

Providing Agency	Receiving Agency	Support Services Received	Cost to receiving agency	Cost to providing agency	Length receiving agency has outsourced service	Length providing agency has provided service	Agreement type
Department of Agriculture	Department of Land Conservation and Development	Payroll services	Does not charge DLCD for the payroll services, instead have traded services of DLCD HR manager on a project by project basis.	The cost to provide payroll services to DLCD is minimal as they have just a few employees. ODA has been able to provide the service with their existing payroll staff person.	4 years	4 years	Trading services. No formal agreement provided.
Department of Consumer and Business Services	Bureau of Labor and Industries	Human Resource services including: PPDB/personnel records, class/comp and salary administration; performance management/labor relations; recruitment, training and workforce development; workers compensation and safety; FMLA/OFLA; and HR Administration.	PPDB/Personnel Records = \$39/hour Classification, Compensation & Salary Administration = \$54/hour Performance Management/Labor Relations = \$57/hour Executive Recruitment = \$64/hour Other Recruitment = \$43/hour Training & Workforce Development = \$54/hour WC and safety = \$43/hour Leave administration (FMLA/OFLA) = \$42 HR Services Administration = \$67 In addition a 22% administrative fee is charged.	Salary for the employee, plus other payroll expenses, was used to calculate hourly rate.	Since June 1, 2012	Since June, 2012	Interagency Agreement provided.
	Construction Contractors Board	Human Resource Services including: PPDB/personnel records, class/comp and salary administration, performance management/labor relations, recruitment, training and workforce development, workers compensation and safety, FMLA/OFLA, and HR Administration	PPDB/Personnel Records = \$39/hour Classification, Compensation & Salary Administration = \$54/hour Performance Management/Labor Relations = \$50/hour Executive Recruitment = \$64/hour Other Recruitment = \$43/hour Training & Workforce Development = \$54/hour WC and safety = \$43/hour Leave administration (FMLA/OFLA) = \$42 HR Services Administration = \$67 In addition a 22% administrative fee is charged.	Salary for the employee, plus other payroll expenses, was used to calculate hourly rate.	Since February 18, 2014	Since February 18, 2014	Interagency Agreement provided.
		Information Technology services emergency assistance including but not limited to: issues related to Microsoft Windows, MS Exchange/Outlook, Oracle, SQL, .Net WPF, Cold Fusion, Red Hat Linus, VM Ware and Citrix	Emergency IT services=\$70/hour		Since January 1, 2015	Since January 1, 2015	Interagency Agreement provided.
Department of Corrections	Board of Parole and Post-Prison Supervision	Administrative services in Human Resources, Payroll, Finance, Procurement and IT.	When they have the resources, Board of Parole pays DOC \$50,000 per biennium for services. Over the last 4 biennia the Board has only been able to pay \$100,000. When the Board doesn't have sufficient funds, DOC has absorbed the cost.	DOC hasn't calculated actual cost, but BPPPS only has between 15 and 20 staff.	25+ years	25+ years	Interagency Agreement provided.
Department of Education	Higher Education Coordinating Commission	Information Technology services such as desktop and file/print services	\$50/user per month (~90 users or \$4,500/month)	About \$3-4,000/month to provide IT services to both HECC and the Chief Education Office.	2 - 3 years	Since HECC separated from ODE, HECC is migrating off of services in the next few months.	Interagency Agreement provided.
	Chief Education Office	Information Technology services such as desktop and file/print services	\$150/user per month (~15 users or \$2,250/month)	About \$3-4,000/month to provide IT services to both HECC and the Chief Education Office.	2 - 3 years	Since OEIB (now CEo) was formed.	Interagency Agreement provided.

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Department of Fish and Wildlife	Department of Agriculture (as needed basis)	Payroll services such as: Processing of new hires, re-hires, terminations, timesheets, garnishments, over/under payments, voluntary deductions, salary advances, hardship leave donations and reports. Processing of Insurance benefit information and reviewing and processing related to participation in PERS as well as salary certifications requested by PERS.	Reimbursement of expenses including but not limited to: salary plus OT, OPE, Worker's Comp, Training, Parking, Travel, Miscellaneous Supplies, Other Costs	Preliminary work has been minimal in volume. To date, services in this area have received no remuneration because they were limited in duration and help with training new staff.	Agreement is new (6/2015). Services have been provided without charge so far because the needs have been short term and as a result of staffing vacancies. The agreement was reached to facilitate future needs, if there are any.	Within the past two years. The development of these trials resulted from shared services conversations from the Improving Government Committee project.	Interagency Agreement provided.
	Department of Forestry (as needed basis)	Payroll services such as: Processing of new hires, re-hires, terminations, timesheets, garnishments, over/under payments, voluntary deductions, salary advances, hardship leave donations and reports. Processing of Insurance benefit information and reviewing and processing related to participation in PERS as well as salary certifications requested by PERS.	Reimbursement of expenses including but not limited to: salary plus OT, OPE, Worker's Comp, Training, Parking, Travel, Miscellaneous Supplies, Other Costs	Preliminary work has been minimal in volume. To date, services in this area have received no remuneration because they were limited in duration and help with training new staff.	Agreement is new (6/2015). Services have been provided without charge so far because the needs have been short term and as a result of staffing vacancies. The agreement was reached to facilitate future needs, if there are any.	Within the past two years. The development of these trials resulted from shared services conversations from the Improving Government Committee project.	Interagency Agreement provided.
	Department of Forestry (as needed basis)	Information Technology services including one Technical Support Technician (ISS3) as needed during fire season.	Reimbursement of salary and benefits for hours worked.	Reimbursement of salary and benefits for hours worked.	Since June 2015	Since June 2015	Interagency Agreement provided.
	Real Estate Agency	Human Resource services including: personnel action processing and records management; iLearn Coordination; Recruitment/Strategy; FMLA/OFLA Management, PPDB data download; Classification/Position Management; ADA Accommodation Management; Employee Relations; Performance Management; Affirmative Action Plan Development; Training Development; Investigations/Grievances; Section Management/Issue Review; HR Administrator Involvement in Issues; Safety/Worker's Compensation Management; Labor/Management Support and Involvement in Bargaining Process.	\$19,510/yearly, based on salary and other payroll expenses for HR personnel required for estimated workload, plus 27% indirect rate.	Agency is recouping costs. It also provides career development for staff as Real Estate Agency is under a different bargaining group (AFSCME).	Since October 2014	Since September 2015	Interagency Agreement provided.
Department of Forestry	Oregon Forest Resources Institute	Administrative Services including: Human Resources , Payroll, Finance services and minimal reporting on activities.	Cost of staff time for services provided.	About \$3,000 per year, Forestry recoups costs.	Since 1991	Since 1991	Interagency Agreement provided.
Department of Justice	District Attorneys and their Deputies	Budgeting and financial analysis services	No charge.	DOJ estimates this service will cost \$21,178 in 2015-17.	Over 10 years	Over 10 years	No formal agreement provided.
Department of Land Conservation and Development	Department of Agriculture	Human Resource services (co-located). DLCD HR provides DLCD services, DOA provides DOA services. The two agencies leverage opportunities, and experience on an as needed basis between the two agencies.	DLCD Human Resources is co-located with the Department of Agriculture Human Resources. There is no formal arrangement or budget/expenditure for the services. Department of Agriculture notes that DLCD receives Payroll services in return for providing occasional HR project help.	DLCD Human Resources is co-located with the Department of Agriculture Human Resources. There is no formal arrangement or budget or expenditure for the services.			Co-location vs. formal shared service. Trading services. No formal agreement provided.
Department of State Lands	Land Use Board of Appeals	Administrative services including: budget development, recording, execution, and allotments; receipts; disbursements; general accounting activities; reporting activities; payroll and personnel services; internal control; contract management; mail services; general administration; computer services.	July-Sept 2013 (LUBA moved into building and transitioned support from PUC to DSL.) Ultimately the actual costs that were calculated by DSL between Oct and Dec of 2013 was very close to what PUC was charging LUBA (\$25,502/biennium) and DSL agreed to move forward with that as the base charge. For current biennium budgeted amount is \$26,267 (the \$25,502 plus the 15-17 inflation rate of 3%)	Agency is recouping costs, based on 3 month study of actual cost carried out early in agreement.	2011 (Payroll Services moved from DAS to State Lands July 2013)	Since July 2013	Interagency Agreement provided.
	Oregon Watershed Enhancement Board	Information Technology services including; internet connectivity; WLAN connectivity and technical support.	Internet connectivity = \$400/month Technical support = \$32/hour	Agency is recouping costs.	Since June 2010	Since June 2010	Interagency Agreement provided.

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Department of Transportation	Department of Aviation	Administrative services (HR, Accounts Payable, Budget, Payroll, IT Support, Procurement)	Estimate for 2015-17 biennium: \$391,419. HQ: \$72,308; Internal Audit: \$6,726; Finance Office: \$34,336; HR Office: \$34,320; Business Programs: \$8,901; ISB: \$64,165 (Base rate \$52,364 + Central Services redistribution \$11,801); Procurement: \$170,664 (base rate \$147,162 + Central Services redistribution \$23,502)	Statute requires ODOT to charge Aviation at the same rate it assesses it's divisions for central services. Oregon Laws 2011, Chapter 630, Section 29.	Financial Services have been outsourced since 2005 (or prior), Moved from DAS to ODOT September 2011.) Information Techonology Services had been outsourced since 2005 (or prior). Moved from DAS to ODOT July 2011.)	Since January 2012 Financial Services since September 2011 Information Services since July 2011.	Legislative mandate - Interagency Agreement provided.
Oregon Employment Department	Office of Administrative Hearings	Administrative services including human resources, payroll, accounting, budget, procurement services	OAH is allocated OED Administrative (shared services) costs based on the percentage of direct hours charged by OAH compared to total OED direct hours. In other words, if OAH direct charged hours are 9% of total OED non-shared services hours than they would get 9% of the shared services costs. There is a small amount of direct charged OED administration to OAH, this is mostly for their Case Management project support.	Does not have support staff that are specifically assigned to OAH only, and does not track how much each program's support services cost. While OED could report how much cost is allocated to OAH, it would not necessarily be a reflection of actual costs for supporting the OAH.	Since approximately 1998	Since approximately 1998	Relies upon the language of the statute which, in ORS 183.605 (3), requires administrative support services to OAH be provided by OED.
Oregon Housing and Community Services	Water Resources Department	Human Resource services including: Administrative Support (including, but not limited to personnel action processing, records management, and intranet/internet updates to HR websites); new employee orientation; virtual learning coordination; recruitment/strategy; leave administration (FMLA/OFLA); classification, compensation & salary administration; performance management/employee labor relations/Affirmative Action Plan; investigations/grievances; section management/issue review.	Administrative Support (including, but not limited to personnel action processing, records management, and intranet/internet updates to HR websites) = \$28/hour New Employee Orientation = \$28/hour Virtual Learning coordination= \$28/hour Recruitment/Strategy= \$45/hour Leave administration (FMLA/OFLA) = \$45/hour Classification, Compensation & Salary Administration = \$45/hour Performance Management/Employee Labor Relations = \$56/hour Affirmative Action Plan= \$56/hour Investigations/Grievances= \$56/hour Section Management/Issue Review= \$68/hour In addition a \$50/month administrative fee is charged.		Since April 1, 2014	Since April 1, 2014	Interagency Agreement provided.
	Department of Energy	Payroll and Benefit services including but not limited to: hiring or separating employees; benefit enrollment; helpdesk; and providing subject matter experts as needed.	\$35/hour, not to exceed \$58,000		Since July 1, 2015	Since July 1, 2015	Interagency Agreement provided.

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Oregon Medical Board	Oregon Board of Dentistry	Administrative services including Financial Services, Payroll, Human Resources, Procurement and Information Technology	Financial Services: \$850/month Payroll: \$425/month (\$25 per FTE per month) HR: \$425/month (\$25 per FTE per month) Procurement: \$35/hour Information Technology: \$55/hour	Agency believes that, to the best of their ability, fees are equal to cost to provide service.	Financial Services: 2007 (Moved from DAS to OMB in 2014) Payroll: 2011 (Moved to OMB in 2014) HR, Procurement, IT: 2014	Since December 10, 2014	Interagency Agreement provided.
Water Resources Department	Department of Land Conservation and Development	Procurement services including: Consultation services; contract administration; 'buy decision' process and development of sustainable contracts; review contract files for compliance; review payment requests and invoices for adequacy; perform final contract review and provide recommendations prior to closure; assistance in developing documents, posting and maintaining contract and solicitations in ORPIN; assist with payment approvals using ORPIN and other payment systems. Leasing related services including: Review and analysis of proposed lease documents preparatory to final review and execution; coordinating with DAS in renewing old and securing new leases, while ensuring compliance to DAS rules and Governor's orders.	\$55/hour, personal services cost	Hourly rate based on actual cost.	3 years	3 years	Intergovernmental Agreement provided.
	Oregon Watershed Enhancement Board	Administrative services including; human resources; budget-execution; administrative and procurement; accounting; and payroll	\$144,640/biennium		multiple biennia	multiple biennia	Interagency Agreement provided.
		Information Technology services such as: file sharing; virtual private network; database hosting; web hosting; dataspace storage for geospatial data; managing licenses; Adobe forms maintenance; desktop and network support; database, GIS and server technical support; and plotting	File sharing = \$500/year Virtual Private Network = \$11.20/user/year (Approximately \$336/year) Database Hosting = \$500/year Web hosting = \$350/year SDE = \$500/year License Manager = \$50/year Adobe Forms Maintenance = \$550/year Desktop and Network Support = \$55/hour Database, GIS and Server Technical Support = \$65/hour Plotting = \$3/foot		multiple biennia	multiple biennia	Interagency Agreement provided.

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NON-EXECUTIVE BRANCH AGENCY RESPONSE (NOT INCLUDED IN SUMMARY)							
Oregon Judicial Department	Commission on Judicial Fitness and Disability	Budgeting services including coordination with Legislative Fiscal Office; preparing budget documentation; monitoring budget; and data entry into ORBITS system.	none	120 hours/biennium	Since established in approximately 1995	Since established in approximately 1995	No formal agreement provided.
		Accounting services such as invoicing and coordination with Statewide Accounting and Reporting Services (SARS)	none	30 hours/biennium	Since approximately 1995	Since approximately 1995	No formal agreement provided.
	Council on Court Procedures	Budgeting services including tracking pass-through funds, coordination with Legislative Fiscal Office, preparing budget documentation, monitoring budget, and data entry into ORBITS system.	none	4 hours/biennium	Since established	Since established	No formal agreement provided.
	Law Commission	Budgeting services including tracking pass-through funds; coordination with Legislative Fiscal Office; preparing budget documentation; monitoring budget; and data entry into ORBITS system.	none	4 hours/biennium	Since approximately 11-13 biennium	Since approximately 11-13 biennium	No formal agreement provided.
	Public Defense Services	Information technology services that manage desktop systems and application services. Services include: Network access; desktop, printer and hardware installation and management; desktop software installation; remote access; system administration including server infrastructure; maintenance; support and backup; security; miscellaneous services such as inter/intranet hosting; and web and application development resources.	\$3000/month	Information not readily available. There has not been a study to capture time required. Can get approximate information if needed.	Since July, 2003	Since July, 2003	Service Level Agreement provided.

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CURRENT COLLABORATIVE SHARED SERVICE MODELS (NOT INCLUDED IN SUMMARY)							
Partnering Agencies	Services Shared		Costs / Funding Model	Cost to providing agency	Length receiving agency has received service	Length providing agency has provided service	Notes
Department of Consumer Business Services, Department of Revenue, Department of Justice	Payroll Services and basic payroll business needs including: Customer service for benefits for employee health and welfare programs, as well as pension and savings programs Maintenance of salary and wage records; Calculation of wages, leave, allowances, and deductions; and Time and attendance processes.		n/a	FTE Co-location of staff from three agencies, sharing payroll services for each agency.	August 2015	August 2015	
Department of Consumer Business Services, Department of Revenue, Department of Administrative Services	Internal Audit services - Agreement is each agency will host a cross-agency audit during a three year period.		n/a	FTE No transfer of funds. All agencies benefit from audit outcomes.	Since 2013	Since 2013	

Assumptions

Treasury and DOJ core services are not included, since agency service is their function as an agency.

Department of Human Services services provided to Oregon Health Authority

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Background Check Unit (BCU) Services including: background checks, technical assistance for HR and local providers; appeals representation; and compliance.	Volumes are tracked, by program, based on background check request submissions. These submissions are counted as they are received in BCU. They are then multiplied by a factor developed by the Cost Allocation Unit based on the complexity of the background check required.	Personal Services = \$4,781,472 POS = 39 FTE = 37.75	4/29/2011	4/29/2011
Budget Center Budget services including: budget tracking; statewide audit budget and reporting (SARS) coordination; legislative coordination; position tracking; projections; reporting; and training	Costs are allocated monthly, at which time DHS and OHA transfer revenue to offset the Budget Center's expenditures.	Personal Services = \$3,098,291 Services/supplies = \$235,504 Total expenses = \$2,412,272/biennium POS = 18 FTE = 17.5	3/14/2012	3/14/2012
Budget Center (Shared Services Budget Unit (SSBU)) Services including: budget build/legislative session services; budget execution services; ORBITS coordination; and reporting.	Costs are allocated monthly, at which time DHS and OHA transfer revenue to offset the Shared Services Budget Unit's expenditures.	Personal Services = \$3,098,291 Services/supplies = \$235,504 Total expenses = \$2,412,272/biennium POS = 18 FTE = 17.5	3/21/2012	3/21/2012
Imaging and Records Management Services (IRMS) Image and data capture services in Electronic Document Management System (EDMS) including; image and data capture; central repository; records destruction; process mapping; cost analysis; project management; help desk; training; and reporting.		Personal Services = \$6,924,373 Services/supplies = \$2,529,834 Capital Outlay = \$1,341,952 Total expenses = \$10,796,159/biennium POS = 60 FTE = 58.4	4/20/2011	4/20/2011
Information Security and Privacy Office (ISPO) Services including; information risk analysis, consultations and operations; management of federal, state, and contractual laws and regulations for information compliance; information incident management; information security and privacy, awareness and education; formal information security audits response.	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	Personal Services = \$1,971,692 Services/supplies = \$1,392,155 Total expenses = \$3,367,247/biennium POS = 9 FTE = 8.5	7/29/2011	7/29/2011

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Internal Audit and Consulting Services including: risk assessment; coordination of external audits and reviews; internal audits and consulting engagements; follow-up on prior audit findings; and participation in department-wide initiatives.	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	Personal Services = \$2,342,233 Services/supplies = \$51,154 Total expenses = \$2,396,787/biennium POS = 12 FTE = 11.41	6/15/2011	6/15/2011
Office of Contracts and Procurement (OC&P) Procurement services including: coordination of purchasing goods; prepare and issue solicitations; prepare and execute contract and governmental agreements; contract maintenance; infrastructure support; internal delegation administration; training development and delivery; procurement consultation services; strategic procurement; performance based contracting; and MWESB and Veteran owned business inclusion in contracting.	Internal service fund and billing model similar to DAS.	Personal Services = \$8,637,975 Services/supplies = \$584,536 Total expenses = \$9,222,511/biennium POS = 45 FTE = 44.5	5/19/2011	5/19/2011
Office of Facilities Management (OFM) Services including; securing leased workspace for staff; leased building maintenance management; remodel existing facilities; facilities related project tracking; oversight for motor vehicle management; monitoring and managing space utilization; mailroom service for Human Services Building and Portland State Office Building; reception services for Human Services Building; install, maintain, expand, replace office telephone systems; coordinates facility relocations; and systems furniture reconfiguration.	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	Personal Services = \$4,534,182 Services/supplies = \$1,385,627 Total expenses = \$5,923,209/biennium POS = 28 FTE = 28	5/13/2011	5/13/2011
Office of Financial Services (OFS) Financial services including: accounts payable; payroll; accounts receivable; contracts payable; grant reporting; management reporting; receipting; reconciliations; statewide financial reporting; trust; finance administration; strategic systems, and PSOB accounting unit.	Monthly reports developed that reflects costs allocated by service unit.	Total budget = \$21,630,241 POS = 147 FTE = 142.83	5/12/2011	5/12/2011
Office of Forecasting, Research and Analysis (OFRA) Services including; caseload forecasts; research and analysis across caseloads; integrated client services data warehouse; provider tax collection; expert consulting and technical assistance.	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	Personal Services = \$2,839,420 Services/supplies = \$80,180 Total expenses = \$2,919,600/biennium POS = 14 FTE = 13.04	5/18/2011	5/18/2011

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Office of Information Services - Customer Service and Support Section (CSS) Services including; service desk; IT asset management; on-site desktop technical support and technical training; and IT infrastructure support.	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	Personal Services = \$22,501,724 Services/supplies = \$12,633,266 Total expenses = \$35,134,990/biennium FTE = 121.49	5/30/2011	5/30/2011
Office of Information Services - Shared Services Group (OIS SS) Services such as: applications developments and maintenance; data resource management and release management; architecture review board/IT hardware and software standards/shared services COTS support; project management support; and web development and design support.	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	Personal Services = \$14,547,106 Services/supplies = \$6,027,375 Total expenses = \$20,574,481/biennium FTE = 64.37	5/30/2011	5/30/2011
Office of Investigations and Trainings (OIT) Services including; direct investigation of abuse reports; statewide oversight of county abuse investigations; training; data collection and maintenance; administrative review management;	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	Personal Services = \$5,143,741 Services/supplies = \$1,336,667 Total expenses = \$6,480,408/biennium POS = 30 FTE = 28.13	5/20/2011	5/20/2011
Office of Payment Accuracy and Recovery (OPAR) Services including: estates; data match; fraud investigations; overpayment writing; overpayment recovery; health insurance; medical payment recovery; client maintenance; personal injury liens; provider audit; and program coordination services.	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	Personal Services = \$24,823,546 Services/supplies = \$3,243,374 Total expenses = \$28,066,920/biennium POS = 159 FTE = 155.62	6/15/2011	6/15/2011
Organization Advancement and Employee Development Services including; design, deliver, maintain and report on core training courses; coaching on lean daily management system for shared services; distance learning coaching and consulting; manage and coordinate technology for training delivery; act as a learning center business owner; people programs; develop and deliver customized engagements; manage Cherry Avenue and Woodburn training centers; support enterprise training operations; maintain a community of practice.	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	POS = 13.42 FTE = 18	5/8/2011	5/8/2011

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Publications and Design Section (PDS) Services including; publications and design; forms management and design; forms analysis; inventory control; mail coordination; print coordination; document life cycle management; customer support.	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	Personal Services = \$1,337,374 Services/supplies = \$187,000 Total expenses = \$1,524,374/biennium FTE = 17	6/15/2011	6/15/2011
Safety, Health, and Wellness Services including; safety, health and wellness strategic planning; general safety, health, and wellness consultation; safety, health, and wellness training development and delivery; risk control and coordination.	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	Total expenses = \$438,144 FTE = 2	6/15/2011	6/15/2011
Workforce Services (Classification & Compensation Unit) Services including; job analysis for management; classification maintenance; classification study management; organizational design; agency classification review; employee classification review; reclassification of legislatively established positions; fair labor standards act (FSLA); position representation changes; differential services; data analysis and tracking services; training and development services.	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	Total expenses = \$135,962 FTE = 2	6/15/2011	6/15/2011
Workforce Services (FMLA/OFLA) Services such as: processing FMLA/OFLA and hardship leave requests; consulting; training; and track usage.	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	Total expenses = \$656,520 FTE = 4	6/15/2011	6/15/2011
Workforce Services (Records) Services including: create electronic personnel records; consulting; pull physical files; provide records and personnel action training; archive and purge employee personnel records; notify managers of performance appraisal deadlines.	Monthly reports generated by budget unit reflecting costs associated and charged to respective agencies.	Personal Services = \$793,875 POS=6 FTE = 6	6/15/2011	6/15/2011