

Program Overview

The Oregon Veterans' Homes provide the state's veterans and qualified family members access to skilled nursing, rehabilitative care, and endorsed memory care services, in an environment that understands and honors the unique needs of the men and women who served our country. There are two Veterans' Homes in Oregon, one is located in The Dalles and a second in Lebanon. The Oregon Veterans' Home program is a self-sustaining program offering superior care at a lower cost to veterans and their families.

Program Funding Request

The budget proposal for the next three biennia is as follows:

<u>Biennium</u>	<u>Other Funds</u>	<u>Lottery Funds</u>	<u>General Funds – Debt Service</u>	<u>Total Funds</u>
2019-2021	\$ 87,095,276	\$ 250,000	\$ 2,249,440	\$ 89,594,716
2021-2023	\$ 91,602,457	\$ -	\$ -	\$ 91,602,457
2023-2025	\$ 121,342,884	\$ -	\$ -	\$ 121,342,884

Other Funds revenue is primarily generated from resident-related income to cover the cost of care. Income sources typically include funds from the U.S. Department of Veterans Affairs (Federal VA), Medicare, Medicaid, insurance companies and private payers. General Fund monies are related to debt service on Article XI-Q Bonds that are planned to be issued in Spring 2019 and used to fund the construction of a classroom at The Dalles Veterans Home to train nursing staff and build a parking lot at the Lebanon Veterans Home. Lottery funds are included for preliminary design and environmental studies for the third Veterans' Home.

The 2019-21 proposal will provide the ability to maintain superior care for residents at the current Oregon Veterans' Homes.

Program Description

Eligibility/Care Level/Services - Care at the Oregon Veteran's Homes is an "earned benefit" available to veterans, their spouses and parents who had a child die while serving in the United States Armed Forces. To be eligible for this benefit, qualifying veterans must have served as defined by the Federal VA and received an honorable discharge from their branch of service.

Residents receive 24-hour, long-term skilled nursing, Alzheimer's and other memory-related, and rehabilitative care by a skilled nursing staff whose skills and understanding have been enhanced to meet the unique and special needs of veterans. The Home's nursing team is complemented by physical, occupational and speech therapists who provide specific physician ordered services to help residents meet their maximum rehabilitative potential.

In addition, the facility offers residents engaging daily activities, transportation to and from community outings and doctor's appointments, customized nutrition based on individual resident needs by a dietitian, high quality meals prepared by the facility's full-time chef, and an environment that honors and remembers veterans. Most importantly, the Veterans' Homes enable what most veterans desire – a home where they are understood and among other veterans.

The Federal VA's Community Based Outpatient Clinic (CBOC) is located adjacent to The Dalles Veterans' Home on the Home's property. CBOC's provide primary care to veterans by Federal VA doctors who are knowledgeable about veterans' issues and needs, including health complications that are the result of service-related disabilities.

Partners – The Federal VA and local counties partnered in funding the original construction of the facilities with a combination of federal and local funds; grant funds are subject to repayment if the facility closes before 20 years of continuous operation after receipt of the federal grant funds. Additionally, the Federal VA provides a daily per diem for veteran residents to offset their cost of care and federal legislation allows veterans who are disabled due to their military service (with a service-connected disability rating of 70% or more) to have their full daily cost of care at State Veterans' Homes paid for by the Federal VA.

As both Veterans' Homes are Medicare and Medicaid certified, the relationship with Aging and People with Disabilities is an important partner for the long-term and short-term care placement of veterans in need of this high level of care.

The Oregon Department of Veterans' Affairs currently contracts with Veterans Care Centers of Oregon (VCCO), a non-profit organization, for the day-to-day operation of the facility. The contract with VCCO followed the state's competitive procurement process and has resulted in the delivery of award-winning, high quality care to veterans.

Recruiting for qualified medical personnel remains a challenge in rural Oregon. Whenever possible, the Veterans' Homes partner with local community colleges to help meet its qualified nursing staffing needs and create valuable internship opportunities for the nursing program students. In 2018, the Oregon Veterans' Home in The Dalles completed construction of a classroom building that will allow for training of nursing staff on-site.

Local hospitals also provide hospital related services when it is not in the resident's best interest to travel to a VA Medical Center to receive these services.

Other partnerships that are necessary for the continued success of the Veterans' Homes include veterans services organizations that support the Homes with donations of monies, tangible items for residents, sponsorship of special events and thousands of volunteer hours.

Cost Drivers – The Oregon Department of Veterans' Affairs maintains the self-sufficient Oregon Veterans' Home program by continually reviewing costs. The most significant cost driver is staffing/personnel costs, which is approximately 70% of the total operating expenses. Minimum nursing staff ratios are mandated by the Oregon Department of Human Services (Oregon Administrative Rule 411-086-0100).

Program Justification and Link to Focus Areas

ODVA's Oregon Veterans' Home program impacts the Healthy and Safe Communities focus area.

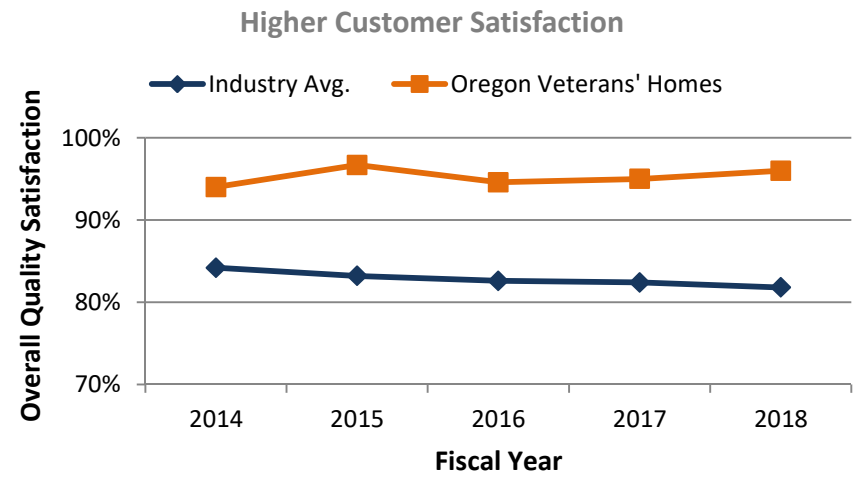
The Oregon Veterans' Homes maximize the opportunity to bring federal funding for care of seniors into Oregon. Through our nation's promise to care for its veterans, the Oregon Veterans' Home program offers a veteran benefit that not only costs significantly less than other private nursing care facilities but, also allows federal benefit dollars to flow into Oregon through reimbursement for cost of care, VA healthcare, and grants to facilitate safety and health upgrades to the Home.

In recent years, attention has increasingly turned to ways to improve clinical decision making, patient safety and quality of care. The Dalles Veterans' Home implemented an electronic health records system and installed a memory-care garden and a wandering patient management system for the memory-care unit. Additionally, in 2018, upgrades to the interior of the Home were completed, including: a kitchen remodel, addition of a memory-care activity center, and an overall refresh of resident rooms and community spaces. Over the past few years, these upgrades reduced medication errors, helped better monitor diseases and other health risks, ensure a safe and secure environment for residents that also allows maximum freedom, and increased overall satisfaction of residents and family members. In 2015 the Lebanon Veterans' Home was opened and it has become a national model for delivery of services in a "small-home" model.

Program Performance

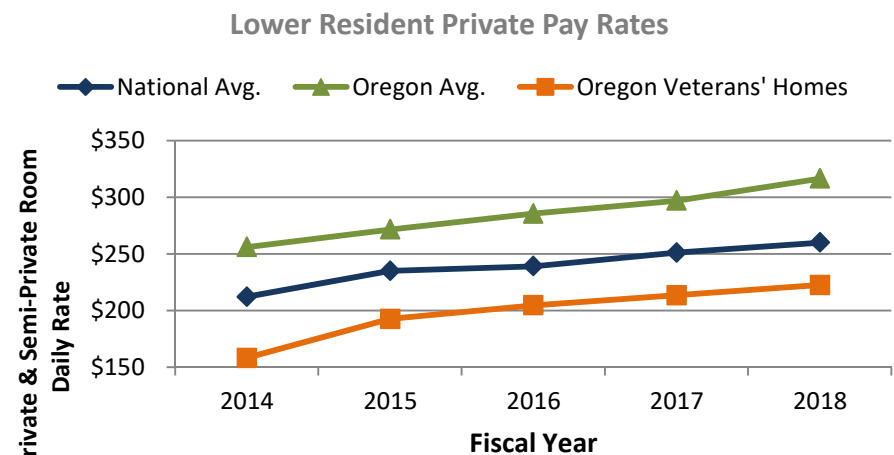
Higher Quality - In 2018, according to an independent survey organization, each of the Oregon Veterans' Homes ratings in all 15 tracked quality measure categories (such as nursing care, dining service, communication, dignity and respect, etc.) exceeded the national and Oregon averages of other skilled-nursing facilities.

Both Veterans' Homes have received quality achievement awards from the American Health Care Association and National Center for Assisted Living. In 2014, The Dalles Veterans' Home was the first Veterans Home in the nation to be awarded the Gold Award for Excellence in Quality. In 2017, two years after opening, the Lebanon Veterans' Home received the Bronze Award for Commitment to Quality.



Source: Pinnacle Quality Insight

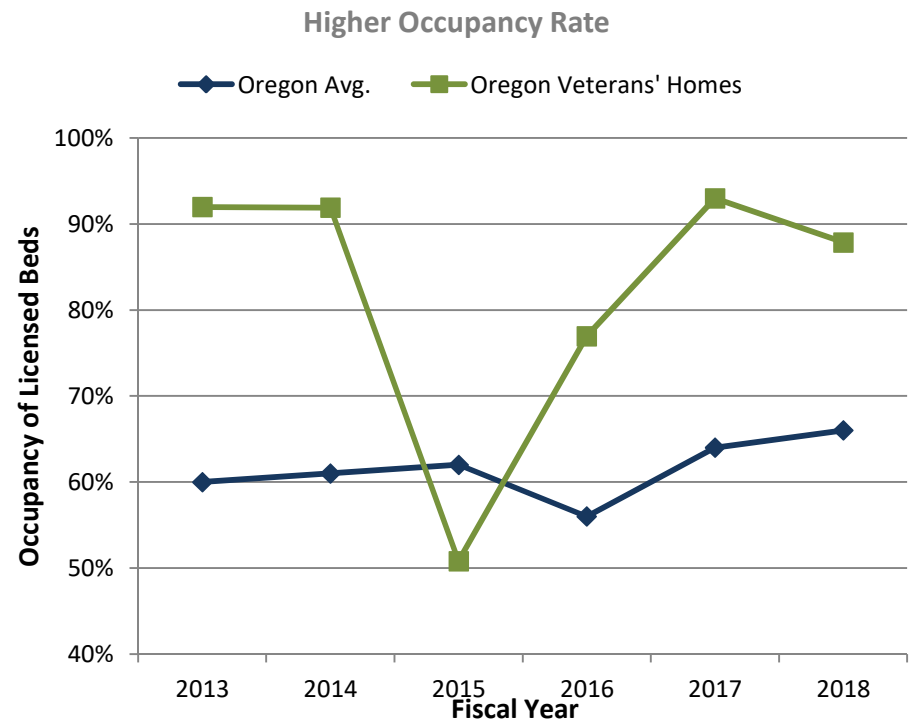
Lower Cost to Residents – Health care costs nationally and in Oregon continue to rise and the cost of care at skilled-nursing facilities is no exception. However, over the past 10 years, the Home has become more affordable than the average skilled nursing facility. In 2008, the Home charged \$70 less for resident private pay daily rates than the average Oregon skilled nursing facility. In 2017, the differential increased to \$83, which would save a resident approximately \$30,295 annually. In addition, since the resident's financial resources last longer for individuals in the Oregon Veterans' Home compared to other nursing facilities, the Oregon Veterans' Home helps preserve State Medicaid long term care dollars.



Source: Genworth Financial Reports

Higher Occupancy – Occupancy rates at the Veterans’ Homes have historically been significantly higher than the average occupancy for other Oregon skilled nursing facilities. In fiscal year 2014, the Veterans’ Home in The Dalles averaged a 92% occupancy, while Oregon had the lowest nursing home occupancy rate in the country averaging 61% statewide (Oregon Health Care Association). In 2015, a second Veterans’ Home in Lebanon was opened, resulting in lower combined average occupancy levels for the Homes as residents began admitting to the Lebanon Home. As of June 30, 2018, occupancy at the Lebanon and The Dalles Home were 97% and 80% respectively. The census at The Dalles is expected to increase in fiscal year 2019, as it was intentionally lowered in order for interior renovations of the building to be completed in 2018.

Higher occupancy at the Home is attributable to the commitment to providing the highest quality of care at lower costs to residents, all in an honoring environment where veteran residents are able to share their past experiences.



Source: Office for Oregon Health Policy & Research Oregon Health Care Association

Enabling Legislation/Program Authorization

Oregon Revised Statute 408.360 and 408.368 authorized the Oregon Department of Veterans' Affairs to construct and operate a state Veterans' Home.

Funding Streams

The current revenues supporting the Home operations are entirely Other Fund. Unlike most other states' veterans' home programs, no General funds have been provided to date for operating the Oregon Veterans' Home. Operational funds come primarily from resident care-related payments, including the Federal VA, which provides a daily per diem rate for qualifying residents, Medicare and Medicaid payments and private pay for certain residents.

The Home also receives donated monies that are used to enhance the quality of life of residents at the Home. These donations often come from Oregon residents or their estates, local community groups, veteran organizations, or businesses. Recently, donated funds were used to help construct a Community Center at the Home, where residents and family members can enjoy spending time together.

Funding Proposals

The 2019-21 funding proposal for the Veterans' Home increases the current service level, due to the increasing medical costs, including personnel costs associated with operating two skilled nursing facilities. Lottery funds are included in the Governor's Budget for preliminary design and environmental studies for the third Veterans' Home.

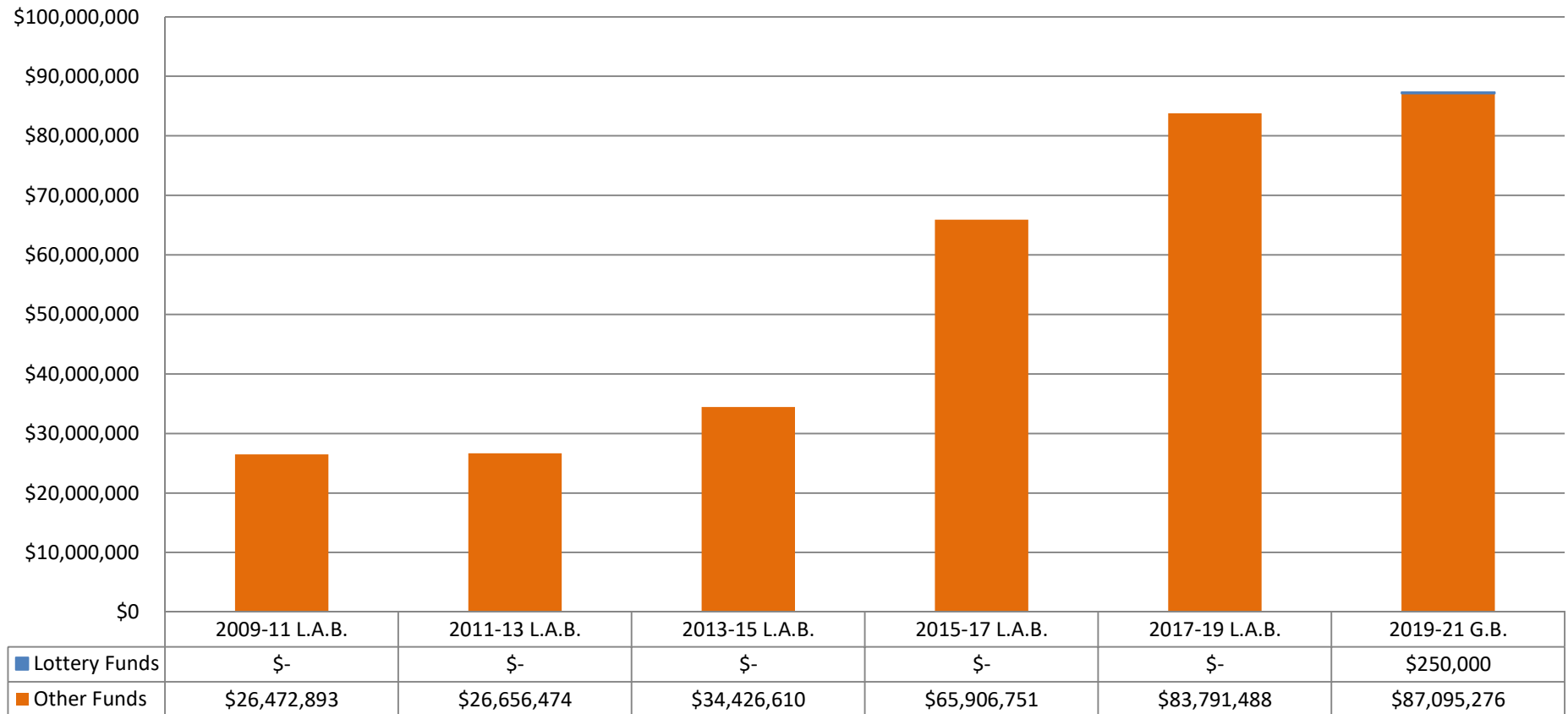
Funding Proposal Expected Results

The Governor's Budget would provide spending authority to the Oregon Veterans' Home program that will assist the Department with meeting the following goals to deliver high-quality care to residents and retain affordability.

- Through the Veterans' Home program, the Department will continue to ensure that high quality care is provided to residents of the Veterans' Homes in a safe, home-like environment. Residents will continue to receive rehabilitative and skilled medical services to attain the highest level of functionality and independence possible given their unique individual circumstances. The Department will continue to have on-site employees, as required, to administer the contract for operation of both of the Veterans' Homes.
- Maintain high occupancy levels at the Veterans' Homes, thereby continuing operational and programmatic efficiencies.
- Maintain The Dalles and Lebanon Veterans' Homes, approximately in \$60 million state-owned facilities, within budgetary limitations.

- Continue to closely monitor the Lebanon Veterans' Home facility needs to ensure that any unexpected developments for the new buildings are efficiently and effectively resolved within budgetary limitations.
- Partnerships with business partners will continue, with resulting benefits to residents. Business partners include county veterans' service officers, veterans' service organizations, local community college and universities, county citizens, and numerous others. Residents' quality of life will continue to be enhanced as a result of these important relationships.
- Donations will continue to be sought through existing mechanisms including direct solicitations to individuals and organizations, applications for grants and awards, Oregon Charitable Check Off and the Veteran License Plate program. Sources for new donation possibilities will continue to be explored.

OREGON VETERANS' HOME PROGRAM HISTORICAL OPERATING BUDGET COMPARISON



**Includes all Packages but excludes Debt Service and Capital Construction Expenditures.

Note: Significant increase in Other Funds for 2015-17 based on new Veterans' Home in Lebanon opening in Fall 2014.

OREGON VETERANS' HOME PROGRAM NARRATIVE

Veterans' Home Program Environmental Factors and Trends

Challenge to Retain Affordability – Retaining affordability of care for veterans residing at the Veterans' Home continues to be a concern. The rate at which medical costs are increasing continues to outpace the cost of living adjustments to Federal VA pensions and Social Security, two primary sources of revenue used by residents to pay for their cost of care. When it became apparent that Federal VA pension and average Social Security income would fall short of covering a resident's cost of care and that this segment of the veteran population would be in danger of being unable to afford to reside in the Home built especially for them, the Department sought and received Medicaid certification for the Veterans' Home. Medical inflation is likely to remain high for the foreseeable future. In addition to the medical inflation challenge, some additional costs result from Federal VA regulations, which are more stringent than state regulations governing nursing homes. Affordability will continue to be an issue during the 2019-2021 biennium and going forward.

Resident Cost – For many residents of the Home, the main source of income is a pension from the Federal VA and/or a monthly check from Social Security. The gap between the monthly cost to many residents and their Federal VA pension and Social Security income continues to widen. Many veterans in both Veterans' Home facilities are utilizing Medicaid to contribute to the cost of their skilled nursing care.

Medical Inflation – The cost of medical care has continued to outpace increases in Federal VA pensions and Social Security income.

Medicare/Medicaid – Potential significant reductions in Medicare/Medicaid rates will adversely affect private pay rates at the Home.

Federal VA Reimbursements – The Federal VA allows for veterans rated 70 percent service connected disabled or more to receive reimbursement for the cost of their care at state Veterans' Homes. The reimbursement rate, however, does not always fully cover their cost of care.

Resident Occupancy Levels – A sufficient occupancy level will be necessary during the 2019-21 biennium to maintain operating efficiencies for the Home, which contribute to the Department's ability to retain affordability. The successful rehabilitation of residents and their resulting discharges to their homes or less care-intensive settings contributes to occupancy turnovers. Continuous admissions are necessary to maintain an adequate occupancy level and to maintain operating efficiencies. For some prospective residents, the Home's rural location presents a challenge to their family's ability to visit them and sometimes results in their not selecting the Veterans' Home for their nursing care needs.

Aging Veteran Population – For the 2019-21 biennium, it is anticipated that the most rapid population growth in the state will occur among seniors. A significant number of these will be veterans, which will include the aging Korean and Vietnam era veterans.

Increased Demand for Care – As veterans continue to age, the demand for residential nursing care facilities, will increase. The Federal VA has estimated that Oregon will need up to 907 veteran home, nursing home and domiciliary beds for veterans based on projected demand.

Complex Medical Needs – Veterans typically have more complex medical needs than non-veterans. An increase in occupancy could increase the normal demand for staffing to meet these complex medical and geriatric requirements. Also, as the wars in Iraq and Afghanistan produce more veterans who survive injuries, the Home has seen the need of rehabilitative care increase.

Male to Female Resident Ratio – It is anticipated that additional females will become residents as a result of admission eligibility being extended to spouses of veteran. A larger percentage of spouses of veterans are female than male. However, even with expanded eligibility, it is expected the vast majority of resident population at the Home will continue to be male.

Business Partner Support – Continued program support by the Federal VA is necessary for the Veterans' Home program to continue as currently operated. Medicare and Medicaid certification of the Home, along with the relationship with the Department of Human Services' Aging and People with Disabilities Program will continue to be an important support mechanism for the Home. The relationship with the contract operator of the Home is important in that it preserves the high quality of life for the veteran residents of the Home through the direct care they receive and the enhancements to their quality of life that result from the volunteer program managed by the contract operator.

Other partnerships include veterans' service organizations that continue to support the Homes with donations of funds, tangible items, sponsorship of special events, and thousands of volunteer hours. Another important relationship exists with the local community colleges which helps the Homes with its qualified nursing staff needs and at the same time creates a valuable opportunity for nursing program participants. Continued support by business partners will contribute to the quality of life of residents of the Homes.

Health and Safety Requirements - In recent years, attention has increasingly turned to ways to improve clinical decision making, patient safety and quality of care. The Dalles Veterans' Home recently implemented an electronic health records system and installed a memory-care garden and a wandering patient management system for the memory-care unit. Additionally, in 2018, upgrades to the interior of the Home were completed, including: a kitchen remodel, addition of a memory-care activity center, and an overall refresh of resident rooms and community spaces. Over the past few years, these upgrades reduced medication errors, helped better monitor diseases and other health risks, ensure a safe and secure environment for residents that also allows maximum freedom, and increased overall satisfaction of residents and family members. In 2015 the Lebanon Veterans' Home was opened and it has become a national model for delivery of services in a "small-home" model.

Need for Facility Maintenance – Built in 1997, The Dalles Oregon Veterans' Home has now been operating for more than 20 years. Located on a hillside overlooking the Columbia River in The Dalles, this approximately \$17 million state-owned facility located on 15 acres is exposed to extreme climatic conditions. These conditions include high wind, intense sunshine, and winter storms. These conditions, coupled with around-the-clock operation of the facility, impose

severe stresses on the physical facility and its equipment. Along with the aging of the Home has come the expiration of warranties associated with the facility and its equipment, as well as the end of life cycles for some equipment.

Facility maintenance is required to safeguard this valuable state-owned asset and to prevent further deterioration and higher future repair costs. Additionally, facility maintenance is required to avoid interruption of services to residents. An interruption of services to this vulnerable population could result in negative health consequences to residents and have negative financial consequences to the state. In March 2018, the agency submitted a grant application to the Federal VA related to The Dalles Veterans' Home for replacement of the roof, siding and fascia; adding two storefront components to create air locks, eliminating a wind tunnel effect down the main corridor; upgrading/replacing two garden areas with deteriorating concrete surfaces and garden beds; replacement of an industrial water heater, which is near the end of its service life; and replacing the window sills in resident rooms due to wear and water and UV damage. The grant request has been made to be put on the priority list with the Federal VA. Once approved, the Federal VA will pay up to 65% of the \$6.0 million cost.

The Lebanon Veterans' Home opened in 2014 and continues to be an outstanding facility that is a national model for providing "small home care". Nearing five years of operations, the Home has identified additional physical plant improvements that could further enhance the quality of care for residents. In March 2018, the agency submitted a grant application to the Federal VA related to the Lebanon Veterans' Home for addition of a memory-care activity room; multi-purpose building for medical office space, staff offices and training rooms; storage building; and an upgrade to the heating and cooling system. The grant request has been made to be put on the priority list with the Federal VA. Once approved, the Federal VA will pay up to 65% of the \$3.7 million cost.

Program Details

The Oregon Veterans' Homes provide the state's most vulnerable veterans and their families skilled nursing, Alzheimer's and memory-related, and rehabilitative care in an environment that understands the unique needs of the men and women who served our country in uniform. Currently there are two facilities located in The Dalles and Lebanon. The Oregon Veterans' Home program is a self-sustaining program that offers superior care at a lower cost to veterans and their families.

Customers: Care at the Oregon Veterans' Homes is an earned benefit available to veterans, their spouses, and parents who had a child die while serving in the United States Armed Forces. To be eligible for this benefit, qualifying veterans must have served as defined by the U.S. Department of Veterans Affairs (Federal VA) and received an honorable discharge from their branch of service.

Source of Funding: Operating revenues are primarily comprised of monies received from residents of the facility, Medicare and Medicaid reimbursements, and grant per diem received directly from the Federal VA. The facility also receives donations to the Veterans' Home Trust Fund, as well as monies from the sale of Veterans License Plates through the Department of Motor Vehicles, and money from the Charitable Check Off program.

Construction grants from the Federal VA are available for initial Veterans' Home construction and certain building improvements/renovations. The Department would be eligible to receive 65 percent Federal VA Grant funds, if the remaining 35 percent is available (county or state funding).

Expenditures: \$87,133,596 Other Funds. \$2,249,440 General Funds Debt Service; no General Funds have been provided for Veterans' Homes operational costs. \$250,000 Lottery Funds for architectural costs associated with the third Veterans' Home.

Positions and FTE: 2019-21 Governor's Budget funds five positions (5.0 FTE).

Workload: The Agency contracts with an operator to manage the operations of the Oregon Veterans' Homes.

Revenue Sources/Proposed Revenue Changes

The current revenues supporting the Veterans' Homes' operations are entirely Other Funds. Unlike most other states' veterans' home programs, no General funds have been provided to date for operational costs for the Veterans' Home program in Oregon. Lottery funds are included for preliminary design and environmental studies for the third Veterans' Home. Operational funds come primarily from monies available to residents, Medicare and Medicaid payments, and the Federal VA, which provides a daily per diem rate through its State Home Per Diem program. The majority of the Homes' residents' pay for a portion of the cost of their care by using their Federal VA pension or disability compensation benefits and their Social Security income. These funds must be used for resident care.

Trust Fund Nonlimited Expenditures

These expenditures represent disbursements of monies previously donated to the Department to be used for the benefit of Oregon's veterans, their dependents and survivors. The level of expenditures will not exceed the amount of donated monies received and any interest generated on these funds.

New Legislation

LC 27400-003

LC 27400-003 amends the statutes relating to ODVA Veterans' Homes (ORS 408.360 to 408.395). A number of these provisions are outdated. Some of the provisions are inconsistent between the homes, including contracting requirements, application of statutes for long term care facilities to the veterans' homes, and admission requirements.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Veterans' Affairs, Oregon Dept of
Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor**

**Cross Reference Name: Oregon Veterans Home Program
Cross Reference Number: 27400-003-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Pension Obligation Bond	-	-	(49)	-	-	-	(49)
Mass Transit Tax	-	-	650	-	-	-	650
Total Personal Services	-	-	\$601	-	-	-	\$601
Services & Supplies							
State Gov. Service Charges	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	601	-	-	-	601
Total Expenditures	-	-	\$601	-	-	-	\$601
Ending Balance							
Ending Balance	-	-	(601)	-	-	-	(601)
Total Ending Balance	-	-	(\$601)	-	-	-	(\$601)

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Veterans' Affairs, Oregon Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs**

**Cross Reference Name: Oregon Veterans Home Program
Cross Reference Number: 27400-003-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	(310,000)	-	-	-	(310,000)
Total Revenues	-	-	(\$310,000)	-	-	-	(\$310,000)
Services & Supplies							
Other Services and Supplies	-	-	(310,000)	-	-	-	(310,000)
Total Services & Supplies	-	-	(\$310,000)	-	-	-	(\$310,000)
Total Expenditures							
Total Expenditures	-	-	(310,000)	-	-	-	(310,000)
Total Expenditures	-	-	(\$310,000)	-	-	-	(\$310,000)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Veterans' Affairs, Oregon Dept of
Pkg: 031 - Standard Inflation**

**Cross Reference Name: Oregon Veterans Home Program
Cross Reference Number: 27400-003-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	1,051	-	-	-	1,051
Out of State Travel	-	-	1,069	-	-	-	1,069
Employee Training	-	-	458	-	-	-	458
Office Expenses	-	-	2,212	-	-	-	2,212
Telecommunications	-	-	980	-	-	-	980
State Gov. Service Charges	-	-	23,845	-	-	-	23,845
Data Processing	-	-	178	-	-	-	178
Publicity and Publications	-	-	3,591	-	-	-	3,591
Professional Services	-	-	2,960,100	-	-	-	2,960,100
Attorney General	-	-	14,028	-	-	-	14,028
Employee Recruitment and Develop	-	-	1	-	-	-	1
Dues and Subscriptions	-	-	398	-	-	-	398
Facilities Maintenance	-	-	14,845	-	-	-	14,845
Intra-agency Charges	-	-	127,155	-	-	-	127,155
Other Services and Supplies	-	-	681	-	-	-	681
Expendable Prop 250 - 5000	-	-	9,564	-	-	-	9,564
IT Expendable Property	-	-	198	-	-	-	198
Total Services & Supplies	-	-	\$3,160,354	-	-	-	\$3,160,354
Capital Outlay							
Household and Institutional Equip.	-	-	2,263	-	-	-	2,263
Land Improvements	-	-	2,082	-	-	-	2,082
Building Structures	-	-	1,970	-	-	-	1,970

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Veterans' Affairs, Oregon Dept of
Pkg: 031 - Standard Inflation**

**Cross Reference Name: Oregon Veterans Home Program
Cross Reference Number: 27400-003-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Equipment - Part of Building	-	-	4,256	-	-	-	4,256
Total Capital Outlay	-	-	\$10,571	-	-	-	\$10,571
Total Expenditures							
Total Expenditures	-	-	3,170,925	-	-	-	3,170,925
Total Expenditures	-	-	\$3,170,925	-	-	-	\$3,170,925
Ending Balance							
Ending Balance	-	-	(3,170,925)	-	-	-	(3,170,925)
Total Ending Balance	-	-	(\$3,170,925)	-	-	-	(\$3,170,925)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Veterans' Affairs, Oregon Dept of
Pkg: 032 - Above Standard Inflation**

**Cross Reference Name: Oregon Veterans Home Program
Cross Reference Number: 27400-003-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	311,590	-	-	-	311,590
Total Services & Supplies	-	-	\$311,590	-	-	-	\$311,590
Total Expenditures							
Total Expenditures	-	-	311,590	-	-	-	311,590
Total Expenditures	-	-	\$311,590	-	-	-	\$311,590
Ending Balance							
Ending Balance	-	-	(311,590)	-	-	-	(311,590)
Total Ending Balance	-	-	(\$311,590)	-	-	-	(\$311,590)

ANALYST ADJUSTMENTS PACKAGE 090

1. Veteran Services Program: Grant Program on Homelessness

Purpose

To provide funding for a statewide grant program to address veteran housing stability and homelessness.

How Achieved

Statewide grants will be awarded based on a competitive process. Programs and services that grant funding may expand and enhance are: supported and non-supported transitional housing, the number of facilities that focus on underserved and hard to place veterans such as veterans with families, women, LGBTQ, and formerly incarcerated veterans, basic shelter space in rural Oregon. Grants would also focus improving/increasing access to support services such as training and employment, addictions and behavioral health services for homeless veterans or those at risk of becoming homeless.

The Homeless Veteran Coordinator will develop and enhance existing partnerships, and act as a facilitator and liaison with state, local and non-profit partners whose work focuses on ending veteran homelessness to identify gaps in regional and local service delivery. The Coordinator will also work extensively with the Federal VA and US Department of Housing and Urban Development.

Staffing Impact

Establish one Homeless Veteran Coordinator (Program Analyst 3)

Quantifying Results

Results will be quantified by tracking measurable outcomes reported quarterly by grantees. Measurable outcomes will be identified as part of the grant request process. Program impacts will also be tracked and reported on a regular basis by the Homeless Veteran Coordinator.

Fiscal Impact/Cost

\$ 300,000 LF	Homeless Veteran Coordinator (\$192,046 LF Personal Services and \$107,954 LF Services and Supplies)
<u>\$ 760,000 LF</u>	Pass-through funding to eligible organizations (\$760,000 LF Special Payments)
\$1,060,000	Total

2. Veteran Services Program: Augment Veteran Services Grant Program

Purpose

These funds will add to the Agency Request Budget for veteran services grants. HB 2891 (2017) authorized \$550,000 for grants to expand outreach and services to veterans, however the requests for grant funds was approximately ten times the amount of available funds (\$5,354,422). The Grant Program process demonstrated the great need for veteran services, and the creativity, innovation and work being performed to support veterans and their families.

How Achieved

Statewide, competitive grants from this request would be used by grantees to achieve expanded outreach and services to veterans in the following areas: mental and physical healthcare, housing security, employment opportunities and stability, education and training opportunities, transportation, promoting veterans' organizations that provide critical services, and supporting programs identified by the Veterans' Affairs Advisory Committee.

Staffing Impact

None.

Quantifying Results

Results will be quantified by tracking measurable outcomes reported quarterly by grantees. Measurable outcomes will be identified as part of the grant approval process.

Fiscal Impact/Cost

\$ 500,000 LF Pass-through funding for grants to eligible not-for-profit organizations (\$500,000 LF Special Payments)

3. Veteran Services Program: Tribal Veteran Partnership**Purpose**

The purpose this request is to support Tribal Veteran Representative (TVR) advocacy in support of SB 80, bringing services to Oregon Tribal Veterans and their families.

How Achieved

Monies from this request will allow established tribal veteran offices to receive funding for their programs in the same manner as Oregon's County Veteran Services Officer (CVSO) network. This funding will allow tribal veteran offices to expand and enhance their services and reach more Tribal Veterans and their families.

The ODVA Tribal Veteran Coordinator will be the point of contact for all tribal veteran advocacy. This position will work with established TVR offices for training and liaison with ODVA. Assist TVR with connecting tribal veterans to Federal VA veteran's services. The Coordinator will also work extensively with the Federal VA Office of Tribal Government Relations to effectively liaison between federal, to state to tribal council and will work with organizations such as NARA, ATNI and the National Congress of American Indians (NCAI).

Staffing Impact

Establish one Tribal Veteran Coordinator (Program Analyst 3)

Quantifying Results

Results will be quantified by tracking quarterly reports submitted by Tribal Veteran Representatives interviews with veterans, outreach conducted, federal VA claims filed, appeals, and VA benefits awarded.

Fiscal Impact/Cost

\$ 300,000 LF	Tribal Veteran Coordinator (\$192,046 LF Personal Services and \$107,954 LF Services and Supplies)
<u>\$ 200,000 LF</u>	Pass-through funding to Tribal Veteran Offices (\$200,000 LF Special Payments)
\$ 500,000	Total

4. Veteran Services Program: Grant Program on Veteran Behavioral Health Needs

Purpose

The purpose of this request is to create a statewide grant program to support veteran behavioral health needs, including addressing barriers to access and utilization of behavioral health care.

How Achieved

Statewide, competitive grants from this request would be used by grantees to achieve, expanded and augment either direct or indirect behavioral health serves for veterans. Services could include: expansion of the OHA Veteran Peer Support pilot, county mental health programs for direct services for veterans, expansion of behavioral health services for supportive housing programs, and programs and services designed to reduce barriers and improve access to veteran behavioral health services, such as improved access to transportation to appointments. Grant proposals addressing recommendations contained in the 2019 *Veterans' Behavioral Health Services Improvement Study* would be considered as well.

Staffing Impact

None.

Quantifying Results

Results will be quantified by tracking and reporting measurable outcomes reported quarterly by grantees. Measurable outcomes will be identified as part of the grant request process.

Fiscal Impact/Cost

\$ 560,000 LF Pass-through funding for grants to eligible organizations (\$560,000 LF Special Payments)

5. Veteran Services Program: Employment and Economic Development Coordinator**Purpose**

The purpose of this request is to fund an Employment and Economic Development Coordinator position to serve as liaison and advocate for veterans in matters pertaining to employment and economic development.

How Achieved

The Coordinator will collaborate and liaise with the Oregon Department of Employment, veteran employment specialists and the DVOP program. Will also be a direct liaison with the U.S. Department of Labor Vets Work Program, the Oregon National Guard Family Services, reintegration team/Guard employment office, and work with the Governor's Regional Solutions office concentrating on veteran small business and other opportunities for veterans business and employment. Will partner with Biz Oregon to promote veteran owned businesses and disabled veteran owned businesses. Assist the agency with promotion of veterans to trade and apprentice programs across the state with a focus on rural Oregon veterans. Work with organizations that promote employment traditionally underserved veterans.

Staffing Impact

Establish one Veteran Employment and Economic Development Coordinator (Program Analyst 3)

Quantifying Results

Results will be quantified by tracking the number of partnerships made with federal, state, local and industry contacts. Indirect results will include measuring and reporting veteran employment within Oregon.

Fiscal Impact/Cost

\$ 300,000 LF Veteran Employment and Economic Development Coordinator (\$192,046 LF Personal Services and \$107,954 LF Services and Supplies)

6. Veteran Services Program: State Approving Agency (SAA)

Purpose

The purpose of this request is to establish three new full-time permanent positions (0.75 FTE) to establish the Oregon Department of Veterans' Affairs as the U.S. Department of Veterans Affairs State Approving Agency (SAA) for veterans' education programs. SAAs ensure that veterans have access to educational and training opportunities and that federal veterans' benefits are in compliance with applicable laws and regulations by approving educational and training programs; overseeing programs through supervisory visits and compliance surveys; and providing technical support and outreach to schools and veterans.

How Achieved

ODVA has requested to be designated as Oregon's SAA beginning October 1, 2019. Prior to being awarded the contract, ODVA will need to demonstrate to USDVA that the agency has the capacity and expertise, including qualified personnel and resources, to begin performing SAA responsibilities.

Staffing Impact

Establish three positions: Compliance Specialist 1, Education Specialist 1 and Operations and Program Analyst 4.

USDVA reimburses SAAs for direct costs incurred to perform SAA functions, including salaries and benefits, travel, and other administrative expenses, up to an annual maximum contract amount (approximately \$300,000 for Oregon).

Quantifying Results

Results will be quantified by veteran's access to a variety of educational programs and that Oregon postsecondary schools and institutions continue to receive federal veterans' education funding.

Fiscal Impact/Cost

\$ 145,930 LF	State Approving Agency Personnel (\$29,172 LF Personal Services and \$116,758 LF Services and Supplies)
\$ 525,000 FF	State Approving Agency Personnel (\$525,000 FF Personal Services)
\$ 670,930	Total

7. Veteran Services Program: Program Stabilization and Funding Alignment

Purpose

To provide funding to more fully reimburse the Loan Program for the cost of services provided to the Veteran Services and Aging Veteran Service Program areas.

How Achieved

Monies provided by this request will offset the costs sustained by the Loan Program in support of the Veteran Services and Aging Veteran Service Program areas. Internal program cost tracking systems will continue to be employed to determine the appropriate cost reimbursements necessary to the Loan Program.

Staffing Impact

None.

Quantifying Results

Results will be quantified by tracking the costs incurred by each program area and determining if the Loan Program's subsidization of the Veteran Services and Aging Veteran Service program areas has been substantially reduced or eliminated.

Fiscal Impact/Cost

\$ 535,704 LF Program Stabilization Service and Supplies (\$535,704 LF Services and Supplies)

8. Home Loan Program: Down Payment and Closing Cost Assistance Funding for Veteran Loans**Purpose**

The purpose of this request is to provide funds for down payment and closing cost assistance (DPCCA) to qualified veteran home loan borrowers.

How Achieved

Monies from this request would be used to provide veterans a home loan option that would include DPCCA. The veteran applicants would have the choice on whether to apply for a standard home loan or a home loan with DPCCA monies included.

Staffing Impact

None.

Quantifying Results

Results will be quantified by tracking and monitoring the number and dollar amount of loans originated with DPCCA.

Fiscal Impact/Cost

\$ 500,000 LF DPCCA in the form of grants or loans to veterans (\$500,000 LF Services and Supplies)

9. Veterans' Home Program: Roseburg Architectural Design and Environmental Costs

Purpose

The purpose of this request is to provide initial funds for preliminary architectural design and environmental costs related to the Roseburg Veterans' Home.

How Achieved

The Roseburg Veterans' Home is in the early stages of planning. In order to further refine initial cost estimates and advance further on the United States Department of Veterans Affairs (USDVA) priority list for construction grants, initial architectural design and environmental costs need to be incurred.

Staffing Impact

None.

Quantifying Results

Results will be quantified by completion of initial architectural design and environmental work and further advancement on the USDVA priority grant list.

Fiscal Impact/Cost

\$ 250,000 LF Roseburg Architectural/Engineering Costs (\$250,000 LF Services and Supplies)

10. Veteran Services Program: Enhance Internal Audit Function

Purpose

The purpose of this request is to establish a more robust and effective internal audit function.

As background, based on the authority under ORS 184.360, the Department of Administrative Services (DAS) established criteria for certain state agencies to have an internal audit function (See OAR 125-700-0125). ODVA meets these criteria and is required to have an internal audit function and currently contracts out targeted internal audit services.

How Achieved

The purpose of establishing a more robust and effective internal audit function and complying with DAS requirements would be achieved by adding one internal auditor position. This full-time position would expand internal audit activities and add capacity for ODVA to more fully examine its programs, resource utilization, policies and procedures, and compliance activities to assess how effectively and efficiently the agency is operating.

Staffing Impact

Establish one Internal Auditor 3 position.

Quantifying Results

Results will be identified through the findings/recommendations from the internal audit reviews. Additional results will also be measured by identifying the post-review actions implemented to address specified internal audit findings/recommendations.

Fiscal Impact/Cost

\$ 109,006 LF	Internal Auditor Position – 0.5 FTE (\$97,006 LF Personal Services and \$12,000 LF Services and Supplies)
<u>\$ 109,006 OF</u>	Internal Auditor Position – 0.5 FTE (\$97,006 OF Personal Services and \$12,000 OF Services and Supplies)
\$ 218,012	Total

11. Aging Veteran Services & Veteran Services Program: General Fund Reductions

Purpose

The purpose of this item is to comply with Governor's Budget process to reduce agency general funds through vacancy savings and reduction of inflation.

How Achieved

ODVA was provided amounts of vacancy savings and reduction of inflation from the Department of Administrative Services, Budget and Management.

Staffing Impact

None.

Quantifying Results

None.

Fiscal Impact/Cost

(\$ 77,459 GF)	Vacancy Savings (\$71,129 GF Personal Services, Appeals & Claims; \$6,330 GF Personal Services, Conservatorship)
<u>(\$ 18,663 GF)</u>	Reduction of Inflation Factor (\$17,186 GF Services and Supplies, Appeals & Claims; \$1,447 GF Services and Supplies, Conservatorship)
(\$ 96,122 GF)	Total

Revenue Sources:

\$ 300,000 LF	Veteran Homelessness Coordinator (\$192,046 LF Personal Services and \$107,954 LF Services and Supplies)
\$ 760,000 LF	Pass-through funding to eligible organizations (\$760,000 LF Special Payments)
\$ 500,000 LF	Pass-through funding for grants to eligible not-for-profit organizations (\$500,000 LF Special Payments)
\$ 300,000 LF	Tribal Veteran Coordinator (\$192,046 LF Personal Services and \$107,954 LF Services and Supplies)
\$ 200,000 LF	Pass-through funding to Tribal Veteran Offices (\$200,000 LF Special Payments)
\$ 560,000 LF	Pass-through funding for Behavioral Health related grants to eligible organizations (\$560,000 LF Special Payments)
\$ 300,000 LF	Veteran Employment & Economic Development Coordinator (\$192,046 LF Personal Services and \$107,954 LF S&S)
\$ 145,930 LF	State Approving Agency Personnel (\$29,172 LF Personal Services and \$116,758 LF Services and Supplies)
\$ 525,000 FF	State Approving Agency Personnel (\$525,000 FF Personal Services)
\$ 535,704 LF	Program Stabilization Service and Supplies (\$535,704 LF Services and Supplies)
\$ 500,000 LF	Down Payment/Closing Cost Assistance in the form of grants or loans to veterans (\$500,000 LF Services and Supplies)
\$ 250,000 LF	Roseburg Architectural/Engineering Costs (\$250,000 LF Services and Supplies)
\$ 109,006 LF	Internal Auditor Position – 0.5 FTE (\$97,006 LF Personal Services and \$12,000 LF Services and Supplies)
\$ 109,006 OF	Internal Auditor Position – 0.5 FTE (\$97,006 OF Personal Services and \$12,000 OF Services and Supplies)
(\$ 77,459 GF)	Vacancy Savings (\$71,129 GF Personal Services, Appeals & Claims; \$6,330 GF Personal Services, Conservatorship)
<u>(\$ 18,663 GF)</u>	Reduction of Inflation Factor (\$17,186 GF Services and Supplies, Appeals & Claims; \$1,447 GF Services and Supplies, Conservatorship)
\$4,998,524	Total (Personal Services of \$1,246,863; Services and Supplies of \$1,731,661; and Special Payments of \$2,020,000)

GRAND TOTALS

\$ 702,316	LF	TOTAL Personal Services
\$ 1,738,324	LF	TOTAL Services and Supplies

\$ 2,020,000 LF TOTAL Special Payments
\$ 4,460,640 LF TOTAL Combined

\$ 97,006 OF TOTAL Personal Services
\$ 12,000 OF TOTAL Services and Supplies
\$ 109,006 OF TOTAL Combined

\$ 525,000 FF TOTAL Personal Services
(\$ 77,459) GF TOTAL Personal Services
(\$ 18,663) GF TOTAL Services and Supplies
(\$ 96,122) GF TOTAL Combined

\$ 4,998,524 TOTAL

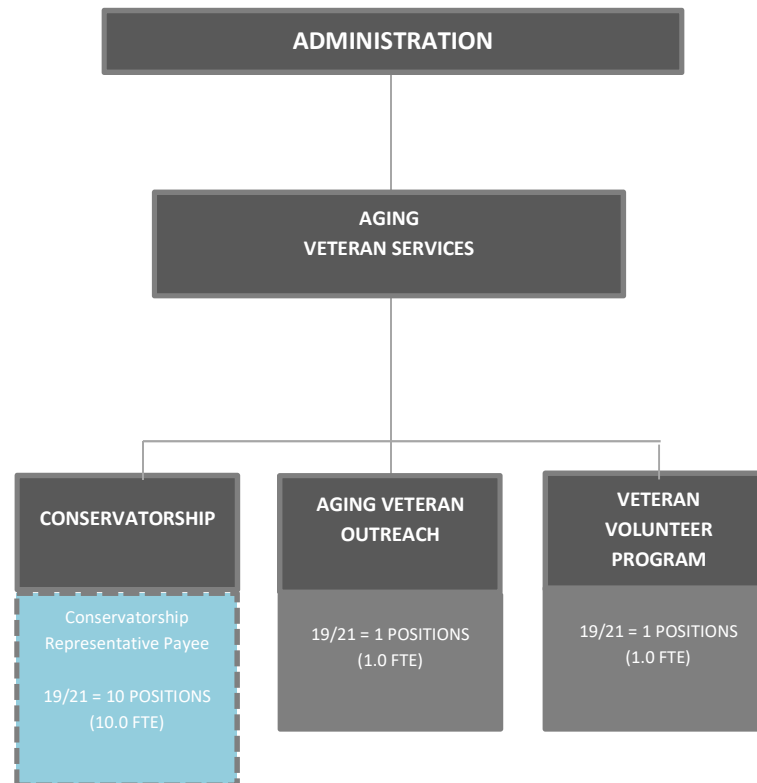
ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Veterans' Affairs, Oregon Dept of
Pkg: 090 - Analyst Adjustments**

**Cross Reference Name: Oregon Veterans Home Program
Cross Reference Number: 27400-003-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	250,000	-	-	-	-	250,000
Total Revenues	-	\$250,000	-	-	-	-	\$250,000
Services & Supplies							
Professional Services	-	250,000	-	-	-	-	250,000
Total Services & Supplies	-	\$250,000	-	-	-	-	\$250,000
Total Expenditures							
Total Expenditures	-	250,000	-	-	-	-	250,000
Total Expenditures	-	\$250,000	-	-	-	-	\$250,000
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

2019-21 AGING VETERAN SERVICES PROGRAM ORGANIZATION CHART



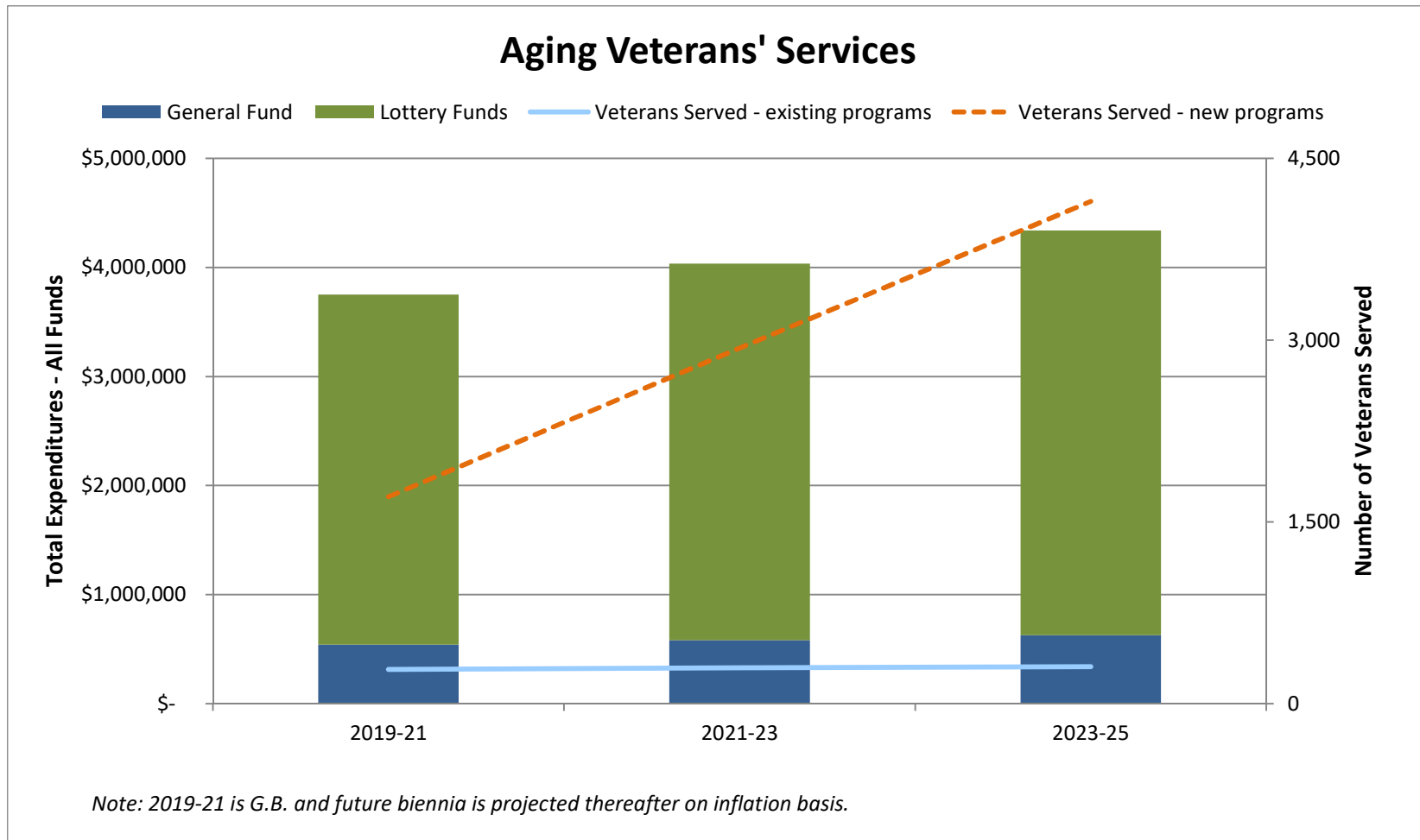
Total 2019-21 Veteran Services Program Positions
12 Positions
(12.0 FTE)

1 New Position (1.0 FTE)
Admin. Specialist 2
Package 102

AGING VETERAN SERVICES EXECUTIVE SUMMARY

Focus Area: Thriving Statewide Economy, Safe and Healthy Communities

Program Contact: Ana Potter / 503-373-2028



Program Overview

The Aging Veteran Services Division is a new program area within the agency that was established to address the needs and concerns of our rapidly aging veteran demographic and their families. Currently more than 50% of Oregon veterans served during WWII, Korea and Vietnam eras and nationally, more than 12.4 million veterans are age 65 or older.

Long-term care needs for older Americans is a national concern. For the foreseeable future, older veterans and their families will increasingly need access to long-term care, adult foster care, home and community based services, as well as access to prosthetics, mental health care, health care, dental and hearing aids, and prescription medication.

According to the Oregon Office of Economic Analysis, the population of adults 65 years and older will grow at a pace of 4% annually, and will comprise 22% of all Oregonians by 2040. This division strengthens collaboration with all state, federal and community partners to ensure our veterans, their families, and caregivers receive the best advocacy and services available as they age.

The Aging Veteran Services Division is the front line for connecting all aging veteran related benefits and resources. Currently, the division incorporates the operational management of the two Oregon Veterans' Homes and Conservatorship program. For budget purposes only, the Veterans' Home Program is a stand-alone program and not included within Aging Veterans' Services.

Program Funding Request

The budget proposal for the next three biennia is as follows:

Biennium	General Funds	Lottery Funds	Total Funds
2019-2021	\$ 541,861	\$ 3,209,006	\$ 3,750,867
2021-2023	\$ 582,826	\$ 3,451,607	\$ 4,034,433
2023-2025	\$ 626,887	\$ 3,712,548	\$ 4,339,436

The 2019-21 Governor's Budget proposal was developed in conjunction with the department's strategic plan, which emphasizes coordination and partnership with federal, tribal, state and local agencies as well as community partners.

Program Description

Conservatorship and Representative Payee- This program assists veterans in managing their financial affairs in one of two ways; as a conservator or a representative payee. When veterans are deemed financially incompetent in a court of law, ODVA may be appointed to act as conservator on behalf of the

veteran. As conservator, ODVA staff manage all income and assets for the veteran. ODVA is also appointed as a representative payee by the Federal VA or the Social Security Administration. Representative payees act in a limited capacity to pay bills, provide additional resources, and advocacy for these veterans.

Cost drivers for this program vary, depending on the number of conservatorship and representative payee clients. Although this program charges a fee for services, the rate is much lower than the cost for similar services provided in the private sector and does not completely pay for the administrative costs associated with this highly specialized work.

Veteran Volunteer Program— This new program was established during the 2017 Regular Session and aims to create a statewide network of volunteers trained to locate veterans, assist them in recognizing potential earned benefits and services, and connect them to individuals and organizations for additional assistance. This program will provide training and oversight on an ongoing basis to volunteers, ensuring that volunteers are supported in assisting veterans regarding their benefits. Lastly, this program will continue to explore and identify additional opportunities to assist veterans.

Aging Veteran Outreach Program— This new program works collaboratively with agency partners statewide on behalf of aging veterans to coordinate benefits and services specific to the aging population. Additionally, this position is responsible for providing outreach presentations to educate other agencies and the general public regarding all benefits and assistance programs available to aging veterans. Lastly, this program is responsible for filing claims on behalf of veterans who are residing in one of ODVA's veterans' homes, or veterans being served through the conservatorship or rep-payee program.

Program Justification and Link to Focus Areas

ODVA's Aging Veteran Services programs impacts across multiple State focus areas, but particularly Healthy/Safe Communities and Thriving State Economy.

Conservatorship and Representative Payee

Healthy and Safe Communities:

- Protects vulnerable veterans from financial abuse. According to the Office of Adult Abuse Prevention and Investigation (OAAPI) 2016 Data Book, financial exploitation is both the most frequent type of allegation received and the most frequently substantiated type of abuse. A 2013 Adult Protective Services Special Report on Financial Exploitation states that 3% of cases had a fiscal impact on Medicaid system or other government funded program.
- Assists with access to healthcare and provides opportunities to overcome hardships thereby allowing clients to live as independently as possible.
- Provides accountability for funds managed on behalf of veterans.
- Provides financial stability for vulnerable veterans, which impacts their daily living in multiple areas such as stable housing and consistent funds available for food, supplies and other daily necessities.

Thriving State Economy:

- Providing financial stability to clients decrease the financial impact to local economies by reducing homelessness of veteran populations with mental health issues.
- Reduces costs to other state funded programs such as Medicaid and mental health programs. An additional benefit of the increased stability is a decrease in criminal activity, arrests and recidivism.

Veteran Volunteer Program**Healthy and Safe Communities:**

- Utilizes volunteers to identify at risk aging veterans and refers them to resources, programs, and services both federally and state funded. By referring aging veterans to resources, this decreases the need for state assistance such as food stamps, Medicaid or other state programs.

Thriving State Economy:

- Connects at risk aging veterans with available federal programs, which brings federal funds into the Oregon economy, and reduces dependency on state funded programs.

Aging Veteran Outreach**Healthy and Safe Communities:**

- Connecting aging veterans with necessary benefits and resources is essential for them to be safe and live healthy.
- Educating local, state and private organizations regarding the uniqueness of aging veterans' needs and the resources available to aging veterans, this program will help individuals live as independently as possible with the dignity and respect they are due.
- Filing claims on behalf of vulnerable veterans in both the conservatorship and the Oregon Veterans' Homes thereby increasing access to healthcare.

Thriving State Economy:

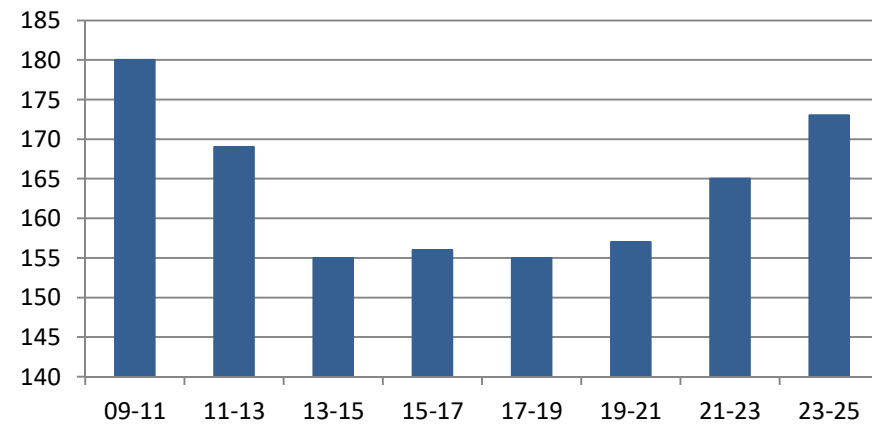
- Filing claims on behalf of vulnerable veterans decreases their reliance on state benefit program and increases federal dollars to be spent in the State of Oregon.

Program Performance

Conservatorship

Currently, the agency's two conservatorship Trust Officers manage approximately 77 cases each with the assistance of support staff. The recommended caseload from the National Bar Association per trust officer is 25 cases per officer. With current staffing levels and many manual processes, ODVA does not have the ability to increase the number of veterans served in this program at this time. The agency has prioritized the replacement and modernization of its business application and is assessing business processes and requirements to improve efficiencies for both staff and the clients served.

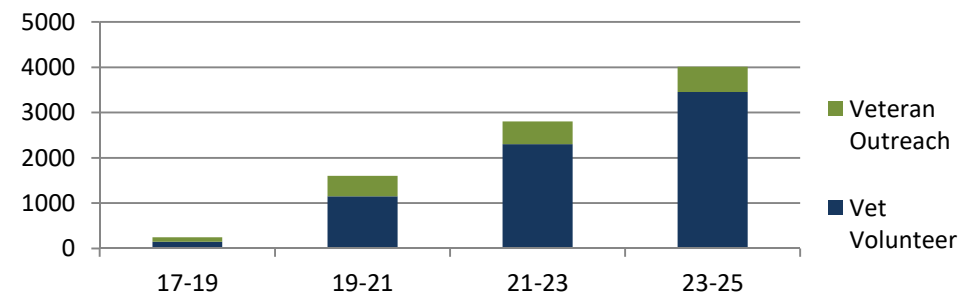
Conservatorship (Total clients served)



Outreach and Volunteer Programs

The Veteran Volunteer and Veteran Outreach are two new programs that were recently approved by the legislature. Both of these programs will allow the agency an opportunity to identify and assist aging veterans who are not currently accessing benefits.

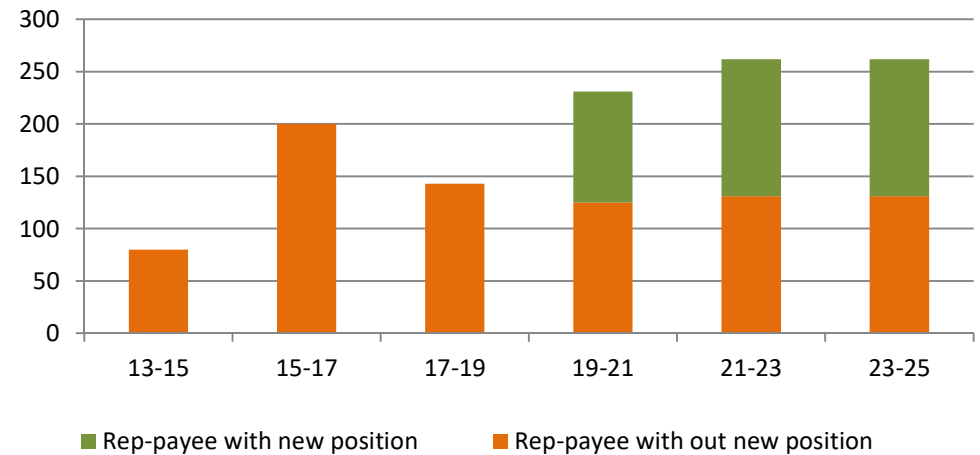
Total Served by Volunteer and Outreach Programs



Representative Payee Program

This chart reflects the total number of veterans served in this program. Legislative approval was obtained and the program had its first client in 2014. The significant increase in the 2015-17 biennium numbers was due in part to the closing of a private fiduciary company. As a result, USDVA appointed ODVA as the successor payee for these veterans. The program also received assistance from other AVS staff to help accommodate the sudden influx of cases. This allowed ODVA to serve these vulnerable veterans in a time of emergency and then decrease caseload through attrition. Ideal average caseload is 100 clients per rep-payee. Currently ODVA has hired a limited duration position to help with the caseload and has requested an additional payee in a policy option package. This position, if granted, would allow ODVA to increase the total number of veterans assisted to 200 clients at any given time.

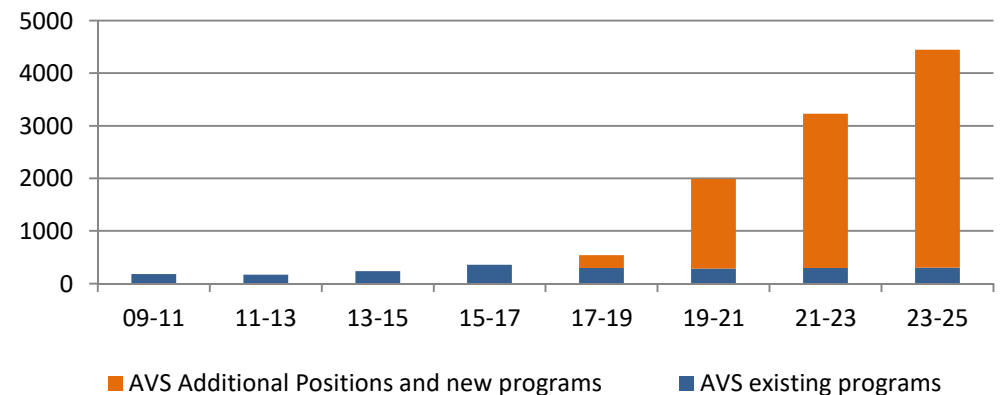
Rep-Payee Total Veterans Served



Aging Veteran Services

This is a new division within ODVA to better serve this demographics unique needs. This graph represents the number of veterans served through all programs within Aging Veterans Services division. We anticipate a significant increase in the numbers of veterans served.

Veterans Assisted by AVS Division



Enabling Legislation/Program Authorization

The programs included in Aging Veteran Services are established in ORS Chapters 406 and 408. Statutory regulation for aging veterans' services is found in 38 U.S.C. §13 and §51.

Funding Streams

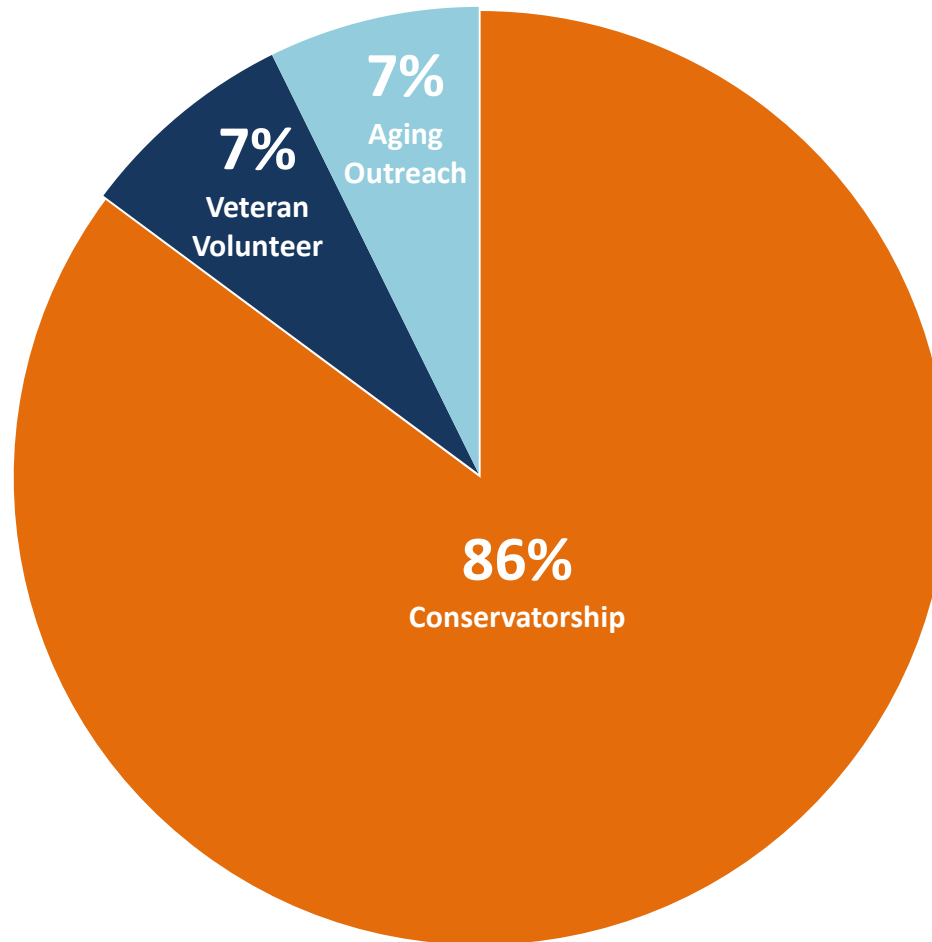
Funding for program is from the General Fund and Lottery Funds.

Funding Proposal Expected Results

The 2019-21 funding proposal for the Aging Veteran Services Program is expected to improve and maximize services to veterans statewide and assist the agency with meeting the following goals:

- Increase the number of veterans served by adding one full time representative payee position.
- To meet statutory training requirements for conservatorship and representative payee staff.
- To train new volunteers within Aging Veteran Services.
- To ensure successful implementation of the new conservatorship information technology system

2019-21 GOVERNOR'S BUDGET: AGING VETERAN SERVICES PROGRAM EXPENDITURES



CONSERVATORSHIP

General Funds	\$	541,861
Lottery Funds	\$	2,652,023
TOTAL FUNDS	\$	3,193,884

AGING OUTREACH

Lottery Funds	\$	273,380
TOTAL FUNDS	\$	273,380

VETERAN VOLUNTEER

Lottery Funds	\$	283,603
TOTAL FUNDS	\$	283,603

TOTAL PROGRAM EXPENDITURES

Lottery Funds	\$	3,209,006
General Funds	\$	541,861
TOTAL FUNDS	\$	3,750,867

**Excludes Debt Service, Capital Construction and Nonlimited Expenditures.*

AGING VETERAN SERVICES PROGRAM NARRATIVE

Aging Veteran Services Program Environmental Factors and Trends

Oregon Veteran Demographics and Trends

Today, there are an estimated 303,689 veterans in Oregon; of those about 53% are over the age of 65 reflecting the growing aging WWII, Korean War and Vietnam generations, when a large percentage of citizens served in war efforts.

Seven out of ten veterans are not accessing or utilizing federal veterans benefits

One of ODVA's goals is to target aging veterans in order to identify their unique needs and serve them better. Only three in ten veterans are receiving federal veteran's benefits and the remaining 70% of Oregon veterans are not accessing federal benefits to which they may be entitled. These benefits may include health care, disability compensation or pension benefits, and potentially much needed long-term care services.

Identifying aging veterans who are not receiving benefits they have earned is a challenging undertaking. ODVA is approaching this issue on two fronts. First, by starting the Aging Veteran Outreach program and ensuring the Outreach Specialist is well-trained and resourced. Second, the Veteran Volunteer Program is focusing its volunteer efforts on finding aging veteran who are not accessing benefits and assisting them in identifying potential resources.

Program Details

Conservatorship and Representative Payee

Workload: As of June 30, 2018 ODVA had 155 Conservatorship clients and 143 Representative Payee clients in the Conservatorship program.

Customers: Veterans, program staff, other state agencies such as Department of Human Services, Oregon State Hospital, and Department Of Justice; county partners such as circuit courts, county veteran service officer and adult protective services; federal agencies such as United States Department of Veterans Affairs and the Social Security Administration; and private business such as professional guardians, case management agencies, and private attorneys. All of these stakeholders play a role in providing either direct service to our veterans or they assist our program in providing services.

Source of Funding: Lottery Funds and General Funds. Other Fund revenue is generated by fees charged to client accounts under Conservatorship and Representative Payee Program and used to offset agency support costs associated with the program.

Expenditures: \$2,652,023 Lottery Funds and \$541,861 General Funds.

Positions and FTE: 2019-21 Governor's Budget funds 12 positions (12.0 FTE).

Veteran Volunteer Program

Workload: As of June 30, 2018, the volunteer program is being developed.

Customers: Aging veterans currently not accessing earned benefits.

Source of Funding: Lottery Funds.

Expenditures: \$283,603 Lottery Funds.

Positions and FTE: 2019-21 Governor's Budget funds 1 position (1.0 FTE).

Aging Veteran Outreach

Workload: As of June 30, 2018 the Outreach program is being established.

Customers: Aging veterans, agency and community partners, as well as other stake holders.

Source of Funding: Lottery Funds.

Expenditures: \$273,380 Lottery Funds.

Positions and FTE: 2019-21 Governor's Budget funds 1 position (1.0 FTE).

Revenue Sources/Proposed Revenue Changes

Revenue Sources - The base budget revenue source for the Aging Veteran Services Program is from General Funds and Lottery Funds. There are no matching funds available for use in the Veterans' Services programs.

Proposed Legislation

LC 27400-001

LC 27400-001 provides for an exemption for the agency's conservatorship program to report certain information to the courts. This is a technical amendment to streamline reporting. Current statutes (ORS Chapter 125) require that conservators send a copy of all vouchers and depository statements to the court for each individual conservatorship client annual accounting.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Veterans' Affairs, Oregon Dept of
Pkg: 060 - Technical Adjustments**

**Cross Reference Name: Aging Veteran Services
Cross Reference Number: 27400-004-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	556,594	-	-	-	-	-	556,594
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	2,290,431	-	-	-	-	2,290,431
Total Revenues	\$556,594	\$2,290,431	-	-	-	-	\$2,847,025
Personal Services							
Class/Unclass Sal. and Per Diem	260,127	1,083,393	-	-	-	-	1,343,520
Empl. Rel. Bd. Assessments	140	531	-	-	-	-	671
Public Employees' Retire Cont	44,144	183,852	-	-	-	-	227,996
Pension Obligation Bond	43,011	17,437	-	-	-	-	60,448
Social Security Taxes	19,899	82,879	-	-	-	-	102,778
Worker's Comp. Assess. (WCD)	133	505	-	-	-	-	638
Mass Transit Tax	1,560	6,435	-	-	-	-	7,995
Flexible Benefits	82,509	304,515	-	-	-	-	387,024
Vacancy Savings	(6,676)	(18,458)	-	-	-	-	(25,134)
Total Personal Services	\$444,847	\$1,661,089	-	-	-	-	\$2,105,936
Services & Supplies							
Instate Travel	9,561	55,689	-	-	-	-	65,250
Out of State Travel	-	5,709	-	-	-	-	5,709
Employee Training	4,545	21,060	-	-	-	-	25,605
Office Expenses	12,939	61,699	-	-	-	-	74,638
Telecommunications	440	7,224	-	-	-	-	7,664
State Gov. Service Charges	45,963	155,167	-	-	-	-	201,130

____ Agency Request
2019-21 Biennium

____ Governor's Budget
Page _____

____ Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Veterans' Affairs, Oregon Dept of
Pkg: 060 - Technical Adjustments**
**Cross Reference Name: Aging Veteran Services
Cross Reference Number: 27400-004-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	233,550	-	-	-	-	233,550
Professional Services	2,491	47,932	-	-	-	-	50,423
Attorney General	25,277	-	-	-	-	-	25,277
Employee Recruitment and Develop	192	-	-	-	-	-	192
Dues and Subscriptions	616	10,380	-	-	-	-	10,996
Other Services and Supplies	9,723	7,785	-	-	-	-	17,508
Expendable Prop 250 - 5000	-	12,352	-	-	-	-	12,352
IT Expendable Property	-	10,795	-	-	-	-	10,795
Total Services & Supplies	\$111,747	\$629,342	-	-	-	-	\$741,089
Total Expenditures							
Total Expenditures	556,594	2,290,431	-	-	-	-	2,847,025
Total Expenditures	\$556,594	\$2,290,431	-	-	-	-	\$2,847,025
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions	-	-	-	-	-	-	11
Total Positions	-	-	-	-	-	-	11

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Veterans' Affairs, Oregon Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Aging Veteran Services
Cross Reference Number: 27400-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							11.00
Total FTE	-	-	-	-	-	-	11.00

01/14/19 REPORT NO.: PPDFISCAL DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM PAGE 8
 REPORT: PACKAGE FISCAL IMPACT REPORT 2019-21 PROD FILE
 AGENCY: 27400 DEPT OF VETERANS AFFAIRS PICS SYSTEM: BUDGET PREPARATION
 SUMMARY XREF: 004-00-00 Aging Veteran Services PACKAGE: 060 - Technical Adjustments

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
0008036	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	03	3,130.00	25,165 18,022			49,955 35,776	75,120 53,798
0010043	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	09	4,096.00	32,932 19,933			65,372 39,572	98,304 59,505
0010044	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	03	3,565.00				85,560 56,368	85,560 56,368
0010068	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	02	2,994.00	24,072 17,752			47,784 35,242	71,856 52,994
0031018	MMS X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	09	7,208.00	57,952 26,094			115,040 51,800	172,992 77,894
0034004	MESNZ7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	07	9,177.00				220,248 89,528	220,248 89,528
0196018	OAS C0861 AP	PROGRAM ANALYST 2	1	1.00	24.00	05	5,442.00				130,608 67,458	130,608 67,458
7212006	OAS C0861 AP	PROGRAM ANALYST 2	1	1.00	24.00	05	5,442.00				130,608 67,458	130,608 67,458
7214003	OAS C0784 AP	VETERANS TRUST OFFICER	1	1.00	24.00	08	5,189.00	41,720 22,098			82,816 43,866	124,536 65,964
7214006	OAS C0784 AP	VETERANS TRUST OFFICER	1	1.00	24.00	09	5,442.00	43,754 22,598			86,854 44,860	130,608 67,458
7214007	OAS C0784 AP	VETERANS TRUST OFFICER	1	1.00	24.00	04	4,295.00	34,532 20,328			68,548 40,354	103,080 60,682
TOTAL PICS SALARY								260,127			1,083,393	1,343,520
TOTAL PICS OPE								146,825			572,282	719,107
TOTAL PICS PERSONAL SERVICES =			11	11.00	264.00			406,952			1,655,675	2,062,627

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

**Veterans' Affairs, Oregon Dept of
2019-21 Biennium**
**Agency Number: 27400
Cross Reference Number: 27400-004-00-00-00000**

<i>Source</i>	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Leg Approved Budget	2019-21 Agency Request Budget	2019-21 Governor's Budget	2019-21 Leg. Adopted Audit
Lottery Funds						
Transfer In Lottery Proceeds	-	-	-	955,253	-	-
Tsfr From Administrative Svcs	-	-	-	2,290,431	3,209,006	-
Total Lottery Funds	-	-	-	\$3,245,684	\$3,209,006	-

INVIGORATE CORE OPERATIONS POLICY OPTION PACKAGE 101

21st Century Service Delivery – Package 101 (Agency priority # 1)

Introduction

One of ODVA's goals and objectives to better serve Oregon veterans is to “invigorate core operations” and “build a better, stronger and more durable department for future generations.”

To meet these objectives, ODVA needs to replace outdated and inadequate software applications with effective, efficient platforms designed for modern day needs that will improve services to veterans and mitigate risks. In addition, ODVA needs to provide sufficient resources and support to introduce new technologies. Finally, ODVA needs to modernize the workplace by refreshing the second floor interior of the ODVA building that is several years overdue, according to DAS recommendations.

This policy option package invigorates ODVA core operations by:

1. Modernizing technology service delivery for the Home Loan Program.
2. Modernizing technology service delivery for the Conservatorship Program (part of Aging Veterans Services).
3. Modernizing technology services by providing sufficient resources and support to introduce new technologies.
4. Modernizing the workplace by refreshing the second floor interior of the ODVA building.

1. Home Loan Origination and Servicing Modernization

Purpose

The purpose of this funding request is to improve the Home Loan Program loan origination and loan servicing services to veterans, improve agency effectiveness and accuracy, and mitigate risks.

The Home Loan Program originates and services home loans for veterans. However, the current loan origination and servicing applications are separate, custom applications that contain redundant information about the veteran borrower and the loan. Because the applications are separate, they are inefficient and susceptible to multiple data entry errors.

ODVA's Home Loan Program is an Oregon constitutionally authorized and mandated benefit for Oregon veterans. The agency last updated origination and servicing technology in 1999, in response to issues that arose in the 1980's, and the agency invested nearly \$1 million to customize a COTs system (commercial off-the-shelf software) that would address a number of issues including servicing a number of non-amortizing loans. Two of these three systems that were implemented 19 years ago do not meet the needs of the agency's current business model, do not allow changes to be made to implement new federal compliance requirements, and do not meet the expectations of our veteran borrowers.

How Achieved

The goals of improving the Home Loan Program loan origination and loan servicing services to veterans, improve agency effectiveness and accuracy, and mitigate risks can be achieved through the implementation of a new Home Loan origination and servicing application during the 2019-21 biennium.

The goal is to ensure that the loan origination and loan servicing solutions can work together seamlessly to reduce duplication of effort and mitigate long-term risks associated with stop-gap software applications that were introduced to respond to changing federal regulations. An "end-to-end" home loan system combines an origination and a servicing system. In addition, this new software system will significantly improve the veterans' customer service experience by allowing veterans to review their home loan information online.

ODVA recently engaged professional services to help audit the agency's current technology system's architecture and business processes. The information from the audit currently informs the technology requirements for a solution, and has been used to identify viable solutions and estimated costs.

The critical components of a home loan origination/loan servicing IT system include:

1. Robust reporting capabilities to ensure critical data are available to plan for future loan allocations and bond financings, as well as federal compliance information.
2. Control the lending life cycle from new business and loan servicing to default management.
3. Enable customer-facing account management through the web.
4. Ability to work with third-party originators.
5. Ability to keep the applications current with minimal investment after implementation.

In the 2017-19 biennial budget process, the agency requested and received funding to replace the current Home Loan applications. The agency chose not to begin this project in the 2017-19 biennium due to limited expert staff resources and the need to further understand the future state business requirements.

Staffing Impact

None.

Quantifying Results

Home Loan Program Expected Outcomes

Ability to quickly respond to federally-mandated regulatory changes like those that occurred during the 2015 – 2017 biennium

1. Allow ODVA to better control the three stages of the home loan lending life cycle
 - a. New business origination
 - b. Loan servicing
 - c. Default management
2. Enable customer-focused experiences
3. Maximize staff efficiency
4. Minimize data input errors
5. Satisfy federal regulatory compliance
6. Allow ODVA to provide enhanced information to veterans.

The results of installing an end-to-end loan origination and servicing system for the Home Loan Program will be measured by the following:

1. Loan file data entry time and processing time
2. Number of regulatory events and negative audit findings
3. Borrower satisfaction
4. Application user satisfaction

Fiscal Impact/Cost

The professional study provided to the agency outlined the following costs for the end-to-end home loan origination and loan servicing project:

\$ 50,000	OF	Employee Training (Capital Outlay)
\$ 50,000	OF	IT Professional Services (Capital Outlay)
<u>\$ 150,000</u>	OF	Data Processing Software (Capital Outlay)
\$ 250,000	OF	TOTAL

2. Conservatorship Program Technology Modernization

Purpose

The purpose of this funding request is to improve the Conservatorship and Representative Payee Program services to veterans, improve agency effectiveness and accuracy, and mitigate risks to the \$30 million program.

The Conservatorship System software application enables court-appointed ODVA conservators and trust officers to deliver critical conservatorship and representative payee services to the state's most vulnerable veterans. These veterans rely on ODVA and the Conservatorship System to manage and care for all of their financial needs, which total almost \$30 million in client assets.

In the 2017-19 biennial budget process, the agency requested and received funding to replace the current Conservatorship application. There were many unknown factors at the time of the request; primarily the agency anticipated that an existing COTS (commercial off-the-shelf software) solution would meet the needs of the program business requirements. For example, the expected and funded cost of the project (\$600,000) was based on estimates researched in 2014-16, which were informed using a high-level understanding of the program requirements.

During the 2015-17 biennium, ODVA engaged professional system and analysis services to help audit the current systems architecture and business processes. The information from the audit currently informs the technology requirements for a solution, and has been used to identify viable solutions and estimated costs, including: 1) costs for professional IT services (\$200,000); and costs associated with changes in the scope of work because of changes to policy and reporting requirements within the conservator industry (\$200,000). These changes were not anticipated in the 2017-19 agency request budget. Based on the professional assessment, ODVA has determined that:

1. No out-of-the-box software solution without customization will meet the business need for the agency.;
2. ODVA does not have in-house resources or expertise to manage an IT project of this scale and does not have the capability to perform business analysis to adjust processes that would reduce needed customization; and
3. Bringing in professional services to resolve these issues (through project management, business analysis, and system integration) will cost an estimated \$200,000.
4. Changes in scope based on regulatory changes may likely require additional work and funding on technological and business planning processes. To ensure the agency is able to implement the right application to perform required functions, the initial estimated costs increase an additional \$200,000.

ODVA is continuing to work with OSCIO's office through the Stage Gate review process as well as DAS for business case review and development.

To date, ODVA has worked on the following aspects of this project: initial solution and vendor research to inform the business case; conservator application architecture mapping, baseline requirement gathering; initial business process analysis; business case development; planned timeline; professional services solicitation drafted; OSCIO engagement on Stage Gate review process; DAS engagement on business case review; and \$600,000 of approved project funding through the 2017-19 biennium.

How Achieved

The objectives of improving the Conservatorship Program and Representative Payee services to veterans, improve agency effectiveness and accuracy, and mitigate risks to the \$30 million conservatorship and representative payee Program can be achieved through the implementation of the new Conservatorship IT application.

Based on a third-party professional assessment of the Conservatorship system and planned system during the 2017-19 biennium, successful implementation of the new IT system must include:

1. Contracting for professional IT services for project management, business analysis, and system integration for the Conservatorship System software replacement; and
2. Additional development based on changes to the initial requirements.

Staffing Impact

None.

Quantifying Results

Expected Outcomes include:

1. Significant risk mitigation by eliminating the current dependencies on:
 - a. A single, contracted application developer
 - b. Legacy and largely unsupported application language and platform
2. Improved staff efficiency and accuracy through:
 - a. Automated workflow processes
 - b. Graphical and user-friendly interface
 - c. Reduced IT overhead

3. Compliance with ODVA strategic plan to build a better, stronger and more durable department for future generations
4. Long-term support and sustainability for the ODVA Conservatorship Program and System application
5. Integration of the Conservatorship System into other existing and future ODVA core program applications
 - a. Business intelligence
 - b. Improved customer service models
6. Application extensibility is retained to meet potential changes to the business needs of the ODVA Conservatorship Program
7. Number of types of reports that may be generated that will ultimately improve operations
8. Increased ODVA Conservatorship Program capacity.

Results of developing a replacement for the legacy Conservatorship System will be measured by the following:

1. The number of Conservatorship System support requests
2. Case file data entry and processing time
3. Application user satisfaction

Fiscal Impact/Cost

The professional study provided to the agency outlined the following costs for the implementation of the Conservatorship system:

\$ 200,000	LF	IT Professional services (project management, business analysis, and system integration) (Capital Outlay)
<u>\$ 200,000</u>	LF	Software customization and development costs (Capital Outlay)
\$ 400,000	LF	TOTAL

3. Technology Services and Supplies

Purpose

The purpose of this funding request is to provide sufficient resources and support to introduce new technologies to ODVA.

The existing services and supplies allocation is insufficient to accommodate a responsive introduction of new technologies and modern solutions. This limits the agency's ability to quickly expand services and adapt to changing business and regulatory requirements. Existing services and supplies resources accentuates existing "technical debt" accrued over many years of general budget cutbacks, staff reductions and retirements. This request seeks to restore the ability of ODVA to introduce modern technology solutions into the agency while maintaining operational business continuity.

How Achieved

The goal of providing sufficient resources and support to introduce new technologies to ODVA will be achieved by implementing a plan developed by the agency that will enable ODVA to accommodate enterprise information security policy changes, absorb new demand for mobile solutions, consolidate and centralize database solutions, introduce new and modern information systems thereby creating capacity and greater work efficiency, procure expert talent, and develop a solid knowledgebase and technology foundation for the agency. The five priorities for this project include:

1. Enhanced information security (Certificate authority/public key infrastructure, mobile device management/enterprise mobile management, network access controls, monitoring and data loss prevention, and professional services)
2. Expanded network capability (Wireless network, technology to support building infrastructure updates, professional services to support systems integration)
3. Staff development
4. Database and modern application support and services
5. Renewed technology infrastructure (Technology sandbox, and assets to improve efficiencies like fiber optic, telecom racks, closets and cabinets, inventory storage)

Staffing Impact

None.

Quantifying Results

The results of investing in technology services and supplies will be measured by the following:

1. Enhanced information security
2. Expanded network capability
3. Staff development
4. Database and modern application support and services
5. Renewed technology infrastructure

In addition, expenditures for professional services is included to provide regular technology performance audits and discovery services to measure results and outcomes of related investments. Using a typical technology lifecycle of 18-24 months, and project completion as a baseline, third-party performance audits

should be undertaken every other biennium, or 3-4 years. The most current baseline, and potential milestone metrics information, is contained within 2017 discovery service engagement reports.

Fiscal Impact/Cost

\$ 108,000		Enhanced information security
\$ 72,000		Expanded network capability
\$ 30,000		Staff development
\$ 10,000		Database and modern application support and services
<u>\$ 20,000</u>		Renewed technology infrastructure
\$ 240,000		TOTAL
\$ 120,000	LF	Information Technology (Services and Supplies)
<u>\$ 120,000</u>	OF	Information Technology (Services and Supplies)
\$ 240,000		TOTAL

4. ODVA Second Floor Building Refresh

Purpose

The Department of Administrative Services recommends a refresh of state building interiors every ten years; it has been more than ten years since the interior of the ODVA building was painted and new carpet installed. With funding from the 2017-19 budgets, the agency completed the renovation of the third floor and is working on the renovation of the first floor. With the recognition of the very challenging bidding environment in 2017 and 2018, additional funds will be needed to complete the second floor renovation. The project will primarily encompass the painting and re-carpeting of all staff and public areas.

How Achieved

The goal of implementing a plan for the second floor renovations requires a schedule that provides for the removal of old carpet, painting of all walls and installation of new carpet. The most efficient and effective way to complete this project will require all staff to be moved to various locations within the building while the work is underway. The painting of all wall surfaces will be completed and coordinated with the carpet contractor and signage will be installed as remodeled areas are completed. In recognition of individual agency's operational requirements (OVDA and building tenants), work that may impact their areas will be performed after hours and on weekends where and when it is feasible. This project will need new funding because there are no internal financial

resources that can be redirected to accomplish this project.

Staffing Impact:

None.

Quantifying Results:

The expected outcomes will include the following on the second floor of the ODVA building: removal of old carpet, painting, carpet and installation, temporary moving costs and other related construction costs.

Fiscal Impact/Cost

\$475,000	LF	Building Refresh (Capital Outlay)
<u>\$500,000</u>	OF	Building Refresh (Capital Outlay)
\$975,000		TOTAL

Revenue Source

\$ 250,000	OF	Home Loan Origination and Servicing Modernization (Capital Outlay)
\$ 400,000	LF	Conservatorship Program Technology Modernization (Capital Outlay)
\$ 120,000	LF	Technology Services and Supplies (Services and Supplies)
\$ 120,000	OF	Technology Services and Supplies (Services and Supplies)
\$ 475,000	LF	ODVA Second Floor Building Refresh (Capital Outlay)
<u>\$ 500,000</u>	OF	ODVA Second Floor Building Refresh (Capital Outlay)
\$1,865,000		TOTAL (Capital Outlay of \$1,625,000 and Services and Supplies of \$240,000)

GRAND TOTALS

\$ 875,000	LF	TOTAL Capital Outlay
<u>\$ 120,000</u>	LF	TOTAL Services and Supplies
\$ 995,000	LF	TOTAL Combined
\$ 750,000	OF	TOTAL Capital Outlay
<u>\$ 120,000</u>	OF	TOTAL Services and Supplies
\$ 870,000	OF	TOTAL Combined
\$1,865,000		TOTAL

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Veterans' Affairs, Oregon Dept of
Pkg: 101 - 21st Century Service Delivery**

**Cross Reference Name: Aging Veteran Services
Cross Reference Number: 27400-004-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	757,500	-	-	-	-	757,500
Total Revenues	-	\$757,500	-	-	-	-	\$757,500
Services & Supplies							
Data Processing	-	120,000	-	-	-	-	120,000
Total Services & Supplies	-	\$120,000	-	-	-	-	\$120,000
Capital Outlay							
Data Processing Software	-	100,000	-	-	-	-	100,000
Building Structures	-	200,000	-	-	-	-	200,000
Professional Services	-	337,500	-	-	-	-	337,500
Total Capital Outlay	-	\$637,500	-	-	-	-	\$637,500
Total Expenditures							
Total Expenditures	-	757,500	-	-	-	-	757,500
Total Expenditures	-	\$757,500	-	-	-	-	\$757,500
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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VETERAN SERVICES POLICY OPTION PACKAGE 102

Target Veteran Services – Package 102 (Agency priority # 2)

Introduction

ODVA's vision for veterans, stated in its five-year strategic plan, is that "Veterans and their families thrive in Oregon." One of the goals and its objective that supports that vision is to "Target veteran services: Serve more veterans and serve them better." This package targets services for veterans and supports the objective of serving more veterans and serving them better and includes enhancing training opportunities for veteran service officers that serve veterans and the capabilities of the conservatorship and representative payee programs that provide direct support to our most fragile veterans, and increase veterans' accessibility to ODVA home loans.

The package components are grouped into three major categories:

1. Statewide Veteran Services: Enhanced training for state, county, tribal and National Service Organization veteran service officers
 - Enhanced statewide and regional training conferences for county, tribal and NSO veteran services
2. Aging Veterans Services: Representative Payee Position and Conservatorship Staff Training
 - Representative Payee Position due to increased demand for services
 - Training for Conservatorship staff to meet certification requirements
3. Home Loan Program: Increase Home Loans in Underserved Markets
 - Establish an ODVA Home Loan Business Representative to develop home loan business

1. Statewide Veteran Services: Enhanced training for state, county, tribal and National Service Organization veteran service officers

Purpose

Oregon Department of Veterans' Affairs holds the power of attorney for claims filing with the United States Department of Veterans Affairs (USDVA), which requires the agency to be responsible for the training, certification, and accreditation of all county and state veteran service officers (VSOs). ODVA holds initial 40-hour training classes for new VSOs, multiple onsite training days for unaccredited VSOs, one annual conference (held in different locations around the state), and ten one-day regional training conferences each year. The agency provides this training at no cost to state and county VSOs and invites tribal and National Service Organization partners. When the community requests it, other service providers are also included. Examples of this are funeral directors learning how to provide burial benefits to local veterans and medical providers who want to learn more about correct billing practices for the VA Choice program. ODVA has also brought in federal VA representatives for one day intensive training for all accredited VSOs on one topic, such as updated VA Pension filing requirements.

It takes approximately 12 months for a new VSO to achieve accreditation. VSOs must understand the intricacies of veteran status, types of military discharges, privacy laws under HIPAA, Federal VA organization and structure, and state and local information resources available to veterans. The VSOs also need to learn the basics of federal laws and eligibility surrounding service-connected compensation, non-service connected pensions, survivor benefits, veteran and dependent educational benefits, Veterans healthcare, fiduciary responsibilities and conservatorship assistance available to veterans, how to interview veterans, and how to develop and file (using Federal VA claims management software, the correct forms, supporting documentation, and procedures) each kind of claim.

Fully-accredited VSOs need continuing education to keep pace with new procedures and directives coming from the Federal VA. Training needs for fully-accredited VSOs include developing curricula and hosting an annual conference with specific workshop tracks and general sessions. Advanced training includes a deeper dive into the Code of Federal Regulation Title 38 governing veterans' benefits, analysis of federal claims and appeals decisions, legal research, and outreach best practices.

Since 2015, ODVA has hosted an annual three-day Tribal Veteran Representative conference. We do not accredit these representatives, but offer the only veteran service officer training available to them. ODVA is offering to enter into an agreement with each Tribal government to accredit their representatives, but it will take time. Until that happens, the representatives in those communities will continue to receive the best training available. ODVA additionally invites National Service Organizations that receive pass-through funding from the Oregon Legislature to the annual VSO conference. One organization regularly sends three VSOs and others sometimes opt to send their newer VSOs.

In addition to basic conference costs for the venue and travel expenses, ODVA often provides national professional trainers for the annual statewide conference to provide expertise on fundamental and changes in Federal VA claims filings, appellate processes, because the claims are legal documents reviewed and adjudicated by the U.S. Department of Veterans' Affairs. These trainers are attorneys associated with a non-profit organization that focuses on providing pro bono representation to veterans and their eligible dependents, and ensuring the government delivers the benefits to which veterans are entitled. These organizations have provided the legal work that has recently resulted in most of the landmark rulings affecting the veteran benefit landscape.

ODVA also provides other specialized trainers at the conferences, including professional behavioral health experts on suicide prevention and Post Traumatic Stress Disorder, recognizing and dealing with stress in the high pressure workplace, and how to best interpret medical evidence for the prosecution of a benefits claim.

Since 2015, the number of state and county veteran service officers has increased by 46%. In June 2015, there were 71 county and state veteran service officers (55 county and 16 state VSOs). In June 2018, there were 104 state and county veteran service officers, including 81 county and 23 state VSOs. The training demands are great: a total of 16 new veteran service officers, who require intensive training, were hired by the counties and the state in the last year, as well as training new VSOs due to turnover.

During the period of significant increases in the number of veteran service officers, from 2015 to 2018, the budgeted costs for training services and supplies was not increased, and remained at \$45,795 for both 2015-17 and 2017-19. Therefore, in addition to the costs of training a significant number of new veteran service officers, which increases the overall training costs incurred, the costs for conference venues and associated costs, travel, materials and professional trainers have increased over the past four to six years.

How Achieved

The goal of providing training to the significant increase in state and county VSOs, meeting ODVA's Federal VA certification and accreditation requirements, and extending training to our tribal and National Service Organization partners can be achieved with additional dedicated funds for annual and regional training conferences in the amount of \$60,000 LF.

These funds will be used to cover the costs of conference venues and associated costs, professional legal trainers, travel, specialized trainers and the additional expenses incurred in conducting initial 40-hour trainings for new VDOs, the two annual conferences and 10 regional conferences each year.

Staffing Impact

There is no direct staffing impact.

Quantifying Results

The increased training efforts and greater access to training by the VSOs will result in well-trained, highly skilled and professional veteran service officers who can be accredited in a timely manner and are capable of filing well-developed claims and advocating for veterans and their eligible dependents.

Fiscal Impact/Cost

\$ 60,000 LF Training costs for veteran service officers (Services and Supplies)

2. Aging Veterans Services: Representative Payee Position and Conservatorship Staff Training**Purpose**

The purpose of this request is to provide needed representative payee services to veterans due to increased demand for services and to cover training costs for Conservatorship staff to meet statutorily mandated certification requirements

Through the Aging Veteran Services Program, ODVA is committed to prioritizing resources and services for aging veterans (65 years of age and older), who represent more than half of Oregon's veteran population. Part of Aging Veteran Services program is the Conservatorship and Representative Payee program. This program provides financial and case-management services to the most vulnerable Oregon veterans who are unable to manage their own finances. One of the greatest benefits of these programs is that it prevents the institutionalization of these senior veterans, thereby reducing costs that would have been borne by the state general fund.

The current representative payee program is staffed by one individual, who provides services for approximately 146 veterans; however, the average national caseload for representative payees is about 100 cases per rep payee. Despite growing demands, ODVA has been forced to stop accepting new representative payee clients, except in dire circumstances, because the current caseload is too high.

Staff members in the Conservatorship and Representative Payee program are required to be certified by the national Center for Guardianship Certification (CGC). The training and coursework requirements for certification increased on January 1, 2018, including 30 hours of coursework for certification and 10 hours each year of continuing education.

How Achieved

The addition of one new Representative Payee (\$137,753 LF) would reduce the per person caseload, while increasing the total number of veterans served, and allow each representative payee to handle approximately 100 veterans. ODVA is also requesting Services and Supplies relating to this position in the amount of \$15,000 LF, for a total of \$152,753 LF. If funding is not provided for the representative payee position, the caseload for the current representative payee will need to be reduced by approximately 45-50 rep payee cases.

Statutorily mandated Initial and continuing education training required for certification of Conservatorship and Representative Payee staff by the Center for Guardian Certification would be funded with \$ 20,000 LF Services and Supplies.

Staffing Impact

Establish one Representative Payee (Administrative Specialist 2)

Quantifying Results

A Representative Payee position will decrease the caseload per staff members, better serve representative payee clients, and allow ODVA to take on new clients. ODVA will also be able to meet certification requirements for Conservatorship and Representative Payee staff.

Fiscal Impact/Cost

\$ 152,753 LF Representative payee position (\$137,753 LF personal services and \$15,000 LF for Services and Supplies)

\$ 20,000 LF Training costs conservatorship staff (Services and Supplies)

\$ 172,753 LF Total

3. Home Loan Program: Increase Home Loans for Veterans

Purpose

The purpose of this request is to increase the number of veteran home loans, including those in underserved markets, to provide a greater number of home loans to eligible veterans and create a more robust Home Loan Program.

The ODVA Home Loan program is dependent on its contractual partners, including mortgage brokers, mortgage lenders and real estate professionals for loan production. However, the program has not fully established a marketing presence in Oregon to introduce, train, and service these lending partners who serve the acquisition and financing needs of veterans.

How Achieved

The purpose of increasing the number of home loans to veterans would be achieved by establishing a dedicated staff person who would be tasked with identifying, marketing and establishing new contractual lending partners, including mortgage brokers and mortgage lenders; attending mortgage-related tradeshows; providing training and education to lenders and real estate professionals; and meeting with new and existing lender clients to enhance business relationships. Services and supplies include significant travel expenses.

Staffing Impact

Establish one Business Development Representative (Program Analyst 3)

Quantifying Results

Results would be quantified on two levels: first, the increase in the amount of mortgage brokers and lenders that submit loan packages to ODVA, and second, the increase in loan production.

Fiscal Impact/Cost

\$ 227,517 OF Business Development Representative (\$191,247 OF Personal Services and \$ 36,270 OF Services and Supplies)

Revenue Sources:

\$ 60,000	LF	Training costs for veteran service officers (Services and Supplies)
\$ 152,753	LF	Representative Payee position (\$137,753 LF Personal Services and \$15,000 LF Services and Supplies)
\$ 20,000	LF	Training costs conservatorship staff (Services and Supplies)
<u>\$ 227,517</u>	OF	Business Development Representative (\$191,247 OF Personal Services and \$36,270 OF Services and Supplies)
\$ 460,270		TOTAL (Personal Services of \$329,000 and Services and Supplies of \$131,270)

GRAND TOTALS

\$ 137,753	LF	TOTAL Personal Services
<u>\$ 95,000</u>	LF	TOTAL Services and Supplies
\$ 232,753	LF	TOTAL Combined
\$ 191,247	OF	TOTAL Personal Services
<u>\$ 36,270</u>	OF	TOTAL Services and Supplies
\$ 227,517	OF	TOTAL Combined
\$ 460,270		TOTAL

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY
**Veterans' Affairs, Oregon Dept of
Pkg: 102 - Target Veteran Services**
**Cross Reference Name: Aging Veteran Services
Cross Reference Number: 27400-004-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	172,753	-	-	-	-	172,753
Total Revenues	-	\$172,753	-	-	-	-	\$172,753
Personal Services							
Class/Unclass Sal. and Per Diem	-	81,816	-	-	-	-	81,816
Empl. Rel. Bd. Assessments	-	61	-	-	-	-	61
Public Employees' Retire Cont	-	13,884	-	-	-	-	13,884
Social Security Taxes	-	6,259	-	-	-	-	6,259
Worker's Comp. Assess. (WCD)	-	58	-	-	-	-	58
Mass Transit Tax	-	491	-	-	-	-	491
Flexible Benefits	-	35,184	-	-	-	-	35,184
Total Personal Services	-	\$137,753	-	-	-	-	\$137,753
Services & Supplies							
Instate Travel	-	1,500	-	-	-	-	1,500
Employee Training	-	22,500	-	-	-	-	22,500
Office Expenses	-	4,000	-	-	-	-	4,000
Professional Services	-	-	-	-	-	-	-
Dues and Subscriptions	-	2,000	-	-	-	-	2,000
Expendable Prop 250 - 5000	-	5,000	-	-	-	-	5,000
Total Services & Supplies	-	\$35,000	-	-	-	-	\$35,000

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Veterans' Affairs, Oregon Dept of
Pkg: 102 - Target Veteran Services

Cross Reference Name: Aging Veteran Services
Cross Reference Number: 27400-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	172,753	-	-	-	-	172,753
Total Expenditures	-	\$172,753	-	-	-	-	\$172,753
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							1
Total Positions	-	-	-	-	-	-	1
Total FTE							
Total FTE							1.00
Total FTE	-	-	-	-	-	-	1.00

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Essential and Policy Package Fiscal Impact Summary - BPR013

01/14/19 REPORT NO.: PDPFISCAL DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM PAGE 6
 REPORT: PACKAGE FISCAL IMPACT REPORT 2019-21 PROD FILE
 AGENCY: 27400 DEPT OF VETERANS AFFAIRS PICS SYSTEM: BUDGET PREPARATION
 SUMMARY XREF: 004-00-00 Aging Veteran Services PACKAGE: 102 - Target Veteran Services

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
0010045	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	02	3,409.00				81,816 55,446	81,816 55,446
TOTAL PICS SALARY											81,816	81,816
TOTAL PICS OPE											55,446	55,446
TOTAL PICS PERSONAL SERVICES =			1	1.00	24.00						137,262	137,262

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NONLIMITED EXPENDITURES

The Department uses two primary types of nonlimited expenditures in carrying out its programs for veterans. These are described below.

Loan And Bond Nonlimited Expenditures

The loan-related expenditures in this category are those that are charged back to the loan balances and eventually collected. Typical expenditures are property taxes, hazard insurance, foreclosure and state-owned property costs, and other costs incurred to protect the State's interest in property used to secure a loan. Also included in this expenditure category are loans made to veterans.

The bond-related expenditures in this category are incurred in planning for and issuing bonds. Typical costs involve bond counsel and attorney fees, State Treasury bond fees, and fees relating to preparing bond disclosure documents. These costs are directly tied to the number of issues and the size of each issue.

Debt Service Nonlimited Expenditures

These expenditures relate to the principal and interest payments due to those who invested in Department bonds and any net interest rate swap payments made to swap counterparties.

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

**Veterans' Affairs, Oregon Dept of
2019-21 Biennium**
Agency Number: 27400
Cross Reference Number: 27400-087-00-00-00000

<i>Source</i>	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Leg Approved Budget	2019-21 Agency Request Budget	2019-21 Governor's Budget	2019-21 Leg. Adopted Audit
Nonlimited Other Funds						
Business Lic and Fees	144,000	150,000	150,000	150,000	150,000	-
Non-business Lic. and Fees	46,245	60,000	60,000	60,000	60,000	-
Charges for Services	1,416,264	2,500,000	2,500,000	2,500,000	2,500,000	-
Admin and Service Charges	-	2,000,000	2,000,000	2,000,000	2,000,000	-
Rents and Royalties	960,028	1,500,000	1,500,000	1,500,000	1,500,000	-
Dedicated Fund Oblig Bonds	133,602,554	240,000,000	240,000,000	245,000,000	245,000,000	-
Interest Income	24,177,733	53,000,000	53,000,000	53,000,000	53,000,000	-
Sales Income	-	10,000	10,000	10,000	10,000	-
Donations	421,879	600,000	600,000	600,000	600,000	-
Veterans Loan Repayments	80,309,971	86,000,000	86,000,000	95,000,000	95,000,000	-
Insurance Premiums	693,347	-	-	-	-	-
Other Revenues	132,217	1,000,000	1,000,000	1,000,000	1,000,000	-
Transfer In - Intrafund	90,453,034	219,521,159	219,521,159	215,754,089	215,754,089	-
Tsfr From Transportation, Dept	205,270	209,447	209,447	260,069	260,069	-
Transfer Out - Intrafund	(106,339,740)	(239,261,916)	(239,470,892)	(233,058,991)	(233,058,991)	-
Total Nonlimited Other Funds	\$226,222,802	\$367,288,690	\$367,079,714	\$383,775,167	\$383,775,167	-

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Detail of LF, OF, and FF Revenues - BPR012

Facility Plan - Facilities Planning Narrative 107BF02
2019-21 Biennium

Agency Name: Oregon Dept. of Veterans' Affairs

1. What are the key drivers for your agency's facility needs, and how do you measure space/facility demand?

Key drivers to the veterans' homes is the number of beds needed to accommodate the veteran population in Oregon. The homes are legislatively-passed and voter-approved for ODVA to build and maintain.

2. What are the key facility-related challenges over the next 10-years? (Please answer in order of priority)

Repairing the infrastructure of aging buildings. ODVA will be part of the FCA program in the 2019-21 biennium that will allow us to plan our facilities needs for the next 10 years.

3. What do you need to meet these challenges?

A plan and directive for updates/improvements to the current vets homes.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Veterans' Affairs, Oregon Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs**

**Gross Reference Name: Capital Construction
Gross Reference Number: 27400-089-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	(12,950,000)	-	-	-	(12,950,000)
Federal Funds	-	-	-	(6,347,138)	-	-	(6,347,138)
Transfer In - Intrafund	-	-	(3,417,690)	-	-	-	(3,417,690)
Total Revenues	-	-	(\$16,367,690)	(\$6,347,138)	-	-	(\$22,714,828)
Capital Outlay							
Telecommunications Equipment	-	-	(350,000)	-	-	-	(350,000)
Land Improvements	-	-	(11,200,000)	-	-	-	(11,200,000)
Building Structures	-	-	(700,000)	-	-	-	(700,000)
Professional Services	-	-	(4,117,690)	(6,347,138)	-	-	(10,464,828)
Total Capital Outlay	-	-	(\$16,367,690)	(\$6,347,138)	-	-	(\$22,714,828)
Total Expenditures							
Total Expenditures	-	-	(16,367,690)	(6,347,138)	-	-	(22,714,828)
Total Expenditures	-	-	(\$16,367,690)	(\$6,347,138)	-	-	(\$22,714,828)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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

Veterans' Affairs, Oregon Dept of Agency Number: 27400
2019-21 Biennium Cross Reference Number: 27400-089-00-00-00000

<i>Source</i>	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Leg Approved Budget	2019-21 Agency Request Budget	2019-21 Governor's Budget	2019-21 Leg. Adopted Audit
Other Funds						
General Fund Obligation Bonds	-	12,950,000	12,950,000	-	-	-
Transfer In - Intrafund	2,475,976	-	3,417,690	-	-	-
Total Other Funds	\$2,475,976	\$12,950,000	\$16,367,690	-	-	-
Federal Funds						
Federal Funds	3,302,891	-	6,347,138	-	-	-
Total Federal Funds	\$3,302,891	-	\$6,347,138	-	-	-

**Facility Plan - Major Construction/ Acquisition Project Narrative 107BF11
2019-21 Biennium**
Note: Complete a separate form for each project

Agency	Department Of Veterans Affairs	Agency Priority #2	Schedule		
Project Name	2nd Floor Renovation	Cost Estimate	Cost Est. Date	Start Date	EST. Completi
		888,250.00	Mar-18	May-19	Dec-19
Address /Location	700 Summer ST. NE Salem Or.	GSF	# Stories	Land Use/Zoning Satisfied	
		27,000	1	Y	Y

Funding Source/s; Show the distribution of dollars by funding source for the full project cost.	General Funds	Lottery	Other	Federal
	850,000		38,250.00	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

The Department of Administrative Service requires a refresh of state building interiors every ten (10) years. It has been more than ten (10) years since the interior of our building was painted and new carpet installed. With funding from the 2017-19 budgets ODVA has completed the renovation of the third floor and is working on the renovation of the first floor. With the recognition of the very challenging bidding environment in 2017 and 2018 additional funds will be needed to complete the second floor of our building. Concurrent with the carpet replacement, all walls will be painted in staff and public areas. We will also plan to update the signage on the exterior and interior of the building.

Project Scope and Alternates Considered

This process will require a schedule that provides for the removal of old carpet, painting of all walls and installation of new carpet. The most efficient and effective way to complete this project on the second floor will require all staff to be moved to various other located in our building while the work is underway. The painting of all wall surfaces will be completed and coordinated with the carpet contractor and signage will be installed as remodeled areas are completed. In recognition of individual agencies operational requirements work that may impact their areas will be performed after hours and on weekends where and when it's feasible.

Project Budget Estimate - Escalate to the mid-point of construction. Use 4.5% Annual Escalation.

	\$	% Project Cost	\$/GSF
DIRECT CONSTRUCTION COSTS			
1 Building Cost Estimate	675,000		\$25
2 Site Cost Estimate (20 Ft beyond building footprint)	0		
3 TOTAL DIRECT CONSTRUCTION COSTS	675,000		
INDIRECT CONSTRUCTION COSTS			
4 Owner Equipment / Furnishings / Special Systems	5,500		
5 Construction Related Permits & Fees	2,500		
6 Energy and other state requirements	0		
7 Architectural, Engineering Consultants	45,000		
8 Other Design and PM Costs	12,000		
9 Relocation/Swing Space Costs	60,000		
10 TOTAL SOFT COSTS			
11 OWNER'S PROJECT CONTINGENCY	50,000		
4.5% Escalation	38,250		
TOTAL PROJECT COST	\$ 888,250	% Project Cost	\$/GSF \$32.90
Cost Estimate Source (EG Agency, Cost Estimator, A/E, etc.)			

**Facility Plan - Major Construction/ Acquisition Project Narrative 107BF11
2019-21 Biennium**
Note: Complete a separate form for each project

Agency	Veterans Home Lebanon	Agency Priority # 2		Schedule	
Project Name	Remodel and Renovations to Lebanon Home	Cost Estimate	Cost Est. Date	Start Date	Est. Completion
Address /Location	600 N 5th St., Lebanon, OR	3,730,900.00	May-19	May-19	May-20
		GSF	# Stories	Land Use/Zoning Satisfied	
		17,160	1	Y	Y

Funding Source/s: Show the distribution of dollars by funding source for the full project cost.	General Funds	Lottery	Other	Federal
			\$1,305,815.00	\$2,425,085.00

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected
Renovation, Addition of Storage & Multipurpose Buildings, addition of a activities room for the Memory care wing,

Project Scope and Alternates Considered
The Lebanon Veterans Home is in need of a storage building to accommodate facility equipment, furniture and personal property of residents. This storage building will be similar in size to the one built at The Dalles Veterans Home in 2017. The Lebanon Veterans Home will also construct a single-story multipurpose building, which will include staff offices, training rooms and medical office space for healthcare providers who provide services to residents. In addition, an activity room will be built off the existing D-wing spine similar to the one constructed at The Dalles Veterans Home. It will provide a space for dementia residents to congregate for recreational events, special occasions and family gatherings. Lastly, there is a need to modify and replace the Home's HVAC control system to provide greater efficiency. The current control system has been plagued with system failures and excessive down time.

Project Budget Estimate - Escalate to the mid-point of construction. Use 4.5% Annual Escalation.

DIRECT CONSTRUCTION COSTS		\$	% Project Cost	\$/GSF
1 Building Cost Estimate		\$2,730,000.00		\$159.09
2 Site Cost Estimate (20 Ft beyond building footprint)				
3 TOTAL DIRECT CONSTRUCTION COSTS	=			

INDIRECT CONSTRUCTION COSTS		\$	% Project Cost	\$/GSF
4 Owner Equipment / Furnishings / Special Systems		\$273,000.00		
5 Construction Related Permits & Fees		\$25,000.00		
6 other state requirements				
7 Architectural, Engineering, Consultants		\$348,000.00		
8 Other Design and PM Costs		\$136,500.00		
9 Relocation/Swing Space Costs				
10 TOTAL SOFT COSTS		\$782,500.00		
11 OWNER'S PROJECT CONTINGENCY		\$218,400.00		

	\$	% Project Cost	\$/GSF
TOTAL PROJECT COST	\$3,730,900.00		\$227.20
Total with 4.5% Escalation	\$3,898,790.00		
Cost Estimate Source (EG Agency, Cost Estimator, A/E, etc.)			

**Facility Plan - Major Construction/ Acquisition Project Narrative 107BF11
2019-21 Biennium**
Note: Complete a separate form for each project

Agency	Veterans Home The Dalles	Agency Priority # 1		Schedule	
Project Name	Exterior Upgrades	Cost Estimate	Cost Est. Date	Start Date	Est. Completion
		6,033,928	5.1.2019	May-19	May-20
Address /Location	700 Veterans Way, The Dalles, OR	GSF	# Stories	Land Use/Zoning Satisfied	
		132,000	1	Y	Y

Funding Source/s: Show the distribution of dollars by funding source for the full project cost.	General Funds	Lottery	Other	Federal
			\$2,111,874.00	\$3,922,053.00

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected
Exterior Upgrades to The Dalles Veterans Home

Project Scope and Alternates Considered
<p>After completion of the interior renovations to resident rooms and office areas at the Oregon Veterans' Home in The Dalles, areas on the exterior of the facility were identified that require replacement or renovation. Developed in 1997, the original standing seam roof design was integrated into the siding at various corner locations on the building. This design also incorporated the roof and fascia jointly around the entire building and has proved to be a continuous maintenance problem. The weather extremes in the Columbia River Gorge – heavy snowfall, freezing and thawing and rain – cause significant expansion and contraction, causing exterior envelope failure. Also, during heavy snowfall, the roof design allows for accumulation of snow which eventually slides off at building entrances creating a safety hazard.</p> <p>Additional improvements to the Oregon Veterans Home will include: adding two storefront components to create air locks, eliminating a wind tunnel effect down the main corridor; upgrading/replacing two garden areas with deteriorating concrete surfaces and garden beds; replacement of an industrial water heater, which is near the end of its service life; and replacing the window sills in resident rooms due to wear and water and UV damage.</p>

Project Budget Estimate - Escalate to the mid-point of construction. Use 4.5% Annual Escalation.

DIRECT CONSTRUCTION COSTS		\$	% Project Cost	\$/GSF
1 Building Cost Estimate		\$4,461,600.00		33.8
2 Site Cost Estimate (20 Ft beyond building footprint)				
3 TOTAL DIRECT CONSTRUCTION COSTS	=			

INDIRECT CONSTRUCTION COSTS		\$		
4 Owner Equipment / Furnishings / Special Systems		\$446,160.00		
5 Construction Related Permits & Fees		\$25,000.00		
6 Energy and other state requirements				
7 Architectural, Engineering, Consultants		\$521,160.00		
8 Other Design and PM Costs		\$223,080.00		
9 Relocation/Swing Space Costs				
10 TOTAL SOFT COSTS		\$1,215,400.00		

11 OWNER'S PROJECT CONTINGENCY		\$356,928.00		
4.5% Escalation		\$271,528.00		

TOTAL PROJECT COST		\$6,305,454.00	% Project Cost	\$/GSF
				47.77

Cost Estimate Source (EG Agency, Cost Estimator, A/E, etc.)

**Facility Plan - 10 Year Space Needs Summary Report
2019-21 Biennium**
Agency Name Oregon Department of Veterans Affairs

Note: List each project/lease or disposal separately.

Proposed New Construction or Acquisition - Complete for 5 Biennia

Biennium	Agency Priority	Concept/Project Name	Description	GSF	Position Count ¹	General Fund	Other Funds	Lottery Funds	Federal Funds	Estimated Cost/Total Funds
2019-21		ODVA 2nd floor interiors remodel	This project would consist of repaint walls, addition of three offices, new carpeting, and ceiling tile.	23,000	0	850,000.00				\$850,000.00
2021-23										
2023-25		Construction of Roseburg Veterans Home								\$45,985,000.00
2025-27										
2027-29										

Proposed Lease Changes over 10,000 RSF - Complete for 3 Biennia

Biennium	Location	Description/Use	Term in Years	Total RSF ² +/- (added or eliminated)	USF ³	Position Count ¹	Biennial \$ Rent/RSF ²	Biennial \$ O&M /RSF ² not included in base rent payment	Total Cost/Biennium (D+E) * A
				A	B	C	D	E	
2019-21	none								
2021-23									
2023-25									

Planned Disposal of Owned Facility

Biennium	Facility Name	Description
	none	

Definitions

Occupant Position Count (PC)	1	Estimated Position Count assigned to (home location) each building or lease as applicable.
RSF	2	Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building.
USF	3	Usable Square Feet per BOMA definition for office/administrative uses. Area of a floor occupiable by a tenant where personnel or furniture are normally housed plus building amenity areas that are convertible to occupant area and not required by code or for the operations of a building. If not known, estimate the percentage.
O&M	4	Total Operations and Maintenance Costs for facilities including all maintenance, utilities and janitorial

**Facility Plan - Facility Summary Report 107BF16a
2019-21 Biennium**
Agency Name Department of Veterans' Affairs

Table A: Owned Assets Over \$1M CRV		FY 2018 DATA	
Total Number of Facilities Over \$1M	3		
Current Replacement Value \$ (CRV) 1	\$120,309,587	Source 4	Risk Risk or FCA
Total Gross Square Feet (GSF)	334,264		
Office/Administrative Usable Square Feet (USF) 2	N/A	Estimate/Actual 5	N/A % USF/GSF
Occupants Position Count (PC) 3	N/A	Office/Admin USF/PC 6	305
		or Agency Measure 7	895

Table B: Owned facilities under \$1M CRV	
Number of Facilities Under \$1M	none
CRV 1	\$0
GSF	0

Table C: Leased Facilities			
Total Rentable SF 8	none		
Total 2019-2021 Biennial Lease Cost			
Additional 2017-2019 Costs for Lease Properties (O&M) 9			
Office/Administrative Usable Square Feet (USF) 2		Estimate/Actual 5	% USF/GSF
Occupants Position Count (PC) 3		Office/Admin USF/PC 6	

Definitions

CRV	1 Current Replacement Value Reported to Risk Management <i>or Calculated Replacement Value Reported from iPlan Facility</i> Conditions Assessment (FCA)
USF	2 Usable Square Feet per BOMA definition for office/administrative uses. Area of a floor occupiable by a tenant where personnel or furniture are normally housed plus building amenity areas that are convertible to occupant area and not required by code or for the operations of a building. If not known, estimate the percentage.
Occupant Position Count (PC)	3 Total Legislatively Approved Budget (LAB) Position Count within the buildings or leases as applicable.
Source	4 Enter Source of CRV as "Risk" or "FCA"
Estimate/Actual	5 Use actual USF % of USF to GSF, if available. If not known, estimate the percentage.
Office/Administrative USF/PC	6 Divide your USF by your position count. If office/admin space is a less than 10% of your space use, fill in N/A and fill in #7, "Agency Measure".
Agency Measure	7 If not using USF/PC, insert Agency Measure as defined in 107BF02 question #1.
RSF	8 Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building.
O&M	9 Total Operations and Maintenance Costs for facilities including all maintenance, utilities and janitorial

**Facility Plan - Facility O&M/DM Report 107B16b
2019-21 Biennium**
Agency Name

Department of Veterans Affairs

**Facilities Operations and Maintenance (O&M) Budget
excluding Capital Improvements and Deferred Maintenance**

 Personal Services (PS) Operations and Maintenance
 Services and Supplies (S&S) Operations and Maintenance
 Utilities not included in PS and S&S above
Total O&M
O&M \$/SF

1	2015-17 Actual	2017-19 LAB	2019-21 Budgeted	2021-23 Projected
	285,542	335,724	350,000	381,500
	519,750	1,065,271	1,200,000	1,260,000
	240,244	285,183	297,000	312,000
	1,045,538	1,686,178	1,847,000	1,953,500
	3.12	5.04	5.52	5.84

Total O&M SF

334,264	Include only the SF for which your agency provides O&M funding.
---------	---

O&M Estimated Fund Split Percentage %

2	General Fund	Lottery Fund	Other Funds	Federal Funds
			100	

**Deferred Maintenance Funding In Current
Budget Model**
**Total Short and Long Term Deferred Maintenance Plan for
Facilities Value Over \$1M**

 Priorities 1-3 - Currently, Potentially and Not Yet Critical
 Priority 4 - Seismic & Natural Hazard
 Priority 5 - Modernization
Total Priority Need
Facility Condition Index (Priority 1-3 Needs/CRV)

3	2019-21 Biennium Current Costs (2017)	Ten Year Projection	Ongoing Budgeted (non POP) 2019-21 Budgeted SB 1067 (2% CRV min.)	Ongoing Budgeted (non POP) 2021-23 Projected SB 1067 (2% CRV min.)
4,5,6	10,924,604	TBD	\$2,406,191	\$2,406,191
7	TBD	TBD		
8	\$10,653,078	TBD		
	21,577,882	TBD		
9	27.490%	0.000%	24%	21%

Assets Over \$1M CRV

\$78,494,087	Current Replacement Value Reported to Risk or Calculated Replacement Value Reported from Facility Conditions Assessment (FCA)
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 Process/Software for routine maintenance (O&M)
 Process/Software for deferred maintenance/renewal
 Process for funding facilities maintenance

In-house reviews	Provide narrative
In-house reviews. Will participate in FCA/plan next biennium	Provide narrative
ODVA is Other Funded, takes facilities project funding plans to Legislature for approval	Provide narrative

From iPlan FCA

Definitions

The Facilities Operations and Maintenance budget includes costs to operate and maintain facilities and keep them in repair including utilities, janitorial and maintenance costs. Maintenance costs are categorized as external building (roof, siding, windows, etc.); interior systems (electrical, mechanical, interior walls, doors, etc.); roads building (roof, siding, windows, etc.); interior systems (electrical, mechanical, interior walls, doors, etc.); roads

**Facility Plan - Facility O&M/DM Report 107B16b
2019-21 Biennium**
Agency Name

Department of Veterans Affairs

**Facilities Operations and Maintenance (O&M) Budget
excluding Capital Improvements and Deferred Maintenance**

1	2015-17 Actual	2017-19 LAB	2019-21 Budgeted	2021-23 Projected
Personal Services (PS) Operations and Maintenance	285,542	335,724	350,000	381,500
Services and Supplies (S&S) Operations and Maintenance	510,750	1,085,271	1,200,000	1,280,000
Utilities not included in PS and S&S above	240,244	285,183	297,000	312,000
Total O&M	1,045,536	1,686,178	1,847,000	1,953,500
O&M \$/SF	3.12	5.04	5.52	5.84

Total O&M SF

334,264	Include only the SF for which your agency provides O&M funding.
---------	---

O&M Estimated Fund Split Percentage %

2	General Fund	Lottery Fund	Other Funds	Federal Funds
			100	

**Deferred Maintenance Funding In Current
Budget Model**
**Total Short and Long Term Deferred Maintenance Plan for
Facilities Value Over \$1M**

3	2019-21 Biennium Current Costs (2017)	Ten Year Projection	Ongoing Budgeted (non POP) 2019-21 Budgeted SB 1067 (2% CRV min.)	Ongoing Budgeted (non POP) 2021-23 Projected SB 1067 (2% CRV min.)
4,5,6	10,924,604	TBD	\$2,406,191	\$2,406,191
7	TBD	TBD		
8	\$10,653,078	TBD		
	Total Priority Need 21,577,682	TBD		
9	27.490%	0.000%	24%	21%

Assets Over \$1M CRV

\$78,494,087	Current Replacement Value Reported to Risk or Calculated Replacement Value Reported from Facility Conditions Assessment (FCA)
--------------	---

Process/Software for routine maintenance (O&M)
Process/Software for deferred maintenance/renewal
Process for funding facilities maintenance

In-house reviews	Provide narrative
In-house reviews. Will participate in FCA/iPlan next biennium	Provide narrative
ODVA is Other Funded, takes facilities project funding plans to Legislature for approval.	Provide narrative

From iPlan FCA

Definitions

The Facilities Operations and Maintenance budget includes costs to operate and maintain facilities and keep them in repair including utilities, janitorial and maintenance costs. Maintenance costs are categorized as external building (roof, siding, windows, etc.); interior systems (electrical, mechanical, interior walls, doors, etc.); roads building (roof, siding, windows, etc.); interior systems (electrical, mechanical, interior walls, doors, etc.); roads

Capital Financing Six-Year Forecast Summary 2019-21

Agency: _OR DEPT OF VETERANS' AFFAIRS_ Provide amounts of agency financing needs for the 2019-21 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Agency #: 27400

Use of Bond Proceeds	Bond Type		Totals by Repayment Source		
	General Obligation Bonds	Revenue Bonds			
Major Construction / Acquisition Projects					
General Fund Repayment	\$	\$	\$	-	GF
Lottery Funds Repayment				-	LF
Other Funds Repayment				-	OF
Federal Funds Repayment				-	FF
Total for Major Construction	\$	-	\$	-	-
Equipment/Technology Projects over \$500,000					
General Fund Repayment	\$	\$	\$	-	GF
Lottery Funds Repayment				-	LF
Other Funds Repayment				-	OF
Federal Funds Repayment				-	FF
Total for Equipment/Technology	\$	-	\$	-	-
Debt Issuance for Loans and Grants					
General Fund Repayment	\$	\$	\$	-	GF
Lottery Funds Repayment				-	LF
Other Funds Repayment		180,000,000		180,000,000	OF
Federal Funds Repayment				-	FF
Total for Loans and Grants	\$	180,000,000	\$	-	\$ 180,000,000
Total All Debt Issuance					
General Fund Repayment	\$	-	\$	-	GF
Lottery Funds Repayment		-		-	LF
Other Funds Repayment		180,000,000		180,000,000	OF
Federal Funds Repayment		-		-	FF
Grand Total 2019-21	\$	180,000,000	\$	-	\$ 180,000,000

Capital Financing Six-Year Forecast Summary 2021-23

Agency: _OR DEPT OF VETERANS' AFFAIRS
 Agency #: _27400

Provide amounts of agency financing needs for the 2021-23 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type		Totals by Repayment Source		
	General Obligation Bonds	Revenue Bonds			
Major Construction / Acquisition Projects					
General Fund Repayment	\$	\$	\$	-	GF
Lottery Funds Repayment				-	LF
Other Funds Repayment				-	OF
Federal Funds Repayment				-	FF
Total for Major Construction	\$	-	\$	-	
Equipment/Technology Projects over \$500,000					
General Fund Repayment	\$	\$	\$	-	GF
Lottery Funds Repayment				-	LF
Other Funds Repayment				-	OF
Federal Funds Repayment				-	FF
Total for Equipment/Technology	\$	-	\$	-	
Debt Issuance for Loans and Grants					
General Fund Repayment	\$	\$	\$	-	GF
Lottery Funds Repayment				-	LF
Other Funds Repayment		190,000,000		190,000,000	OF
Federal Funds Repayment				-	FF
Total for Loans and Grants	\$	190,000,000	\$	-	\$ 190,000,000
Total All Debt Issuance					
General Fund Repayment	\$	-	\$	-	GF
Lottery Funds Repayment		-		-	LF
Other Funds Repayment		190,000,000		190,000,000	OF
Federal Funds Repayment		-		-	FF
Grand Total 2021-23	\$	190,000,000	\$	-	\$ 190,000,000

Capital Financing Six-Year Forecast Summary 2023-25

Agency: OR DEPT OF VETERANS' AFFAIRS
Agency #: 27400

Provide amounts of agency financing needs for the 2023-25 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type		Totals by Repayment Source		
	General Obligation Bonds	Revenue Bonds			
Major Construction / Acquisition Projects					
General Fund Repayment	\$	\$	\$	-	GF
Lottery Funds Repayment				-	LF
Other Funds Repayment				-	OF
Federal Funds Repayment				-	FF
Total for Major Construction	\$	-	\$	-	
Equipment/Technology Projects over \$500,000					
General Fund Repayment	\$	\$	\$	-	GF
Lottery Funds Repayment				-	LF
Other Funds Repayment				-	OF
Federal Funds Repayment				-	FF
Total for Equipment/Technology	\$	-	\$	-	
Debt Issuance for Loans and Grants					
General Fund Repayment	\$	\$	\$	-	GF
Lottery Funds Repayment				-	LF
Other Funds Repayment		200,000,000		200,000,000	OF
Federal Funds Repayment				-	FF
Total for Loans and Grants	\$	200,000,000	\$	-	\$ 200,000,000
Total All Debt Issuance					
General Fund Repayment	\$	-	\$	-	GF
Lottery Funds Repayment		-		-	LF
Other Funds Repayment		200,000,000		200,000,000	OF
Federal Funds Repayment		-		-	FF
Grand Total 2023-25	\$	200,000,000	\$	-	\$ 200,000,000

2019-21

107BF12

Project Prioritization Matrix - ODVA 2019 Biennium

CRITERIA	WEIGHT	SCORING GUIDE	Conservatorship		Home Loans	
			Raw	Weighted	Raw	Weighted
TOTAL WEIGHTED PROJECT SCORE			114		99	
Strategic Value						
Required Service/Product-Business Alignment (are any of these are true?)	5	0: none are true 3: one is true 6: two or three are true 9: all are true	6	30	6	30
<ul style="list-style-type: none"> Mandate (legislative, federal or state) Meets a strategic business need Governor Initiative/Strategy Priority/Compliance for industry 						
Value to Customer Number of users and the level of positive impact for using the product/service. Consumers or users of the service, product or data. Customer could be citizens, internal agency users, other state/local agencies or other external stakeholders. Or, projects that are funded through grants, IGAs, etc.	5	0: no value to customer 3: low value to customer 6: medium value to customer 9: high value to customer	6	30	9	45
Leverage Potential Multiplier effect:	3	0: no potential, isolated service 3: low potential 6: medium potential 9: high potential	3	9	3	9
<ul style="list-style-type: none"> Service/product can be leveraged as a shared or managed service across agencies or policy area Service/product can be leveraged as a utility service Service/product adds value for external partners 						
Risk						
Importance to Risk Mitigation Would the agency, state, or its customer be exposed to a risk or impact if the service or product is not offered? Or, is an existing service at risk? Do other current services/products depend on it? This could be security, safety, legal or any other risk related in loss.	5	0: no risk to state/customer if not offered 3: low risk to state/customer if not offered 6: medium risk to state/customer if not offered 9: high risk to state/customer if not offered	6	30	3	15
Financial						
Return on Investment (ROI) / Cost Avoidance Project ROI reduces cost in expenditures once a project becomes a program. Must have a way to measure ROI and the amount of cost that will be avoided due to implementation of the project.	5	0: ROI none or unknown 3: ROI gained over two biennia 6: ROI gained within two biennia 9: ROI gained within one biennium	3	15	0	0

CONSERVATORSHIP SYSTEM REPLACEMENT BUSINESS CASE

Project Subject, Purpose, and Scope

Purpose

The Oregon Department of Veterans' Affairs (ODVA) proposes to replace its current conservatorship system to assist the program in meeting statutory deadlines for conservator clients, increase workflow efficiencies and accuracy, meet new conservatorship industry requirements, standards and best practices, increase the number of veterans the program can serve, and reduce the paper-based case records for easy retrieval and record retention. By replacing the current application, the conservatorship program will also be able to sustain operations without the dependency of only one contracted developer.

Current State

To manage each of the approximate 130 Conservatorship and 140 Representative Payee clients, staff currently utilizes six separate software applications, in addition to the main accounting software. Staff performs all statutorily required tasks such as filing accountings with the courts, paying bills, tracking and managing all assets of the veteran, and ensuring all taxes (both personal and property related) are filed and paid. Staff utilizes the agency's main accounting program, the iSeries AS400, to complete budget work ups, track income and expenses, pay bills, and create accounting transaction statements.

All workflows and deadlines are performed with manual process, enabling missed deadlines, lengthy processing times and an inability to serve additional clients even as the agency has hired additional expert staff to handle caseloads.

MS Excel, Word, and Access are used to create the documents and data needed to e-file through the state court system. When additional information is requested from the courts, staff are forced to retrieve information from US Bank Single Point (negotiated checks) and a paper-based client case file. Because the current application does not have the ability to interface with the United States Department of Veterans Affairs (USDVA), important regulatory documents and reports must be mailed through the U.S. Postal Service. The inability to interact with this system causes longer than acceptable response time to court inquiries and inability to track progress on claims filed.

Although we are currently compliant with all State of Oregon records management requirements, compliance is almost solely achieved through manual paper processes. The case documentation that is created on a daily basis is kept in paper format, making the filing and retrieval of this information time consuming and needing a lot of physical space to store.

Industry Regulation

Over the last ten years this industry has become increasingly regulated. With the institution of e-filing all court documents, increasing requirements to provide documentation to the courts, and the requirement for all staff to be certified as nationally certified professional fiduciaries through the Center for Guardianship Certification; the paperwork alone has increased the complexity of this business to be statutorily compliant. Due to these changes in complexity, technology to assist with work flow, case management, reporting requirements and timeliness in payments is essential. As cases have increasingly become more complicated, the lack of functionality in the current IT system has negatively affected some of our stakeholders as well.

Stakeholders

Our program has a variety of stakeholders. These include veterans, program staff, other state agencies such as DHS, OSH, and DOJ; county partners such as circuit courts, county veteran service officer and adult protective services; federal agencies such as USDVA and the SSA; and private business such as professional guardians, case management agencies, and private attorneys. All of these stakeholders play a role in providing either direct service to our veterans or they assist our program in providing services. When problems or inefficiencies occur in our program, it can create problems or additional work for our stakeholder to deliver time sensitive services to our veterans.

Program Background

The Oregon Department of Veterans' Affairs Conservatorship Program has served veterans, dependents, and survivors for over 50 years as both conservator and more recently as representative payee.

The program currently has an active caseload of approximately 130 conservatorship clients, including 43 cases with real property. Conservators are appointed by circuit courts to act on behalf of veterans and eligible family members deemed incompetent to manage their financial affairs, which includes providing case management services. Daily tasks include management of all income and expenses, and assets such as real estate (including mortgages, property management, buying/selling real estate), trust and investment portfolios, insurance (life, burial, vehicle, medical claims) and providing emergency funding, among others.

The representative payee portion of this program has been active for four years and currently manages approximately 140 representative payee cases. Acting in the role of representative payee, the program manages the clients' income, creates budgets, pays their bills, assist clients in finding housing, and makes sure their basic financial needs are being met.

Fifty two percent of the current veteran population in the State of Oregon consists of veterans over the age of 65. Between the aging veteran population and current veteran returning from recent conflicts with very complex medical issues, such as TBI and severe PTSD, there is a growing need for the services our program provides.

Project Scope

Meet Statutory Compliances

One of the most serious problems the conservatorship program faces is when statutory deadlines are not met. From the day of appointment as conservator, there are various statutorily required documents that must be filed according to strict deadlines.

Possibly the most important document to our veteran is the first document required after court appointment. This is a notice to the court and all interested parties, in the form of a pleading, which specifies the name of the assigned trust officer and how to contact them. Since our current system does not interface with the court e-filing system or track deadlines, these documents rarely if ever get filed with the court within the required three days. On average this document is filed thirty-two days after appointment.

There are several other documents that must be filed within the first 60 days of appointment. Our staff uses a combination of Excel and Outlook to track these deadlines in an attempt to meet our statutory obligations. Since there is not one central tracking system, deadlines can be missed when an employee is sick or does not check upcoming deadlines before being out of the office.

Meet Industry Requirements, Standards and Best Practices

Although there is no statutory rule about how often a conservator visits a client, there is an industry standard. The National Guardianship Association's Standards of Practice states "The guardian shall visit the person no less than monthly" (the term "guardian" nationally means both the guardian of the person and conservator, who is guardian of the estate).

It also states that documentation of all significant contact should be made. By complying with these standards we would also be aligning with the agency's strategic goal of Targeting Veteran Services by providing better service to our veterans.

Due to the amount of manual processing within the conservatorship workflow system, the conservatorship team currently does not see all of our veterans even once annually. When meetings do occur with clients, it is difficult for staff to document the contact thoroughly as they do not have secure remote access to the system. This means that when visiting a client, the trust officer often has to print important documents, such as income and expense records, and then update the client file once back in the office, as well documenting the meeting. This is time consuming, increases the chances of missing important notes to file and requires unnecessary duplications of efforts.

Reducing Inefficiencies and Errors

Staff uses the following programs outside of the main iSeries AS400 to perform tasks. Most of this information is contained in the AS400 system but needs to be pulled out for formatting or use with other program.

- MS Excel
 - to track case details and court deadlines for accounts currently in the process of closing
 - track accounts where fees have been waived and we may eventually need to retract the waiver and collect these fees
 - part for accountings sent to the USDVA to track and add up individuals expense items

- MS Word
 - Produce pattern letters and correspondence
 - track property management time and fees
 - create legal documents to file with the courts

- MS Access
 - track certain real property related items such as mortgage balances, property tax payments, insurance information

- Adobe
 - Used to convert all documents into a format necessary for uploading and filing court documents into the e-filing system.

- US Bank Singlepoint
 - All copies of negotiated checks are viewable through this system for 90 days, after which time they must be retrieved from a CD.

- Veterans Benefits Management System (VBMS)
 - This system is used by USDVA to send and receive all required veteran client records and information, such as annual accountings that reports all fiscal transactions made on behalf of representative payee clients.

- E-file
 - All communications and reporting for clients under ODVA's conservatorship must use the court's e-file system.

- iSeries AS400
 - This system was developed in the early 2000's to automate the financial management of conservatorship cases, primarily to respond to regulatory changes within the court systems. Since that time, the original developer has retired and is being retained on contract to maintain the application.

When double entries data occurs, errors are made which need to be corrected. When this occurs in documents sent outside the agency, such as to the courts, it often causes our DOJ attorney to spend additional time responding to the court to explain the error. This translates to additional DOJ fees billed to the agency.

When errors occur within the iSeries AS400 system, staff does not have the ability to fix these errors on their own and must wait for IT staff to correct the error.

Increase the Number of Veterans Served

There is a growing need statewide for conservatorship and representative payee services. Based on the total number of conservatorship cases filed statewide over the last five years and the percent of veteran population in the state, this program could potentially grow by three to four cases a month. The representative payee program could grow by an average of eight to ten cases per month at a minimum. The expansion of both of these programs, by accepting appointment for additional veterans, has been put on hold due to workflow inefficiencies.

Records Management

One of the most time consuming tasks for staff in our program is filing and retrieving documents. Our current IT system holds three years' worth of transaction data and does not have the ability to archive scanned records. Almost all records are kept in paper files, in filing cabinets. Each caseload receives or generates between 100-150 documents per day which have to be filed in one of five possible files.

Retrieving documents is labor intensive even when filed correctly. However, when a document is not filed accurately, it is time consuming to find. The program is required to keep all records relating to a case for six years after closing. This includes all utility bills, bank statements, contracts, court documents or any other records received relating to a client. In most cases this becomes years' worth of documents (our longest tenured case was assigned on January 09, 1969).

Replace Dependency of Single Application Developer and IT Staff to Run Daily Production

The program currently contracts with the original system application developer to maintain the system, including a dependency on this contractor to fix standard mistakes that staff enter into the system. This type of event happens frequently enough that not having this resource would effectively force the entire program into a completely manual process.

Because of the complexity of the system, IT staff are required to perform and be involved in a number of critical workflow functions. At the end of each day the IT staff runs production of authorization reports. The next morning program staff reviews the authorization reports to ensure all checks ordered are correct. Once program staff has checked and signed each authorization report, program staff runs a “check process” to order the scheduled checks for the next day. Once this is complete, IT staff runs a morning production to produce checks order by conservatorship staff the previous day.

Project Alignment

Agency Strategic Framework

One of the critical areas of focus in ODVA's strategic plan is to:

- Target veteran services by investing in a 21st century veterans' services system and
- Invigorate core operations through integrated information technology, maintaining fiscal integrity and sustainability of the department's program.

Governor's Goals, Priorities, and Initiatives

- A Healthy and Safe Community
- Oregon Governor's Executive Order 18-05 Public Records

Alternatives Analysis

A more extensive analysis of the alternatives must be completed before a final determination of project scope is made. Creating efficiencies in workflow and reducing errors and duplicity in data entry and processing are critical drivers, while ensuring that the agency has a sustainable application to support the program clients are supported.

Assumptions

- The agency is currently has expenditure authority for \$600K LF in the 2017-19 biennium budget for this project with \$200K in future biennium's for support and licensing. The agency is also putting forward a policy option package in the 2019-21 Governor's Budget to request an additional \$400K LF to contract professional services and ensure funding to purchase a solution that can meet expanded industry standards and regulations.
- The agency currently has an IRR requesting professional services (project management and business analyst) which closes on July 6th, 2017.
- Once the above professional services are in place, the agency would like to be able to immediately begin analysis of alternative solutions.
- There are multiple solutions available for addressing the multiple needs; all of these will be reviewed to include status quo.
- The timeline for project implementation at this point would be to have the complete solution up and running mid-way through the 2019-21 biennium.

Alternatives Identification

State agency	Type of service provided	System in current use	Notes
Washington Department of Veterans Affairs (WDVA)	Representative payee	COTS- eGuardianship	WDVA is currently seeking to replace eGuardianship with a SaaS product that will integrate with their CRM (MS Dynamics) due to security issues with their current system.
Florida Public Guardianship Program	Guardianship, Conservatorship, money management assistance	COTS- SEM	Services are mainly provided through contracts with private guardians/conservators
Minnesota public Guardianship Program	Guardianship, Conservatorship, Representative Payee	SaaS- customized system	
Holt County Missouri Public Administrator	Guardianship, Conservatorship	COTS- SEM	This software was originally custom built for this program as no other solutions were available

Solution Options

Status Quo	The agency would either need to hire a programmer to replace the current part time contract employee or would need to contract out these services.
COTS	There are approximately eight COTS identified. Through market research three of these would fill some of the identified requirements.
SaaS	There are many of these solutions in the market place. No one system has been evaluated enough to determine viability to date.

Cost

Solution	Initial cost	Ongoing licensing/ support costs (five year cost)
Status Quo	\$325,000-\$1,500,000 GF/OF	\$50,000-\$60,000 OF
COTS	\$150,000 -\$800,000 LF	\$81,000-\$540,000 LF
SaaS	\$550,000-\$640,000 LF	\$100,000- \$125,000 LF

Benefit

The benefits of a COTS system are potentially low initial cost and low on-going licensing fees. The benefits of a SaaS product are once initial costs are expended; licensing fees and ongoing support is minimal.

Risk

There are risks with any of the above solutions.

The risks of status quo are two-fold:

1. Continued financial liability in response to court actions taken in the absence efficient case management and workflows; and
2. Limited and costly market availability of skilled persons or entities able to support legacy applications.

The risk of COTS is that the solution may not function as needed and require some customization. Long term, a developer may need to be employed to ensure function of the customizations as the application is updated. Also, applications for this type of business service are few and typically the companies are very small and technical support is limited. This would cause additional technical costs to be incurred in fixing any problems.

A SaaS solution has the risks of ongoing technical support for staff outside of the agency that may not be available when needed.

All alternatives to status quo have risks in regards to change management and training support.

AFFIRMATIVE ACTION REPORT

In accordance with Executive Order No. EO 08-18 the department has reviewed its Affirmative Action Policy and programs, and with this report, is advising the Governor of the results and status of the policy and programs. The Department's Affirmative Action Plan and goals are routinely reviewed and discussed by the senior staff several times a year.

The Department has reduced staff from a high of 612 in 1980 to 81 as of June 30, 2018. All vacancies are carefully evaluated to determine if it is necessary to fill them or if the agency can absorb the workload through increased efficiencies.

Since the department's last biennial Affirmative Action Budget Report (6/30/16), total staff has increased by 2.5% percent (from 79 to 81 employees). Currently, 59% of agency employees are women. Eight out of the 19 management staff are women. Employees with disabilities, who chose to disclose this voluntary information, currently comprise 11% of the Agency workforce. 5% of Agency employees are persons of color.

The agency continues to strive to meet goals in all job categories through ongoing training and information to agency staff on affirmative action plans and goals. The agency conducts ongoing reviews of recruitment efforts to identify any barriers that exclude or discourage a diverse candidate pool, with emphasis placed on identification of resources to increase outreach and advertising efforts including informal networking, personal contact, employee cross-training, developmental opportunities, and wide-spread notification—both internal and external. All department managers are to ensure that open recruitments are comprised of a diverse and representative pool of applicants; and will work with employees to enhance opportunities for upward mobility so all employees are prepared for advancement.

The Director of the Oregon Department of Veterans' Affairs is a strong advocate of persons with disabilities as is evidenced both by outstanding service to the public in this area and in opportunities for employment. The Agency continues to serve as the subject matter expert for veteran and disabled veteran identification, validation and expertise for public agencies statewide. The Agency continues as a training site for the U.S. Department of Veterans' Affairs work-study program serving the disabled veteran community. The department will continue to provide any reasonable accommodation necessary to allow an employee with a disability full participation in the work force.

The director continues to work with senior staff on succession management planning. Through these efforts it is realized that achieving parity is difficult in a small agency with limited openings each year, but we remain truly committed to achieving and retaining a representative and diverse work force.

Veterans' Affairs, Oregon Dept of
**Summary Cross Reference Listing and Packages
2019-21 Biennium**
Agency Number: 27400
BAM Analyst: MacDonald, Thomas
Budget Coordinator: Basl, Randal - (503)373-2281

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
001-00-00-00000	Loan Program	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
001-00-00-00000	Loan Program	021	0	Phase - In	Essential Packages
001-00-00-00000	Loan Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
001-00-00-00000	Loan Program	031	0	Standard Inflation	Essential Packages
001-00-00-00000	Loan Program	032	0	Above Standard Inflation	Essential Packages
001-00-00-00000	Loan Program	033	0	Exceptional Inflation	Essential Packages
001-00-00-00000	Loan Program	040	0	Mandated Caseload	Essential Packages
001-00-00-00000	Loan Program	081	0	September 2018 Emergency Board	Policy Packages
001-00-00-00000	Loan Program	090	0	Analyst Adjustments	Policy Packages
001-00-00-00000	Loan Program	091	0	Statewide Adjustment DAS Chgs	Policy Packages
001-00-00-00000	Loan Program	092	0	Statewide AG Adjustment	Policy Packages
001-00-00-00000	Loan Program	101	0	21st Century Service Delivery	Policy Packages
001-00-00-00000	Loan Program	102	0	Target Veteran Services	Policy Packages
002-00-00-00000	Veterans' Services Program	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
002-00-00-00000	Veterans' Services Program	021	0	Phase - In	Essential Packages
002-00-00-00000	Veterans' Services Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
002-00-00-00000	Veterans' Services Program	031	0	Standard Inflation	Essential Packages
002-00-00-00000	Veterans' Services Program	032	0	Above Standard Inflation	Essential Packages
002-00-00-00000	Veterans' Services Program	033	0	Exceptional Inflation	Essential Packages
002-00-00-00000	Veterans' Services Program	040	0	Mandated Caseload	Essential Packages
002-00-00-00000	Veterans' Services Program	060	0	Technical Adjustments	Essential Packages
002-00-00-00000	Veterans' Services Program	081	0	September 2018 Emergency Board	Policy Packages

Veterans' Affairs, Oregon Dept of
**Summary Cross Reference Listing and Packages
2019-21 Biennium**
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BAM Analyst: MacDonald, Thomas
Budget Coordinator: Basl, Randal - (503)373-2281

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
002-00-00-00000	Veterans' Services Program	090	0	Analyst Adjustments	Policy Packages
002-00-00-00000	Veterans' Services Program	091	0	Statewide Adjustment DAS Chgs	Policy Packages
002-00-00-00000	Veterans' Services Program	092	0	Statewide AG Adjustment	Policy Packages
002-00-00-00000	Veterans' Services Program	101	0	21st Century Service Delivery	Policy Packages
002-00-00-00000	Veterans' Services Program	102	0	Target Veteran Services	Policy Packages
002-00-00-00000	Veterans' Services Program	103	0	Mobilize Partnerships	Policy Packages
003-00-00-00000	Oregon Veterans Home Program	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
003-00-00-00000	Oregon Veterans Home Program	021	0	Phase - In	Essential Packages
003-00-00-00000	Oregon Veterans Home Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
003-00-00-00000	Oregon Veterans Home Program	031	0	Standard Inflation	Essential Packages
003-00-00-00000	Oregon Veterans Home Program	032	0	Above Standard Inflation	Essential Packages
003-00-00-00000	Oregon Veterans Home Program	033	0	Exceptional Inflation	Essential Packages
003-00-00-00000	Oregon Veterans Home Program	040	0	Mandated Caseload	Essential Packages
003-00-00-00000	Oregon Veterans Home Program	081	0	September 2018 Emergency Board	Policy Packages
003-00-00-00000	Oregon Veterans Home Program	090	0	Analyst Adjustments	Policy Packages
003-00-00-00000	Oregon Veterans Home Program	091	0	Statewide Adjustment DAS Chgs	Policy Packages
003-00-00-00000	Oregon Veterans Home Program	092	0	Statewide AG Adjustment	Policy Packages
003-00-00-00000	Oregon Veterans Home Program	102	0	Target Veteran Services	Policy Packages
004-00-00-00000	Aging Veteran Services	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
004-00-00-00000	Aging Veteran Services	021	0	Phase - In	Essential Packages
004-00-00-00000	Aging Veteran Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
004-00-00-00000	Aging Veteran Services	031	0	Standard Inflation	Essential Packages

Veterans' Affairs, Oregon Dept of
**Summary Cross Reference Listing and Packages
2019-21 Biennium**
Agency Number: 27400
BAM Analyst: MacDonald, Thomas
Budget Coordinator: Basl, Randal - (503)373-2281

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
004-00-00-00000	Aging Veteran Services	032	0	Above Standard Inflation	Essential Packages
004-00-00-00000	Aging Veteran Services	033	0	Exceptional Inflation	Essential Packages
004-00-00-00000	Aging Veteran Services	040	0	Mandated Caseload	Essential Packages
004-00-00-00000	Aging Veteran Services	060	0	Technical Adjustments	Essential Packages
004-00-00-00000	Aging Veteran Services	081	0	September 2018 Emergency Board	Policy Packages
004-00-00-00000	Aging Veteran Services	090	0	Analyst Adjustments	Policy Packages
004-00-00-00000	Aging Veteran Services	091	0	Statewide Adjustment DAS Chgs	Policy Packages
004-00-00-00000	Aging Veteran Services	092	0	Statewide AG Adjustment	Policy Packages
004-00-00-00000	Aging Veteran Services	101	0	21st Century Service Delivery	Policy Packages
004-00-00-00000	Aging Veteran Services	102	0	Target Veteran Services	Policy Packages
087-00-00-00000	Nonlimited	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
087-00-00-00000	Nonlimited	021	0	Phase - In	Essential Packages
087-00-00-00000	Nonlimited	022	0	Phase-out Pgm & One-time Costs	Essential Packages
087-00-00-00000	Nonlimited	031	0	Standard Inflation	Essential Packages
087-00-00-00000	Nonlimited	032	0	Above Standard Inflation	Essential Packages
087-00-00-00000	Nonlimited	033	0	Exceptional Inflation	Essential Packages
087-00-00-00000	Nonlimited	040	0	Mandated Caseload	Essential Packages
087-00-00-00000	Nonlimited	081	0	September 2018 Emergency Board	Policy Packages
087-00-00-00000	Nonlimited	090	0	Analyst Adjustments	Policy Packages
087-00-00-00000	Nonlimited	091	0	Statewide Adjustment DAS Chgs	Policy Packages
087-00-00-00000	Nonlimited	092	0	Statewide AG Adjustment	Policy Packages
089-00-00-00000	Capital Construction	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages

Veterans' Affairs, Oregon Dept of
Summary Cross Reference Listing and Packages
2019-21 Biennium
Agency Number: 27400
BAM Analyst: MacDonald, Thomas
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Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
089-00-00-00000	Capital Construction	021	0	Phase - In	Essential Packages
089-00-00-00000	Capital Construction	022	0	Phase-out Pgm & One-time Costs	Essential Packages
089-00-00-00000	Capital Construction	031	0	Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	032	0	Above Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	033	0	Exceptional Inflation	Essential Packages
089-00-00-00000	Capital Construction	040	0	Mandated Caseload	Essential Packages
089-00-00-00000	Capital Construction	081	0	September 2018 Emergency Board	Policy Packages
089-00-00-00000	Capital Construction	090	0	Analyst Adjustments	Policy Packages
089-00-00-00000	Capital Construction	091	0	Statewide Adjustment DAS Chgs	Policy Packages
089-00-00-00000	Capital Construction	092	0	Statewide AG Adjustment	Policy Packages

Veterans' Affairs, Oregon Dept of
**Policy Package List by Priority
2019-21 Biennium**
Agency Number: 27400
BAM Analyst: MacDonald, Thomas
Budget Coordinator: Basl, Randal - (503)373-2281

<i>Priority</i>	<i>Policy Pkg Number</i>	<i>Policy Pkg Description</i>	<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>
0	081	September 2018 Emergency Board	001-00-00-00000	Loan Program
			002-00-00-00000	Veterans' Services Program
			003-00-00-00000	Oregon Veterans Home Program
			004-00-00-00000	Aging Veteran Services
			087-00-00-00000	Nonlimited
			089-00-00-00000	Capital Construction
	090	Analyst Adjustments	001-00-00-00000	Loan Program
			002-00-00-00000	Veterans' Services Program
			003-00-00-00000	Oregon Veterans Home Program
			004-00-00-00000	Aging Veteran Services
			087-00-00-00000	Nonlimited
			089-00-00-00000	Capital Construction
	091	Statewide Adjustment DAS Chgs	001-00-00-00000	Loan Program
			002-00-00-00000	Veterans' Services Program
			003-00-00-00000	Oregon Veterans Home Program
			004-00-00-00000	Aging Veteran Services
			087-00-00-00000	Nonlimited
			089-00-00-00000	Capital Construction
092	Statewide AG Adjustment	001-00-00-00000	Loan Program	
		002-00-00-00000	Veterans' Services Program	
		003-00-00-00000	Oregon Veterans Home Program	
		004-00-00-00000	Aging Veteran Services	
		087-00-00-00000	Nonlimited	

Veterans' Affairs, Oregon Dept of
**Policy Package List by Priority
2019-21 Biennium**
Agency Number: 27400
BAM Analyst: MacDonald, Thomas
Budget Coordinator: Basl, Randal - (503)373-2281

<i>Priority</i>	<i>Policy Pkg Number</i>	<i>Policy Pkg Description</i>	<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>		
0	092	Statewide AG Adjustment	089-00-00-00000	Capital Construction		
			001-00-00-00000	Loan Program		
	101	21st Century Service Delivery	002-00-00-00000	Veterans' Services Program		
			004-00-00-00000	Aging Veteran Services		
			102	Target Veteran Services	001-00-00-00000	Loan Program
					002-00-00-00000	Veterans' Services Program
			103	Mobilize Partnerships	003-00-00-00000	Oregon Veterans Home Program
					004-00-00-00000	Aging Veteran Services
			002-00-00-00000	Veterans' Services Program		

Veterans' Affairs, Oregon Dept of
Agency Number: 27400
**Budget Support - Detail Revenues and Expenditures
2019-21 Biennium**
Cross Reference Number: 27400-000-00-00-00000
Veterans' Affairs, Oregon Dept of

<i>Description</i>	<i>2015-17 Actuals</i>	<i>2017-19 Leg Adopted Budget</i>	<i>2017-19 Leg Approved Budget</i>	<i>2019-21 Agency Request Budget</i>	<i>2019-21 Governor's Budget</i>	<i>2019-21 Leg. Adopted Audit</i>
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	137,715,891	140,430,326	140,430,326	119,963,881	119,963,881	-
3230 Other Funds Debt Svc Non-Ltd	110,534	-	-	-	-	-
3400 Other Funds Ltd	8,555,146	11,510,000	11,510,000	11,456,988	11,456,988	-
3430 Other Funds Debt Svc Ltd	35,000	-	-	-	-	-
All Funds	146,416,571	151,940,326	151,940,326	131,420,869	131,420,869	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	10,389,026	7,363,276	7,550,791	8,263,466	7,877,708	-
8030 General Fund Debt Svc	2,618,940	1,017,323	1,017,323	2,249,440	2,249,440	-
All Funds	13,007,966	8,380,599	8,568,114	10,512,906	10,127,148	-
LICENSES AND FEES						
0205 Business Lic and Fees						
3200 Other Funds Non-Ltd	144,000	150,000	150,000	150,000	150,000	-
0210 Non-business Lic. and Fees						
3200 Other Funds Non-Ltd	46,245	60,000	60,000	60,000	60,000	-
LICENSES AND FEES						
3200 Other Funds Non-Ltd	190,245	210,000	210,000	210,000	210,000	-
TOTAL LICENSES AND FEES	\$190,245	\$210,000	\$210,000	\$210,000	\$210,000	-
CHARGES FOR SERVICES						
0410 Charges for Services						

Veterans' Affairs, Oregon Dept of
Agency Number: 27400
**Budget Support - Detail Revenues and Expenditures
2019-21 Biennium**
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Veterans' Affairs, Oregon Dept of

<i>Description</i>	<i>2015-17 Actuals</i>	<i>2017-19 Leg Adopted Budget</i>	<i>2017-19 Leg Approved Budget</i>	<i>2019-21 Agency Request Budget</i>	<i>2019-21 Governor's Budget</i>	<i>2019-21 Leg. Adopted Audit</i>
3200 Other Funds Non-Ltd	1,416,264	2,500,000	2,500,000	2,500,000	2,500,000	-
3400 Other Funds Ltd	-	85,446,166	85,446,166	96,146,163	96,146,163	-
All Funds	1,416,264	87,946,166	87,946,166	98,646,163	98,646,163	-
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	-	2,000,000	2,000,000	2,000,000	2,000,000	-
3400 Other Funds Ltd	70,447,794	1,218,547	1,218,547	1,264,852	1,800,556	-
All Funds	70,447,794	3,218,547	3,218,547	3,264,852	3,800,556	-
CHARGES FOR SERVICES						
3200 Other Funds Non-Ltd	1,416,264	4,500,000	4,500,000	4,500,000	4,500,000	-
3400 Other Funds Ltd	70,447,794	86,664,713	86,664,713	97,411,015	97,946,719	-
TOTAL CHARGES FOR SERVICES	\$71,864,058	\$91,164,713	\$91,164,713	\$101,911,015	\$102,446,719	-
FINES, RENTS AND ROYALTIES						
0510 Rents and Royalties						
3200 Other Funds Non-Ltd	960,028	1,500,000	1,500,000	1,500,000	1,500,000	-
3400 Other Funds Ltd	200	-	-	-	-	-
All Funds	960,228	1,500,000	1,500,000	1,500,000	1,500,000	-
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	-	12,950,000	12,950,000	-	-	-
3400 Other Funds Ltd	-	310,000	310,000	-	-	-
All Funds	-	13,260,000	13,260,000	-	-	-
0560 Dedicated Fund Oblig Bonds						
3200 Other Funds Non-Ltd	133,602,554	240,000,000	240,000,000	245,000,000	245,000,000	-

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2019-21 Biennium**
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Veterans' Affairs, Oregon Dept of

<i>Description</i>	<i>2015-17 Actuals</i>	<i>2017-19 Leg Adopted Budget</i>	<i>2017-19 Leg Approved Budget</i>	<i>2019-21 Agency Request Budget</i>	<i>2019-21 Governor's Budget</i>	<i>2019-21 Leg. Adopted Audit</i>
BOND SALES						
3020 Other Funds Cap Construct	-	12,950,000	12,950,000	-	-	-
3200 Other Funds Non-Ltd	133,602,554	240,000,000	240,000,000	245,000,000	245,000,000	-
3400 Other Funds Ltd	-	310,000	310,000	-	-	-
TOTAL BOND SALES	\$133,602,554	\$253,260,000	\$253,260,000	\$245,000,000	\$245,000,000	-
INTEREST EARNINGS						
0605 Interest Income						
3200 Other Funds Non-Ltd	24,177,733	53,000,000	53,000,000	53,000,000	53,000,000	-
3400 Other Funds Ltd	225,761	150,000	150,000	150,000	150,000	-
All Funds	24,403,494	53,150,000	53,150,000	53,150,000	53,150,000	-
SALES INCOME						
0705 Sales Income						
3200 Other Funds Non-Ltd	-	10,000	10,000	10,000	10,000	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3200 Other Funds Non-Ltd	421,879	600,000	600,000	600,000	600,000	-
LOAN REPAYMENT						
0940 Veterans Loan Repayments						
3200 Other Funds Non-Ltd	80,309,971	86,000,000	86,000,000	95,000,000	95,000,000	-
INSURANCE PREMIUM						
0965 Insurance Premiums						
3200 Other Funds Non-Ltd	693,347	-	-	-	-	-
OTHER						

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**Budget Support - Detail Revenues and Expenditures
2019-21 Biennium**
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Veterans' Affairs, Oregon Dept of

<i>Description</i>	<i>2015-17 Actuals</i>	<i>2017-19 Leg Adopted Budget</i>	<i>2017-19 Leg Approved Budget</i>	<i>2019-21 Agency Request Budget</i>	<i>2019-21 Governor's Budget</i>	<i>2019-21 Leg. Adopted Audit</i>
0975 Other Revenues						
3200 Other Funds Non-Ltd	132,217	1,000,000	1,000,000	1,000,000	1,000,000	-
3400 Other Funds Ltd	163,961	100,000	100,000	100,000	100,000	-
All Funds	296,178	1,100,000	1,100,000	1,100,000	1,100,000	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6020 Federal Funds Cap Construct	3,302,891	-	6,347,138	-	-	-
6400 Federal Funds Ltd	1,094,463	500,000	1,000,000	1,000,000	1,525,000	-
All Funds	4,397,354	500,000	7,347,138	1,000,000	1,525,000	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3020 Other Funds Cap Construct	2,475,976	-	3,417,690	-	-	-
3230 Other Funds Debt Svc Non-Ltd	90,453,034	219,521,159	219,521,159	215,754,089	215,754,089	-
3400 Other Funds Ltd	17,160,730	19,740,757	19,949,733	17,304,902	17,413,908	-
All Funds	110,089,740	239,261,916	242,888,582	233,058,991	233,167,997	-
1040 Transfer In Lottery Proceeds						
4400 Lottery Funds Ltd	-	-	-	3,694,961	-	-
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	-	14,856,025	15,198,799	14,779,342	23,095,751	-
1730 Tsfr From Transportation, Dept						
3200 Other Funds Non-Ltd	205,270	209,447	209,447	260,069	260,069	-
TRANSFERS IN						
4400 Lottery Funds Ltd	-	14,856,025	15,198,799	18,474,303	23,095,751	-

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<i>Description</i>	<i>2015-17 Actuals</i>	<i>2017-19 Leg Adopted Budget</i>	<i>2017-19 Leg Approved Budget</i>	<i>2019-21 Agency Request Budget</i>	<i>2019-21 Governor's Budget</i>	<i>2019-21 Leg. Adopted Audit</i>
3020 Other Funds Cap Construct	2,475,976	-	3,417,690	-	-	-
3200 Other Funds Non-Ltd	205,270	209,447	209,447	260,069	260,069	-
3230 Other Funds Debt Svc Non-Ltd	90,453,034	219,521,159	219,521,159	215,754,089	215,754,089	-
3400 Other Funds Ltd	17,160,730	19,740,757	19,949,733	17,304,902	17,413,908	-
TOTAL TRANSFERS IN	\$110,295,010	\$254,327,388	\$258,296,828	\$251,793,363	\$256,523,817	-
REVENUE CATEGORIES						
8000 General Fund	10,389,026	7,363,276	7,550,791	8,263,466	7,877,708	-
8030 General Fund Debt Svc	2,618,940	1,017,323	1,017,323	2,249,440	2,249,440	-
4400 Lottery Funds Ltd	-	14,856,025	15,198,799	18,474,303	23,095,751	-
3020 Other Funds Cap Construct	2,475,976	12,950,000	16,367,690	-	-	-
3200 Other Funds Non-Ltd	242,109,508	387,029,447	387,029,447	401,080,069	401,080,069	-
3230 Other Funds Debt Svc Non-Ltd	90,453,034	219,521,159	219,521,159	215,754,089	215,754,089	-
3400 Other Funds Ltd	87,998,446	106,965,470	107,174,446	114,965,917	115,610,627	-
6020 Federal Funds Cap Construct	3,302,891	-	6,347,138	-	-	-
6400 Federal Funds Ltd	1,094,463	500,000	1,000,000	1,000,000	1,525,000	-
TOTAL REVENUE CATEGORIES	\$440,442,284	\$750,202,700	\$761,206,793	\$761,787,284	\$767,192,684	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	(106,339,740)	(239,261,916)	(239,470,892)	(233,058,991)	(233,058,991)	-
3400 Other Funds Ltd	(3,750,000)	-	(3,417,690)	-	(109,006)	-
All Funds	(110,089,740)	(239,261,916)	(242,888,582)	(233,058,991)	(233,167,997)	-
2080 Transfer to Counties						
6400 Federal Funds Ltd	(900,000)	-	-	-	-	-

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<i>Description</i>	<i>2015-17 Actuals</i>	<i>2017-19 Leg Adopted Budget</i>	<i>2017-19 Leg Approved Budget</i>	<i>2019-21 Agency Request Budget</i>	<i>2019-21 Governor's Budget</i>	<i>2019-21 Leg. Adopted Audit</i>
TRANSFERS OUT						
3200 Other Funds Non-Ltd	(106,339,740)	(239,261,916)	(239,470,892)	(233,058,991)	(233,058,991)	-
3400 Other Funds Ltd	(3,750,000)	-	(3,417,690)	-	(109,006)	-
6400 Federal Funds Ltd	(900,000)	-	-	-	-	-
TOTAL TRANSFERS OUT	(\$110,989,740)	(\$239,261,916)	(\$242,888,582)	(\$233,058,991)	(\$233,167,997)	-
AVAILABLE REVENUES						
8000 General Fund	10,389,026	7,363,276	7,550,791	8,263,466	7,877,708	-
8030 General Fund Debt Svc	2,618,940	1,017,323	1,017,323	2,249,440	2,249,440	-
4400 Lottery Funds Ltd	-	14,856,025	15,198,799	18,474,303	23,095,751	-
3020 Other Funds Cap Construct	2,475,976	12,950,000	16,367,690	-	-	-
3200 Other Funds Non-Ltd	273,485,659	288,197,857	287,988,881	287,984,959	287,984,959	-
3230 Other Funds Debt Svc Non-Ltd	90,563,568	219,521,159	219,521,159	215,754,089	215,754,089	-
3400 Other Funds Ltd	92,803,592	118,475,470	115,266,756	126,422,905	126,958,609	-
3430 Other Funds Debt Svc Ltd	35,000	-	-	-	-	-
6020 Federal Funds Cap Construct	3,302,891	-	6,347,138	-	-	-
6400 Federal Funds Ltd	194,463	500,000	1,000,000	1,000,000	1,525,000	-
TOTAL AVAILABLE REVENUES	\$475,869,115	\$662,881,110	\$670,258,537	\$660,149,162	\$665,445,556	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	2,545,143	2,878,389	3,069,435	3,118,339	3,118,339	-
4400 Lottery Funds Ltd	-	2,162,392	2,340,740	2,581,793	3,035,675	-

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Veterans' Affairs, Oregon Dept of

<i>Description</i>	<i>2015-17 Actuals</i>	<i>2017-19 Leg Adopted Budget</i>	<i>2017-19 Leg Approved Budget</i>	<i>2019-21 Agency Request Budget</i>	<i>2019-21 Governor's Budget</i>	<i>2019-21 Leg. Adopted Audit</i>
3400 Other Funds Ltd	8,702,854	7,107,793	7,404,298	7,557,966	7,619,160	-
6400 Federal Funds Ltd	83,419	-	-	-	340,920	-
All Funds	9,331,416	12,148,574	12,814,473	13,258,098	14,114,094	-
3160 Temporary Appointments						
8000 General Fund	72,927	-	-	-	-	-
3400 Other Funds Ltd	267,386	46,055	46,055	47,805	47,805	-
All Funds	340,313	46,055	46,055	47,805	47,805	-
3170 Overtime Payments						
3400 Other Funds Ltd	1,503	23,027	23,027	23,902	23,902	-
3180 Shift Differential						
3400 Other Funds Ltd	-	2,303	2,303	2,391	2,391	-
3190 All Other Differential						
8000 General Fund	29,526	-	-	-	-	-
3400 Other Funds Ltd	188,611	20,045	20,045	20,807	20,807	-
All Funds	218,137	20,045	20,045	20,807	20,807	-
SALARIES & WAGES						
8000 General Fund	2,647,596	2,878,389	3,069,435	3,118,339	3,118,339	-
4400 Lottery Funds Ltd	-	2,162,392	2,340,740	2,581,793	3,035,675	-
3400 Other Funds Ltd	7,160,354	7,199,223	7,495,728	7,652,871	7,714,065	-
6400 Federal Funds Ltd	83,419	-	-	-	340,920	-
TOTAL SALARIES & WAGES	\$9,891,369	\$12,240,004	\$12,905,903	\$13,353,003	\$14,208,999	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						

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<i>Description</i>	<i>2015-17 Actuals</i>	<i>2017-19 Leg Adopted Budget</i>	<i>2017-19 Leg Approved Budget</i>	<i>2019-21 Agency Request Budget</i>	<i>2019-21 Governor's Budget</i>	<i>2019-21 Leg. Adopted Audit</i>
8000 General Fund	1,028	1,500	1,500	1,598	1,598	-
4400 Lottery Funds Ltd	-	1,068	1,068	1,266	1,490	-
3400 Other Funds Ltd	2,258	2,850	2,850	3,111	3,137	-
6400 Federal Funds Ltd	-	-	-	-	169	-
All Funds	3,286	5,418	5,418	5,975	6,394	-
3220 Public Employees' Retire Cont						
8000 General Fund	269,337	402,048	402,048	529,184	529,184	-
4400 Lottery Funds Ltd	-	328,117	328,117	438,131	515,156	-
3400 Other Funds Ltd	1,065,946	1,088,997	1,088,997	1,289,818	1,300,202	-
6400 Federal Funds Ltd	-	-	-	-	57,854	-
All Funds	1,335,283	1,819,162	1,819,162	2,257,133	2,402,396	-
3221 Pension Obligation Bond						
8000 General Fund	127,300	167,055	163,524	175,749	175,749	-
4400 Lottery Funds Ltd	-	-	122,848	140,285	140,285	-
3400 Other Funds Ltd	436,011	493,908	406,379	421,504	421,504	-
All Funds	563,311	660,963	692,751	737,538	737,538	-
3230 Social Security Taxes						
8000 General Fund	174,282	220,195	220,195	238,553	238,553	-
4400 Lottery Funds Ltd	-	165,421	165,421	197,507	232,230	-
3400 Other Funds Ltd	566,438	547,135	547,135	585,441	590,122	-
6400 Federal Funds Ltd	-	-	-	-	26,079	-
All Funds	740,720	932,751	932,751	1,021,501	1,086,984	-
3240 Unemployment Assessments						

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3400 Other Funds Ltd	32,630	30,671	30,671	29,063	29,063	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	1,360	1,810	1,810	1,522	1,522	-
4400 Lottery Funds Ltd	-	1,293	1,293	1,204	1,417	-
3400 Other Funds Ltd	3,378	3,519	3,519	3,016	3,041	-
6400 Federal Funds Ltd	-	-	-	-	161	-
All Funds	4,738	6,622	6,622	5,742	6,141	-
3260 Mass Transit Tax						
8000 General Fund	14,014	16,087	16,087	18,710	18,710	-
4400 Lottery Funds Ltd	-	12,976	12,976	15,426	18,148	-
3400 Other Funds Ltd	45,659	39,497	39,497	45,917	46,284	-
All Funds	59,673	68,560	68,560	80,053	83,142	-
3270 Flexible Benefits						
8000 General Fund	782,690	876,098	876,098	924,662	924,662	-
4400 Lottery Funds Ltd	-	624,022	624,022	728,986	857,777	-
3400 Other Funds Ltd	1,735,777	1,700,136	1,700,136	1,829,568	1,844,961	-
6400 Federal Funds Ltd	-	-	-	-	97,706	-
All Funds	2,518,467	3,200,256	3,200,256	3,483,216	3,725,106	-
OTHER PAYROLL EXPENSES						
8000 General Fund	1,370,011	1,684,793	1,681,262	1,889,978	1,889,978	-
4400 Lottery Funds Ltd	-	1,132,897	1,255,745	1,522,805	1,766,503	-
3400 Other Funds Ltd	3,888,097	3,906,713	3,819,184	4,207,438	4,238,314	-
6400 Federal Funds Ltd	-	-	-	-	181,969	-

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TOTAL OTHER PAYROLL EXPENSES	\$5,258,108	\$6,724,403	\$6,756,191	\$7,620,221	\$8,076,764	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(143,919)	(143,919)	(78,458)	(155,917)	-
4400 Lottery Funds Ltd	-	-	-	(78,458)	(78,458)	-
3400 Other Funds Ltd	-	(426,848)	(426,848)	(104,610)	(104,610)	-
All Funds	-	(570,767)	(570,767)	(261,526)	(338,985)	-
3465 Reconciliation Adjustment						
4400 Lottery Funds Ltd	-	(8,047)	(8,047)	-	4,736	-
3400 Other Funds Ltd	-	23,118	23,118	-	4,936	-
6400 Federal Funds Ltd	-	-	-	-	2,111	-
All Funds	-	15,071	15,071	-	11,783	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(143,919)	(143,919)	(78,458)	(155,917)	-
4400 Lottery Funds Ltd	-	(8,047)	(8,047)	(78,458)	(73,722)	-
3400 Other Funds Ltd	-	(403,730)	(403,730)	(104,610)	(99,674)	-
6400 Federal Funds Ltd	-	-	-	-	2,111	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$555,696)	(\$555,696)	(\$261,526)	(\$327,202)	-
PERSONAL SERVICES						
8000 General Fund	4,017,607	4,419,263	4,606,778	4,929,859	4,852,400	-
4400 Lottery Funds Ltd	-	3,287,242	3,588,438	4,026,140	4,728,456	-
3400 Other Funds Ltd	11,048,451	10,702,206	10,911,182	11,755,699	11,852,705	-
6400 Federal Funds Ltd	83,419	-	-	-	525,000	-

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TOTAL PERSONAL SERVICES	\$15,149,477	\$18,408,711	\$19,106,398	\$20,711,698	\$21,958,561	-
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	54,201	63,840	63,840	66,266	65,316	-
4400 Lottery Funds Ltd	-	127,820	148,120	155,249	254,279	-
3400 Other Funds Ltd	82,684	176,652	176,652	200,866	203,866	-
6400 Federal Funds Ltd	9,630	-	-	-	-	-
All Funds	146,515	368,312	388,612	422,381	523,461	-
4125 Out of State Travel						
8000 General Fund	9,678	1,362	1,362	1,414	1,414	-
4400 Lottery Funds Ltd	-	5,500	5,500	5,709	5,709	-
3400 Other Funds Ltd	30,164	105,509	105,509	109,518	109,518	-
All Funds	39,842	112,371	112,371	116,641	116,641	-
4150 Employee Training						
8000 General Fund	28,720	11,123	11,123	11,546	11,388	-
4400 Lottery Funds Ltd	-	25,689	29,689	53,317	77,317	-
3400 Other Funds Ltd	40,191	182,869	182,869	194,452	196,952	-
All Funds	68,911	219,681	223,681	259,315	285,657	-
4175 Office Expenses						
8000 General Fund	114,867	131,058	131,058	136,038	134,766	-
4400 Lottery Funds Ltd	-	190,720	196,618	208,090	291,530	-
3200 Other Funds Non-Ltd	1,250	25,000	25,000	25,000	25,000	-
3400 Other Funds Ltd	237,907	787,690	787,690	821,015	720,419	-

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All Funds	354,024	1,134,468	1,140,366	1,190,143	1,171,715	-
4200 Telecommunications						
8000 General Fund	22,020	13,845	13,845	14,371	14,371	-
4400 Lottery Funds Ltd	-	12,000	15,380	15,964	35,044	-
3400 Other Funds Ltd	122,459	177,545	177,545	186,212	187,862	-
All Funds	144,479	203,390	206,770	216,547	237,277	-
4225 State Gov. Service Charges						
8000 General Fund	308,163	355,993	355,993	405,537	354,905	-
4400 Lottery Funds Ltd	-	-	-	291,016	264,324	-
3200 Other Funds Non-Ltd	2,604	-	-	-	-	-
3400 Other Funds Ltd	1,063,168	902,796	902,796	907,486	942,800	-
All Funds	1,373,935	1,258,789	1,258,789	1,604,039	1,562,029	-
4250 Data Processing						
8000 General Fund	-	54,751	54,751	56,832	56,832	-
4400 Lottery Funds Ltd	-	25,000	25,000	353,550	353,550	-
3400 Other Funds Ltd	74,885	165,455	165,455	291,742	274,643	-
All Funds	74,885	245,206	245,206	702,124	685,025	-
4275 Publicity and Publications						
8000 General Fund	80,465	-	-	-	-	-
4400 Lottery Funds Ltd	-	182,800	182,800	189,746	189,746	-
3400 Other Funds Ltd	4,795	110,250	110,250	114,439	114,439	-
All Funds	85,260	293,050	293,050	304,185	304,185	-
4300 Professional Services						

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8000 General Fund	612,926	191,461	191,461	199,502	186,498	-
4400 Lottery Funds Ltd	-	396,000	396,000	462,632	1,366,302	-
3200 Other Funds Non-Ltd	191,503	-	-	-	-	-
3400 Other Funds Ltd	59,875,341	78,949,966	78,949,966	82,315,865	82,265,865	-
6400 Federal Funds Ltd	7,436	-	-	-	-	-
All Funds	60,687,206	79,537,427	79,537,427	82,977,999	83,818,665	-
4315 IT Professional Services						
3400 Other Funds Ltd	-	52,051	52,051	54,237	54,237	-
4325 Attorney General						
8000 General Fund	62,121	21,040	21,040	25,277	23,773	-
3400 Other Funds Ltd	116,364	551,584	551,584	662,673	623,244	-
All Funds	178,485	572,624	572,624	687,950	647,017	-
4350 Dispute Resolution Services						
3400 Other Funds Ltd	-	4,620	4,620	4,796	4,796	-
4375 Employee Recruitment and Develop						
8000 General Fund	-	185	185	192	192	-
3400 Other Funds Ltd	-	3,592	3,592	3,672	3,672	-
All Funds	-	3,777	3,777	3,864	3,864	-
4400 Dues and Subscriptions						
8000 General Fund	6,662	4,972	4,972	5,161	5,106	-
4400 Lottery Funds Ltd	-	36,250	36,250	39,628	39,628	-
3400 Other Funds Ltd	39,612	54,644	54,644	58,220	58,220	-
All Funds	46,274	95,866	95,866	103,009	102,954	-

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4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	10,357	32,185	32,185	33,408	33,408	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	240,244	285,183	285,183	296,020	296,020	-
4475 Facilities Maintenance						
8000 General Fund	392	-	-	-	-	-
3400 Other Funds Ltd	519,358	1,798,604	1,798,604	1,105,752	1,105,752	-
All Funds	519,750	1,798,604	1,798,604	1,105,752	1,105,752	-
4575 Agency Program Related S and S						
3200 Other Funds Non-Ltd	2,573,083	-	-	-	-	-
3400 Other Funds Ltd	6,127	7,837	7,837	8,135	8,135	-
All Funds	2,579,210	7,837	7,837	8,135	8,135	-
4600 Intra-agency Charges						
8000 General Fund	156	-	-	-	-	-
4400 Lottery Funds Ltd	-	1,218,547	1,218,547	1,264,852	1,800,556	-
3400 Other Funds Ltd	2,540,743	3,347,089	3,347,089	3,474,279	3,474,279	-
All Funds	2,540,899	4,565,636	4,565,636	4,739,131	5,274,835	-
4650 Other Services and Supplies						
8000 General Fund	87,965	55,342	55,342	57,445	54,221	-
4400 Lottery Funds Ltd	-	12,500	12,500	72,975	72,975	-
3200 Other Funds Non-Ltd	3,765,078	13,000,000	13,000,000	13,000,000	13,000,000	-
3400 Other Funds Ltd	12,791	365,131	365,131	54,448	54,448	-
All Funds	3,865,834	13,432,973	13,432,973	13,184,868	13,181,644	-

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4700 Expendable Prop 250 - 5000						
8000 General Fund	16,451	-	-	-	-	-
4400 Lottery Funds Ltd	-	23,250	31,250	37,437	39,837	-
3400 Other Funds Ltd	460,160	616,632	616,632	437,464	437,464	-
All Funds	476,611	639,882	647,882	474,901	477,301	-
4715 IT Expendable Property						
8000 General Fund	-	11,614	11,614	12,056	12,056	-
4400 Lottery Funds Ltd	-	140,400	140,400	145,735	166,735	-
3400 Other Funds Ltd	30,798	43,418	43,418	45,088	47,568	-
All Funds	30,798	195,432	195,432	202,859	226,359	-
SERVICES & SUPPLIES						
8000 General Fund	1,404,787	916,586	916,586	991,637	920,838	-
4400 Lottery Funds Ltd	-	2,396,476	2,438,054	3,295,900	4,957,532	-
3200 Other Funds Non-Ltd	6,533,518	13,025,000	13,025,000	13,025,000	13,025,000	-
3400 Other Funds Ltd	65,508,148	88,721,302	88,721,302	91,379,767	91,217,607	-
6400 Federal Funds Ltd	17,066	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	\$73,463,519	\$105,059,364	\$105,100,942	\$108,692,304	\$110,120,977	-
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3020 Other Funds Cap Construct	-	350,000	350,000	-	-	-
5200 Technical Equipment						
3400 Other Funds Ltd	24,549	-	-	-	-	-
5250 Household and Institutional Equip.						

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3400 Other Funds Ltd	6,648	59,545	59,545	61,808	61,808	-
5550 Data Processing Software						
4400 Lottery Funds Ltd	-	100,000	100,000	100,000	100,000	-
3400 Other Funds Ltd	5,487	218,128	218,128	224,517	224,517	-
All Funds	5,487	318,128	318,128	324,517	324,517	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	61,898	-	-	-	-	-
5650 Land Improvements						
3020 Other Funds Cap Construct	-	11,200,000	11,200,000	-	-	-
3400 Other Funds Ltd	18,221	54,793	54,793	56,875	56,875	-
All Funds	18,221	11,254,793	11,254,793	56,875	56,875	-
5700 Building Structures						
8000 General Fund	-	-	-	200,000	-	-
4400 Lottery Funds Ltd	-	-	-	200,000	400,000	-
3020 Other Funds Cap Construct	-	700,000	700,000	-	-	-
3400 Other Funds Ltd	115,333	95,600	95,600	524,233	524,233	-
All Funds	115,333	795,600	795,600	924,233	924,233	-
5750 Equipment - Part of Building						
3400 Other Funds Ltd	-	183,336	183,336	190,303	190,303	-
5800 Professional Services						
8000 General Fund	-	-	-	37,500	-	-
4400 Lottery Funds Ltd	-	500,000	500,000	337,500	375,000	-
3020 Other Funds Cap Construct	2,475,976	700,000	4,117,690	-	-	-

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3400 Other Funds Ltd	-	200,000	200,000	275,000	275,000	-
6020 Federal Funds Cap Construct	3,302,891	-	6,347,138	-	-	-
All Funds	5,778,867	1,400,000	11,164,828	650,000	650,000	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	536,612	82,031	82,031	85,148	85,148	-
CAPITAL OUTLAY						
8000 General Fund	-	-	-	237,500	-	-
4400 Lottery Funds Ltd	-	600,000	600,000	637,500	875,000	-
3020 Other Funds Cap Construct	2,475,976	12,950,000	16,367,690	-	-	-
3400 Other Funds Ltd	768,748	893,433	893,433	1,417,884	1,417,884	-
6020 Federal Funds Cap Construct	3,302,891	-	6,347,138	-	-	-
TOTAL CAPITAL OUTLAY	\$6,547,615	\$14,443,433	\$24,208,261	\$2,292,884	\$2,292,884	-
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	4,699,840	1,805,571	1,805,571	1,874,183	1,874,183	-
4400 Lottery Funds Ltd	-	6,904,151	6,904,151	7,166,509	7,166,509	-
6400 Federal Funds Ltd	-	500,000	1,000,000	1,000,000	1,000,000	-
All Funds	4,699,840	9,209,722	9,709,722	10,040,692	10,040,692	-
6025 Dist to Other Gov Unit						
4400 Lottery Funds Ltd	-	1,000,000	1,000,000	1,300,000	1,300,000	-
6030 Dist to Non-Gov Units						
8000 General Fund	113,940	118,156	118,156	122,646	122,646	-
4400 Lottery Funds Ltd	-	668,156	668,156	2,048,254	2,048,254	-

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All Funds	113,940	786,312	786,312	2,170,900	2,170,900	-
6035 Dist to Individuals						
8000 General Fund	99,570	103,700	103,700	107,641	107,641	-
3200 Other Funds Non-Ltd	19,212	-	-	-	-	-
All Funds	118,782	103,700	103,700	107,641	107,641	-
6075 Loans Made to Individuals						
3200 Other Funds Non-Ltd	138,747,259	120,000,000	120,000,000	175,000,000	175,000,000	-
6080 Loans Made - Other						
3200 Other Funds Non-Ltd	-	35,000,000	35,000,000	5,000,000	5,000,000	-
6085 Other Special Payments						
4400 Lottery Funds Ltd	-	-	-	-	2,020,000	-
SPECIAL PAYMENTS						
8000 General Fund	4,913,350	2,027,427	2,027,427	2,104,470	2,104,470	-
4400 Lottery Funds Ltd	-	8,572,307	8,572,307	10,514,763	12,534,763	-
3200 Other Funds Non-Ltd	138,766,471	155,000,000	155,000,000	180,000,000	180,000,000	-
6400 Federal Funds Ltd	-	500,000	1,000,000	1,000,000	1,000,000	-
TOTAL SPECIAL PAYMENTS	\$143,679,821	\$166,099,734	\$166,599,734	\$193,619,233	\$195,639,233	-
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	2,570,000	1,010,000	1,010,000	1,065,000	1,065,000	-
3230 Other Funds Debt Svc Non-Ltd	75,135,000	177,205,000	177,205,000	173,960,000	173,960,000	-
All Funds	77,705,000	178,215,000	178,215,000	175,025,000	175,025,000	-
7150 Interest - Bonds						

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8030 General Fund Debt Svc	48,937	7,323	7,323	1,184,440	1,184,440	-
3230 Other Funds Debt Svc Non-Ltd	15,428,568	42,316,159	42,316,159	41,794,089	41,794,089	-
All Funds	15,477,505	42,323,482	42,323,482	42,978,529	42,978,529	-
DEBT SERVICE						
8030 General Fund Debt Svc	2,618,937	1,017,323	1,017,323	2,249,440	2,249,440	-
3230 Other Funds Debt Svc Non-Ltd	90,563,568	219,521,159	219,521,159	215,754,089	215,754,089	-
TOTAL DEBT SERVICE	\$93,182,505	\$220,538,482	\$220,538,482	\$218,003,529	\$218,003,529	-
EXPENDITURES						
8000 General Fund	10,335,744	7,363,276	7,550,791	8,263,466	7,877,708	-
8030 General Fund Debt Svc	2,618,937	1,017,323	1,017,323	2,249,440	2,249,440	-
4400 Lottery Funds Ltd	-	14,856,025	15,198,799	18,474,303	23,095,751	-
3020 Other Funds Cap Construct	2,475,976	12,950,000	16,367,690	-	-	-
3200 Other Funds Non-Ltd	145,299,989	168,025,000	168,025,000	193,025,000	193,025,000	-
3230 Other Funds Debt Svc Non-Ltd	90,563,568	219,521,159	219,521,159	215,754,089	215,754,089	-
3400 Other Funds Ltd	77,325,347	100,316,941	100,525,917	104,553,350	104,488,196	-
6020 Federal Funds Cap Construct	3,302,891	-	6,347,138	-	-	-
6400 Federal Funds Ltd	100,485	500,000	1,000,000	1,000,000	1,525,000	-
TOTAL EXPENDITURES	\$332,022,937	\$524,549,724	\$535,553,817	\$543,319,648	\$548,015,184	-
REVERSIONS						
9900 Reversions						
8000 General Fund	(53,282)	-	-	-	-	-
8030 General Fund Debt Svc	(3)	-	-	-	-	-
All Funds	(53,285)	-	-	-	-	-

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ENDING BALANCE						
3200 Other Funds Non-Ltd	128,185,670	120,172,857	119,963,881	94,959,959	94,959,959	-
3400 Other Funds Ltd	15,478,245	18,158,529	14,740,839	21,869,555	22,470,413	-
3430 Other Funds Debt Svc Ltd	35,000	-	-	-	-	-
6400 Federal Funds Ltd	93,978	-	-	-	-	-
TOTAL ENDING BALANCE	\$143,792,893	\$138,331,386	\$134,704,720	\$116,829,514	\$117,430,372	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	88	96	97	99	106	-
TOTAL AUTHORIZED POSITIONS	88	96	97	99	106	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	87.55	95.63	96.17	98.71	105.59	-
8280 FTE Reconciliation	-	0.21	0.21	-	-	-
TOTAL AUTHORIZED FTE	87.55	95.84	96.38	98.71	105.59	-

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REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	2,540,713	1,218,547	1,218,547	1,264,852	1,800,556	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	9,619,634	18,483,134	18,692,110	16,154,902	16,154,902	-
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	-	-	-	-	500,000	-
TRANSFERS IN						
4400 Lottery Funds Ltd	-	-	-	-	500,000	-
3400 Other Funds Ltd	9,619,634	18,483,134	18,692,110	16,154,902	16,154,902	-
TOTAL TRANSFERS IN	\$9,619,634	\$18,483,134	\$18,692,110	\$16,154,902	\$16,654,902	-
REVENUE CATEGORIES						
4400 Lottery Funds Ltd	-	-	-	-	500,000	-
3400 Other Funds Ltd	12,160,347	19,701,681	19,910,657	17,419,754	17,955,458	-
TOTAL REVENUE CATEGORIES	\$12,160,347	\$19,701,681	\$19,910,657	\$17,419,754	\$18,455,458	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	-	-	-	-	(109,006)	-
AVAILABLE REVENUES						
4400 Lottery Funds Ltd	-	-	-	-	500,000	-
3400 Other Funds Ltd	12,160,347	19,701,681	19,910,657	17,419,754	17,846,452	-

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TOTAL AVAILABLE REVENUES	\$12,160,347	\$19,701,681	\$19,910,657	\$17,419,754	\$18,346,452	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	5,555,776	6,581,545	6,878,050	6,921,198	6,921,198	-
3160 Temporary Appointments						
3400 Other Funds Ltd	267,386	46,055	46,055	47,805	47,805	-
3170 Overtime Payments						
3400 Other Funds Ltd	1,503	23,027	23,027	23,902	23,902	-
3180 Shift Differential						
3400 Other Funds Ltd	-	2,303	2,303	2,391	2,391	-
3190 All Other Differential						
3400 Other Funds Ltd	152,402	20,045	20,045	20,807	20,807	-
SALARIES & WAGES						
3400 Other Funds Ltd	5,977,067	6,672,975	6,969,480	7,016,103	7,016,103	-
TOTAL SALARIES & WAGES	\$5,977,067	\$6,672,975	\$6,969,480	\$7,016,103	\$7,016,103	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,806	2,565	2,565	2,806	2,806	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	919,296	996,749	996,749	1,181,758	1,181,758	-
3221 Pension Obligation Bond						

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3400 Other Funds Ltd	366,848	423,356	335,827	385,616	385,616	-
3230 Social Security Taxes						
3400 Other Funds Ltd	477,045	506,877	506,877	536,728	536,728	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	32,630	27,999	27,999	29,063	29,063	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	2,716	3,174	3,174	2,726	2,726	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	38,999	36,326	36,326	42,096	42,096	-
3270 Flexible Benefits						
3400 Other Funds Ltd	1,374,662	1,533,456	1,533,456	1,653,648	1,653,648	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	3,214,002	3,530,502	3,442,973	3,834,441	3,834,441	-
TOTAL OTHER PAYROLL EXPENSES	\$3,214,002	\$3,530,502	\$3,442,973	\$3,834,441	\$3,834,441	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(410,241)	(410,241)	(93,539)	(93,539)	-
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	23,118	23,118	-	-	-
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(387,123)	(387,123)	(93,539)	(93,539)	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$387,123)	(\$387,123)	(\$93,539)	(\$93,539)	-
PERSONAL SERVICES						

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3400 Other Funds Ltd	9,191,069	9,816,354	10,025,330	10,757,005	10,757,005	-
TOTAL PERSONAL SERVICES	\$9,191,069	\$9,816,354	\$10,025,330	\$10,757,005	\$10,757,005	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	70,524	148,999	148,999	172,162	172,162	-
4125 Out of State Travel						
3400 Other Funds Ltd	12,987	77,364	77,364	80,304	80,304	-
4150 Employee Training						
3400 Other Funds Ltd	37,306	170,467	170,467	181,945	181,945	-
4175 Office Expenses						
3400 Other Funds Ltd	218,312	727,588	727,588	760,587	657,641	-
4200 Telecommunications						
3400 Other Funds Ltd	117,041	151,763	151,763	159,450	159,450	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	953,025	722,886	722,886	774,634	818,289	-
4250 Data Processing						
3400 Other Funds Ltd	74,885	160,767	160,767	286,876	269,777	-
4275 Publicity and Publications						
3400 Other Funds Ltd	2,126	15,743	15,743	16,341	16,341	-
4300 Professional Services						
4400 Lottery Funds Ltd	-	-	-	-	500,000	-
3400 Other Funds Ltd	446,128	1,052,582	1,052,582	1,121,791	1,096,791	-
All Funds	446,128	1,052,582	1,052,582	1,121,791	1,596,791	-

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4315 IT Professional Services						
3400 Other Funds Ltd	-	52,051	52,051	54,237	54,237	-
4325 Attorney General						
3400 Other Funds Ltd	79,787	481,929	481,929	578,990	544,540	-
4350 Dispute Resolution Services						
3400 Other Funds Ltd	-	4,620	4,620	4,796	4,796	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	3,505	3,505	3,638	3,638	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	39,612	44,187	44,187	47,365	47,365	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	10,357	32,185	32,185	33,408	33,408	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	240,244	285,183	285,183	296,020	296,020	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	482,870	1,407,954	1,407,954	700,257	700,257	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	6,127	7,837	7,837	8,135	8,135	-
4600 Intra-agency Charges						
3400 Other Funds Ltd	30	919	919	954	954	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	9,064	34,525	34,525	35,837	35,837	-
4700 Expendable Prop 250 - 5000						

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3400 Other Funds Ltd	83,574	364,959	364,959	176,227	176,227	-
4715 IT Expendable Property						
3400 Other Funds Ltd	30,798	38,218	38,218	39,670	39,670	-
SERVICES & SUPPLIES						
4400 Lottery Funds Ltd	-	-	-	-	500,000	-
3400 Other Funds Ltd	2,914,797	5,986,231	5,986,231	5,533,624	5,397,784	-
TOTAL SERVICES & SUPPLIES	\$2,914,797	\$5,986,231	\$5,986,231	\$5,533,624	\$5,897,784	-
CAPITAL OUTLAY						
5550 Data Processing Software						
3400 Other Funds Ltd	5,487	218,128	218,128	224,517	224,517	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	34,844	-	-	-	-	-
5700 Building Structures						
3400 Other Funds Ltd	14,150	43,750	43,750	470,413	470,413	-
5750 Equipment - Part of Building						
3400 Other Funds Ltd	-	71,336	71,336	74,047	74,047	-
5800 Professional Services						
3400 Other Funds Ltd	-	200,000	200,000	275,000	275,000	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	-	82,031	82,031	85,148	85,148	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	54,481	615,245	615,245	1,129,125	1,129,125	-
TOTAL CAPITAL OUTLAY	\$54,481	\$615,245	\$615,245	\$1,129,125	\$1,129,125	-

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EXPENDITURES						
4400 Lottery Funds Ltd	-	-	-	-	500,000	-
3400 Other Funds Ltd	12,160,347	16,417,830	16,626,806	17,419,754	17,283,914	-
TOTAL EXPENDITURES	\$12,160,347	\$16,417,830	\$16,626,806	\$17,419,754	\$17,783,914	-
ENDING BALANCE						
3400 Other Funds Ltd	-	3,283,851	3,283,851	-	562,538	-
TOTAL ENDING BALANCE	-	\$3,283,851	\$3,283,851	-	\$562,538	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	51	46	46	47	47	-
TOTAL AUTHORIZED POSITIONS	51	46	46	47	47	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	50.89	45.79	45.79	46.79	46.79	-
8280 FTE Reconciliation	-	0.21	0.21	-	-	-
TOTAL AUTHORIZED FTE	50.89	46.00	46.00	46.79	46.79	-

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REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	10,389,026	7,363,276	7,550,791	7,706,872	7,335,847	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	1,080,629	500,000	1,000,000	1,000,000	1,525,000	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	969,206	107,623	107,623	-	109,006	-
1040 Transfer In Lottery Proceeds						
4400 Lottery Funds Ltd	-	-	-	2,739,708	-	-
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	-	14,856,025	15,198,799	12,488,911	19,136,745	-
TRANSFERS IN						
4400 Lottery Funds Ltd	-	14,856,025	15,198,799	15,228,619	19,136,745	-
3400 Other Funds Ltd	969,206	107,623	107,623	-	109,006	-
TOTAL TRANSFERS IN	\$969,206	\$14,963,648	\$15,306,422	\$15,228,619	\$19,245,751	-

REVENUE CATEGORIES						
8000 General Fund	10,389,026	7,363,276	7,550,791	7,706,872	7,335,847	-
4400 Lottery Funds Ltd	-	14,856,025	15,198,799	15,228,619	19,136,745	-
3400 Other Funds Ltd	969,206	107,623	107,623	-	109,006	-
6400 Federal Funds Ltd	1,080,629	500,000	1,000,000	1,000,000	1,525,000	-

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TOTAL REVENUE CATEGORIES	\$12,438,861	\$22,826,924	\$23,857,213	\$23,935,491	\$28,106,598	-
TRANSFERS OUT						
2080 Transfer to Counties						
6400 Federal Funds Ltd	(900,000)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	10,389,026	7,363,276	7,550,791	7,706,872	7,335,847	-
4400 Lottery Funds Ltd	-	14,856,025	15,198,799	15,228,619	19,136,745	-
3400 Other Funds Ltd	969,206	107,623	107,623	-	109,006	-
6400 Federal Funds Ltd	180,629	500,000	1,000,000	1,000,000	1,525,000	-
TOTAL AVAILABLE REVENUES	\$11,538,861	\$22,826,924	\$23,857,213	\$23,935,491	\$28,106,598	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	2,545,143	2,878,389	3,069,435	2,858,212	2,858,212	-
4400 Lottery Funds Ltd	-	2,162,392	2,340,740	1,416,584	1,870,466	-
3400 Other Funds Ltd	580,270	-	-	-	61,194	-
6400 Federal Funds Ltd	83,419	-	-	-	340,920	-
All Funds	3,208,832	5,040,781	5,410,175	4,274,796	5,130,792	-
3160 Temporary Appointments						
8000 General Fund	72,927	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	29,526	-	-	-	-	-

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3400 Other Funds Ltd	33,634	-	-	-	-	-
All Funds	63,160	-	-	-	-	-
SALARIES & WAGES						
8000 General Fund	2,647,596	2,878,389	3,069,435	2,858,212	2,858,212	-
4400 Lottery Funds Ltd	-	2,162,392	2,340,740	1,416,584	1,870,466	-
3400 Other Funds Ltd	613,904	-	-	-	61,194	-
6400 Federal Funds Ltd	83,419	-	-	-	340,920	-
TOTAL SALARIES & WAGES	\$3,344,919	\$5,040,781	\$5,410,175	\$4,274,796	\$5,130,792	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	1,028	1,500	1,500	1,458	1,458	-
4400 Lottery Funds Ltd	-	1,068	1,068	674	898	-
3400 Other Funds Ltd	274	-	-	-	26	-
6400 Federal Funds Ltd	-	-	-	-	169	-
All Funds	1,302	2,568	2,568	2,132	2,551	-
3220 Public Employees' Retire Cont						
8000 General Fund	269,337	402,048	402,048	485,040	485,040	-
4400 Lottery Funds Ltd	-	328,117	328,117	240,395	317,420	-
3400 Other Funds Ltd	75,106	-	-	-	10,384	-
6400 Federal Funds Ltd	-	-	-	-	57,854	-
All Funds	344,443	730,165	730,165	725,435	870,698	-
3221 Pension Obligation Bond						
8000 General Fund	127,300	167,055	163,524	132,738	132,738	-

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4400 Lottery Funds Ltd	-	-	122,848	122,848	122,848	-
3400 Other Funds Ltd	36,082	34,615	34,615	-	-	-
All Funds	163,382	201,670	320,987	255,586	255,586	-
3230 Social Security Taxes						
8000 General Fund	174,282	220,195	220,195	218,654	218,654	-
4400 Lottery Funds Ltd	-	165,421	165,421	108,369	143,092	-
3400 Other Funds Ltd	46,673	-	-	-	4,681	-
6400 Federal Funds Ltd	-	-	-	-	26,079	-
All Funds	220,955	385,616	385,616	327,023	392,506	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	2,672	2,672	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	1,360	1,810	1,810	1,389	1,389	-
4400 Lottery Funds Ltd	-	1,293	1,293	641	854	-
3400 Other Funds Ltd	360	-	-	-	25	-
6400 Federal Funds Ltd	-	-	-	-	161	-
All Funds	1,720	3,103	3,103	2,030	2,429	-
3260 Mass Transit Tax						
8000 General Fund	14,014	16,087	16,087	17,150	17,150	-
4400 Lottery Funds Ltd	-	12,976	12,976	8,500	11,222	-
3400 Other Funds Ltd	3,810	-	-	-	367	-
All Funds	17,824	29,063	29,063	25,650	28,739	-
3270 Flexible Benefits						

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<i>Description</i>	<i>2015-17 Actuals</i>	<i>2017-19 Leg Adopted Budget</i>	<i>2017-19 Leg Approved Budget</i>	<i>2019-21 Agency Request Budget</i>	<i>2019-21 Governor's Budget</i>	<i>2019-21 Leg. Adopted Audit</i>
8000 General Fund	782,690	876,098	876,098	842,153	842,153	-
4400 Lottery Funds Ltd	-	624,022	624,022	389,287	518,078	-
3400 Other Funds Ltd	192,997	-	-	-	15,393	-
6400 Federal Funds Ltd	-	-	-	-	97,706	-
All Funds	975,687	1,500,120	1,500,120	1,231,440	1,473,330	-
OTHER PAYROLL EXPENSES						
8000 General Fund	1,370,011	1,684,793	1,681,262	1,698,582	1,698,582	-
4400 Lottery Funds Ltd	-	1,132,897	1,255,745	870,714	1,114,412	-
3400 Other Funds Ltd	355,302	37,287	37,287	-	30,876	-
6400 Federal Funds Ltd	-	-	-	-	181,969	-
TOTAL OTHER PAYROLL EXPENSES	\$1,725,313	\$2,854,977	\$2,974,294	\$2,569,296	\$3,025,839	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(143,919)	(143,919)	(71,782)	(142,911)	-
4400 Lottery Funds Ltd	-	-	-	(60,000)	(60,000)	-
3400 Other Funds Ltd	-	(5,536)	(5,536)	-	-	-
All Funds	-	(149,455)	(149,455)	(131,782)	(202,911)	-
3465 Reconciliation Adjustment						
4400 Lottery Funds Ltd	-	(8,047)	(8,047)	-	4,736	-
3400 Other Funds Ltd	-	-	-	-	4,936	-
6400 Federal Funds Ltd	-	-	-	-	2,111	-
All Funds	-	(8,047)	(8,047)	-	11,783	-
P.S. BUDGET ADJUSTMENTS						

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8000 General Fund	-	(143,919)	(143,919)	(71,782)	(142,911)	-
4400 Lottery Funds Ltd	-	(8,047)	(8,047)	(60,000)	(55,264)	-
3400 Other Funds Ltd	-	(5,536)	(5,536)	-	4,936	-
6400 Federal Funds Ltd	-	-	-	-	2,111	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$157,502)	(\$157,502)	(\$131,782)	(\$191,128)	-
PERSONAL SERVICES						
8000 General Fund	4,017,607	4,419,263	4,606,778	4,485,012	4,413,883	-
4400 Lottery Funds Ltd	-	3,287,242	3,588,438	2,227,298	2,929,614	-
3400 Other Funds Ltd	969,206	31,751	31,751	-	97,006	-
6400 Federal Funds Ltd	83,419	-	-	-	525,000	-
TOTAL PERSONAL SERVICES	\$5,070,232	\$7,738,256	\$8,226,967	\$6,712,310	\$7,965,503	-
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	54,201	63,840	63,840	56,705	55,755	-
4400 Lottery Funds Ltd	-	127,820	148,120	98,060	197,090	-
3400 Other Funds Ltd	-	-	-	-	3,000	-
6400 Federal Funds Ltd	9,630	-	-	-	-	-
All Funds	63,831	191,660	211,960	154,765	255,845	-
4125 Out of State Travel						
8000 General Fund	9,678	1,362	1,362	1,414	1,414	-
4400 Lottery Funds Ltd	-	5,500	5,500	-	-	-
All Funds	9,678	6,862	6,862	1,414	1,414	-
4150 Employee Training						

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8000 General Fund	28,720	11,123	11,123	7,001	6,843	-
4400 Lottery Funds Ltd	-	25,689	29,689	9,757	33,757	-
3400 Other Funds Ltd	-	353	353	-	2,500	-
All Funds	28,720	37,165	41,165	16,758	43,100	-
4175 Office Expenses						
8000 General Fund	114,867	131,058	131,058	123,099	121,827	-
4400 Lottery Funds Ltd	-	190,720	196,618	142,391	225,831	-
3400 Other Funds Ltd	-	1,886	1,886	-	2,350	-
All Funds	114,867	323,664	329,562	265,490	350,008	-
4200 Telecommunications						
8000 General Fund	22,020	13,845	13,845	13,931	13,931	-
4400 Lottery Funds Ltd	-	12,000	15,380	8,740	27,820	-
3400 Other Funds Ltd	-	-	-	-	1,650	-
All Funds	22,020	25,845	29,225	22,671	43,401	-
4225 State Gov. Service Charges						
8000 General Fund	308,163	355,993	355,993	359,574	314,364	-
4400 Lottery Funds Ltd	-	-	-	135,849	120,835	-
3400 Other Funds Ltd	-	70,903	70,903	-	-	-
All Funds	308,163	426,896	426,896	495,423	435,199	-
4250 Data Processing						
8000 General Fund	-	54,751	54,751	56,832	56,832	-
4400 Lottery Funds Ltd	-	25,000	25,000	-	-	-
All Funds	-	79,751	79,751	56,832	56,832	-

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4275 Publicity and Publications						
8000 General Fund	80,465	-	-	-	-	-
4400 Lottery Funds Ltd	-	182,800	182,800	189,746	189,746	-
All Funds	80,465	182,800	182,800	189,746	189,746	-
4300 Professional Services						
8000 General Fund	612,926	191,461	191,461	197,011	184,007	-
4400 Lottery Funds Ltd	-	396,000	396,000	389,700	568,370	-
6400 Federal Funds Ltd	7,436	-	-	-	-	-
All Funds	620,362	587,461	587,461	586,711	752,377	-
4325 Attorney General						
8000 General Fund	62,121	21,040	21,040	-	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	-	185	185	-	-	-
3400 Other Funds Ltd	-	54	54	-	-	-
All Funds	-	239	239	-	-	-
4400 Dues and Subscriptions						
8000 General Fund	6,662	4,972	4,972	4,545	4,490	-
4400 Lottery Funds Ltd	-	36,250	36,250	27,248	27,248	-
All Funds	6,662	41,222	41,222	31,793	31,738	-
4475 Facilities Maintenance						
8000 General Fund	392	-	-	-	-	-
4600 Intra-agency Charges						
8000 General Fund	156	-	-	-	-	-

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4400 Lottery Funds Ltd	-	1,218,547	1,218,547	1,264,852	1,800,556	-
All Funds	156	1,218,547	1,218,547	1,264,852	1,800,556	-
4650 Other Services and Supplies						
8000 General Fund	87,965	55,342	55,342	47,722	45,975	-
4400 Lottery Funds Ltd	-	12,500	12,500	65,190	65,190	-
3400 Other Funds Ltd	-	2,676	2,676	-	-	-
All Funds	87,965	70,518	70,518	112,912	111,165	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	16,451	-	-	-	-	-
4400 Lottery Funds Ltd	-	23,250	31,250	20,085	22,485	-
All Funds	16,451	23,250	31,250	20,085	22,485	-
4715 IT Expendable Property						
8000 General Fund	-	11,614	11,614	12,056	12,056	-
4400 Lottery Funds Ltd	-	140,400	140,400	134,940	155,940	-
3400 Other Funds Ltd	-	-	-	-	2,500	-
All Funds	-	152,014	152,014	146,996	170,496	-
SERVICES & SUPPLIES						
8000 General Fund	1,404,787	916,586	916,586	879,890	817,494	-
4400 Lottery Funds Ltd	-	2,396,476	2,438,054	2,486,558	3,434,868	-
3400 Other Funds Ltd	-	75,872	75,872	-	12,000	-
6400 Federal Funds Ltd	17,066	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	\$1,421,853	\$3,388,934	\$3,430,512	\$3,366,448	\$4,264,362	-
CAPITAL OUTLAY						

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5550 Data Processing Software						
4400 Lottery Funds Ltd	-	100,000	100,000	-	-	-
5700 Building Structures						
8000 General Fund	-	-	-	200,000	-	-
4400 Lottery Funds Ltd	-	-	-	-	200,000	-
All Funds	-	-	-	200,000	200,000	-
5800 Professional Services						
8000 General Fund	-	-	-	37,500	-	-
4400 Lottery Funds Ltd	-	500,000	500,000	-	37,500	-
All Funds	-	500,000	500,000	37,500	37,500	-
CAPITAL OUTLAY						
8000 General Fund	-	-	-	237,500	-	-
4400 Lottery Funds Ltd	-	600,000	600,000	-	237,500	-
TOTAL CAPITAL OUTLAY	-	\$600,000	\$600,000	\$237,500	\$237,500	-
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	4,699,840	1,805,571	1,805,571	1,874,183	1,874,183	-
4400 Lottery Funds Ltd	-	6,904,151	6,904,151	7,166,509	7,166,509	-
6400 Federal Funds Ltd	-	500,000	1,000,000	1,000,000	1,000,000	-
All Funds	4,699,840	9,209,722	9,709,722	10,040,692	10,040,692	-
6025 Dist to Other Gov Unit						
4400 Lottery Funds Ltd	-	1,000,000	1,000,000	1,300,000	1,300,000	-
6030 Dist to Non-Gov Units						

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8000 General Fund	113,940	118,156	118,156	122,646	122,646	-
4400 Lottery Funds Ltd	-	668,156	668,156	2,048,254	2,048,254	-
All Funds	113,940	786,312	786,312	2,170,900	2,170,900	-
6035 Dist to Individuals						
8000 General Fund	99,570	103,700	103,700	107,641	107,641	-
6085 Other Special Payments						
4400 Lottery Funds Ltd	-	-	-	-	2,020,000	-
SPECIAL PAYMENTS						
8000 General Fund	4,913,350	2,027,427	2,027,427	2,104,470	2,104,470	-
4400 Lottery Funds Ltd	-	8,572,307	8,572,307	10,514,763	12,534,763	-
6400 Federal Funds Ltd	-	500,000	1,000,000	1,000,000	1,000,000	-
TOTAL SPECIAL PAYMENTS	\$4,913,350	\$11,099,734	\$11,599,734	\$13,619,233	\$15,639,233	-
EXPENDITURES						
8000 General Fund	10,335,744	7,363,276	7,550,791	7,706,872	7,335,847	-
4400 Lottery Funds Ltd	-	14,856,025	15,198,799	15,228,619	19,136,745	-
3400 Other Funds Ltd	969,206	107,623	107,623	-	109,006	-
6400 Federal Funds Ltd	100,485	500,000	1,000,000	1,000,000	1,525,000	-
TOTAL EXPENDITURES	\$11,405,435	\$22,826,924	\$23,857,213	\$23,935,491	\$28,106,598	-
REVERSIONS						
9900 Reversions						
8000 General Fund	(53,282)	-	-	-	-	-
ENDING BALANCE						
6400 Federal Funds Ltd	80,144	-	-	-	-	-

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TOTAL ENDING BALANCE	\$80,144	-	-	-	-	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	32	45	46	35	42	-
TOTAL AUTHORIZED POSITIONS	32	45	46	35	42	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	31.66	44.84	45.38	34.92	41.80	-
TOTAL AUTHORIZED FTE	31.66	44.84	45.38	34.92	41.80	-

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BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	8,555,146	11,510,000	11,510,000	11,456,988	11,456,988	-
3430 Other Funds Debt Svc Ltd	35,000	-	-	-	-	-
All Funds	8,590,146	11,510,000	11,510,000	11,456,988	11,456,988	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8030 General Fund Debt Svc	2,618,940	1,017,323	1,017,323	2,249,440	2,249,440	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	-	85,446,166	85,446,166	96,146,163	96,146,163	-
0415 Admin and Service Charges						
3400 Other Funds Ltd	67,907,081	-	-	-	-	-
CHARGES FOR SERVICES						
3400 Other Funds Ltd	67,907,081	85,446,166	85,446,166	96,146,163	96,146,163	-
TOTAL CHARGES FOR SERVICES	\$67,907,081	\$85,446,166	\$85,446,166	\$96,146,163	\$96,146,163	-
FINES, RENTS AND ROYALTIES						
0510 Rents and Royalties						
3400 Other Funds Ltd	200	-	-	-	-	-
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	-	310,000	310,000	-	-	-

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INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	225,761	150,000	150,000	150,000	150,000	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	163,961	100,000	100,000	100,000	100,000	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	13,834	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	6,571,890	1,150,000	1,150,000	1,150,000	1,150,000	-
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	-	-	-	-	250,000	-
TRANSFERS IN						
4400 Lottery Funds Ltd	-	-	-	-	250,000	-
3400 Other Funds Ltd	6,571,890	1,150,000	1,150,000	1,150,000	1,150,000	-
TOTAL TRANSFERS IN	\$6,571,890	\$1,150,000	\$1,150,000	\$1,150,000	\$1,400,000	-
REVENUE CATEGORIES						
8030 General Fund Debt Svc	2,618,940	1,017,323	1,017,323	2,249,440	2,249,440	-
4400 Lottery Funds Ltd	-	-	-	-	250,000	-
3400 Other Funds Ltd	74,868,893	87,156,166	87,156,166	97,546,163	97,546,163	-
6400 Federal Funds Ltd	13,834	-	-	-	-	-

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TOTAL REVENUE CATEGORIES	\$77,501,667	\$88,173,489	\$88,173,489	\$99,795,603	\$100,045,603	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(3,750,000)	-	(3,417,690)	-	-	-
AVAILABLE REVENUES						
8030 General Fund Debt Svc	2,618,940	1,017,323	1,017,323	2,249,440	2,249,440	-
4400 Lottery Funds Ltd	-	-	-	-	250,000	-
3400 Other Funds Ltd	79,674,039	98,666,166	95,248,476	109,003,151	109,003,151	-
3430 Other Funds Debt Svc Ltd	35,000	-	-	-	-	-
6400 Federal Funds Ltd	13,834	-	-	-	-	-
TOTAL AVAILABLE REVENUES	\$82,341,813	\$99,683,489	\$96,265,799	\$111,252,591	\$111,502,591	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	566,808	526,248	526,248	636,768	636,768	-
3190 All Other Differential						
3400 Other Funds Ltd	2,575	-	-	-	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	569,383	526,248	526,248	636,768	636,768	-
TOTAL SALARIES & WAGES	\$569,383	\$526,248	\$526,248	\$636,768	\$636,768	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						

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3400 Other Funds Ltd	178	285	285	305	305	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	71,544	92,248	92,248	108,060	108,060	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	33,081	35,937	35,937	35,888	35,888	-
3230 Social Security Taxes						
3400 Other Funds Ltd	42,720	40,258	40,258	48,713	48,713	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	302	345	345	290	290	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	2,850	3,171	3,171	3,821	3,821	-
3270 Flexible Benefits						
3400 Other Funds Ltd	168,118	166,680	166,680	175,920	175,920	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	318,793	338,924	338,924	372,997	372,997	-
TOTAL OTHER PAYROLL EXPENSES	\$318,793	\$338,924	\$338,924	\$372,997	\$372,997	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(11,071)	(11,071)	(11,071)	(11,071)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	888,176	854,101	854,101	998,694	998,694	-
TOTAL PERSONAL SERVICES	\$888,176	\$854,101	\$854,101	\$998,694	\$998,694	-
SERVICES & SUPPLIES						

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4100 Instate Travel						
3400 Other Funds Ltd	12,160	27,653	27,653	28,704	28,704	-
4125 Out of State Travel						
3400 Other Funds Ltd	17,177	28,145	28,145	29,214	29,214	-
4150 Employee Training						
3400 Other Funds Ltd	2,885	12,049	12,049	12,507	12,507	-
4175 Office Expenses						
3400 Other Funds Ltd	19,595	58,216	58,216	60,428	60,428	-
4200 Telecommunications						
3400 Other Funds Ltd	5,418	25,782	25,782	26,762	26,762	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	110,143	109,007	109,007	132,852	124,511	-
4250 Data Processing						
3400 Other Funds Ltd	-	4,688	4,688	4,866	4,866	-
4275 Publicity and Publications						
3400 Other Funds Ltd	2,669	94,507	94,507	98,098	98,098	-
4300 Professional Services						
4400 Lottery Funds Ltd	-	-	-	-	250,000	-
3400 Other Funds Ltd	59,429,213	77,897,384	77,897,384	81,194,074	81,169,074	-
All Funds	59,429,213	77,897,384	77,897,384	81,194,074	81,419,074	-
4325 Attorney General						
3400 Other Funds Ltd	36,577	69,655	69,655	83,683	78,704	-
4375 Employee Recruitment and Develop						