose** - Essential Packages adjust the base budget to reflect the agency's 2015-17 current service level requirements.
2. **How Achieved** – The following Essential Packages adjust Administrative Services' base budget to reflect 2015-17 current service level requirements.

010 – Adjusts projected vacancy factor budget savings expected from staff turnover in the 2015-17 biennium. The package also adjusts the costs of non-PICS personal services items not included in the PICS generated total. Non-PICS personal services items include debt service on the Pension Obligation Bonds (POB). The package increases General Fund \$11,295, and Other Funds \$41,549.

022 – This package phases-out \$1,767,483 in Other Funds for one-time information technology initiatives approved within the 2013-15 budget.

031 – Provides a general inflation increase for Services and Supplies costs. The package also adjusts State Government Service charges to reflect 2015-17 changes. The package increases General Fund \$13,372, and Other Funds \$216,809.

032 – Above standard inflation for Professional Services and IT Professional Services. The package increases General Fund \$7, and Other Funds \$4,241.

3. **Staffing Impact** - None.
4. **Revenue Source** – General Fund is increased \$24,674. Other Funds is decreased (\$1,504,884).



## Administration Division

### Policy Package 100- Information Systems Positions to Support Other Divisions

#### Purpose

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Information Services Division is to deliver quality, creative, and secure information technology solutions.

The Information Systems Division is the engine that drives the work of every other division in the agency. While managed by the Information System Division and housed within its budget, each added employee has a direct working responsibility to support other divisions in the agency, including the Elections, Audits, Archives, and Corporation Division. This package helps ensure that the other divisions get the information technology support they need to fulfill their public service missions.

Investing in the Information Systems Division will help all the other divisions in the agency. This package transitions one limited duration position to permanent; adds needed positions to support security fortification of infrastructure and applications; and ensures continued support of application enhancements, development, and sustainment of existing and future public-facing applications. It also provides mobile and emerging technology research and services to maintain the current service levels.

This option addresses succession planning and risk mitigation to help ensure on-going services are provided securely, timely, and within budget to our customers and the public. With this option, we will also eliminate the need to double-fill current positions and utilize resources to focus on upgrading our hardware platforms to meet industry best practices for network, database, security and systems architecture.

#### New Positions

	<b>Position #</b>	<b>Title</b>	<b>Classification</b>	<b>Type</b>	<b>GF</b>	<b>OF</b>	<b>TF</b>
1	1503006	Information System Specialist 7	C1487	PF		185,195	185,195
2	1503007	Public Affairs 2	C0865	PF		166,059	166,059

3	1503008	Information System Specialist 7	C1487	PF	185,195		185,195
4	1503009	Information System Specialist 4	C1484	PF		147,539	147,539
5	1503010	Information System Specialist 7	C1487	PF	185,195		185,195
6	1503011	Information System Specialist 7	C1487	PF	59,263	125,932	185,195
7	1503012	Information System Specialist 8	C1488	PF		198,975	198,975
8	1503013	Principal Executive Manager D	X7006	PF	67,123	142,639	209,762
9	1503014	Information System Specialist 7	C1487	PF		185,195	185,195
10	1503015	Information System Specialist 7	C1487	PF		185,195	185,195
			Total Personal Services		496,776	1,336,729	1,833,505

While managed by the Information Services Division and housed within its budget, each employee added has direct working responsibility to support the work of the other divisions in the agency. When the working responsibilities are divided among the divisions, the additional employee support for each division is as follows:

- Elections: 2 FTE
- Audits: 2 FTE
- Archives: 2 FTE
- Corporation: 1 FTE
- Administrative Services (for all divisions): 3 FTE

***Position 1503006 Information Systems Specialist 7 (Elections Business Analyst) -***

This position will be assigned to the Elections Division. The Elections Division currently supports the ORESTAR application, which consists of 8 separate modules (1. Campaign Finance, 2. Candidate Filing, 3. Compliance, 4. Contact Tracking, 5. Election Night Reporting, 6. My Vote, 7. Statement of Org., and 8. Voter Pamphlet) has grown beyond the capacity of our Project manager to provide both management and technical analysis of the application and it's modules to maintain. Due to the mandated deadlines for modifications and additions to these modules, we need a full-time Business Analyst to provide continuity for the Project Manager, act as the liaison between the technical and managerial staff, offset the constant deadlines, and handle the additional workload.

***Position 1503015 Information Systems Specialist 7 (Elections Java Developer) -***

This position will be assigned to the Elections Division. The Elections Division currently supports the ORESTAR application, which consists of 8 separate modules (1. Campaign Finance, 2. Candidate Filing, 3. Compliance, 4. Contact Tracking, 5. Election Night Reporting, 6. My Vote, 7. Statement of Org., and 8. Voter Pamphlet) has grown beyond the capacity for one application developer to maintain. Due to the mandated deadlines for modifications and additions to these modules, we need a full-time developer to offset the constant deadlines and additional workload.

***Position 1503008 Information Systems Specialist 7 (Corporations Applications Developer) -***

This position will be assigned to the Corporation Division. The Corporation Division continues to work across agencies and Governmental lines to provide more streamlined services to Oregon business. Last biennium, this limited duration position was approved to support the work of POP 172 to expand online services to business through the Central Business Registry and Business Entity Registration and Information applications. With the implementation of the new Oregon Central Business Registry, Business Wizard, and Licensing Directory project, this position has become a necessary permanent resource to address the workload.

***Position 1503007 Public Affairs Specialist 2 (Web Content Coordinator) –***

This position will be assigned to the Administrative Services Division providing technical support to all Divisions, including the Elections, Audits, Archives, and Corporation Divisions. The primary purpose of the Content Coordinator is to develop, champion, and evolve the agency's content strategy. This position will also focus on the user experience of our citizens as they access our web-based applications, focusing on quality, consistency, and effectiveness. With the initial phase of

our web modernization successfully completed, the focus of the web team has shifted from modernizing the “look and feel” of our web pages to also migrating thousands of documents, links, slideshows, and PDFs to the new website.

***Position 1503009 Information Systems Specialist 4 (Web Usability Tester) -***

This position will be assigned to the Administrative Services Division providing technical support to all Divisions, including the Elections, Audits, Archives, and Corporation Divisions. In the last few years, we have been developing more and more applications to be served to the public through the web. These applications need to be designed and tested differently than the standard client/server applications. We are also starting to develop for “*any data, any device, anywhere,*” which means that the applications must be tested for different devices. Links to and from web pages are also a challenge and must be tested on an ongoing basis. Having a dedicated resource for web usability testing would limit the risk of application availability issues, broken links and applications that do not meet our end users’ special needs.

***Position 1503010 Information Systems Specialist 7 (Enterprise Business Analyst) -***

This position will be assigned to all Divisions, including the Elections, Audits, Archives, and Corporation Divisions. Many of the security initiatives and system innovation projects we are bringing into the agency require cross-divisional, cross-platform oversight and management. Although we currently have a Project Manager assigned to these projects, we don’t have a dedicated Business Analyst or development resources to provide the technical programming and design functions. This position would provide the expertise in the business processes, requirements and specific rules of each division assigned to ensure the technical specifications are met for the user requirements.

***Position 1503011 Information Systems Specialist 7 (Security Analyst) -***

This position will be assigned to the Administrative Services Division providing technical support to all Divisions, including the Elections, Audits, Archives, and Corporation Divisions. Currently, our Agency has a Security Officer who is responsible for security policies, processes, and procedures. The current Security Officer is also responsible for business continuity. What our agency needs is a security analyst dedicated to the technical aspects of our physical, operational, and communications security requirements. This ISS7 will focus primarily on how the security policies and advisories apply to our infrastructure and applications development services. This position will also be responsible for ensuring security compliance tracking for all of our entire operation.

***Position 1503012 Information Systems Specialist 8 (Systems Architect) -***

This position will be assigned to all Divisions, including the Elections, Audits, Archives, and Corporation Divisions. Our agency has 13 different applications we’ve developed in-house and continue to modernize with new functionality. Each

team has developed autonomously from one another and we could gain efficiency in our code by establishing development standards, embracing Agile development methodologies, and looking for opportunities for re-usable code across our applications. To do this, we need a systems architect responsible for leading the introduction of industry best practices and the implementation of standards across the applications. This position would also be greatly involved in compliance tracking of development tools and ensuring the Open Web Application Security Project (OWASP) recommendations are followed as part of the system development lifecycle.

***Position 1503013 Principal Executive Manager D (Infrastructure Manager) -***

This position will be assigned to the Administrative Services Division providing technical support to all Division, including the Elections, Audits, Archives, and Corporation Divisions. This position would provide project oversight responsibilities on infrastructure projects involving the use of 12 internal and technical staff. The infrastructure manager would oversee the definition, management and control of all out-sourced tasks, develop and oversee contracts, and be responsible for validation of new systems. They would also enforce agency IT security standards and manage agency business requirements to the satisfaction of our user community.

***Position 1503014 Information Systems Specialist 7 (Enterprise Java Developer) -***

This position will be assigned to all Divisions, including the Elections, Audits, Archives, and Corporation Divisions. As with the Enterprise Business Analyst, this position would provide the application development technical work on the cross-divisional projects and initiatives. They would be responsible for independently analyzing the diverse system narrative statements, complex customer requirements and business rules; translate them into functional system and/or program specifications; and capture functional and design requirements. The Enterprise Java Developer will also recommend options to best utilize application development software as well as ways to utilize technologies to maximize future organizational benefits for our agency.

**How Achieved-**

There are three key budget drivers for consideration as part of this package request; Security, Quality Assurance, and Advancing Business Technology.

**Security.** In February 2014, the SoS Website was hacked by unknown parties due to un-patched third-party software. We've made great strides in fortifying our applications and our infrastructure but several areas require additional staffing

to be able to implement additional industry best practices for security. A security architect is required to ensure our staff is building systems consistently with the recommended mitigation strategies across the domain. The additional security analyst will be paramount in ensuring our security officer can focus on strategy, policy, and business continuity while the analyst will focus on enforcement of the policies, tracking compliance, and implementing technical solutions to meet security requirements.

**Quality.** The quality of our applications is a vital component of our service offerings. With the advent of new and constant updates to existing internet browsers, the existing team is unable to keep up with testing how our applications render in the various browser-types (Chrome, Safari, Internet Explorer, Firefox, etc). SoS requires a testing engineer specifically dedicated to testing the multiple browsers available to our user community, an Enterprise-level developer, and Enterprise Business Analyst to address these issues.

**Advancing Business Technology.** Part of our information technology strategy is to help achieve continued automated/efficient methods for Oregon citizens, significant improvement of the user experience for our customers, and reducing overall agency costs. During the 2013-15 biennium, we've had to bring in additional unbudgeted temporary resources to help advance our web presence and add functionality to modernize our existing applications. This package will add the position authority to keep those positions to continue these efforts.

### **Staffing Impact-**

Establish ten positions— 10 FTE. While managed by the Information Services Division and housed within its budget, each employee added has direct working responsibility to support the work of the other divisions in the agency. When the working responsibilities are divided among the divisions, the additional employee support for each division is as follows:

- Elections: 2 FTE
- Audits: 2 FTE
- Archives: 2 FTE
- Corporation: 1 FTE

- Administrative Services (for all divisions): 3 FTE

### **Quantifying Results-**

The Information Systems Division has identified performance measures and evaluates its performance through system monitoring, project tracking, customer surveys, help desk statistics and regular meetings with the Deputy Secretary of State and the agency Directors. To measure the success of our security strategy, we are implementing the DAS vulnerability management tool, Tenable. We will be evaluating our scan reports on a monthly basis with the expectation of decreased findings. We will be measuring the quality and usability of our applications through Google Analytics; a tool used to analyze the number of users hitting our web-based applications, with the expectation for an increase in the numbers from using manual to automated processing of their business needs. Our Agency's Key Performance Measures of Customer Service and Accessibility are also supported in the Information Systems Division strategic plan.

### **Revenue Source**

\$559,260 General Fund and \$1,510,926 Other Funds.

## **Administration**

### **Policy Package 102 - Oregon Business Registry Enhancements**

#### **Purpose**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Information Services Division is to deliver quality, creative, and secure information technology solutions. This package by the Information Services Division requests continued funding for its work on the Corporation Division's technology projects carried over from the 2013-15 biennium; including enhancements to the Oregon Central Business Registry, Business Entity Registration and Information systems (BERI), and Trademarks application, making it faster and more convenient to start and operate a business in Oregon.

#### **How Achieved-**

The Legislature authorized a Program Option Package funding request in 2013-15 for the Secretary of State to modernize the Business Entity Registration Information (BERI) system and enhance the Oregon Central Business Registry system. This package carries over the unfinished investment in business friendly system enhancements to the 2015-17 biennium.

The Oregon Central Business Registry is Oregon's one-stop business registration portal to provide business owners with fast, convenient options to complete registration requirements with multiple government agencies online. The easy to use online system makes starting or renewing a business quick and efficient, saving time for Oregon entrepreneurs and government agencies. Continuing to support and enhance these online applications and services to business adds value to the public and efficiencies to the Secretary of State and partner agencies.

Implement the following Oregon Business Registry enhancements:

#### **BERI Interface Rewrite**

\$185,000 estimate

Continuation of POP 172 (2013-15) for unfinished work to modernize the Business Entity Registration and Information (BERI) systems user interface to the currently supported browser-based platform;



**Secretary of State Business Filings Online**

\$163,000 estimate

Continuation of POP 172 (2013-15) for unfinished work to expand the Oregon Central Business Registry to include online filing capability for additional Secretary of State business registration filing types;

**Integration of local government business license**

\$70,000 estimate

Continuation of POP 172 (2013-15) for unfinished work to continue to expand the Oregon Central Business Registry local government business licensing to additional cities;

**Integration with state business licensing**

\$105,000 estimate

Continuation of POP 172 (2013-15) for unfinished work to continue to expand the Oregon Central Business Registry for additional state agency business licensing online;

**Existing business Opt-In**

\$51,000 estimate

Continuation of POP 172 (2013-15) for unfinished work to continue to expand the Oregon Central Business Registry to allow businesses previously registered with the state through paper filing to use the Oregon Central Business Registry to update and maintain registration information online;

**Trademarks Online**

\$50,000 estimate

New development to modernize the Trademark application to allow online filing of Trademark registrations and online search capabilities;

The continued development and enhancement of the Oregon Central Business Registry will enhance Oregon’s standing and reputation for making it as easy as possible to start and operate a business.

**Staffing Impact-**

None. The enhanced services will be implemented by a contracted vendor.

## **Quantifying Results-**

*The Corporation Division evaluates its performance by monitoring the processing turnaround time of customer documents presented for filing, and customer satisfaction levels as determined through periodic customer surveys.*

### **Customer documents are completed timely (KPM 5, 6, 7)**

The division minimizes delays in processing of customer documents by consistently completing business registration, notary, and UCC documents within target timelines. The Division strives to maintain average processing times of 1.0 business days or less in all program areas.

### **Electronic filing adoption (Internal Measure)**

The Division provides online filing systems as a fast and convenient alternative for customers to make doing business in Oregon as simple and easy as possible. The adoption rate of online filing is tracked and monitored as an internal Division performance measure.

## **Revenue Source**

\$624,000 Other Funds from existing Corporation Division user fee revenue.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
 Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Administrative Services Division  
 Cross Reference Number: 16500-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	11,295	-	-	-	-	-	11,295
<b>Total Revenues</b>	<b>\$11,295</b>	-	-	-	-	-	<b>\$11,295</b>
<b>Personal Services</b>							
Pension Obligation Bond	6,359	-	23,983	-	-	-	30,342
Mass Transit Tax	700	-	2,940	-	-	-	3,640
Vacancy Savings	4,236	-	14,626	-	-	-	18,862
<b>Total Personal Services</b>	<b>\$11,295</b>	-	<b>\$41,549</b>	-	-	-	<b>\$52,844</b>
<b>Total Expenditures</b>							
Total Expenditures	11,295	-	41,549	-	-	-	52,844
<b>Total Expenditures</b>	<b>\$11,295</b>	-	<b>\$41,549</b>	-	-	-	<b>\$52,844</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(41,549)	-	-	-	(41,549)
<b>Total Ending Balance</b>	-	-	<b>(\$41,549)</b>	-	-	-	<b>(\$41,549)</b>

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 16500-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
IT Professional Services	-	-	(1,722,483)	-	-	-	(1,722,483)
<b>Total Services &amp; Supplies</b>	-	-	<b>(\$1,722,483)</b>	-	-	-	<b>(\$1,722,483)</b>
<b>Capital Outlay</b>							
Data Processing Software	-	-	(30,000)	-	-	-	(30,000)
Data Processing Hardware	-	-	(15,000)	-	-	-	(15,000)
<b>Total Capital Outlay</b>	-	-	<b>(\$45,000)</b>	-	-	-	<b>(\$45,000)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(1,767,483)	-	-	-	(1,767,483)
<b>Total Expenditures</b>	-	-	<b>(\$1,767,483)</b>	-	-	-	<b>(\$1,767,483)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	1,767,483	-	-	-	1,767,483
<b>Total Ending Balance</b>	-	-	<b>\$1,767,483</b>	-	-	-	<b>\$1,767,483</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Secretary of State**  
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Administrative Services Division**  
**Cross Reference Number: 16500-001-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	13,372	-	-	-	-	-	13,372
Other Revenues	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$13,372</b>	-	-	-	-	-	<b>\$13,372</b>
<b>Personal Services</b>							
Temporary Appointments	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
<b>Total Personal Services</b>	-	-	-	-	-	-	-
<b>Services &amp; Supplies</b>							
Instate Travel	208	-	944	-	-	-	1,152
Out of State Travel	133	-	473	-	-	-	606
Employee Training	81	-	3,657	-	-	-	3,738
Office Expenses	50	-	3,399	-	-	-	3,449
Telecommunications	343	-	11,591	-	-	-	11,934
State Gov. Service Charges	11,828	-	114,224	-	-	-	126,052
Data Processing	411	-	2,686	-	-	-	3,097
Publicity and Publications	65	-	347	-	-	-	412
Professional Services	19	-	7,120	-	-	-	7,139
IT Professional Services	-	-	35,301	-	-	-	35,301
Attorney General	-	-	15,333	-	-	-	15,333
Employee Recruitment and Develop	38	-	198	-	-	-	236
Dues and Subscriptions	-	-	456	-	-	-	456

**Agency Request**  
**2015-17 Biennium**

**Governor's Budget**

**Legislatively Adopted**

**Essential and Policy Package Fiscal Impact Summary - BPR013**

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 031 - Standard Inflation

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 16500-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Agency Program Related S and S	-	-	109	-	-	-	109
Other Services and Supplies	196	-	1,712	-	-	-	1,908
Expendable Prop 250 - 5000	-	-	817	-	-	-	817
IT Expendable Property	-	-	4,800	-	-	-	4,800
<b>Total Services &amp; Supplies</b>	<b>\$13,372</b>	<b>-</b>	<b>\$203,167</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$216,539</b>
<b>Capital Outlay</b>							
Telecommunications Equipment	-	-	2,900	-	-	-	2,900
Technical Equipment	-	-	7,489	-	-	-	7,489
Data Processing Software	-	-	1,745	-	-	-	1,745
Data Processing Hardware	-	-	629	-	-	-	629
Other Capital Outlay	-	-	879	-	-	-	879
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>\$13,642</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$13,642</b>
<b>Total Expenditures</b>							
Total Expenditures	13,372	-	216,809	-	-	-	230,181
<b>Total Expenditures</b>	<b>\$13,372</b>	<b>-</b>	<b>\$216,809</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$230,181</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(216,809)	-	-	-	(216,809)
<b>Total Ending Balance</b>	<b>-</b>	<b>-</b>	<b>(\$216,809)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(\$216,809)</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 16500-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	7	-	-	-	-	-	7
<b>Total Revenues</b>	<b>\$7</b>	-	-	-	-	-	<b>\$7</b>
<b>Services &amp; Supplies</b>							
Professional Services	3	-	711	-	-	-	714
IT Professional Services	4	-	3,530	-	-	-	3,534
<b>Total Services &amp; Supplies</b>	<b>\$7</b>	-	<b>\$4,241</b>	-	-	-	<b>\$4,248</b>
<b>Total Expenditures</b>							
Total Expenditures	7	-	4,241	-	-	-	4,248
<b>Total Expenditures</b>	<b>\$7</b>	-	<b>\$4,241</b>	-	-	-	<b>\$4,248</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(4,241)	-	-	-	(4,241)
<b>Total Ending Balance</b>	-	-	<b>(\$4,241)</b>	-	-	-	<b>(\$4,241)</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 060 - Technical Adjustments

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 16500-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Out of State Travel	-	-	3,000	-	-	-	3,000
Employee Training	4,095	-	16,167	-	-	-	20,262
Office Expenses	2,894	-	(17,371)	-	-	-	(14,477)
Telecommunications	(5,938)	-	(292,194)	-	-	-	(298,132)
Data Processing	(3,699)	-	226,765	-	-	-	223,066
Publicity and Publications	-	-	2,699	-	-	-	2,699
Professional Services	9	-	(26,825)	-	-	-	(26,816)
IT Professional Services	-	-	109,063	-	-	-	109,063
Attorney General	-	-	(30,653)	-	-	-	(30,653)
Dues and Subscriptions	-	-	(8,010)	-	-	-	(8,010)
Other Services and Supplies	2,639	-	(16,158)	-	-	-	(13,519)
Expendable Prop 250 - 5000	-	-	22,347	-	-	-	22,347
IT Expendable Property	-	-	11,170	-	-	-	11,170
<b>Total Services &amp; Supplies</b>	-	-	-	-	-	-	-
<b>Total Expenditures</b>							
Total Expenditures	-	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-	-
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013



**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
 Pkg: 100 - New Information Technology Positions

Cross Reference Name: Administrative Services Division  
 Cross Reference Number: 16500-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Beginning Balance</b>							
Beginning Balance Adjustment	-	-	-	-	-	-	-
<b>Total Beginning Balance</b>	-	-	-	-	-	-	-
<b>Revenues</b>							
General Fund Appropriation	559,260	-	-	-	-	-	559,260
<b>Total Revenues</b>	<b>\$559,260</b>	-	-	-	-	-	<b>\$559,260</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	336,916	-	900,212	-	-	-	1,237,128
Empl. Rel. Bd. Assessments	116	-	324	-	-	-	440
Public Employees' Retire Cont	53,198	-	142,143	-	-	-	195,341
Social Security Taxes	25,773	-	68,864	-	-	-	94,637
Worker's Comp. Assess. (WCD)	182	-	508	-	-	-	690
Flexible Benefits	80,594	-	224,686	-	-	-	305,280
<b>Total Personal Services</b>	<b>\$496,779</b>	-	<b>\$1,336,737</b>	-	-	-	<b>\$1,833,516</b>
<b>Services &amp; Supplies</b>							
Instate Travel	2,009	-	5,601	-	-	-	7,610
Employee Training	7,812	-	21,778	-	-	-	29,590
Office Expenses	6,695	-	18,665	-	-	-	25,360
Telecommunications	6,695	-	18,665	-	-	-	25,360
Publicity and Publications	1,674	-	4,666	-	-	-	6,340
Employee Recruitment and Develop	2,790	-	7,780	-	-	-	10,570
Dues and Subscriptions	1,618	-	4,512	-	-	-	6,130

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
 Pkg: 100 - New Information Technology Positions

Cross Reference Name: Administrative Services Division  
 Cross Reference Number: 16500-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Facilities Rental and Taxes	10,547	-	29,403	-	-	-	39,950
Other Services and Supplies	1,716	-	4,784	-	-	-	6,500
Expendable Prop 250 - 5000	20,925	-	58,335	-	-	-	79,260
<b>Total Services &amp; Supplies</b>	<b>\$62,481</b>	<b>-</b>	<b>\$174,189</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$236,670</b>
<b>Total Expenditures</b>							
Total Expenditures	559,260	-	1,510,926	-	-	-	2,070,186
<b>Total Expenditures</b>	<b>\$559,260</b>	<b>-</b>	<b>\$1,510,926</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,070,186</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(1,510,926)	-	-	-	(1,510,926)
<b>Total Ending Balance</b>	<b>-</b>	<b>-</b>	<b>(\$1,510,926)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(\$1,510,926)</b>
<b>Total Positions</b>							
Total Positions							10
<b>Total Positions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10</b>
<b>Total FTE</b>							
Total FTE							10.00
<b>Total FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10.00</b>

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted  
 Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
 Pkg: 102 - Oregon Business Registry Enhancements

Cross Reference Name: Administrative Services Division  
 Cross Reference Number: 16500-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
IT Professional Services	-	-	624,000	-	-	-	624,000
<b>Total Services &amp; Supplies</b>	-	-	<b>\$624,000</b>	-	-	-	<b>\$624,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	624,000	-	-	-	624,000
<b>Total Expenditures</b>	-	-	<b>\$624,000</b>	-	-	-	<b>\$624,000</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(624,000)	-	-	-	(624,000)
<b>Total Ending Balance</b>	-	-	<b>(\$624,000)</b>	-	-	-	<b>(\$624,000)</b>

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013

REPORT: PACKAGE FISCAL IMPACT REPORT

2015-17

PROD FILE

AGENCY:16500 SECRETARY OF STATE

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF:001-00-00 Administrative Services Divisi

PACKAGE: 100 - New Information Technology Pos

POSITION NUMBER	CLASS	COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1503006	WSU	C1487	IA INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,217.00		125,208 59,989			125,208 59,989
1503007	WSU	C0865	AA PUBLIC AFFAIRS SPECIALIST 2	1	1.00	24.00	02	4,571.00		109,704 56,355			109,704 56,355
1503008	WSU	C1487	IA INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,217.00	125,208 59,989				125,208 59,989
1503009	WSU	C1484	IA INFO SYSTEMS SPECIALIST 4	1	1.00	24.00	02	3,946.00		94,704 52,840			94,704 52,840
1503010	WSU	C1487	IA INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,217.00	125,208 59,989				125,208 59,989
1503011	WSU	C1487	IA INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,217.00	40,067 19,196	85,141 40,793			125,208 59,989
1503012	WSU	C1488	IA INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	5,682.00		136,368 62,606			136,368 62,606
1503013	WSS	X7006	IA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	02	6,046.00	46,433 20,689	98,671 43,964			145,104 64,653
1503014	WSU	C1487	IA INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,217.00		125,208 59,989			125,208 59,989
1503015	WSU	C1487	IA INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,217.00		125,208 59,989			125,208 59,989
TOTAL PICS SALARY									336,916	900,212			1,237,128
TOTAL PICS OPE									159,863	436,525			596,388
TOTAL PICS PERSONAL SERVICES =				10	10.00	240.00			496,779	1,336,737			1,833,516

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

Secretary of State  
2015-17 Biennium

Agency Number: 16500  
Cross Reference Number: 16500-001-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Charges for Services	4,969	-	-	-	-	-
Sales Income	81	-	-	-	-	-
Other Revenues	-	-	480,758	-	-	-
Transfer In - Intrafund	12,612,074	13,968,395	13,968,395	15,595,678	-	-
<b>Total Other Funds</b>	<b>\$12,617,124</b>	<b>\$13,968,395</b>	<b>\$14,449,153</b>	<b>\$15,595,678</b>	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Legislatively Approved	2015-17		
						Agency Request	Governor's Recommended	Legislatively Adopted
Charges for Services	OTH	0410	4,969					
Sales Income	OTH	0705	81					
Other Revenue	OTH	0975			480,758			
Transfers In	OTH	1010	12,612,074	13,968,395	13,968,395	15,595,678		
<b>Total Other Funds</b>			<b>12,617,124</b>	<b>13,968,395</b>	<b>14,449,153</b>	<b>15,595,678</b>		

Agency Request

Governor's Recommended

Legislatively Adopted

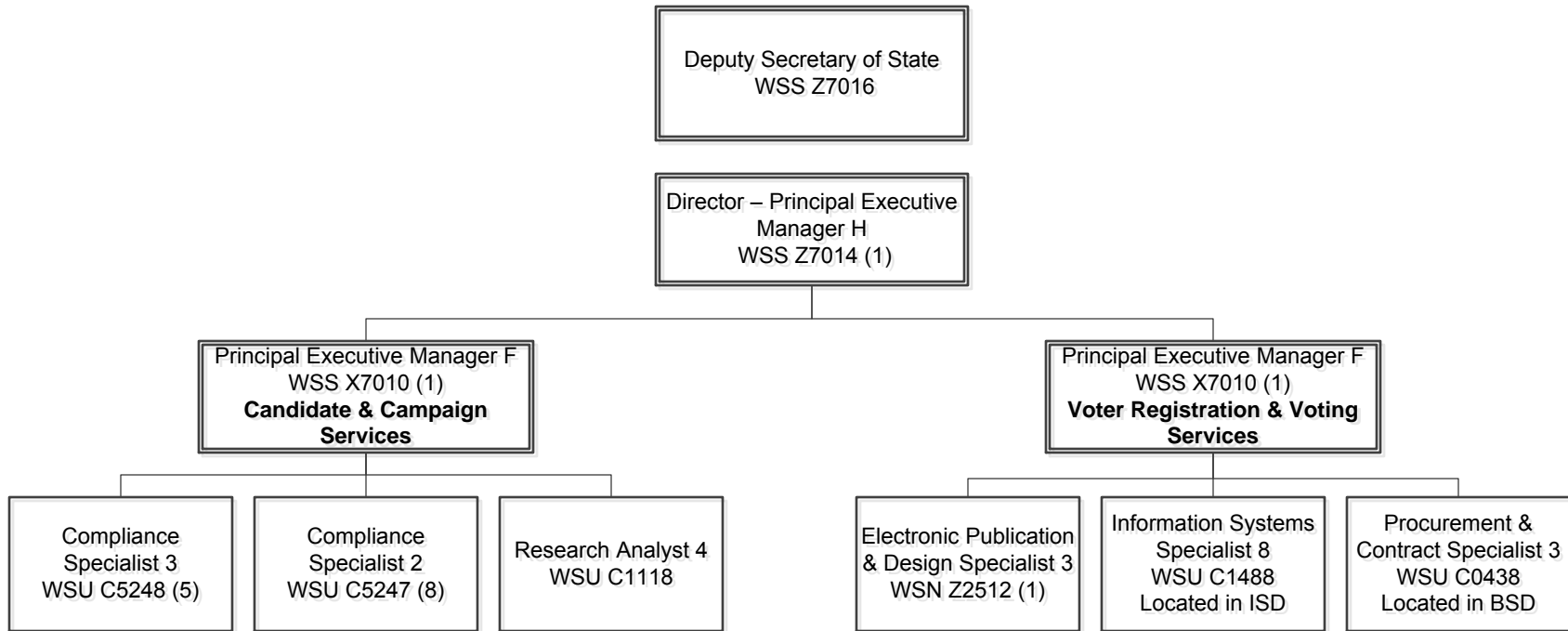
Budget Page \_\_\_\_\_

# Office of the Secretary of State



## **Elections Division 2015-17 Agency Request Budget**

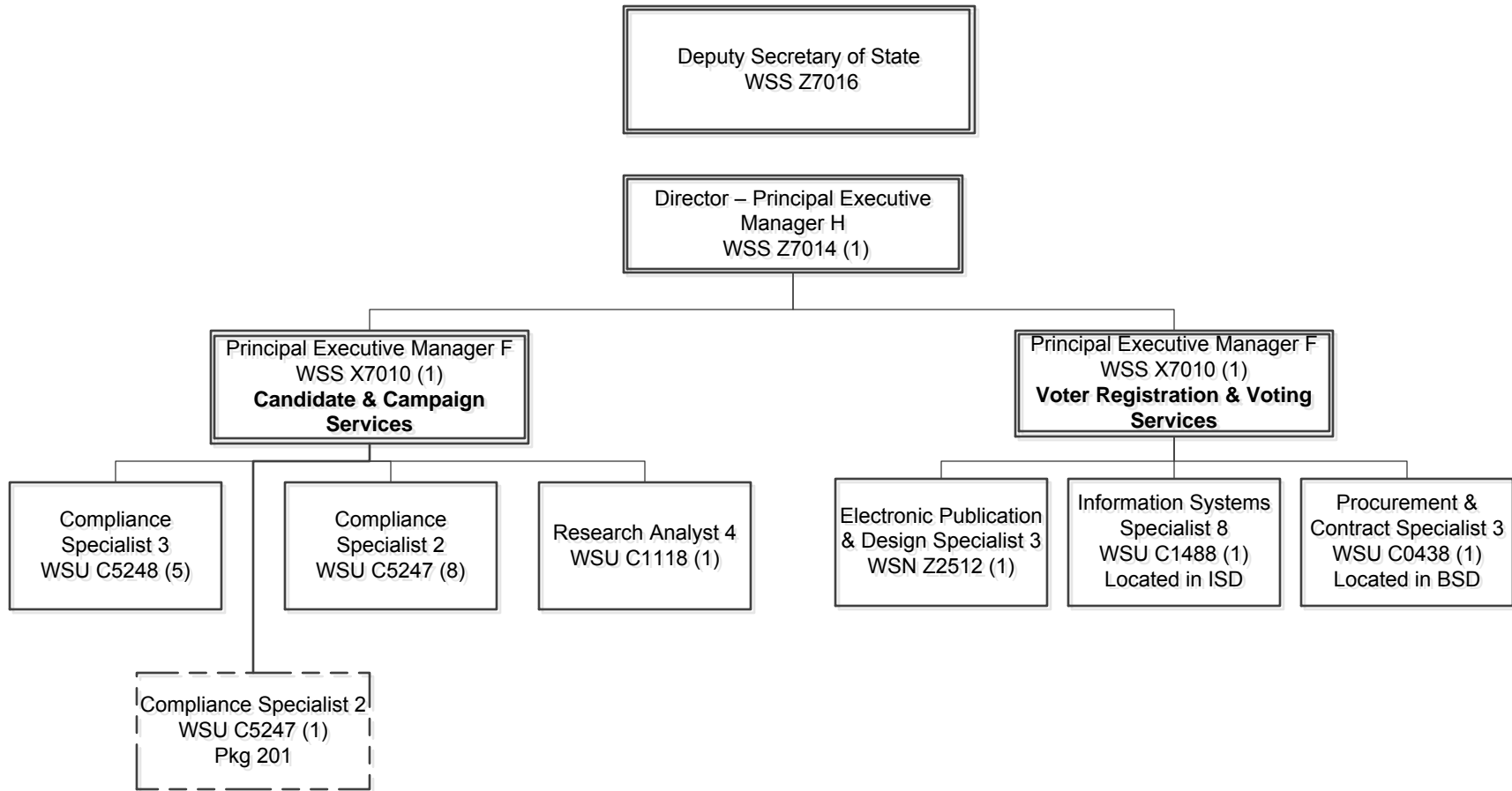
Elections Division  
Organization Chart  
2013-15 Biennium



FTE 20.00 Elections



Elections Division  
 Organization Chart  
 2015-17 Biennium



FTE 21.00 Elections

## **ELECTIONS DIVISION**

### **Mission and Legal Authority**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Elections Division is to conduct fair, secure elections and to promote participation in Oregon's democracy.

The Elections Division interprets, applies and enforces election laws, provides election information to the public, and maintains all documents related to elections. The Elections Division operates under the authority of the Oregon Constitution and ORS Chapters 246-260. The Division is also responsible for implementation in Oregon of federal election law, including the National Voter Registration Act (NVRA) and the Help America Vote Act (HAVA) of 2002.

### **Revenue**

#### **General Fund Appropriation**

The Elections Division operates primarily from an appropriation from the General Fund to accomplish the mission of the Division. The requested General Fund appropriation for the 2015-17 biennium is \$8,501,806.

#### **Miscellaneous Receipts**

Private and public sector customers request copies of elections documents, records and special forms. Nominal charges are set for these services. In accordance with state law, a miscellaneous receipts account is established at the State Treasury. Revenues are budgeted at \$7,442 Other Funds in the 2015-17 biennium.

#### **Federal Receipts**

To comply with the Help America Vote Act, Oregon adopted legislation to create a State Election Fund. The Election Fund consists of amounts appropriated or otherwise made available by Congress and the Oregon Legislative Assembly for carrying out mandates and activities involved in implementing HAVA. The Fund is separate

and distinct from the General Fund of the State Treasury and, by requirement of the Federal law, interest earned by the fund is credited back to the fund. The Federal Fund expenditure limitation request is for \$6,472,455.

## **Customers and Business Drivers**

Customers include the general public, voters, county and city election officials, candidates, political committees, state and local agencies, federal agencies, state elected officials, the media, national research firms, public advocacy groups, and higher education institutions. HAVA customers include state and county election officials, voters with disabilities, advocacy groups, and anyone in Oregon who votes or who has interest in voting.

The Division's responsibilities are driven by many factors, including the number of elections, registered voters, candidates and political committees, the amount of campaign contributions and expenditures, the number of initiatives, referenda and recalls filed and certified to the ballot, and changes in state and federal election law and procedure.

## **Program Activities**

### **Elections Administration**

The Division provides oversight and coordination of the conduct of elections at the state and local level. The Division certifies voting equipment used by county elections officials to conduct elections; orders and supervises recounts; and coordinates counties' compliance with HAVA.

### **Candidate Services**

The Division is the filing officer for state candidates, including receiving and processing declarations of candidacy, petitions of nomination, and recall petitions. The Division prepares certified ballots for statewide elections, certificates of nomination and election, oaths of office, and abstracts of votes.

### **Training**

The Division conducts training programs for county and city election officials, political committee treasurers, political party representatives, candidates and representatives of National Voter Registration Act agencies and initiative petition circulators.

### **Campaign Finance Reporting**

The Division receives and examines contribution and expenditure transactions filed by candidates, political committees, political party committees and statewide chief petitioners. The Division prepares notices for noncompliance with campaign finance laws and regulations; calculates penalties for late and insufficient reporting; and responds to written and oral inquiries about contribution and expenditure reporting.

### **Election Law Enforcement**

The Division investigates alleged election law violations and administers civil penalties or refers alleged criminal election law violations to the Department of Justice. Employees advise candidates, political committees, school districts and state and local officials regarding election related materials for compliance with state law.

### **Voter Registration**

The Division is responsible for administering and maintaining the Oregon Centralized Voter Registration (OCVR) system, which is integral to managing and conducting elections in Oregon at both the state and county level. The Division also administers the online voter registration system. The Division provides oversight of state and local government compliance with the National Voter Registration Act (NVRA) and reporting to the U.S. Election Assistance Commission. In addition, the Division updates and publishes the Oregon Voter Registration Form, and receives and distributes original registrations and registration updates.

### **Initiative and Referendum**

The Division receives and processes state initiative and referendum petitions; reviews proposed initiative petitions for procedural constitutional compliance; determines timelines; prepares related correspondence and news releases; and tracks petitions. The Division coordinates the ballot title drafting process and makes draft and certified ballot titles available to the public. Employees accept filed petitions, conduct signature verification, and apply a random sampling procedure to determine whether petitions qualify as measures. The Division assists in coordinating fiscal impact and explanatory statement processes for ballot measures.

### **Election Information**

The Division explains and interprets laws, rules, policies and procedures to customers in order to ensure compliance with and an understanding of Oregon election laws. The Division maintains and updates a robust website with information about candidates, initiative and referendum petitions, campaign finance reporting, political committees, voter registration and upcoming elections, as well as historical information about past elections.

### **Minor Parties**

The Division receives and processes petitions to form new minor political parties, as well as monitoring the status of minor parties to determine eligibility to nominate candidates for partisan offices.

### **Publications**

The Division publishes and distributes documents and publications including manuals, forms, abstracts of votes, calendars and statistics, although most publications and forms are only provided online and are no longer produced in paper form.

### **State Voters' Pamphlet**

The Division publishes and distributes the statewide Voters' Pamphlet for primary, general and statewide special elections to Oregon's 1.6 million households; coordinates the inclusion of county voters' pamphlets into state pamphlets with individual counties; and accepts and processes candidate statements and state ballot measure arguments.

### **Challenges**

- Special elections being called that have not been planned for or budgeted.
- Oregon having one of the highest voter turnouts in the country, but average voter registration numbers.
- Statutory changes affecting the performance and functionality of the ORESTAR application have not been accompanied by additional funding or resources to accommodate the changes.
- Gathering enough evidence to prosecute individuals who violate petition circulation and other voting laws.
- New requirement for campaign finance violation cases to be administered by the Office of Administrative Hearings with their 60+% increase in costs and changing requirements.
- The time, expense and unpredictable number and nature of lawsuits against the Division.
- Maintaining and supporting the major applications in order to keep pace with rapid technological advancements in voting processes.
- Managing the two major applications of the Division (OCVR and ORESTAR) that exist in two distinctly separate architecture environments and are maintained and supported in contrasting ways.

## **Actions Taken**

### **Military, Overseas, and Disabled Voters**

During the 2013-2015 biennium, the Elections Division successfully expanded our technological solution that allows military and overseas voters to download and mark their ballot no matter where in the world they may be. The solution also works for our disabled voters who are able to download a ballot at home, or access it on a tablet device that is present in each of the 36 counties. Because of some limitations that were discovered with our original iPad program, we upgraded the devices that the counties used to serve military, overseas and disabled voters for the 2014 General Election. For the 2015-17 biennium, the Elections Division is requesting a package (POL 201) that would allow us to make further enhancements to this system. New technology and new vendors have emerged with improved capabilities that we are interested in piloting for Oregon.

### **Conduct of Elections**

During the 2013-2015 biennium, the Elections Division successfully presided over two regular statewide elections, the regularly scheduled 2014 Primary Election and General Election. The Division also spent considerable time developing further improvements to the Oregon Centralized Voter Registration (OCVR) system. These improvements included new ballot sorter technology and equipment that greatly reduced ballot processing times for the counties. Additionally, the interfaces between vendors' tabulation software and OCVR were greatly enhanced, allowing more automation in the election night reporting process as well as other areas. The Elections Division continues to identify ways to make OCVR more robust and capable of enduring a long life cycle in preparation for the exhaustion of federal HAVA funds. Our POL 201 package request is designed to enable us to maximize those efforts before the state has to assume funding for the OCVR system.

### **Petition Processing**

During the 2013-2015 biennium, the Elections Division successfully processed the signatures on all statewide petitions. The signature verification processes and procedures were refined as we gained more experience with performing the tasks at the state level. (This was the first full biennium in which the process was managed and performed solely at the state level.) We met all Constitutional deadlines for certification of petitions, validating over 475,700 signatures on four Initiatives and one Referendum, all of which qualified for the 2014 General Election ballot.

### **Campaign Finance Reporting**

During the 2013-2015 biennium, the Elections Division continued to refine and improve the online campaign finance filing system (ORESTAR). We implemented several legislative mandates and improvements to the system and are now able to issue proposed penalty notices within five months of a violation over 82% of the time. Over 237,000 transactions were filed within the system during 2013-2015 and over 107,000 of those were examined by the Division during this period. Certainly the customer base of the ORESTAR application continues to grow as more and more candidates and committees register as users. There are currently over 2,450 active political committees and 3,019 registered users of the system. Over 1.5 million transactions have been filed historically in ORESTAR. As the number of users has increased, so have the discoveries of shortcomings and bugs in the existing software. The Elections Division has requested a package (POL 202) to address the shortcomings and provide necessary enhancements to accommodate the workload and make the system more manageable. The requested package is for a significant amount of funds, reflecting a true level of work that is needed. Enhancements and legislative mandates incorporated into the ORESTAR application have not been accompanied by any increase of funding or resources.

### **Voters' Pamphlet**

During the 2013-2015 biennium, legislative mandates were implemented requiring that all Voters' Pamphlet statements be filed electronically using the system. During the 2014 election year, over 260 filings occurred electronically in the system. Because of the new legislative mandates, preparation and production of the Voters' Pamphlet continues to be problematic for the Division. Again, because of the minimal resources devoted to ORESTAR maintenance and development, "bugs" and "glitches" require the Division to incorporate "workarounds" in order to meet statutory deadlines for publication of the Pamphlet. During 2014, necessary releases in the application were implemented on a rush schedule and without time for acceptance testing. Additionally, the everyday workload relating to ORESTAR, combined with the minimal resources devoted to it, have prevented adequate maintenance from occurring on the system. The Elections Division has requested package POL 202 in order to research ways to better maintain and support the ORESTAR application. Though the package contains a significant request for financial resources, it also contains a method by which to offset some of those costs. The Voters' Pamphlet generates money by charging fees for the placement of candidate and measures statements that will appear in the pamphlet. Those fees are currently going back into the General Fund. We are requesting that the funds generated by the Voters' Pamphlet be used for the continuing maintenance and development of the ORESTAR application.

## **Campaign Finance Violations**

The Division is looking at ways to reduce expenses and has taken responsibility for presenting some cases independent of the Department of Justice by reclassifying one position as a case presenter. During the 2013-2015 biennium, the in-house case presenter was very successful at reducing expenses as well as providing more personalized and thorough presentation of cases.

## **Measurements**

The Elections Division evaluates its performance by compliance with law and the success of the election process by answering the following questions:

- Have all statutory deadlines been met?
- Are there any changes in the Certified Ballot that require reprinting of ballots?
- Is each Voters' Pamphlet published and distributed on schedule?
- Are special statewide elections accomplished uniformly and timely?
- Does Division guidance on county election issues result in uniformity and local certainty?
- Are Division enforcement actions, including criminal convictions and civil hearings officer findings, upheld?
- Are voters successfully registered?
- Does the Division review and complete investigations of elections complaints in a timely manner?
- Has the Division met federal HAVA requirements on a timely basis?
- Do customers of the Division report they are receiving good service from employees?

Application of these measures shows that the Division was successful in its performance throughout the 2013-2015 election cycle.



SECRETARY OF STATE  
ELECTIONS DIVISION  
ESSENTIAL PACKAGES

1. **Purpose** - Essential Packages adjust the base budget to reflect the agency's 2015-17 current service level requirements.
2. **How Achieved** – The following Essential Packages adjust Elections base budget to reflect 2015-17 current service level requirements.

010 – Adjusts projected vacancy factor budget savings expected from staff turnover in the 2015-17 biennium. The package also adjusts the costs of non-PICS personal services items not included in the PICS generated total. Non-PICS personal services items include debt service on the Pension Obligation Bonds (POB). The package increases General Fund \$11,069, and decreases Federal Funds \$17,433.

031 – Provides a general inflation increase for Services and Supplies costs. The package also adjusts State Government Service charges to reflect 2015-17 changes. The package increases General Fund \$154,512, Other Funds \$3,905, and Federal Funds \$154,645.

032 – Above standard inflation for Professional Services and IT Professional Services. The package increases General Fund \$2,907, Other Funds \$37, and Federal Funds \$5,691.

3. **Staffing Impact** - None.
4. **Revenue Source** – General Fund is increased \$168,488, Other Funds is increased \$3,942, and Federal Funds are increased \$142,903.

## Elections Division

### Policy Package 200 - New Election Position

#### Purpose

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Elections Division is to conduct fair, secure elections and promote participation in democracy. A big part of fulfilling this mission involves the administration of the Oregon Election System for Tracking and Reporting (ORESTAR) application. ORESTAR is a tool utilized by candidates and committees to file campaign contribution transactions as required by law, and the public uses the application to track those contributions and expenditures. To date, more than 1.5 million transactions have been filed in ORESTAR -- 237,000 so far in the current biennium.

This package is to request permanent position authority for one new position to assist in the administration of the ORESTAR application. The Division currently has only one position dedicated to the administration and maintenance of the ORESTAR application, the application administrator. The package will mitigate our current risk of single point of failure and enable the Division to provide better customer service to candidates and committees without interfering with the larger role and duties of the current application administrator.

With only one employee dedicated to the administration of ORESTAR, the application administrator often is required to perform customer service functions typically associated with a Compliance Specialist 2, such as answering numerous phone calls to assist users with log-in problems and explain basic functionality of ORESTAR modules and screens. Typically, the application administrator is dedicated to working closely with the Information Services Division to identify development needs and perform usability and acceptance testing on the application.

<b>Position #</b>	<b>Title</b>	<b>Classification</b>	<b>Type</b>	<b>GF</b>	<b>OF</b>	<b>FF</b>	<b>TF</b>
1502004	Compliance Specialist 2	C5247	PF	142,659			142,659
Total Personal Services							142,659

“Compliance Specialist” is the classification of the majority of our Campaign services staff, and identifies those employees who specialize in various areas of ensuring compliance with very distinct and specific election administration laws and rules. Whereas the Elections Division staff currently includes four employees in the CS2 classification, each of those employees share responsibilities for monitoring the contributions and expenditures of over 2,450 active political committees and approximately 3,020 registered ORESTAR users. Each of those employees has an assigned, dedicated share of the committees for which they monitor the transactions of all contributions and expenditures.

The need for this package was exacerbated with the volume of work associated of conducting a statewide election and generating, publishing and distributing a voters’ pamphlet to over 1.6 million households, a process which is also managed within the ORESTAR system. The application administrator has accumulated numerous overtime hours due to the increased workload of performing administrator duties as well as CS2 duties pertaining to the application.

### **How Achieved-**

Adding this position would allow the current application administrator to remain focused on the larger needs of managing and improving the application for all users rather than assisting individual users. The Division has tried to re-assign current staff to assist the application administrator, but the workload of monitoring the high volume of transactions precludes them from providing meaningful assistance. The Elections Division intends to implement the new position immediately upon approval, with the goal of having someone trained and contribute to the conduct of statewide elections during 2016.

The ORESTAR application is complex in nature and serves a large number of customers, including all candidates for state elections. It is vital to the successful conduct and mission of the Division and necessitates the need to devote proper resources toward the management of the application.

### **Staffing Impact-**

Establish one position. 1 Position – 1FTE.

## **Quantifying Results-**

The Elections Division evaluates its performance by monitoring the effectiveness of our applications according to users of the application. We regularly hear feedback from committee treasurers about the effectiveness of the application. We also conduct periodic customer surveys regarding our customer service levels.

A key measure of the effects of this package will be reflected in the amount of time the application administrator spends on primary job functions as opposed to serving as a Helpdesk as is the common occurrence now. The effectiveness of the package will be reflected in the improved quality of testing releases and developing enhancements for the application.

This package will directly affect our ability to provide better customer service, which is reflected in our Key Performance Measure #10, which also indirectly affects the performance in Key Performance Measures #8 and #11.

## **Revenue Source**

\$160,939 General Fund.

## **Elections Division**

### **Policy Package 201 – OCVR Modernization**

#### **Purpose**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Elections Division is to conduct fair, secure elections and promote participation in democracy. A big part of fulfilling this mission involves the administration of the Oregon Centralized Voter Registration (OCVR) system. OCVR is the statewide, uniform system for managing voter registration and election management that is utilized by all 36 counties in the state. OCVR was implemented through federal funding provided as part of the Help America Vote Act (HAVA) of 2002. The HAVA program provided incentives for states to improve voting systems after the problems encountered in the 2000 Presidential Election. The OCVR system went live in Oregon for the 2006 statewide election and replaced the 36 separate, independent voter registration systems managed by the individual counties. This policy package requests increased Federal Funds limitation of \$1,502,700.

The requested package includes increased Service and Supply limitation in the following manner:

Bug fixes to existing platform and system and development and new interfaces for tabulation vendors and other enhancements - \$383,710

Testing of new technologies to improve services offered to voters – \$105,000

Eliminate county payments to enable state to assume full ownership and leadership of OCVR - \$1,013,990

Since its inception, OCVR has existed as an “outsourced” product that includes hardware/network infrastructure maintenance and support, software maintenance and enhancement, and help desk support all operated through contracts with external vendors. Hewlett-Packard provides the hardware/network infrastructure maintenance and software maintenance and enhancement services. Chaves Consulting provides the help desk services.

Federal HAVA funds are still used for all maintenance and support operations of OCVR. Based on current spending levels, federal funds are expected to be exhausted at some point during the 2017-2019 biennium. At the point in time when federal funds are gone, the state will be expected to assume all funding for OCVR maintenance and operations. In preparation for the impending end of the federal funds, the Elections Division has begun earnestly planning the future

course for OCVR in order to assure it is in the best shape possible when the state must begin funding the application. This package represents an extension of those plans and requests additional spending limitations in order to make the application as robust and efficient as possible and to ensure a long life cycle for the application.

### **How Achieved-**

This package would allow the Elections Division to devote resources toward perfecting the operations and functionality of the application. This includes exploring options regarding possible new vendors to provide some or all of the required maintenance and support of the hardware, software and help desk functions. The “outsource” model for OCVR is in complete contrast to ORESTAR, the other primary software application managed by the Elections Division. The Elections Division has spent considerable time and resources researching the possibility of bringing some or all of the OCVR operations in-house, having contracted with a consultant in 2014 to determine the costs associated with such possibilities. Based on the results of the consultant’s report, some of those options are still being considered. However, the significant costs and associated risks with the change appear to prohibit many of those options.

This package will enable the Elections Division to focus on four separate, distinct areas of development and enhancements for OCVR. First, it provides funding to eliminate several bugs that have been identified in the existing software during the first full 4-year election cycle in which OCVR had been utilized. Though many bugs and shortcomings were addressed in preparation for the 2014 elections, new technologies emerged that necessitated the need to develop new functionalities to make ballot processing easier and more efficient for the counties. Secondly, this package would allow us to continue development of new interfaces for tabulation vendors and other enhancements. There are currently two tabulation vendors present in Oregon, but others are now actively seeking certification in the state and may eventually require an interface to the OCVR system. Thirdly, the package would allow us the opportunity to pilot new technologies in the state. With new election vendors and products entering the market, the Elections Division hopes to identify new ways to serve voters and create enhancements that will improve our vote-by-mail election system. Finally, the package includes a request to eliminate county payments for using the OCVR system. The Elections Division views this as an opportunity to exert true ownership and leadership of the OCVR system in the future. One of the biggest problems we experience currently is inconsistency in how counties enter data and use the OCVR application. As a trade-off for eliminating their payments, counties will be expected to defer ownership of the system to the state and will be trained toward uniform use of the application.

The requested package would be implemented by the Elections Division immediately upon approval so that implementation of some measures could be initiated during the first half of FY2015-16. This would allow time for new systems and practices to be in place for the critical election activities of 2016.

**Staffing Impact-**

None

**Quantifying Results-**

The Elections Division evaluates its performance by monitoring the effectiveness of our applications according to users of the application. We regularly communicate with the County Clerks and Elections offices and hear feedback from them as well as from voters and interest groups.

This package will directly affect our ability to provide better customer service to users of the ORESTAR system, which is reflected in the agency's Key Performance Measure #10. This package could also generate some new KPM's for the Elections Division.

**Revenue Source**

\$1,502,700 Federal Funds.

## **Elections Division**

### **Policy Package 202 - ORESTAR upgrades and Retain Fees for Candidate and Voter's Pamphlet Filings**

#### **Purpose**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Elections Division is to conduct fair, secure elections and promote participation in democracy. A big part of fulfilling this mission involves the administration of the Oregon Election System for Tracking and Reporting (ORESTAR) application. ORESTAR is a tool utilized by candidates and committees to file campaign contribution transactions as required by law, as well as to file statements regarding candidates and measures that will appear on the ballot and are published in the Voters' Pamphlet for each statewide election. It is also utilized by the public to gain access to campaign finance activities, which allows the Elections Division to offer transparency regarding candidates and campaign services. There are currently 2,450 active political committees and over 3,000 registered users associated with those active committees. To date, more than 1.5 million campaign finance transactions have been filed in ORESTAR and the law requires that all candidate and measure statements for the state Voters' Pamphlet must be filed electronically using the application. In addition, the role of the application has expanded to also include Election Night Reporting capabilities in which the public and media can track election results as immediately as possible.

This package is to request increase General Fund appropriation in the amount of \$1,303,070 and Other Fund limitation of \$881,930 funding and resources for improving the maintenance and support of the application and to help make such maintenance and support more manageable. Though the package requests a significant increase in funding for the application, a large portion of that increase can be offset by allowing the Division to retain the filing fees associated with candidates and statements that file within the system.

The requested package includes increased Service and Supply expenditure General Fund and Other Funds limitation in the following manner:

Outsource all or part of the maintenance and support of the application - \$1,900,000  
Bug fixes and other maintenance needs to the existing system - \$ 285,000



Some of the increased funding could be offset by retaining the General Fund fees that are generated through ORESTAR already and having Other Fund limitation to bring the fees in to the agency, including:

Retain fees for Candidate and Voters' Pamphlet filing fees - \$881,930\*

\*This number is based on previous biennium revenues.

The functionality of the ORESTAR application has been rapidly expanding for the last two bienniums. Legislative mandates such as online candidate filings and Voters' Pamphlet statements have increased the complexity of the application and created more widespread use of the application but resources have not increased accordingly and remain fixed at the original levels. We are left with a system that minimally meets the needs of the Division but has become evident that far more maintenance and support is needed on the application than can be allotted with current resources of the Secretary of State. With each new legislative mandate and release that is implemented on the application, additional "bugs" are identified that impair the effectiveness of the application for users. The Elections Division is required to implement "workarounds" for users in order for the application to operate effectively and serve its purpose. The shortcomings in the application's performance continue to be a source for poor customer satisfaction comments from both political committees and public users.

Efficient generation and production of the Voters' Pamphlet is increasingly inhibited by the system's complexity and limitations. During 2014, timely publication of the Voters' Pamphlet was only achieved by the commitment of the development team and the application administrator to spend numerous overtime hours implementing and testing all release issues in order to meet statutory deadlines. There is a looming risk of failure to meet the deadlines in the future as the bugs and workarounds increase with each enhancement to the application.

ORESTAR is currently maintained and supported through a joint effort of the Elections Division and the Information Systems Division with minimal levels of staffing. The entire application support team consists of 2 developers (ISD), 1 project manager (ISD) and 1 application administrator (Elections Division).

Unlike any other Division within the Secretary of State, deadlines for the Elections Division are not flexible. Election dates cannot be changed or postponed. Continuing current policies and practices regarding ORESTAR jeopardize the Division's ability to successfully achieve its goals and meet statutory deadlines.

## **How Achieved-**

This package would allow the Elections Division to explore options regarding the outsourcing of all or some of the required maintenance, support and operation of the application. The Division would hire a consultant to assess the capacity of the current system and resources, identify areas of concern and necessary modifications, research possible solutions including outsourcing of some or all modules of the application and prepare recommendations for the agency based on those assessments. One specific component that the package would allow is adding an outside Help Desk to assist users with technical aspects of the system. Currently the Elections Division staff spends several hours performing Help Desk functions such as assisting users with logins and browser compatibility issues. Utilizing a contracted Help Desk would enable current staff to monitor transactions and investigate compliance of campaign finance laws and rules. Additionally, a portion of the package is intended to provide bug fixes and overdue maintenance to the existing system. Such maintenance is absolutely necessary in order to ensure the continued, effective operability of the application.

The Elections Division continues to work closely with the Information Systems Division to adopt new business practices and operating models in order to accommodate the tight deadlines that the Elections Division faces regarding use of the ORESTAR application. For example, the Elections Division is attempting to utilize vacancy savings to fund a Business Analyst for ISD in an attempt to bolster the ORESTAR support staff. Whereas an additional ISD staff member would certainly improve the current situation, it is certainly not clear that it is a long-term solution to the growing problems associated with the application.

The requested package would be implemented by the Elections Division immediately upon approval so that implementation of some measures could be initiated during the first half of FY2015-16. This would allow time for new systems and practices to be in place for the critical election activities of 2016.

## **Staffing Impact-**

The staffing impact is difficult to determine. If the package is approved as a whole and outsourcing of some or all of the maintenance and support occurs, some in-house support staff (ISD) would be unnecessary and could be reassigned to other programs and/or Divisions. If part of the package is approved (for bug fixes and other maintenance to the existing system, for example) the funds could be applied toward additional in-house resources.

### **Quantifying Results-**

The Elections Division evaluates its performance by monitoring the effectiveness of our applications according to users of the application. We regularly hear feedback from committees and treasurers about the effectiveness and usability of the ORESTAR application. We also conduct periodic customer surveys regarding our customer service levels.

This package will directly affect our ability to provide better customer service to users of the ORESTAR system, which is reflected in our Key Performance Measure #10.

### **Revenue Source**

\$1,303,070 General Fund and \$881,930 Other Funds.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
 Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Elections Division  
 Cross Reference Number: 16500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	11,069	-	-	-	-	-	11,069
<b>Total Revenues</b>	<b>\$11,069</b>	-	-	-	-	-	<b>\$11,069</b>
<b>Personal Services</b>							
Pension Obligation Bond	11,294	-	-	(58)	-	-	11,236
Mass Transit Tax	248	-	-	-	-	-	248
Vacancy Savings	(473)	-	-	(17,375)	-	-	(17,848)
<b>Total Personal Services</b>	<b>\$11,069</b>	-	-	<b>(\$17,433)</b>	-	-	<b>(\$6,364)</b>
<b>Total Expenditures</b>							
Total Expenditures	11,069	-	-	(17,433)	-	-	(6,364)
<b>Total Expenditures</b>	<b>\$11,069</b>	-	-	<b>(\$17,433)</b>	-	-	<b>(\$6,364)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	17,433	-	-	17,433
<b>Total Ending Balance</b>	-	-	-	<b>\$17,433</b>	-	-	<b>\$17,433</b>

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Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Secretary of State**  
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Elections Division**  
**Cross Reference Number: 16500-002-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	154,512	-	-	-	-	-	154,512
<b>Total Revenues</b>	<b>\$154,512</b>	-	-	-	-	-	<b>\$154,512</b>
<b>Personal Services</b>							
Temporary Appointments	-	-	-	-	-	-	-
Overtime Payments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
<b>Total Personal Services</b>	-	-	-	-	-	-	-
<b>Services &amp; Supplies</b>							
Instate Travel	268	-	-	1,597	-	-	1,865
Out of State Travel	429	-	-	435	-	-	864
Employee Training	132	-	-	272	-	-	404
Office Expenses	14,986	-	2,937	2,035	-	-	19,958
Telecommunications	1,333	-	2	26,531	-	-	27,866
State Gov. Service Charges	13,035	-	-	22,082	-	-	35,117
Data Processing	862	-	2	820	-	-	1,684
Publicity and Publications	20,183	-	170	10,025	-	-	30,378
Professional Services	1,976	-	368	25,905	-	-	28,249
IT Professional Services	27,112	-	-	31,025	-	-	58,137
Attorney General	73,095	-	76	17,694	-	-	90,865
Employee Recruitment and Develop	11	-	-	7	-	-	18

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**Essential and Policy Package Fiscal Impact Summary - BPR013**

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 031 - Standard Inflation

Cross Reference Name: Elections Division  
Cross Reference Number: 16500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Dues and Subscriptions	-	-	-	4	-	-	4
Other Services and Supplies	664	-	132	383	-	-	1,179
Expendable Prop 250 - 5000	248	-	-	743	-	-	991
IT Expendable Property	178	-	218	7,593	-	-	7,989
<b>Total Services &amp; Supplies</b>	<b>\$154,512</b>	<b>-</b>	<b>\$3,905</b>	<b>\$147,151</b>	<b>-</b>	<b>-</b>	<b>\$305,568</b>
<b>Capital Outlay</b>							
Telecommunications Equipment	-	-	-	447	-	-	447
Data Processing Software	-	-	-	6,700	-	-	6,700
Data Processing Hardware	-	-	-	347	-	-	347
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$7,494</b>	<b>-</b>	<b>-</b>	<b>\$7,494</b>
<b>Total Expenditures</b>							
Total Expenditures	154,512	-	3,905	154,645	-	-	313,062
<b>Total Expenditures</b>	<b>\$154,512</b>	<b>-</b>	<b>\$3,905</b>	<b>\$154,645</b>	<b>-</b>	<b>-</b>	<b>\$313,062</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(3,905)	(154,645)	-	-	(158,550)
<b>Total Ending Balance</b>	<b>-</b>	<b>-</b>	<b>(\$3,905)</b>	<b>(\$154,645)</b>	<b>-</b>	<b>-</b>	<b>(\$158,550)</b>

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**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Elections Division  
Cross Reference Number: 16500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	2,907	-	-	-	-	-	2,907
<b>Total Revenues</b>	<b>\$2,907</b>	-	-	-	-	-	<b>\$2,907</b>
<b>Services &amp; Supplies</b>							
Professional Services	197	-	37	2,590	-	-	2,824
IT Professional Services	2,710	-	-	3,101	-	-	5,811
<b>Total Services &amp; Supplies</b>	<b>\$2,907</b>	-	<b>\$37</b>	<b>\$5,691</b>	-	-	<b>\$8,635</b>
<b>Total Expenditures</b>							
Total Expenditures	2,907	-	37	5,691	-	-	8,635
<b>Total Expenditures</b>	<b>\$2,907</b>	-	<b>\$37</b>	<b>\$5,691</b>	-	-	<b>\$8,635</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(37)	(5,691)	-	-	(5,728)
<b>Total Ending Balance</b>	-	-	<b>(\$37)</b>	<b>(\$5,691)</b>	-	-	<b>(\$5,728)</b>

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**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 060 - Technical Adjustments

Cross Reference Name: Elections Division  
Cross Reference Number: 16500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Instate Travel	3,056	-	-	-	-	-	3,056
Employee Training	4,608	-	-	-	-	-	4,608
Office Expenses	(69,316)	-	-	4,505	-	-	(64,811)
Telecommunications	(27,431)	-	-	(810,342)	-	-	(837,773)
Data Processing	(20,731)	-	-	76,673	-	-	55,942
Publicity and Publications	-	-	-	(324,151)	-	-	(324,151)
Professional Services	458,791	-	-	284,124	-	-	742,915
IT Professional Services	(342,246)	-	-	738,120	-	-	395,874
Attorney General	-	-	-	(32,992)	-	-	(32,992)
Employee Recruitment and Develop	635	-	-	(245)	-	-	390
Dues and Subscriptions	1,000	-	-	-	-	-	1,000
Other Services and Supplies	(16,165)	-	-	-	-	-	(16,165)
Expendable Prop 250 - 5000	(6,258)	-	-	-	-	-	(6,258)
IT Expendable Property	14,057	-	-	64,308	-	-	78,365
<b>Total Services &amp; Supplies</b>	-	-	-	-	-	-	-
<b>Total Expenditures</b>							
Total Expenditures	-	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-	-
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

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**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 200 - New Elections positions

Cross Reference Name: Elections Division  
Cross Reference Number: 16500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	160,939	-	-	-	-	-	160,939
<b>Total Revenues</b>	<b>\$160,939</b>	-	-	-	-	-	<b>\$160,939</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	90,744	-	-	-	-	-	90,744
Empl. Rel. Bd. Assessments	44	-	-	-	-	-	44
Public Employees' Retire Cont	14,328	-	-	-	-	-	14,328
Social Security Taxes	6,942	-	-	-	-	-	6,942
Worker's Comp. Assess. (WCD)	69	-	-	-	-	-	69
Flexible Benefits	30,528	-	-	-	-	-	30,528
<b>Total Personal Services</b>	<b>\$142,655</b>	-	-	-	-	-	<b>\$142,655</b>
<b>Services &amp; Supplies</b>							
Instate Travel	634	-	-	-	-	-	634
Employee Training	1,902	-	-	-	-	-	1,902
Office Expenses	1,902	-	-	-	-	-	1,902
Telecommunications	2,536	-	-	-	-	-	2,536
Publicity and Publications	318	-	-	-	-	-	318
Employee Recruitment and Develop	529	-	-	-	-	-	529
Dues and Subscriptions	318	-	-	-	-	-	318
Facilities Rental and Taxes	3,804	-	-	-	-	-	3,804
Other Services and Supplies	634	-	-	-	-	-	634

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Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 200 - New Elections positions

Cross Reference Name: Elections Division  
Cross Reference Number: 16500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Expendable Prop 250 - 5000	5,707	-	-	-	-	-	5,707
<b>Total Services &amp; Supplies</b>	<b>\$18,284</b>	-	-	-	-	-	<b>\$18,284</b>
<b>Total Expenditures</b>							
Total Expenditures	160,939	-	-	-	-	-	160,939
<b>Total Expenditures</b>	<b>\$160,939</b>	-	-	-	-	-	<b>\$160,939</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-
<b>Total Positions</b>							
Total Positions							1
<b>Total Positions</b>	-	-	-	-	-	-	<b>1</b>
<b>Total FTE</b>							
Total FTE							1.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>1.00</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
 Pkg: 201 - OCVR Modernization and OF Limitation Increase

Cross Reference Name: Elections Division  
 Cross Reference Number: 16500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
IT Professional Services	-	-	-	1,502,700	-	-	1,502,700
<b>Total Services &amp; Supplies</b>	-	-	-	<b>\$1,502,700</b>	-	-	<b>\$1,502,700</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	-	1,502,700	-	-	1,502,700
<b>Total Expenditures</b>	-	-	-	<b>\$1,502,700</b>	-	-	<b>\$1,502,700</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	(1,502,700)	-	-	(1,502,700)
<b>Total Ending Balance</b>	-	-	-	<b>(\$1,502,700)</b>	-	-	<b>(\$1,502,700)</b>

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 202 - ORESTAR upgrades

Cross Reference Name: Elections Division  
Cross Reference Number: 16500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	1,303,070	-	-	-	-	-	1,303,070
Non-business Lic. and Fees	-	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$1,303,070</b>	-	-	-	-	-	<b>\$1,303,070</b>
<b>Transfers Out</b>							
Transfer to General Fund	-	-	881,930	-	-	-	881,930
<b>Total Transfers Out</b>	-	-	<b>\$881,930</b>	-	-	-	<b>\$881,930</b>
<b>Services &amp; Supplies</b>							
IT Professional Services	1,303,070	-	881,930	-	-	-	2,185,000
<b>Total Services &amp; Supplies</b>	<b>\$1,303,070</b>	-	<b>\$881,930</b>	-	-	-	<b>\$2,185,000</b>
<b>Total Expenditures</b>							
Total Expenditures	1,303,070	-	881,930	-	-	-	2,185,000
<b>Total Expenditures</b>	<b>\$1,303,070</b>	-	<b>\$881,930</b>	-	-	-	<b>\$2,185,000</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

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

Secretary of State  
2015-17 Biennium

Agency Number: 16500  
Cross Reference Number: 16500-002-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Non-business Lic. and Fees	657,511	200,000	200,000	657,511	-	-
Charges for Services	3,524	-	-	7,442	-	-
Fines and Forfeitures	224,419	460,904	460,904	224,419	-	-
Sales Income	8,561	129,960	129,960	84,532	-	-
Transfer to General Fund	(881,930)	(660,904)	(660,904)	-	-	-
<b>Total Other Funds</b>	<b>\$12,085</b>	<b>\$129,960</b>	<b>\$129,960</b>	<b>\$973,904</b>	-	-
<b>Federal Funds</b>						
Federal Funds	553,653	-	34,629	619,792	-	-
<b>Total Federal Funds</b>	<b>\$553,653</b>	-	<b>\$34,629</b>	<b>\$619,792</b>	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Legislatively Approved	2015-17		
						Agency Request	Governor's Recommended	Legislatively Adopted
Non-business Lic. & Fees	GF	0210	657,511	200,000	200,000	657,511		
Charges for Services	OTH	0410	3,524			7,442		
Sales Income	OTH	0705	8,561	129,960	129,960	84,532		
Fines & Forfeitures	GF	0505	224,419	460,904	460,904	224,419		
Transfer to General Fund		2060	(881,930)	(660,904)	(660,904)			
<b>Subtotal Other Funds</b>			<b>12,085</b>	<b>129,960</b>	<b>129,960</b>	<b>973,904</b>		
Federal Funds	FF	0995	553,653		34,629	619,792		
<b>Total Other Funds and Federal Funds</b>			<b>565,738</b>	<b>129,960</b>	<b>164,589</b>	<b>1,593,696</b>		

Agency Request

Governor's Recommended

Legislatively Adopted

Budget Page \_\_\_\_\_

# Office of the Secretary of State



## **Audits Division 2015-17 Agency Request Budget**

# Audits Division Organizational Chart 2013 – 15 Biennium

Deputy Secretary of State  
WSS Z7016

Principal Executive Manager I  
WSSZ7016 (1)

Principal Executive Manager G  
WSS X7012 (1)  
**Financial Audits**

Principal Executive Manager G  
WSS X7012 (1)  
**Performance Audits**

Ops & Policy Analyst 2  
WSU C0871 (1)  
**Business Operations**

Audit Manager  
WSS X5687 (3)  
**Financial Audits**

Audit Manager  
WSS X5687 (1)  
**Municipal Audits**

Audit Manager  
WSS X5687 (2)  
**Performance Audits**

Audit Manager  
WSS X5687 (1)  
**IS Audits**

Office Specialist 2  
WSU C0104 (1)

State Auditor 1  
WSU C5681 (5)

State Auditor 3  
WSU C5683(.5)

State Auditor 1  
WSU C5681 (4)

State Auditor 2  
WSU C5682 (2)

State Auditor 2  
WSU C5682 (11)

State Auditor 2  
WSU C5682 (10)

State Auditor 3  
WSU C5683(1)

State Auditor 3  
WSU C5683(4.5)

State Auditor 3  
WSU C5683(4)

State Auditor 4  
WSU C5684 (1)

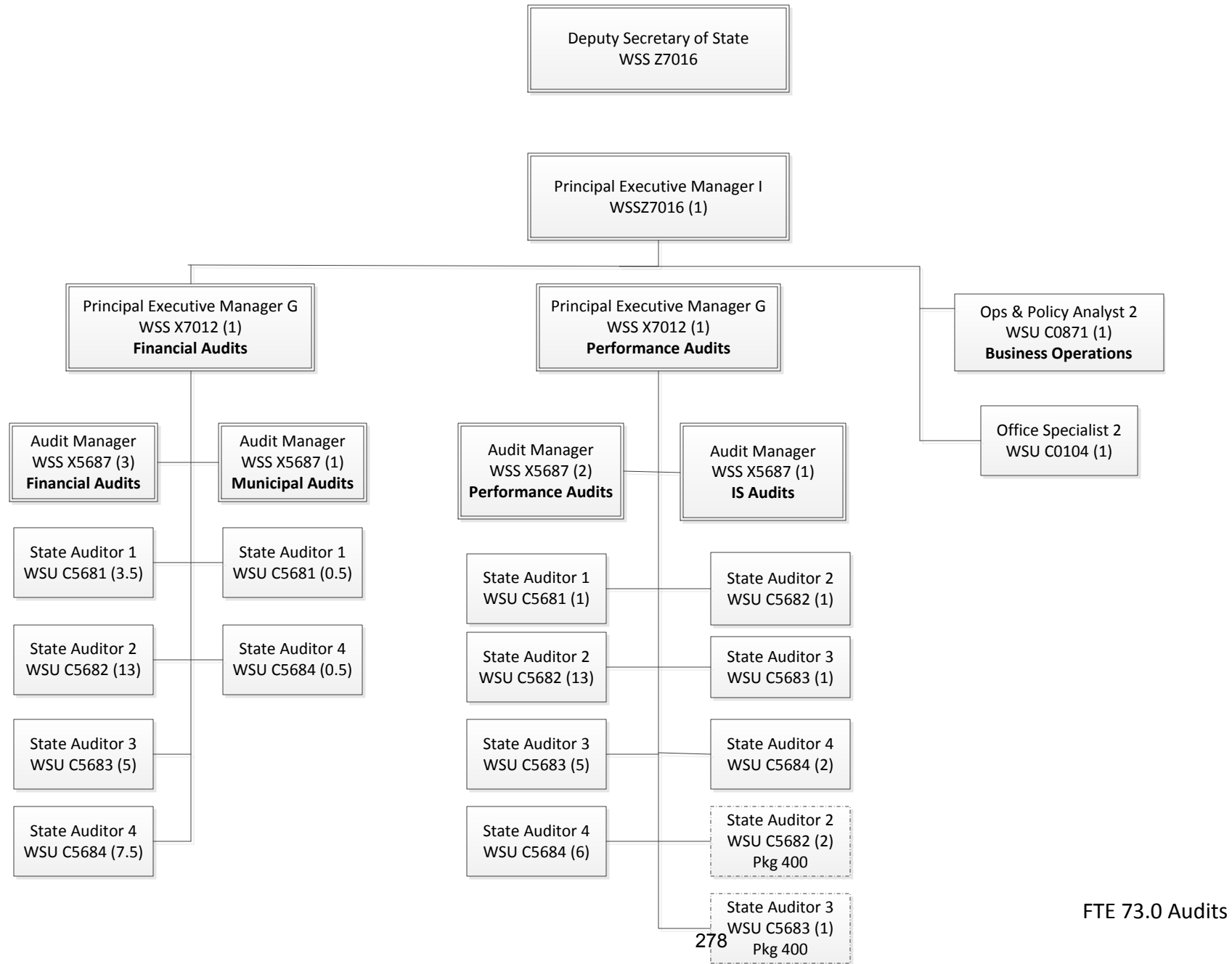
State Auditor 4  
WSU C5684 (10)

State Auditor 4  
WSU C5684 (5)

FTE 70.0 Audits



# Audits Division Organizational Chart 2015 – 17 Biennium



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## **AUDITS DIVISION**

### **Mission and Legal Authority**

The Secretary of State's Audits Division conducts audits to protect the public interest and improve Oregon government. We ensure that public funds are properly accounted for, spent in accordance with legal requirements, and used to the best advantage. These efforts help accomplish the Secretary of State's vision to deliver better results for Oregonians through greater accountability and transparency, and to promote more efficient and effective service delivery. The Audits Division and the Secretary of State as Auditor of Public Accounts operate under the authority of the Oregon Constitution, Article VI, section 2, and ORS 297.010 through 297.990.

### **Revenue**

***General Account*** - Under ORS 297.230, the Audits Division is required to estimate its expenses in advance and charge state officers, departments, boards and commissions for their share of audit costs during the biennium. This approach contributes to greater auditor independence and agency accountability. With few exceptions, the division charges each state agency based on their share of total state expenditures, revenues, cash and FTE. If cost estimates are too high at mid-biennium, the division reduces charges for the second year. The budget for the division reflects an early estimate of \$26,385,520 in assessments for the 2015-17 Biennium.

***Municipal Account*** – In general, municipal corporations in Oregon are required to be audited every year and file copies of their financial reports with the division. Municipalities spending less than \$500,000 in a fiscal year that meet certain statutory requirements are only required to have a more limited review performed, and those that spend less than \$150,000 need only file a summary form. Municipalities contract with private auditing firms to perform the work and we review the reports for compliance with administrative rules and professional standards. We also review selected working papers the firms prepare and communicate deficiencies to them and professional boards. Approximately 1,700 municipal corporations file annually and pay a filing fee ranging from \$20 to \$400. The division estimates \$600,000 in fees for the 2015-17 Biennium.

## Auditing to protect the public interest

The Secretary of State's Audits Division helps inform public officials, legislators, and citizens who want to know whether government funds are handled properly and in compliance with laws and regulations; whether government organizations, programs, and services are achieving their purposes; and whether these organizations, programs, and services are operating efficiently. To accomplish this, we direct our efforts to those areas of government that can most benefit from an independent assessment of the management of public funds and the results achieved.

### Activities

- **Opinions on Financial Statements** - These audits provide assurance as to whether the state, or a given agency, has followed generally accepted accounting principles in preparing its financial records and compiling its financial statements, and whether the amounts presented in those financial statements are essentially complete and accurate. In order to borrow funds, the state needs audited financial statements to satisfy credit-rating requirements. If an audit finds the statements lacking, Oregon's credit rating may worsen, increasing its costs to borrow money.
- **Reports on Internal Controls and Compliance Requirements** - These audits evaluate whether procedures followed are adequate and whether the state or agency has complied with applicable state and federal requirements. Recommendations are directed at improving procedures and compliance with laws and regulations. These audits are often mandated as part of federal funding.
- **Performance Audits** - These audits identify improvements an agency or program can apply to better achieve its objectives and mission. Recommendations are directed at improving management practices and procedures to increase efficiencies, generate savings, and produce better results.
- **Information Technology Audits** - These audits determine whether the state's computer systems adequately protect public funds and electronic information, and whether they operate as intended. Recommendations are directed at improving electronic information security, practices and procedures.
- **Municipal Auditor Monitoring** - The division's oversight of municipal auditors ensures that local governments are provided consistent, professional audit services from their contracted CPAs. Oversight is carried out by establishing requirements for these municipal auditors, reviewing a sample of their audit reports and workpapers, and directly communicating with the CPAs. The division's oversight role is mandated by statute (ORS 297.405 - .555 and 297.990) and covers approximately 1,700 municipalities in Oregon.
- **Hotline Calls** - The Government Waste Hotline was authorized by the state legislature in 1995 to provide public employees and citizens an avenue for reporting fraud, waste or abuse in state programs. The law

provides confidentiality for any person making a report through the hotline. Reports may result in audits, special investigations, or referrals to the appropriate authorities. We continue to contract for 24-hour answering services and a web-based reporting application to assist with the reporting and tracking of complaints.

- **Letters of Assurance** - Letters of Assurance are written for the bond community, the State Treasurer, the Department of Administrative Services, and other agencies. These letters provide assurance to the bond underwriters, bond counsel and investment managers that the information included in the state or agency offering statements appears reliable, with no obvious misstatements of fact. In FY 2012, the division provided letters for over \$2.7 billion of bond and certificate of participation sales made by the state.

## Challenges

Two factors have affected the division's ability to accomplish its mission within the resources available:

- **Barriers to audit information** – Our audit progress is often slowed by legal or procedural impediments regarding state data systems. In most cases it is Federal law, intended to ensure privacy and confidentiality, which imposes use restrictions without regard to auditing. These restrictions make it difficult for us to detect identity theft, an increasingly frequent crime, or to evaluate the effectiveness of education programs. As a result, we are proposing a bill to explicitly recognize the Secretary's authority to investigate and report potential fraud to appropriate criminal justice authorities—regardless of the funding source for audited state programs.
- **Applying better audit methods and new requirements** – Our audit activities change due to new technology, and expanding national auditing standards. For example, sophisticated data analysis tools allow us to identify problems by testing millions of transactions instead of just sampling. New standards and ongoing revisions to existing standards have increased the work we must perform to issue opinions on financial statements within the same set of deadlines. We have met these challenges with diminished staff resources over the past ten years, but we are proposing an 'Audits 2.0' package to adjust our organization to better match our work.

## Actions taken

To address these interests and challenges, the Secretary of State's Office and the Audits Division developed strategic plans to institute several new practices. In the context of those plans, over the past 18 months the Division:

- *Expanded efforts to identify the most important audit areas* – Our performance auditors are directing more of their attention to the program efficiency and effectiveness topics that can produce greater benefits for the public. In addition, we are continuously monitoring for areas where audit efforts could produce substantial cost savings or better service quality, as well as conducting the risk assessments.
- *Expanded the scope of financial reviews* – Our financial auditors are tapping into the wealth of data to be found in the annual financial statements of the State of Oregon to produce reports that inform about financial matters. We also issued our second report on county financial conditions.
- *Streamlined internal processes where possible* – As auditing standards and public interest are requiring more complex and extensive audit procedures and reports, we are redesigning our own practices to ensure efficiency and timeliness. We recently redesigned our performance audit process to reduce delays, while continuing to meet our professional standards. We also proposed several statutory changes that require efforts that exceed the resulting benefits for agencies, municipalities, and the Secretary of State.

## Broad scope performance auditing

Government auditing standards indicate that many different audit objectives fit within the definition of a performance audit. Over the past 5 years, the Audits Division has continued to expand the scope of its audits to identify ways that agencies can better achieve their mission and objectives. Below is a brief description of the important issues we identified in performance audits released since the end of the 2013 Legislative Session.

- [Housing Services](#) – The agency should examine how its 49 programs duplicate or overlap with one or more of 71 programs provided by other state agencies.
- [Treating Highest Risk Offenders](#) – Substance abuse treatment for all the highest-risk offenders released from prison could have avoided about \$21.6 million of costs to Oregonians from 2008 to 2011. New Medicaid eligibility rules can help make up for the lack of county funding for these services.
- [Teacher Preparation and Professional Development](#) - Student teaching should be strengthened, professional development expanded, and licensing requirements raised for new teachers.
- [University of Oregon Payroll Practices](#) – UO leadership should communicate general expectations and establish better controls over compensation, vacation time, and overtime.
- [Oregon Youth Authority](#) – We questioned about \$24,000 of provider billings for Community Reintegration Services over a seven-month period.

- [Oregon Travel Experience](#) – We found that Highway Funds were spent appropriately and progress had been made on our prior recommendations.
- [Oregon Department of Transportation](#) – The financial accounting computer system is reliable, but some controls need strengthening.
- [Oregon State Lottery](#) – New financial software provides reliable information for business and accounting functions
- [Oregon Department of Revenue](#) – The Property Tax Deferral Program generally complied with program requirements, and appropriately reported its finances.
- [Automating Weight-Mile Tax Collections Can Benefit the State and Truckers](#) – Our review of the EROADS device found that it accurately and securely captures Oregon weight-mile tax information.
- [TriMet](#) – A first-ever review of the regional transit agency regarding key operational, financial, and accountability issues, requested by the Legislature.
- [Emergency Management](#) – To address organizational problems, the new managers need to improve internal communications, update expectations for employees, and improve policies and work processes.
- [Health Regulatory Boards](#) – No significant issues arose in our review of the 17 boards that license health professionals and handle complaints against them.
- [Temporary Assistance for Needy Families](#) – During the Great Recession, Oregon prioritized cash payments to the poorest families, but as the economy recovers, the state could do more to help move clients toward jobs and self-sufficiency.
- [Keeping the State of Oregon Accountable, Fiscal Year 2013](#) – Our annual financial and federal compliance audits provide the State with information about the completeness, accuracy and validity of the state's accounting information and whether federal programs are being administered properly.
- [Highways workforce planning](#) – ODOT needs to sustain its expertise as it copes with tightening budgets, looming capital needs, and a third of its workforce soon to retire.
- [2014 County Financial Condition](#) – Ten counties showed trends of weakening financial indicators, as a result of the recession and over-dependence on federal timber funds.

## **Measures**

The Audits Division evaluates its performance with measures that address our efficiency and effectiveness.

### **Quality and Timeliness**

The Audits Division has consistently met two of the most critical measures. Government Auditing Standards require that audit agencies undergo an external review every three years to determine whether they follow those standards. The Audits Division passed its eighth consecutive outside review in May 2013, representing over 24 years of continuous, professional and reliable auditing.

In addition, we focus our efforts on two key deadlines for financial audits. By December 31 of each year, we must complete audits of agency financial statements as well as the combined statewide statement. Then, by March 31, we must complete and report on all our testing of transactions in agencies that receive federal funding for compliance with federal requirements. Despite increased auditing and reporting requirements and fewer auditors over the past 17 years, the state has met those deadlines, except for two cases with extraordinarily complex accounting changes.

## Value of Revenue Enhancements, Savings, or Questioned Costs

To accomplish our mission of improving Oregon government, it is important that we select audit topics and produce recommendations that have benefits for Oregonians. Measurable financial benefits such as opportunities to increase revenues and save money are key issues for state government and Oregonians.

We should note that one of our primary goals – to identify ways agencies can better achieve their missions – produces benefits that cannot always be measured. For example, our audit of Child Support identified ways that Oregon could improve by applying the methods of the most successful states in collecting payments. If Oregon could achieve that level of performance, \$70 million more in payments would be available to children and families, which is measurable, but these funds may also lift some families out of poverty, reduce their reliance on public assistance, and make those public assistance funds available to other needy Oregonians. These effects may not be completely realized or reliably measured but they will all happen to some degree as the agency implements our recommendations.

In other cases, the audit areas we select may not produce any financial savings, but could still significantly improve program results, such as the quality of delivered services, the well-being and safety of Oregonians, and the stewardship of Oregon’s natural resources. As a result, the measures can only represent a portion of the benefits of our audits.

Fiscal Year	Revenue Enhancements, Savings or Questioned Costs Identified
FY 2001-02	\$ 8,451,000
FY 2002-03	17,244,000
FY 2003-04	1,723,000
FY 2004-05	38,425,000
FY 2005-06	5,981,000
FY 2006-07	16,850,000
FY 2007-08	4,447,000
FY 2008-09	16,647,000
FY 2009-10	151,931,000
FY 2010-11	15,314,000
FY 2011-12	116,500,000
FY 2012-13	35,117,000



## Dollar Savings per Dollar Spent on Performance Audits

Because the scope and diversity of state services far exceed the Audits Division's capacity to audit them, we need to be mindful of the cost of our work relative to benefits we generate. This measure is particularly important as we expand our scope to examine management issues that impede an agency from achieving its objectives and mission. These audits will take more time but they can generate much larger benefits, measurable and immeasurable. The table to the right shows total revenue enhancements, savings, or questioned costs in our performance audits relative to the total cost of those audits.

Fiscal Year	Dollar returned per audit dollar spent
FY 2001-02	\$ 9
FY 2002-03	18
FY 2003-04	2
FY 2004-05	46
FY 2005-06	3
FY 2006-07	13
FY 2007-08	3
FY 2008-09	5
FY 2009-10	64
FY 2010-11	5
FY 2011-12	44
FY 2012-13	17

There is considerable variation from year-to-year, because we found fewer problems in some agencies than in others. In addition, some mandated audits (Juvenile Justice and the use of Lottery Funds for watershed enhancement) have a lower likelihood of efficiencies. We recently changed our audit methods to more consistently select audit areas that could produce greater benefits.

## Implementation of Audit Recommendations

Audit recommendations produce improvements only if they are implemented. We cannot direct agencies to implement our recommendations and audit standards would prohibit such a requirement. Nonetheless, agencies will implement recommendations that are based on a persuasive case for change, and the larger the benefits the more likely our recommendations will be implemented. We perform a series of follow-up actions to track the status of our recommendations. First, we routinely contact the agency to determine recommendation status and update our files. We also selectively perform follow-up audit work on the status of the recommendations, which we then include in a published report.

The following table shows the percent of audit recommendations that agency officials report as implemented, partially implemented, or otherwise resolved starting about one year after the report date. As we expand the scope

of our audits, with far-reaching recommendations to improve management, their implementation would likely take more than a year. For this reason, and because these recommendations often have a much larger impact on an agency's mission or bottom line, we will continue to track each recommendation's status for a period of three years. In keeping with this approach, we are now reporting the cumulative percentage of recommendations implemented for a period of three fiscal years.

Fiscal Year	Percent of Audit Recommendations Implemented
FY 2002-03	83%
FY 2003-04	87%
FY 2004-05	85%
FY 2005-06	85%
FY 2006-07	65%
FY 2007-08	72%
FY 2008-09	86%
FY 2009-10	79%
FY 2010-11	86%
FY 2011-12	82%

## ***Strategic Issues***

### **Capstone reports**

These reports will synthesize results from multiple audit reports to describe 'core' issues facing our state. Our intention is to make connections and identify themes for legislators and the public that cross agency and jurisdictional boundaries. The most intractable, systemic problems can often benefit from a broad-scope, independent analysis that identifies multiple, coordinated actions for solutions.

### **Ten Flags Report**

This report flags ten topics from our audits that could either deeply harm the state, or could help the state address its problems. Topics include the financial condition of the counties, workforce development, statewide accounting practices, and barriers in the public education system.

### **Communicating results**

Our new technologies also allow us to more clearly explain our audit results with richer graphing abilities and data detail. This can help general readers quickly grasp the important issues, while readers with specific interests can delve more deeply into topics. Better communicating our audit results helps Oregon government be more transparent, and helps readers better understand the complex problems that agencies face.

SECRETARY OF STATE  
AUDITS DIVISION  
ESSENTIAL PACKAGES

1. **Purpose** - Essential Packages adjust the base budget to reflect the agency's 2015-17 current service level requirements.
2. **How Achieved** – The following Essential Packages adjust the Audits base budget to reflect 2015-17 current service level requirements.

010 – Adjusts projected vacancy factor budget savings expected from staff turnover in the 2015-17 biennium. The package also adjusts the costs of non-PICS personal services items not included in the PICS generated total. Non-PICS personal services items include debt service on the Pension Obligation Bonds (POB). The package increases Other Funds \$91,520.

031 – Provides a general inflation increase for Services and Supplies costs. The package also adjusts State Government Service charges to reflect 2015-17 changes. The package increases Other Funds \$203,268.

032 – Above standard inflation for Professional Services and IT Professional Services. The package increases Other Funds \$4,740.

3. **Staffing Impact** - None.
4. **Revenue Source** – Other Funds is increased \$299,528.

## **Audits Division**

### **Policy Package 400- Audit Positions**

#### **Purpose**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Audits Division is to hold government accountable and support improvement.

The purpose of this package is to align our organization with present-day audit needs by requesting:

1. The reclass of three positions to higher than entry level; and
2. Permanent position authority for three new positions.

This package will better address the demands for complex analytical audit techniques, as well as the increased need for information systems audits. The package allows the Division to better achieve its mission to “protect the public interest and improve Oregon government.”

We are requesting the reclass of three positions and the three additional positions to address our need to attract and retain personnel with more sophisticated training and experience in auditing software and information system auditing.

Oregon has many outdated computer systems that need replacement. Outdated systems increase operating and maintenance costs, reduce the efficiency of service provision to the public, and are also more vulnerable to serious security threats. Updating these systems is a daunting, high-cost endeavor with a low success rate. Periodic audits of the existing systems will identify key areas of risk as well as determine whether they function as intended. Breaches of security can result in substantial costs to the state and expose its clients to identify theft, fraud, and privacy violations.

The Secretary of State’s Audits Division has instituted modern auditing techniques in its financial, information technology, and performance audit efforts. As software and technologies have become more sophisticated, the

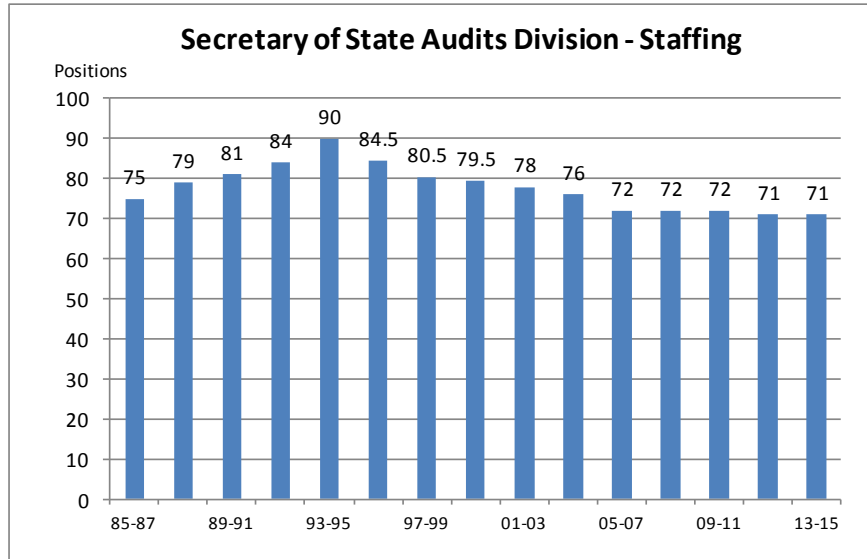
auditors rely less on the simple tools of reviewing documents, sampling, and manual error-checking. Instead they often apply sophisticated ‘big data’ software tools to agency information systems to review all records and examine particular records with unusual characteristics. It is not unusual for an audit finding to rely upon our analysis of several million transactions. In addition, information systems require more scrutiny of applications and controls to ensure that data is reliable and secured against intrusion.

This package would reclass three positions to higher than entry level. Well trained government auditors are often recruited by other agencies or the private sector. This reclassification reflects both the increased knowledge, skills, and abilities associated with these positions and also the need to retain quality auditors working in the public interest.

**Reclass Positions**

	<b>Position #</b>	<b>Title After Reclassification</b>	<b>Current Classification</b>	<b>1Jul15 Classification</b>	<b>Reclass Type</b>	<b>OF</b>
1	0007003	State Auditor 2	C5681	C5682	Upward	-
2	0007006	State Auditor 2	C5681	C5682	Upward	-
3	0007008	State Auditor 2	C5681	C5682	Upward	-
	Total Costs for Reclassed Positions					-

This package would also fund an additional 2-person information systems audit team, and one additional performance auditor position to address our larger scope audits. The addition of three new positions would reverse a 20-year trend in audit staffing. The number of authorized auditor positions in the Audits Division is less than at any point in the past 20 years. With efficiencies and greater use of technology, the division has been able to reduce its authorized position count from 90 in the 1993-95 Biennium to only 71 in the current biennium, of which 69 are auditors.



**New Positions**

	<b>Position #</b>	<b>Title</b>	<b>Action</b>	<b>Classification</b>	<b>Type</b>	<b>OF</b>
1	1507001	State Auditor 2	Establish	C5682	PF	160,606
2	1507002	State Auditor 2	Establish	C5682	PF	160,606
3	1507003	State Auditor 3	Establish	C5683	PF	201,403
Total Personal Services						522,615

**State Auditor 2 - Positions 1507001 and 1507002**

These new positions will have more tools, techniques, analytical skills and experience to meet modern day auditing requirements.

One position would increase our information technology auditing personnel and the other would allow us to tackle more audits that address larger scope issues, involving multiple state and local jurisdictions. Greater scrutiny of information systems is needed as agencies increasingly rely on computers for managing their clients, assets, and finances. The security and integrity of those information systems is critical, especially as their complexity is compounded.

An additional performance auditor can allow us to deploy a larger team to address multi-jurisdictional issues. Greater coordination and collaboration of state and local governments can often increase outcomes for Oregonians, but audits require more time and staff to conduct fieldwork at multiple locations across the state.

### **State Auditor 3 - Position 1507003**

This position will be a lead auditor of a two-person Information Technology team to audit general and applications controls over agency systems. Current staffing levels allow us to field two IT audit teams, and approval of this package would provide for a third team.

### **How Achieved-**

#### *Reclasses -*

This package reclasses three positions from entry level to State Auditor 2, to address the increased need for applied skills and experience in both financial and performance auditing. As standards become more complex, the application of government auditing and accounting principles imposes more requirements on Division personnel. Further, advanced data analysis techniques are a common tool for modern day auditors. This collection of knowledge, skills, and experience is not taught in higher education and must be acquired through Division training and coaching. Retention also becomes a consideration because well-trained government auditors are often recruited by other agencies and the private sector, robbing the Division of its investment to build a competent workforce.



*New Positions -*

The 2 additional State Auditor 2 positions 1 additional State Auditor 3 position in the proposal would expand the Division's capacity to audit agency information systems as well as tackle larger scope performance topics.

Upon budget approval, the Division would initiate a recruitment for the information technology positions. The performance audit position would be filled in the annual recruitment which occurs in October.

The Audits Division relies upon a more capable workforce to meet those expectations for increased use of sophisticated audit tools and higher efficiencies. The composition of the current budgeted organization is overly weighted to entry level positions, which reduces the Division's ability to attract and retain audit team members who can perform the work. Five entry level positions will be retained for hiring college graduates with little or no work experience.

Contracting out audits has been a routine strategy for some division responsibilities and was one alternative considered. For IT auditing, there is substantial value in acquiring and retaining a working knowledge of state information systems and operations that allows teams to more quickly dig into complex systems. Agencies also benefit when auditors arrive better informed. The high cost of competent IT auditors also reduces the appeal of this alternative, Division auditors can tackle more complex multi-agency topics, and provide greater follow-up to ensure recommendations are implemented.

**Staffing Impact-**

Establish three positions. 3 Positions – 3 FTE.

## **Quantifying Results-**

The addition of two IT auditor positions will increase the number of applications and controls audits we can conduct. Typically these audits require two personnel about 8 months to evaluate and report whether key controls over the computing environment ensure that transactions are complete, accurate and valid during input, processing and output. We currently have two audit teams. The extra positions will result in three additional IT audits per biennium.

The benefit of their efforts will either be greater confidence in the security or integrity of our computer systems, or specific areas of vulnerability needing attention. Detecting these kinds of problems before they occur can save the state immeasurable amounts of money and distress.

The third requested auditor position will allow us to supplement a performance audit team, depending upon needs. We have generally shifted from three-person to more two-person audit teams to increase our efficiency, though it may take longer to complete the audit. We now only field three-person teams when we have a new hire, or a particularly broad-scope audit. An additional three-person team can help us extend our work into the efforts of counties, school districts and other jurisdictions that receive state funding. These can translate into more recommendations that improve Oregon and local government services to the public.

## **Revenue Source**

\$548,940 Other Funds.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
 Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Audits Division  
 Cross Reference Number: 16500-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Pension Obligation Bond	-	-	69,143	-	-	-	69,143
Mass Transit Tax	-	-	4,100	-	-	-	4,100
Vacancy Savings	-	-	18,277	-	-	-	18,277
<b>Total Personal Services</b>	-	-	<b>\$91,520</b>	-	-	-	<b>\$91,520</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	91,520	-	-	-	91,520
<b>Total Expenditures</b>	-	-	<b>\$91,520</b>	-	-	-	<b>\$91,520</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(91,520)	-	-	-	(91,520)
<b>Total Ending Balance</b>	-	-	<b>(\$91,520)</b>	-	-	-	<b>(\$91,520)</b>

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted  
 Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 031 - Standard Inflation

Cross Reference Name: Audits Division  
Cross Reference Number: 16500-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	-	-	-	-	-	-	-
<b>Total Revenues</b>	-	-	-	-	-	-	-
<b>Services &amp; Supplies</b>							
Instate Travel	-	-	1,311	-	-	-	1,311
Out of State Travel	-	-	954	-	-	-	954
Employee Training	-	-	3,182	-	-	-	3,182
Office Expenses	-	-	2,232	-	-	-	2,232
Telecommunications	-	-	6,144	-	-	-	6,144
State Gov. Service Charges	-	-	116,366	-	-	-	116,366
Data Processing	-	-	4,100	-	-	-	4,100
Publicity and Publications	-	-	534	-	-	-	534
Professional Services	-	-	47,214	-	-	-	47,214
IT Professional Services	-	-	198	-	-	-	198
Attorney General	-	-	15,082	-	-	-	15,082
Employee Recruitment and Develop	-	-	486	-	-	-	486
Dues and Subscriptions	-	-	128	-	-	-	128
Other Services and Supplies	-	-	1,408	-	-	-	1,408
Expendable Prop 250 - 5000	-	-	685	-	-	-	685
IT Expendable Property	-	-	3,244	-	-	-	3,244
<b>Total Services &amp; Supplies</b>	-	-	<b>\$203,268</b>	-	-	-	<b>\$203,268</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 031 - Standard Inflation

Cross Reference Name: Audits Division  
Cross Reference Number: 16500-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Total Expenditures</b>							
Total Expenditures	-	-	203,268	-	-	-	203,268
<b>Total Expenditures</b>	-	-	<b>\$203,268</b>	-	-	-	<b>\$203,268</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(203,268)	-	-	-	(203,268)
<b>Total Ending Balance</b>	-	-	<b>(\$203,268)</b>	-	-	-	<b>(\$203,268)</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Audits Division  
Cross Reference Number: 16500-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Professional Services	-	-	4,721	-	-	-	4,721
IT Professional Services	-	-	19	-	-	-	19
<b>Total Services &amp; Supplies</b>	-	-	<b>\$4,740</b>	-	-	-	<b>\$4,740</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	4,740	-	-	-	4,740
<b>Total Expenditures</b>	-	-	<b>\$4,740</b>	-	-	-	<b>\$4,740</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(4,740)	-	-	-	(4,740)
<b>Total Ending Balance</b>	-	-	<b>(\$4,740)</b>	-	-	-	<b>(\$4,740)</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 060 - Technical Adjustments

Cross Reference Name: Audits Division  
Cross Reference Number: 16500-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Telecommunications	-	-	(144,794)	-	-	-	(144,794)
Data Processing	-	-	(71,664)	-	-	-	(71,664)
IT Professional Services	-	-	258,096	-	-	-	258,096
Attorney General	-	-	(28,550)	-	-	-	(28,550)
Employee Recruitment and Develop	-	-	(6,198)	-	-	-	(6,198)
Dues and Subscriptions	-	-	1,740	-	-	-	1,740
Other Services and Supplies	-	-	(8,630)	-	-	-	(8,630)
<b>Total Services &amp; Supplies</b>	-	-	-	-	-	-	-
<b>Total Expenditures</b>							
Total Expenditures	-	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-	-
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Secretary of State**  
**Pkg: 400 - New Auditor Positions**

**Cross Reference Name: Audits Division**  
**Cross Reference Number: 16500-007-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	-	-	348,912	-	-	-	348,912
Empl. Rel. Bd. Assessments	-	-	132	-	-	-	132
Public Employees' Retire Cont	-	-	55,093	-	-	-	55,093
Social Security Taxes	-	-	26,693	-	-	-	26,693
Worker's Comp. Assess. (WCD)	-	-	207	-	-	-	207
Flexible Benefits	-	-	91,584	-	-	-	91,584
<b>Total Personal Services</b>	-	-	<b>\$522,621</b>	-	-	-	<b>\$522,621</b>
<b>Services &amp; Supplies</b>							
Instate Travel	-	-	1,902	-	-	-	1,902
Employee Training	-	-	5,706	-	-	-	5,706
Office Expenses	-	-	5,706	-	-	-	5,706
Telecommunications	-	-	7,608	-	-	-	7,608
Publicity and Publications	-	-	954	-	-	-	954
Employee Recruitment and Develop	-	-	1,587	-	-	-	1,587
Dues and Subscriptions	-	-	954	-	-	-	954
Facilities Rental and Taxes	-	-	-	-	-	-	-
Other Services and Supplies	-	-	1,902	-	-	-	1,902
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
<b>Total Services &amp; Supplies</b>	-	-	<b>\$26,319</b>	-	-	-	<b>\$26,319</b>

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013



**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 400 - New Auditor Positions

Cross Reference Name: Audits Division  
Cross Reference Number: 16500-007-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Total Expenditures</b>							
Total Expenditures	-	-	548,940	-	-	-	548,940
<b>Total Expenditures</b>	-	-	<b>\$548,940</b>	-	-	-	<b>\$548,940</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(548,940)	-	-	-	(548,940)
<b>Total Ending Balance</b>	-	-	<b>(\$548,940)</b>	-	-	-	<b>(\$548,940)</b>
<b>Total Positions</b>							
Total Positions							3
<b>Total Positions</b>	-	-	-	-	-	-	<b>3</b>
<b>Total FTE</b>							
Total FTE							3.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>3.00</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

PACKAGE: 400 - New Auditor Positions

POSITION NUMBER	CLASS	COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
0007003	WSU	C5681	AA STATE AUDITOR 1	1-	1.00-	24.00-	07	4,603.00		110,472- 56,535-			110,472- 56,535-
0007003	WSU	C5682	AA STATE AUDITOR 2	1	1.00	24.00	03	4,603.00		110,472 56,535			110,472 56,535
0007006	WSU	C5681	AA STATE AUDITOR 1	1-	1.00-	24.00-	07	4,603.00		110,472- 56,535-			110,472- 56,535-
0007006	WSU	C5682	AA STATE AUDITOR 2	1	1.00	24.00	03	4,603.00		110,472 56,535			110,472 56,535
0007008	WSU	C5681	AA STATE AUDITOR 1	1-	1.00-	24.00-	06	4,387.00		105,288- 55,321-			105,288- 55,321-
0007008	WSU	C5682	AA STATE AUDITOR 2	1	1.00	24.00	02	4,387.00		105,288 55,321			105,288 55,321
1507001	WSU	C5682	AA STATE AUDITOR 2	1	1.00	24.00	02	4,387.00		105,288 55,321			105,288 55,321
1507002	WSU	C5682	AA STATE AUDITOR 2	1	1.00	24.00	02	4,387.00		105,288 55,321			105,288 55,321
1507003	WSU	C5683	AA STATE AUDITOR 3	1	1.00	24.00	02	5,764.00		138,336 63,067			138,336 63,067
TOTAL PICS SALARY										348,912			348,912
TOTAL PICS OPE										173,709			173,709
TOTAL PICS PERSONAL SERVICES =				3	3.00	72.00				522,621			522,621

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

Secretary of State  
2015-17 Biennium

Agency Number: 16500  
Cross Reference Number: 16500-007-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Charges for Services	19,579,331	23,850,627	23,850,627	26,385,520	-	-
Other Revenues	363	-	631,241	-	-	-
Transfer Out - Intrafund	(5,325,548)	(5,828,264)	(5,828,264)	(6,032,013)	-	-
<b>Total Other Funds</b>	<b>\$14,254,146</b>	<b>\$18,022,363</b>	<b>\$18,653,604</b>	<b>\$20,353,507</b>	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Legislatively Approved	2015-17		
						Agency Request	Governor's Recommended	Legislatively Adopted
Charges for Services	OTH	0410	19,579,331	23,850,627	23,850,627	26,385,520		
Other Revenues	OTH	0975	363		631,241			
Transfers Out-Intrafund	OTH	2010	(5,325,548)	(5,828,264)	(5,828,264)	(6,032,013)		
<b>Total Other Funds</b>			<b>14,254,146</b>	<b>18,022,363</b>	<b>18,653,604</b>	<b>20,353,507</b>		

Agency Request

Governor's Recommended

Legislatively Adopted

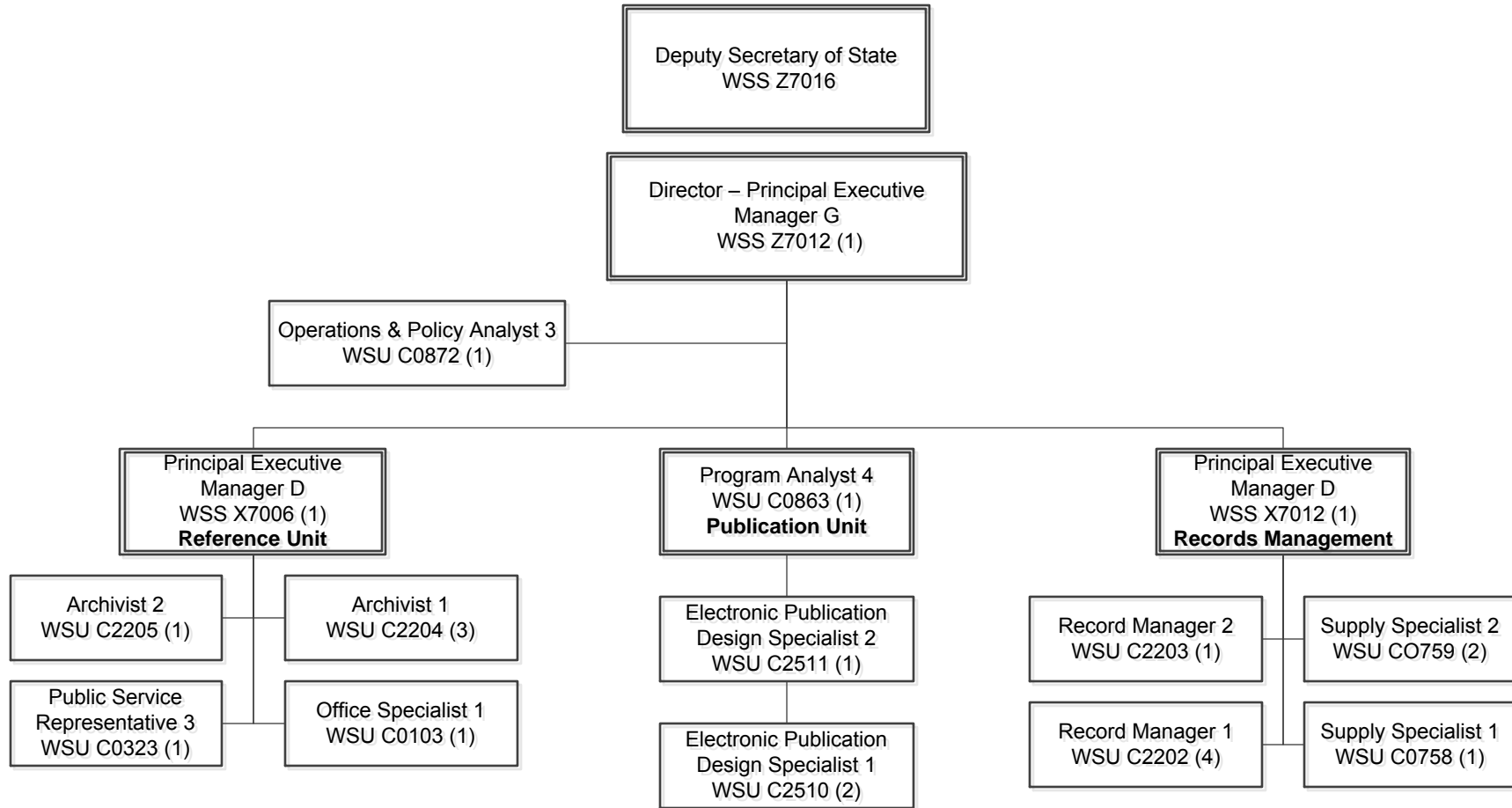
Budget Page \_\_\_\_\_

# Office of the Secretary of State



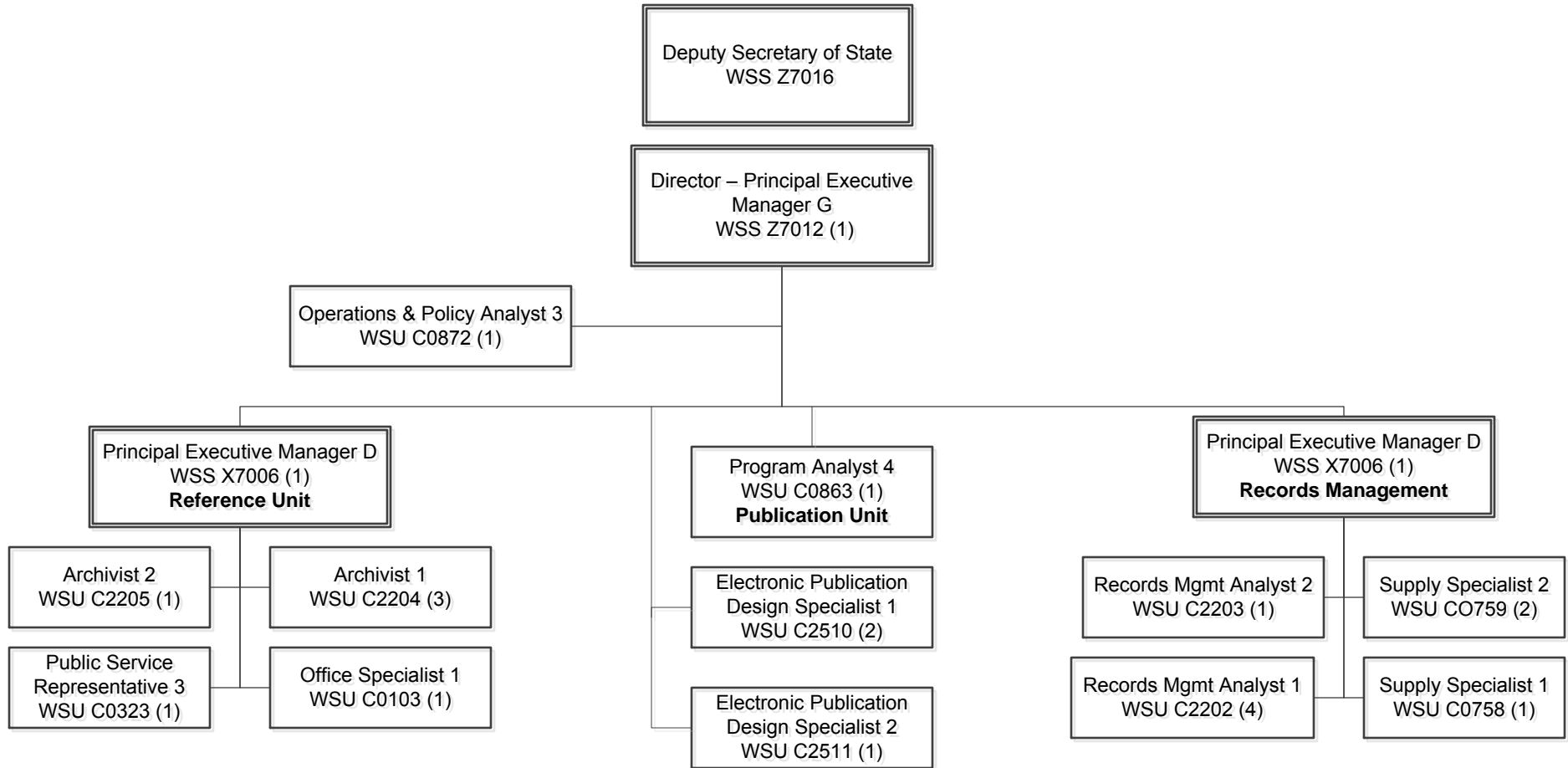
## Archives Division 2015-17 Agency Request Budget

Archives Division  
 Organization Chart  
 2013-15 Biennium



FTE 22.00 Archives

Archives Division  
 Organization Chart  
 2015-17 Biennium



FTE 22.00 Archives

## **ARCHIVES DIVISION**

### **Mission and Legal Authority**

The Archives Division manages and provides access to the State's information. The Division identifies, preserves, and provides access to the permanently valuable records of Oregon government and provides records management advice and assistance to all levels of Oregon government to facilitate the prompt disposition of records. We write standards for the appropriate use of technology and media to ensure that information is accessible for as long as it is required by the authorized records retention schedule. The Archives Division manages the Oregon Records Management Solution available to all Oregon government agents to manage their electronic and paper record in a single solution that is systematic and routine; operates the State Records Center, providing inexpensive storage of State agency records; and operates the Security Copy Depository, providing a secure, climate-controlled storage area for State agencies' and political subdivisions' microfilm. We also accept for filing the State's "Official Documents" required to be filed with the Secretary of State and staff and manage the State Historical Records Advisory Board. Additionally, the Archives Division accepts for filing and is responsible for receiving, verifying, processing, publishing and maintaining all State agencies' and boards' and commissions' administrative rules, and publishes the Oregon Blue Book. The Archives Division operates under the authority of ORS 192.001-192.170; ORS 357.805-357.895; ORS 171.407, 171.420-171.430; ORS 177.120; and ORS 183.325-183.362.

## **Revenue**

### **Other Fund Revenue**

The Division has five programs funded by Other Fund revenues: the State Archives, State Records Center, Microfilm Storage (aka Security Depository), Oregon Administrative Rules, and Oregon Blue Book. The Division has established fees for services that help defray the cost of public reference to archival records. The Division publishes an annual Oregon Administrative Rules Compilation, which is sold for \$650. The Oregon Blue Book program is funded through the sales of the book. The 2013 sale price is \$18.00 per book. Starting in July 2009, the Publications Unit began being funded by an assessment process that is based on the number of rule notices filed by an agency and the number of pages that the agency's rules occupy in the annual compilation. The State Records Center is funded through an assessment process to State agencies based on their cubic storage space at the State Records Center. State Records Center Other Fund Revenues for 2015-17 is projected to be \$1,414,527. The Security Copy



charges a per reel based fee to State and local government agencies for environmentally secure storage of security microfilm. This fee covers the rent on the Archives Building charged to other funds and one full time employee responsible for managing the Depository. Security Depository Other Fund Revenues for 2015-17 is projected to be \$266,908.

The Division also receives \$30,000 in Federal Funds, through grants provided by the National Historical Publications and Records Commission. The State Historical Records Advisory Board grant is a continuing grant.

### **Miscellaneous Receipts**

Public and State agency customers have a need for copies of important documentation. Nominal charges are set for these services. The Archives also sold calendars depicting scenic images of Oregon taken by staff and cloth grocery bags illustrated with historic trademarks to help bolster Miscellaneous Receipts. In accordance with ORS 283.250, a miscellaneous receipts account is established at the State Treasury.

### **Customers and Business Drivers**

The Archives Division is divided into three units: Reference (including Official Documents), Records Management (which includes the Oregon Records Management Solution, the State Records Center and Security Copy Depository), and Publications. In addition, the State Archives is responsible for managing and staffing the State Historical Records Advisory Board, which is charged with working to protect all of the state's historical resources by providing advice and assistance as well as working with the State Heritage Commission, State Library and State Archives to all historical societies, museums and Archives in the State. All programs are overseen by the State Archivist.

## **Program Activities**

### **Reference**

The Reference Unit acts as the State's information broker by maintaining and providing access to Oregon's permanently valuable records. Government agencies, attorneys, genealogists and family historians and the general public are all regular customers of the Archives Division's Reference Unit and use a variety of records including those of the legislature, elected officials, state agencies and local governments. Many of these records are used in a traditional manner such as proving legislative intent or tracing a family's history. However, the records in the Archives have also been used to do such things as market Oregon, help other states develop programs or legislation initially developed in Oregon, write or illustrate books and publications and even to decorate homes and offices.

Reference activities are driven by demand for services. Demand is a result of customer need and awareness of service availability. These variables are managed by providing more information about resources to customers, primarily on the Internet, and by providing more opportunity for customers to choose their own service. For example, customers can choose to serve themselves in the initial stages of an inquiry by using Internet searches and requesting information be sent via e-mail or fax. Reference also promotes the records stored in the Archives by creating and posting many elaborate exhibits that not only provide users a glimpse into our holdings but to those in other repositories as well. The Reference Unit has also created and monitors a list-serv (OR-ROOTS) that gives customers a forum to exchange information about Oregon and its rich history. The list-serv has helped to structure requests for services and ensures a prompt and accurate response. All of the services provided by this Unit are designed to promote government transparency.

### **Records Management**

The Records Management Unit is the State's information manager. The Unit is responsible for writing records retention schedules to assist agencies in keeping information only as long as it is beneficial to the citizens of Oregon; provides advice and assistance on a variety of Records Management issues; develops standards relating to information and technology delivering and storing information; trains State and local governments in the proper management of information; and operates the State Records Center and Security Copy Depository. The Records Management Unit has been instrumental in the implementation and management of the agency's Electronic Records Management System and in implementing the Oregon Records Management Solution (ORMS), the statewide electronic records management system currently being offered to all levels of government as a Software

as a Service solution. The following agencies are implementing ORMS: Public Utilities Commission; Dept. of Energy – ARRA and Facility Sitings; Secretary of State, Governor’s Office, Dept. of Environmental Quality, Dept. of Land Conservation and Development, Dept. of Administrative Services – Chief Operating Officer’s office, Dept. of Education – Early Learning Division and Board of Pharmacy; cities of Beaverton, Milwaukie, West Linn, Dundee, St. Helen’s, Hillsboro, and Oregon City; Tillamook County, Douglas County – Reedsport Justice Court, Sherwood School District, and Tualatin Hills Park and Recreation.

The Unit relies on in person contact and the internet to do much of its work. It was the first program in the country to use web-based training applications and currently is using virtual machines to help with the implementation of ORMS, saving time and money on travel. Other tools on our website include manuals for disaster preparedness and training, e-mail management, micrographics and digital imaging; and records retention schedules for all state agencies and local governments. The Unit continues to write records retention schedules for many state and local government agencies and has developed and is offering to State agencies a process for and assistance in creating agency file structures for use in implementing an Electronic Records Management System (ERMS). The scheduling process and database inventory continues to be time-efficient; creates a better product that includes all public records created by the Agency, including electronic records; is easier for the Agency to use; and allows us to see what information currently resides in databases and how these databases are being maintained and managed.

The Unit has also participated in statewide and national committees on technology and records related issues including social media, electronic records management and a public records.

Finally, the Unit finished up their National Historical Publications and Records Commission grant to put the Governor’s Office into the Oregon Records Management Solution (ORMS) and to do a feasibility study with Washington State on sharing the Oregon Records Management Solution (ORMS), and their Digital Archives in Cheney, WA. This grant ended June 30, 2014 and the final report which includes why ORMS can be used by other states and agencies outside of Oregon.

### *State Records Center*

The State Records Center, which is part of the Records Management Unit, provides low-cost, high-density storage for inactive records of State agencies. The unit provides access to records stored at the State Records Center only to the agency that deposited them. Despite a 2 FTE staff, the Records Center services requests (average of 130 per day) on 90,000 cubic feet of records, within a 24 hour period and with a 100% accuracy rate.

### *Security Copy Depository*

The Security Copy Depository which is also a part of the Records Management Unit, stores and manages over 178,000 rolls of security microfilm for state agencies and political subdivisions. Microfilm is inspected, stored, retrieved, and refiled at the request of the Depository's customers.

### **Publications**

The Publications Unit serves state agencies by receiving, verifying, processing and filing administrative rules; publishes monthly, an electronic Oregon Bulletin which contains notices and full text of rulemaking actions by an agency and an update to the compilation of effective Administrative Rules; publishes annually in paper and electronically the Annual Oregon Administrative Rule Compilation and provides access to Administrative Orders. The Unit serves the legal community by publishing an annual, hard copy compilation of all of the administrative rules for State agencies and boards and commissions and by providing advice and assistance in researching previous versions of administrative rules. The Unit serves the general public by providing access to administrative rules and by providing notification of rulemaking in a free and continuously updated on-line version of Oregon's Administrative Rules.

The Unit is also responsible for compiling and publishing the print version of the Oregon Blue Book on a biennial basis, as well as the free, enhanced, web version of the Blue Book that is continuously updated.

### **Challenges**

#### **Reference**

- Written, phone and e-mail requests are answered within five days of receipt.
- Official Document filings are processed within one day of receipt.
- Permanently valuable records are transferred from the creating agency to the State Archives, preserved (e.g. re-housed and stored in a proper environment) and made accessible to researchers in a timely manner.
- Technological Obsolescence.
- Legislative Records
- Archives stack areas are nearing capacity.

### **Actions Taken**

- Policies and procedures have been updated to ensure compliance to our standard.
- Increase use of technology to assist, not only in locating records, but in making more information available online to aid our users.
- Volunteers, interns and student workers are utilized to enhance services provided.
- Implemented Phase 1 of transitioning from traditional shelving to compact shelving and has a POP in for funding of Phase 2.
- Incorporated Web 2.0 capabilities, namely Twitter and Facebook. These additional capabilities allow patrons and staff to utilize social media and patrons to interact with Archives staff. Postings include a regular feature of “Photo of the Day,” and posting of historical records of importance to Oregon. We have included a feature in our electronic records management system called “Web Drawer” which allows almost immediate access to records classified as “level 1” in the State’s asset classification system. This is also how we are providing access to the digital audio tapes of the legislative sessions.
- Working with Legislative Administration to move current and past legislative audio, minutes and exhibits from the Legislative web pages to the Archives ORMS for access and storage.

### **Records Management**

- Need for a statewide solution for managing electronic information at all levels of government
- Need to update special retention and disposition schedules on a five-year cycle.
- Need to update our general schedules issued as OARs on a five-year cycle.
- The ever increasing demand for advice and assistance by state and local agencies on a variety of Records Management issues, especially those relating to electronic records (I.e. use, access, retention, ownership, social media, etc.)
- Ever changing standards and retention requirements set at the national, state and local level that affect how records are kept and for how long.
- Getting State and local government employees to understand their responsibilities as a public employee as it relates to public records.

### *State Records Center*

- Requests for records are filled within 24 hours of receipt.
- Records are destroyed as soon as their authorized retention period has been met.

### *Security Copy Depository*

- Requests for microfilm are filled within 24 hours of receipt.
- Each roll of microfilm is inspected to ensure compliance with national and international standards that have been adopted by the Archives Division.

### **Actions Taken**

- Implementing and managing the Oregon Records Management Solution on a statewide basis. This solution gives state and local governments (currently 20) an efficient and cost-effective approach to managing their electronic records.
- Participated in national standards committees to develop solutions for the ever-developing technology industry. Completed participation on the National Standard for Social Media (Web 2.0) and subsequent white paper as well as the national Statewide Electronic Records Initiative Steering Committee.
- Training State and local government agencies on their responsibilities as a public employee as it relates to public records.
- Expanded the State Records Center capacity.
- Updating schedules to ensure that public records are only kept for as long as they are necessary to meet fiscal, legal, administrative and historical requirements. Using social media to provide wider access to information relating to public records and taking advantage of tools such as “Go to Meeting” to provide training virtually saving time and expenses associated with travel.

## **Publications**

Statutorily set publication deadlines are met despite the ever-increasing volume of Administrative Rules and Notices being filed on a monthly basis (approximately 1413 permanent and temporary Rules). State Agency Rules Coordinators are provided advice and assistance by telephone, on-site visits and email about filing requirements and procedures, and if necessary, referred to legal counsel.

The Oregon Blue Book is edited and revised every odd numbered year according to a strict publication schedule and the enhanced on-line version is updated daily.

## **Actions Taken**

- “Leaned” out the Rules filing and publication processes to be more efficient
- Currently evaluating and re-building the applications for Rules filing and publication focusing on web publication rather than print.
- Training State agency rules coordinators so that they better understand the requirements of their position as it relates to Administrative Rules.
- Continuation of QR Codes and placed in 17 state parks connecting the park location to facts found in the Oregon Blue Book.
- The Internet version of the Oregon Blue Book will continue to evolve as an initial access point for information about Oregon government. Links to State agency websites and standardized, consistent and reliable information about government programs will help citizens navigate through what could be a maze of information.
- Enhancing the print version of the Oregon Blue Book to make it more marketable.
- Continuing to upgrade our website to incorporate web 2.0 capabilities.

## **Measurements**

The Archives Division evaluates its performance on an annual basis through a survey that measures the satisfaction of its customers, both public and government. The Archives Division also monitors access to its information online and to its physical holdings, and keeps track of web activity when new information is posted.

SECRETARY OF STATE  
ARCHIVES DIVISION  
ESSENTIAL PACKAGES

1. **Purpose** - Essential Packages adjust the base budget to reflect the agency's 2015-17 current service level requirements.
2. **How Achieved** – The following Essential Packages adjust the Archives base budget to reflect 2015-17 current service level requirements.

010 – Adjusts projected vacancy factor budget savings expected from staff turnover in the 2015-17 biennium. The package also adjusts the costs of non-PICS personal services items not included in the PICS generated total. Non-PICS personal services items include debt service on the Pension Obligation Bonds (POB). The package increases Other Funds \$20,946.

022 – This package phases-out \$500,000 in Other Funds for one-time funding for compact shelving approved within the 2013-15 budget.

031 – Provides a general inflation increase for Services and Supplies costs. The package also adjusts State Government Service charges to reflect 2015-17 changes. The package increases Other Funds \$74,297 and Federal Funds \$5,066.

032 – Above standard inflation for Professional Services and IT Professional Services. The package increases Other Funds \$693 and Federal Funds \$389.

3. **Staffing Impact** - None.
4. **Revenue Source** – Other Funds is decreased (\$404,064) and Federal Funds is increased \$5,455.



## **Archives Division**

### **Policy Package 121 – Archives Compact Shelving**

#### **Purpose**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Archives Division is to manage and promote access to information while protecting and celebrating Oregon's historic legacy. The Secretary of State's Archives Division houses the permanently valuable records of all levels of Oregon Government. The Archives Building opened in December 1991, with a storage capacity of approximately 50,000 cubic feet of storage space. At the time of construction, the building was designed to switch out to compact/high density storage at a future date when the Archives reached capacity. Today, the Archives is storing 45,000+ cubic feet of historical records, nearing its total capacity. During the 2013 legislative session, the Archives Division was given \$500,000 to complete Phase 1 of this transition which will be completed in August – September 2014.

This package represents Phase 2 of the transition and requests a special assessment to cover the costs to change out the Archives traditional shelving with high density compact shelving.

#### **How Achieved-**

Agencies would be assessed a rate determined by FTE included in the 2015-17 Price List.

#### **Staffing Impact**

None

#### **Quantifying Results-**

The Archives Division's traditional shelving is nearing capacity, occupying over 45,000 cubic feet of the approximately 50,000 cubic feet. By replacing the traditional shelving with high density compact shelving the storage capacity is nearly doubled and will allow the Archives Division to manage the increased volume of records stored permanently by the Division. We are proposing to replace the traditional shelving in phases. The first phase was funded during the 2013 legislative session and will be completed in August-September, 2014, with half of the first floor being changed to high

density/compact shelving. Our funding needs were based on a 2010 Request for Information with projected costs associated with this move at \$2 million. That figure is still valid, especially since we were able to use the existing shelving for a cost savings of \$100,000. This package is asking for funding to complete the transition to high density/compact shelving for the remaining half of the first floor during the 2015-2017 biennium. Completion of the 1<sup>st</sup> floor of the Archives Building will increase storage capacity by 45%.

**Revenue Source**

The Package is funded with \$500,000 Other Funds.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
 Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Archives Division  
 Cross Reference Number: 16500-012-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Pension Obligation Bond	-	-	14,057	-	-	-	14,057
Mass Transit Tax	-	-	1,344	-	-	-	1,344
Vacancy Savings	-	-	5,545	-	-	-	5,545
<b>Total Personal Services</b>	-	-	<b>\$20,946</b>	-	-	-	<b>\$20,946</b>
<b>Services &amp; Supplies</b>							
Facilities Rental and Taxes	-	-	-	-	-	-	-
<b>Total Services &amp; Supplies</b>	-	-	-	-	-	-	-
<b>Total Expenditures</b>							
Total Expenditures	-	-	20,946	-	-	-	20,946
<b>Total Expenditures</b>	-	-	<b>\$20,946</b>	-	-	-	<b>\$20,946</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(20,946)	-	-	-	(20,946)
<b>Total Ending Balance</b>	-	-	<b>(\$20,946)</b>	-	-	-	<b>(\$20,946)</b>

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
 Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Archives Division  
 Cross Reference Number: 16500-012-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Capital Outlay</b>							
Office Furniture and Fixtures	-	-	(500,000)	-	-	-	(500,000)
<b>Total Capital Outlay</b>	-	-	<b>(\$500,000)</b>	-	-	-	<b>(\$500,000)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(500,000)	-	-	-	(500,000)
<b>Total Expenditures</b>	-	-	<b>(\$500,000)</b>	-	-	-	<b>(\$500,000)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	500,000	-	-	-	500,000
<b>Total Ending Balance</b>	-	-	<b>\$500,000</b>	-	-	-	<b>\$500,000</b>

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted  
 Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 031 - Standard Inflation

Cross Reference Name: Archives Division  
Cross Reference Number: 16500-012-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Temporary Appointments	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
<b>Total Personal Services</b>	-	-	-	-	-	-	-
<b>Services &amp; Supplies</b>							
Instate Travel	-	-	195	263	-	-	458
Out of State Travel	-	-	487	325	-	-	812
Employee Training	-	-	37	-	-	-	37
Office Expenses	-	-	3,437	246	-	-	3,683
Telecommunications	-	-	1,299	-	-	-	1,299
State Gov. Service Charges	-	-	41,911	-	-	-	41,911
Data Processing	-	-	664	-	-	-	664
Publicity and Publications	-	-	11,049	184	-	-	11,233
Professional Services	-	-	486	1,511	-	-	1,997
IT Professional Services	-	-	6,465	2,377	-	-	8,842
Attorney General	-	-	359	-	-	-	359
Employee Recruitment and Develop	-	-	1	-	-	-	1
Dues and Subscriptions	-	-	35	129	-	-	164
Fuels and Utilities	-	-	1,509	-	-	-	1,509
Other Services and Supplies	-	-	1,035	31	-	-	1,066
Expendable Prop 250 - 5000	-	-	297	-	-	-	297
IT Expendable Property	-	-	1,831	-	-	-	1,831
<b>Total Services &amp; Supplies</b>	-	-	<b>\$71,097</b>	<b>\$5,066</b>	-	-	<b>\$76,163</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 031 - Standard Inflation

Cross Reference Name: Archives Division  
Cross Reference Number: 16500-012-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Capital Outlay</b>							
Office Furniture and Fixtures	-	-	3,200	-	-	-	3,200
<b>Total Capital Outlay</b>	-	-	<b>\$3,200</b>	-	-	-	<b>\$3,200</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	74,297	5,066	-	-	79,363
<b>Total Expenditures</b>	-	-	<b>\$74,297</b>	<b>\$5,066</b>	-	-	<b>\$79,363</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(74,297)	(5,066)	-	-	(79,363)
<b>Total Ending Balance</b>	-	-	<b>(\$74,297)</b>	<b>(\$5,066)</b>	-	-	<b>(\$79,363)</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Archives Division  
Cross Reference Number: 16500-012-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Professional Services	-	-	48	151	-	-	199
IT Professional Services	-	-	645	238	-	-	883
<b>Total Services &amp; Supplies</b>	-	-	<b>\$693</b>	<b>\$389</b>	-	-	<b>\$1,082</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	693	389	-	-	1,082
<b>Total Expenditures</b>	-	-	<b>\$693</b>	<b>\$389</b>	-	-	<b>\$1,082</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(693)	(389)	-	-	(1,082)
<b>Total Ending Balance</b>	-	-	<b>(\$693)</b>	<b>(\$389)</b>	-	-	<b>(\$1,082)</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Secretary of State**  
**Pkg: 060 - Technical Adjustments**

**Cross Reference Name: Archives Division**  
**Cross Reference Number: 16500-012-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Instate Travel	-	-	12,341	-	-	-	12,341
Out of State Travel	-	-	7,721	(5,843)	-	-	1,878
Employee Training	-	-	44,604	-	-	-	44,604
Office Expenses	-	-	(39,835)	(6,692)	-	-	(46,527)
Telecommunications	-	-	456	3,700	-	-	4,156
Data Processing	-	-	(11,400)	-	-	-	(11,400)
Publicity and Publications	-	-	(110,498)	3,500	-	-	(106,998)
Professional Services	-	-	6,025	(19,064)	-	-	(13,039)
IT Professional Services	-	-	86,120	24,399	-	-	110,519
Attorney General	-	-	11,331	-	-	-	11,331
Employee Recruitment and Develop	-	-	552	-	-	-	552
Dues and Subscriptions	-	-	(146)	-	-	-	(146)
Facilities Rental and Taxes	-	-	-	-	-	-	-
Agency Program Related S and S	-	-	14,700	-	-	-	14,700
Other Services and Supplies	-	-	388	-	-	-	388
Expendable Prop 250 - 5000	-	-	4,598	-	-	-	4,598
IT Expendable Property	-	-	(26,957)	-	-	-	(26,957)
<b>Total Services &amp; Supplies</b>	-	-	-	-	-	-	-
<b>Total Expenditures</b>							
Total Expenditures	-	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-	-

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted  
 Essential and Policy Package Fiscal Impact Summary - BPR013



**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 060 - Technical Adjustments

Cross Reference Name: Archives Division  
Cross Reference Number: 16500-012-00-00-00000

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

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 121 - Phase 2 Compact Shelving

Cross Reference Name: Archives Division  
Cross Reference Number: 16500-012-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
Charges for Services	-	-	500,000	-	-	-	500,000
<b>Total Revenues</b>	-	-	<b>\$500,000</b>	-	-	-	<b>\$500,000</b>
<b>Capital Outlay</b>							
Office Furniture and Fixtures	-	-	500,000	-	-	-	500,000
<b>Total Capital Outlay</b>	-	-	<b>\$500,000</b>	-	-	-	<b>\$500,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	500,000	-	-	-	500,000
<b>Total Expenditures</b>	-	-	<b>\$500,000</b>	-	-	-	<b>\$500,000</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013

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

Secretary of State  
2015-17 Biennium

Agency Number: 16500  
Cross Reference Number: 16500-012-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Charges for Services	2,441,436	7,225,569	7,225,569	7,629,431	-	-
Sales Income	161,521	71,917	71,917	135,000	-	-
Other Revenues	-	-	118,095	-	-	-
Transfer Out - Intrafund	(81,508)	(91,171)	(91,171)	(243,180)	-	-
<b>Total Other Funds</b>	<b>\$2,521,449</b>	<b>\$7,206,315</b>	<b>\$7,324,410</b>	<b>\$7,521,251</b>	-	-
<b>Federal Funds</b>						
Federal Funds	31,721	168,869	168,869	174,324	-	-
<b>Total Federal Funds</b>	<b>\$31,721</b>	<b>\$168,869</b>	<b>\$168,869</b>	<b>\$174,324</b>	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Legislatively Approved	2015-17		
						Agency Request	Governor's Recommended	Legislatively Adopted
Charges for Services	OTH	0410	2,441,436	7,225,569	7,225,569	7,629,431		
Sales Income	OTH	0705	161,521	71,917	71,917	135,000		
Other Revenue	OTH	0975			118,095			
Transfer Out-Intrafund	OTH	2010	(81,508)	(91,171)	(91,171)	(243,180)		
<b>Subtotal Other Funds</b>			<b>2,521,449</b>	<b>7,206,315</b>	<b>7,324,410</b>	<b>7,521,251</b>		
Federal Funds	FF	0995	31,721	168,869	168,869	174,324		
<b>Total Other Funds and Federal Funds</b>			<b>2,553,170</b>	<b>7,375,184</b>	<b>7,493,279</b>	<b>7,695,575</b>		

Agency Request

Governor's Recommended

Legislatively Adopted

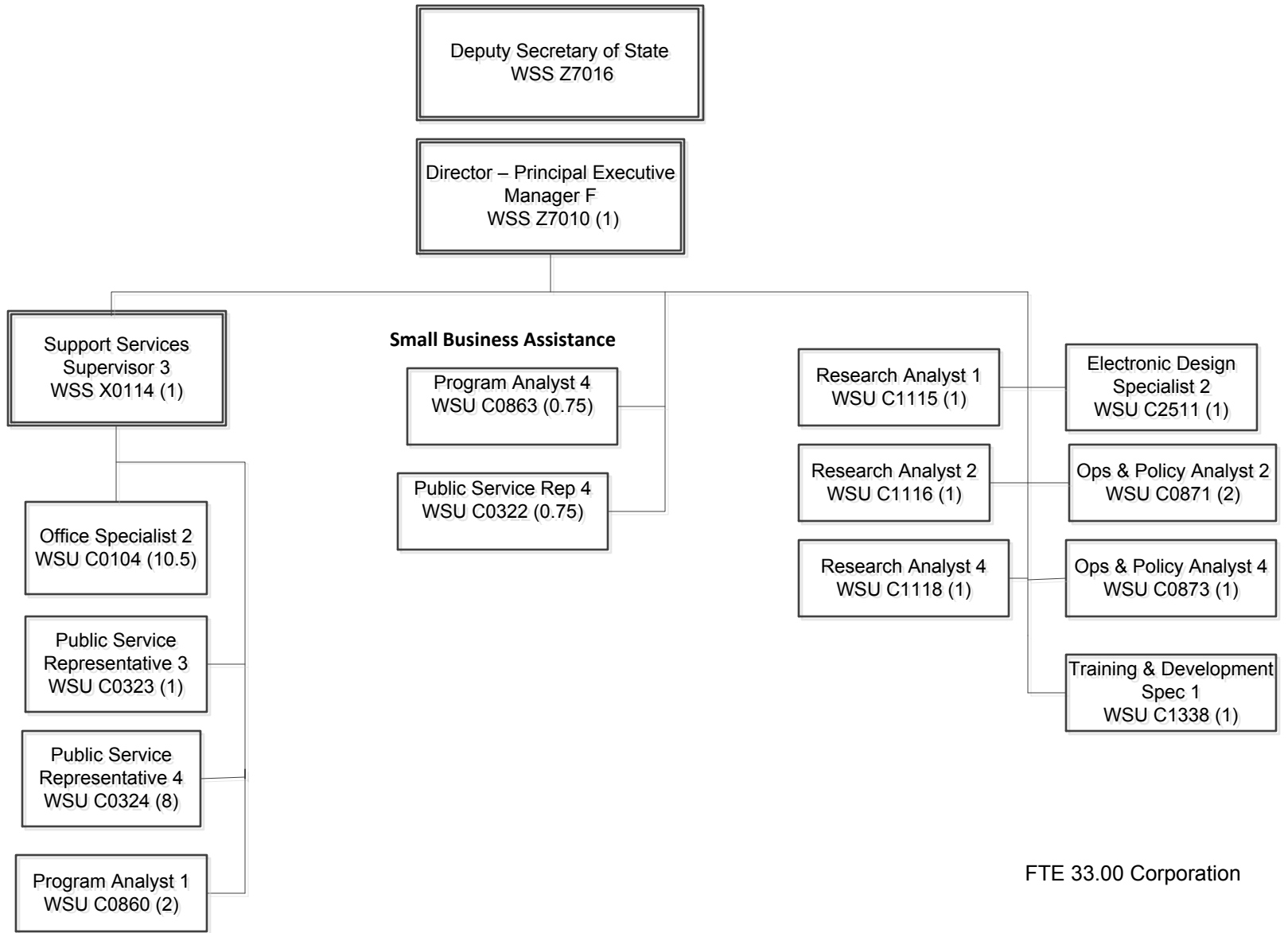
Budget Page \_\_\_\_\_

# Office of the Secretary of State

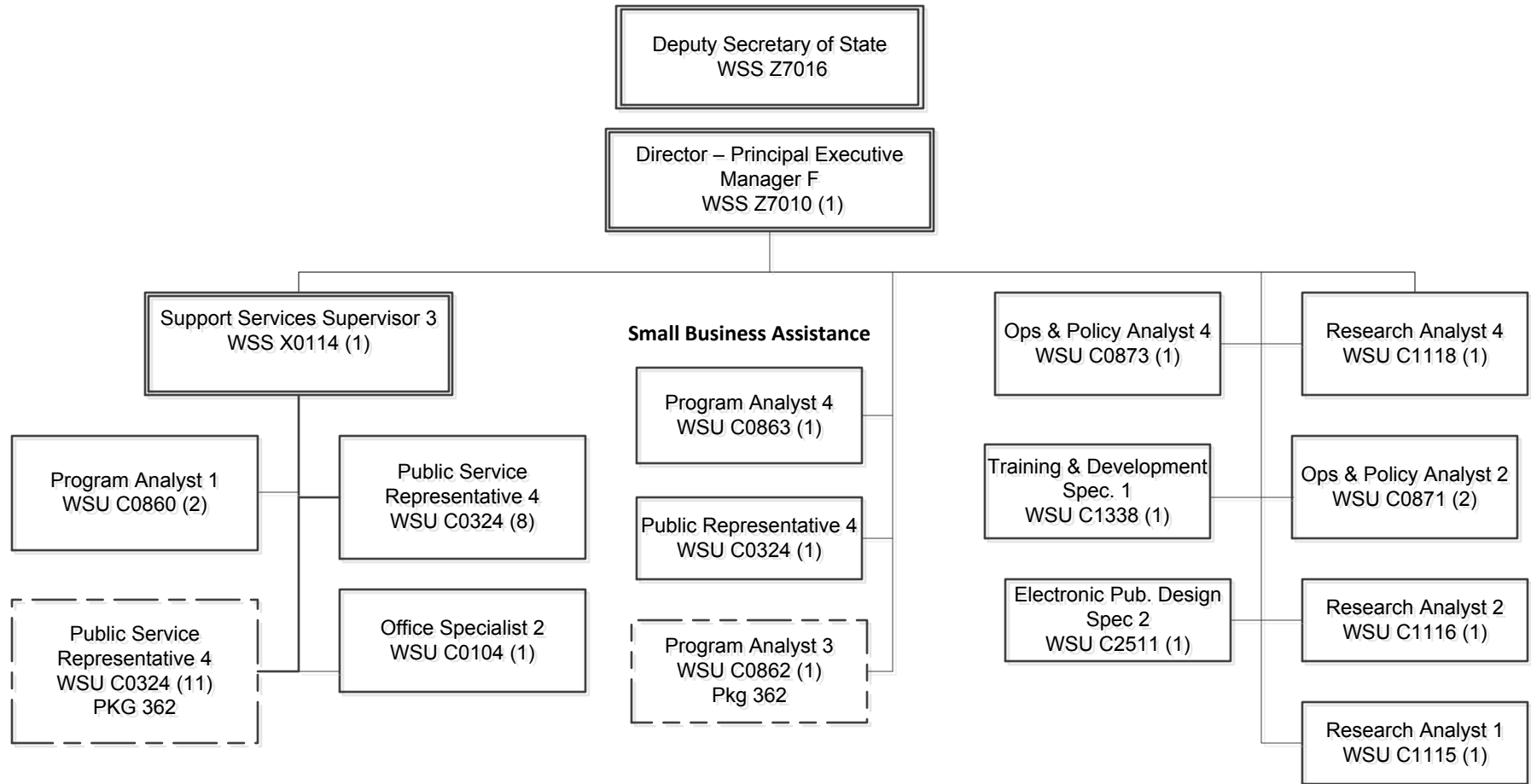


## **Corporation Division 2015-17 Agency Request Budget**

Corporation Division  
 Organization Chart  
 2013-15 Biennium



Corporation Division  
 Organization Chart  
 2015-17 Biennium



FTE 35.0 Corporation

## **CORPORATION DIVISION**

### **Mission and Legal Authority**

#### **Mission Statement:**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Corporation Division is to help startup and existing businesses grow and thrive by using faster and smarter business processes. The Corporation Division provides timely document processing services and convenient access to information about businesses, notaries, secured transactions, and government resources for a prosperous Oregon. The Office of Small Business Assistance cuts through red tape and is an independent voice for small business within state government.

The Corporation Division assists the public in registering business entities, filing public notice of records of debt, commissions notaries public, and provides certification of records and notarized documents. The Division provides access to public record information in the form of copies, certificates, lien searches, computer reports, and on-line database access to allow the public and businesses to know with whom they are doing business.

The Office of Small Business Assistance assists businesses who experience difficulty in their interactions with a state agency, and connects businesses with state and non-state resources. The Office acts as an ombudsman to help resolve problems between businesses and state agencies.

We help entrepreneurs start a business in Oregon by ensuring government registration processes are as fast, simple and easy as possible. These efforts help accomplish the Secretary of State's vision to deliver better results to Oregonians through more efficient and effective service delivery, greater transparency and accountability, and using innovation to connect Oregonians to their government. The Corporation Division and Office of Small Business Assistance operate with a staff of 34 employees under the authority of Oregon Revised Statutes Chapters 56, 58, 60, 62, 63, 65, 67, 68, 79, 80, 87, 128, 194, 554, 647, and 648.



## Revenue

The Corporation Division is funded from user fees (Other Fund) paid by businesses and the public to register a business, file a secured transaction, commission a notary public, or to obtain public records and certificates. The division estimates revenues of \$73,700,000 will be generated in the 2015-17 Biennium.

Voter approved ballot measure 67 (2010) increased many of the division's business registration fees to provide additional support for the General Fund. General Fund revenue transfers are estimated at \$52,800,000 in the 2015-17 Biennium.

## Customers and Business Drivers

Customer demands, technology, legislative changes and national trends are the major drivers changing the way the division does business. Major external customers include law firms, financial institutions, accounting firms, title companies, small businesses and service companies, as well as federal, state and local government agencies. Any customer may file a business entity, trademark, UCC financing statement, apply for a notary commission; request information on a registered business, notary public, or UCC filing; use the Business Xpress business portal, or request information on starting a business, hiring employees, and becoming a notary in Oregon. Small businesses may also request assistance from the Small Business Advocate to help resolve problems with state agencies.

## Program Activities

### ***Document Filing***

- ***Oregon Central Business Registry*** – The division hosts and maintains the Oregon Central Business Registry as a one-stop business registration portal. The online business registry provides entrepreneurs with a fast and convenient way to register and maintain a business with multiple government agencies. Online transactions can be completed in minutes or hours as opposed to waiting days and weeks when mailing a paper form. The Oregon Central Business Registry also saves the business owner time by eliminating redundant data entry and sharing data with agency partners, like the Department's of Revenue, Employment and Consumer & Business Services. Development is underway to expand the service to include state and city business licenses.
- ***Business Registration Documents*** – The division helps entrepreneurs register new businesses and maintain existing business registrations. Entrepreneurs register businesses to help establish a business identity, pool

resources as shareholders or partners, limit personal liability, gain access to credit financing, have access to the courts to enforce and defend company interests, and comply with laws.

- **Notary Public Documents** – The division trains and commissions citizens to provide notary services. Notaries serve as an impartial witness to a legal proceeding, allowing businesses and citizens to execute contracts, obtain credit, and conduct business. The division also legalizes notarized documents for use internationally, by citizens and businesses.
- **Uniform Commercial Code Documents** – The division files UCC financing statements, agricultural and government tax liens, and effective financing statements for farm products to create a public notice of a personal debt. UCC and lien filings reduce risks for creditors, opening access to credit financing options for small businesses, farmers, and consumers.

### **Public Records**

- **Access to Public Records** – The division provides access to public records for business registration, notary public and UCC documents filed with the office. Database records can be searched online with free access to copies of recent public record documents. Certifications of filings and extracts of databases are also available.
- **Business Xpress** – The Business Xpress business portal is a multi-agency collaboration that provides a one-stop online portal where businesses can find all state government resources for business. The Business Xpress uses customer centric organization to present the tasks a business wants to complete as opposed to following the organizational structure of government. This easy-to-use website provides quick access to resources for starting, expanding, operating or relocating a business, training and contracting opportunities, and understanding compliance with state regulations.

### **Customer Service and Education**

- **Outreach and Education** – Businesses and the public want help understanding government requirements and the services available to them. The division provides free training, instructional guides, interactive web applications and the Business Xpress one-stop business portal to connect Oregonians with their government, understand requirements for businesses, employers, notaries, and to identify services available to help a business grow and succeed.
- **Customer Service** – In an increasingly automated world, citizens appreciate the ability to speak and interact with a real and knowledgeable person. The division serves and assists customers by telephone at our Customer Service Call Center, in-person at the Public Service Counter in our office, and on the web by online support staff.

## **Office of Small Business Assistance**

- **Small Business Advocacy** – Small business needs an independent voice within state government to help remove barriers and cut through red tape. When problems arise, the advocate works collaboratively with small businesses and state agencies to resolve issues. The Small Business Advocate brings together businesses and government to continuously improve Oregon's business climate.

## **Challenges**

- **Timely document processing demands** - Businesses want all requests and documents processed as quickly as possible. There is increased demand for online self-service to process all types of documents and transfer funds electronically.
- **Streamlined business registration** - Businesses want to understand and comply with government registration requirements quickly and conveniently. Government agencies want to collect consistent and accurate registration information in the most cost-effective and least burdensome manner possible.
- **Transparent access to public records** - Businesses want quick and convenient access to Public Record documents held by the division to facilitate their business transactions and due diligence. The division aims to provide Public Records in the most efficient and cost-effective manner possible.
- **Personalized services** - Business customers place a high value on the ability to interact with a real and knowledgeable person. Expansion of electronic services delivered over the Internet should enhance and supplement, not eliminate the ability to interact with a real person to receive service.
- **Continuously improving services** - Increasing workloads, customer expectations for faster service, and budgetary limitations drive the need for continually improving services and operational efficiency. Customer feedback is used to identify processes and services for improvement and measure satisfaction with changes.
- **Government red tape** – Small business needs an advocate within state government to help navigate bureaucracy, solve problems, and identify administrative and legislative solutions to systemic problems impeding the growth of small business.
- **Personally identifiable information** - The requirement of confidentiality often conflicts with the demand for transparency. Customers want to know the information they regard as private is not made public through registration. For that reason, the Division goes to great lengths to ensure the confidentiality of personally identifiable information, such as credit card and Social Security numbers.
- **Online security** – Fortifying and protecting technology investments is essential to ensure continued availability of mission critical business systems, while preserving access to legitimate business customers.

- **Legislative changes** - New state and federal laws, or changes in legal interpretation of existing laws, can create new programs or require changes to existing program operations and computer systems.

## Actions taken

To address these challenges, the Corporation Division developed a strategic plan to align with the Secretary of State's vision and goals for improving Oregon's business environment. In the context of those plans, the division:

- **Expanded the Central Business Registry** – The division added new functionality to the online Central Business Registry as part of our efforts to provide businesses with faster, more efficient electronic services and integration of government registration processes. New features improve the functionality of the user interface to simplify the process of online registration. The division is in the process of implementing additional functionality to allow state business license or city business license registration; and receive email notifications when changes are made to an existing registration. Online filing is completed in minutes and hours as opposed to days and weeks for paper transactions submitted in the mail.
- **New Notary application** – The division developed and implemented a new Notary application to replace the prior out-dated system. The new system includes an upgraded online notary education tool to provide prospective notaries with required education including hands-on exercises for better notarization. A streamlined workflow was designed into the system allowing all notary applicants to complete the required test of notary knowledge online through the application process, resulting in faster processing of notary application documents.
- **Improved transparency of public records** – The division provides access to Business Registry and UCC filing documents through the online search engines of those system applications, allowing the public free access to these public records. Business customers frequently comment that this free, online self-service option is highly valued and allows them to complete their work without the costs or delays associated with a typical public records request.
- **Call center relocation and division reorganization** – Implementation and growth of new internet-based online systems like the Central Business Registry, Renew online, Business Registry modernization, UCC e-filing, email, Live Chat, and the Business Xpress business portal have changed how the division interacts with customers along with types of customer questions and their support needs. These technology changes forced the relocation of the customer service call center from the Oregon State Correctional Institution (OSCI) and integration into the division's operations. The division used this opportunity to reorganize operations for better cross-training and utilization of staff resources and to better serve customers.

- **Improved work processes & services** – The division streamlined and simplified the document certification process, consolidating thirty certificate templates with hundreds of variations down to six standardized templates to increase the consistency of output and trainability of all staff to support certificate production, while reducing confusion for customers. The division piloted with the Department of Administrative Services and State Treasurer to expand online payment options to include American Express and Discover cards providing customers more flexible options to do business with the state. The division implemented a customer relationship management (CRM) system to record, track and monitor customer issues and concerns. Quantifiable data is used to improve services and business processes. A built-in knowledgebase presents staff with consistent answers to customer issues to improve service and customer interaction.
- **Office of Small Business Assistance** - Implementation of the Office of Small Business Assistance provides small business an advocate within government to help them navigate, resolve problems with state agencies and regulations, and document proposed solutions to systemic problems.
- **Implemented legislative changes** – The Division implemented Senate Bill 141 (2013) to deter and prevent business identity theft; Senate Bill 142 (2013) to remove unnecessary barriers to starting or expanding a business; House Bill 2296 (2013) authorizing the formation of Benefit Companies; House Bill 2643 (2013) requiring state and local governments to report licensing requirements for small business to the Secretary of State; House Bill 2834 (2013) updating Oregon notary law; and House Bill 3459 (2013) creating the Office of Small Business Assistance.
- **Proposed Policy Package 102** –Policy Package 102 Oregon Business Registry Enhancements will allow the continued development and expansion of the Oregon Central Business Registry. The Oregon Central Business Registry is Oregon’s one-stop business registration portal to provide business owners with fast, convenient options to register a business online with multiple government agencies. Policy Package 102 will allow the Division to continue to implement the modernization of the Business Entity Registration and Information Center (BERI), expand online filing options with the Secretary of State, and add more online licenses for state and local government licenses,
- **Proposed Policy Package 360** – Policy Package 360 Merchant Fee Adjustment will “true-up” the Division’s Service & Supply budget to account for increased merchant fee costs associated with a sharp increase in online filing and registration by business customers. Allowing the Division to continue to promote and expand the online filing transactions that make Oregon one of the fastest places to start a new business.
- **Proposed Policy Package 361** – Policy Package 361 License Directory Modernization Subscription will “true-up” the Division’s budget to pay the subscription fee costs for the upgraded License Directory application. The License Directory is a one-stop online searchable database of every License, Permit and Registration required

in the State of Oregon. The Division negotiated an agreement with a private vendor to develop, host and maintain the application under a software-as-a-service (SaaS) model as a more cost effective alternative to traditional capital cost application development.

- **Proposed Policy Package 362** – Policy Package 362 Permanent Financing for Positions will “true-up” the Division’s budget due to the Call Center relocation/reorganization completed in 2013-15, and add one new Small Business Advocate position to the Office of Small Business Assistance to support an increased workload in 2015-17.

## **Measures**

*The Corporation Division evaluates its performance by monitoring the processing turnaround time of customer documents presented for filing, and customer satisfaction levels as determined through periodic customer surveys.*

### **Customer documents are completed timely**

The division minimizes delays in processing of customer documents by consistently completing business registration, notary, and UCC documents within target timelines.

### **Customer Satisfaction**

The division works to exceed customer expectations for service by maintaining an average favorable rating of 85 percent or better on customer service surveys.

## **Proposed Legislation**

The Corporation Division will propose four legislative concepts to improve Oregon’s business environment.

- Making Oregon’s business regulations more business-friendly concept will provide business owners an option for a 2-year renewal of business registration to save time and reduce paperwork requirements from the 1-year registration, fix a technical error in LLC law, and allow more types of entities to serve as registered agents.
- Eliminating corporation soles concept will prevent the use of this religious nonprofit designation in frivolous tax-avoidance schemes.
- Reduce types of business submissions to the SOS Corporation Division concept will streamline seldom-used business laws to lessen the regulatory burden on Oregon business by eliminating the filing of consular

credentials and going out of business sales, and conforming the filing requirements for Union Labels and Fraternal Insignia with the Oregon Trademark Act.

SECRETARY OF STATE  
CORPORATION DIVISION  
ESSENTIAL PACKAGES

1. **Purpose** - Essential Packages adjust the base budget to reflect the agency's 2015-17 current service level requirements.
2. **How Achieved** – The following Essential Packages adjust the Corporations base budget to reflect 2015-17 current service level requirements.

010 – Adjusts projected vacancy factor budget savings expected from staff turnover in the 2015-17 biennium. The package also adjusts the costs of non-PICS personal services items not included in the PICS generated total. Non-PICS personal services items include debt service on the Pension Obligation Bonds (POB). The package decreases Other Funds \$20,347.

031 – Provides a general inflation increase for Services and Supplies costs. The package also adjusts State Government Service charges to reflect 2015-17 changes. The package increases Other Funds \$228,487.

032 – Above standard inflation for Professional Services and IT Professional Services. The package increases Other Funds \$2,559.

3. **Staffing Impact** - None.
4. **Revenue Source** - Other Funds is increased \$210,699.



## **Corporation Division**

### **Policy Package 360 - Merchant Fee Adjustment**

#### **Purpose**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Corporation Division is to help startup and existing businesses grow and thrive by using faster and smarter business processes

The Corporation Division has increased online filing options for businesses and customers over the last several years to streamline and speed up the process of starting and operating a business in Oregon. This is central to the mission of the Division and saves citizens time complying with Government requirements. The successful implementation of online filing for business renewals and UCC filings combined with high adoption rates by customers have increased credit card merchant fee charges by 35% from 2011-13 to 2013-15. Monthly merchant fee charges that averaged \$30,000 per month in 2011-13 are now averaging \$40,000 per month in 2013-15, a \$10,000 per month increase. The Division requests additional limitation of \$240,000 to offset these increased merchant fee costs in the 2015-17 biennium.

#### **How Achieved-**

This package requests increased Service and Supply Other Funds limitation to offset increases in credit card merchant fees to the Corporation Division budget.

Increase budget limitation for Merchant Fee - \$240,000

Merchant fees are a part of the Divisions cost of doing business in processing customer payments. These payments generate over \$73 million (Other Fund Revenue) including transfers of over \$52 million to the General Fund each biennium.

Increasing the limitation will allow the Division to “true-up” the budget and reflect the current actual costs of doing business online, and remove a budgetary barrier to the continued promotion and adoption of online filing. Online

filing results in faster service and processing for business customers, and increased accuracy and quality of required data. Oregon Business Registry online filing customers are also able to complete business registrations with other government agencies through the one-stop system.

As new online filing options have become available for customers to transact business with the state, they have eagerly adopted these new and convenient payment options. The Division processed 202,143 online transactions in Fiscal Year 2013-14 compared to 112,513 online transactions in Fiscal Year 2011-12, an 80% increase in online filing transactions. In FY2013-14, online filing transactions accounted for 48% of all Business Registry and Uniform Commercial Code transactions processed, and is expected to reach 55% to 60% in FY 2014-15.

### **Staffing Impact-**

None

### **Quantifying Results-**

*The Corporation Division evaluates its performance by monitoring the processing turnaround time of customer documents presented for filing, and customer satisfaction levels as determined through periodic customer surveys.*

#### **Customer documents are completed timely (KPM 5, 6, 7)**

The division minimizes delays in processing of customer documents by consistently completing business registration, notary, and UCC documents within target timelines. The Division strives to maintain average processing times of 1.0 business days or less in all program areas.

#### **Electronic filing adoption (Internal Measure)**

The Division provides online filing systems as a fast and convenient alternative for customers to make doing business in Oregon as simple and easy as possible. The adoption rate of online filing is tracked and monitored as an internal Division performance measure.

## **Revenue Source**

\$240,000 Other Funds from existing Corporation Division revenues (existing user fees paid to register a business, become a notary public, or file a UCC).

## **Corporation Division**

### **Policy Package 361 - License Directory Modernization Subscription**

#### **Purpose**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Corporation Division is to help startup and existing businesses grow and thrive by using faster and smarter business processes.

The 2013-15 Legislatively Adopted Budget included funding for policy package 172 Continuation and Expansion of On-line Business Services for \$1,767,483 of which \$1,200,000 was to pay the capital and project costs to modernize and update the Oregon License Directory application. The License Directory is an online database of every license, permit, and registration required by the State of Oregon and also includes business related licenses required by local governments. The project included new development to modernize and enhance the online License Directory, Business Wizard, and Business Information Center applications, into a single, easy to use online application integrated with the Business Xpress one-stop business portal.

As an alternative to paying a large upfront capital cost to build the application and ongoing payment for hosting, support and maintenance of the application, the Division and vendor (NIC USA) negotiated a subscription model agreement where the vendor will build the application for no up-front costs and the Division will pay the vendor a monthly subscription fee of \$8,000 (\$192,000 per biennium) to host, support and maintain the new Oregon License Directory. This creative approach to IT procurement will save the state the upfront vendor capital cost of building the application (\$850,000), spreading the costs out over the anticipated 10-year life of the application and save the state money over the total life of the system.

#### **How Achieved-**

Since the Secretary of State only used a portion of the \$1,200,000 Policy Option Package funds (2013-15) the majority of the funds will remain unspent and revert back to the Agency Operating Account. That money is available

for other purposes, including funding the biennial subscription expense to the vendor for hosting, support and maintenance of the new Oregon License Directory.

This package requests a \$192,000 Other Funds increase in Service and Supply limitation for IT Professional Services to offset increased costs to pay for outsourced hosting and maintenance of the Oregon License Directory.

**Staffing Impact-**

None

**Quantifying Results-**

*The Corporation Division evaluates its performance by monitoring the processing turnaround time of customer documents presented for filing, and customer satisfaction levels as determined through periodic customer surveys.*

**Customer Satisfaction (KPM 10)**

The division works to exceed customer expectations for service by maintaining an average favorable rating of 85 percent or better on periodic customer service surveys. *Making Information Easily Available* is a core component and measurable of the Customer Satisfaction survey, and directly related to the goals of the License Directory one-stop resource for license, permit and registration information in Oregon.

**Revenue Source**

\$192,000 Other Funds from existing Corporation Division revenues (existing user fees paid to register a business, become a notary public, or file a UCC).

## **Corporation Division**

### **Policy Package 362 - Permanent Financing for Positions**

#### **Purpose**

As a separate constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Secretary's Corporation Division is to help startup and existing businesses grow and thrive by using faster and smarter business processes.

In 2014, the Division relocated its Call Center operation from the Oregon State Correctional Institute (OSCI) to our main office and expanded the duties of existing staff to perform telephone and in-person customer assistance, in addition to document filing duties. Migration of core systems to internet based technology meant that inmate operators at the OSCI Call Center were no longer able to adequately support customer phone requests due to Department of Corrections policy restricting inmate access to the internet. A thorough review of the operations and business plan recommended relocating the call center in-house and supporting customer service calls with existing staff resources.

Division staff rotates between providing assistance on the phone or in-person to customers with questions about starting a business, and filing business notary and UCC documents to maintain their knowledge of Division procedures to better assist customers. A review of the new position duties supported reclassification from Office Specialist 2 position to the Public Service Representative 4 position.

The Division is currently overfilling one half-time (0.50 FTE) position with a full-time employee to provide adequate support for customer service and timely processing of customer business registration documents.

The Office of Small Business Assistance works with small business to cut through government red tape. The office was created by House Bill 3459 in 2013, and originally authorized for two positions. In anticipation of increased growth in the workload of the office during 2015-17, the Division anticipates the need for additional advocacy staff to solve problems on behalf of small business and remove unnecessary barriers. The Division requests an increase of position authority for a Program Analyst 3 position to serve as an additional Advocate for small business, with the

approved limitation unscheduled until a request is authorized by the Emergency Board at the time the position needs to be filled.

### **How Achieved-**

This package requests a zero net increase in permanent financing budget authority for 10 existing front-line staff positions reclassified from the Office Specialist 2 classification to the Public Service Representative 4 classification; increased position authority for one half-time Public Service Representative 4 position to full-time (\$45,609 Other Funds); and increased position authority for one new Program Analyst 3 position in the Office of Small Business Assistance (\$166,059 Other Funds).

The Call Center relocation was implemented in August 2014 and staff positions were reclassified in 2014. A customer relationship management tracking system was implemented as part of the Call Center relocation to provide better service delivery, follow up and data and information on customer trends and issues to improve the Division's overall service delivery. A full-time staff person was hired into the half-time position in July 2014 to allow for training ahead of the Call Center relocation.

Increasing the permanent finance limitation will allow the Division to "true-up" the budget to reflect current actual costs of doing business, while continuing to provide high levels of customer service and fast document processing to businesses and prospective Oregon entrepreneurs.

As the awareness and success of the Office of Small Business Assistance increases, the Division anticipates an increased case load that will require one additional advocate position in the 2015-17 biennium to maintain acceptable levels of customer service and problem solving support for small businesses who encounter government barriers and red tape. The Division request the Legislature approve one new Program Analyst 3 position and budget limitation, then unschedule the limitation until authorized by the Emergency Board to fill the position.

### **Staffing Impact-**

Establish one position. 1 Position – 1.5 FTE.

New Position

	<b>Position #</b>	<b>Title</b>	<b>Action</b>	<b>Classification</b>	<b>Type</b>	<b>GF</b>	<b>OF</b>	<b>FF</b>	<b>TF</b>
1	1503605	Program Analyst 3	Establish	C0862	PF		166,059		166,059

Reclass Positions

	<b>Position #</b>	<b>Title After Reclassification</b>	<b>Current Classification</b>	<b>1Jul15 Classification</b>	<b>Reclass Type</b>	<b>GF</b>	<b>OF</b>	<b>FF</b>	<b>TF</b>	
1	0030040	Public Service Representative 4	C0104	C0324	Upward		-		-	
2	0030053	Public Service Representative 4	C0104	C0324	Upward		-		-	
3	0036012	Public Service Representative 4	C0104	C0324	Upward		-		-	
4	0036014	Public Service Representative 4	C0104	C0324	Upward		-		-	
5	0036040	Public Service Representative 4	C0104	C0324	Upward		-		-	
6	0036006	Public Service Representative 4	C0104	C0324	Upward		-		-	
7	0036005	Public Service Representative 4	C0323	C0324	Upward		-		-	
8	0036015	Public Service Representative 4	C0104	C0324	Upward		-		-	
9	0030031	Public Service Representative 4	C0104	C0324	Upward		-		-	
10	0036024	Public Service Representative 4	C0104	C0324	Upward		-		-	
11	0036016	Public Service Representative 4	C0324	C0324	12 mos to 24 mos		45,609		45,609	
	Total Personal Services							211,668		211,668



## **Quantifying Results-**

*The Corporation Division evaluates its performance by monitoring the processing turnaround time of customer documents presented for filing, and customer satisfaction levels as determined through periodic customer surveys.*

### **Customer documents are completed timely (KPM 5, 6, 7)**

The division minimizes delays in processing of customer documents by consistently completing business registration, notary, and UCC documents within target timelines. The Division strives to maintain average processing times of 1.0 business days or less in all program areas.

### **Customer Satisfaction (KPM 10)**

The division works to exceed customer expectations for service by maintaining an average favorable rating of 85 percent or better on customer service surveys.

### **Make Oregon better for small business (Office of Small Business Assistance Internal Measure)**

- Increase awareness of small business advocacy services; resulting increased caseload offers greater opportunities to advocate on behalf of small business.
- Inform elected officials, executive agencies and business groups of trends, opportunities and potential solutions for improved regulation and service delivery through publication of OSBA annual report.

## **Revenue Source**

\$229,952 Other Funds from existing Corporation Division revenue (existing user fees paid to register a business, become a notary public, or file a UCC).

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
 Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Corporation Division  
 Cross Reference Number: 16500-036-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Pension Obligation Bond	-	-	22,875	-	-	-	22,875
Mass Transit Tax	-	-	2,044	-	-	-	2,044
Vacancy Savings	-	-	(45,266)	-	-	-	(45,266)
<b>Total Personal Services</b>	-	-	<b>(\$20,347)</b>	-	-	-	<b>(\$20,347)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(20,347)	-	-	-	(20,347)
<b>Total Expenditures</b>	-	-	<b>(\$20,347)</b>	-	-	-	<b>(\$20,347)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	20,347	-	-	-	20,347
<b>Total Ending Balance</b>	-	-	<b>\$20,347</b>	-	-	-	<b>\$20,347</b>

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted

Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Secretary of State**  
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Corporation Division**  
**Cross Reference Number: 16500-036-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Instate Travel	-	-	942	-	-	-	942
Out of State Travel	-	-	16	-	-	-	16
Employee Training	-	-	962	-	-	-	962
Office Expenses	-	-	20,788	-	-	-	20,788
Telecommunications	-	-	6,387	-	-	-	6,387
State Gov. Service Charges	-	-	139,448	-	-	-	139,448
Data Processing	-	-	1,926	-	-	-	1,926
Publicity and Publications	-	-	4,406	-	-	-	4,406
Professional Services	-	-	6,064	-	-	-	6,064
IT Professional Services	-	-	19,535	-	-	-	19,535
Attorney General	-	-	7,921	-	-	-	7,921
Employee Recruitment and Develop	-	-	34	-	-	-	34
Dues and Subscriptions	-	-	239	-	-	-	239
Other Services and Supplies	-	-	15,718	-	-	-	15,718
Expendable Prop 250 - 5000	-	-	763	-	-	-	763
IT Expendable Property	-	-	2,673	-	-	-	2,673
<b>Total Services &amp; Supplies</b>	-	-	<b>\$227,822</b>	-	-	-	<b>\$227,822</b>
<b>Capital Outlay</b>							
Technical Equipment	-	-	529	-	-	-	529
Other Capital Outlay	-	-	136	-	-	-	136
<b>Total Capital Outlay</b>	-	-	<b>\$665</b>	-	-	-	<b>\$665</b>

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted  
 Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 031 - Standard Inflation

Cross Reference Name: Corporation Division  
Cross Reference Number: 16500-036-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Total Expenditures</b>							
Total Expenditures	-	-	228,487	-	-	-	228,487
<b>Total Expenditures</b>	-	-	<b>\$228,487</b>	-	-	-	<b>\$228,487</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(228,487)	-	-	-	(228,487)
<b>Total Ending Balance</b>	-	-	<b>(\$228,487)</b>	-	-	-	<b>(\$228,487)</b>

Agency Request  
2015-17 Biennium\_

Governor's Budget

Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Corporation Division  
Cross Reference Number: 16500-036-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Professional Services	-	-	606	-	-	-	606
IT Professional Services	-	-	1,953	-	-	-	1,953
<b>Total Services &amp; Supplies</b>	-	-	<b>\$2,559</b>	-	-	-	<b>\$2,559</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	2,559	-	-	-	2,559
<b>Total Expenditures</b>	-	-	<b>\$2,559</b>	-	-	-	<b>\$2,559</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(2,559)	-	-	-	(2,559)
<b>Total Ending Balance</b>	-	-	<b>(\$2,559)</b>	-	-	-	<b>(\$2,559)</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 060 - Technical Adjustments

Cross Reference Name: Corporation Division  
Cross Reference Number: 16500-036-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Instate Travel	-	-	(10,922)	-	-	-	(10,922)
Out of State Travel	-	-	8,215	-	-	-	8,215
Employee Training	-	-	(15,025)	-	-	-	(15,025)
Office Expenses	-	-	(49,243)	-	-	-	(49,243)
Telecommunications	-	-	(122,894)	-	-	-	(122,894)
Data Processing	-	-	(56,206)	-	-	-	(56,206)
Publicity and Publications	-	-	(45,097)	-	-	-	(45,097)
Employee Recruitment and Develop	-	-	(407)	-	-	-	(407)
Dues and Subscriptions	-	-	(5,306)	-	-	-	(5,306)
Other Services and Supplies	-	-	323,039	-	-	-	323,039
Expendable Prop 250 - 5000	-	-	(21,828)	-	-	-	(21,828)
IT Expendable Property	-	-	(4,326)	-	-	-	(4,326)
<b>Total Services &amp; Supplies</b>	-	-	-	-	-	-	-
<b>Total Expenditures</b>							
Total Expenditures	-	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-	-
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 360 - Merchant and Treasury Fee Adjustment

Cross Reference Name: Corporation Division  
Cross Reference Number: 16500-036-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Other Services and Supplies	-	-	240,000	-	-	-	240,000
<b>Total Services &amp; Supplies</b>	-	-	<b>\$240,000</b>	-	-	-	<b>\$240,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	240,000	-	-	-	240,000
<b>Total Expenditures</b>	-	-	<b>\$240,000</b>	-	-	-	<b>\$240,000</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(240,000)	-	-	-	(240,000)
<b>Total Ending Balance</b>	-	-	<b>(\$240,000)</b>	-	-	-	<b>(\$240,000)</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
 Pkg: 361 - License Directory Modernization Subscription

Cross Reference Name: Corporation Division  
 Cross Reference Number: 16500-036-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
IT Professional Services	-	-	192,000	-	-	-	192,000
<b>Total Services &amp; Supplies</b>	-	-	<b>\$192,000</b>	-	-	-	<b>\$192,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	192,000	-	-	-	192,000
<b>Total Expenditures</b>	-	-	<b>\$192,000</b>	-	-	-	<b>\$192,000</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(192,000)	-	-	-	(192,000)
<b>Total Ending Balance</b>	-	-	<b>(\$192,000)</b>	-	-	-	<b>(\$192,000)</b>

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted  
 Essential and Policy Package Fiscal Impact Summary - BPR013



**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Secretary of State**  
**Pkg: 362 - Permanent Financing for Positions**

**Cross Reference Name: Corporation Division**  
**Cross Reference Number: 16500-036-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	-	-	146,652	-	-	-	146,652
Empl. Rel. Bd. Assessments	-	-	44	-	-	-	44
Public Employees' Retire Cont	-	-	23,156	-	-	-	23,156
Social Security Taxes	-	-	11,219	-	-	-	11,219
Worker's Comp. Assess. (WCD)	-	-	69	-	-	-	69
Flexible Benefits	-	-	30,528	-	-	-	30,528
<b>Total Personal Services</b>	-	-	<b>\$211,668</b>	-	-	-	<b>\$211,668</b>
<b>Services &amp; Supplies</b>							
Instate Travel	-	-	634	-	-	-	634
Employee Training	-	-	1,902	-	-	-	1,902
Office Expenses	-	-	1,902	-	-	-	1,902
Telecommunications	-	-	2,536	-	-	-	2,536
Publicity and Publications	-	-	318	-	-	-	318
Employee Recruitment and Develop	-	-	529	-	-	-	529
Dues and Subscriptions	-	-	318	-	-	-	318
Facilities Rental and Taxes	-	-	3,804	-	-	-	3,804
Other Services and Supplies	-	-	634	-	-	-	634
Expendable Prop 250 - 5000	-	-	5,707	-	-	-	5,707
<b>Total Services &amp; Supplies</b>	-	-	<b>\$18,284</b>	-	-	-	<b>\$18,284</b>

Agency Request  
 2015-17 Biennium

Governor's Budget

Legislatively Adopted  
 Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Secretary of State  
Pkg: 362 - Permanent Financing for Positions

Cross Reference Name: Corporation Division  
Cross Reference Number: 16500-036-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Total Expenditures</b>							
Total Expenditures	-	-	229,952	-	-	-	229,952
<b>Total Expenditures</b>	-	-	<b>\$229,952</b>	-	-	-	<b>\$229,952</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(229,952)	-	-	-	(229,952)
<b>Total Ending Balance</b>	-	-	<b>(\$229,952)</b>	-	-	-	<b>(\$229,952)</b>
<b>Total Positions</b>							
Total Positions							1
<b>Total Positions</b>	-	-	-	-	-	-	<b>1</b>
<b>Total FTE</b>							
Total FTE							1.50
<b>Total FTE</b>	-	-	-	-	-	-	<b>1.50</b>

Agency Request  
2015-17 Biennium

Governor's Budget

Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

POSITION NUMBER	CLASS	COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
0030031	WSU	C0104	AA OFFICE SPECIALIST 2	1-	1.00-	24.00-	07	2,999.00		71,976- 47,512-			71,976- 47,512-
0030031	WSU	C0324	AA PUBLIC SERVICE REP 4	1	1.00	24.00	03	2,999.00		71,976 47,512			71,976 47,512
0030040	WSU	C0104	AA OFFICE SPECIALIST 2	1-	1.00-	24.00-	09	3,291.00		78,984- 49,155-			78,984- 49,155-
0030040	WSU	C0324	AA PUBLIC SERVICE REP 4	1	1.00	24.00	05	3,291.00		78,984 49,155			78,984 49,155
0030053	WSU	C0104	AA OFFICE SPECIALIST 2	1-	1.00-	24.00-	07	2,999.00		71,976- 47,512-			71,976- 47,512-
0030053	WSU	C0324	AA PUBLIC SERVICE REP 4	1	1.00	24.00	03	2,999.00		71,976 47,512			71,976 47,512
0036005	WSU	C0323	AA PUBLIC SERVICE REP 3	1-	1.00-	24.00-	09	3,291.00		78,984- 49,155-			78,984- 49,155-
0036005	WSU	C0324	AA PUBLIC SERVICE REP 4	1	1.00	24.00	05	3,291.00		78,984 49,155			78,984 49,155
0036006	WSU	C0104	AA OFFICE SPECIALIST 2	1-	1.00-	24.00-	08	3,139.00		75,336- 48,300-			75,336- 48,300-
0036006	WSU	C0324	AA PUBLIC SERVICE REP 4	1	1.00	24.00	04	3,139.00		75,336 48,300			75,336 48,300
0036012	WSU	C0104	AA OFFICE SPECIALIST 2	1-	1.00-	24.00-	07	2,999.00		71,976- 47,512-			71,976- 47,512-
0036012	WSU	C0324	AA PUBLIC SERVICE REP 4	1	1.00	24.00	03	2,999.00		71,976 47,512			71,976 47,512
0036014	WSU	C0104	AA OFFICE SPECIALIST 2	1-	1.00-	24.00-	07	2,999.00		71,976- 47,512-			71,976- 47,512-
0036014	WSU	C0324	AA PUBLIC SERVICE REP 4	1	1.00	24.00	03	2,999.00		71,976 47,512			71,976 47,512
0036015	WSU	C0104	AA OFFICE SPECIALIST 2	1-	1.00-	24.00-	09	3,291.00		78,984- 49,155-			78,984- 49,155-
0036015	WSU	C0324	AA PUBLIC SERVICE REP 4	1	1.00	24.00	05	3,291.00		78,984 49,155			78,984 49,155

POSITION NUMBER	CLASS	COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
0036016	WSU	C0104	AA OFFICE SPECIALIST 2	1-	.50-	12.00-	02	2,433.00		29,196- 37,484-			29,196- 37,484-
0036016	WSU	C0324	AA PUBLIC SERVICE REP 4	1	1.00	24.00	01	2,756.00		66,144 46,145			66,144 46,145
0036024	WSU	C0104	AA OFFICE SPECIALIST 2	1-	1.00-	24.00-	09	3,291.00		78,984- 49,155-			78,984- 49,155-
0036024	WSU	C0324	AA PUBLIC SERVICE REP 4	1	1.00	24.00	05	3,291.00		78,984 49,155			78,984 49,155
0036040	WSU	C0104	AA OFFICE SPECIALIST 2	1-	1.00-	24.00-	09	3,291.00		78,984- 49,155-			78,984- 49,155-
0036040	WSU	C0324	AA PUBLIC SERVICE REP 4	1	1.00	24.00	05	3,291.00		78,984 49,155			78,984 49,155
1503605	WSU	C0862	AA PROGRAM ANALYST 3	1	1.00	24.00	02	4,571.00		109,704 56,355			109,704 56,355
TOTAL PICS SALARY										146,652			146,652
TOTAL PICS OPE										65,016			65,016
TOTAL PICS PERSONAL SERVICES =				---	-----	-----			-----	-----	-----	-----	-----
				1	1.50	36.00				211,668			211,668

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

Secretary of State  
2015-17 Biennium

Agency Number: 16500  
Cross Reference Number: 16500-036-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Business Lic and Fees	69,978,912	16,504,954	16,504,954	70,046,606	-	-
Non-business Lic. and Fees	2,840,149	-	-	-	-	-
Corporation Fees	-	54,610,743	54,610,743	-	-	-
Charges for Services	7,860	-	-	10,000	-	-
Other Revenues	-	-	140,651	-	-	-
Transfer Out - Intrafund	(7,205,018)	(8,048,960)	(8,048,960)	(9,320,485)	-	-
Transfer to General Fund	(52,428,230)	(55,031,358)	(57,231,358)	(52,122,115)	-	-
<b>Total Other Funds</b>	<b>\$13,193,673</b>	<b>\$8,035,379</b>	<b>\$5,976,030</b>	<b>\$8,614,006</b>	-	-

Agency Request  
2015-17 Biennium

Governor's Budget

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Legislatively Approved	2015-17		
						Agency Request	Governor's Recommended	Legislatively Adopted
Business Lic. And Fees	OTH & GF	0205	69,978,912	16,504,954	16,504,954	70,046,606		
Non-business Lic. & Fees	OTH	0210	2,840,149					
Corporation Fees	OTH & GF	0220		54,610,743	54,610,743			
Charges for Services	OTH	0410	7,860			10,000		
Other Revenues	OTH	0975			140,651			
Transfers Out-Intrafund	OTH	2010	(7,205,018)	(8,048,960)	(8,048,960)	(9,320,485)		
Transfer to General Fund	OTH	2060	(52,428,230)	(55,031,358)	(57,231,358)	(52,122,115)		
<b>Total Other Funds</b>			<b>13,193,673</b>	<b>8,035,379</b>	<b>5,976,030</b>	<b>8,614,006</b>		

Agency Request

Governor's Recommended

Legislatively Adopted

Budget Page \_\_\_\_\_

# Office of the Secretary of State



## **Special Reports 2015-17 Agency Request Budget**

## Appendix One Legal Authority

The Secretary of State is a constitutional officer (Oregon Constitution Art. VI, sec 2) and serves as the auditor of public accounts and custodian of Legislative and Executive public records. The Secretary serves with the Governor and State Treasurer as a member of the State Land Board (Oregon Constitution Art. VIII, sec 5). The Secretary also performs other statutory function including:

Administrative Rules	ORS Ch. 183
Assumed Business Names	ORS Ch. 648
Business Corporations	ORS Ch. 60
Business Registry	ORS Ch. 56
Business Trusts	ORS Ch. 128
Chief Elections Officer	ORS Ch. 128
Cooperatives	ORS Ch. 246-260
Insignias and Names of Organizations	ORS Ch. 62
Keeper of the State Seal (Const. Art. VI, sec 3)	ORS Ch. 649
Limited Liability Companies	ORS Ch. 177
Non-Profit Corporations	ORS Ch. 63
Notaries Public	ORS Ch. 70
Oregon Blue Book	ORS Ch. 65
Organized Labor, Union Labels	ORS Ch. 194
Partnerships; Limited Liability Partnerships	ORS Ch. 177
Professional Corporations	ORS Ch. 661
Public Records Administrator and Supervisor of State Archives	ORS Ch. 67
Trademarks	ORS Ch. 58
Uniform Commercial Code	ORS Ch. 79
Uniform Partnership Act	ORS Ch. 68



# Office of the Secretary of State



## **Affirmative Action Report 2015-17 Agency Request Budget**

**Appendix Two**  
**AFFIRMATIVE ACTION REPORT**  
**As of June 30, 2014**

The Department of Administrative Services Affirmative Action Report as of June 30, 2014 was the data source used for this narrative.

**Workforce Representation - Women**

Women currently represent 62% of the Agency workforce exceeding the statewide workforce by 8%. From July 1, 2012 through June 30, 2014 we hired and/or promoted three (3) women into Official and Administrator category, twenty three (23) women in the Professional category, six (6) women in the Administration Support category.

**Workforce Representation – People of Color (POC)**

People of Color (POC) currently represent a little over 10% of the Agency workforce. However, we do fall short of the statewide representation by 4%. We hired and/or promoted one (1) people of color into Official and Administrator category, three (3) people of color in the Professional category, three (3) people of color in the Administration Support category.

**Workforce Representation – Persons with Disabilities (PWD)**

Persons with Disabilities (PWD) remained steady representing 3% of the Agency workforce. Our representation of persons with disabilities parallels the statewide workforce of 3%.

## Summary

The Agency's goals are set to gradually increase the representation of women, people of color and persons with disabilities in the Secretary of State's workforce while tracking at the same or better representation levels as the State as a whole.

Factors contributing to our ability to meet Agency targets are driven in part by the applicant pool for vacant positions as well as our relatively small workforce and the significant impact of even minor attrition, which varies our representation. An additional factor for consideration is that employees frequently do not identify themselves as having a disability; therefore, our reports do not always reflect accurate figures for employees with disabilities.

From July 1, 2012 through June 30, 2014 23% of our vacancies were filled by internal promotion. The Secretary of State's office only experienced three (3) retirements during this period.

We will be striving to maintain our gains and gradually increase in each job category.

Attrition offers the Agency the opportunity to evaluate the makeup of our workforce and place emphasis during recruitment efforts on promoting or hiring women, people of color, and persons with disabilities into all job categories.

The Agency continues to use the bi-monthly affirmative action workshops as a resource to accomplish these goals we have set forth relating to retaining and promoting protected classes and to keep our staff informed of upcoming diversity events and proclamations.

The Agency will continue its efforts to attract job applicants and retain employees that are representative of the diversity of the local workforce and will diligently work toward achieving AA/EEO objectives. We will maintain the requirement that 100% of all open competitive vacancies be advertised on diversity websites, sent to the Governor's Office list serve and distribution on Affirmative Action mailing list.

# Office of the Secretary of State



## **ORBITS Reports 2015-17 Agency Request Budget**

**Secretary of State**

**Summary Cross Reference Listing and Packages  
2015-17 Biennium**

**Agency Number: 16500**

**BAM Analyst: Clark, Clair**

**Budget Coordinator: Flores, Fabiola - (503)986-2238**

<b>Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>Package Number</b>	<b>Priority</b>	<b>Package Description</b>	<b>Package Group</b>
001-00-00-00000	Administrative Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
001-00-00-00000	Administrative Services Division	021	0	Phase-in	Essential Packages
001-00-00-00000	Administrative Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
001-00-00-00000	Administrative Services Division	031	0	Standard Inflation	Essential Packages
001-00-00-00000	Administrative Services Division	032	0	Above Standard Inflation	Essential Packages
001-00-00-00000	Administrative Services Division	033	0	Exceptional Inflation	Essential Packages
001-00-00-00000	Administrative Services Division	060	0	Technical Adjustments	Essential Packages
001-00-00-00000	Administrative Services Division	100	1	New Information Technology Positions	Policy Packages
001-00-00-00000	Administrative Services Division	101	7	Hardware Refresh Package	Policy Packages
001-00-00-00000	Administrative Services Division	102	9	Oregon Business Registry Enhancements	Policy Packages
002-00-00-00000	Elections Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
002-00-00-00000	Elections Division	021	0	Phase-in	Essential Packages
002-00-00-00000	Elections Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
002-00-00-00000	Elections Division	031	0	Standard Inflation	Essential Packages
002-00-00-00000	Elections Division	032	0	Above Standard Inflation	Essential Packages
002-00-00-00000	Elections Division	033	0	Exceptional Inflation	Essential Packages
002-00-00-00000	Elections Division	060	0	Technical Adjustments	Essential Packages
002-00-00-00000	Elections Division	200	2	New Elections positions	Policy Packages
002-00-00-00000	Elections Division	201	6	OCVR Modernization and OF Limitation Increase	Policy Packages
002-00-00-00000	Elections Division	202	8	ORESTAR upgrades	Policy Packages
002-00-00-00000	Elections Division	203	14	Retain Fees for Voter's Pamphlet Filings	Policy Packages
003-00-00-00000	Business Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages

**Secretary of State**

**Summary Cross Reference Listing and Packages  
2015-17 Biennium**

**Agency Number: 16500**

**BAM Analyst: Clark, Clair**

**Budget Coordinator: Flores, Fabiola - (503)986-2238**

<b>Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>Package Number</b>	<b>Priority</b>	<b>Package Description</b>	<b>Package Group</b>
003-00-00-00000	Business Services Division	021	0	Phase-in	Essential Packages
003-00-00-00000	Business Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
003-00-00-00000	Business Services Division	031	0	Standard Inflation	Essential Packages
003-00-00-00000	Business Services Division	032	0	Above Standard Inflation	Essential Packages
003-00-00-00000	Business Services Division	033	0	Exceptional Inflation	Essential Packages
003-00-00-00000	Business Services Division	060	0	Technical Adjustments	Essential Packages
004-00-00-00000	Information Systems Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
004-00-00-00000	Information Systems Division	021	0	Phase-in	Essential Packages
004-00-00-00000	Information Systems Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
004-00-00-00000	Information Systems Division	031	0	Standard Inflation	Essential Packages
004-00-00-00000	Information Systems Division	032	0	Above Standard Inflation	Essential Packages
004-00-00-00000	Information Systems Division	033	0	Exceptional Inflation	Essential Packages
004-00-00-00000	Information Systems Division	060	0	Technical Adjustments	Essential Packages
005-00-00-00000	Human Resources Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
005-00-00-00000	Human Resources Division	021	0	Phase-in	Essential Packages
005-00-00-00000	Human Resources Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
005-00-00-00000	Human Resources Division	031	0	Standard Inflation	Essential Packages
005-00-00-00000	Human Resources Division	032	0	Above Standard Inflation	Essential Packages
005-00-00-00000	Human Resources Division	033	0	Exceptional Inflation	Essential Packages
005-00-00-00000	Human Resources Division	060	0	Technical Adjustments	Essential Packages
007-00-00-00000	Audits Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
007-00-00-00000	Audits Division	021	0	Phase-in	Essential Packages

**Secretary of State**

**Summary Cross Reference Listing and Packages  
2015-17 Biennium**

**Agency Number: 16500**

**BAM Analyst: Clark, Clair**

**Budget Coordinator: Flores, Fabiola - (503)986-2238**

<b>Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>Package Number</b>	<b>Priority</b>	<b>Package Description</b>	<b>Package Group</b>
007-00-00-00000	Audits Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
007-00-00-00000	Audits Division	031	0	Standard Inflation	Essential Packages
007-00-00-00000	Audits Division	032	0	Above Standard Inflation	Essential Packages
007-00-00-00000	Audits Division	033	0	Exceptional Inflation	Essential Packages
007-00-00-00000	Audits Division	060	0	Technical Adjustments	Essential Packages
007-00-00-00000	Audits Division	400	5	New Auditor Positions	Policy Packages
007-00-00-00000	Audits Division	401	4	Reclass Auditor Positions	Policy Packages
010-00-00-00000	Oregon Cultural Trust Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
010-00-00-00000	Oregon Cultural Trust Division	021	0	Phase-in	Essential Packages
010-00-00-00000	Oregon Cultural Trust Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
010-00-00-00000	Oregon Cultural Trust Division	031	0	Standard Inflation	Essential Packages
010-00-00-00000	Oregon Cultural Trust Division	032	0	Above Standard Inflation	Essential Packages
010-00-00-00000	Oregon Cultural Trust Division	033	0	Exceptional Inflation	Essential Packages
010-00-00-00000	Oregon Cultural Trust Division	060	0	Technical Adjustments	Essential Packages
012-00-00-00000	Archives Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
012-00-00-00000	Archives Division	021	0	Phase-in	Essential Packages
012-00-00-00000	Archives Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
012-00-00-00000	Archives Division	031	0	Standard Inflation	Essential Packages
012-00-00-00000	Archives Division	032	0	Above Standard Inflation	Essential Packages
012-00-00-00000	Archives Division	033	0	Exceptional Inflation	Essential Packages
012-00-00-00000	Archives Division	060	0	Technical Adjustments	Essential Packages
012-00-00-00000	Archives Division	120	12	Records Management OF Limitation Increase	Policy Packages

**Secretary of State**

**Summary Cross Reference Listing and Packages  
2015-17 Biennium**

**Agency Number: 16500**

**BAM Analyst: Clark, Clair**

**Budget Coordinator: Flores, Fabiola - (503)986-2238**

<b>Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>Package Number</b>	<b>Priority</b>	<b>Package Description</b>	<b>Package Group</b>
012-00-00-00000	Archives Division	121	10	Phase 2 Compact Shelving	Policy Packages
036-00-00-00000	Corporation Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
036-00-00-00000	Corporation Division	021	0	Phase-in	Essential Packages
036-00-00-00000	Corporation Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
036-00-00-00000	Corporation Division	031	0	Standard Inflation	Essential Packages
036-00-00-00000	Corporation Division	032	0	Above Standard Inflation	Essential Packages
036-00-00-00000	Corporation Division	033	0	Exceptional Inflation	Essential Packages
036-00-00-00000	Corporation Division	060	0	Technical Adjustments	Essential Packages
036-00-00-00000	Corporation Division	360	13	Merchant and Treasury Fee Adjustment	Policy Packages
036-00-00-00000	Corporation Division	361	11	License Directory Modernization Subscription	Policy Packages
036-00-00-00000	Corporation Division	362	3	Permanent Financing for Positions	Policy Packages
040-00-00-00000	Help America Vote Act (HAVA)	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
040-00-00-00000	Help America Vote Act (HAVA)	021	0	Phase-in	Essential Packages
040-00-00-00000	Help America Vote Act (HAVA)	022	0	Phase-out Pgm & One-time Costs	Essential Packages
040-00-00-00000	Help America Vote Act (HAVA)	031	0	Standard Inflation	Essential Packages
040-00-00-00000	Help America Vote Act (HAVA)	032	0	Above Standard Inflation	Essential Packages
040-00-00-00000	Help America Vote Act (HAVA)	033	0	Exceptional Inflation	Essential Packages
040-00-00-00000	Help America Vote Act (HAVA)	060	0	Technical Adjustments	Essential Packages
060-00-00-00000	Governor's Adjustment	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
060-00-00-00000	Governor's Adjustment	021	0	Phase-in	Essential Packages
060-00-00-00000	Governor's Adjustment	022	0	Phase-out Pgm & One-time Costs	Essential Packages
060-00-00-00000	Governor's Adjustment	031	0	Standard Inflation	Essential Packages



**Secretary of State**

**Summary Cross Reference Listing and Packages**

2015-17 Biennium

**Agency Number: 16500**

**BAM Analyst: Clark, Clair**

**Budget Coordinator: Flores, Fabiola - (503)986-2238**

<b><i>Cross Reference Number</i></b>	<b><i>Cross Reference Description</i></b>	<b><i>Package Number</i></b>	<b>Priority</b>	<b><i>Package Description</i></b>	<b><i>Package Group</i></b>
060-00-00-00000	Governor's Adjustment	032	0	Above Standard Inflation	Essential Packages
060-00-00-00000	Governor's Adjustment	033	0	Exceptional Inflation	Essential Packages
060-00-00-00000	Governor's Adjustment	060	0	Technical Adjustments	Essential Packages

**Secretary of State**

**Policy Package List by Priority  
2015-17 Biennium**

**Agency Number: 16500**

**BAM Analyst: Clark, Clair**

**Budget Coordinator: Flores, Fabiola - (503)986-2238**

<b>Priority</b>	<b>Policy Pkg Number</b>	<b>Policy Pkg Description</b>	<b>Summary Cross Reference Number</b>	<b>Cross Reference Description</b>
1	100	New Information Technology Positions	001-00-00-00000	Administrative Services Division
2	200	New Elections positions	002-00-00-00000	Elections Division
3	362	Permanent Financing for Positions	036-00-00-00000	Corporation Division
4	401	Reclass Auditor Positions	007-00-00-00000	Audits Division
5	400	New Auditor Positions	007-00-00-00000	Audits Division
6	201	OCVR Modernization and OF Limitation Increase	002-00-00-00000	Elections Division
7	101	Hardware Refresh Package	001-00-00-00000	Administrative Services Division
8	202	ORESTAR upgrades	002-00-00-00000	Elections Division
9	102	Oregon Business Registry Enhancements	001-00-00-00000	Administrative Services Division
10	121	Phase 2 Compact Shelving	012-00-00-00000	Archives Division
11	361	License Directory Modernization Subscription	036-00-00-00000	Corporation Division
12	120	Records Management OF Limitation Increase	012-00-00-00000	Archives Division
13	360	Merchant and Treasury Fee Adjustment	036-00-00-00000	Corporation Division
14	203	Retain Fees for Voter's Pamphlet Filings	002-00-00-00000	Elections Division

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>BEGINNING BALANCE</b>						
<b>0025 Beginning Balance</b>						
3400 Other Funds Ltd	10,827,551	8,215,412	-	8,215,412	11,272,633	11,272,633
6400 Federal Funds Ltd	13,538,589	2,391,397	-	2,391,397	7,371,520	7,371,520
All Funds	24,366,140	10,606,809	-	10,606,809	18,644,153	18,644,153
<b>0030 Beginning Balance Adjustment</b>						
3400 Other Funds Ltd	-	3,518,279	-	3,518,279	-	-
6400 Federal Funds Ltd	-	7,361,291	-	7,361,291	-	-
All Funds	-	10,879,570	-	10,879,570	-	-
<b>TOTAL BEGINNING BALANCE</b>						
3400 Other Funds Ltd	10,827,551	11,733,691	-	11,733,691	11,272,633	11,272,633
6400 Federal Funds Ltd	13,538,589	9,752,688	-	9,752,688	7,371,520	7,371,520
<b>TOTAL BEGINNING BALANCE</b>	<b>\$24,366,140</b>	<b>\$21,486,379</b>	<b>-</b>	<b>\$21,486,379</b>	<b>\$18,644,153</b>	<b>\$18,644,153</b>

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	12,500,468	8,476,735	187,110	8,663,845	8,916,248	9,109,410
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LICENSES AND FEES

0205 Business Lic and Fees

3400 Other Funds Ltd	17,550,682	11,447,050	(2,200,000)	9,247,050	17,924,491	17,924,491
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DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8800 General Fund Revenue	52,428,230	5,057,904	2,200,000	7,257,904	52,122,115	52,122,115
All Funds	69,978,912	16,504,954	-	16,504,954	70,046,606	70,046,606
<b>0210 Non-business Lic. and Fees</b>						
3400 Other Funds Ltd	2,840,149	-	-	-	-	-
8800 General Fund Revenue	657,511	200,000	-	200,000	657,511	657,511
All Funds	3,497,660	200,000	-	200,000	657,511	657,511
<b>0220 Corporation Fees</b>						
3400 Other Funds Ltd	-	4,637,289	-	4,637,289	-	-
8800 General Fund Revenue	-	49,973,454	-	49,973,454	-	-
All Funds	-	54,610,743	-	54,610,743	-	-
<b>TOTAL LICENSES AND FEES</b>						
3400 Other Funds Ltd	20,390,831	16,084,339	(2,200,000)	13,884,339	17,924,491	17,924,491
8800 General Fund Revenue	53,085,741	55,231,358	2,200,000	57,431,358	52,779,626	52,779,626
<b>TOTAL LICENSES AND FEES</b>	<b>\$73,476,572</b>	<b>\$71,315,697</b>	<b>-</b>	<b>\$71,315,697</b>	<b>\$70,704,117</b>	<b>\$70,704,117</b>
<b>CHARGES FOR SERVICES</b>						
<b>0410 Charges for Services</b>						
3400 Other Funds Ltd	22,037,120	31,076,196	-	31,076,196	33,532,393	33,532,393
<b>FINES, RENTS AND ROYALTIES</b>						
<b>0505 Fines and Forfeitures</b>						
8800 General Fund Revenue	224,419	460,904	-	460,904	224,419	224,419

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>SALES INCOME</b>						
<b>0705 Sales Income</b>						
3400 Other Funds Ltd	170,163	201,877	-	201,877	219,532	219,532
<b>OTHER</b>						
<b>0975 Other Revenues</b>						
3400 Other Funds Ltd	363	-	1,370,745	1,370,745	-	-
<b>FEDERAL FUNDS REVENUE</b>						
<b>0995 Federal Funds</b>						
6400 Federal Funds Ltd	585,374	168,869	34,629	203,498	794,116	794,116
<b>TRANSFERS IN</b>						
<b>1010 Transfer In - Intrafund</b>						
3400 Other Funds Ltd	12,612,074	13,968,395	-	13,968,395	15,595,678	15,595,678
<b>REVENUES</b>						
8000 General Fund	12,500,468	8,476,735	187,110	8,663,845	8,916,248	9,109,410
3400 Other Funds Ltd	55,210,551	61,330,807	(829,255)	60,501,552	67,272,094	67,272,094
8800 General Fund Revenue	53,310,160	55,692,262	2,200,000	57,892,262	53,004,045	53,004,045
6400 Federal Funds Ltd	585,374	168,869	34,629	203,498	794,116	794,116
<b>TOTAL REVENUES</b>	<b>\$121,606,553</b>	<b>\$125,668,673</b>	<b>\$1,592,484</b>	<b>\$127,261,157</b>	<b>\$129,986,503</b>	<b>\$130,179,665</b>
<b>TRANSFERS OUT</b>						
<b>2010 Transfer Out - Intrafund</b>						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	(12,612,074)	(13,968,395)	-	(13,968,395)	(15,595,678)	(15,595,678)
<b>2060 Transfer to General Fund</b>						
8800 General Fund Revenue	(53,310,160)	(55,692,262)	(2,200,000)	(57,892,262)	(53,004,045)	(53,004,045)
<b>TOTAL TRANSFERS OUT</b>						
3400 Other Funds Ltd	(12,612,074)	(13,968,395)	-	(13,968,395)	(15,595,678)	(15,595,678)
8800 General Fund Revenue	(53,310,160)	(55,692,262)	(2,200,000)	(57,892,262)	(53,004,045)	(53,004,045)
<b>TOTAL TRANSFERS OUT</b>	<b>(\$65,922,234)</b>	<b>(\$69,660,657)</b>	<b>(\$2,200,000)</b>	<b>(\$71,860,657)</b>	<b>(\$68,599,723)</b>	<b>(\$68,599,723)</b>
<b>AVAILABLE REVENUES</b>						
8000 General Fund	12,500,468	8,476,735	187,110	8,663,845	8,916,248	9,109,410
3400 Other Funds Ltd	53,426,028	59,096,103	(829,255)	58,266,848	62,949,049	62,949,049
6400 Federal Funds Ltd	14,123,963	9,921,557	34,629	9,956,186	8,165,636	8,165,636
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$80,050,459</b>	<b>\$77,494,395</b>	<b>(\$607,516)</b>	<b>\$76,886,879</b>	<b>\$80,030,933</b>	<b>\$80,224,095</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
<b>SALARIES &amp; WAGES</b>						
<b>3110 Class/Unclass Sal. and Per Diem</b>						
8000 General Fund	4,386,773	3,244,101	111,527	3,355,628	3,461,978	3,461,978
3400 Other Funds Ltd	16,891,916	21,486,977	1,060,464	22,547,441	23,150,834	23,150,834
6400 Federal Funds Ltd	501,093	592,536	27,331	619,867	579,552	579,552
All Funds	21,779,782	25,323,614	1,199,322	26,522,936	27,192,364	27,192,364

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>3160 Temporary Appointments</b>						
8000 General Fund	75,699	266,559	-	266,559	266,558	266,558
3400 Other Funds Ltd	127,940	35,562	-	35,562	35,562	35,562
6400 Federal Funds Ltd	3,994	-	-	-	-	-
All Funds	207,633	302,121	-	302,121	302,120	302,120
<b>3170 Overtime Payments</b>						
8000 General Fund	25,824	25,404	-	25,404	25,404	25,404
3400 Other Funds Ltd	13,389	-	-	-	-	-
6400 Federal Funds Ltd	253	-	-	-	-	-
All Funds	39,466	25,404	-	25,404	25,404	25,404
<b>3190 All Other Differential</b>						
8000 General Fund	24,721	-	-	-	-	-
3400 Other Funds Ltd	361,687	-	-	-	-	-
6400 Federal Funds Ltd	7,166	-	-	-	-	-
All Funds	393,574	-	-	-	-	-
<b>TOTAL SALARIES &amp; WAGES</b>						
8000 General Fund	4,513,017	3,536,064	111,527	3,647,591	3,753,940	3,753,940
3400 Other Funds Ltd	17,394,932	21,522,539	1,060,464	22,583,003	23,186,396	23,186,396
6400 Federal Funds Ltd	512,506	592,536	27,331	619,867	579,552	579,552
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$22,420,455</b>	<b>\$25,651,139</b>	<b>\$1,199,322</b>	<b>\$26,850,461</b>	<b>\$27,519,888</b>	<b>\$27,519,888</b>

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>OTHER PAYROLL EXPENSES</b>						
<b>3210 Empl. Rel. Bd. Assessments</b>						
8000 General Fund	1,298	922	-	922	1,002	1,002
3400 Other Funds Ltd	5,483	6,933	-	6,933	7,534	7,534
6400 Federal Funds Ltd	162	160	-	160	176	176
All Funds	6,943	8,015	-	8,015	8,712	8,712
<b>3220 Public Employees' Retire Cont</b>						
8000 General Fund	665,945	479,638	16,072	495,710	550,652	550,652
3400 Other Funds Ltd	2,467,791	3,152,142	143,185	3,295,327	3,655,515	3,655,515
6400 Federal Funds Ltd	72,739	86,925	3,938	90,863	91,511	91,511
All Funds	3,206,475	3,718,705	163,195	3,881,900	4,297,678	4,297,678
<b>3221 Pension Obligation Bond</b>						
8000 General Fund	274,502	202,382	(4,155)	198,227	198,227	215,880
3400 Other Funds Ltd	1,031,372	1,295,196	7,541	1,302,737	1,302,737	1,432,795
6400 Federal Funds Ltd	31,449	36,602	(676)	35,926	35,926	35,868
All Funds	1,337,323	1,534,180	2,710	1,536,890	1,536,890	1,684,543
<b>3230 Social Security Taxes</b>						
8000 General Fund	337,934	267,908	8,532	276,440	284,540	284,540
3400 Other Funds Ltd	1,299,505	1,635,041	76,013	1,711,054	1,763,586	1,763,586
6400 Federal Funds Ltd	38,397	45,330	2,091	47,421	44,336	44,336



DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	1,675,836	1,948,279	86,636	2,034,915	2,092,462	2,092,462
<b>3240 Unemployment Assessments</b>						
8000 General Fund	5,851	236	-	236	236	236
3400 Other Funds Ltd	27,292	-	-	-	-	-
All Funds	33,143	236	-	236	236	236
<b>3250 Worker's Comp. Assess. (WCD)</b>						
8000 General Fund	1,760	1,417	-	1,417	1,646	1,646
3400 Other Funds Ltd	7,023	10,226	-	10,226	11,806	11,806
6400 Federal Funds Ltd	196	236	-	236	276	276
All Funds	8,979	11,879	-	11,879	13,728	13,728
<b>3260 Mass Transit Tax</b>						
8000 General Fund	27,123	20,908	669	21,577	21,577	22,525
3400 Other Funds Ltd	105,339	122,369	6,321	128,690	128,690	139,118
All Funds	132,462	143,277	6,990	150,267	150,267	161,643
<b>3270 Flexible Benefits</b>						
8000 General Fund	926,639	731,671	10,669	742,340	728,618	728,618
3400 Other Funds Ltd	4,017,512	5,295,065	77,221	5,372,286	5,224,342	5,224,342
6400 Federal Funds Ltd	121,396	122,112	1,945	124,057	122,112	122,112
All Funds	5,065,547	6,148,848	89,835	6,238,683	6,075,072	6,075,072
<b>TOTAL OTHER PAYROLL EXPENSES</b>						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	2,241,052	1,705,082	31,787	1,736,869	1,786,498	1,805,099
3400 Other Funds Ltd	8,961,317	11,516,972	310,281	11,827,253	12,094,210	12,234,696
6400 Federal Funds Ltd	264,339	291,365	7,298	298,663	294,337	294,279
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$11,466,708</b>	<b>\$13,513,419</b>	<b>\$349,366</b>	<b>\$13,862,785</b>	<b>\$14,175,045</b>	<b>\$14,334,074</b>
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
8000 General Fund	-	(24,613)	-	(24,613)	(24,613)	(20,850)
3400 Other Funds Ltd	-	(232,959)	-	(232,959)	(232,959)	(239,777)
6400 Federal Funds Ltd	-	-	-	-	-	(17,375)
All Funds	-	(257,572)	-	(257,572)	(257,572)	(278,002)
<b>3465 Reconciliation Adjustment</b>						
8000 General Fund	-	152,657	-	152,657	-	-
3400 Other Funds Ltd	-	965,580	-	965,580	-	-
6400 Federal Funds Ltd	-	26,072	-	26,072	-	-
All Funds	-	1,144,309	-	1,144,309	-	-
<b>3470 Undistributed (P.S.)</b>						
8000 General Fund	-	(136,310)	-	(136,310)	-	-
<b>3991 PERS Policy Adjustment</b>						
8000 General Fund	-	(117,692)	-	(117,692)	-	-
3400 Other Funds Ltd	-	(791,107)	-	(791,107)	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
6400 Federal Funds Ltd	-	(21,331)	-	(21,331)	-	-
All Funds	-	(930,130)	-	(930,130)	-	-
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>						
8000 General Fund	-	(125,958)	-	(125,958)	(24,613)	(20,850)
3400 Other Funds Ltd	-	(58,486)	-	(58,486)	(232,959)	(239,777)
6400 Federal Funds Ltd	-	4,741	-	4,741	-	(17,375)
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>	-	<b>(\$179,703)</b>	-	<b>(\$179,703)</b>	<b>(\$257,572)</b>	<b>(\$278,002)</b>
<b>TOTAL PERSONAL SERVICES</b>						
8000 General Fund	6,754,069	5,115,188	143,314	5,258,502	5,515,825	5,538,189
3400 Other Funds Ltd	26,356,249	32,981,025	1,370,745	34,351,770	35,047,647	35,181,315
6400 Federal Funds Ltd	776,845	888,642	34,629	923,271	873,889	856,456
<b>TOTAL PERSONAL SERVICES</b>	<b>\$33,887,163</b>	<b>\$38,984,855</b>	<b>\$1,548,688</b>	<b>\$40,533,543</b>	<b>\$41,437,361</b>	<b>\$41,575,960</b>
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
8000 General Fund	21,880	18,354	(2,484)	15,870	15,870	19,402
3400 Other Funds Ltd	61,823	113,048	-	113,048	113,048	117,859
6400 Federal Funds Ltd	30,162	61,974	-	61,974	61,974	63,834
All Funds	113,865	193,376	(2,484)	190,892	190,892	201,095
<b>4125 Out of State Travel</b>						
8000 General Fund	21,883	21,730	(3,000)	18,730	18,730	19,292

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	35,727	64,337	-	64,337	64,337	85,203
6400 Federal Funds Ltd	6,548	25,355	-	25,355	25,355	20,272
All Funds	64,158	111,422	(3,000)	108,422	108,422	124,767
<b>4150 Employee Training</b>						
8000 General Fund	10,850	7,577	(500)	7,077	7,077	15,993
3400 Other Funds Ltd	362,849	261,232	-	261,232	261,232	314,816
6400 Federal Funds Ltd	2,696	9,074	-	9,074	9,074	9,346
All Funds	376,395	277,883	(500)	277,383	277,383	340,155
<b>4175 Office Expenses</b>						
8000 General Fund	583,322	500,609	(2,306)	498,303	501,716	450,330
3400 Other Funds Ltd	729,296	1,075,198	(3,000)	1,072,198	1,093,092	1,019,436
6400 Federal Funds Ltd	34,740	75,512	-	75,512	75,512	75,606
All Funds	1,347,358	1,651,319	(5,306)	1,646,013	1,670,320	1,545,372
<b>4200 Telecommunications</b>						
8000 General Fund	46,525	55,842	-	55,842	55,842	24,149
3400 Other Funds Ltd	246,975	847,429	-	847,429	847,429	313,426
6400 Federal Funds Ltd	76,986	884,342	-	884,342	884,342	104,231
All Funds	370,486	1,787,613	-	1,787,613	1,787,613	441,806
<b>4225 State Gov. Service Charges</b>						
8000 General Fund	649,943	438,290	-	438,290	423,981	448,844

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	966,502	990,405	-	990,405	902,839	1,314,788
6400 Federal Funds Ltd	11,155	-	-	-	-	22,082
All Funds	1,627,600	1,428,695	-	1,428,695	1,326,820	1,785,714
<b>4250 Data Processing</b>						
8000 General Fund	110,980	44,462	(2,000)	42,462	42,462	19,305
3400 Other Funds Ltd	860,173	312,572	-	312,572	312,572	409,445
6400 Federal Funds Ltd	511,294	27,327	-	27,327	27,327	104,820
All Funds	1,482,447	384,361	(2,000)	382,361	382,361	533,570
<b>4275 Publicity and Publications</b>						
8000 General Fund	717,751	675,066	(125)	674,941	674,941	695,189
3400 Other Funds Ltd	234,818	550,196	-	550,196	550,196	413,806
6400 Federal Funds Ltd	12,458	340,295	-	340,295	340,295	29,853
All Funds	965,027	1,565,557	(125)	1,565,432	1,565,432	1,138,848
<b>4300 Professional Services</b>						
8000 General Fund	317,464	67,152	(668)	66,484	66,484	527,479
3400 Other Funds Ltd	1,550,152	2,055,679	(14,000)	2,041,679	2,041,679	2,088,254
6400 Federal Funds Ltd	260,757	3,613,879	(2,700,000)	913,879	913,879	1,209,096
All Funds	2,128,373	5,736,710	(2,714,668)	3,022,042	3,022,042	3,824,829
<b>4315 IT Professional Services</b>						
8000 General Fund	783,446	904,674	(950)	903,724	903,724	591,304

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	2,096,984	3,820,262	(47,813)	3,772,449	3,772,449	2,570,891
6400 Federal Funds Ltd	1,115,845	1,113,425	-	1,113,425	1,113,425	1,912,685
All Funds	3,996,275	5,838,361	(48,763)	5,789,598	5,789,598	5,074,880
<b>4325 Attorney General</b>						
8000 General Fund	267,008	449,465	(68,763)	380,702	380,702	453,797
3400 Other Funds Ltd	69,290	211,627	(9,702)	201,925	201,925	192,824
6400 Federal Funds Ltd	9,199	92,160	-	92,160	92,160	76,862
All Funds	345,497	753,252	(78,465)	674,787	674,787	723,483
<b>4375 Employee Recruitment and Develop</b>						
8000 General Fund	634	1,637	-	1,637	1,637	2,321
3400 Other Funds Ltd	11,402	23,975	-	23,975	23,975	18,641
6400 Federal Funds Ltd	-	245	-	245	245	7
All Funds	12,036	25,857	-	25,857	25,857	20,969
<b>4400 Dues and Subscriptions</b>						
8000 General Fund	822	85	(85)	-	-	1,000
3400 Other Funds Ltd	10,357	28,582	-	28,582	28,582	17,718
6400 Federal Funds Ltd	600	4,447	-	4,447	4,447	4,580
All Funds	11,779	33,114	(85)	33,029	33,029	23,298
<b>4425 Facilities Rental and Taxes</b>						
8000 General Fund	1,352,929	265,510	(2,710)	262,800	262,800	262,800

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	1,743,236	3,360,046	(19,485)	3,340,561	3,340,561	3,340,561
6400 Federal Funds Ltd	23,044	33,924	-	33,924	33,924	33,924
All Funds	3,119,209	3,659,480	(22,195)	3,637,285	3,637,285	3,637,285
<b>4450 Fuels and Utilities</b>						
3400 Other Funds Ltd	59,072	50,300	-	50,300	50,300	51,809
<b>4475 Facilities Maintenance</b>						
3400 Other Funds Ltd	7,648	-	-	-	-	-
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	-	3,645	-	3,645	3,645	18,454
<b>4600 Intra-agency Charges</b>						
8000 General Fund	60	-	-	-	-	-
6400 Federal Funds Ltd	60	-	-	-	-	-
All Funds	120	-	-	-	-	-
<b>4650 Other Services and Supplies</b>						
8000 General Fund	117,907	19,360	-	19,360	30,256	17,590
3400 Other Funds Ltd	830,075	600,133	-	600,133	666,805	985,449
6400 Federal Funds Ltd	4,127	12,205	-	12,205	12,205	12,619
All Funds	952,109	631,698	-	631,698	709,266	1,015,658
<b>4675 Undistributed (S.S.)</b>						
8000 General Fund	-	(125,673)	130,593	4,920	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	-	(104,000)	104,000	-	-	-
All Funds	-	(229,673)	234,593	4,920	-	-
<b>4700 Expendable Prop 250 - 5000</b>						
8000 General Fund	8,873	9,831	(1,573)	8,258	8,258	2,248
3400 Other Funds Ltd	15,014	85,393	-	85,393	85,393	93,072
6400 Federal Funds Ltd	7,308	24,759	-	24,759	24,759	25,502
All Funds	31,195	119,983	(1,573)	118,410	118,410	120,822
<b>4715 IT Expendable Property</b>						
8000 General Fund	73,350	7,576	(1,633)	5,943	5,943	20,178
3400 Other Funds Ltd	308,466	435,469	(10,000)	425,469	425,469	418,122
6400 Federal Funds Ltd	278,562	253,098	-	253,098	253,098	324,999
All Funds	660,378	696,143	(11,633)	684,510	684,510	763,299
<b>TOTAL SERVICES &amp; SUPPLIES</b>						
8000 General Fund	5,085,627	3,361,547	43,796	3,405,343	3,400,423	3,571,221
3400 Other Funds Ltd	10,199,859	14,785,528	-	14,785,528	14,785,528	13,784,574
6400 Federal Funds Ltd	2,385,541	6,572,021	(2,700,000)	3,872,021	3,872,021	4,030,318
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$17,671,027</b>	<b>\$24,719,096</b>	<b>(\$2,656,204)</b>	<b>\$22,062,892</b>	<b>\$22,057,972</b>	<b>\$21,386,113</b>
<b>CAPITAL OUTLAY</b>						
<b>5100 Office Furniture and Fixtures</b>						
3400 Other Funds Ltd	-	606,681	-	606,681	606,681	109,881



DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>5150 Telecommunications Equipment</b>						
3400 Other Funds Ltd	-	96,675	-	96,675	96,675	99,575
6400 Federal Funds Ltd	-	14,914	-	14,914	14,914	15,361
All Funds	-	111,589	-	111,589	111,589	114,936
<b>5200 Technical Equipment</b>						
3400 Other Funds Ltd	-	267,259	-	267,259	267,259	275,277
<b>5550 Data Processing Software</b>						
3400 Other Funds Ltd	18,759	88,163	-	88,163	88,163	59,908
6400 Federal Funds Ltd	57,018	223,318	-	223,318	223,318	230,018
All Funds	75,777	311,481	-	311,481	311,481	289,926
<b>5600 Data Processing Hardware</b>						
3400 Other Funds Ltd	259,136	35,972	-	35,972	35,972	21,601
6400 Federal Funds Ltd	113,174	11,579	-	11,579	11,579	11,926
All Funds	372,310	47,551	-	47,551	47,551	33,527
<b>5900 Other Capital Outlay</b>						
3400 Other Funds Ltd	66,240	33,837	-	33,837	33,837	34,852
<b>TOTAL CAPITAL OUTLAY</b>						
3400 Other Funds Ltd	344,135	1,128,587	-	1,128,587	1,128,587	601,094
6400 Federal Funds Ltd	170,192	249,811	-	249,811	249,811	257,305
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$514,327</b>	<b>\$1,378,398</b>	<b>-</b>	<b>\$1,378,398</b>	<b>\$1,378,398</b>	<b>\$858,399</b>

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>SPECIAL PAYMENTS</b>						
<b>6020 Dist to Counties</b>						
6400 Federal Funds Ltd	103,751	-	-	-	-	-
<b>6030 Dist to Non-Gov Units</b>						
6400 Federal Funds Ltd	66,000	-	-	-	-	-
<b>6085 Other Special Payments</b>						
8000 General Fund	660,442	-	-	-	-	-
6400 Federal Funds Ltd	613,476	-	-	-	-	-
All Funds	1,273,918	-	-	-	-	-
<b>TOTAL SPECIAL PAYMENTS</b>						
8000 General Fund	660,442	-	-	-	-	-
6400 Federal Funds Ltd	783,227	-	-	-	-	-
<b>TOTAL SPECIAL PAYMENTS</b>	<b>\$1,443,669</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES</b>						
8000 General Fund	12,500,138	8,476,735	187,110	8,663,845	8,916,248	9,109,410
3400 Other Funds Ltd	36,900,243	48,895,140	1,370,745	50,265,885	50,961,762	49,566,983
6400 Federal Funds Ltd	4,115,805	7,710,474	(2,665,371)	5,045,103	4,995,721	5,144,079
<b>TOTAL EXPENDITURES</b>	<b>\$53,516,186</b>	<b>\$65,082,349</b>	<b>(\$1,107,516)</b>	<b>\$63,974,833</b>	<b>\$64,873,731</b>	<b>\$63,820,472</b>
<b>REVERSIONS</b>						
<b>9900 Reversions</b>						

**Secretary of State**

**Agency Number: 16500**

**Agency Worksheet - Revenues & Expenditures  
2015-17 Biennium  
Secretary of State**

**Version: V - 01 - Agency Request Budget  
Cross Reference Number: 16500-000-00-00-00000**

<i>DESCRIPTION</i>	<i>2011-13 Actuals</i>	<i>2013-15 Leg Adopted Budget</i>	<i>2013-15 Emergency Boards</i>	<i>2013-15 Leg Approved Budget</i>	<i>2015-17 Base Budget</i>	<i>2015-17 Current Service Level</i>
8000 General Fund	(330)	-	-	-	-	-
<b>ENDING BALANCE</b>						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	16,525,785	10,200,963	(2,200,000)	8,000,963	11,987,287	13,382,066
6400 Federal Funds Ltd	10,008,158	2,211,083	2,700,000	4,911,083	3,169,915	3,021,557
<b>TOTAL ENDING BALANCE</b>	<b>\$26,533,943</b>	<b>\$12,412,046</b>	<b>\$500,000</b>	<b>\$12,912,046</b>	<b>\$15,157,202</b>	<b>\$16,403,623</b>
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	197	202	-	202	199	199
<b>AUTHORIZED FTE POSITIONS</b>						
8250 Class/Unclass FTE Positions	195.69	200.61	-	200.61	198.19	198.19

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>BEGINNING BALANCE</b>						
<b>0025 Beginning Balance</b>						
3400 Other Funds Ltd	2,943,394	1,554,592	-	1,554,592	3,342,418	3,342,418
<b>0030 Beginning Balance Adjustment</b>						
3400 Other Funds Ltd	-	2,170,445	-	2,170,445	-	-
<b>TOTAL BEGINNING BALANCE</b>						
3400 Other Funds Ltd	2,943,394	3,725,037	-	3,725,037	3,342,418	3,342,418
<b>TOTAL BEGINNING BALANCE</b>	<b>\$2,943,394</b>	<b>\$3,725,037</b>	<b>-</b>	<b>\$3,725,037</b>	<b>\$3,342,418</b>	<b>\$3,342,418</b>

**REVENUE CATEGORIES**

**GENERAL FUND APPROPRIATION**

**0050 General Fund Appropriation**

8000 General Fund	1,795,151	1,920,138	77,925	1,998,063	2,046,939	2,071,613
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**CHARGES FOR SERVICES**

**0410 Charges for Services**

3400 Other Funds Ltd	4,969	-	-	-	-	-
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**SALES INCOME**

**0705 Sales Income**

3400 Other Funds Ltd	81	-	-	-	-	-
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**OTHER**

**0975 Other Revenues**

Agency Worksheet - Revenues & Expenditures  
 2015-17 Biennium  
 Administrative Services Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-001-00-00-00000

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	-	-	480,758	480,758	-	-
<b>TRANSFERS IN</b>						
<b>1010 Transfer In - Intrafund</b>						
3400 Other Funds Ltd	12,612,074	13,968,395	-	13,968,395	15,595,678	15,595,678
<b>REVENUES</b>						
8000 General Fund	1,795,151	1,920,138	77,925	1,998,063	2,046,939	2,071,613
3400 Other Funds Ltd	12,617,124	13,968,395	480,758	14,449,153	15,595,678	15,595,678
<b>TOTAL REVENUES</b>	<b>\$14,412,275</b>	<b>\$15,888,533</b>	<b>\$558,683</b>	<b>\$16,447,216</b>	<b>\$17,642,617</b>	<b>\$17,667,291</b>
<b>AVAILABLE REVENUES</b>						
8000 General Fund	1,795,151	1,920,138	77,925	1,998,063	2,046,939	2,071,613
3400 Other Funds Ltd	15,560,518	17,693,432	480,758	18,174,190	18,938,096	18,938,096
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$17,355,669</b>	<b>\$19,613,570</b>	<b>\$558,683</b>	<b>\$20,172,253</b>	<b>\$20,985,035</b>	<b>\$21,009,709</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
<b>SALARIES &amp; WAGES</b>						
<b>3110 Class/Unclass Sal. and Per Diem</b>						
8000 General Fund	1,159,018	1,175,541	26,400	1,201,941	1,254,338	1,254,338
3400 Other Funds Ltd	5,939,249	6,527,201	360,129	6,887,330	6,781,766	6,781,766
All Funds	7,098,267	7,702,742	386,529	8,089,271	8,036,104	8,036,104
<b>3160 Temporary Appointments</b>						

Agency Worksheet - Revenues & Expenditures  
 2015-17 Biennium  
 Administrative Services Division

Version: V - 01 - Agency Request Budget  
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DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	2,848	27,970	-	27,970	27,970	27,970
3400 Other Funds Ltd	34,991	-	-	-	-	-
All Funds	37,839	27,970	-	27,970	27,970	27,970
<b>3170 Overtime Payments</b>						
8000 General Fund	2,045	-	-	-	-	-
3400 Other Funds Ltd	5,324	-	-	-	-	-
All Funds	7,369	-	-	-	-	-
<b>3190 All Other Differential</b>						
8000 General Fund	24,029	-	-	-	-	-
3400 Other Funds Ltd	129,427	-	-	-	-	-
All Funds	153,456	-	-	-	-	-
<b>TOTAL SALARIES &amp; WAGES</b>						
8000 General Fund	1,187,940	1,203,511	26,400	1,229,911	1,282,308	1,282,308
3400 Other Funds Ltd	6,108,991	6,527,201	360,129	6,887,330	6,781,766	6,781,766
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$7,296,931</b>	<b>\$7,730,712</b>	<b>\$386,529</b>	<b>\$8,117,241</b>	<b>\$8,064,074</b>	<b>\$8,064,074</b>
<b>OTHER PAYROLL EXPENSES</b>						
<b>3210 Empl. Rel. Bd. Assessments</b>						
8000 General Fund	281	282	-	282	298	298
3400 Other Funds Ltd	1,542	1,874	-	1,874	1,990	1,990
All Funds	1,823	2,156	-	2,156	2,288	2,288

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>3220 Public Employees' Retire Cont</b>						
8000 General Fund	170,717	172,453	3,805	176,258	198,056	198,056
3400 Other Funds Ltd	864,070	957,543	51,895	1,009,438	1,070,842	1,070,842
All Funds	1,034,787	1,129,996	55,700	1,185,696	1,268,898	1,268,898
<b>3221 Pension Obligation Bond</b>						
8000 General Fund	70,923	73,072	(1,800)	71,272	71,272	77,631
3400 Other Funds Ltd	358,136	377,618	18,120	395,738	395,738	419,721
All Funds	429,059	450,690	16,320	467,010	467,010	497,352
<b>3230 Social Security Taxes</b>						
8000 General Fund	89,235	90,963	2,020	92,983	97,135	97,135
3400 Other Funds Ltd	455,986	493,549	27,549	521,098	515,674	515,674
All Funds	545,221	584,512	29,569	614,081	612,809	612,809
<b>3240 Unemployment Assessments</b>						
8000 General Fund	-	25	-	25	25	25
3400 Other Funds Ltd	23,656	-	-	-	-	-
All Funds	23,656	25	-	25	25	25
<b>3250 Worker's Comp. Assess. (WCD)</b>						
8000 General Fund	418	473	-	473	542	542
3400 Other Funds Ltd	2,211	2,767	-	2,767	3,115	3,115
All Funds	2,629	3,240	-	3,240	3,657	3,657

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>3260 Mass Transit Tax</b>						
8000 General Fund	7,325	6,837	158	6,995	6,995	7,695
3400 Other Funds Ltd	37,237	35,588	2,162	37,750	37,750	40,690
All Funds	44,562	42,425	2,320	44,745	44,745	48,385
<b>3270 Flexible Benefits</b>						
8000 General Fund	231,390	243,223	3,546	246,769	240,170	240,170
3400 Other Funds Ltd	1,269,986	1,433,273	20,903	1,454,176	1,377,814	1,377,814
All Funds	1,501,376	1,676,496	24,449	1,700,945	1,617,984	1,617,984
<b>TOTAL OTHER PAYROLL EXPENSES</b>						
8000 General Fund	570,289	587,328	7,729	595,057	614,493	621,552
3400 Other Funds Ltd	3,012,824	3,302,212	120,629	3,422,841	3,402,923	3,429,846
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$3,583,113</b>	<b>\$3,889,540</b>	<b>\$128,358</b>	<b>\$4,017,898</b>	<b>\$4,017,416</b>	<b>\$4,051,398</b>
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
8000 General Fund	-	(7,711)	-	(7,711)	(7,711)	(3,475)
3400 Other Funds Ltd	-	(80,651)	-	(80,651)	(80,651)	(66,025)
All Funds	-	(88,362)	-	(88,362)	(88,362)	(69,500)
<b>3465 Reconciliation Adjustment</b>						
8000 General Fund	-	60,523	-	60,523	-	-
3400 Other Funds Ltd	-	248,502	-	248,502	-	-



DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	-	309,025	-	309,025	-	-
<b>3470 Undistributed (P.S.)</b>						
8000 General Fund	-	(11,364)	-	(11,364)	-	-
<b>3991 PERS Policy Adjustment</b>						
8000 General Fund	-	(42,309)	-	(42,309)	-	-
3400 Other Funds Ltd	-	(247,808)	-	(247,808)	-	-
All Funds	-	(290,117)	-	(290,117)	-	-
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>						
8000 General Fund	-	(861)	-	(861)	(7,711)	(3,475)
3400 Other Funds Ltd	-	(79,957)	-	(79,957)	(80,651)	(66,025)
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>	-	<b>(\$80,818)</b>	-	<b>(\$80,818)</b>	<b>(\$88,362)</b>	<b>(\$69,500)</b>
<b>TOTAL PERSONAL SERVICES</b>						
8000 General Fund	1,758,229	1,789,978	34,129	1,824,107	1,889,090	1,900,385
3400 Other Funds Ltd	9,121,815	9,749,456	480,758	10,230,214	10,104,038	10,145,587
<b>TOTAL PERSONAL SERVICES</b>	<b>\$10,880,044</b>	<b>\$11,539,434</b>	<b>\$514,887</b>	<b>\$12,054,321</b>	<b>\$11,993,128</b>	<b>\$12,045,972</b>
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
8000 General Fund	4,129	9,410	(2,484)	6,926	6,926	7,134
3400 Other Funds Ltd	19,422	31,478	-	31,478	31,478	32,422
All Funds	23,551	40,888	(2,484)	38,404	38,404	39,556

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>4125 Out of State Travel</b>						
8000 General Fund	6,606	7,429	(3,000)	4,429	4,429	4,562
3400 Other Funds Ltd	7,851	15,753	-	15,753	15,753	19,226
All Funds	14,457	23,182	(3,000)	20,182	20,182	23,788
<b>4150 Employee Training</b>						
8000 General Fund	400	3,185	(500)	2,685	2,685	6,861
3400 Other Funds Ltd	160,404	121,885	-	121,885	121,885	141,709
All Funds	160,804	125,070	(500)	124,570	124,570	148,570
<b>4175 Office Expenses</b>						
8000 General Fund	133	2,947	(2,306)	641	1,682	4,626
3400 Other Funds Ltd	62,242	110,991	(3,000)	107,991	113,278	99,306
All Funds	62,375	113,938	(5,306)	108,632	114,960	103,932
<b>4200 Telecommunications</b>						
8000 General Fund	1,777	11,411	-	11,411	11,411	5,816
3400 Other Funds Ltd	92,551	386,367	-	386,367	386,367	105,764
All Funds	94,328	397,778	-	397,778	397,778	111,580
<b>4225 State Gov. Service Charges</b>						
8000 General Fund	-	37,329	-	37,329	32,963	44,791
3400 Other Funds Ltd	242,255	170,930	-	170,930	148,770	262,994
All Funds	242,255	208,259	-	208,259	181,733	307,785

Agency Worksheet - Revenues & Expenditures  
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<b>4250 Data Processing</b>						
8000 General Fund	-	15,731	(2,000)	13,731	13,731	10,443
3400 Other Funds Ltd	786,840	89,528	-	89,528	89,528	318,979
All Funds	786,840	105,259	(2,000)	103,259	103,259	329,422
<b>4275 Publicity and Publications</b>						
8000 General Fund	1,444	2,293	(125)	2,168	2,168	2,233
3400 Other Funds Ltd	12,428	11,579	-	11,579	11,579	14,625
All Funds	13,872	13,872	(125)	13,747	13,747	16,858
<b>4300 Professional Services</b>						
8000 General Fund	-	1,298	(668)	630	630	661
3400 Other Funds Ltd	285,703	251,323	(14,000)	237,323	237,323	218,329
All Funds	285,703	252,621	(14,668)	237,953	237,953	218,990
<b>4315 IT Professional Services</b>						
8000 General Fund	-	950	(950)	-	-	4
3400 Other Funds Ltd	1,237,039	2,947,009	(47,813)	2,899,196	2,899,196	1,324,607
All Funds	1,237,039	2,947,959	(48,763)	2,899,196	2,899,196	1,324,611
<b>4325 Attorney General</b>						
8000 General Fund	-	1,763	(1,763)	-	-	-
3400 Other Funds Ltd	10,525	89,561	(9,702)	79,859	79,859	64,539
All Funds	10,525	91,324	(11,465)	79,859	79,859	64,539

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>4375 Employee Recruitment and Develop</b>						
8000 General Fund	-	1,272	-	1,272	1,272	1,310
3400 Other Funds Ltd	6,348	6,592	-	6,592	6,592	6,790
All Funds	6,348	7,864	-	7,864	7,864	8,100
<b>4400 Dues and Subscriptions</b>						
8000 General Fund	-	85	(85)	-	-	-
3400 Other Funds Ltd	2,958	15,180	-	15,180	15,180	7,626
All Funds	2,958	15,265	(85)	15,180	15,180	7,626
<b>4425 Facilities Rental and Taxes</b>						
8000 General Fund	15,711	76,142	(2,710)	73,432	73,432	73,432
3400 Other Funds Ltd	435,346	487,366	(19,485)	467,881	467,881	467,881
All Funds	451,057	563,508	(22,195)	541,313	541,313	541,313
<b>4450 Fuels and Utilities</b>						
3400 Other Funds Ltd	1,143	-	-	-	-	-
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	-	3,645	-	3,645	3,645	3,754
<b>4650 Other Services and Supplies</b>						
8000 General Fund	6,392	3,195	-	3,195	6,520	9,355
3400 Other Funds Ltd	27,604	40,190	-	40,190	57,063	42,617
All Funds	33,996	43,385	-	43,385	63,583	51,972

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>4675 Undistributed (S.S.)</b>						
8000 General Fund	-	(47,486)	63,593	16,107	-	-
3400 Other Funds Ltd	-	(104,000)	104,000	-	-	-
All Funds	-	(151,486)	167,593	16,107	-	-
<b>4700 Expendable Prop 250 - 5000</b>						
8000 General Fund	-	1,573	(1,573)	-	-	-
3400 Other Funds Ltd	8,076	27,234	-	27,234	27,234	50,398
All Funds	8,076	28,807	(1,573)	27,234	27,234	50,398
<b>4715 IT Expendable Property</b>						
8000 General Fund	-	1,633	(1,633)	-	-	-
3400 Other Funds Ltd	203,401	169,998	(10,000)	159,998	159,998	175,968
All Funds	203,401	171,631	(11,633)	159,998	159,998	175,968
<b>TOTAL SERVICES &amp; SUPPLIES</b>						
8000 General Fund	36,592	130,160	43,796	173,956	157,849	171,228
3400 Other Funds Ltd	3,602,136	4,872,609	-	4,872,609	4,872,609	3,357,534
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$3,638,728</b>	<b>\$5,002,769</b>	<b>\$43,796</b>	<b>\$5,046,565</b>	<b>\$5,030,458</b>	<b>\$3,528,762</b>

**CAPITAL OUTLAY**

**5150 Telecommunications Equipment**

3400 Other Funds Ltd	-	96,675	-	96,675	96,675	99,575
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**5200 Technical Equipment**

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DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	-	249,626	-	249,626	249,626	257,115
<b>5550 Data Processing Software</b>						
3400 Other Funds Ltd	18,759	88,163	-	88,163	88,163	59,908
<b>5600 Data Processing Hardware</b>						
3400 Other Funds Ltd	259,136	35,972	-	35,972	35,972	21,601
<b>5900 Other Capital Outlay</b>						
3400 Other Funds Ltd	-	29,298	-	29,298	29,298	30,177
<b>TOTAL CAPITAL OUTLAY</b>						
3400 Other Funds Ltd	277,895	499,734	-	499,734	499,734	468,376
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$277,895</b>	<b>\$499,734</b>	<b>-</b>	<b>\$499,734</b>	<b>\$499,734</b>	<b>\$468,376</b>
<b>EXPENDITURES</b>						
8000 General Fund	1,794,821	1,920,138	77,925	1,998,063	2,046,939	2,071,613
3400 Other Funds Ltd	13,001,846	15,121,799	480,758	15,602,557	15,476,381	13,971,497
<b>TOTAL EXPENDITURES</b>	<b>\$14,796,667</b>	<b>\$17,041,937</b>	<b>\$558,683</b>	<b>\$17,600,620</b>	<b>\$17,523,320</b>	<b>\$16,043,110</b>
<b>REVERSIONS</b>						
<b>9900 Reversions</b>						
8000 General Fund	(330)	-	-	-	-	-
<b>ENDING BALANCE</b>						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	2,558,672	2,571,633	-	2,571,633	3,461,715	4,966,599

<i>DESCRIPTION</i>	<i>2011-13 Actuals</i>	<i>2013-15 Leg Adopted Budget</i>	<i>2013-15 Emergency Boards</i>	<i>2013-15 Leg Approved Budget</i>	<i>2015-17 Base Budget</i>	<i>2015-17 Current Service Level</i>
<b>TOTAL ENDING BALANCE</b>	<b>\$2,558,672</b>	<b>\$2,571,633</b>	<b>-</b>	<b>\$2,571,633</b>	<b>\$3,461,715</b>	<b>\$4,966,599</b>
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	51	55	-	55	53	53
<b>AUTHORIZED FTE POSITIONS</b>						
8250 Class/Unclass FTE Positions	50.69	54.61	-	54.61	52.69	52.69

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>BEGINNING BALANCE</b>						
<b>0025 Beginning Balance</b>						
3400 Other Funds Ltd	96,720	42,996	-	42,996	40,000	40,000
6400 Federal Funds Ltd	13,538,588	2,391,397	-	2,391,397	7,371,520	7,371,520
All Funds	13,635,308	2,434,393	-	2,434,393	7,411,520	7,411,520
<b>0030 Beginning Balance Adjustment</b>						
3400 Other Funds Ltd	-	25,695	-	25,695	-	-
6400 Federal Funds Ltd	-	7,361,291	-	7,361,291	-	-
All Funds	-	7,386,986	-	7,386,986	-	-
<b>TOTAL BEGINNING BALANCE</b>						
3400 Other Funds Ltd	96,720	68,691	-	68,691	40,000	40,000
6400 Federal Funds Ltd	13,538,588	9,752,688	-	9,752,688	7,371,520	7,371,520
<b>TOTAL BEGINNING BALANCE</b>	<b>\$13,635,308</b>	<b>\$9,821,379</b>	<b>-</b>	<b>\$9,821,379</b>	<b>\$7,411,520</b>	<b>\$7,411,520</b>

REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	7,195,378	6,556,597	109,185	6,665,782	6,869,309	7,037,797
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LICENSES AND FEES

0210 Non-business Lic. and Fees

8800 General Fund Revenue	657,511	200,000	-	200,000	657,511	657,511
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DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>CHARGES FOR SERVICES</b>						
<b>0410 Charges for Services</b>						
3400 Other Funds Ltd	3,524	-	-	-	7,442	7,442
<b>FINES, RENTS AND ROYALTIES</b>						
<b>0505 Fines and Forfeitures</b>						
8800 General Fund Revenue	224,419	460,904	-	460,904	224,419	224,419
<b>SALES INCOME</b>						
<b>0705 Sales Income</b>						
3400 Other Funds Ltd	8,561	129,960	-	129,960	84,532	84,532
<b>FEDERAL FUNDS REVENUE</b>						
<b>0995 Federal Funds</b>						
6400 Federal Funds Ltd	553,653	-	34,629	34,629	619,792	619,792
<b>REVENUES</b>						
8000 General Fund	7,195,378	6,556,597	109,185	6,665,782	6,869,309	7,037,797
3400 Other Funds Ltd	12,085	129,960	-	129,960	91,974	91,974
8800 General Fund Revenue	881,930	660,904	-	660,904	881,930	881,930
6400 Federal Funds Ltd	553,653	-	34,629	34,629	619,792	619,792
<b>TOTAL REVENUES</b>	<b>\$8,643,046</b>	<b>\$7,347,461</b>	<b>\$143,814</b>	<b>\$7,491,275</b>	<b>\$8,463,005</b>	<b>\$8,631,493</b>
<b>TRANSFERS OUT</b>						
<b>2060 Transfer to General Fund</b>						

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DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8800 General Fund Revenue	(881,930)	(660,904)	-	(660,904)	(881,930)	(881,930)
<b>AVAILABLE REVENUES</b>						
8000 General Fund	7,195,378	6,556,597	109,185	6,665,782	6,869,309	7,037,797
3400 Other Funds Ltd	108,805	198,651	-	198,651	131,974	131,974
6400 Federal Funds Ltd	14,092,241	9,752,688	34,629	9,787,317	7,991,312	7,991,312
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$21,396,424</b>	<b>\$16,507,936</b>	<b>\$143,814</b>	<b>\$16,651,750</b>	<b>\$14,992,595</b>	<b>\$15,161,083</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
<b>SALARIES &amp; WAGES</b>						
<b>3110 Class/Unclass Sal. and Per Diem</b>						
8000 General Fund	1,798,996	2,068,560	85,127	2,153,687	2,207,640	2,207,640
6400 Federal Funds Ltd	501,093	592,536	27,331	619,867	579,552	579,552
All Funds	2,300,089	2,661,096	112,458	2,773,554	2,787,192	2,787,192
<b>3160 Temporary Appointments</b>						
8000 General Fund	64,814	238,588	-	238,588	238,588	238,588
6400 Federal Funds Ltd	3,994	-	-	-	-	-
All Funds	68,808	238,588	-	238,588	238,588	238,588
<b>3170 Overtime Payments</b>						
8000 General Fund	23,773	25,404	-	25,404	25,404	25,404
6400 Federal Funds Ltd	253	-	-	-	-	-

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All Funds	24,026	25,404	-	25,404	25,404	25,404
<b>3190 All Other Differential</b>						
6400 Federal Funds Ltd	7,166	-	-	-	-	-
<b>TOTAL SALARIES &amp; WAGES</b>						
8000 General Fund	1,887,583	2,332,552	85,127	2,417,679	2,471,632	2,471,632
6400 Federal Funds Ltd	512,506	592,536	27,331	619,867	579,552	579,552
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$2,400,089</b>	<b>\$2,925,088</b>	<b>\$112,458</b>	<b>\$3,037,546</b>	<b>\$3,051,184</b>	<b>\$3,051,184</b>
<b>OTHER PAYROLL EXPENSES</b>						
<b>3210 Empl. Rel. Bd. Assessments</b>						
8000 General Fund	545	640	-	640	704	704
6400 Federal Funds Ltd	162	160	-	160	176	176
All Funds	707	800	-	800	880	880
<b>3220 Public Employees' Retire Cont</b>						
8000 General Fund	279,224	307,185	12,267	319,452	352,596	352,596
6400 Federal Funds Ltd	72,739	86,925	3,938	90,863	91,511	91,511
All Funds	351,963	394,110	16,205	410,315	444,107	444,107
<b>3221 Pension Obligation Bond</b>						
8000 General Fund	114,407	129,310	(2,355)	126,955	126,955	138,249
6400 Federal Funds Ltd	31,449	36,602	(676)	35,926	35,926	35,868
All Funds	145,856	165,912	(3,031)	162,881	162,881	174,117

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<b>3230 Social Security Taxes</b>						
8000 General Fund	141,238	176,946	6,512	183,458	187,405	187,405
6400 Federal Funds Ltd	38,397	45,330	2,091	47,421	44,336	44,336
All Funds	179,635	222,276	8,603	230,879	231,741	231,741
<b>3240 Unemployment Assessments</b>						
8000 General Fund	5,851	211	-	211	211	211
<b>3250 Worker's Comp. Assess. (WCD)</b>						
8000 General Fund	747	944	-	944	1,104	1,104
6400 Federal Funds Ltd	196	236	-	236	276	276
All Funds	943	1,180	-	1,180	1,380	1,380
<b>3260 Mass Transit Tax</b>						
8000 General Fund	11,333	14,071	511	14,582	14,582	14,830
<b>3270 Flexible Benefits</b>						
8000 General Fund	383,575	488,448	7,123	495,571	488,448	488,448
6400 Federal Funds Ltd	121,396	122,112	1,945	124,057	122,112	122,112
All Funds	504,971	610,560	9,068	619,628	610,560	610,560
<b>TOTAL OTHER PAYROLL EXPENSES</b>						
8000 General Fund	936,920	1,117,755	24,058	1,141,813	1,172,005	1,183,547
6400 Federal Funds Ltd	264,339	291,365	7,298	298,663	294,337	294,279
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$1,201,259</b>	<b>\$1,409,120</b>	<b>\$31,356</b>	<b>\$1,440,476</b>	<b>\$1,466,342</b>	<b>\$1,477,826</b>

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
8000 General Fund	-	(16,902)	-	(16,902)	(16,902)	(17,375)
6400 Federal Funds Ltd	-	-	-	-	-	(17,375)
All Funds	-	(16,902)	-	(16,902)	(16,902)	(34,750)
<b>3465 Reconciliation Adjustment</b>						
8000 General Fund	-	92,134	-	92,134	-	-
6400 Federal Funds Ltd	-	26,072	-	26,072	-	-
All Funds	-	118,206	-	118,206	-	-
<b>3470 Undistributed (P.S.)</b>						
8000 General Fund	-	(124,946)	-	(124,946)	-	-
<b>3991 PERS Policy Adjustment</b>						
8000 General Fund	-	(75,383)	-	(75,383)	-	-
6400 Federal Funds Ltd	-	(21,331)	-	(21,331)	-	-
All Funds	-	(96,714)	-	(96,714)	-	-
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>						
8000 General Fund	-	(125,097)	-	(125,097)	(16,902)	(17,375)
6400 Federal Funds Ltd	-	4,741	-	4,741	-	(17,375)
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>	-	<b>(\$120,356)</b>	-	<b>(\$120,356)</b>	<b>(\$16,902)</b>	<b>(\$34,750)</b>

**TOTAL PERSONAL SERVICES**

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	2,824,503	3,325,210	109,185	3,434,395	3,626,735	3,637,804
6400 Federal Funds Ltd	776,845	888,642	34,629	923,271	873,889	856,456
<b>TOTAL PERSONAL SERVICES</b>	<b>\$3,601,348</b>	<b>\$4,213,852</b>	<b>\$143,814</b>	<b>\$4,357,666</b>	<b>\$4,500,624</b>	<b>\$4,494,260</b>
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
8000 General Fund	11,603	8,944	-	8,944	8,944	12,268
6400 Federal Funds Ltd	29,653	53,218	-	53,218	53,218	54,815
All Funds	41,256	62,162	-	62,162	62,162	67,083
<b>4125 Out of State Travel</b>						
8000 General Fund	13,832	14,301	-	14,301	14,301	14,730
6400 Federal Funds Ltd	2,143	14,512	-	14,512	14,512	14,947
All Funds	15,975	28,813	-	28,813	28,813	29,677
<b>4150 Employee Training</b>						
8000 General Fund	8,842	4,392	-	4,392	4,392	9,132
6400 Federal Funds Ltd	377	9,074	-	9,074	9,074	9,346
All Funds	9,219	13,466	-	13,466	13,466	18,478
<b>4175 Office Expenses</b>						
8000 General Fund	546,780	497,662	-	497,662	500,034	445,704
3400 Other Funds Ltd	806	97,912	-	97,912	97,912	100,849
6400 Federal Funds Ltd	33,341	67,320	-	67,320	67,320	73,860

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	580,927	662,894	-	662,894	665,266	620,413
<b>4200 Telecommunications</b>						
8000 General Fund	16,207	44,431	-	44,431	44,431	18,333
3400 Other Funds Ltd	-	80	-	80	80	82
6400 Federal Funds Ltd	73,284	884,342	-	884,342	884,342	100,531
All Funds	89,491	928,853	-	928,853	928,853	118,946
<b>4225 State Gov. Service Charges</b>						
8000 General Fund	593,817	400,961	-	400,961	391,018	404,053
6400 Federal Funds Ltd	11,155	-	-	-	-	22,082
All Funds	604,972	400,961	-	400,961	391,018	426,135
<b>4250 Data Processing</b>						
8000 General Fund	110,980	28,731	-	28,731	28,731	8,862
3400 Other Funds Ltd	-	54	-	54	54	56
6400 Federal Funds Ltd	511,294	27,327	-	27,327	27,327	104,820
All Funds	622,274	56,112	-	56,112	56,112	113,738
<b>4275 Publicity and Publications</b>						
8000 General Fund	716,282	672,773	-	672,773	672,773	692,956
3400 Other Funds Ltd	-	5,662	-	5,662	5,662	5,832
6400 Federal Funds Ltd	8,990	334,151	-	334,151	334,151	20,025
All Funds	725,272	1,012,586	-	1,012,586	1,012,586	718,813

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<b>4300 Professional Services</b>						
8000 General Fund	308,667	65,854	-	65,854	65,854	526,818
3400 Other Funds Ltd	66	12,267	-	12,267	12,267	12,672
6400 Federal Funds Ltd	246,937	3,563,507	(2,700,000)	863,507	863,507	1,176,126
All Funds	555,670	3,641,628	(2,700,000)	941,628	941,628	1,715,616
<b>4315 IT Professional Services</b>						
8000 General Fund	778,247	903,724	-	903,724	903,724	591,300
6400 Federal Funds Ltd	1,115,845	1,034,188	-	1,034,188	1,034,188	1,806,434
All Funds	1,894,092	1,937,912	-	1,937,912	1,937,912	2,397,734
<b>4325 Attorney General</b>						
8000 General Fund	267,008	447,702	(67,000)	380,702	380,702	453,797
3400 Other Funds Ltd	-	394	-	394	394	470
6400 Federal Funds Ltd	9,199	92,160	-	92,160	92,160	76,862
All Funds	276,207	540,256	(67,000)	473,256	473,256	531,129
<b>4375 Employee Recruitment and Develop</b>						
8000 General Fund	634	365	-	365	365	1,011
6400 Federal Funds Ltd	-	245	-	245	245	7
All Funds	634	610	-	610	610	1,018
<b>4400 Dues and Subscriptions</b>						
8000 General Fund	822	-	-	-	-	1,000



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6400 Federal Funds Ltd	-	146	-	146	146	150
All Funds	822	146	-	146	146	1,150
<b>4425 Facilities Rental and Taxes</b>						
8000 General Fund	150,653	189,368	-	189,368	189,368	189,368
6400 Federal Funds Ltd	23,044	33,924	-	33,924	33,924	33,924
All Funds	173,697	223,292	-	223,292	223,292	223,292
<b>4600 Intra-agency Charges</b>						
8000 General Fund	60	-	-	-	-	-
6400 Federal Funds Ltd	60	-	-	-	-	-
All Funds	120	-	-	-	-	-
<b>4650 Other Services and Supplies</b>						
8000 General Fund	111,498	16,165	-	16,165	23,736	8,235
3400 Other Funds Ltd	4,100	4,410	-	4,410	4,410	4,542
6400 Federal Funds Ltd	3,891	11,181	-	11,181	11,181	11,564
All Funds	119,489	31,756	-	31,756	39,327	24,341
<b>4675 Undistributed (S.S.)</b>						
8000 General Fund	-	(78,187)	67,000	(11,187)	-	-
<b>4700 Expendable Prop 250 - 5000</b>						
8000 General Fund	1,598	8,258	-	8,258	8,258	2,248
6400 Federal Funds Ltd	7,308	24,759	-	24,759	24,759	25,502

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	8,906	33,017	-	33,017	33,017	27,750
<b>4715 IT Expendable Property</b>						
8000 General Fund	72,903	5,943	-	5,943	5,943	20,178
3400 Other Funds Ltd	4	7,253	-	7,253	7,253	7,471
6400 Federal Funds Ltd	278,562	253,098	-	253,098	253,098	324,999
All Funds	351,469	266,294	-	266,294	266,294	352,648
<b>TOTAL SERVICES &amp; SUPPLIES</b>						
8000 General Fund	3,710,433	3,231,387	-	3,231,387	3,242,574	3,399,993
3400 Other Funds Ltd	4,976	128,032	-	128,032	128,032	131,974
6400 Federal Funds Ltd	2,355,083	6,403,152	(2,700,000)	3,703,152	3,703,152	3,855,994
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$6,070,492</b>	<b>\$9,762,571</b>	<b>(\$2,700,000)</b>	<b>\$7,062,571</b>	<b>\$7,073,758</b>	<b>\$7,387,961</b>
<b>CAPITAL OUTLAY</b>						
<b>5150 Telecommunications Equipment</b>						
6400 Federal Funds Ltd	-	14,914	-	14,914	14,914	15,361
<b>5550 Data Processing Software</b>						
6400 Federal Funds Ltd	57,018	223,318	-	223,318	223,318	230,018
<b>5600 Data Processing Hardware</b>						
6400 Federal Funds Ltd	113,174	11,579	-	11,579	11,579	11,926
<b>TOTAL CAPITAL OUTLAY</b>						
6400 Federal Funds Ltd	170,192	249,811	-	249,811	249,811	257,305

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$170,192</b>	<b>\$249,811</b>	<b>-</b>	<b>\$249,811</b>	<b>\$249,811</b>	<b>\$257,305</b>
<b>SPECIAL PAYMENTS</b>						
<b>6020 Dist to Counties</b>						
6400 Federal Funds Ltd	103,751	-	-	-	-	-
<b>6030 Dist to Non-Gov Units</b>						
6400 Federal Funds Ltd	66,000	-	-	-	-	-
<b>6085 Other Special Payments</b>						
8000 General Fund	660,442	-	-	-	-	-
6400 Federal Funds Ltd	613,476	-	-	-	-	-
All Funds	1,273,918	-	-	-	-	-
<b>TOTAL SPECIAL PAYMENTS</b>						
8000 General Fund	660,442	-	-	-	-	-
6400 Federal Funds Ltd	783,227	-	-	-	-	-
<b>TOTAL SPECIAL PAYMENTS</b>	<b>\$1,443,669</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES</b>						
8000 General Fund	7,195,378	6,556,597	109,185	6,665,782	6,869,309	7,037,797
3400 Other Funds Ltd	4,976	128,032	-	128,032	128,032	131,974
6400 Federal Funds Ltd	4,085,347	7,541,605	(2,665,371)	4,876,234	4,826,852	4,969,755
<b>TOTAL EXPENDITURES</b>	<b>\$11,285,701</b>	<b>\$14,226,234</b>	<b>(\$2,556,186)</b>	<b>\$11,670,048</b>	<b>\$11,824,193</b>	<b>\$12,139,526</b>
<b>ENDING BALANCE</b>						

<i>DESCRIPTION</i>	<i>2011-13 Actuals</i>	<i>2013-15 Leg Adopted Budget</i>	<i>2013-15 Emergency Boards</i>	<i>2013-15 Leg Approved Budget</i>	<i>2015-17 Base Budget</i>	<i>2015-17 Current Service Level</i>
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	103,829	70,619	-	70,619	3,942	-
6400 Federal Funds Ltd	10,006,894	2,211,083	2,700,000	4,911,083	3,164,460	3,021,557
<b>TOTAL ENDING BALANCE</b>	<b>\$10,110,723</b>	<b>\$2,281,702</b>	<b>\$2,700,000</b>	<b>\$4,981,702</b>	<b>\$3,168,402</b>	<b>\$3,021,557</b>
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	20	20	-	20	20	20
<b>AUTHORIZED FTE POSITIONS</b>						
8250 Class/Unclass FTE Positions	20.00	20.00	-	20.00	20.00	20.00

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>BEGINNING BALANCE</b>						
<b>0025 Beginning Balance</b>						
3400 Other Funds Ltd	2,419,071	3,839,191	-	3,839,191	2,983,790	2,983,790
<b>0030 Beginning Balance Adjustment</b>						
3400 Other Funds Ltd	-	(874,759)	-	(874,759)	-	-
<b>TOTAL BEGINNING BALANCE</b>						
3400 Other Funds Ltd	2,419,071	2,964,432	-	2,964,432	2,983,790	2,983,790
<b>TOTAL BEGINNING BALANCE</b>	<b>\$2,419,071</b>	<b>\$2,964,432</b>	<b>-</b>	<b>\$2,964,432</b>	<b>\$2,983,790</b>	<b>\$2,983,790</b>
<b>REVENUE CATEGORIES</b>						
<b>CHARGES FOR SERVICES</b>						
<b>0410 Charges for Services</b>						
3400 Other Funds Ltd	19,579,331	23,850,627	-	23,850,627	26,385,520	26,385,520
<b>OTHER</b>						
<b>0975 Other Revenues</b>						
3400 Other Funds Ltd	363	-	631,241	631,241	-	-
<b>REVENUES</b>						
3400 Other Funds Ltd	19,579,694	23,850,627	631,241	24,481,868	26,385,520	26,385,520
<b>TRANSFERS OUT</b>						
<b>2010 Transfer Out - Intrafund</b>						
3400 Other Funds Ltd	(5,325,548)	(5,828,264)	-	(5,828,264)	(6,032,013)	(6,032,013)

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>AVAILABLE REVENUES</b>						
3400 Other Funds Ltd	16,673,217	20,986,795	631,241	21,618,036	23,337,297	23,337,297
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
<b>SALARIES &amp; WAGES</b>						
<b>3110 Class/Unclass Sal. and Per Diem</b>						
3400 Other Funds Ltd	7,549,001	9,655,680	498,449	10,154,129	10,576,224	10,576,224
<b>3160 Temporary Appointments</b>						
3400 Other Funds Ltd	65,172	-	-	-	-	-
<b>3170 Overtime Payments</b>						
3400 Other Funds Ltd	77	-	-	-	-	-
<b>3190 All Other Differential</b>						
3400 Other Funds Ltd	189,273	-	-	-	-	-
<b>TOTAL SALARIES &amp; WAGES</b>						
3400 Other Funds Ltd	7,803,523	9,655,680	498,449	10,154,129	10,576,224	10,576,224
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$7,803,523</b>	<b>\$9,655,680</b>	<b>\$498,449</b>	<b>\$10,154,129</b>	<b>\$10,576,224</b>	<b>\$10,576,224</b>
<b>OTHER PAYROLL EXPENSES</b>						
<b>3210 Empl. Rel. Bd. Assessments</b>						
3400 Other Funds Ltd	2,416	2,840	-	2,840	3,080	3,080
<b>3220 Public Employees' Retire Cont</b>						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	1,116,271	1,416,492	71,827	1,488,319	1,669,982	1,669,982
<b>3221 Pension Obligation Bond</b>						
3400 Other Funds Ltd	471,332	597,181	(11,766)	585,415	585,415	654,558
<b>3230 Social Security Taxes</b>						
3400 Other Funds Ltd	583,435	733,004	38,131	771,135	802,741	802,741
<b>3240 Unemployment Assessments</b>						
3400 Other Funds Ltd	3,594	-	-	-	-	-
<b>3250 Worker's Comp. Assess. (WCD)</b>						
3400 Other Funds Ltd	2,963	4,189	-	4,189	4,830	4,830
<b>3260 Mass Transit Tax</b>						
3400 Other Funds Ltd	47,206	56,366	2,991	59,357	59,357	63,457
<b>3270 Flexible Benefits</b>						
3400 Other Funds Ltd	1,613,252	2,167,488	31,609	2,199,097	2,136,960	2,136,960
<b>TOTAL OTHER PAYROLL EXPENSES</b>						
3400 Other Funds Ltd	3,840,469	4,977,560	132,792	5,110,352	5,262,365	5,335,608
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$3,840,469</b>	<b>\$4,977,560</b>	<b>\$132,792</b>	<b>\$5,110,352</b>	<b>\$5,262,365</b>	<b>\$5,335,608</b>
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
3400 Other Funds Ltd	-	(105,153)	-	(105,153)	(105,153)	(86,876)
<b>3465 Reconciliation Adjustment</b>						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	-	439,966	-	439,966	-	-
<b>3991 PERS Policy Adjustment</b>						
3400 Other Funds Ltd	-	(348,035)	-	(348,035)	-	-
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>						
3400 Other Funds Ltd	-	(13,222)	-	(13,222)	(105,153)	(86,876)
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>	-	<b>(\$13,222)</b>	-	<b>(\$13,222)</b>	<b>(\$105,153)</b>	<b>(\$86,876)</b>
<b>TOTAL PERSONAL SERVICES</b>						
3400 Other Funds Ltd	11,643,992	14,620,018	631,241	15,251,259	15,733,436	15,824,956
<b>TOTAL PERSONAL SERVICES</b>	<b>\$11,643,992</b>	<b>\$14,620,018</b>	<b>\$631,241</b>	<b>\$15,251,259</b>	<b>\$15,733,436</b>	<b>\$15,824,956</b>
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
3400 Other Funds Ltd	14,769	43,699	-	43,699	43,699	45,010
<b>4125 Out of State Travel</b>						
3400 Other Funds Ltd	15,295	31,788	-	31,788	31,788	32,742
<b>4150 Employee Training</b>						
3400 Other Funds Ltd	115,317	106,053	-	106,053	106,053	109,235
<b>4175 Office Expenses</b>						
3400 Other Funds Ltd	45,306	65,528	-	65,528	74,393	76,625
<b>4200 Telecommunications</b>						
3400 Other Funds Ltd	54,767	204,794	-	204,794	204,794	66,144



DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>4225 State Gov. Service Charges</b>						
3400 Other Funds Ltd	610,810	556,709	-	556,709	519,556	635,922
<b>4250 Data Processing</b>						
3400 Other Funds Ltd	60,980	136,664	-	136,664	136,664	69,100
<b>4275 Publicity and Publications</b>						
3400 Other Funds Ltd	10,152	17,794	-	17,794	17,794	18,328
<b>4300 Professional Services</b>						
3400 Other Funds Ltd	1,117,056	1,573,792	-	1,573,792	1,573,792	1,625,727
<b>4315 IT Professional Services</b>						
3400 Other Funds Ltd	15,094	6,584	-	6,584	6,584	264,897
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	40,284	78,550	-	78,550	78,550	65,082
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	4,261	16,198	-	16,198	16,198	10,486
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	5,845	4,260	-	4,260	4,260	6,128
<b>4425 Facilities Rental and Taxes</b>						
3400 Other Funds Ltd	474,721	609,603	-	609,603	609,603	609,603
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	4,182	18,630	-	18,630	46,918	39,696

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	1,708	22,837	-	22,837	22,837	23,522
<b>4715 IT Expendable Property</b>						
3400 Other Funds Ltd	54,126	108,124	-	108,124	108,124	111,368
<b>TOTAL SERVICES &amp; SUPPLIES</b>						
3400 Other Funds Ltd	2,644,673	3,601,607	-	3,601,607	3,601,607	3,809,615
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$2,644,673</b>	<b>\$3,601,607</b>	-	<b>\$3,601,607</b>	<b>\$3,601,607</b>	<b>\$3,809,615</b>
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	14,288,665	18,221,625	631,241	18,852,866	19,335,043	19,634,571
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	2,384,552	2,765,170	-	2,765,170	4,002,254	3,702,726
<b>TOTAL ENDING BALANCE</b>	<b>\$2,384,552</b>	<b>\$2,765,170</b>	-	<b>\$2,765,170</b>	<b>\$4,002,254</b>	<b>\$3,702,726</b>
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	71	71	-	71	70	70
<b>AUTHORIZED FTE POSITIONS</b>						
8250 Class/Unclass FTE Positions	71.00	71.00	-	71.00	70.00	70.00

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>BEGINNING BALANCE</b>						
<b>0025 Beginning Balance</b>						
3400 Other Funds Ltd	317,189	210,283	-	210,283	840,335	840,335
6400 Federal Funds Ltd	1	-	-	-	-	-
All Funds	317,190	210,283	-	210,283	840,335	840,335
<b>0030 Beginning Balance Adjustment</b>						
3400 Other Funds Ltd	-	187,332	-	187,332	-	-
<b>TOTAL BEGINNING BALANCE</b>						
3400 Other Funds Ltd	317,189	397,615	-	397,615	840,335	840,335
6400 Federal Funds Ltd	1	-	-	-	-	-
<b>TOTAL BEGINNING BALANCE</b>	<b>\$317,190</b>	<b>\$397,615</b>	<b>-</b>	<b>\$397,615</b>	<b>\$840,335</b>	<b>\$840,335</b>

**REVENUE CATEGORIES**

**GENERAL FUND APPROPRIATION**

**0050 General Fund Appropriation**

8000 General Fund	3,509,939	-	-	-	-	-
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**CHARGES FOR SERVICES**

**0410 Charges for Services**

3400 Other Funds Ltd	2,441,436	7,225,569	-	7,225,569	7,129,431	7,129,431
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**SALES INCOME**

**0705 Sales Income**

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	161,521	71,917	-	71,917	135,000	135,000
<b>OTHER</b>						
<b>0975 Other Revenues</b>						
3400 Other Funds Ltd	-	-	118,095	118,095	-	-
<b>FEDERAL FUNDS REVENUE</b>						
<b>0995 Federal Funds</b>						
6400 Federal Funds Ltd	31,721	168,869	-	168,869	174,324	174,324
<b>REVENUES</b>						
8000 General Fund	3,509,939	-	-	-	-	-
3400 Other Funds Ltd	2,602,957	7,297,486	118,095	7,415,581	7,264,431	7,264,431
6400 Federal Funds Ltd	31,721	168,869	-	168,869	174,324	174,324
<b>TOTAL REVENUES</b>	<b>\$6,144,617</b>	<b>\$7,466,355</b>	<b>\$118,095</b>	<b>\$7,584,450</b>	<b>\$7,438,755</b>	<b>\$7,438,755</b>
<b>TRANSFERS OUT</b>						
<b>2010 Transfer Out - Intrafund</b>						
3400 Other Funds Ltd	(81,508)	(91,171)	-	(91,171)	(243,180)	(243,180)
<b>AVAILABLE REVENUES</b>						
8000 General Fund	3,509,939	-	-	-	-	-
3400 Other Funds Ltd	2,838,638	7,603,930	118,095	7,722,025	7,861,586	7,861,586
6400 Federal Funds Ltd	31,722	168,869	-	168,869	174,324	174,324
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$6,380,299</b>	<b>\$7,772,799</b>	<b>\$118,095</b>	<b>\$7,890,894</b>	<b>\$8,035,910</b>	<b>\$8,035,910</b>

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	1,428,759	-	-	-	-	-
3400 Other Funds Ltd	697,549	2,355,480	102,537	2,458,017	2,534,664	2,534,664
All Funds	2,126,308	2,355,480	102,537	2,458,017	2,534,664	2,534,664

3160 Temporary Appointments

8000 General Fund	8,037	1	-	1	-	-
3400 Other Funds Ltd	-	35,562	-	35,562	35,562	35,562
All Funds	8,037	35,563	-	35,563	35,562	35,562

3170 Overtime Payments

8000 General Fund	6	-	-	-	-	-
3400 Other Funds Ltd	963	-	-	-	-	-
All Funds	969	-	-	-	-	-

3190 All Other Differential

8000 General Fund	692	-	-	-	-	-
3400 Other Funds Ltd	4,167	-	-	-	-	-
All Funds	4,859	-	-	-	-	-

TOTAL SALARIES & WAGES

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
8000 General Fund	1,437,494	1	-	1	-	-
3400 Other Funds Ltd	702,679	2,391,042	102,537	2,493,579	2,570,226	2,570,226
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$2,140,173</b>	<b>\$2,391,043</b>	<b>\$102,537</b>	<b>\$2,493,580</b>	<b>\$2,570,226</b>	<b>\$2,570,226</b>
<b>OTHER PAYROLL EXPENSES</b>						
<b>3210 Empl. Rel. Bd. Assessments</b>						
8000 General Fund	472	-	-	-	-	-
3400 Other Funds Ltd	355	879	-	879	968	968
All Funds	827	879	-	879	968	968
<b>3220 Public Employees' Retire Cont</b>						
8000 General Fund	216,004	-	-	-	-	-
3400 Other Funds Ltd	105,954	345,548	5,147	350,695	400,223	400,223
All Funds	321,958	345,548	5,147	350,695	400,223	400,223
<b>3221 Pension Obligation Bond</b>						
8000 General Fund	89,172	-	-	-	-	-
3400 Other Funds Ltd	43,458	145,501	(2,689)	142,812	142,812	156,869
All Funds	132,630	145,501	(2,689)	142,812	142,812	156,869
<b>3230 Social Security Taxes</b>						
8000 General Fund	107,461	(1)	-	(1)	-	-
3400 Other Funds Ltd	52,480	182,918	2,733	185,651	195,927	195,927
All Funds	159,941	182,917	2,733	185,650	195,927	195,927

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>3250 Worker's Comp. Assess. (WCD)</b>						
8000 General Fund	595	-	-	-	-	-
3400 Other Funds Ltd	424	1,294	-	1,294	1,515	1,515
All Funds	1,019	1,294	-	1,294	1,515	1,515
<b>3260 Mass Transit Tax</b>						
8000 General Fund	8,465	-	-	-	-	-
3400 Other Funds Ltd	4,218	13,506	572	14,078	14,078	15,422
All Funds	12,683	13,506	572	14,078	14,078	15,422
<b>3270 Flexible Benefits</b>						
8000 General Fund	311,674	-	-	-	-	-
3400 Other Funds Ltd	251,492	671,616	9,795	681,411	671,616	671,616
All Funds	563,166	671,616	9,795	681,411	671,616	671,616
<b>TOTAL OTHER PAYROLL EXPENSES</b>						
8000 General Fund	733,843	(1)	-	(1)	-	-
3400 Other Funds Ltd	458,381	1,361,262	15,558	1,376,820	1,427,139	1,442,540
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$1,192,224</b>	<b>\$1,361,261</b>	<b>\$15,558</b>	<b>\$1,376,819</b>	<b>\$1,427,139</b>	<b>\$1,442,540</b>
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
3400 Other Funds Ltd	-	(22,920)	-	(22,920)	(22,920)	(17,375)
<b>3465 Reconciliation Adjustment</b>						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	-	135,473	-	135,473	-	-
<b>3991 PERS Policy Adjustment</b>						
3400 Other Funds Ltd	-	(88,612)	-	(88,612)	-	-
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>						
3400 Other Funds Ltd	-	23,941	-	23,941	(22,920)	(17,375)
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>	-	<b>\$23,941</b>	-	<b>\$23,941</b>	<b>(\$22,920)</b>	<b>(\$17,375)</b>
<b>TOTAL PERSONAL SERVICES</b>						
8000 General Fund	2,171,337	-	-	-	-	-
3400 Other Funds Ltd	1,161,060	3,776,245	118,095	3,894,340	3,974,445	3,995,391
<b>TOTAL PERSONAL SERVICES</b>	<b>\$3,332,397</b>	<b>\$3,776,245</b>	<b>\$118,095</b>	<b>\$3,894,340</b>	<b>\$3,974,445</b>	<b>\$3,995,391</b>
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
8000 General Fund	6,148	-	-	-	-	-
3400 Other Funds Ltd	3,804	6,485	-	6,485	6,485	19,021
6400 Federal Funds Ltd	509	8,756	-	8,756	8,756	9,019
All Funds	10,461	15,241	-	15,241	15,241	28,040
<b>4125 Out of State Travel</b>						
8000 General Fund	1,445	-	-	-	-	-
3400 Other Funds Ltd	3,071	16,256	-	16,256	16,256	24,464
6400 Federal Funds Ltd	4,405	10,843	-	10,843	10,843	5,325



DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
All Funds	8,921	27,099	-	27,099	27,099	29,789
<b>4150 Employee Training</b>						
8000 General Fund	1,608	-	-	-	-	-
3400 Other Funds Ltd	37,369	1,240	-	1,240	1,240	45,881
6400 Federal Funds Ltd	2,319	-	-	-	-	-
All Funds	41,296	1,240	-	1,240	1,240	45,881
<b>4175 Office Expenses</b>						
8000 General Fund	36,409	-	-	-	-	-
3400 Other Funds Ltd	24,266	111,835	-	111,835	114,583	78,185
6400 Federal Funds Ltd	1,399	8,192	-	8,192	8,192	1,746
All Funds	62,074	120,027	-	120,027	122,775	79,931
<b>4200 Telecommunications</b>						
8000 General Fund	28,541	-	-	-	-	-
3400 Other Funds Ltd	9,756	43,294	-	43,294	43,294	45,049
6400 Federal Funds Ltd	3,702	-	-	-	-	3,700
All Funds	41,999	43,294	-	43,294	43,294	48,749
<b>4225 State Gov. Service Charges</b>						
8000 General Fund	56,126	-	-	-	-	-
3400 Other Funds Ltd	13,531	107,002	-	107,002	95,490	137,401
All Funds	69,657	107,002	-	107,002	95,490	137,401

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>4250 Data Processing</b>						
3400 Other Funds Ltd	4,742	22,120	-	22,120	22,120	11,384
<b>4275 Publicity and Publications</b>						
8000 General Fund	25	-	-	-	-	-
3400 Other Funds Ltd	109,887	368,304	-	368,304	368,304	268,855
6400 Federal Funds Ltd	3,468	6,144	-	6,144	6,144	9,828
All Funds	113,380	374,448	-	374,448	374,448	278,683
<b>4300 Professional Services</b>						
8000 General Fund	8,797	-	-	-	-	-
3400 Other Funds Ltd	2,427	16,173	-	16,173	16,173	22,732
6400 Federal Funds Ltd	13,820	50,372	-	50,372	50,372	32,970
All Funds	25,044	66,545	-	66,545	66,545	55,702
<b>4315 IT Professional Services</b>						
8000 General Fund	5,199	-	-	-	-	-
3400 Other Funds Ltd	28,808	215,503	-	215,503	215,503	308,733
6400 Federal Funds Ltd	-	79,237	-	79,237	79,237	106,251
All Funds	34,007	294,740	-	294,740	294,740	414,984
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	6,393	1,869	-	1,869	1,869	13,559
<b>4375 Employee Recruitment and Develop</b>						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	493	48	-	48	48	601
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	332	1,181	-	1,181	1,181	1,070
6400 Federal Funds Ltd	600	4,301	-	4,301	4,301	4,430
All Funds	932	5,482	-	5,482	5,482	5,500
<b>4425 Facilities Rental and Taxes</b>						
8000 General Fund	1,186,565	-	-	-	-	-
3400 Other Funds Ltd	542,939	1,891,426	-	1,891,426	1,891,426	1,891,426
All Funds	1,729,504	1,891,426	-	1,891,426	1,891,426	1,891,426
<b>4450 Fuels and Utilities</b>						
3400 Other Funds Ltd	57,929	50,300	-	50,300	50,300	51,809
<b>4475 Facilities Maintenance</b>						
3400 Other Funds Ltd	6,751	-	-	-	-	-
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	-	-	-	-	-	14,700
<b>4650 Other Services and Supplies</b>						
8000 General Fund	17	-	-	-	-	-
3400 Other Funds Ltd	8,492	25,703	-	25,703	34,467	35,890
6400 Federal Funds Ltd	236	1,024	-	1,024	1,024	1,055
All Funds	8,745	26,727	-	26,727	35,491	36,945

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>4700 Expendable Prop 250 - 5000</b>						
8000 General Fund	7,275	-	-	-	-	-
3400 Other Funds Ltd	3,830	9,904	-	9,904	9,904	14,799
All Funds	11,105	9,904	-	9,904	9,904	14,799
<b>4715 IT Expendable Property</b>						
8000 General Fund	447	-	-	-	-	-
3400 Other Funds Ltd	15,617	60,997	-	60,997	60,997	35,871
All Funds	16,064	60,997	-	60,997	60,997	35,871
<b>TOTAL SERVICES &amp; SUPPLIES</b>						
8000 General Fund	1,338,602	-	-	-	-	-
3400 Other Funds Ltd	880,437	2,949,640	-	2,949,640	2,949,640	3,021,430
6400 Federal Funds Ltd	30,458	168,869	-	168,869	168,869	174,324
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$2,249,497</b>	<b>\$3,118,509</b>	<b>-</b>	<b>\$3,118,509</b>	<b>\$3,118,509</b>	<b>\$3,195,754</b>
<b>CAPITAL OUTLAY</b>						
<b>5100 Office Furniture and Fixtures</b>						
3400 Other Funds Ltd	-	606,681	-	606,681	606,681	109,881
<b>5900 Other Capital Outlay</b>						
3400 Other Funds Ltd	16,250	-	-	-	-	-
<b>TOTAL CAPITAL OUTLAY</b>						
3400 Other Funds Ltd	16,250	606,681	-	606,681	606,681	109,881

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$16,250</b>	<b>\$606,681</b>	-	<b>\$606,681</b>	<b>\$606,681</b>	<b>\$109,881</b>
<b>EXPENDITURES</b>						
8000 General Fund	3,509,939	-	-	-	-	-
3400 Other Funds Ltd	2,057,747	7,332,566	118,095	7,450,661	7,530,766	7,126,702
6400 Federal Funds Ltd	30,458	168,869	-	168,869	168,869	174,324
<b>TOTAL EXPENDITURES</b>	<b>\$5,598,144</b>	<b>\$7,501,435</b>	<b>\$118,095</b>	<b>\$7,619,530</b>	<b>\$7,699,635</b>	<b>\$7,301,026</b>
<b>ENDING BALANCE</b>						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	780,891	271,364	-	271,364	330,820	734,884
6400 Federal Funds Ltd	1,264	-	-	-	5,455	-
<b>TOTAL ENDING BALANCE</b>	<b>\$782,155</b>	<b>\$271,364</b>	-	<b>\$271,364</b>	<b>\$336,275</b>	<b>\$734,884</b>
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	22	22	-	22	22	22
<b>AUTHORIZED FTE POSITIONS</b>						
8250 Class/Unclass FTE Positions	22.00	22.00	-	22.00	22.00	22.00

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>BEGINNING BALANCE</b>						
<b>0025 Beginning Balance</b>						
3400 Other Funds Ltd	5,051,177	2,568,350	-	2,568,350	4,066,090	4,066,090
<b>0030 Beginning Balance Adjustment</b>						
3400 Other Funds Ltd	-	2,009,566	-	2,009,566	-	-
<b>TOTAL BEGINNING BALANCE</b>						
3400 Other Funds Ltd	5,051,177	4,577,916	-	4,577,916	4,066,090	4,066,090
<b>TOTAL BEGINNING BALANCE</b>	<b>\$5,051,177</b>	<b>\$4,577,916</b>	<b>-</b>	<b>\$4,577,916</b>	<b>\$4,066,090</b>	<b>\$4,066,090</b>

**REVENUE CATEGORIES**

**LICENSES AND FEES**

**0205 Business Lic and Fees**

3400 Other Funds Ltd	17,550,682	11,447,050	(2,200,000)	9,247,050	17,924,491	17,924,491
8800 General Fund Revenue	52,428,230	5,057,904	2,200,000	7,257,904	52,122,115	52,122,115
All Funds	69,978,912	16,504,954	-	16,504,954	70,046,606	70,046,606

**0210 Non-business Lic. and Fees**

3400 Other Funds Ltd	2,840,149	-	-	-	-	-
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**0220 Corporation Fees**

3400 Other Funds Ltd	-	4,637,289	-	4,637,289	-	-
8800 General Fund Revenue	-	49,973,454	-	49,973,454	-	-
All Funds	-	54,610,743	-	54,610,743	-	-

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>TOTAL LICENSES AND FEES</b>						
3400 Other Funds Ltd	20,390,831	16,084,339	(2,200,000)	13,884,339	17,924,491	17,924,491
8800 General Fund Revenue	52,428,230	55,031,358	2,200,000	57,231,358	52,122,115	52,122,115
<b>TOTAL LICENSES AND FEES</b>	<b>\$72,819,061</b>	<b>\$71,115,697</b>	<b>-</b>	<b>\$71,115,697</b>	<b>\$70,046,606</b>	<b>\$70,046,606</b>
<b>CHARGES FOR SERVICES</b>						
<b>0410 Charges for Services</b>						
3400 Other Funds Ltd	7,860	-	-	-	10,000	10,000
<b>OTHER</b>						
<b>0975 Other Revenues</b>						
3400 Other Funds Ltd	-	-	140,651	140,651	-	-
<b>REVENUES</b>						
3400 Other Funds Ltd	20,398,691	16,084,339	(2,059,349)	14,024,990	17,934,491	17,934,491
8800 General Fund Revenue	52,428,230	55,031,358	2,200,000	57,231,358	52,122,115	52,122,115
<b>TOTAL REVENUES</b>	<b>\$72,826,921</b>	<b>\$71,115,697</b>	<b>\$140,651</b>	<b>\$71,256,348</b>	<b>\$70,056,606</b>	<b>\$70,056,606</b>
<b>TRANSFERS OUT</b>						
<b>2010 Transfer Out - Intrafund</b>						
3400 Other Funds Ltd	(7,205,018)	(8,048,960)	-	(8,048,960)	(9,320,485)	(9,320,485)
<b>2060 Transfer to General Fund</b>						
8800 General Fund Revenue	(52,428,230)	(55,031,358)	(2,200,000)	(57,231,358)	(52,122,115)	(52,122,115)
<b>TOTAL TRANSFERS OUT</b>						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	(7,205,018)	(8,048,960)	-	(8,048,960)	(9,320,485)	(9,320,485)
8800 General Fund Revenue	(52,428,230)	(55,031,358)	(2,200,000)	(57,231,358)	(52,122,115)	(52,122,115)
<b>TOTAL TRANSFERS OUT</b>	<b>(\$59,633,248)</b>	<b>(\$63,080,318)</b>	<b>(\$2,200,000)</b>	<b>(\$65,280,318)</b>	<b>(\$61,442,600)</b>	<b>(\$61,442,600)</b>
<b>AVAILABLE REVENUES</b>						
3400 Other Funds Ltd	18,244,850	12,613,295	(2,059,349)	10,553,946	12,680,096	12,680,096
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
<b>SALARIES &amp; WAGES</b>						
<b>3110 Class/Unclass Sal. and Per Diem</b>						
3400 Other Funds Ltd	2,706,117	2,948,616	99,349	3,047,965	3,258,180	3,258,180
<b>3160 Temporary Appointments</b>						
3400 Other Funds Ltd	27,777	-	-	-	-	-
<b>3170 Overtime Payments</b>						
3400 Other Funds Ltd	7,025	-	-	-	-	-
<b>3190 All Other Differential</b>						
3400 Other Funds Ltd	38,820	-	-	-	-	-
<b>TOTAL SALARIES &amp; WAGES</b>						
3400 Other Funds Ltd	2,779,739	2,948,616	99,349	3,047,965	3,258,180	3,258,180
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$2,779,739</b>	<b>\$2,948,616</b>	<b>\$99,349</b>	<b>\$3,047,965</b>	<b>\$3,258,180</b>	<b>\$3,258,180</b>
<b>OTHER PAYROLL EXPENSES</b>						



DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>3210 Empl. Rel. Bd. Assessments</b>						
3400 Other Funds Ltd	1,170	1,340	-	1,340	1,496	1,496
<b>3220 Public Employees' Retire Cont</b>						
3400 Other Funds Ltd	381,496	432,559	14,316	446,875	514,468	514,468
<b>3221 Pension Obligation Bond</b>						
3400 Other Funds Ltd	158,446	174,896	3,876	178,772	178,772	201,647
<b>3230 Social Security Taxes</b>						
3400 Other Funds Ltd	207,604	225,570	7,600	233,170	249,244	249,244
<b>3240 Unemployment Assessments</b>						
3400 Other Funds Ltd	42	-	-	-	-	-
<b>3250 Worker's Comp. Assess. (WCD)</b>						
3400 Other Funds Ltd	1,425	1,976	-	1,976	2,346	2,346
<b>3260 Mass Transit Tax</b>						
3400 Other Funds Ltd	16,678	16,909	596	17,505	17,505	19,549
<b>3270 Flexible Benefits</b>						
3400 Other Funds Ltd	882,782	1,022,688	14,914	1,037,602	1,037,952	1,037,952
<b>TOTAL OTHER PAYROLL EXPENSES</b>						
3400 Other Funds Ltd	1,649,643	1,875,938	41,302	1,917,240	2,001,783	2,026,702
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$1,649,643</b>	<b>\$1,875,938</b>	<b>\$41,302</b>	<b>\$1,917,240</b>	<b>\$2,001,783</b>	<b>\$2,026,702</b>

**P.S. BUDGET ADJUSTMENTS**

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
<b>3455 Vacancy Savings</b>						
3400 Other Funds Ltd	-	(24,235)	-	(24,235)	(24,235)	(69,501)
<b>3465 Reconciliation Adjustment</b>						
3400 Other Funds Ltd	-	141,639	-	141,639	-	-
<b>3991 PERS Policy Adjustment</b>						
3400 Other Funds Ltd	-	(106,652)	-	(106,652)	-	-
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>						
3400 Other Funds Ltd	-	10,752	-	10,752	(24,235)	(69,501)
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>	-	<b>\$10,752</b>	-	<b>\$10,752</b>	<b>(\$24,235)</b>	<b>(\$69,501)</b>
<b>TOTAL PERSONAL SERVICES</b>						
3400 Other Funds Ltd	4,429,382	4,835,306	140,651	4,975,957	5,235,728	5,215,381
<b>TOTAL PERSONAL SERVICES</b>	<b>\$4,429,382</b>	<b>\$4,835,306</b>	<b>\$140,651</b>	<b>\$4,975,957</b>	<b>\$5,235,728</b>	<b>\$5,215,381</b>
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
3400 Other Funds Ltd	23,828	31,386	-	31,386	31,386	21,406
<b>4125 Out of State Travel</b>						
3400 Other Funds Ltd	9,510	540	-	540	540	8,771
<b>4150 Employee Training</b>						
3400 Other Funds Ltd	49,759	32,054	-	32,054	32,054	17,991
<b>4175 Office Expenses</b>						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	596,676	688,932	-	688,932	692,926	664,471
<b>4200 Telecommunications</b>						
3400 Other Funds Ltd	89,901	212,894	-	212,894	212,894	96,387
<b>4225 State Gov. Service Charges</b>						
3400 Other Funds Ltd	99,906	155,764	-	155,764	139,023	278,471
<b>4250 Data Processing</b>						
3400 Other Funds Ltd	7,611	64,206	-	64,206	64,206	9,926
<b>4275 Publicity and Publications</b>						
3400 Other Funds Ltd	102,351	146,857	-	146,857	146,857	106,166
<b>4300 Professional Services</b>						
3400 Other Funds Ltd	144,900	202,124	-	202,124	202,124	208,794
<b>4315 IT Professional Services</b>						
3400 Other Funds Ltd	816,043	651,166	-	651,166	651,166	672,654
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	12,088	41,253	-	41,253	41,253	49,174
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	300	1,137	-	1,137	1,137	764
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	1,222	7,961	-	7,961	7,961	2,894
<b>4425 Facilities Rental and Taxes</b>						

DESCRIPTION	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Emergency Boards	2013-15 Leg Approved Budget	2015-17 Base Budget	2015-17 Current Service Level
3400 Other Funds Ltd	290,230	371,651	-	371,651	371,651	371,651
<b>4475 Facilities Maintenance</b>						
3400 Other Funds Ltd	897	-	-	-	-	-
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	785,697	511,200	-	511,200	523,947	862,704
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	1,400	25,418	-	25,418	25,418	4,353
<b>4715 IT Expendable Property</b>						
3400 Other Funds Ltd	35,318	89,097	-	89,097	89,097	87,444
<b>TOTAL SERVICES &amp; SUPPLIES</b>						
3400 Other Funds Ltd	3,067,637	3,233,640	-	3,233,640	3,233,640	3,464,021
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$3,067,637</b>	<b>\$3,233,640</b>	<b>-</b>	<b>\$3,233,640</b>	<b>\$3,233,640</b>	<b>\$3,464,021</b>
<b>CAPITAL OUTLAY</b>						
<b>5200 Technical Equipment</b>						
3400 Other Funds Ltd	-	17,633	-	17,633	17,633	18,162
<b>5900 Other Capital Outlay</b>						
3400 Other Funds Ltd	49,990	4,539	-	4,539	4,539	4,675
<b>TOTAL CAPITAL OUTLAY</b>						
3400 Other Funds Ltd	49,990	22,172	-	22,172	22,172	22,837
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$49,990</b>	<b>\$22,172</b>	<b>-</b>	<b>\$22,172</b>	<b>\$22,172</b>	<b>\$22,837</b>

<i>DESCRIPTION</i>	<i>2011-13 Actuals</i>	<i>2013-15 Leg Adopted Budget</i>	<i>2013-15 Emergency Boards</i>	<i>2013-15 Leg Approved Budget</i>	<i>2015-17 Base Budget</i>	<i>2015-17 Current Service Level</i>
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	7,547,009	8,091,118	140,651	8,231,769	8,491,540	8,702,239
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	10,697,841	4,522,177	(2,200,000)	2,322,177	4,188,556	3,977,857
<b>TOTAL ENDING BALANCE</b>	<b>\$10,697,841</b>	<b>\$4,522,177</b>	<b>(\$2,200,000)</b>	<b>\$2,322,177</b>	<b>\$4,188,556</b>	<b>\$3,977,857</b>
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	33	34	-	34	34	34
<b>AUTHORIZED FTE POSITIONS</b>						
8250 Class/Unclass FTE Positions	32.00	33.00	-	33.00	33.50	33.50

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
<b>BEGINNING BALANCE</b>					
<b>0025 Beginning Balance</b>					
3400 Other Funds Ltd	11,272,633	-	11,272,633	-	11,272,633
6400 Federal Funds Ltd	7,371,520	-	7,371,520	-	7,371,520
All Funds	18,644,153	-	18,644,153	-	18,644,153
<b>REVENUE CATEGORIES</b>					
<b>GENERAL FUND APPROPRIATION</b>					
<b>0050 General Fund Appropriation</b>					
8000 General Fund	8,916,248	193,162	9,109,410	2,023,269	11,132,679
<b>LICENSES AND FEES</b>					
<b>0205 Business Lic and Fees</b>					
3400 Other Funds Ltd	17,924,491	-	17,924,491	-	17,924,491
8800 General Fund Revenue	52,122,115	-	52,122,115	-	52,122,115
All Funds	70,046,606	-	70,046,606	-	70,046,606
<b>0210 Non-business Lic. and Fees</b>					
3400 Other Funds Ltd	-	-	-	657,511	657,511
8800 General Fund Revenue	657,511	-	657,511	(657,511)	-
All Funds	657,511	-	657,511	-	657,511
<b>TOTAL LICENSES AND FEES</b>					
3400 Other Funds Ltd	17,924,491	-	17,924,491	657,511	18,582,002
8800 General Fund Revenue	52,779,626	-	52,779,626	(657,511)	52,122,115
<b>TOTAL LICENSES AND FEES</b>	<b>\$70,704,117</b>	<b>-</b>	<b>\$70,704,117</b>	<b>-</b>	<b>\$70,704,117</b>
<b>CHARGES FOR SERVICES</b>					

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<b>0410 Charges for Services</b>					
3400 Other Funds Ltd	33,532,393	-	33,532,393	500,000	34,032,393
<b>FINES, RENTS AND ROYALTIES</b>					
<b>0505 Fines and Forfeitures</b>					
3400 Other Funds Ltd	-	-	-	224,419	224,419
8800 General Fund Revenue	224,419	-	224,419	(224,419)	-
All Funds	224,419	-	224,419	-	224,419
<b>SALES INCOME</b>					
<b>0705 Sales Income</b>					
3400 Other Funds Ltd	219,532	-	219,532	-	219,532
<b>FEDERAL FUNDS REVENUE</b>					
<b>0995 Federal Funds</b>					
6400 Federal Funds Ltd	794,116	-	794,116	-	794,116
<b>TRANSFERS IN</b>					
<b>1010 Transfer In - Intrafund</b>					
3400 Other Funds Ltd	15,595,678	-	15,595,678	-	15,595,678
<b>TOTAL REVENUES</b>					
8000 General Fund	8,916,248	193,162	9,109,410	2,023,269	11,132,679
3400 Other Funds Ltd	67,272,094	-	67,272,094	1,381,930	68,654,024
8800 General Fund Revenue	53,004,045	-	53,004,045	(881,930)	52,122,115
6400 Federal Funds Ltd	794,116	-	794,116	-	794,116
<b>TOTAL REVENUES</b>	<b>\$129,986,503</b>	<b>\$193,162</b>	<b>\$130,179,665</b>	<b>\$2,523,269</b>	<b>\$132,702,934</b>

**TRANSFERS OUT**

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<b>2010 Transfer Out - Intrafund</b>					
3400 Other Funds Ltd	(15,595,678)	-	(15,595,678)	-	(15,595,678)
<b>2060 Transfer to General Fund</b>					
8800 General Fund Revenue	(53,004,045)	-	(53,004,045)	881,930	(52,122,115)
<b>TOTAL TRANSFERS OUT</b>					
3400 Other Funds Ltd	(15,595,678)	-	(15,595,678)	-	(15,595,678)
8800 General Fund Revenue	(53,004,045)	-	(53,004,045)	881,930	(52,122,115)
<b>TOTAL TRANSFERS OUT</b>	<b>(\$68,599,723)</b>	<b>-</b>	<b>(\$68,599,723)</b>	<b>\$881,930</b>	<b>(\$67,717,793)</b>
<b>AVAILABLE REVENUES</b>					
8000 General Fund	8,916,248	193,162	9,109,410	2,023,269	11,132,679
3400 Other Funds Ltd	62,949,049	-	62,949,049	1,381,930	64,330,979
6400 Federal Funds Ltd	8,165,636	-	8,165,636	-	8,165,636
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$80,030,933</b>	<b>\$193,162</b>	<b>\$80,224,095</b>	<b>\$3,405,199</b>	<b>\$83,629,294</b>
<b>EXPENDITURES</b>					
<b>PERSONAL SERVICES</b>					
<b>SALARIES &amp; WAGES</b>					
<b>3110 Class/Unclass Sal. and Per Diem</b>					
8000 General Fund	3,461,978	-	3,461,978	427,660	3,889,638
3400 Other Funds Ltd	23,150,834	-	23,150,834	1,395,776	24,546,610
6400 Federal Funds Ltd	579,552	-	579,552	-	579,552
All Funds	27,192,364	-	27,192,364	1,823,436	29,015,800
<b>3160 Temporary Appointments</b>					
8000 General Fund	266,558	-	266,558	-	266,558



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3400 Other Funds Ltd	35,562	-	35,562	-	35,562
All Funds	302,120	-	302,120	-	302,120
<b>3170 Overtime Payments</b>					
8000 General Fund	25,404	-	25,404	-	25,404
<b>TOTAL SALARIES &amp; WAGES</b>					
8000 General Fund	3,753,940	-	3,753,940	427,660	4,181,600
3400 Other Funds Ltd	23,186,396	-	23,186,396	1,395,776	24,582,172
6400 Federal Funds Ltd	579,552	-	579,552	-	579,552
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$27,519,888</b>	<b>-</b>	<b>\$27,519,888</b>	<b>\$1,823,436</b>	<b>\$29,343,324</b>
<b>OTHER PAYROLL EXPENSES</b>					
<b>3210 Empl. Rel. Bd. Assessments</b>					
8000 General Fund	1,002	-	1,002	160	1,162
3400 Other Funds Ltd	7,534	-	7,534	500	8,034
6400 Federal Funds Ltd	176	-	176	-	176
All Funds	8,712	-	8,712	660	9,372
<b>3220 Public Employees' Retire Cont</b>					
8000 General Fund	550,652	-	550,652	67,526	618,178
3400 Other Funds Ltd	3,655,515	-	3,655,515	220,392	3,875,907
6400 Federal Funds Ltd	91,511	-	91,511	-	91,511
All Funds	4,297,678	-	4,297,678	287,918	4,585,596
<b>3221 Pension Obligation Bond</b>					
8000 General Fund	198,227	17,653	215,880	-	215,880
3400 Other Funds Ltd	1,302,737	130,058	1,432,795	-	1,432,795

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6400 Federal Funds Ltd	35,926	(58)	35,868	-	35,868
All Funds	1,536,890	147,653	1,684,543	-	1,684,543
<b>3230 Social Security Taxes</b>					
8000 General Fund	284,540	-	284,540	32,715	317,255
3400 Other Funds Ltd	1,763,586	-	1,763,586	106,776	1,870,362
6400 Federal Funds Ltd	44,336	-	44,336	-	44,336
All Funds	2,092,462	-	2,092,462	139,491	2,231,953
<b>3240 Unemployment Assessments</b>					
8000 General Fund	236	-	236	-	236
<b>3250 Worker's Comp. Assess. (WCD)</b>					
8000 General Fund	1,646	-	1,646	251	1,897
3400 Other Funds Ltd	11,806	-	11,806	784	12,590
6400 Federal Funds Ltd	276	-	276	-	276
All Funds	13,728	-	13,728	1,035	14,763
<b>3260 Mass Transit Tax</b>					
8000 General Fund	21,577	948	22,525	-	22,525
3400 Other Funds Ltd	128,690	10,428	139,118	-	139,118
All Funds	150,267	11,376	161,643	-	161,643
<b>3270 Flexible Benefits</b>					
8000 General Fund	728,618	-	728,618	111,122	839,740
3400 Other Funds Ltd	5,224,342	-	5,224,342	346,798	5,571,140
6400 Federal Funds Ltd	122,112	-	122,112	-	122,112
All Funds	6,075,072	-	6,075,072	457,920	6,532,992

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
<b>TOTAL OTHER PAYROLL EXPENSES</b>					
8000 General Fund	1,786,498	18,601	1,805,099	211,774	2,016,873
3400 Other Funds Ltd	12,094,210	140,486	12,234,696	675,250	12,909,946
6400 Federal Funds Ltd	294,337	(58)	294,279	-	294,279
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$14,175,045</b>	<b>\$159,029</b>	<b>\$14,334,074</b>	<b>\$887,024</b>	<b>\$15,221,098</b>
<b>P.S. BUDGET ADJUSTMENTS</b>					
<b>3455 Vacancy Savings</b>					
8000 General Fund	(24,613)	3,763	(20,850)	-	(20,850)
3400 Other Funds Ltd	(232,959)	(6,818)	(239,777)	-	(239,777)
6400 Federal Funds Ltd	-	(17,375)	(17,375)	-	(17,375)
All Funds	(257,572)	(20,430)	(278,002)	-	(278,002)
<b>TOTAL PERSONAL SERVICES</b>					
8000 General Fund	5,515,825	22,364	5,538,189	639,434	6,177,623
3400 Other Funds Ltd	35,047,647	133,668	35,181,315	2,071,026	37,252,341
6400 Federal Funds Ltd	873,889	(17,433)	856,456	-	856,456
<b>TOTAL PERSONAL SERVICES</b>	<b>\$41,437,361</b>	<b>\$138,599</b>	<b>\$41,575,960</b>	<b>\$2,710,460</b>	<b>\$44,286,420</b>
<b>SERVICES &amp; SUPPLIES</b>					
<b>4100 Instate Travel</b>					
8000 General Fund	15,870	3,532	19,402	2,643	22,045
3400 Other Funds Ltd	113,048	4,811	117,859	8,137	125,996
6400 Federal Funds Ltd	61,974	1,860	63,834	-	63,834
All Funds	190,892	10,203	201,095	10,780	211,875
<b>4125 Out of State Travel</b>					

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8000 General Fund	18,730	562	19,292	-	19,292
3400 Other Funds Ltd	64,337	20,866	85,203	-	85,203
6400 Federal Funds Ltd	25,355	(5,083)	20,272	-	20,272
All Funds	108,422	16,345	124,767	-	124,767
<b>4150 Employee Training</b>					
8000 General Fund	7,077	8,916	15,993	9,714	25,707
3400 Other Funds Ltd	261,232	53,584	314,816	29,386	344,202
6400 Federal Funds Ltd	9,074	272	9,346	-	9,346
All Funds	277,383	62,772	340,155	39,100	379,255
<b>4175 Office Expenses</b>					
8000 General Fund	501,716	(51,386)	450,330	8,597	458,927
3400 Other Funds Ltd	1,093,092	(73,656)	1,019,436	26,273	1,045,709
6400 Federal Funds Ltd	75,512	94	75,606	-	75,606
All Funds	1,670,320	(124,948)	1,545,372	34,870	1,580,242
<b>4200 Telecommunications</b>					
8000 General Fund	55,842	(31,693)	24,149	9,231	33,380
3400 Other Funds Ltd	847,429	(534,003)	313,426	28,809	342,235
6400 Federal Funds Ltd	884,342	(780,111)	104,231	-	104,231
All Funds	1,787,613	(1,345,807)	441,806	38,040	479,846
<b>4225 State Gov. Service Charges</b>					
8000 General Fund	423,981	24,863	448,844	-	448,844
3400 Other Funds Ltd	902,839	411,949	1,314,788	-	1,314,788
6400 Federal Funds Ltd	-	22,082	22,082	-	22,082

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All Funds	1,326,820	458,894	1,785,714	-	1,785,714
<b>4250 Data Processing</b>					
8000 General Fund	42,462	(23,157)	19,305	-	19,305
3400 Other Funds Ltd	312,572	96,873	409,445	-	409,445
6400 Federal Funds Ltd	27,327	77,493	104,820	-	104,820
All Funds	382,361	151,209	533,570	-	533,570
<b>4275 Publicity and Publications</b>					
8000 General Fund	674,941	20,248	695,189	1,992	697,181
3400 Other Funds Ltd	550,196	(136,390)	413,806	5,938	419,744
6400 Federal Funds Ltd	340,295	(310,442)	29,853	-	29,853
All Funds	1,565,432	(426,584)	1,138,848	7,930	1,146,778
<b>4300 Professional Services</b>					
8000 General Fund	66,484	460,995	527,479	-	527,479
3400 Other Funds Ltd	2,041,679	46,575	2,088,254	-	2,088,254
6400 Federal Funds Ltd	913,879	295,217	1,209,096	-	1,209,096
All Funds	3,022,042	802,787	3,824,829	-	3,824,829
<b>4315 IT Professional Services</b>					
8000 General Fund	903,724	(312,420)	591,304	1,303,070	1,894,374
3400 Other Funds Ltd	3,772,449	(1,201,558)	2,570,891	1,697,930	4,268,821
6400 Federal Funds Ltd	1,113,425	799,260	1,912,685	1,502,700	3,415,385
All Funds	5,789,598	(714,718)	5,074,880	4,503,700	9,578,580
<b>4325 Attorney General</b>					
8000 General Fund	380,702	73,095	453,797	-	453,797

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3400 Other Funds Ltd	201,925	(9,101)	192,824	-	192,824
6400 Federal Funds Ltd	92,160	(15,298)	76,862	-	76,862
All Funds	674,787	48,696	723,483	-	723,483
<b>4375 Employee Recruitment and Develop</b>					
8000 General Fund	1,637	684	2,321	3,319	5,640
3400 Other Funds Ltd	23,975	(5,334)	18,641	9,896	28,537
6400 Federal Funds Ltd	245	(238)	7	-	7
All Funds	25,857	(4,888)	20,969	13,215	34,184
<b>4400 Dues and Subscriptions</b>					
8000 General Fund	-	1,000	1,000	1,936	2,936
3400 Other Funds Ltd	28,582	(10,864)	17,718	5,784	23,502
6400 Federal Funds Ltd	4,447	133	4,580	-	4,580
All Funds	33,029	(9,731)	23,298	7,720	31,018
<b>4425 Facilities Rental and Taxes</b>					
8000 General Fund	262,800	-	262,800	14,351	277,151
3400 Other Funds Ltd	3,340,561	-	3,340,561	33,207	3,373,768
6400 Federal Funds Ltd	33,924	-	33,924	-	33,924
All Funds	3,637,285	-	3,637,285	47,558	3,684,843
<b>4450 Fuels and Utilities</b>					
3400 Other Funds Ltd	50,300	1,509	51,809	-	51,809
<b>4575 Agency Program Related S and S</b>					
3400 Other Funds Ltd	3,645	14,809	18,454	-	18,454
<b>4650 Other Services and Supplies</b>					

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8000 General Fund	30,256	(12,666)	17,590	2,350	19,940
3400 Other Funds Ltd	666,805	318,644	985,449	247,320	1,232,769
6400 Federal Funds Ltd	12,205	414	12,619	-	12,619
All Funds	709,266	306,392	1,015,658	249,670	1,265,328
<b>4700 Expendable Prop 250 - 5000</b>					
8000 General Fund	8,258	(6,010)	2,248	26,632	28,880
3400 Other Funds Ltd	85,393	7,679	93,072	64,042	157,114
6400 Federal Funds Ltd	24,759	743	25,502	-	25,502
All Funds	118,410	2,412	120,822	90,674	211,496
<b>4715 IT Expendable Property</b>					
8000 General Fund	5,943	14,235	20,178	-	20,178
3400 Other Funds Ltd	425,469	(7,347)	418,122	-	418,122
6400 Federal Funds Ltd	253,098	71,901	324,999	-	324,999
All Funds	684,510	78,789	763,299	-	763,299
<b>TOTAL SERVICES &amp; SUPPLIES</b>					
8000 General Fund	3,400,423	170,798	3,571,221	1,383,835	4,955,056
3400 Other Funds Ltd	14,785,528	(1,000,954)	13,784,574	2,156,722	15,941,296
6400 Federal Funds Ltd	3,872,021	158,297	4,030,318	1,502,700	5,533,018
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$22,057,972</b>	<b>(\$671,859)</b>	<b>\$21,386,113</b>	<b>\$5,043,257</b>	<b>\$26,429,370</b>
<b>CAPITAL OUTLAY</b>					
<b>5100 Office Furniture and Fixtures</b>					
3400 Other Funds Ltd	606,681	(496,800)	109,881	500,000	609,881
<b>5150 Telecommunications Equipment</b>					

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3400 Other Funds Ltd	96,675	2,900	99,575	-	99,575
6400 Federal Funds Ltd	14,914	447	15,361	-	15,361
All Funds	111,589	3,347	114,936	-	114,936
<b>5200 Technical Equipment</b>					
3400 Other Funds Ltd	267,259	8,018	275,277	-	275,277
<b>5550 Data Processing Software</b>					
3400 Other Funds Ltd	88,163	(28,255)	59,908	-	59,908
6400 Federal Funds Ltd	223,318	6,700	230,018	-	230,018
All Funds	311,481	(21,555)	289,926	-	289,926
<b>5600 Data Processing Hardware</b>					
3400 Other Funds Ltd	35,972	(14,371)	21,601	-	21,601
6400 Federal Funds Ltd	11,579	347	11,926	-	11,926
All Funds	47,551	(14,024)	33,527	-	33,527
<b>5900 Other Capital Outlay</b>					
3400 Other Funds Ltd	33,837	1,015	34,852	-	34,852
<b>TOTAL CAPITAL OUTLAY</b>					
3400 Other Funds Ltd	1,128,587	(527,493)	601,094	500,000	1,101,094
6400 Federal Funds Ltd	249,811	7,494	257,305	-	257,305
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$1,378,398</b>	<b>(\$519,999)</b>	<b>\$858,399</b>	<b>\$500,000</b>	<b>\$1,358,399</b>
<b>TOTAL EXPENDITURES</b>					
8000 General Fund	8,916,248	193,162	9,109,410	2,023,269	11,132,679
3400 Other Funds Ltd	50,961,762	(1,394,779)	49,566,983	4,727,748	54,294,731
6400 Federal Funds Ltd	4,995,721	148,358	5,144,079	1,502,700	6,646,779



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<b>TOTAL EXPENDITURES</b>	<b>\$64,873,731</b>	<b>(\$1,053,259)</b>	<b>\$63,820,472</b>	<b>\$8,253,717</b>	<b>\$72,074,189</b>
<b>ENDING BALANCE</b>					
3400 Other Funds Ltd	11,987,287	1,394,779	13,382,066	(3,345,818)	10,036,248
6400 Federal Funds Ltd	3,169,915	(148,358)	3,021,557	(1,502,700)	1,518,857
<b>TOTAL ENDING BALANCE</b>	<b>\$15,157,202</b>	<b>\$1,246,421</b>	<b>\$16,403,623</b>	<b>(\$4,848,518)</b>	<b>\$11,555,105</b>
<b>AUTHORIZED POSITIONS</b>					
8150 Class/Unclass Positions	199	-	199	15	214
<b>AUTHORIZED FTE</b>					
8250 Class/Unclass FTE Positions	198.19	-	198.19	15.50	213.69

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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
<b>BEGINNING BALANCE</b>					
<b>0025 Beginning Balance</b>					
3400 Other Funds Ltd	3,342,418	-	3,342,418	-	3,342,418
<b>REVENUE CATEGORIES</b>					
<b>GENERAL FUND APPROPRIATION</b>					
<b>0050 General Fund Appropriation</b>					
8000 General Fund	2,046,939	24,674	2,071,613	559,260	2,630,873
<b>TRANSFERS IN</b>					
<b>1010 Transfer In - Intrafund</b>					
3400 Other Funds Ltd	15,595,678	-	15,595,678	-	15,595,678
<b>TOTAL REVENUES</b>					
8000 General Fund	2,046,939	24,674	2,071,613	559,260	2,630,873
3400 Other Funds Ltd	15,595,678	-	15,595,678	-	15,595,678
<b>TOTAL REVENUES</b>	<b>\$17,642,617</b>	<b>\$24,674</b>	<b>\$17,667,291</b>	<b>\$559,260</b>	<b>\$18,226,551</b>
<b>AVAILABLE REVENUES</b>					
8000 General Fund	2,046,939	24,674	2,071,613	559,260	2,630,873
3400 Other Funds Ltd	18,938,096	-	18,938,096	-	18,938,096
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$20,985,035</b>	<b>\$24,674</b>	<b>\$21,009,709</b>	<b>\$559,260</b>	<b>\$21,568,969</b>
<b>EXPENDITURES</b>					
<b>PERSONAL SERVICES</b>					
<b>SALARIES &amp; WAGES</b>					
<b>3110 Class/Unclass Sal. and Per Diem</b>					
8000 General Fund	1,254,338	-	1,254,338	336,916	1,591,254

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3400 Other Funds Ltd	6,781,766	-	6,781,766	900,212	7,681,978
All Funds	8,036,104	-	8,036,104	1,237,128	9,273,232
<b>3160 Temporary Appointments</b>					
8000 General Fund	27,970	-	27,970	-	27,970
<b>TOTAL SALARIES &amp; WAGES</b>					
8000 General Fund	1,282,308	-	1,282,308	336,916	1,619,224
3400 Other Funds Ltd	6,781,766	-	6,781,766	900,212	7,681,978
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$8,064,074</b>	<b>-</b>	<b>\$8,064,074</b>	<b>\$1,237,128</b>	<b>\$9,301,202</b>
<b>OTHER PAYROLL EXPENSES</b>					
<b>3210 Empl. Rel. Bd. Assessments</b>					
8000 General Fund	298	-	298	116	414
3400 Other Funds Ltd	1,990	-	1,990	324	2,314
All Funds	2,288	-	2,288	440	2,728
<b>3220 Public Employees' Retire Cont</b>					
8000 General Fund	198,056	-	198,056	53,198	251,254
3400 Other Funds Ltd	1,070,842	-	1,070,842	142,143	1,212,985
All Funds	1,268,898	-	1,268,898	195,341	1,464,239
<b>3221 Pension Obligation Bond</b>					
8000 General Fund	71,272	6,359	77,631	-	77,631
3400 Other Funds Ltd	395,738	23,983	419,721	-	419,721
All Funds	467,010	30,342	497,352	-	497,352
<b>3230 Social Security Taxes</b>					
8000 General Fund	97,135	-	97,135	25,773	122,908

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3400 Other Funds Ltd	515,674	-	515,674	68,864	584,538
All Funds	612,809	-	612,809	94,637	707,446
<b>3240 Unemployment Assessments</b>					
8000 General Fund	25	-	25	-	25
<b>3250 Worker's Comp. Assess. (WCD)</b>					
8000 General Fund	542	-	542	182	724
3400 Other Funds Ltd	3,115	-	3,115	508	3,623
All Funds	3,657	-	3,657	690	4,347
<b>3260 Mass Transit Tax</b>					
8000 General Fund	6,995	700	7,695	-	7,695
3400 Other Funds Ltd	37,750	2,940	40,690	-	40,690
All Funds	44,745	3,640	48,385	-	48,385
<b>3270 Flexible Benefits</b>					
8000 General Fund	240,170	-	240,170	80,594	320,764
3400 Other Funds Ltd	1,377,814	-	1,377,814	224,686	1,602,500
All Funds	1,617,984	-	1,617,984	305,280	1,923,264
<b>TOTAL OTHER PAYROLL EXPENSES</b>					
8000 General Fund	614,493	7,059	621,552	159,863	781,415
3400 Other Funds Ltd	3,402,923	26,923	3,429,846	436,525	3,866,371
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$4,017,416</b>	<b>\$33,982</b>	<b>\$4,051,398</b>	<b>\$596,388</b>	<b>\$4,647,786</b>
<b>P.S. BUDGET ADJUSTMENTS</b>					
<b>3455 Vacancy Savings</b>					
8000 General Fund	(7,711)	4,236	(3,475)	-	(3,475)

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3400 Other Funds Ltd	(80,651)	14,626	(66,025)	-	(66,025)
All Funds	(88,362)	18,862	(69,500)	-	(69,500)
<b>TOTAL PERSONAL SERVICES</b>					
8000 General Fund	1,889,090	11,295	1,900,385	496,779	2,397,164
3400 Other Funds Ltd	10,104,038	41,549	10,145,587	1,336,737	11,482,324
<b>TOTAL PERSONAL SERVICES</b>	<b>\$11,993,128</b>	<b>\$52,844</b>	<b>\$12,045,972</b>	<b>\$1,833,516</b>	<b>\$13,879,488</b>
<b>SERVICES &amp; SUPPLIES</b>					
<b>4100 Instate Travel</b>					
8000 General Fund	6,926	208	7,134	2,009	9,143
3400 Other Funds Ltd	31,478	944	32,422	5,601	38,023
All Funds	38,404	1,152	39,556	7,610	47,166
<b>4125 Out of State Travel</b>					
8000 General Fund	4,429	133	4,562	-	4,562
3400 Other Funds Ltd	15,753	3,473	19,226	-	19,226
All Funds	20,182	3,606	23,788	-	23,788
<b>4150 Employee Training</b>					
8000 General Fund	2,685	4,176	6,861	7,812	14,673
3400 Other Funds Ltd	121,885	19,824	141,709	21,778	163,487
All Funds	124,570	24,000	148,570	29,590	178,160
<b>4175 Office Expenses</b>					
8000 General Fund	1,682	2,944	4,626	6,695	11,321
3400 Other Funds Ltd	113,278	(13,972)	99,306	18,665	117,971
All Funds	114,960	(11,028)	103,932	25,360	129,292

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<b>4200 Telecommunications</b>					
8000 General Fund	11,411	(5,595)	5,816	6,695	12,511
3400 Other Funds Ltd	386,367	(280,603)	105,764	18,665	124,429
All Funds	397,778	(286,198)	111,580	25,360	136,940
<b>4225 State Gov. Service Charges</b>					
8000 General Fund	32,963	11,828	44,791	-	44,791
3400 Other Funds Ltd	148,770	114,224	262,994	-	262,994
All Funds	181,733	126,052	307,785	-	307,785
<b>4250 Data Processing</b>					
8000 General Fund	13,731	(3,288)	10,443	-	10,443
3400 Other Funds Ltd	89,528	229,451	318,979	-	318,979
All Funds	103,259	226,163	329,422	-	329,422
<b>4275 Publicity and Publications</b>					
8000 General Fund	2,168	65	2,233	1,674	3,907
3400 Other Funds Ltd	11,579	3,046	14,625	4,666	19,291
All Funds	13,747	3,111	16,858	6,340	23,198
<b>4300 Professional Services</b>					
8000 General Fund	630	31	661	-	661
3400 Other Funds Ltd	237,323	(18,994)	218,329	-	218,329
All Funds	237,953	(18,963)	218,990	-	218,990
<b>4315 IT Professional Services</b>					
8000 General Fund	-	4	4	-	4
3400 Other Funds Ltd	2,899,196	(1,574,589)	1,324,607	624,000	1,948,607

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All Funds	2,899,196	(1,574,585)	1,324,611	624,000	1,948,611
<b>4325 Attorney General</b>					
3400 Other Funds Ltd	79,859	(15,320)	64,539	-	64,539
<b>4375 Employee Recruitment and Develop</b>					
8000 General Fund	1,272	38	1,310	2,790	4,100
3400 Other Funds Ltd	6,592	198	6,790	7,780	14,570
All Funds	7,864	236	8,100	10,570	18,670
<b>4400 Dues and Subscriptions</b>					
8000 General Fund	-	-	-	1,618	1,618
3400 Other Funds Ltd	15,180	(7,554)	7,626	4,512	12,138
All Funds	15,180	(7,554)	7,626	6,130	13,756
<b>4425 Facilities Rental and Taxes</b>					
8000 General Fund	73,432	-	73,432	10,547	83,979
3400 Other Funds Ltd	467,881	-	467,881	29,403	497,284
All Funds	541,313	-	541,313	39,950	581,263
<b>4575 Agency Program Related S and S</b>					
3400 Other Funds Ltd	3,645	109	3,754	-	3,754
<b>4650 Other Services and Supplies</b>					
8000 General Fund	6,520	2,835	9,355	1,716	11,071
3400 Other Funds Ltd	57,063	(14,446)	42,617	4,784	47,401
All Funds	63,583	(11,611)	51,972	6,500	58,472
<b>4700 Expendable Prop 250 - 5000</b>					
8000 General Fund	-	-	-	20,925	20,925

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3400 Other Funds Ltd	27,234	23,164	50,398	58,335	108,733
All Funds	27,234	23,164	50,398	79,260	129,658
<b>4715 IT Expendable Property</b>					
3400 Other Funds Ltd	159,998	15,970	175,968	-	175,968
<b>TOTAL SERVICES &amp; SUPPLIES</b>					
8000 General Fund	157,849	13,379	171,228	62,481	233,709
3400 Other Funds Ltd	4,872,609	(1,515,075)	3,357,534	798,189	4,155,723
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$5,030,458</b>	<b>(\$1,501,696)</b>	<b>\$3,528,762</b>	<b>\$860,670</b>	<b>\$4,389,432</b>
<b>CAPITAL OUTLAY</b>					
<b>5150 Telecommunications Equipment</b>					
3400 Other Funds Ltd	96,675	2,900	99,575	-	99,575
<b>5200 Technical Equipment</b>					
3400 Other Funds Ltd	249,626	7,489	257,115	-	257,115
<b>5550 Data Processing Software</b>					
3400 Other Funds Ltd	88,163	(28,255)	59,908	-	59,908
<b>5600 Data Processing Hardware</b>					
3400 Other Funds Ltd	35,972	(14,371)	21,601	-	21,601
<b>5900 Other Capital Outlay</b>					
3400 Other Funds Ltd	29,298	879	30,177	-	30,177
<b>TOTAL CAPITAL OUTLAY</b>					
3400 Other Funds Ltd	499,734	(31,358)	468,376	-	468,376
<b>TOTAL EXPENDITURES</b>					
8000 General Fund	2,046,939	24,674	2,071,613	559,260	2,630,873



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3400 Other Funds Ltd	15,476,381	(1,504,884)	13,971,497	2,134,926	16,106,423
<b>TOTAL EXPENDITURES</b>	<b>\$17,523,320</b>	<b>(\$1,480,210)</b>	<b>\$16,043,110</b>	<b>\$2,694,186</b>	<b>\$18,737,296</b>
<b>ENDING BALANCE</b>					
3400 Other Funds Ltd	3,461,715	1,504,884	4,966,599	(2,134,926)	2,831,673
<b>AUTHORIZED POSITIONS</b>					
8150 Class/Unclass Positions	53	-	53	10	63
<b>AUTHORIZED FTE</b>					
8250 Class/Unclass FTE Positions	52.69	-	52.69	10.00	62.69

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<b>BEGINNING BALANCE</b>					
<b>0025 Beginning Balance</b>					
3400 Other Funds Ltd	40,000	-	40,000	-	40,000
6400 Federal Funds Ltd	7,371,520	-	7,371,520	-	7,371,520
All Funds	7,411,520	-	7,411,520	-	7,411,520
<b>REVENUE CATEGORIES</b>					
<b>GENERAL FUND APPROPRIATION</b>					
<b>0050 General Fund Appropriation</b>					
8000 General Fund	6,869,309	168,488	7,037,797	1,464,009	8,501,806
<b>LICENSES AND FEES</b>					
<b>0210 Non-business Lic. and Fees</b>					
3400 Other Funds Ltd	-	-	-	657,511	657,511
8800 General Fund Revenue	657,511	-	657,511	(657,511)	-
All Funds	657,511	-	657,511	-	657,511
<b>CHARGES FOR SERVICES</b>					
<b>0410 Charges for Services</b>					
3400 Other Funds Ltd	7,442	-	7,442	-	7,442
<b>FINES, RENTS AND ROYALTIES</b>					
<b>0505 Fines and Forfeitures</b>					
3400 Other Funds Ltd	-	-	-	224,419	224,419
8800 General Fund Revenue	224,419	-	224,419	(224,419)	-
All Funds	224,419	-	224,419	-	224,419
<b>SALES INCOME</b>					

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<b>0705 Sales Income</b>					
3400 Other Funds Ltd	84,532	-	84,532	-	84,532
<b>FEDERAL FUNDS REVENUE</b>					
<b>0995 Federal Funds</b>					
6400 Federal Funds Ltd	619,792	-	619,792	-	619,792
<b>TOTAL REVENUES</b>					
8000 General Fund	6,869,309	168,488	7,037,797	1,464,009	8,501,806
3400 Other Funds Ltd	91,974	-	91,974	881,930	973,904
8800 General Fund Revenue	881,930	-	881,930	(881,930)	-
6400 Federal Funds Ltd	619,792	-	619,792	-	619,792
<b>TOTAL REVENUES</b>	<b>\$8,463,005</b>	<b>\$168,488</b>	<b>\$8,631,493</b>	<b>\$1,464,009</b>	<b>\$10,095,502</b>
<b>TRANSFERS OUT</b>					
<b>2060 Transfer to General Fund</b>					
8800 General Fund Revenue	(881,930)	-	(881,930)	881,930	-
<b>AVAILABLE REVENUES</b>					
8000 General Fund	6,869,309	168,488	7,037,797	1,464,009	8,501,806
3400 Other Funds Ltd	131,974	-	131,974	881,930	1,013,904
6400 Federal Funds Ltd	7,991,312	-	7,991,312	-	7,991,312
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$14,992,595</b>	<b>\$168,488</b>	<b>\$15,161,083</b>	<b>\$2,345,939</b>	<b>\$17,507,022</b>
<b>EXPENDITURES</b>					
<b>PERSONAL SERVICES</b>					
<b>SALARIES &amp; WAGES</b>					
<b>3110 Class/Unclass Sal. and Per Diem</b>					

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8000 General Fund	2,207,640	-	2,207,640	90,744	2,298,384
6400 Federal Funds Ltd	579,552	-	579,552	-	579,552
All Funds	2,787,192	-	2,787,192	90,744	2,877,936
<b>3160 Temporary Appointments</b>					
8000 General Fund	238,588	-	238,588	-	238,588
<b>3170 Overtime Payments</b>					
8000 General Fund	25,404	-	25,404	-	25,404
<b>TOTAL SALARIES &amp; WAGES</b>					
8000 General Fund	2,471,632	-	2,471,632	90,744	2,562,376
6400 Federal Funds Ltd	579,552	-	579,552	-	579,552
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$3,051,184</b>	<b>-</b>	<b>\$3,051,184</b>	<b>\$90,744</b>	<b>\$3,141,928</b>
<b>OTHER PAYROLL EXPENSES</b>					
<b>3210 Empl. Rel. Bd. Assessments</b>					
8000 General Fund	704	-	704	44	748
6400 Federal Funds Ltd	176	-	176	-	176
All Funds	880	-	880	44	924
<b>3220 Public Employees' Retire Cont</b>					
8000 General Fund	352,596	-	352,596	14,328	366,924
6400 Federal Funds Ltd	91,511	-	91,511	-	91,511
All Funds	444,107	-	444,107	14,328	458,435
<b>3221 Pension Obligation Bond</b>					
8000 General Fund	126,955	11,294	138,249	-	138,249
6400 Federal Funds Ltd	35,926	(58)	35,868	-	35,868

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All Funds	162,881	11,236	174,117	-	174,117
<b>3230 Social Security Taxes</b>					
8000 General Fund	187,405	-	187,405	6,942	194,347
6400 Federal Funds Ltd	44,336	-	44,336	-	44,336
All Funds	231,741	-	231,741	6,942	238,683
<b>3240 Unemployment Assessments</b>					
8000 General Fund	211	-	211	-	211
<b>3250 Worker's Comp. Assess. (WCD)</b>					
8000 General Fund	1,104	-	1,104	69	1,173
6400 Federal Funds Ltd	276	-	276	-	276
All Funds	1,380	-	1,380	69	1,449
<b>3260 Mass Transit Tax</b>					
8000 General Fund	14,582	248	14,830	-	14,830
<b>3270 Flexible Benefits</b>					
8000 General Fund	488,448	-	488,448	30,528	518,976
6400 Federal Funds Ltd	122,112	-	122,112	-	122,112
All Funds	610,560	-	610,560	30,528	641,088
<b>TOTAL OTHER PAYROLL EXPENSES</b>					
8000 General Fund	1,172,005	11,542	1,183,547	51,911	1,235,458
6400 Federal Funds Ltd	294,337	(58)	294,279	-	294,279
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$1,466,342</b>	<b>\$11,484</b>	<b>\$1,477,826</b>	<b>\$51,911</b>	<b>\$1,529,737</b>
<b>P.S. BUDGET ADJUSTMENTS</b>					
<b>3455 Vacancy Savings</b>					

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8000 General Fund	(16,902)	(473)	(17,375)	-	(17,375)
6400 Federal Funds Ltd	-	(17,375)	(17,375)	-	(17,375)
All Funds	(16,902)	(17,848)	(34,750)	-	(34,750)
<b>TOTAL PERSONAL SERVICES</b>					
8000 General Fund	3,626,735	11,069	3,637,804	142,655	3,780,459
6400 Federal Funds Ltd	873,889	(17,433)	856,456	-	856,456
<b>TOTAL PERSONAL SERVICES</b>	<b>\$4,500,624</b>	<b>(\$6,364)</b>	<b>\$4,494,260</b>	<b>\$142,655</b>	<b>\$4,636,915</b>
<b>SERVICES &amp; SUPPLIES</b>					
<b>4100 Instate Travel</b>					
8000 General Fund	8,944	3,324	12,268	634	12,902
6400 Federal Funds Ltd	53,218	1,597	54,815	-	54,815
All Funds	62,162	4,921	67,083	634	67,717
<b>4125 Out of State Travel</b>					
8000 General Fund	14,301	429	14,730	-	14,730
6400 Federal Funds Ltd	14,512	435	14,947	-	14,947
All Funds	28,813	864	29,677	-	29,677
<b>4150 Employee Training</b>					
8000 General Fund	4,392	4,740	9,132	1,902	11,034
6400 Federal Funds Ltd	9,074	272	9,346	-	9,346
All Funds	13,466	5,012	18,478	1,902	20,380
<b>4175 Office Expenses</b>					
8000 General Fund	500,034	(54,330)	445,704	1,902	447,606
3400 Other Funds Ltd	97,912	2,937	100,849	-	100,849

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6400 Federal Funds Ltd	67,320	6,540	73,860	-	73,860
All Funds	665,266	(44,853)	620,413	1,902	622,315
<b>4200 Telecommunications</b>					
8000 General Fund	44,431	(26,098)	18,333	2,536	20,869
3400 Other Funds Ltd	80	2	82	-	82
6400 Federal Funds Ltd	884,342	(783,811)	100,531	-	100,531
All Funds	928,853	(809,907)	118,946	2,536	121,482
<b>4225 State Gov. Service Charges</b>					
8000 General Fund	391,018	13,035	404,053	-	404,053
6400 Federal Funds Ltd	-	22,082	22,082	-	22,082
All Funds	391,018	35,117	426,135	-	426,135
<b>4250 Data Processing</b>					
8000 General Fund	28,731	(19,869)	8,862	-	8,862
3400 Other Funds Ltd	54	2	56	-	56
6400 Federal Funds Ltd	27,327	77,493	104,820	-	104,820
All Funds	56,112	57,626	113,738	-	113,738
<b>4275 Publicity and Publications</b>					
8000 General Fund	672,773	20,183	692,956	318	693,274
3400 Other Funds Ltd	5,662	170	5,832	-	5,832
6400 Federal Funds Ltd	334,151	(314,126)	20,025	-	20,025
All Funds	1,012,586	(293,773)	718,813	318	719,131
<b>4300 Professional Services</b>					
8000 General Fund	65,854	460,964	526,818	-	526,818

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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	12,267	405	12,672	-	12,672
6400 Federal Funds Ltd	863,507	312,619	1,176,126	-	1,176,126
All Funds	941,628	773,988	1,715,616	-	1,715,616
<b>4315 IT Professional Services</b>					
8000 General Fund	903,724	(312,424)	591,300	1,303,070	1,894,370
3400 Other Funds Ltd	-	-	-	881,930	881,930
6400 Federal Funds Ltd	1,034,188	772,246	1,806,434	1,502,700	3,309,134
All Funds	1,937,912	459,822	2,397,734	3,687,700	6,085,434
<b>4325 Attorney General</b>					
8000 General Fund	380,702	73,095	453,797	-	453,797
3400 Other Funds Ltd	394	76	470	-	470
6400 Federal Funds Ltd	92,160	(15,298)	76,862	-	76,862
All Funds	473,256	57,873	531,129	-	531,129
<b>4375 Employee Recruitment and Develop</b>					
8000 General Fund	365	646	1,011	529	1,540
6400 Federal Funds Ltd	245	(238)	7	-	7
All Funds	610	408	1,018	529	1,547
<b>4400 Dues and Subscriptions</b>					
8000 General Fund	-	1,000	1,000	318	1,318
6400 Federal Funds Ltd	146	4	150	-	150
All Funds	146	1,004	1,150	318	1,468
<b>4425 Facilities Rental and Taxes</b>					
8000 General Fund	189,368	-	189,368	3,804	193,172



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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
6400 Federal Funds Ltd	33,924	-	33,924	-	33,924
All Funds	223,292	-	223,292	3,804	227,096
<b>4650 Other Services and Supplies</b>					
8000 General Fund	23,736	(15,501)	8,235	634	8,869
3400 Other Funds Ltd	4,410	132	4,542	-	4,542
6400 Federal Funds Ltd	11,181	383	11,564	-	11,564
All Funds	39,327	(14,986)	24,341	634	24,975
<b>4700 Expendable Prop 250 - 5000</b>					
8000 General Fund	8,258	(6,010)	2,248	5,707	7,955
6400 Federal Funds Ltd	24,759	743	25,502	-	25,502
All Funds	33,017	(5,267)	27,750	5,707	33,457
<b>4715 IT Expendable Property</b>					
8000 General Fund	5,943	14,235	20,178	-	20,178
3400 Other Funds Ltd	7,253	218	7,471	-	7,471
6400 Federal Funds Ltd	253,098	71,901	324,999	-	324,999
All Funds	266,294	86,354	352,648	-	352,648
<b>TOTAL SERVICES &amp; SUPPLIES</b>					
8000 General Fund	3,242,574	157,419	3,399,993	1,321,354	4,721,347
3400 Other Funds Ltd	128,032	3,942	131,974	881,930	1,013,904
6400 Federal Funds Ltd	3,703,152	152,842	3,855,994	1,502,700	5,358,694
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$7,073,758</b>	<b>\$314,203</b>	<b>\$7,387,961</b>	<b>\$3,705,984</b>	<b>\$11,093,945</b>

**CAPITAL OUTLAY**

**5150 Telecommunications Equipment**

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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
6400 Federal Funds Ltd	14,914	447	15,361	-	15,361
<b>5550 Data Processing Software</b>					
6400 Federal Funds Ltd	223,318	6,700	230,018	-	230,018
<b>5600 Data Processing Hardware</b>					
6400 Federal Funds Ltd	11,579	347	11,926	-	11,926
<b>TOTAL CAPITAL OUTLAY</b>					
6400 Federal Funds Ltd	249,811	7,494	257,305	-	257,305
<b>TOTAL EXPENDITURES</b>					
8000 General Fund	6,869,309	168,488	7,037,797	1,464,009	8,501,806
3400 Other Funds Ltd	128,032	3,942	131,974	881,930	1,013,904
6400 Federal Funds Ltd	4,826,852	142,903	4,969,755	1,502,700	6,472,455
<b>TOTAL EXPENDITURES</b>	<b>\$11,824,193</b>	<b>\$315,333</b>	<b>\$12,139,526</b>	<b>\$3,848,639</b>	<b>\$15,988,165</b>
<b>ENDING BALANCE</b>					
3400 Other Funds Ltd	3,942	(3,942)	-	-	-
6400 Federal Funds Ltd	3,164,460	(142,903)	3,021,557	(1,502,700)	1,518,857
<b>TOTAL ENDING BALANCE</b>	<b>\$3,168,402</b>	<b>(\$146,845)</b>	<b>\$3,021,557</b>	<b>(\$1,502,700)</b>	<b>\$1,518,857</b>
<b>AUTHORIZED POSITIONS</b>					
8150 Class/Unclass Positions	20	-	20	1	21
<b>AUTHORIZED FTE</b>					
8250 Class/Unclass FTE Positions	20.00	-	20.00	1.00	21.00

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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
<b>BEGINNING BALANCE</b>					
<b>0025 Beginning Balance</b>					
3400 Other Funds Ltd	2,983,790	-	2,983,790	-	2,983,790
<b>REVENUE CATEGORIES</b>					
<b>CHARGES FOR SERVICES</b>					
<b>0410 Charges for Services</b>					
3400 Other Funds Ltd	26,385,520	-	26,385,520	-	26,385,520
<b>TRANSFERS OUT</b>					
<b>2010 Transfer Out - Intrafund</b>					
3400 Other Funds Ltd	(6,032,013)	-	(6,032,013)	-	(6,032,013)
<b>AVAILABLE REVENUES</b>					
3400 Other Funds Ltd	23,337,297	-	23,337,297	-	23,337,297
<b>EXPENDITURES</b>					
<b>PERSONAL SERVICES</b>					
<b>SALARIES &amp; WAGES</b>					
<b>3110 Class/Unclass Sal. and Per Diem</b>					
3400 Other Funds Ltd	10,576,224	-	10,576,224	348,912	10,925,136
<b>OTHER PAYROLL EXPENSES</b>					
<b>3210 Empl. Rel. Bd. Assessments</b>					
3400 Other Funds Ltd	3,080	-	3,080	132	3,212
<b>3220 Public Employees' Retire Cont</b>					
3400 Other Funds Ltd	1,669,982	-	1,669,982	55,093	1,725,075
<b>3221 Pension Obligation Bond</b>					

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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	585,415	69,143	654,558	-	654,558
<b>3230 Social Security Taxes</b>					
3400 Other Funds Ltd	802,741	-	802,741	26,693	829,434
<b>3250 Worker's Comp. Assess. (WCD)</b>					
3400 Other Funds Ltd	4,830	-	4,830	207	5,037
<b>3260 Mass Transit Tax</b>					
3400 Other Funds Ltd	59,357	4,100	63,457	-	63,457
<b>3270 Flexible Benefits</b>					
3400 Other Funds Ltd	2,136,960	-	2,136,960	91,584	2,228,544
<b>TOTAL OTHER PAYROLL EXPENSES</b>					
3400 Other Funds Ltd	5,262,365	73,243	5,335,608	173,709	5,509,317
<b>P.S. BUDGET ADJUSTMENTS</b>					
<b>3455 Vacancy Savings</b>					
3400 Other Funds Ltd	(105,153)	18,277	(86,876)	-	(86,876)
<b>TOTAL PERSONAL SERVICES</b>					
3400 Other Funds Ltd	15,733,436	91,520	15,824,956	522,621	16,347,577
<b>SERVICES &amp; SUPPLIES</b>					
<b>4100 Instate Travel</b>					
3400 Other Funds Ltd	43,699	1,311	45,010	1,902	46,912
<b>4125 Out of State Travel</b>					
3400 Other Funds Ltd	31,788	954	32,742	-	32,742
<b>4150 Employee Training</b>					
3400 Other Funds Ltd	106,053	3,182	109,235	5,706	114,941

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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
<b>4175 Office Expenses</b>					
3400 Other Funds Ltd	74,393	2,232	76,625	5,706	82,331
<b>4200 Telecommunications</b>					
3400 Other Funds Ltd	204,794	(138,650)	66,144	7,608	73,752
<b>4225 State Gov. Service Charges</b>					
3400 Other Funds Ltd	519,556	116,366	635,922	-	635,922
<b>4250 Data Processing</b>					
3400 Other Funds Ltd	136,664	(67,564)	69,100	-	69,100
<b>4275 Publicity and Publications</b>					
3400 Other Funds Ltd	17,794	534	18,328	954	19,282
<b>4300 Professional Services</b>					
3400 Other Funds Ltd	1,573,792	51,935	1,625,727	-	1,625,727
<b>4315 IT Professional Services</b>					
3400 Other Funds Ltd	6,584	258,313	264,897	-	264,897
<b>4325 Attorney General</b>					
3400 Other Funds Ltd	78,550	(13,468)	65,082	-	65,082
<b>4375 Employee Recruitment and Develop</b>					
3400 Other Funds Ltd	16,198	(5,712)	10,486	1,587	12,073
<b>4400 Dues and Subscriptions</b>					
3400 Other Funds Ltd	4,260	1,868	6,128	954	7,082
<b>4425 Facilities Rental and Taxes</b>					
3400 Other Funds Ltd	609,603	-	609,603	-	609,603
<b>4650 Other Services and Supplies</b>					

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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	46,918	(7,222)	39,696	1,902	41,598
<b>4700 Expendable Prop 250 - 5000</b>					
3400 Other Funds Ltd	22,837	685	23,522	-	23,522
<b>4715 IT Expendable Property</b>					
3400 Other Funds Ltd	108,124	3,244	111,368	-	111,368
<b>TOTAL SERVICES &amp; SUPPLIES</b>					
3400 Other Funds Ltd	3,601,607	208,008	3,809,615	26,319	3,835,934
<b>TOTAL EXPENDITURES</b>					
3400 Other Funds Ltd	19,335,043	299,528	19,634,571	548,940	20,183,511
<b>ENDING BALANCE</b>					
3400 Other Funds Ltd	4,002,254	(299,528)	3,702,726	(548,940)	3,153,786
<b>AUTHORIZED POSITIONS</b>					
8150 Class/Unclass Positions	70	-	70	3	73
<b>AUTHORIZED FTE</b>					
8250 Class/Unclass FTE Positions	70.00	-	70.00	3.00	73.00

Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
<b>BEGINNING BALANCE</b>					
<b>0025 Beginning Balance</b>					
3400 Other Funds Ltd	840,335	-	840,335	-	840,335
<b>REVENUE CATEGORIES</b>					
<b>CHARGES FOR SERVICES</b>					
<b>0410 Charges for Services</b>					
3400 Other Funds Ltd	7,129,431	-	7,129,431	500,000	7,629,431
<b>SALES INCOME</b>					
<b>0705 Sales Income</b>					
3400 Other Funds Ltd	135,000	-	135,000	-	135,000
<b>FEDERAL FUNDS REVENUE</b>					
<b>0995 Federal Funds</b>					
6400 Federal Funds Ltd	174,324	-	174,324	-	174,324
<b>TOTAL REVENUES</b>					
3400 Other Funds Ltd	7,264,431	-	7,264,431	500,000	7,764,431
6400 Federal Funds Ltd	174,324	-	174,324	-	174,324
<b>TOTAL REVENUES</b>	<b>\$7,438,755</b>	<b>-</b>	<b>\$7,438,755</b>	<b>\$500,000</b>	<b>\$7,938,755</b>
<b>TRANSFERS OUT</b>					
<b>2010 Transfer Out - Intrafund</b>					
3400 Other Funds Ltd	(243,180)	-	(243,180)	-	(243,180)
<b>AVAILABLE REVENUES</b>					
3400 Other Funds Ltd	7,861,586	-	7,861,586	500,000	8,361,586
6400 Federal Funds Ltd	174,324	-	174,324	-	174,324

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<b>TOTAL AVAILABLE REVENUES</b>	<b>\$8,035,910</b>	-	<b>\$8,035,910</b>	<b>\$500,000</b>	<b>\$8,535,910</b>
<b>EXPENDITURES</b>					
<b>PERSONAL SERVICES</b>					
<b>SALARIES &amp; WAGES</b>					
<b>3110 Class/Unclass Sal. and Per Diem</b>					
3400 Other Funds Ltd	2,534,664	-	2,534,664	-	2,534,664
<b>3160 Temporary Appointments</b>					
3400 Other Funds Ltd	35,562	-	35,562	-	35,562
<b>TOTAL SALARIES &amp; WAGES</b>					
3400 Other Funds Ltd	2,570,226	-	2,570,226	-	2,570,226
<b>OTHER PAYROLL EXPENSES</b>					
<b>3210 Empl. Rel. Bd. Assessments</b>					
3400 Other Funds Ltd	968	-	968	-	968
<b>3220 Public Employees' Retire Cont</b>					
3400 Other Funds Ltd	400,223	-	400,223	-	400,223
<b>3221 Pension Obligation Bond</b>					
3400 Other Funds Ltd	142,812	14,057	156,869	-	156,869
<b>3230 Social Security Taxes</b>					
3400 Other Funds Ltd	195,927	-	195,927	-	195,927
<b>3250 Worker's Comp. Assess. (WCD)</b>					
3400 Other Funds Ltd	1,515	-	1,515	-	1,515
<b>3260 Mass Transit Tax</b>					
3400 Other Funds Ltd	14,078	1,344	15,422	-	15,422



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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
<b>3270 Flexible Benefits</b>					
3400 Other Funds Ltd	671,616	-	671,616	-	671,616
<b>TOTAL OTHER PAYROLL EXPENSES</b>					
3400 Other Funds Ltd	1,427,139	15,401	1,442,540	-	1,442,540
<b>P.S. BUDGET ADJUSTMENTS</b>					
<b>3455 Vacancy Savings</b>					
3400 Other Funds Ltd	(22,920)	5,545	(17,375)	-	(17,375)
<b>TOTAL PERSONAL SERVICES</b>					
3400 Other Funds Ltd	3,974,445	20,946	3,995,391	-	3,995,391
<b>SERVICES &amp; SUPPLIES</b>					
<b>4100 Instate Travel</b>					
3400 Other Funds Ltd	6,485	12,536	19,021	-	19,021
6400 Federal Funds Ltd	8,756	263	9,019	-	9,019
All Funds	15,241	12,799	28,040	-	28,040
<b>4125 Out of State Travel</b>					
3400 Other Funds Ltd	16,256	8,208	24,464	-	24,464
6400 Federal Funds Ltd	10,843	(5,518)	5,325	-	5,325
All Funds	27,099	2,690	29,789	-	29,789
<b>4150 Employee Training</b>					
3400 Other Funds Ltd	1,240	44,641	45,881	-	45,881
<b>4175 Office Expenses</b>					
3400 Other Funds Ltd	114,583	(36,398)	78,185	-	78,185
6400 Federal Funds Ltd	8,192	(6,446)	1,746	-	1,746

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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
All Funds	122,775	(42,844)	79,931	-	79,931
<b>4200 Telecommunications</b>					
3400 Other Funds Ltd	43,294	1,755	45,049	-	45,049
6400 Federal Funds Ltd	-	3,700	3,700	-	3,700
All Funds	43,294	5,455	48,749	-	48,749
<b>4225 State Gov. Service Charges</b>					
3400 Other Funds Ltd	95,490	41,911	137,401	-	137,401
<b>4250 Data Processing</b>					
3400 Other Funds Ltd	22,120	(10,736)	11,384	-	11,384
<b>4275 Publicity and Publications</b>					
3400 Other Funds Ltd	368,304	(99,449)	268,855	-	268,855
6400 Federal Funds Ltd	6,144	3,684	9,828	-	9,828
All Funds	374,448	(95,765)	278,683	-	278,683
<b>4300 Professional Services</b>					
3400 Other Funds Ltd	16,173	6,559	22,732	-	22,732
6400 Federal Funds Ltd	50,372	(17,402)	32,970	-	32,970
All Funds	66,545	(10,843)	55,702	-	55,702
<b>4315 IT Professional Services</b>					
3400 Other Funds Ltd	215,503	93,230	308,733	-	308,733
6400 Federal Funds Ltd	79,237	27,014	106,251	-	106,251
All Funds	294,740	120,244	414,984	-	414,984
<b>4325 Attorney General</b>					
3400 Other Funds Ltd	1,869	11,690	13,559	-	13,559

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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
<b>4375 Employee Recruitment and Develop</b>					
3400 Other Funds Ltd	48	553	601	-	601
<b>4400 Dues and Subscriptions</b>					
3400 Other Funds Ltd	1,181	(111)	1,070	-	1,070
6400 Federal Funds Ltd	4,301	129	4,430	-	4,430
All Funds	5,482	18	5,500	-	5,500
<b>4425 Facilities Rental and Taxes</b>					
3400 Other Funds Ltd	1,891,426	-	1,891,426	-	1,891,426
<b>4450 Fuels and Utilities</b>					
3400 Other Funds Ltd	50,300	1,509	51,809	-	51,809
<b>4575 Agency Program Related S and S</b>					
3400 Other Funds Ltd	-	14,700	14,700	-	14,700
<b>4650 Other Services and Supplies</b>					
3400 Other Funds Ltd	34,467	1,423	35,890	-	35,890
6400 Federal Funds Ltd	1,024	31	1,055	-	1,055
All Funds	35,491	1,454	36,945	-	36,945
<b>4700 Expendable Prop 250 - 5000</b>					
3400 Other Funds Ltd	9,904	4,895	14,799	-	14,799
<b>4715 IT Expendable Property</b>					
3400 Other Funds Ltd	60,997	(25,126)	35,871	-	35,871
<b>TOTAL SERVICES &amp; SUPPLIES</b>					
3400 Other Funds Ltd	2,949,640	71,790	3,021,430	-	3,021,430
6400 Federal Funds Ltd	168,869	5,455	174,324	-	174,324

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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$3,118,509</b>	<b>\$77,245</b>	<b>\$3,195,754</b>	<b>-</b>	<b>\$3,195,754</b>
<b>CAPITAL OUTLAY</b>					
<b>5100 Office Furniture and Fixtures</b>					
3400 Other Funds Ltd	606,681	(496,800)	109,881	500,000	609,881
<b>TOTAL EXPENDITURES</b>					
3400 Other Funds Ltd	7,530,766	(404,064)	7,126,702	500,000	7,626,702
6400 Federal Funds Ltd	168,869	5,455	174,324	-	174,324
<b>TOTAL EXPENDITURES</b>	<b>\$7,699,635</b>	<b>(\$398,609)</b>	<b>\$7,301,026</b>	<b>\$500,000</b>	<b>\$7,801,026</b>
<b>ENDING BALANCE</b>					
3400 Other Funds Ltd	330,820	404,064	734,884	-	734,884
6400 Federal Funds Ltd	5,455	(5,455)	-	-	-
<b>TOTAL ENDING BALANCE</b>	<b>\$336,275</b>	<b>\$398,609</b>	<b>\$734,884</b>	<b>-</b>	<b>\$734,884</b>
<b>AUTHORIZED POSITIONS</b>					
8150 Class/Unclass Positions	22	-	22	-	22
<b>AUTHORIZED FTE</b>					
8250 Class/Unclass FTE Positions	22.00	-	22.00	-	22.00

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<b>BEGINNING BALANCE</b>					
<b>0025 Beginning Balance</b>					
3400 Other Funds Ltd	4,066,090	-	4,066,090	-	4,066,090
<b>REVENUE CATEGORIES</b>					
<b>LICENSES AND FEES</b>					
<b>0205 Business Lic and Fees</b>					
3400 Other Funds Ltd	17,924,491	-	17,924,491	-	17,924,491
8800 General Fund Revenue	52,122,115	-	52,122,115	-	52,122,115
All Funds	70,046,606	-	70,046,606	-	70,046,606
<b>CHARGES FOR SERVICES</b>					
<b>0410 Charges for Services</b>					
3400 Other Funds Ltd	10,000	-	10,000	-	10,000
<b>TOTAL REVENUES</b>					
3400 Other Funds Ltd	17,934,491	-	17,934,491	-	17,934,491
8800 General Fund Revenue	52,122,115	-	52,122,115	-	52,122,115
<b>TOTAL REVENUES</b>	<b>\$70,056,606</b>	<b>-</b>	<b>\$70,056,606</b>	<b>-</b>	<b>\$70,056,606</b>
<b>TRANSFERS OUT</b>					
<b>2010 Transfer Out - Intrafund</b>					
3400 Other Funds Ltd	(9,320,485)	-	(9,320,485)	-	(9,320,485)
<b>2060 Transfer to General Fund</b>					
8800 General Fund Revenue	(52,122,115)	-	(52,122,115)	-	(52,122,115)
<b>TOTAL TRANSFERS OUT</b>					
3400 Other Funds Ltd	(9,320,485)	-	(9,320,485)	-	(9,320,485)

Detail Revenues & Expenditures - Requested Budget  
 2015-17 Biennium  
 Corporation Division

Version: V - 01 - Agency Request Budget  
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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
8800 General Fund Revenue	(52,122,115)	-	(52,122,115)	-	(52,122,115)
<b>TOTAL TRANSFERS OUT</b>	<b>(\$61,442,600)</b>	-	<b>(\$61,442,600)</b>	-	<b>(\$61,442,600)</b>
<b>AVAILABLE REVENUES</b>					
3400 Other Funds Ltd	12,680,096	-	12,680,096	-	12,680,096
<b>EXPENDITURES</b>					
<b>PERSONAL SERVICES</b>					
<b>SALARIES &amp; WAGES</b>					
<b>3110 Class/Unclass Sal. and Per Diem</b>					
3400 Other Funds Ltd	3,258,180	-	3,258,180	146,652	3,404,832
<b>OTHER PAYROLL EXPENSES</b>					
<b>3210 Empl. Rel. Bd. Assessments</b>					
3400 Other Funds Ltd	1,496	-	1,496	44	1,540
<b>3220 Public Employees' Retire Cont</b>					
3400 Other Funds Ltd	514,468	-	514,468	23,156	537,624
<b>3221 Pension Obligation Bond</b>					
3400 Other Funds Ltd	178,772	22,875	201,647	-	201,647
<b>3230 Social Security Taxes</b>					
3400 Other Funds Ltd	249,244	-	249,244	11,219	260,463
<b>3250 Worker's Comp. Assess. (WCD)</b>					
3400 Other Funds Ltd	2,346	-	2,346	69	2,415
<b>3260 Mass Transit Tax</b>					
3400 Other Funds Ltd	17,505	2,044	19,549	-	19,549
<b>3270 Flexible Benefits</b>					

Detail Revenues & Expenditures - Requested Budget  
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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
3400 Other Funds Ltd	1,037,952	-	1,037,952	30,528	1,068,480
<b>TOTAL OTHER PAYROLL EXPENSES</b>					
3400 Other Funds Ltd	2,001,783	24,919	2,026,702	65,016	2,091,718
<b>P.S. BUDGET ADJUSTMENTS</b>					
<b>3455 Vacancy Savings</b>					
3400 Other Funds Ltd	(24,235)	(45,266)	(69,501)	-	(69,501)
<b>TOTAL PERSONAL SERVICES</b>					
3400 Other Funds Ltd	5,235,728	(20,347)	5,215,381	211,668	5,427,049
<b>SERVICES &amp; SUPPLIES</b>					
<b>4100 Instate Travel</b>					
3400 Other Funds Ltd	31,386	(9,980)	21,406	634	22,040
<b>4125 Out of State Travel</b>					
3400 Other Funds Ltd	540	8,231	8,771	-	8,771
<b>4150 Employee Training</b>					
3400 Other Funds Ltd	32,054	(14,063)	17,991	1,902	19,893
<b>4175 Office Expenses</b>					
3400 Other Funds Ltd	692,926	(28,455)	664,471	1,902	666,373
<b>4200 Telecommunications</b>					
3400 Other Funds Ltd	212,894	(116,507)	96,387	2,536	98,923
<b>4225 State Gov. Service Charges</b>					
3400 Other Funds Ltd	139,023	139,448	278,471	-	278,471
<b>4250 Data Processing</b>					
3400 Other Funds Ltd	64,206	(54,280)	9,926	-	9,926

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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
<b>4275 Publicity and Publications</b>					
3400 Other Funds Ltd	146,857	(40,691)	106,166	318	106,484
<b>4300 Professional Services</b>					
3400 Other Funds Ltd	202,124	6,670	208,794	-	208,794
<b>4315 IT Professional Services</b>					
3400 Other Funds Ltd	651,166	21,488	672,654	192,000	864,654
<b>4325 Attorney General</b>					
3400 Other Funds Ltd	41,253	7,921	49,174	-	49,174
<b>4375 Employee Recruitment and Develop</b>					
3400 Other Funds Ltd	1,137	(373)	764	529	1,293
<b>4400 Dues and Subscriptions</b>					
3400 Other Funds Ltd	7,961	(5,067)	2,894	318	3,212
<b>4425 Facilities Rental and Taxes</b>					
3400 Other Funds Ltd	371,651	-	371,651	3,804	375,455
<b>4650 Other Services and Supplies</b>					
3400 Other Funds Ltd	523,947	338,757	862,704	240,634	1,103,338
<b>4700 Expendable Prop 250 - 5000</b>					
3400 Other Funds Ltd	25,418	(21,065)	4,353	5,707	10,060
<b>4715 IT Expendable Property</b>					
3400 Other Funds Ltd	89,097	(1,653)	87,444	-	87,444
<b>TOTAL SERVICES &amp; SUPPLIES</b>					
3400 Other Funds Ltd	3,233,640	230,381	3,464,021	450,284	3,914,305

CAPITAL OUTLAY



Detail Revenues & Expenditures - Requested Budget  
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Description	2015-17 Base Budget	Essential Packages	2015-17 Current Service Level	Policy Packages	2015-17 Agency Request Budget
<b>5200 Technical Equipment</b>					
3400 Other Funds Ltd	17,633	529	18,162	-	18,162
<b>5900 Other Capital Outlay</b>					
3400 Other Funds Ltd	4,539	136	4,675	-	4,675
<b>TOTAL CAPITAL OUTLAY</b>					
3400 Other Funds Ltd	22,172	665	22,837	-	22,837
<b>TOTAL EXPENDITURES</b>					
3400 Other Funds Ltd	8,491,540	210,699	8,702,239	661,952	9,364,191
<b>ENDING BALANCE</b>					
3400 Other Funds Ltd	4,188,556	(210,699)	3,977,857	(661,952)	3,315,905
<b>AUTHORIZED POSITIONS</b>					
8150 Class/Unclass Positions	34	-	34	1	35
<b>AUTHORIZED FTE</b>					
8250 Class/Unclass FTE Positions	33.50	-	33.50	1.50	35.00

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor  Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs  Priority: 00	Pkg: 031 Standard Inflation  Priority: 00	Pkg: 032 Above Standard Inflation  Priority: 00	Pkg: 060 Technical Adjustments  Priority: 00
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	193,162	22,364	-	167,884	2,914	-
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AVAILABLE REVENUES

8000 General Fund	193,162	22,364	-	167,884	2,914	-
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<b>TOTAL AVAILABLE REVENUES</b>	<b>\$193,162</b>	<b>\$22,364</b>	<b>-</b>	<b>\$167,884</b>	<b>\$2,914</b>	<b>-</b>
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EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3221 Pension Obligation Bond

8000 General Fund	17,653	17,653	-	-	-	-
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3400 Other Funds Ltd	130,058	130,058	-	-	-	-
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6400 Federal Funds Ltd	(58)	(58)	-	-	-	-
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All Funds	147,653	147,653	-	-	-	-
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3260 Mass Transit Tax

8000 General Fund	948	948	-	-	-	-
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3400 Other Funds Ltd	10,428	10,428	-	-	-	-
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All Funds	11,376	11,376	-	-	-	-
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OTHER PAYROLL EXPENSES

8000 General Fund	18,601	18,601	-	-	-	-
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3400 Other Funds Ltd	140,486	140,486	-	-	-	-
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6400 Federal Funds Ltd	(58)	(58)	-	-	-	-
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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor  Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs  Priority: 00	Pkg: 031 Standard Inflation  Priority: 00	Pkg: 032 Above Standard Inflation  Priority: 00	Pkg: 060 Technical Adjustments  Priority: 00
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$159,029</b>	<b>\$159,029</b>	-	-	-	-
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
8000 General Fund	3,763	3,763	-	-	-	-
3400 Other Funds Ltd	(6,818)	(6,818)	-	-	-	-
6400 Federal Funds Ltd	(17,375)	(17,375)	-	-	-	-
All Funds	(20,430)	(20,430)	-	-	-	-
<b>PERSONAL SERVICES</b>						
8000 General Fund	22,364	22,364	-	-	-	-
3400 Other Funds Ltd	133,668	133,668	-	-	-	-
6400 Federal Funds Ltd	(17,433)	(17,433)	-	-	-	-
<b>TOTAL PERSONAL SERVICES</b>	<b>\$138,599</b>	<b>\$138,599</b>	-	-	-	-
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
8000 General Fund	3,532	-	-	476	-	3,056
3400 Other Funds Ltd	4,811	-	-	3,392	-	1,419
6400 Federal Funds Ltd	1,860	-	-	1,860	-	-
All Funds	10,203	-	-	5,728	-	4,475
<b>4125 Out of State Travel</b>						
8000 General Fund	562	-	-	562	-	-
3400 Other Funds Ltd	20,866	-	-	1,930	-	18,936
6400 Federal Funds Ltd	(5,083)	-	-	760	-	(5,843)

Description	Total Essential Packages	Pkg: 010	Pkg: 022	Pkg: 031	Pkg: 032	Pkg: 060
		Non-PICS Psnl Svc / Vacancy Factor	Phase-out Pgm & One-time Costs	Standard Inflation	Above Standard Inflation	Technical Adjustments
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00
All Funds	16,345	-	-	3,252	-	13,093
<b>4150 Employee Training</b>						
8000 General Fund	8,916	-	-	213	-	8,703
3400 Other Funds Ltd	53,584	-	-	7,838	-	45,746
6400 Federal Funds Ltd	272	-	-	272	-	-
All Funds	62,772	-	-	8,323	-	54,449
<b>4175 Office Expenses</b>						
8000 General Fund	(51,386)	-	-	15,036	-	(66,422)
3400 Other Funds Ltd	(73,656)	-	-	32,793	-	(106,449)
6400 Federal Funds Ltd	94	-	-	2,281	-	(2,187)
All Funds	(124,948)	-	-	50,110	-	(175,058)
<b>4200 Telecommunications</b>						
8000 General Fund	(31,693)	-	-	1,676	-	(33,369)
3400 Other Funds Ltd	(534,003)	-	-	25,423	-	(559,426)
6400 Federal Funds Ltd	(780,111)	-	-	26,531	-	(806,642)
All Funds	(1,345,807)	-	-	53,630	-	(1,399,437)
<b>4225 State Gov. Service Charges</b>						
8000 General Fund	24,863	-	-	24,863	-	-
3400 Other Funds Ltd	411,949	-	-	411,949	-	-
6400 Federal Funds Ltd	22,082	-	-	22,082	-	-
All Funds	458,894	-	-	458,894	-	-
<b>4250 Data Processing</b>						
8000 General Fund	(23,157)	-	-	1,273	-	(24,430)

Description	Total Essential Packages	Pkg: 010	Pkg: 022	Pkg: 031	Pkg: 032	Pkg: 060
		Non-PICS Psnl Svc / Vacancy Factor	Phase-out Pgm & One-time Costs	Standard Inflation	Above Standard Inflation	Technical Adjustments
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00
3400 Other Funds Ltd	96,873	-	-	9,378	-	87,495
6400 Federal Funds Ltd	77,493	-	-	820	-	76,673
All Funds	151,209	-	-	11,471	-	139,738
<b>4275 Publicity and Publications</b>						
8000 General Fund	20,248	-	-	20,248	-	-
3400 Other Funds Ltd	(136,390)	-	-	16,506	-	(152,896)
6400 Federal Funds Ltd	(310,442)	-	-	10,209	-	(320,651)
All Funds	(426,584)	-	-	46,963	-	(473,547)
<b>4300 Professional Services</b>						
8000 General Fund	460,995	-	-	1,995	200	458,800
3400 Other Funds Ltd	46,575	-	-	61,252	6,123	(20,800)
6400 Federal Funds Ltd	295,217	-	-	27,416	2,741	265,060
All Funds	802,787	-	-	90,663	9,064	703,060
<b>4315 IT Professional Services</b>						
8000 General Fund	(312,420)	-	-	27,112	2,714	(342,246)
3400 Other Funds Ltd	(1,201,558)	-	(1,722,483)	61,499	6,147	453,279
6400 Federal Funds Ltd	799,260	-	-	33,402	3,339	762,519
All Funds	(714,718)	-	(1,722,483)	122,013	12,200	873,552
<b>4325 Attorney General</b>						
8000 General Fund	73,095	-	-	73,095	-	-
3400 Other Funds Ltd	(9,101)	-	-	38,771	-	(47,872)
6400 Federal Funds Ltd	(15,298)	-	-	17,694	-	(32,992)
All Funds	48,696	-	-	129,560	-	(80,864)

Description	Total Essential Packages	Pkg: 010	Pkg: 022	Pkg: 031	Pkg: 032	Pkg: 060
		Non-PICS Psnl Svc / Vacancy Factor	Phase-out Pgm & One-time Costs	Standard Inflation	Above Standard Inflation	Technical Adjustments
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00
<b>4375 Employee Recruitment and Develop</b>						
8000 General Fund	684	-	-	49	-	635
3400 Other Funds Ltd	(5,334)	-	-	719	-	(6,053)
6400 Federal Funds Ltd	(238)	-	-	7	-	(245)
All Funds	(4,888)	-	-	775	-	(5,663)
<b>4400 Dues and Subscriptions</b>						
8000 General Fund	1,000	-	-	-	-	1,000
3400 Other Funds Ltd	(10,864)	-	-	858	-	(11,722)
6400 Federal Funds Ltd	133	-	-	133	-	-
All Funds	(9,731)	-	-	991	-	(10,722)
<b>4450 Fuels and Utilities</b>						
3400 Other Funds Ltd	1,509	-	-	1,509	-	-
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	14,809	-	-	109	-	14,700
<b>4650 Other Services and Supplies</b>						
8000 General Fund	(12,666)	-	-	860	-	(13,526)
3400 Other Funds Ltd	318,644	-	-	20,005	-	298,639
6400 Federal Funds Ltd	414	-	-	414	-	-
All Funds	306,392	-	-	21,279	-	285,113
<b>4700 Expendable Prop 250 - 5000</b>						
8000 General Fund	(6,010)	-	-	248	-	(6,258)
3400 Other Funds Ltd	7,679	-	-	2,562	-	5,117
6400 Federal Funds Ltd	743	-	-	743	-	-

Description	Total Essential Packages	Pkg: 010	Pkg: 022	Pkg: 031	Pkg: 032	Pkg: 060
		Non-PICS Psnl Svc / Vacancy Factor	Phase-out Pgm & One-time Costs	Standard Inflation	Above Standard Inflation	Technical Adjustments
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00
All Funds	2,412	-	-	3,553	-	(1,141)
<b>4715 IT Expendable Property</b>						
8000 General Fund	14,235	-	-	178	-	14,057
3400 Other Funds Ltd	(7,347)	-	-	12,766	-	(20,113)
6400 Federal Funds Ltd	71,901	-	-	7,593	-	64,308
All Funds	78,789	-	-	20,537	-	58,252
<b>SERVICES &amp; SUPPLIES</b>						
8000 General Fund	170,798	-	-	167,884	2,914	-
3400 Other Funds Ltd	(1,000,954)	-	(1,722,483)	709,259	12,270	-
6400 Federal Funds Ltd	158,297	-	-	152,217	6,080	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>(\$671,859)</b>	<b>-</b>	<b>(\$1,722,483)</b>	<b>\$1,029,360</b>	<b>\$21,264</b>	<b>-</b>
<b>CAPITAL OUTLAY</b>						
<b>5100 Office Furniture and Fixtures</b>						
3400 Other Funds Ltd	(496,800)	-	(500,000)	3,200	-	-
<b>5150 Telecommunications Equipment</b>						
3400 Other Funds Ltd	2,900	-	-	2,900	-	-
6400 Federal Funds Ltd	447	-	-	447	-	-
All Funds	3,347	-	-	3,347	-	-
<b>5200 Technical Equipment</b>						
3400 Other Funds Ltd	8,018	-	-	8,018	-	-
<b>5550 Data Processing Software</b>						
3400 Other Funds Ltd	(28,255)	-	(30,000)	1,745	-	-
6400 Federal Funds Ltd	6,700	-	-	6,700	-	-

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Description	Total Essential Packages	Pkg: 010	Pkg: 022	Pkg: 031	Pkg: 032	Pkg: 060
		Non-PICS Psnl Svc / Vacancy Factor	Phase-out Pgm & One-time Costs	Standard Inflation	Above Standard Inflation	Technical Adjustments
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00
All Funds	(21,555)	-	(30,000)	8,445	-	-
<b>5600 Data Processing Hardware</b>						
3400 Other Funds Ltd	(14,371)	-	(15,000)	629	-	-
6400 Federal Funds Ltd	347	-	-	347	-	-
All Funds	(14,024)	-	(15,000)	976	-	-
<b>5900 Other Capital Outlay</b>						
3400 Other Funds Ltd	1,015	-	-	1,015	-	-
<b>CAPITAL OUTLAY</b>						
3400 Other Funds Ltd	(527,493)	-	(545,000)	17,507	-	-
6400 Federal Funds Ltd	7,494	-	-	7,494	-	-
<b>TOTAL CAPITAL OUTLAY</b>	<b>(\$519,999)</b>	<b>-</b>	<b>(\$545,000)</b>	<b>\$25,001</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES</b>						
8000 General Fund	193,162	22,364	-	167,884	2,914	-
3400 Other Funds Ltd	(1,394,779)	133,668	(2,267,483)	726,766	12,270	-
6400 Federal Funds Ltd	148,358	(17,433)	-	159,711	6,080	-
<b>TOTAL EXPENDITURES</b>	<b>(\$1,053,259)</b>	<b>\$138,599</b>	<b>(\$2,267,483)</b>	<b>\$1,054,361</b>	<b>\$21,264</b>	<b>-</b>
<b>ENDING BALANCE</b>						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	1,394,779	(133,668)	2,267,483	(726,766)	(12,270)	-
6400 Federal Funds Ltd	(148,358)	17,433	-	(159,711)	(6,080)	-
<b>TOTAL ENDING BALANCE</b>	<b>\$1,246,421</b>	<b>(\$116,235)</b>	<b>\$2,267,483</b>	<b>(\$886,477)</b>	<b>(\$18,350)</b>	<b>-</b>



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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor  Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs  Priority: 00	Pkg: 031 Standard Inflation  Priority: 00	Pkg: 032 Above Standard Inflation  Priority: 00	Pkg: 060 Technical Adjustments  Priority: 00
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	24,674	11,295	-	13,372	7	-
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AVAILABLE REVENUES

8000 General Fund	24,674	11,295	-	13,372	7	-
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<b>TOTAL AVAILABLE REVENUES</b>	<b>\$24,674</b>	<b>\$11,295</b>	<b>-</b>	<b>\$13,372</b>	<b>\$7</b>	<b>-</b>
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EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3221 Pension Obligation Bond

8000 General Fund	6,359	6,359	-	-	-	-
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3400 Other Funds Ltd	23,983	23,983	-	-	-	-
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All Funds	30,342	30,342	-	-	-	-
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3260 Mass Transit Tax

8000 General Fund	700	700	-	-	-	-
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3400 Other Funds Ltd	2,940	2,940	-	-	-	-
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All Funds	3,640	3,640	-	-	-	-
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OTHER PAYROLL EXPENSES

8000 General Fund	7,059	7,059	-	-	-	-
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3400 Other Funds Ltd	26,923	26,923	-	-	-	-
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<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$33,982</b>	<b>\$33,982</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor  Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs  Priority: 00	Pkg: 031 Standard Inflation  Priority: 00	Pkg: 032 Above Standard Inflation  Priority: 00	Pkg: 060 Technical Adjustments  Priority: 00
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
8000 General Fund	4,236	4,236	-	-	-	-
3400 Other Funds Ltd	14,626	14,626	-	-	-	-
All Funds	18,862	18,862	-	-	-	-
<b>PERSONAL SERVICES</b>						
8000 General Fund	11,295	11,295	-	-	-	-
3400 Other Funds Ltd	41,549	41,549	-	-	-	-
<b>TOTAL PERSONAL SERVICES</b>	<b>\$52,844</b>	<b>\$52,844</b>	-	-	-	-
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
8000 General Fund	208	-	-	208	-	-
3400 Other Funds Ltd	944	-	-	944	-	-
All Funds	1,152	-	-	1,152	-	-
<b>4125 Out of State Travel</b>						
8000 General Fund	133	-	-	133	-	-
3400 Other Funds Ltd	3,473	-	-	473	-	3,000
All Funds	3,606	-	-	606	-	3,000
<b>4150 Employee Training</b>						
8000 General Fund	4,176	-	-	81	-	4,095
3400 Other Funds Ltd	19,824	-	-	3,657	-	16,167
All Funds	24,000	-	-	3,738	-	20,262
<b>4175 Office Expenses</b>						

BDV004B  
 2015-17 Biennium  
 Administrative Services Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-001-00-00-00000

Description	Total Essential Packages	Pkg: 010	Pkg: 022	Pkg: 031	Pkg: 032	Pkg: 060
		Non-PICS Psnl Svc / Vacancy Factor	Phase-out Pgm & One-time Costs	Standard Inflation	Above Standard Inflation	Technical Adjustments
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00
8000 General Fund	2,944	-	-	50	-	2,894
3400 Other Funds Ltd	(13,972)	-	-	3,399	-	(17,371)
All Funds	(11,028)	-	-	3,449	-	(14,477)
<b>4200 Telecommunications</b>						
8000 General Fund	(5,595)	-	-	343	-	(5,938)
3400 Other Funds Ltd	(280,603)	-	-	11,591	-	(292,194)
All Funds	(286,198)	-	-	11,934	-	(298,132)
<b>4225 State Gov. Service Charges</b>						
8000 General Fund	11,828	-	-	11,828	-	-
3400 Other Funds Ltd	114,224	-	-	114,224	-	-
All Funds	126,052	-	-	126,052	-	-
<b>4250 Data Processing</b>						
8000 General Fund	(3,288)	-	-	411	-	(3,699)
3400 Other Funds Ltd	229,451	-	-	2,686	-	226,765
All Funds	226,163	-	-	3,097	-	223,066
<b>4275 Publicity and Publications</b>						
8000 General Fund	65	-	-	65	-	-
3400 Other Funds Ltd	3,046	-	-	347	-	2,699
All Funds	3,111	-	-	412	-	2,699
<b>4300 Professional Services</b>						
8000 General Fund	31	-	-	19	3	9
3400 Other Funds Ltd	(18,994)	-	-	7,120	711	(26,825)
All Funds	(18,963)	-	-	7,139	714	(26,816)

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor  Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs  Priority: 00	Pkg: 031 Standard Inflation  Priority: 00	Pkg: 032 Above Standard Inflation  Priority: 00	Pkg: 060 Technical Adjustments  Priority: 00
<b>4315 IT Professional Services</b>						
8000 General Fund	4	-	-	-	4	-
3400 Other Funds Ltd	(1,574,589)	-	(1,722,483)	35,301	3,530	109,063
All Funds	(1,574,585)	-	(1,722,483)	35,301	3,534	109,063
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	(15,320)	-	-	15,333	-	(30,653)
<b>4375 Employee Recruitment and Develop</b>						
8000 General Fund	38	-	-	38	-	-
3400 Other Funds Ltd	198	-	-	198	-	-
All Funds	236	-	-	236	-	-
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	(7,554)	-	-	456	-	(8,010)
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	109	-	-	109	-	-
<b>4650 Other Services and Supplies</b>						
8000 General Fund	2,835	-	-	196	-	2,639
3400 Other Funds Ltd	(14,446)	-	-	1,712	-	(16,158)
All Funds	(11,611)	-	-	1,908	-	(13,519)
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	23,164	-	-	817	-	22,347
<b>4715 IT Expendable Property</b>						
3400 Other Funds Ltd	15,970	-	-	4,800	-	11,170

**SERVICES & SUPPLIES**

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Description	Total Essential Packages	Pkg: 010	Pkg: 022	Pkg: 031	Pkg: 032	Pkg: 060
		Non-PICS Psnl Svc / Vacancy Factor	Phase-out Pgm & One-time Costs	Standard Inflation	Above Standard Inflation	Technical Adjustments
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00
8000 General Fund	13,379	-	-	13,372	7	-
3400 Other Funds Ltd	(1,515,075)	-	(1,722,483)	203,167	4,241	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>(\$1,501,696)</b>	<b>-</b>	<b>(\$1,722,483)</b>	<b>\$216,539</b>	<b>\$4,248</b>	<b>-</b>
<b>CAPITAL OUTLAY</b>						
<b>5150 Telecommunications Equipment</b>						
3400 Other Funds Ltd	2,900	-	-	2,900	-	-
<b>5200 Technical Equipment</b>						
3400 Other Funds Ltd	7,489	-	-	7,489	-	-
<b>5550 Data Processing Software</b>						
3400 Other Funds Ltd	(28,255)	-	(30,000)	1,745	-	-
<b>5600 Data Processing Hardware</b>						
3400 Other Funds Ltd	(14,371)	-	(15,000)	629	-	-
<b>5900 Other Capital Outlay</b>						
3400 Other Funds Ltd	879	-	-	879	-	-
<b>CAPITAL OUTLAY</b>						
3400 Other Funds Ltd	(31,358)	-	(45,000)	13,642	-	-
<b>TOTAL CAPITAL OUTLAY</b>	<b>(\$31,358)</b>	<b>-</b>	<b>(\$45,000)</b>	<b>\$13,642</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES</b>						
8000 General Fund	24,674	11,295	-	13,372	7	-
3400 Other Funds Ltd	(1,504,884)	41,549	(1,767,483)	216,809	4,241	-
<b>TOTAL EXPENDITURES</b>	<b>(\$1,480,210)</b>	<b>\$52,844</b>	<b>(\$1,767,483)</b>	<b>\$230,181</b>	<b>\$4,248</b>	<b>-</b>
<b>ENDING BALANCE</b>						

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 2015-17 Biennium  
 Administrative Services Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-001-00-00-00000

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor  Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs  Priority: 00	Pkg: 031 Standard Inflation  Priority: 00	Pkg: 032 Above Standard Inflation  Priority: 00	Pkg: 060 Technical Adjustments  Priority: 00
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	1,504,884	(41,549)	1,767,483	(216,809)	(4,241)	-
<b>TOTAL ENDING BALANCE</b>	<b>\$1,504,884</b>	<b>(\$41,549)</b>	<b>\$1,767,483</b>	<b>(\$216,809)</b>	<b>(\$4,241)</b>	-

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 Elections Division

Version: V - 01 - Agency Request Budget  
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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor  Priority: 00	Pkg: 031 Standard Inflation  Priority: 00	Pkg: 032 Above Standard Inflation  Priority: 00	Pkg: 060 Technical Adjustments  Priority: 00	
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**REVENUE CATEGORIES**

**GENERAL FUND APPROPRIATION**

**0050 General Fund Appropriation**

8000 General Fund	168,488	11,069	154,512	2,907	-
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**AVAILABLE REVENUES**

8000 General Fund	168,488	11,069	154,512	2,907	-
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<b>TOTAL AVAILABLE REVENUES</b>	<b>\$168,488</b>	<b>\$11,069</b>	<b>\$154,512</b>	<b>\$2,907</b>	<b>-</b>
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**EXPENDITURES**

**PERSONAL SERVICES**

**OTHER PAYROLL EXPENSES**

**3221 Pension Obligation Bond**

8000 General Fund	11,294	11,294	-	-	-
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6400 Federal Funds Ltd	(58)	(58)	-	-	-
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All Funds	11,236	11,236	-	-	-
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**3260 Mass Transit Tax**

8000 General Fund	248	248	-	-	-
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**OTHER PAYROLL EXPENSES**

8000 General Fund	11,542	11,542	-	-	-
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6400 Federal Funds Ltd	(58)	(58)	-	-	-
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<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$11,484</b>	<b>\$11,484</b>	<b>-</b>	<b>-</b>	<b>-</b>
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**P.S. BUDGET ADJUSTMENTS**

**3455 Vacancy Savings**

BDV004B  
 2015-17 Biennium  
 Elections Division

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 032 Above Standard Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
8000 General Fund	(473)	(473)	-	-	-	
6400 Federal Funds Ltd	(17,375)	(17,375)	-	-	-	
All Funds	(17,848)	(17,848)	-	-	-	
<b>PERSONAL SERVICES</b>						
8000 General Fund	11,069	11,069	-	-	-	
6400 Federal Funds Ltd	(17,433)	(17,433)	-	-	-	
<b>TOTAL PERSONAL SERVICES</b>	<b>(\$6,364)</b>	<b>(\$6,364)</b>	-	-	-	
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
8000 General Fund	3,324	-	268	-	3,056	
6400 Federal Funds Ltd	1,597	-	1,597	-	-	
All Funds	4,921	-	1,865	-	3,056	
<b>4125 Out of State Travel</b>						
8000 General Fund	429	-	429	-	-	
6400 Federal Funds Ltd	435	-	435	-	-	
All Funds	864	-	864	-	-	
<b>4150 Employee Training</b>						
8000 General Fund	4,740	-	132	-	4,608	
6400 Federal Funds Ltd	272	-	272	-	-	
All Funds	5,012	-	404	-	4,608	
<b>4175 Office Expenses</b>						
8000 General Fund	(54,330)	-	14,986	-	(69,316)	
3400 Other Funds Ltd	2,937	-	2,937	-	-	



Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 032 Above Standard Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
6400 Federal Funds Ltd	6,540	-	2,035	-	4,505	
All Funds	(44,853)	-	19,958	-	(64,811)	
<b>4200 Telecommunications</b>						
8000 General Fund	(26,098)	-	1,333	-	(27,431)	
3400 Other Funds Ltd	2	-	2	-	-	
6400 Federal Funds Ltd	(783,811)	-	26,531	-	(810,342)	
All Funds	(809,907)	-	27,866	-	(837,773)	
<b>4225 State Gov. Service Charges</b>						
8000 General Fund	13,035	-	13,035	-	-	
6400 Federal Funds Ltd	22,082	-	22,082	-	-	
All Funds	35,117	-	35,117	-	-	
<b>4250 Data Processing</b>						
8000 General Fund	(19,869)	-	862	-	(20,731)	
3400 Other Funds Ltd	2	-	2	-	-	
6400 Federal Funds Ltd	77,493	-	820	-	76,673	
All Funds	57,626	-	1,684	-	55,942	
<b>4275 Publicity and Publications</b>						
8000 General Fund	20,183	-	20,183	-	-	
3400 Other Funds Ltd	170	-	170	-	-	
6400 Federal Funds Ltd	(314,126)	-	10,025	-	(324,151)	
All Funds	(293,773)	-	30,378	-	(324,151)	
<b>4300 Professional Services</b>						
8000 General Fund	460,964	-	1,976	197	458,791	

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Description	Total Essential Packages	Pkg: 010	Pkg: 031	Pkg: 032	Pkg: 060	
		Non-PICS Psnl Svc / Vacancy Factor	Standard Inflation	Above Standard Inflation	Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
3400 Other Funds Ltd	405	-	368	37	-	
6400 Federal Funds Ltd	312,619	-	25,905	2,590	284,124	
All Funds	773,988	-	28,249	2,824	742,915	
<b>4315 IT Professional Services</b>						
8000 General Fund	(312,424)	-	27,112	2,710	(342,246)	
6400 Federal Funds Ltd	772,246	-	31,025	3,101	738,120	
All Funds	459,822	-	58,137	5,811	395,874	
<b>4325 Attorney General</b>						
8000 General Fund	73,095	-	73,095	-	-	
3400 Other Funds Ltd	76	-	76	-	-	
6400 Federal Funds Ltd	(15,298)	-	17,694	-	(32,992)	
All Funds	57,873	-	90,865	-	(32,992)	
<b>4375 Employee Recruitment and Develop</b>						
8000 General Fund	646	-	11	-	635	
6400 Federal Funds Ltd	(238)	-	7	-	(245)	
All Funds	408	-	18	-	390	
<b>4400 Dues and Subscriptions</b>						
8000 General Fund	1,000	-	-	-	1,000	
6400 Federal Funds Ltd	4	-	4	-	-	
All Funds	1,004	-	4	-	1,000	
<b>4650 Other Services and Supplies</b>						
8000 General Fund	(15,501)	-	664	-	(16,165)	
3400 Other Funds Ltd	132	-	132	-	-	

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 032 Above Standard Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
6400 Federal Funds Ltd	383	-	383	-	-	
All Funds	(14,986)	-	1,179	-	(16,165)	
<b>4700 Expendable Prop 250 - 5000</b>						
8000 General Fund	(6,010)	-	248	-	(6,258)	
6400 Federal Funds Ltd	743	-	743	-	-	
All Funds	(5,267)	-	991	-	(6,258)	
<b>4715 IT Expendable Property</b>						
8000 General Fund	14,235	-	178	-	14,057	
3400 Other Funds Ltd	218	-	218	-	-	
6400 Federal Funds Ltd	71,901	-	7,593	-	64,308	
All Funds	86,354	-	7,989	-	78,365	
<b>SERVICES &amp; SUPPLIES</b>						
8000 General Fund	157,419	-	154,512	2,907	-	
3400 Other Funds Ltd	3,942	-	3,905	37	-	
6400 Federal Funds Ltd	152,842	-	147,151	5,691	-	
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$314,203</b>	-	<b>\$305,568</b>	<b>\$8,635</b>	-	
<b>CAPITAL OUTLAY</b>						
<b>5150 Telecommunications Equipment</b>						
6400 Federal Funds Ltd	447	-	447	-	-	
<b>5550 Data Processing Software</b>						
6400 Federal Funds Ltd	6,700	-	6,700	-	-	
<b>5600 Data Processing Hardware</b>						
6400 Federal Funds Ltd	347	-	347	-	-	

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 032 Above Standard Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
<b>CAPITAL OUTLAY</b>						
6400 Federal Funds Ltd	7,494	-	7,494	-	-	
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$7,494</b>	<b>-</b>	<b>\$7,494</b>	<b>-</b>	<b>-</b>	
<b>EXPENDITURES</b>						
8000 General Fund	168,488	11,069	154,512	2,907	-	
3400 Other Funds Ltd	3,942	-	3,905	37	-	
6400 Federal Funds Ltd	142,903	(17,433)	154,645	5,691	-	
<b>TOTAL EXPENDITURES</b>	<b>\$315,333</b>	<b>(\$6,364)</b>	<b>\$313,062</b>	<b>\$8,635</b>	<b>-</b>	
<b>ENDING BALANCE</b>						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	(3,942)	-	(3,905)	(37)	-	
6400 Federal Funds Ltd	(142,903)	17,433	(154,645)	(5,691)	-	
<b>TOTAL ENDING BALANCE</b>	<b>(\$146,845)</b>	<b>\$17,433</b>	<b>(\$158,550)</b>	<b>(\$5,728)</b>	<b>-</b>	

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor  Priority: 00	Pkg: 031 Standard Inflation  Priority: 00	Pkg: 032 Above Standard Inflation  Priority: 00	Pkg: 060 Technical Adjustments  Priority: 00	
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**EXPENDITURES**

**PERSONAL SERVICES**

**OTHER PAYROLL EXPENSES**

**3221 Pension Obligation Bond**

3400 Other Funds Ltd 69,143 69,143 - - -

**3260 Mass Transit Tax**

3400 Other Funds Ltd 4,100 4,100 - - -

**OTHER PAYROLL EXPENSES**

3400 Other Funds Ltd 73,243 73,243 - - -

**TOTAL OTHER PAYROLL EXPENSES**

**\$73,243 \$73,243 - - -**

**P.S. BUDGET ADJUSTMENTS**

**3455 Vacancy Savings**

3400 Other Funds Ltd 18,277 18,277 - - -

**PERSONAL SERVICES**

3400 Other Funds Ltd 91,520 91,520 - - -

**TOTAL PERSONAL SERVICES**

**\$91,520 \$91,520 - - -**

**SERVICES & SUPPLIES**

**4100 Instate Travel**

3400 Other Funds Ltd 1,311 - 1,311 - -

**4125 Out of State Travel**

3400 Other Funds Ltd 954 - 954 - -

**4150 Employee Training**

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 032 Above Standard Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
3400 Other Funds Ltd	3,182	-	3,182	-	-	
<b>4175 Office Expenses</b>						
3400 Other Funds Ltd	2,232	-	2,232	-	-	
<b>4200 Telecommunications</b>						
3400 Other Funds Ltd	(138,650)	-	6,144	-	(144,794)	
<b>4225 State Gov. Service Charges</b>						
3400 Other Funds Ltd	116,366	-	116,366	-	-	
<b>4250 Data Processing</b>						
3400 Other Funds Ltd	(67,564)	-	4,100	-	(71,664)	
<b>4275 Publicity and Publications</b>						
3400 Other Funds Ltd	534	-	534	-	-	
<b>4300 Professional Services</b>						
3400 Other Funds Ltd	51,935	-	47,214	4,721	-	
<b>4315 IT Professional Services</b>						
3400 Other Funds Ltd	258,313	-	198	19	258,096	
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	(13,468)	-	15,082	-	(28,550)	
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	(5,712)	-	486	-	(6,198)	
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	1,868	-	128	-	1,740	
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	(7,222)	-	1,408	-	(8,630)	

BDV004B  
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 Audits Division

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 032 Above Standard Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	685	-	685	-	-	
<b>4715 IT Expendable Property</b>						
3400 Other Funds Ltd	3,244	-	3,244	-	-	
<b>SERVICES &amp; SUPPLIES</b>						
3400 Other Funds Ltd	208,008	-	203,268	4,740	-	
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$208,008</b>	<b>-</b>	<b>\$203,268</b>	<b>\$4,740</b>	<b>-</b>	
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	299,528	91,520	203,268	4,740	-	
<b>TOTAL EXPENDITURES</b>	<b>\$299,528</b>	<b>\$91,520</b>	<b>\$203,268</b>	<b>\$4,740</b>	<b>-</b>	
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	(299,528)	(91,520)	(203,268)	(4,740)	-	
<b>TOTAL ENDING BALANCE</b>	<b>(\$299,528)</b>	<b>(\$91,520)</b>	<b>(\$203,268)</b>	<b>(\$4,740)</b>	<b>-</b>	

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor  Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs  Priority: 00	Pkg: 031 Standard Inflation  Priority: 00	Pkg: 032 Above Standard Inflation  Priority: 00	Pkg: 060 Technical Adjustments  Priority: 00
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**EXPENDITURES**

**PERSONAL SERVICES**

**OTHER PAYROLL EXPENSES**

**3221 Pension Obligation Bond**

3400 Other Funds Ltd	14,057	14,057	-	-	-	-
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**3260 Mass Transit Tax**

3400 Other Funds Ltd	1,344	1,344	-	-	-	-
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**OTHER PAYROLL EXPENSES**

3400 Other Funds Ltd	15,401	15,401	-	-	-	-
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<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$15,401</b>	<b>\$15,401</b>	-	-	-	-
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**P.S. BUDGET ADJUSTMENTS**

**3455 Vacancy Savings**

3400 Other Funds Ltd	5,545	5,545	-	-	-	-
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**PERSONAL SERVICES**

3400 Other Funds Ltd	20,946	20,946	-	-	-	-
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<b>TOTAL PERSONAL SERVICES</b>	<b>\$20,946</b>	<b>\$20,946</b>	-	-	-	-
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**SERVICES & SUPPLIES**

**4100 Instate Travel**

3400 Other Funds Ltd	12,536	-	-	195	-	12,341
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6400 Federal Funds Ltd	263	-	-	263	-	-
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All Funds	12,799	-	-	458	-	12,341
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**4125 Out of State Travel**



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Archives Division

Version: V - 01 - Agency Request Budget  
Cross Reference Number: 16500-012-00-00-00000

Description	Total Essential Packages	Pkg: 010	Pkg: 022	Pkg: 031	Pkg: 032	Pkg: 060
		Non-PICS Psnl Svc / Vacancy Factor	Phase-out Pgm & One-time Costs	Standard Inflation	Above Standard Inflation	Technical Adjustments
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00
3400 Other Funds Ltd	8,208	-	-	487	-	7,721
6400 Federal Funds Ltd	(5,518)	-	-	325	-	(5,843)
All Funds	2,690	-	-	812	-	1,878
<b>4150 Employee Training</b>						
3400 Other Funds Ltd	44,641	-	-	37	-	44,604
<b>4175 Office Expenses</b>						
3400 Other Funds Ltd	(36,398)	-	-	3,437	-	(39,835)
6400 Federal Funds Ltd	(6,446)	-	-	246	-	(6,692)
All Funds	(42,844)	-	-	3,683	-	(46,527)
<b>4200 Telecommunications</b>						
3400 Other Funds Ltd	1,755	-	-	1,299	-	456
6400 Federal Funds Ltd	3,700	-	-	-	-	3,700
All Funds	5,455	-	-	1,299	-	4,156
<b>4225 State Gov. Service Charges</b>						
3400 Other Funds Ltd	41,911	-	-	41,911	-	-
<b>4250 Data Processing</b>						
3400 Other Funds Ltd	(10,736)	-	-	664	-	(11,400)
<b>4275 Publicity and Publications</b>						
3400 Other Funds Ltd	(99,449)	-	-	11,049	-	(110,498)
6400 Federal Funds Ltd	3,684	-	-	184	-	3,500
All Funds	(95,765)	-	-	11,233	-	(106,998)
<b>4300 Professional Services</b>						
3400 Other Funds Ltd	6,559	-	-	486	48	6,025

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 Archives Division

Version: V - 01 - Agency Request Budget  
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Description	Total Essential Packages	Pkg: 010	Pkg: 022	Pkg: 031	Pkg: 032	Pkg: 060
		Non-PICS Psnl Svc / Vacancy Factor	Phase-out Pgm & One-time Costs	Standard Inflation	Above Standard Inflation	Technical Adjustments
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00
6400 Federal Funds Ltd	(17,402)	-	-	1,511	151	(19,064)
All Funds	(10,843)	-	-	1,997	199	(13,039)
<b>4315 IT Professional Services</b>						
3400 Other Funds Ltd	93,230	-	-	6,465	645	86,120
6400 Federal Funds Ltd	27,014	-	-	2,377	238	24,399
All Funds	120,244	-	-	8,842	883	110,519
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	11,690	-	-	359	-	11,331
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	553	-	-	1	-	552
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	(111)	-	-	35	-	(146)
6400 Federal Funds Ltd	129	-	-	129	-	-
All Funds	18	-	-	164	-	(146)
<b>4450 Fuels and Utilities</b>						
3400 Other Funds Ltd	1,509	-	-	1,509	-	-
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	14,700	-	-	-	-	14,700
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	1,423	-	-	1,035	-	388
6400 Federal Funds Ltd	31	-	-	31	-	-
All Funds	1,454	-	-	1,066	-	388
<b>4700 Expendable Prop 250 - 5000</b>						

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Description	Total Essential Packages	Pkg: 010	Pkg: 022	Pkg: 031	Pkg: 032	Pkg: 060
		Non-PICS Psnl Svc / Vacancy Factor	Phase-out Pgm & One-time Costs	Standard Inflation	Above Standard Inflation	Technical Adjustments
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00
3400 Other Funds Ltd	4,895	-	-	297	-	4,598
<b>4715 IT Expendable Property</b>						
3400 Other Funds Ltd	(25,126)	-	-	1,831	-	(26,957)
<b>SERVICES &amp; SUPPLIES</b>						
3400 Other Funds Ltd	71,790	-	-	71,097	693	-
6400 Federal Funds Ltd	5,455	-	-	5,066	389	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$77,245</b>	-	-	<b>\$76,163</b>	<b>\$1,082</b>	-
<b>CAPITAL OUTLAY</b>						
<b>5100 Office Furniture and Fixtures</b>						
3400 Other Funds Ltd	(496,800)	-	(500,000)	3,200	-	-
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	(404,064)	20,946	(500,000)	74,297	693	-
6400 Federal Funds Ltd	5,455	-	-	5,066	389	-
<b>TOTAL EXPENDITURES</b>	<b>(\$398,609)</b>	<b>\$20,946</b>	<b>(\$500,000)</b>	<b>\$79,363</b>	<b>\$1,082</b>	-
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	404,064	(20,946)	500,000	(74,297)	(693)	-
6400 Federal Funds Ltd	(5,455)	-	-	(5,066)	(389)	-
<b>TOTAL ENDING BALANCE</b>	<b>\$398,609</b>	<b>(\$20,946)</b>	<b>\$500,000</b>	<b>(\$79,363)</b>	<b>(\$1,082)</b>	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor  Priority: 00	Pkg: 031 Standard Inflation  Priority: 00	Pkg: 032 Above Standard Inflation  Priority: 00	Pkg: 060 Technical Adjustments  Priority: 00	
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**EXPENDITURES**

**PERSONAL SERVICES**

**OTHER PAYROLL EXPENSES**

**3221 Pension Obligation Bond**

3400 Other Funds Ltd 22,875 22,875 - - -

**3260 Mass Transit Tax**

3400 Other Funds Ltd 2,044 2,044 - - -

**OTHER PAYROLL EXPENSES**

3400 Other Funds Ltd 24,919 24,919 - - -

**TOTAL OTHER PAYROLL EXPENSES**

**\$24,919 \$24,919 - - -**

**P.S. BUDGET ADJUSTMENTS**

**3455 Vacancy Savings**

3400 Other Funds Ltd (45,266) (45,266) - - -

**PERSONAL SERVICES**

3400 Other Funds Ltd (20,347) (20,347) - - -

**TOTAL PERSONAL SERVICES**

**(\$20,347) (\$20,347) - - -**

**SERVICES & SUPPLIES**

**4100 Instate Travel**

3400 Other Funds Ltd (9,980) - 942 - (10,922)

**4125 Out of State Travel**

3400 Other Funds Ltd 8,231 - 16 - 8,215

**4150 Employee Training**

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 032 Above Standard Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
3400 Other Funds Ltd	(14,063)	-	962	-	(15,025)	
<b>4175 Office Expenses</b>						
3400 Other Funds Ltd	(28,455)	-	20,788	-	(49,243)	
<b>4200 Telecommunications</b>						
3400 Other Funds Ltd	(116,507)	-	6,387	-	(122,894)	
<b>4225 State Gov. Service Charges</b>						
3400 Other Funds Ltd	139,448	-	139,448	-	-	
<b>4250 Data Processing</b>						
3400 Other Funds Ltd	(54,280)	-	1,926	-	(56,206)	
<b>4275 Publicity and Publications</b>						
3400 Other Funds Ltd	(40,691)	-	4,406	-	(45,097)	
<b>4300 Professional Services</b>						
3400 Other Funds Ltd	6,670	-	6,064	606	-	
<b>4315 IT Professional Services</b>						
3400 Other Funds Ltd	21,488	-	19,535	1,953	-	
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	7,921	-	7,921	-	-	
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	(373)	-	34	-	(407)	
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	(5,067)	-	239	-	(5,306)	
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	338,757	-	15,718	-	323,039	

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Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 032 Above Standard Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	(21,065)	-	763	-	(21,828)	
<b>4715 IT Expendable Property</b>						
3400 Other Funds Ltd	(1,653)	-	2,673	-	(4,326)	
<b>SERVICES &amp; SUPPLIES</b>						
3400 Other Funds Ltd	230,381	-	227,822	2,559	-	
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$230,381</b>	<b>-</b>	<b>\$227,822</b>	<b>\$2,559</b>	<b>-</b>	
<b>CAPITAL OUTLAY</b>						
<b>5200 Technical Equipment</b>						
3400 Other Funds Ltd	529	-	529	-	-	
<b>5900 Other Capital Outlay</b>						
3400 Other Funds Ltd	136	-	136	-	-	
<b>CAPITAL OUTLAY</b>						
3400 Other Funds Ltd	665	-	665	-	-	
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$665</b>	<b>-</b>	<b>\$665</b>	<b>-</b>	<b>-</b>	
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	210,699	(20,347)	228,487	2,559	-	
<b>TOTAL EXPENDITURES</b>	<b>\$210,699</b>	<b>(\$20,347)</b>	<b>\$228,487</b>	<b>\$2,559</b>	<b>-</b>	
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	(210,699)	20,347	(228,487)	(2,559)	-	
<b>TOTAL ENDING BALANCE</b>	<b>(\$210,699)</b>	<b>\$20,347</b>	<b>(\$228,487)</b>	<b>(\$2,559)</b>	<b>-</b>	

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Secretary of State

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Description	Total Policy Packages	Pkg: 100 New Information Technology Positions  Priority: 01	Pkg: 200 New Elections positions  Priority: 02	Pkg: 362 Permanent Financing for Positions  Priority: 03	Pkg: 400 New Auditor Positions  Priority: 05	Pkg: 201 OCVR Modernization and OF Limitation Increase  Priority: 06
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund	2,023,269	559,260	160,939	-	-	-
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LICENSES AND FEES

0210 Non-business Lic. and Fees

3400 Other Funds Ltd	657,511	-	-	-	-	-
8800 General Fund Revenue	(657,511)	-	-	-	-	-
All Funds	-	-	-	-	-	-

CHARGES FOR SERVICES

0410 Charges for Services

3400 Other Funds Ltd	500,000	-	-	-	-	-
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FINES, RENTS AND ROYALTIES

0505 Fines and Forfeitures

3400 Other Funds Ltd	224,419	-	-	-	-	-
8800 General Fund Revenue	(224,419)	-	-	-	-	-
All Funds	-	-	-	-	-	-

REVENUE CATEGORIES

8000 General Fund	2,023,269	559,260	160,939	-	-	-
3400 Other Funds Ltd	1,381,930	-	-	-	-	-
8800 General Fund Revenue	(881,930)	-	-	-	-	-

<b>TOTAL REVENUE CATEGORIES</b>	<b>\$2,523,269</b>	<b>\$559,260</b>	<b>\$160,939</b>	-	-	-
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TRANSFERS OUT

Description	Total Policy Packages	Pkg: 100 New Information Technology Positions  Priority: 01	Pkg: 200 New Elections positions  Priority: 02	Pkg: 362 Permanent Financing for Positions  Priority: 03	Pkg: 400 New Auditor Positions  Priority: 05	Pkg: 201 OCVR Modernization and OF Limitation Increase  Priority: 06
<b>2060 Transfer to General Fund</b>						
8800 General Fund Revenue	881,930	-	-	-	-	-
<b>AVAILABLE REVENUES</b>						
8000 General Fund	2,023,269	559,260	160,939	-	-	-
3400 Other Funds Ltd	1,381,930	-	-	-	-	-
8800 General Fund Revenue	-	-	-	-	-	-
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$3,405,199</b>	<b>\$559,260</b>	<b>\$160,939</b>	-	-	-
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
<b>SALARIES &amp; WAGES</b>						
<b>3110 Class/Unclass Sal. and Per Diem</b>						
8000 General Fund	427,660	336,916	90,744	-	-	-
3400 Other Funds Ltd	1,395,776	900,212	-	146,652	348,912	-
All Funds	1,823,436	1,237,128	90,744	146,652	348,912	-
<b>OTHER PAYROLL EXPENSES</b>						
<b>3210 Empl. Rel. Bd. Assessments</b>						
8000 General Fund	160	116	44	-	-	-
3400 Other Funds Ltd	500	324	-	44	132	-
All Funds	660	440	44	44	132	-
<b>3220 Public Employees Retire Cont</b>						
8000 General Fund	67,526	53,198	14,328	-	-	-
3400 Other Funds Ltd	220,392	142,143	-	23,156	55,093	-
All Funds	287,918	195,341	14,328	23,156	55,093	-



Description	Total Policy Packages	Pkg: 100	Pkg: 200	Pkg: 362	Pkg: 400	Pkg: 201
		New Information Technology Positions	New Elections positions	Permanent Financing for Positions	New Auditor Positions	OCVR Modernization and OF Limitation Increase
		Priority: 01	Priority: 02	Priority: 03	Priority: 05	Priority: 06
<b>3230 Social Security Taxes</b>						
8000 General Fund	32,715	25,773	6,942	-	-	-
3400 Other Funds Ltd	106,776	68,864	-	11,219	26,693	-
All Funds	139,491	94,637	6,942	11,219	26,693	-
<b>3250 Workers Comp. Assess. (WCD)</b>						
8000 General Fund	251	182	69	-	-	-
3400 Other Funds Ltd	784	508	-	69	207	-
All Funds	1,035	690	69	69	207	-
<b>3270 Flexible Benefits</b>						
8000 General Fund	111,122	80,594	30,528	-	-	-
3400 Other Funds Ltd	346,798	224,686	-	30,528	91,584	-
All Funds	457,920	305,280	30,528	30,528	91,584	-
<b>OTHER PAYROLL EXPENSES</b>						
8000 General Fund	211,774	159,863	51,911	-	-	-
3400 Other Funds Ltd	675,250	436,525	-	65,016	173,709	-
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$887,024</b>	<b>\$596,388</b>	<b>\$51,911</b>	<b>\$65,016</b>	<b>\$173,709</b>	-
<b>PERSONAL SERVICES</b>						
8000 General Fund	639,434	496,779	142,655	-	-	-
3400 Other Funds Ltd	2,071,026	1,336,737	-	211,668	522,621	-
<b>TOTAL PERSONAL SERVICES</b>	<b>\$2,710,460</b>	<b>\$1,833,516</b>	<b>\$142,655</b>	<b>\$211,668</b>	<b>\$522,621</b>	-
<b>SERVICES &amp; SUPPLIES</b>						
4100 Instate Travel						

Description	Total Policy Packages	Pkg: 100	Pkg: 200	Pkg: 362	Pkg: 400	Pkg: 201
		New Information Technology Positions	New Elections positions	Permanent Financing for Positions	New Auditor Positions	OCVR Modernization and OF Limitation Increase
		Priority: 01	Priority: 02	Priority: 03	Priority: 05	Priority: 06
8000 General Fund	2,643	2,009	634	-	-	-
3400 Other Funds Ltd	8,137	5,601	-	634	1,902	-
All Funds	10,780	7,610	634	634	1,902	-
<b>4150 Employee Training</b>						
8000 General Fund	9,714	7,812	1,902	-	-	-
3400 Other Funds Ltd	29,386	21,778	-	1,902	5,706	-
All Funds	39,100	29,590	1,902	1,902	5,706	-
<b>4175 Office Expenses</b>						
8000 General Fund	8,597	6,695	1,902	-	-	-
3400 Other Funds Ltd	26,273	18,665	-	1,902	5,706	-
All Funds	34,870	25,360	1,902	1,902	5,706	-
<b>4200 Telecommunications</b>						
8000 General Fund	9,231	6,695	2,536	-	-	-
3400 Other Funds Ltd	28,809	18,665	-	2,536	7,608	-
All Funds	38,040	25,360	2,536	2,536	7,608	-
<b>4275 Publicity and Publications</b>						
8000 General Fund	1,992	1,674	318	-	-	-
3400 Other Funds Ltd	5,938	4,666	-	318	954	-
All Funds	7,930	6,340	318	318	954	-
<b>4315 IT Professional Services</b>						
8000 General Fund	1,303,070	-	-	-	-	-
3400 Other Funds Ltd	1,697,930	-	-	-	-	-
6400 Federal Funds Ltd	1,502,700	-	-	-	-	1,502,700

Description	Total Policy Packages	Pkg: 100	Pkg: 200	Pkg: 362	Pkg: 400	Pkg: 201
		New Information Technology Positions	New Elections positions	Permanent Financing for Positions	New Auditor Positions	OCVR Modernization and OF Limitation Increase
		Priority: 01	Priority: 02	Priority: 03	Priority: 05	Priority: 06
All Funds	4,503,700	-	-	-	-	1,502,700
<b>4375 Employee Recruitment and Develop</b>						
8000 General Fund	3,319	2,790	529	-	-	-
3400 Other Funds Ltd	9,896	7,780	-	529	1,587	-
All Funds	13,215	10,570	529	529	1,587	-
<b>4400 Dues and Subscriptions</b>						
8000 General Fund	1,936	1,618	318	-	-	-
3400 Other Funds Ltd	5,784	4,512	-	318	954	-
All Funds	7,720	6,130	318	318	954	-
<b>4425 Facilities Rental and Taxes</b>						
8000 General Fund	14,351	10,547	3,804	-	-	-
3400 Other Funds Ltd	33,207	29,403	-	3,804	-	-
All Funds	47,558	39,950	3,804	3,804	-	-
<b>4650 Other Services and Supplies</b>						
8000 General Fund	2,350	1,716	634	-	-	-
3400 Other Funds Ltd	247,320	4,784	-	634	1,902	-
All Funds	249,670	6,500	634	634	1,902	-
<b>4700 Expendable Prop 250 - 5000</b>						
8000 General Fund	26,632	20,925	5,707	-	-	-
3400 Other Funds Ltd	64,042	58,335	-	5,707	-	-
All Funds	90,674	79,260	5,707	5,707	-	-
<b>SERVICES &amp; SUPPLIES</b>						
8000 General Fund	1,383,835	62,481	18,284	-	-	-

Description	Total Policy Packages	Pkg: 100 New Information Technology Positions	Pkg: 200 New Elections positions	Pkg: 362 Permanent Financing for Positions	Pkg: 400 New Auditor Positions	Pkg: 201 OCVR Modernization and OF Limitation Increase
		Priority: 01	Priority: 02	Priority: 03	Priority: 05	Priority: 06
3400 Other Funds Ltd	2,156,722	174,189	-	18,284	26,319	-
6400 Federal Funds Ltd	1,502,700	-	-	-	-	1,502,700
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$5,043,257</b>	<b>\$236,670</b>	<b>\$18,284</b>	<b>\$18,284</b>	<b>\$26,319</b>	<b>\$1,502,700</b>
<b>CAPITAL OUTLAY</b>						
<b>5100 Office Furniture and Fixtures</b>						
3400 Other Funds Ltd	500,000	-	-	-	-	-
<b>EXPENDITURES</b>						
8000 General Fund	2,023,269	559,260	160,939	-	-	-
3400 Other Funds Ltd	4,727,748	1,510,926	-	229,952	548,940	-
6400 Federal Funds Ltd	1,502,700	-	-	-	-	1,502,700
<b>TOTAL EXPENDITURES</b>	<b>\$8,253,717</b>	<b>\$2,070,186</b>	<b>\$160,939</b>	<b>\$229,952</b>	<b>\$548,940</b>	<b>\$1,502,700</b>
<b>ENDING BALANCE</b>						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(3,345,818)	(1,510,926)	-	(229,952)	(548,940)	-
8800 General Fund Revenue	-	-	-	-	-	-
6400 Federal Funds Ltd	(1,502,700)	-	-	-	-	(1,502,700)
<b>TOTAL ENDING BALANCE</b>	<b>(\$4,848,518)</b>	<b>(\$1,510,926)</b>	<b>-</b>	<b>(\$229,952)</b>	<b>(\$548,940)</b>	<b>(\$1,502,700)</b>
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	15	10	1	1	3	-
<b>AUTHORIZED FTE</b>						
8250 Class/Unclass FTE Positions	15.50	10.00	1.00	1.50	3.00	-

Description	Pkg: 202 ORESTAR upgrades  Priority: 08	Pkg: 102 Oregon Business Registry Enhancements  Priority: 09	Pkg: 121 Phase 2 Compact Shelving  Priority: 10	Pkg: 361 License Directory Modernization Subscription  Priority: 11	Pkg: 360 Merchant and Treasury Fee Adjustment  Priority: 13	
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund 1,303,070 - - - -

LICENSES AND FEES

0210 Non-business Lic. and Fees

3400 Other Funds Ltd 657,511 - - - -

8800 General Fund Revenue (657,511) - - - -

All Funds - - - -

CHARGES FOR SERVICES

0410 Charges for Services

3400 Other Funds Ltd - - 500,000 - -

FINES, RENTS AND ROYALTIES

0505 Fines and Forfeitures

3400 Other Funds Ltd 224,419 - - - -

8800 General Fund Revenue (224,419) - - - -

All Funds - - - -

REVENUE CATEGORIES

8000 General Fund 1,303,070 - - - -

3400 Other Funds Ltd 881,930 - 500,000 - -

8800 General Fund Revenue (881,930) - - - -

**TOTAL REVENUE CATEGORIES \$1,303,070 - \$500,000 - -**

TRANSFERS OUT

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Description	Pkg: 202 ORESTAR upgrades  Priority: 08	Pkg: 102 Oregon Business Registry Enhancements  Priority: 09	Pkg: 121 Phase 2 Compact Shelving  Priority: 10	Pkg: 361 License Directory Modernization Subscription  Priority: 11	Pkg: 360 Merchant and Treasury Fee Adjustment  Priority: 13	
<b>2060 Transfer to General Fund</b>						
8800 General Fund Revenue	881,930	-	-	-	-	
<b>AVAILABLE REVENUES</b>						
8000 General Fund	1,303,070	-	-	-	-	
3400 Other Funds Ltd	881,930	-	500,000	-	-	
8800 General Fund Revenue	-	-	-	-	-	
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$2,185,000</b>	<b>-</b>	<b>\$500,000</b>	<b>-</b>	<b>-</b>	
<b>EXPENDITURES</b>						
<b>SERVICES &amp; SUPPLIES</b>						
<b>4315 IT Professional Services</b>						
8000 General Fund	1,303,070	-	-	-	-	
3400 Other Funds Ltd	881,930	624,000	-	192,000	-	
All Funds	2,185,000	624,000	-	192,000	-	
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	-	-	-	-	240,000	
<b>SERVICES &amp; SUPPLIES</b>						
8000 General Fund	1,303,070	-	-	-	-	
3400 Other Funds Ltd	881,930	624,000	-	192,000	240,000	
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$2,185,000</b>	<b>\$624,000</b>	<b>-</b>	<b>\$192,000</b>	<b>\$240,000</b>	
<b>CAPITAL OUTLAY</b>						
<b>5100 Office Furniture and Fixtures</b>						
3400 Other Funds Ltd	-	-	500,000	-	-	

Description	Pkg: 202 ORESTAR upgrades  Priority: 08	Pkg: 102 Oregon Business Registry Enhancements  Priority: 09	Pkg: 121 Phase 2 Compact Shelving  Priority: 10	Pkg: 361 License Directory Modernization Subscription  Priority: 11	Pkg: 360 Merchant and Treasury Fee Adjustment  Priority: 13	
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**EXPENDITURES**

8000 General Fund	1,303,070	-	-	-	-	
3400 Other Funds Ltd	881,930	624,000	500,000	192,000	240,000	
<b>TOTAL EXPENDITURES</b>	<b>\$2,185,000</b>	<b>\$624,000</b>	<b>\$500,000</b>	<b>\$192,000</b>	<b>\$240,000</b>	

**ENDING BALANCE**

8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	-	(624,000)	-	(192,000)	(240,000)	
8800 General Fund Revenue	-	-	-	-	-	
<b>TOTAL ENDING BALANCE</b>	<b>-</b>	<b>(\$624,000)</b>	<b>-</b>	<b>(\$192,000)</b>	<b>(\$240,000)</b>	

BDV004B  
 2015-17 Biennium  
 Administrative Services Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-001-00-00-00000

Description	Total Policy Packages	Pkg: 100 New Information Technology Positions  Priority: 01	Pkg: 102 Oregon Business Registry Enhancements  Priority: 09			
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REVENUE CATEGORIES

GENERAL FUND APPROPRIATION

0050 General Fund Appropriation

8000 General Fund 559,260 559,260 -

AVAILABLE REVENUES

8000 General Fund 559,260 559,260 -

**TOTAL AVAILABLE REVENUES \$559,260 \$559,260 -**

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund 336,916 336,916 -

3400 Other Funds Ltd 900,212 900,212 -

All Funds 1,237,128 1,237,128 -

OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

8000 General Fund 116 116 -

3400 Other Funds Ltd 324 324 -

All Funds 440 440 -

3220 Public Employees Retire Cont

8000 General Fund 53,198 53,198 -

3400 Other Funds Ltd 142,143 142,143 -

All Funds 195,341 195,341 -



Description	Total Policy Packages	Pkg: 100 New Information Technology Positions  Priority: 01	Pkg: 102 Oregon Business Registry Enhancements  Priority: 09			
<b>3230 Social Security Taxes</b>						
8000 General Fund	25,773	25,773	-			
3400 Other Funds Ltd	68,864	68,864	-			
All Funds	94,637	94,637	-			
<b>3250 Workers Comp. Assess. (WCD)</b>						
8000 General Fund	182	182	-			
3400 Other Funds Ltd	508	508	-			
All Funds	690	690	-			
<b>3270 Flexible Benefits</b>						
8000 General Fund	80,594	80,594	-			
3400 Other Funds Ltd	224,686	224,686	-			
All Funds	305,280	305,280	-			
<b>OTHER PAYROLL EXPENSES</b>						
8000 General Fund	159,863	159,863	-			
3400 Other Funds Ltd	436,525	436,525	-			
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$596,388</b>	<b>\$596,388</b>	<b>-</b>			
<b>PERSONAL SERVICES</b>						
8000 General Fund	496,779	496,779	-			
3400 Other Funds Ltd	1,336,737	1,336,737	-			
<b>TOTAL PERSONAL SERVICES</b>	<b>\$1,833,516</b>	<b>\$1,833,516</b>	<b>-</b>			
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						

BDV004B  
 2015-17 Biennium  
 Administrative Services Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-001-00-00-00000

Description	Total Policy Packages	Pkg: 100 New Information Technology Positions	Pkg: 102 Oregon Business Registry Enhancements			
		Priority: 01	Priority: 09			
8000 General Fund	2,009	2,009	-			
3400 Other Funds Ltd	5,601	5,601	-			
All Funds	7,610	7,610	-			
<b>4150 Employee Training</b>						
8000 General Fund	7,812	7,812	-			
3400 Other Funds Ltd	21,778	21,778	-			
All Funds	29,590	29,590	-			
<b>4175 Office Expenses</b>						
8000 General Fund	6,695	6,695	-			
3400 Other Funds Ltd	18,665	18,665	-			
All Funds	25,360	25,360	-			
<b>4200 Telecommunications</b>						
8000 General Fund	6,695	6,695	-			
3400 Other Funds Ltd	18,665	18,665	-			
All Funds	25,360	25,360	-			
<b>4275 Publicity and Publications</b>						
8000 General Fund	1,674	1,674	-			
3400 Other Funds Ltd	4,666	4,666	-			
All Funds	6,340	6,340	-			
<b>4315 IT Professional Services</b>						
3400 Other Funds Ltd	624,000	-	624,000			
<b>4375 Employee Recruitment and Develop</b>						
8000 General Fund	2,790	2,790	-			

BDV004B  
 2015-17 Biennium  
 Administrative Services Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-001-00-00-00000

Description	Total Policy Packages	Pkg: 100 New Information Technology Positions	Pkg: 102 Oregon Business Registry Enhancements			
		Priority: 01	Priority: 09			
3400 Other Funds Ltd	7,780	7,780	-			
All Funds	10,570	10,570	-			
<b>4400 Dues and Subscriptions</b>						
8000 General Fund	1,618	1,618	-			
3400 Other Funds Ltd	4,512	4,512	-			
All Funds	6,130	6,130	-			
<b>4425 Facilities Rental and Taxes</b>						
8000 General Fund	10,547	10,547	-			
3400 Other Funds Ltd	29,403	29,403	-			
All Funds	39,950	39,950	-			
<b>4650 Other Services and Supplies</b>						
8000 General Fund	1,716	1,716	-			
3400 Other Funds Ltd	4,784	4,784	-			
All Funds	6,500	6,500	-			
<b>4700 Expendable Prop 250 - 5000</b>						
8000 General Fund	20,925	20,925	-			
3400 Other Funds Ltd	58,335	58,335	-			
All Funds	79,260	79,260	-			
<b>SERVICES &amp; SUPPLIES</b>						
8000 General Fund	62,481	62,481	-			
3400 Other Funds Ltd	798,189	174,189	624,000			
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$860,670</b>	<b>\$236,670</b>	<b>\$624,000</b>			

EXPENDITURES

BDV004B  
 2015-17 Biennium  
 Administrative Services Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-001-00-00-00000

Description	Total Policy Packages	Pkg: 100 New Information Technology Positions	Pkg: 102 Oregon Business Registry Enhancements			
		Priority: 01	Priority: 09			
8000 General Fund	559,260	559,260	-			
3400 Other Funds Ltd	2,134,926	1,510,926	624,000			
<b>TOTAL EXPENDITURES</b>	<b>\$2,694,186</b>	<b>\$2,070,186</b>	<b>\$624,000</b>			
<b>ENDING BALANCE</b>						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	(2,134,926)	(1,510,926)	(624,000)			
<b>TOTAL ENDING BALANCE</b>	<b>(\$2,134,926)</b>	<b>(\$1,510,926)</b>	<b>(\$624,000)</b>			
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	10	10	-			
<b>AUTHORIZED FTE</b>						
8250 Class/Unclass FTE Positions	10.00	10.00	-			

BDV004B  
 2015-17 Biennium  
 Elections Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-002-00-00-00000

Description	Total Policy Packages	Pkg: 200 New Elections positions  Priority: 02	Pkg: 201 OCVR Modernization and OF Limitation Increase  Priority: 06	Pkg: 202 ORESTAR upgrades  Priority: 08		
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**REVENUE CATEGORIES**

**GENERAL FUND APPROPRIATION**

**0050 General Fund Appropriation**

8000 General Fund 1,464,009 160,939 - 1,303,070

**LICENSES AND FEES**

**0210 Non-business Lic. and Fees**

3400 Other Funds Ltd 657,511 - - 657,511

8800 General Fund Revenue (657,511) - - (657,511)

All Funds - - - -

**FINES, RENTS AND ROYALTIES**

**0505 Fines and Forfeitures**

3400 Other Funds Ltd 224,419 - - 224,419

8800 General Fund Revenue (224,419) - - (224,419)

All Funds - - - -

**REVENUE CATEGORIES**

8000 General Fund 1,464,009 160,939 - 1,303,070

3400 Other Funds Ltd 881,930 - - 881,930

8800 General Fund Revenue (881,930) - - (881,930)

**TOTAL REVENUE CATEGORIES \$1,464,009 \$160,939 - \$1,303,070**

**TRANSFERS OUT**

**2060 Transfer to General Fund**

8800 General Fund Revenue 881,930 - - 881,930

**AVAILABLE REVENUES**

BDV004B  
 2015-17 Biennium  
 Elections Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-002-00-00-00000

Description	Total Policy Packages	Pkg: 200 New Elections positions	Pkg: 201 OCVR Modernization and OF Limitation Increase	Pkg: 202 ORESTAR upgrades		
		Priority: 02	Priority: 06	Priority: 08		
8000 General Fund	1,464,009	160,939	-	1,303,070		
3400 Other Funds Ltd	881,930	-	-	881,930		
8800 General Fund Revenue	-	-	-	-		
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$2,345,939</b>	<b>\$160,939</b>	<b>-</b>	<b>\$2,185,000</b>		

**EXPENDITURES**

**PERSONAL SERVICES**

**SALARIES & WAGES**

**3110 Class/Unclass Sal. and Per Diem**

8000 General Fund	90,744	90,744	-	-
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**OTHER PAYROLL EXPENSES**

**3210 Empl. Rel. Bd. Assessments**

8000 General Fund	44	44	-	-
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**3220 Public Employees Retire Cont**

8000 General Fund	14,328	14,328	-	-
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**3230 Social Security Taxes**

8000 General Fund	6,942	6,942	-	-
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**3250 Workers Comp. Assess. (WCD)**

8000 General Fund	69	69	-	-
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**3270 Flexible Benefits**

8000 General Fund	30,528	30,528	-	-
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**OTHER PAYROLL EXPENSES**

8000 General Fund	51,911	51,911	-	-
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BDV004B  
 2015-17 Biennium  
 Elections Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-002-00-00-00000

Description	Total Policy Packages	Pkg: 200 New Elections positions  Priority: 02	Pkg: 201 OCVR Modernization and OF Limitation Increase  Priority: 06	Pkg: 202 ORESTAR upgrades  Priority: 08		
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$51,911</b>	<b>\$51,911</b>	-	-		
<b>PERSONAL SERVICES</b>						
8000 General Fund	142,655	142,655	-	-		
<b>TOTAL PERSONAL SERVICES</b>	<b>\$142,655</b>	<b>\$142,655</b>	-	-		
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
8000 General Fund	634	634	-	-		
<b>4150 Employee Training</b>						
8000 General Fund	1,902	1,902	-	-		
<b>4175 Office Expenses</b>						
8000 General Fund	1,902	1,902	-	-		
<b>4200 Telecommunications</b>						
8000 General Fund	2,536	2,536	-	-		
<b>4275 Publicity and Publications</b>						
8000 General Fund	318	318	-	-		
<b>4315 IT Professional Services</b>						
8000 General Fund	1,303,070	-	-	1,303,070		
3400 Other Funds Ltd	881,930	-	-	881,930		
6400 Federal Funds Ltd	1,502,700	-	1,502,700	-		
All Funds	3,687,700	-	1,502,700	2,185,000		
<b>4375 Employee Recruitment and Develop</b>						
8000 General Fund	529	529	-	-		

Description	Total Policy Packages	Pkg: 200 New Elections positions	Pkg: 201 OCVR Modernization and OF Limitation Increase	Pkg: 202 ORESTAR upgrades		
		Priority: 02	Priority: 06	Priority: 08		
<b>4400 Dues and Subscriptions</b>						
8000 General Fund	318	318	-	-		
<b>4425 Facilities Rental and Taxes</b>						
8000 General Fund	3,804	3,804	-	-		
<b>4650 Other Services and Supplies</b>						
8000 General Fund	634	634	-	-		
<b>4700 Expendable Prop 250 - 5000</b>						
8000 General Fund	5,707	5,707	-	-		
<b>SERVICES &amp; SUPPLIES</b>						
8000 General Fund	1,321,354	18,284	-	1,303,070		
3400 Other Funds Ltd	881,930	-	-	881,930		
6400 Federal Funds Ltd	1,502,700	-	1,502,700	-		
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$3,705,984</b>	<b>\$18,284</b>	<b>\$1,502,700</b>	<b>\$2,185,000</b>		
<b>EXPENDITURES</b>						
8000 General Fund	1,464,009	160,939	-	1,303,070		
3400 Other Funds Ltd	881,930	-	-	881,930		
6400 Federal Funds Ltd	1,502,700	-	1,502,700	-		
<b>TOTAL EXPENDITURES</b>	<b>\$3,848,639</b>	<b>\$160,939</b>	<b>\$1,502,700</b>	<b>\$2,185,000</b>		
<b>ENDING BALANCE</b>						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	-	-	-	-		
8800 General Fund Revenue	-	-	-	-		



BDV004B  
 2015-17 Biennium  
 Elections Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-002-00-00-00000

Description	Total Policy Packages	Pkg: 200 New Elections positions  Priority: 02	Pkg: 201 OCVR Modernization and OF Limitation Increase  Priority: 06	Pkg: 202 ORESTAR upgrades  Priority: 08		
6400 Federal Funds Ltd	(1,502,700)	-	(1,502,700)	-		
<b>TOTAL ENDING BALANCE</b>	<b>(\$1,502,700)</b>	-	<b>(\$1,502,700)</b>	-		
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	1	1	-	-		
<b>AUTHORIZED FTE</b>						
8250 Class/Unclass FTE Positions	1.00	1.00	-	-		

BDV004B  
 2015-17 Biennium  
 Audits Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-007-00-00-00000

Description	Total Policy Packages	Pkg: 400 New Auditor Positions				
		Priority: 05				

**EXPENDITURES**

**PERSONAL SERVICES**

**SALARIES & WAGES**

**3110 Class/Unclass Sal. and Per Diem**

3400 Other Funds Ltd 348,912 348,912

**OTHER PAYROLL EXPENSES**

**3210 Empl. Rel. Bd. Assessments**

3400 Other Funds Ltd 132 132

**3220 Public Employees Retire Cont**

3400 Other Funds Ltd 55,093 55,093

**3230 Social Security Taxes**

3400 Other Funds Ltd 26,693 26,693

**3250 Workers Comp. Assess. (WCD)**

3400 Other Funds Ltd 207 207

**3270 Flexible Benefits**

3400 Other Funds Ltd 91,584 91,584

**OTHER PAYROLL EXPENSES**

3400 Other Funds Ltd 173,709 173,709

**TOTAL OTHER PAYROLL EXPENSES \$173,709 \$173,709**

**PERSONAL SERVICES**

3400 Other Funds Ltd 522,621 522,621

**TOTAL PERSONAL SERVICES \$522,621 \$522,621**

Description	Total Policy Packages	Pkg: 400 New Auditor Positions				
		Priority: 05				

**SERVICES & SUPPLIES**

**4100 Instate Travel**

3400 Other Funds Ltd 1,902 1,902

**4150 Employee Training**

3400 Other Funds Ltd 5,706 5,706

**4175 Office Expenses**

3400 Other Funds Ltd 5,706 5,706

**4200 Telecommunications**

3400 Other Funds Ltd 7,608 7,608

**4275 Publicity and Publications**

3400 Other Funds Ltd 954 954

**4375 Employee Recruitment and Develop**

3400 Other Funds Ltd 1,587 1,587

**4400 Dues and Subscriptions**

3400 Other Funds Ltd 954 954

**4650 Other Services and Supplies**

3400 Other Funds Ltd 1,902 1,902

**SERVICES & SUPPLIES**

3400 Other Funds Ltd 26,319 26,319

**TOTAL SERVICES & SUPPLIES**

**\$26,319 \$26,319**

**EXPENDITURES**

3400 Other Funds Ltd 548,940 548,940

BDV004B  
 2015-17 Biennium  
 Audits Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-007-00-00-00000

Description	Total Policy Packages	Pkg: 400 New Auditor Positions				
<b>TOTAL EXPENDITURES</b>	<b>\$548,940</b>	<b>\$548,940</b>				
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	(548,940)	(548,940)				
<b>TOTAL ENDING BALANCE</b>	<b>(\$548,940)</b>	<b>(\$548,940)</b>				
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	3	3				
<b>AUTHORIZED FTE</b>						
8250 Class/Unclass FTE Positions	3.00	3.00				

BDV004B  
 2015-17 Biennium  
 Archives Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-012-00-00-00000

Description	Total Policy Packages	Pkg: 121 Phase 2 Compact Shelving  Priority: 10				
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**REVENUE CATEGORIES**

**CHARGES FOR SERVICES**

**0410 Charges for Services**

3400 Other Funds Ltd	500,000	500,000
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**AVAILABLE REVENUES**

3400 Other Funds Ltd	500,000	500,000
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<b>TOTAL AVAILABLE REVENUES</b>	<b>\$500,000</b>	<b>\$500,000</b>
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**EXPENDITURES**

**CAPITAL OUTLAY**

**5100 Office Furniture and Fixtures**

3400 Other Funds Ltd	500,000	500,000
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**ENDING BALANCE**

3400 Other Funds Ltd	-	-
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<b>TOTAL ENDING BALANCE</b>	<b>-</b>	<b>-</b>
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BDV004B  
 2015-17 Biennium  
 Corporation Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-036-00-00-00000

Description	Total Policy Packages	Pkg: 362 Permanent Financing for Positions  Priority: 03	Pkg: 361 License Directory Modernization Subscription  Priority: 11	Pkg: 360 Merchant and Treasury Fee Adjustment  Priority: 13		
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**EXPENDITURES**

**PERSONAL SERVICES**

**SALARIES & WAGES**

**3110 Class/Unclass Sal. and Per Diem**

3400 Other Funds Ltd 146,652 146,652 - -

**OTHER PAYROLL EXPENSES**

**3210 Empl. Rel. Bd. Assessments**

3400 Other Funds Ltd 44 44 - -

**3220 Public Employees Retire Cont**

3400 Other Funds Ltd 23,156 23,156 - -

**3230 Social Security Taxes**

3400 Other Funds Ltd 11,219 11,219 - -

**3250 Workers Comp. Assess. (WCD)**

3400 Other Funds Ltd 69 69 - -

**3270 Flexible Benefits**

3400 Other Funds Ltd 30,528 30,528 - -

**OTHER PAYROLL EXPENSES**

3400 Other Funds Ltd 65,016 65,016 - -

**TOTAL OTHER PAYROLL EXPENSES**

**\$65,016 \$65,016 - -**

**PERSONAL SERVICES**

3400 Other Funds Ltd 211,668 211,668 - -

**TOTAL PERSONAL SERVICES**

**\$211,668 \$211,668 - -**

BDV004B  
 2015-17 Biennium  
 Corporation Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-036-00-00-00000

Description	Total Policy Packages	Pkg: 362 Permanent Financing for Positions  Priority: 03	Pkg: 361 License Directory Modernization Subscription  Priority: 11	Pkg: 360 Merchant and Treasury Fee Adjustment  Priority: 13		
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**SERVICES & SUPPLIES**

**4100 Instate Travel**

3400 Other Funds Ltd 634 634 - -

**4150 Employee Training**

3400 Other Funds Ltd 1,902 1,902 - -

**4175 Office Expenses**

3400 Other Funds Ltd 1,902 1,902 - -

**4200 Telecommunications**

3400 Other Funds Ltd 2,536 2,536 - -

**4275 Publicity and Publications**

3400 Other Funds Ltd 318 318 - -

**4315 IT Professional Services**

3400 Other Funds Ltd 192,000 - 192,000 -

**4375 Employee Recruitment and Develop**

3400 Other Funds Ltd 529 529 - -

**4400 Dues and Subscriptions**

3400 Other Funds Ltd 318 318 - -

**4425 Facilities Rental and Taxes**

3400 Other Funds Ltd 3,804 3,804 - -

**4650 Other Services and Supplies**

3400 Other Funds Ltd 240,634 634 - 240,000

**4700 Expendable Prop 250 - 5000**

3400 Other Funds Ltd 5,707 5,707 - -

BDV004B  
 2015-17 Biennium  
 Corporation Division

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 16500-036-00-00-00000

Description	Total Policy Packages	Pkg: 362 Permanent Financing for Positions  Priority: 03	Pkg: 361 License Directory Modernization Subscription  Priority: 11	Pkg: 360 Merchant and Treasury Fee Adjustment  Priority: 13		
<b>SERVICES &amp; SUPPLIES</b>						
3400 Other Funds Ltd	450,284	18,284	192,000	240,000		
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$450,284</b>	<b>\$18,284</b>	<b>\$192,000</b>	<b>\$240,000</b>		
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	661,952	229,952	192,000	240,000		
<b>TOTAL EXPENDITURES</b>	<b>\$661,952</b>	<b>\$229,952</b>	<b>\$192,000</b>	<b>\$240,000</b>		
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	(661,952)	(229,952)	(192,000)	(240,000)		
<b>TOTAL ENDING BALANCE</b>	<b>(\$661,952)</b>	<b>(\$229,952)</b>	<b>(\$192,000)</b>	<b>(\$240,000)</b>		
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	1	1	-	-		
<b>AUTHORIZED FTE</b>						
8250 Class/Unclass FTE Positions	1.50	1.50	-	-		



# Office of the Secretary of State



## **PICS Reports 2015-17 Agency Request Budget**

REPORT: SUMMARY LIST BY PKG BY SUMMARY XREF

2015-17

PROD FILE

AGENCY:16500 SECRETARY OF STATE

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF:001-00-00 000 Administrative Servi

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MOE	Y1650	AB SECRETARY OF STATE	1	1.00	24.00	6,416.67	154,000				154,000
000	WSN	X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,764.00		138,336			138,336
000	WSN	X1321	AA HUMAN RESOURCE ANALYST 2	1	.80	19.20	5,231.00	9,230	91,205			100,435
000	WSN	X1322	AA HUMAN RESOURCE ANALYST 3	1	.89	21.45	6,351.00	4,986	131,243			136,229
000	WSN	Z0119	AA EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	3,717.00		89,208			89,208
000	WSN	Z0830	AA EXECUTIVE ASSISTANT	1	1.00	24.00	4,111.00	4,687	93,977			98,664
000	WSN	Z0866	AA PUBLIC AFFAIRS SPECIALIST 3	1	1.00	24.00	7,701.00		184,824			184,824
000	WSN	Z7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,701.00		184,824			184,824
000	WSS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	2	2.00	48.00	6,873.50	18,482	311,446			329,928
000	WSS	X7008	IA PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	6,663.00		159,912			159,912
000	WSS	Z7010	AA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	9,354.00	22,450	202,046			224,496
000	WSS	Z7012	AA PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	10,826.00	35,570	224,254			259,824
000	WSS	Z7012	IA PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	11,925.00	91,584	194,616			286,200
000	WSS	Z7016	AA PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	10,826.00		259,824			259,824
000	WSU	C0103	AA OFFICE SPECIALIST 1	1	1.00	24.00	2,359.00		56,616			56,616
000	WSU	C0211	AA ACCOUNTING TECHNICIAN 2	3	3.00	72.00	3,452.33	24,858	223,710			248,568
000	WSU	C0436	AA PROCUREMENT & CONTRACT SPEC 1	1	1.00	24.00	3,450.00	8,280	74,520			82,800
000	WSU	C0437	AA PROCUREMENT & CONTRACT SPEC 2	2	2.00	48.00	4,260.50	20,451	184,053			204,504
000	WSU	C0438	AA PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	5,802.00	13,911	125,337			139,248
000	WSU	C0871	AA OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,530.00	35,078	97,642			132,720
000	WSU	C1216	AA ACCOUNTANT 2	2	2.00	48.00	4,120.50	17,479	180,305			197,784
000	WSU	C1218	AA ACCOUNTANT 4	1	1.00	24.00	6,696.00	14,463	146,241			160,704
000	WSU	C1482	IA INFO SYSTEMS SPECIALIST 2	1	1.00	24.00	4,375.00	33,600	71,400			105,000
000	WSU	C1484	IA INFO SYSTEMS SPECIALIST 4	4	4.00	96.00	5,213.50		500,496			500,496
000	WSU	C1485	IA INFO SYSTEMS SPECIALIST 5	3	3.00	72.00	6,079.00	140,061	297,627			437,688

REPORT: SUMMARY LIST BY PKG BY SUMMARY XREF

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AGENCY:16500 SECRETARY OF STATE

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF:001-00-00 000 Administrative Servi

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	WSU	C1487	IA INFO SYSTEMS SPECIALIST 7	7	7.00	168.00	7,195.00	221,032	987,728			1,208,760
000	WSU	C1488	IA INFO SYSTEMS SPECIALIST 8	10	10.00	240.00	7,664.70	347,341	1,492,187			1,839,528
000	WSU	C2512	AA ELECTRONIC PUB DESIGN SPEC 3	1	1.00	24.00	4,791.00	36,795	78,189			114,984
000				53	52.69	1264.65	6,350.16	1,254,338	6,781,766			8,036,104

REPORT: SUMMARY LIST BY PKG BY SUMMARY XREF

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AGENCY:16500 SECRETARY OF STATE

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF:001-00-00 100 Administrative Servi

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
100	WSS	X7006	IA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	6,046.00	46,433	98,671			145,104
100	WSU	C0865	AA PUBLIC AFFAIRS SPECIALIST 2	1	1.00	24.00	4,571.00		109,704			109,704
100	WSU	C1484	IA INFO SYSTEMS SPECIALIST 4	1	1.00	24.00	3,946.00		94,704			94,704
100	WSU	C1487	IA INFO SYSTEMS SPECIALIST 7	6	6.00	144.00	5,217.00	290,483	460,765			751,248
100	WSU	C1488	IA INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	5,682.00		136,368			136,368
100				10	10.00	240.00	5,154.70	336,916	900,212			1,237,128
				63	62.69	1504.65	6,160.40	1,591,254	7,681,978			9,273,232

08/15/14 REPORT NO.: PPDPLBUDCL  
 REPORT: SUMMARY LIST BY PKG BY SUMMARY XREF  
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 SUMMARY XREF:002-00-00 000 Elections Division

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

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 PICS SYSTEM: BUDGET PREPARATION

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	WSN	Z2512	AA ELECTRONIC PUB DESIGN SPEC 3	1	1.00	24.00	4,742.00			113,808		113,808
000	WSS	X7010	AA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	9,354.00	224,496				224,496
000	WSS	X7010	IA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	7,343.00			176,232		176,232
000	WSS	Z7014	AA PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	11,362.00	272,688				272,688
000	WSU	C0438	AA PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	6,381.00			153,144		153,144
000	WSU	C1118	AA RESEARCH ANALYST 4	1	1.00	24.00	6,696.00	160,704				160,704
000	WSU	C1488	IA INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	5,682.00			136,368		136,368
000	WSU	C5247	AA COMPLIANCE SPECIALIST 2	8	8.00	192.00	4,583.50	880,032				880,032
000	WSU	C5248	AA COMPLIANCE SPECIALIST 3	5	5.00	120.00	5,581.00	669,720				669,720
000				20	20.00	480.00	5,806.65	2,207,640		579,552		2,787,192

08/15/14 REPORT NO.: PPDPLBUDCL  
 REPORT: SUMMARY LIST BY PKG BY SUMMARY XREF  
 AGENCY:16500 SECRETARY OF STATE  
 SUMMARY XREF:002-00-00 200 Elections Division

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

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 PICS SYSTEM: BUDGET PREPARATION

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
200	WSU	C5247	AA COMPLIANCE SPECIALIST 2	1	1.00	24.00	3,781.00	90,744				90,744
200				1	1.00	24.00	3,781.00	90,744				90,744
				21	21.00	504.00	5,710.19	2,298,384		579,552		2,877,936

08/15/14 REPORT NO.: PPDPLBUDCL  
 REPORT: SUMMARY LIST BY PKG BY SUMMARY XREF  
 AGENCY:16500 SECRETARY OF STATE  
 SUMMARY XREF:007-00-00 000 Audits Division

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

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	WSS	X5687	AA STATE AUDIT MANAGER	7	7.00	168.00	9,716.42		1,632,360			1,632,360
000	WSS	X7012	AA PRINCIPAL EXECUTIVE/MANAGER G	2	2.00	48.00	10,826.00		519,648			519,648
000	WSS	Z7016	AA PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	13,150.00		315,600			315,600
000	WSU	C0104	AA OFFICE SPECIALIST 2	1	1.00	24.00	2,635.00		63,240			63,240
000	WSU	C0871	AA OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,802.00		139,248			139,248
000	WSU	C5681	AA STATE AUDITOR 1	9	9.00	216.00	4,131.77		892,464			892,464
000	WSU	C5682	AA STATE AUDITOR 2	23	23.00	552.00	4,893.78		2,701,368			2,701,368
000	WSU	C5683	AA STATE AUDITOR 3	10	10.00	240.00	6,081.10		1,459,464			1,459,464
000	WSU	C5684	AA STATE AUDITOR 4	16	16.00	384.00	7,429.25		2,852,832			2,852,832
000				70	70.00	1680.00	6,295.37		10,576,224			10,576,224

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
400	WSU	C5681	AA STATE AUDITOR 1	3-	3.00-	72.00-	4,531.00		326,232-			326,232-
400	WSU	C5682	AA STATE AUDITOR 2	5	5.00	120.00	4,473.40		536,808			536,808
400	WSU	C5683	AA STATE AUDITOR 3	1	1.00	24.00	5,764.00		138,336			138,336
400				3	3.00	72.00	4,636.00		348,912			348,912
				73	73.00	1752.00	6,106.32		10,925,136			10,925,136



PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	WSS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	2	2.00	48.00	6,873.50		329,928			329,928
000	WSS	Z7012	AA PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	10,826.00		259,824			259,824
000	WSU	C0103	AA OFFICE SPECIALIST 1	1	1.00	24.00	2,181.00		52,344			52,344
000	WSU	C0323	AA PUBLIC SERVICE REP 3	1	1.00	24.00	3,139.00		75,336			75,336
000	WSU	C0758	AA SUPPLY SPECIALIST 1	1	1.00	24.00	3,139.00		75,336			75,336
000	WSU	C0759	AA SUPPLY SPECIALIST 2	2	2.00	48.00	4,067.50		195,240			195,240
000	WSU	C0863	AA PROGRAM ANALYST 4	1	1.00	24.00	7,025.00		168,600			168,600
000	WSU	C0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,696.00		160,704			160,704
000	WSU	C2202	AA RECORDS MANAGEMENT ANALYST 1	4	4.00	96.00	3,786.28		367,992			367,992
000	WSU	C2203	AA RECORDS MANAGEMENT ANALYST 2	1	1.00	24.00	5,530.00		132,720			132,720
000	WSU	C2204	AA ARCHIVIST 1	3	3.00	72.00	4,454.33		320,712			320,712
000	WSU	C2205	AA ARCHIVIST 2	1	1.00	24.00	5,530.00		132,720			132,720
000	WSU	C2510	AA ELECTRONIC PUB DESIGN SPEC 1	2	2.00	48.00	3,304.00		158,592			158,592
000	WSU	C2511	AA ELECTRONIC PUB DESIGN SPEC 2	1	1.00	24.00	4,359.00		104,616			104,616
000				22	22.00	528.00	4,749.15		2,534,664			2,534,664
				22	22.00	528.00	4,749.15		2,534,664			2,534,664

REPORT: SUMMARY LIST BY PKG BY SUMMARY XREF

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AGENCY:16500 SECRETARY OF STATE

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF:036-00-00 000 Corporation Division

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	UA	C0863	AA PROGRAM ANALYST 4	1	1.00	24.00	5,028.00		120,672			120,672
000	WSS	X0114	AA SUPPORT SERVICES SUPERVISOR 3	1	1.00	24.00	4,730.00		113,520			113,520
000	WSS	Z7010	AA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	9,354.00		224,496			224,496
000	WSU	C0104	AA OFFICE SPECIALIST 2	11	10.50	252.00	3,015.00		766,764			766,764
000	WSU	C0323	AA PUBLIC SERVICE REP 3	1	1.00	24.00	3,291.00		78,984			78,984
000	WSU	C0324	AA PUBLIC SERVICE REP 4	9	9.00	216.00	3,533.00		763,128			763,128
000	WSU	C0860	AA PROGRAM ANALYST 1	2	2.00	48.00	4,791.00		229,968			229,968
000	WSU	C0871	AA OPERATIONS & POLICY ANALYST 2	2	2.00	48.00	4,681.00		224,688			224,688
000	WSU	C0873	AA OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,374.00		176,976			176,976
000	WSU	C1115	AA RESEARCH ANALYST 1	1	1.00	24.00	2,874.00		68,976			68,976
000	WSU	C1116	AA RESEARCH ANALYST 2	1	1.00	24.00	4,571.00		109,704			109,704
000	WSU	C1118	AA RESEARCH ANALYST 4	1	1.00	24.00	6,696.00		160,704			160,704
000	WSU	C1338	AA TRAINING & DEVELOPMENT SPEC 1	1	1.00	24.00	4,791.00		114,984			114,984
000	WSU	C2511	AA ELECTRONIC PUB DESIGN SPEC 2	1	1.00	24.00	4,359.00		104,616			104,616
000				34	33.50	804.00	4,028.64		3,258,180			3,258,180

REPORT: SUMMARY LIST BY PKG BY SUMMARY XREF

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AGENCY:16500 SECRETARY OF STATE

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF:036-00-00 362 Corporation Division

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
362	WSU	C0104	AA OFFICE SPECIALIST 2	10-	9.50-	228.00-	3,073.20		708,372-			708,372-
362	WSU	C0323	AA PUBLIC SERVICE REP 3	1-	1.00-	24.00-	3,291.00		78,984-			78,984-
362	WSU	C0324	AA PUBLIC SERVICE REP 4	11	11.00	264.00	3,122.36		824,304			824,304
362	WSU	C0862	AA PROGRAM ANALYST 3	1	1.00	24.00	4,571.00		109,704			109,704
362				1	1.50	36.00	3,171.30		146,652			146,652
				35	35.00	840.00	3,682.70		3,404,832			3,404,832
				214	213.69	5128.65	5,381.34	3,889,638	24,546,610	579,552		29,015,800

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AGENCY:16500 SECRETARY OF STATE

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF:036-00-00 362 Corporation Division

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				214	213.69	5128.65	5,381.34	3,889,638	24,546,610	579,552		29,015,800

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MOE	Y1650	AB SECRETARY OF STATE	1	1.00	24.00	6,416.67	154,000				154,000
000	UA	C0863	AA PROGRAM ANALYST 4	1	1.00	24.00	5,028.00		120,672			120,672
000	WSN	X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,764.00		138,336			138,336
000	WSN	X1321	AA HUMAN RESOURCE ANALYST 2	1	.80	19.20	5,231.00	9,230	91,205			100,435
000	WSN	X1322	AA HUMAN RESOURCE ANALYST 3	1	.89	21.45	6,351.00	4,986	131,243			136,229
000	WSN	Z0119	AA EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	3,717.00		89,208			89,208
000	WSN	Z0830	AA EXECUTIVE ASSISTANT	1	1.00	24.00	4,111.00	4,687	93,977			98,664
000	WSN	Z0866	AA PUBLIC AFFAIRS SPECIALIST 3	1	1.00	24.00	7,701.00		184,824			184,824
000	WSN	Z2512	AA ELECTRONIC PUB DESIGN SPEC 3	1	1.00	24.00	4,742.00			113,808		113,808
000	WSN	Z7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,701.00		184,824			184,824
000	WSS	X0114	AA SUPPORT SERVICES SUPERVISOR 3	1	1.00	24.00	4,730.00		113,520			113,520
000	WSS	X5687	AA STATE AUDIT MANAGER	7	7.00	168.00	9,716.42		1,632,360			1,632,360
000	WSS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	4	4.00	96.00	6,873.50	18,482	641,374			659,856
100	WSS	X7006	IA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	6,046.00	46,433	98,671			145,104
000	WSS	X7008	IA PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	6,663.00		159,912			159,912
000	WSS	X7010	AA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	9,354.00	224,496				224,496
000	WSS	X7010	IA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	7,343.00			176,232		176,232
000	WSS	X7012	AA PRINCIPAL EXECUTIVE/MANAGER G	2	2.00	48.00	10,826.00		519,648			519,648
000	WSS	Z7010	AA PRINCIPAL EXECUTIVE/MANAGER F	2	2.00	48.00	9,354.00	22,450	426,542			448,992
000	WSS	Z7012	AA PRINCIPAL EXECUTIVE/MANAGER G	2	2.00	48.00	10,826.00	35,570	484,078			519,648
000	WSS	Z7012	IA PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	11,925.00	91,584	194,616			286,200
000	WSS	Z7014	AA PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	11,362.00	272,688				272,688
000	WSS	Z7016	AA PRINCIPAL EXECUTIVE/MANAGER I	2	2.00	48.00	11,988.00		575,424			575,424
000	WSU	C0103	AA OFFICE SPECIALIST 1	2	2.00	48.00	2,270.00		108,960			108,960
362	WSU	C0104	AA OFFICE SPECIALIST 2	2	2.00	48.00	5541.18		121,632			121,632

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	WSU	C0211	AA ACCOUNTING TECHNICIAN 2	3	3.00	72.00	3,452.33	24,858	223,710			248,568
362	WSU	C0323	AA PUBLIC SERVICE REP 3	1	1.00	24.00	3,240.33		75,336			75,336
000	WSU	C0324	AA PUBLIC SERVICE REP 4	20	20.00	480.00	3,307.15		1,587,432			1,587,432
000	WSU	C0436	AA PROCUREMENT & CONTRACT SPEC 1	1	1.00	24.00	3,450.00	8,280	74,520			82,800
000	WSU	C0437	AA PROCUREMENT & CONTRACT SPEC 2	2	2.00	48.00	4,260.50	20,451	184,053			204,504
000	WSU	C0438	AA PROCUREMENT & CONTRACT SPEC 3	2	2.00	48.00	6,091.50	13,911	125,337	153,144		292,392
000	WSU	C0758	AA SUPPLY SPECIALIST 1	1	1.00	24.00	3,139.00		75,336			75,336
000	WSU	C0759	AA SUPPLY SPECIALIST 2	2	2.00	48.00	4,067.50		195,240			195,240
000	WSU	C0860	AA PROGRAM ANALYST 1	2	2.00	48.00	4,791.00		229,968			229,968
362	WSU	C0862	AA PROGRAM ANALYST 3	1	1.00	24.00	4,571.00		109,704			109,704
000	WSU	C0863	AA PROGRAM ANALYST 4	1	1.00	24.00	7,025.00		168,600			168,600
100	WSU	C0865	AA PUBLIC AFFAIRS SPECIALIST 2	1	1.00	24.00	4,571.00		109,704			109,704
000	WSU	C0871	AA OPERATIONS & POLICY ANALYST 2	4	4.00	96.00	5,173.50	35,078	461,578			496,656
000	WSU	C0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,696.00		160,704			160,704
000	WSU	C0873	AA OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,374.00		176,976			176,976
000	WSU	C1115	AA RESEARCH ANALYST 1	1	1.00	24.00	2,874.00		68,976			68,976
000	WSU	C1116	AA RESEARCH ANALYST 2	1	1.00	24.00	4,571.00		109,704			109,704
000	WSU	C1118	AA RESEARCH ANALYST 4	2	2.00	48.00	6,696.00	160,704	160,704			321,408
000	WSU	C1216	AA ACCOUNTANT 2	2	2.00	48.00	4,120.50	17,479	180,305			197,784
000	WSU	C1218	AA ACCOUNTANT 4	1	1.00	24.00	6,696.00	14,463	146,241			160,704
000	WSU	C1338	AA TRAINING & DEVELOPMENT SPEC 1	1	1.00	24.00	4,791.00		114,984			114,984
000	WSU	C1482	IA INFO SYSTEMS SPECIALIST 2	1	1.00	24.00	4,375.00	33,600	71,400			105,000
100	WSU	C1484	IA INFO SYSTEMS SPECIALIST 4	5	5.00	120.00	4,960.00		595,200			595,200
000	WSU	C1485	IA INFO SYSTEMS SPECIALIST 5	3	3.00	72.00	6,079.00	140,061	297,627			437,688
100	WSU	C1487	IA INFO SYSTEMS SPECIALIST 7	13	13.00	312.00	<del>655</del> 52.07	511,515	1,448,493			1,960,008

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
100	WSU	C1488	IA INFO SYSTEMS SPECIALIST 8	12	12.00	288.00	7,334.25	347,341	1,628,555	136,368		2,112,264
000	WSU	C2202	AA RECORDS MANAGEMENT ANALYST 1	4	4.00	96.00	3,786.28		367,992			367,992
000	WSU	C2203	AA RECORDS MANAGEMENT ANALYST 2	1	1.00	24.00	5,530.00		132,720			132,720
000	WSU	C2204	AA ARCHIVIST 1	3	3.00	72.00	4,454.33		320,712			320,712
000	WSU	C2205	AA ARCHIVIST 2	1	1.00	24.00	5,530.00		132,720			132,720
000	WSU	C2510	AA ELECTRONIC PUB DESIGN SPEC 1	2	2.00	48.00	3,304.00		158,592			158,592
000	WSU	C2511	AA ELECTRONIC PUB DESIGN SPEC 2	2	2.00	48.00	4,359.00		209,232			209,232
000	WSU	C2512	AA ELECTRONIC PUB DESIGN SPEC 3	1	1.00	24.00	4,791.00	36,795	78,189			114,984
200	WSU	C5247	AA COMPLIANCE SPECIALIST 2	9	9.00	216.00	4,494.33	970,776				970,776
000	WSU	C5248	AA COMPLIANCE SPECIALIST 3	5	5.00	120.00	5,581.00	669,720				669,720
000	WSU	C5681	AA STATE AUDITOR 1	6	6.00	144.00	4,231.58		566,232			566,232
400	WSU	C5682	AA STATE AUDITOR 2	28	28.00	672.00	4,818.71		3,238,176			3,238,176
400	WSU	C5683	AA STATE AUDITOR 3	11	11.00	264.00	6,052.27		1,597,800			1,597,800
000	WSU	C5684	AA STATE AUDITOR 4	16	16.00	384.00	7,429.25		2,852,832			2,852,832
				214	213.69	5128.65	5,381.34	3,889,638	24,546,610	579,552		29,015,800

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				214	213.69	5128.65	5,381.34	3,889,638	24,546,610	579,552		29,015,800



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 REPORT: DETAIL LISTING BY SUMMARY XREF AGENCY  
 AGENCY: 16500 SECRETARY OF STATE  
 SUMMARY XREF: 001-00-00 100 Administrative Servi

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POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T POS RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1503006	001234800	001-03-00-00000	100 0 PF	WSU C1487 IA	31 02	1	1.00	5,217.00	24.00		125,208			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
1503007	001234830	001-03-00-00000	100 0 PF	WSU C0865 AA	29 02	1	1.00	4,571.00	24.00		109,704			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
1503008	001234810	001-03-00-00000	100 0 PF	WSU C1487 IA	31 02	1	1.00	5,217.00	24.00	125,208				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
1503009	001234840	001-03-00-00000	100 0 PF	WSU C1484 IA	25 02	1	1.00	3,946.00	24.00		94,704			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
1503010	001234850	001-03-00-00000	100 0 PF	WSU C1487 IA	31 02	1	1.00	5,217.00	24.00	125,208				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
1503011	001234890	001-03-00-00000	100 0 PF	WSU C1487 IA	31 02	1	1.00	5,217.00	24.00	40,067	85,141			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
1503012	001234860	001-03-00-00000	100 0 PF	WSU C1488 IA	33 02	1	1.00	5,682.00	24.00		136,368			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
1503013	001234870	001-03-00-00000	100 0 PF	WSS X7006 IA	31X 02	1	1.00	6,046.00	24.00	46,433	98,671			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
1503014	001234880	001-03-00-00000	100 0 PF	WSU C1487 IA	31 02	1	1.00	5,217.00	24.00		125,208			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
1503015	001234900	001-03-00-00000	100 0 PF	WSU C1487 IA	31 02	1	1.00	5,217.00	24.00		125,208			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
					100	10	10.00		240.00	336,916	900,212			
						10	10.00		240.00	336,916	900,212			

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 AGENCY: 16500 SECRETARY OF STATE  
 SUMMARY XREF: 002-00-00 200 Elections Division

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POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1502004	001234920	002-01-00-00000	200 0 PF	WSU C5247 AA	25 02	1	1.00	3,781.00	24.00	90,744				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
			200			1	1.00		24.00	90,744				
						1	1.00		24.00	90,744				

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 AGENCY: 16500 SECRETARY OF STATE  
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 PICS SYSTEM: BUDGET PREPARATION

POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T POS RNG P	CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
0007003	000577720	007-01-00-00000	400 0 PF	WSU C5681 AA	24S 07	1-	1.00-	4,603.00	24.00-		110,472-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
0007003	000577720	007-01-00-00000	400 0 PF	WSU C5682 AA	28S 03	1	1.00	4,603.00	24.00		110,472			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
0007006	000577740	007-01-00-00000	400 0 PF	WSU C5681 AA	24S 07	1-	1.00-	4,603.00	24.00-		110,472-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
0007006	000577740	007-01-00-00000	400 0 PF	WSU C5682 AA	28S 03	1	1.00	4,603.00	24.00		110,472			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
0007008	000577760	007-01-00-00000	400 0 PF	WSU C5681 AA	24S 06	1-	1.00-	4,387.00	24.00-		105,288-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
0007008	000577760	007-01-00-00000	400 0 PF	WSU C5682 AA	28S 02	1	1.00	4,387.00	24.00		105,288			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
1507001	001234960	007-01-00-00000	400 0 PF	WSU C5682 AA	28S 02	1	1.00	4,387.00	24.00		105,288			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
1507002	001234980	007-01-00-00000	400 0 PF	WSU C5682 AA	28S 02	1	1.00	4,387.00	24.00		105,288			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
1507003	001234990	007-01-00-00000	400 0 PF	WSU C5683 AA	31 02	1	1.00	5,764.00	24.00		138,336			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
					400	3	3.00		72.00		348,912			
						3	3.00		72.00		348,912			

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 AGENCY: 16500 SECRETARY OF STATE  
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 PICS SYSTEM: BUDGET PREPARATION

POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T POS RNG P	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
0030031	000041110	036-01-00-00000	362 0 PF	WSU C0104 AA	15 07 1-	1.00-	2,999.00	24.00-		71,976-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0030031	000041110	036-01-00-00000	362 0 PF	WSU C0324 AA	19 03 1	1.00	2,999.00	24.00		71,976			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0030040	000041200	036-01-00-00000	362 0 PF	WSU C0104 AA	15 09 1-	1.00-	3,291.00	24.00-		78,984-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0030040	000041200	036-01-00-00000	362 0 PF	WSU C0324 AA	19 05 1	1.00	3,291.00	24.00		78,984			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0030053	000041260	036-01-00-00000	362 0 PF	WSU C0104 AA	15 07 1-	1.00-	2,999.00	24.00-		71,976-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0030053	000041260	036-01-00-00000	362 0 PF	WSU C0324 AA	19 03 1	1.00	2,999.00	24.00		71,976			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0036005	000041310	036-01-00-00000	362 0 PF	WSU C0323 AA	15 09 1-	1.00-	3,291.00	24.00-		78,984-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0036005	000041310	036-01-00-00000	362 0 PF	WSU C0324 AA	19 05 1	1.00	3,291.00	24.00		78,984			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0036006	000041320	036-01-00-00000	362 0 PF	WSU C0104 AA	15 08 1-	1.00-	3,139.00	24.00-		75,336-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0036006	000041320	036-01-00-00000	362 0 PF	WSU C0324 AA	19 04 1	1.00	3,139.00	24.00		75,336			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0036012	000041380	036-01-00-00000	362 0 PF	WSU C0104 AA	15 07 1-	1.00-	2,999.00	24.00-		71,976-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0036012	000041380	036-01-00-00000	362 0 PF	WSU C0324 AA	19 03 1	1.00	2,999.00	24.00		71,976			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0036014	000041400	036-01-00-00000	362 0 PF	WSU C0104 AA	15 07 1-	1.00-	2,999.00	24.00-		71,976-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0036014	000041400	036-01-00-00000	362 0 PF	WSU C0324 AA	19 03 1	1.00	2,999.00	24.00		71,976			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0036015	000041410	036-01-00-00000	362 0 PF	WSU C0104 AA	15 09 1-	1.00-	3,291.00	24.00-		78,984-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													
0036015	000041410	036-01-00-00000	362 0 PF	WSU C0324 AA	19 05 1	1.00	3,291.00	24.00		78,984			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01													

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POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T POS RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
0036016	000041420	036-01-00-00000	362 0 PP	WSU C0104 AA	15 02	1-	.50-	2,433.00	12.00-		29,196-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
0036016	000041420	036-01-00-00000	362 0 PF	WSU C0324 AA	19 01	1	1.00	2,756.00	24.00		66,144			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
0036024	000041500	036-01-00-00000	362 0 PF	WSU C0104 AA	15 09	1-	1.00-	3,291.00	24.00-		78,984-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
0036024	000041500	036-01-00-00000	362 0 PF	WSU C0324 AA	19 05	1	1.00	3,291.00	24.00		78,984			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
0036040	000041590	036-01-00-00000	362 0 PF	WSU C0104 AA	15 09	1-	1.00-	3,291.00	24.00-		78,984-			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
0036040	000041590	036-01-00-00000	362 0 PF	WSU C0324 AA	19 05	1	1.00	3,291.00	24.00		78,984			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
1503605	001235010	036-01-00-00000	362 0 PF	WSU C0862 AA	29 02	1	1.00	4,571.00	24.00		109,704			
EST DATE: 2015/07/01 EXP DATE: 9999/01/01														
			362			1	1.50		36.00		146,652			
						1	1.50		36.00		146,652			
						15	15.50		372.00	427,660	1,395,776			

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 PICS SYSTEM: BUDGET PREPARATION

POSITION NUMBER	AUTH NO	ORG STRUC	F POS	CLASS	COMP	S T RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
							15	15.50		372.00	427,660	1,395,776			