Agency: Department of Corrections

Project Name	Project Description	Estimated Start Date	Estimated End Date	Project cost to date	Estimated 15-17 Costs	All biennia total project cost	Base or POP	Project Phase: I=Initiation, P=Planning, E=Execution, C=Close-out	If continuing project - Has it been rebaselined for either cost, scope or schedule? Y/N - If Y, how many times?	Purpose: L=Lifecycel Replacement; U=Upgrade existing system; N= New system	What Program or line of business does the project support?
Electronic Health Record	DOC is still managing paper medical charts for medical, mental, and dental health. This project will transition the business to an electronic health record	7/1/2015	6/30/2017		$3,045,462	TBD	POP	I	N	N	Health Services
Inmate Thin-Client Network Replacement (In-Place)	DOC IT Services maintains, monitors, and repairs the critical system infrastructure which is at high risk of failure due to its aging hardware. The Inmate Network's software need has also outgrown the existing old hardware and is therefore experiencing lag time, timeouts, and on occasion cannot be upgraded because of incompatibility issues.	7/1/2015	6/30/2017		$623,175	TBD	POP	I	N	L	Operations
DOC Intranet	Leveraging our Microsoft Enterprise License, DOC has chosen MS SharePoint as the solution to build an Intranet, establish and manage collaboration and project spaces, replace file shares and utilize for certain business intelligence services	7/1/2015	6/30/2018		$876,000	TBD	POP	I	N	N	Administration
Business Analysis for Corrections Information System Replacement	This 25 year old, Legacy, i-series application is not keeping up with current business processes and user demand for enhanced reporting. This project is 24 months of work to identify business and technical requirements in preparation for procuring a new system.	7/1/2015	6/30/2017		$2,000,000		POP	I	N	L	Administration
Corrections Information System Replacement	Complete replacement of a 25 year old Legacy, i-series information system – written in COBOL.	7/1/2017	6/30/2021			20,000,000	POP	I	N	L	Administration

SAS Data Warehouse Software Maintenance	The research unit uses SAS software to create and maintain its data warehouse that is used to provide data via its web portal, CMIS, as well as fulfill adhoc and CORE related data requests. The data is also used to support research, program evaluation, and risk assessment.	7/1/2015	6/30/2017		$280,000	TBD	Base	I	N	L	Research
Intake Electronic computer-based Data Collection & Assessment System	The DOC Intake Center has utilized the same paper-based offender information collection and assessment process for more than 20 years. DOC is requesting a computer-based offender data collection and assessment system.	7/1/2015	6/30/2017		$198,000	TBD	POP	I	N	N	Intake
Warehouse Management Barcode System	DOC currently carries out all warehouse functionalities manually on paper. We are requesting a Warehouse Management System that is integrated with our current accounting system.	7/1/2015	6/30/2017		$630,982	TBD	POP	I	N	N	General Services
AS400 Modernization	Modernize the presentation of the applications hosted on the AS/400 to be graphical and available in a web browser. Modernization is in part accomplished by purchasing new software tools. Modernization includes access to both the CIS (offender system) and AFMIS (accounting) systems with a web browser replacing the current 5250 green screens.	7/1/2015	6/30/2017		$786,688	TBD	POP	I	N	N	Administration
PREA Technology Solutions	This package requests technology solutions that will enhance security and support the Prison Rape Elimination Act (PREA). The Oregon Department of Corrections has a zero tolerance for sexual abuse. New technology is a critical component for detecting prison rape and other security concerns.	7/1/2015	6/30/2017		$14,922,845	TBD	POP	I	N	N	Operations

Payroll Imaging	Due to the current technology of Payroll Systems, the amount of paper documents required to be maintained is huge. Approximately 10,000 pieces of paper are required to be filed and maintained for employee payroll each month. DOC maintains over 60 5-drawer file cabinets around the state for payroll records. DOC would like to incorporate the system used by Secretary of State (Oregon Records Management Solution) to image, file and archive payroll records. The cost of this system is approximately $15,000 per biennium. DOC will need two clerical support positions to scan back records for approximately 6 months to start up (approximately $60,000).	7/1/2015	6/30/2017		$75,000	TBD	Base	I	N	N	Administration

Business Case for an Electronic Health Records System

Oregon State Department of Corrections (ODOC),

Operations Division,

Health Services (HS) Administration Section

Date: June 5, 2015

Version: 1.0

Authors: Fusion Consulting and ODOC Project Team Members

Phone: 503-378-3159

E-mail: Mark.I.Jungvirt@doc.state.or.us

Web site: ODOC Health Services

Business Case – Authorizing Signatures

The person signing this section is attesting to reviewing and approving the business case as proposed.

PROPOSAL NAME AND DOCUMENT VERSION #	**Electronic Health Records (EHR) System v1.0**		
AGENCY	**Oregon Department of Corrections (ODOC)**	DATE	**6/5/2015**
DIVISION	**Health Services (HS)**	DAS CONTROL #	**POP 101**
AGENCY CONTACT	**Mark Jungvirt, HS Business Operations Administrator**	PHONE NUMBER	**503-378-3159**

This table to be completed by the submitting agency Agency Head or Designee	
Colette S. Peters, Director of the Department of Corrections (ODOC)	
Signature	6/5/15 <MM / DD / YYYY>
Agency Executive Sponsor	
Mark I. Jungvirt, Health Services Business Operations Administrator	
Signature	05/07/2015 <MM / DD / YYYY>
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Bettina Davis, IT Services Chief Information Officer (CIO)	
Signature	5/7/2015 <MM / DD / YYYY>
State Data Center Representative, if required by the State CIO	
Signature_____	_____ <MM / DD / YYYY>

This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section. DAS CIO Analyst	
(Name)	
Signature_____	_____ <MM / DD / YYYY>
State CIO	
(Name)	
Signature_____	_____ <MM / DD / YYYY>

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Executive Summary

Mission and Performance Management

The Oregon Department of Corrections (ODOC) operates correctional institutions and performs functions related to legislatively approved programs for over 14,500 adults in custody, within 14 institutions throughout Oregon.

"The mission of the Department of Corrections is to
promote public safety by holding adults in custody accountable for
their actions and reducing the risk of future criminal behavior."

In addition to managing the adult in custody population, the Department also administers the Community Corrections grant programs providing financial assistance, technical assistance, and policy development in thirty-six counties supervising 31,000 offenders on felony probation and post-prison supervision. Of those 36 counties, the community corrections departments for two (Linn and Douglas) are directly managed by ODOC.

The 2013 Oregon Legislative Session

During the 2013, Oregon Legislative Session, SB 843 was passed and signed into law. The bill created the Work Group on Corrections Health Care Costs. This group evaluated the Oregon Department of Correction health care system expenditures and efficiencies. The SB 843 Workgroup provided a number of recommendations, many of which implementation is already underway.

At the conclusion of the yearlong evaluation, one of the Workgroup's major recommendations was for ODOC to purchase and implement an Electronic Health Records (EHR) system to improve clinical operations and increase operational efficiency.

Proposed Project

With the support of the SB 843 Workgroup, ODOC is proposing to procure and implement an Electronic Health Record (EHR) system that meets the needs of the department. ODOC would modernize the current medical documentation process through the procurement and implementation of a Software as a Service (SaaS) EHR system. SaaS is a software distribution model in which applications are commercial off the shelf (COTS) and hosted by a vendor or service provider and made available to customers over a network, typically the Internet.

The SaaS COTS solution will be financed through the ODOC's health services budget on a biennial basis. An EHR software/system will facilitate the care of adults in custody within the agency's 14 institutions.

In May 2014, ODOC hired Fusion Consulting, a nationwide leader in assisting County, State and Federal correctional agencies in selecting, implementing, and supporting Electronic Health Record systems. Fusion prepared Stage Gate 1 documents required to procure a SaaS COTS EHR system, leveraging their expertise in vendor pricing, system functionality, and overall change management concepts to guide health services and submit the appropriate documents. Fusion worked with stakeholders from health services and information technology services (IT) to prepare and submit the following project pre-initiation documents:

- As-Is Current Workflow Analysis
- To-Be Future Workflow Analysis
- Information Resource Request (IRR)
- Readiness Assessment
- Statement of Work (SOW)

Based on the information gathered and submitted, alternative options were reviewed, and a three-year roadmap was defined. Necessary infrastructure changes were targeted and costs were estimated including the Oregon State Data Center (SDC) expenses for hosting and supporting.

An EHR will provide ODOC with a foundation for sharing data and essential information, to improve business efficiencies, and make evidence-based decisions. Furthermore, it will position the agency to take advantage of efficiencies from current and available technologies. The modernization of critical business systems will improve the department's ability to meet its mission and promote public safety by supporting the functions necessary for clinical excellence and risk management.

In 2013, ODOC started a new initiative titled Correctional Outcomes through Research and Engagement (CORE). CORE is ODOC's performance management system and process improvement methodology guiding the agency's mission, vision, values, goals, and objectives by measuring and evaluating targeted outcomes throughout the organization.

Having the ability to set markers, track findings, outcomes, and measure items to determine the effectiveness of the health care system is necessary for measuring success.

An EHR system will provide the ease of monitoring and tracking individuals with chronic health conditions to ensure we, as an organization, are achieving good results and give us the ability to report CORE outcome measures.

An EHR will support ODOC's CORE process measures of managing adults in custody healthcare (OP3):

- Offsite medical care - Percent of total adults in custody care encounters that occur offsite (OP3a)
- Continuous quality improvement (CQI) - Percent of compliant CQI programs (OP3b)
- BHS coordination of care management - Percent of adults in custody with serious and persistent mental illness receiving mental health case management services (OP3c)
- Clinical licensure - Percent of licensed and credentialed employees (OP3d)
- Pharmacy - Percent of prescription medications filled and delivered within two business days (OP3e)
- Adult in custody blood pressure - Percent of adults in custody with condition who are in acceptable levels (OP3f)
- Adult in custody cholesterol - Percent of adults in custody with condition who are in acceptable levels (OP3g)
- Adult in custody blood sugar - Percent of adults in custody with condition who are in acceptable levels (OP3h)
- Parole/Release medications – Percent of adults in custody who receive their medications upon release (OP3i)
- Health empowerment – Percent of adults in custody enrolled in a self-empowerment program (OP3j)

(Refer to CORE Fundamentals Map for more details)

ODOC's Current Healthcare System

ODOC is responsible for providing and coordinating the healthcare for all ODOC patients. Patient encounters occur primarily at ODOC clinics but also include off-site care provided at geographically dispersed specialty clinics and hospitals. ODOC's healthcare system handles over 14,500 adults in custody, with 5,200 new intakes per year, of which 70% are first time adults in custody that require manual assembly of a new health record. In addition to these figures, ODOC's approximately 540 Health Services staff engage in over one million patient care encounters each year. ODOC's healthcare system includes, but is not limited to, general medical care, dental care, behavioral health services, and pharmacy services. ODOC Health Services Unit currently relies on a paper-based medical record combined with a mid-range offender management application that does not maximize operational efficiencies, support improved decision-making, or improve patient care outcomes. Implementing a SaaS COTS EHR solution will eliminate the cumbersome and antiquated paper-based medical record and support the following ODOC business objectives:

- Increase Efficiencies and Access to Medical Records
- Reduce Paper Waste
- Improve Health Care Quality and Patient Outcomes
- Ensure Accountability and Confidentiality
- Maintain Current and Consistent Correctional Health Care Practices
- Ensure Effective and Efficient Distribution of Clinical Information to Support Continuity of Care

Key problems confronting the paper filing system are:

- Medical, dental, mental health and pharmaceutical records share a single, paper based file requiring handwritten entries.
- Misrouting of files between medical institutions during transport and misfiled records can potentially delay or obstruct continuity of care.
- Delay of non-emergent off-site care due to missing medical records.
- Copying medical records, when requested by off-site providers, is cumbersome and time consuming. It is not uncommon for a chart to contain hundreds of pages.
- Unable to effectively share or access patient information, particularly when they are transferred between institutions or have services performed by various medical services within the same facility.
- Inability to efficiently collect data to monitor and evaluate chronic health conditions or manage disease outbreaks. For instance, a manual search of every paper chart would need to occur to gather accurate data for determining how many patients have high blood sugar, blood pressure, and cholesterol throughout ODOC.
- A paper-based system does not provide a means for utilization review, such as measuring percentages of patient/staff encounters in each area of health services.

The implementation of an EHR will minimize or eliminate the need for paper files and medical record rooms. Eliminating the records room at each institution will free up valuable space, improving clinic workflows and operations.

What ODOC seeks in an EHR System

A high-level overview of requirements that ODOC is seeking in an EHR includes, but is not limited to:

- A commercial off-the-shelf electronic health record system
- A system available via software as a service (SaaS), a software distribution model in which applications are hosted by a vendor or service provider and made available to customers over a network, typically the Internet.
- ONC Certification to the 2014 Edition Standards and Certification Criteria.
- A system that can interface with or replace the following systems:
    - Offender Management System (OMS)
    - Laboratory
    - Radiology
    - Correctional Institution Pharmacy System (CIPS)
    - Health Information Exchange (HIE)
- A system that has been implemented in a large state DOC environment
- A system that utilizes logon credentials from ODOC's active directory
- A system that offers user customization of forms, reports, handouts, and system settings
- A system that offers 24 hours a day, seven days a week, 365 days a year support by certified EHR professionals

Three Project Phases

The project will be divided into the following three phases:

1. **Phase 1**: Pursue a Request-for-Proposal (RFP) to identify and select a vendor that meets the specific functional requirements established by ODOC.
2. **Phase 2:** Establish the EHR technical environments, develop interfaces, build any mandatory customizations, and train all Health Services staff.
3. **Phase 3:** Tactically implement the EHR system to each site. Since Oregon is a geographically large state, it will be important to identify and group the institutions for an effective roll out phase.

Five Alternative Solutions

As part of ODOC's approach in defining the solution requirements, ODOC has identified the following five (5) alternative solutions:

1. Stay As-Is
2. SaaS COTS EHR
3. Custom Application
4. Tie into another Public Agency EHR
5. SaaS COTS EHR with an Offender Management System (OMS) Module

Following ODOC's evaluation of each alternative, the SaaS COTS EHR (#2) met the desired EHR solution requirements and the cost-benefits outweighed the other alternatives.

Governor's key priorities for IT systems

This project meets several of the Governor's key priorities for IT systems including the following:

1) Expand access to health care coverage and continuity of care through a modern EHR system, which can interface with the Health Information Exchange (HIE) as well as support the expanded Medicaid coverage of the Affordable Care Act, specifically for the incarcerated.
2) Improve health by shifting focus to prevention and wellness. Oregon's coordinated health care model emphasizes prevention, wellness, and local flexibility in delivering care. The Governor is asking organizations to develop new ways to improve care and prevent chronic conditions from becoming emergencies, such as the ODOC.
3) Create a more accountable system that saves the State money. The Governor has mandated reforms that are projected to save hundreds of millions of dollars, ending years of spiraling costs, and ensuring a stable and sustainable future. The federal government has invested $1.9 billion in Oregon's health care system, and in return, the governor is looking to reducing the rate of inflation while delivering measurably better health outcomes. The Governor's priority states that organizations such as the ODOC will be held accountable for improving health measurements like reducing hospital readmissions for chronic conditions and covering more people through expanded Medicaid.

In addition to the Governor's key priorities, the following will support ODOC's Shared Vision by implementing innovative business practices. This EHR project will allow ODOC to track needed data to improve CORE process measures. Ultimately, it will improve the process of providing timely healthcare, patient outcomes, continuity of care, and accurate accounting and delivery of medications. It will also streamline the process of providing accurate documentation for legal adjudications.

Key Project Assumptions

Key assumptions for this project include:

- COTS EHR vendors are able to meet the needs of ODOC
- COTS EHR vendors have successfully implemented statewide solutions for departments' of correction in other states.
- EHR implementation costs will be stable and based on costs for similar state DOC EHR implementations.

Key Project Risks

Key project risks that must be effectively managed include the following:

- Bias in the RFP process, potentially steering the EHR selection toward a certain vendor or solution due to EHR implementations in other states or within Oregon by other health care organizations.
- Timely implementation to ensure continued buy-in from ODOC health services staff.
- External drivers, which may detract from choosing a system that meets ODOC's solution requirements.
- Not receiving adequate proposals to ODOC's EHR implementation requirements.

Recommendation

Based on the research that has been completed and analysis of vendor capabilities reported by Fusion Consulting, ODOC recommends moving forward with Alternative # 2, a software as a service (SaaS) commercial off-the-shelf (COTS) electronic health record (EHR) hosted by the EHR vendor. It is anticipated that this solution would cost approximately $3.5 million in initial funding over a three-year project lifecycle, plus an additional subscription thereafter.

A SaaS COTS EHR will provide ODOC the most robust solution available while providing the flexibility needed to modify it as required. Because of the risk analysis (Refer to Appendix A: Risk Assessment Worksheet for more details), Alternative # 2 has been assigned a total risk score of Low. In addition to the aforementioned benefits, ODOC gains the added feature of leveraging other states enhancements to the selected vendor's product as well. Achieving a successful implementation includes the following steps:

1. Identify the funding source.
2. Initiate a formal procurement process to publish an RFP
3. Implement EHR solution, including:
    a. Configuration and customization of system, including interfaces to external providers.
    b. Implement organizational changes identified in analysis.
    c. Provide process and system training.
    d. System rollout to all sites.

To date, ODOC has already taken the appropriate measures in hiring an experienced ODOC EHR consulting firm who completed the following items to be used in the EHR implementation:

- As-Is Current Workflow Analysis
- To-Be Future Workflow Analysis
- Business Case (This document)
- Information Resource Request (IRR)
- Readiness Assessment
- Statement of Work (SOW)

Consequences of Failure to Act

Failure to move forward with the procurement and implementation of a SaaS COTS EHR will result in business as usual. ODOC Health Services would continue to use a paper-based system, which will continue to result in inefficient utilization of staff resources and unnecessary costs associated to maintaining a paper-based system.

Failure to act in implementing an EHR system will cause ODOC to:

- Not meet the Governor's initiatives.
- Continue supporting ODOC's Correctional Information System (CIS) Adult in Custody Health Plan, Health Status Program, Scheduling, Medication Ordering (CIPS), and Mental Health System (CTS).
- Struggle managing ODOC's CORE process measures of Managing Adult in Custody Healthcare (OP3).
- Continued support of an antiquated business model.
- Continue misallocation of human resources (nurses conducting clerical duties).
- Remain a higher risk for potential medical malpractice.
- Waste resources obtaining data needed to enable fact-based decisions.
- Not implement Legislative Workgroup on Corrections Health Care Costs.

Background and Purpose

Purpose

ODOC invests heavily in the healthcare of adults in custody. ODOC provides, organizes, and bears the financial responsibility for healthcare to adults in custody within ODOC institutions and when sent to offsite institutions for specialty care throughout their incarceration. ODOC's healthcare system brings in and releases approximately 5,200 adults in custody each year, requiring extensive records management. ODOC provides the delivery of healthcare pertaining to general medical, mental health, and dental care and maintains all information in one paper-based medical record. ODOC medical providers and nurses engage in over one million patient care encounters each year. Each encounter is documented in the medical record as required by law. The current paper-based medical record system complicates the coordination of patient care among the various internal disciplines as stated above. This system exacerbates many issues that hinder efforts to facilitate continuity of care.

A COTS EHR system is a technological solution that will resolve these aforementioned operational inefficiencies, and provide substantive benefits. A COTS EHR will allow for the simultaneous and instantaneous access of patient charts, provide essential datasets crucial to efficient business decision processes, national accreditation requirements, and support the Governor of Oregon's initiatives for its citizens.

Background of Department of Corrections

The Oregon Department of Corrections was created by the 64th Legislative Assembly in June 1987, and operates under ORS chapter 423. The Oregon Constitution was amended in November 1996 to state, "Laws for the punishment of crimes shall be founded on these principles: protection of society, personal responsibility, accountability for one's actions and reformation." The ODOC mission echoes the Oregon constitution: "To promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior." First and foremost, ODOC protects public safety. Second, ODOC holds offenders accountable and requires them to take personal responsibility – both for their crimes and for their behavior within ODOC institutions. Third, ODOC allows for rehabilitation and reformation through programs and services. This combination ultimately contributes to successful reintegration back to society.

The department has custody of adults sentenced to prison for more than 12 months, housing approximately 14,500 adults in 14 prisons throughout the state. ODOC is recognized nationally among correctional agencies for providing adults in custody with the cognitive, education, and job skills needed to become productive citizens when they transition back to their communities. Due to these efforts, Oregon's recidivism rate is about 28 percent.

To further focus on safe communities, safe prisons, and a safe workplace, the department created the Oregon Accountability Model. This business strategy is designed to change criminal behavior – during incarceration and post-prison supervision – using evaluation, education, treatment, work, family engagement, and evidence-based community supervision practices. It begins at the assessment phase during intake and impacts individuals throughout incarceration, reintegration, and community supervision. It is inspired by the department's mission of public safety, accountability, and crime prevention.

ODOC also provides administrative oversight and funding for the community corrections activities of Oregon's 36 counties. All but two of Oregon's counties (Linn and Douglas) manage the supervision of offenders in those counties who are subject to jail, parole, post-prison supervision, and/or probation. In addition, ODOC's Community Corrections Division provides interstate compact administration and jail inspections, as well as central information and data services regarding felons statewide.

The department's culture is driven by a set of strong core values: integrity and professionalism; dignity and respect; safety and wellness; fact-based decision making; positive change; honoring our history; and stewardship. ODOC has also adopted a shared vision that includes: valuing employee wellness; engaging employees; operating safe facilities; implementing innovative business practices; preparing offenders for reentry; and partnering with stakeholders. Department staff are actively involved in their communities, serving on commissions, participating in volunteer organizations, coaching youth sports, and otherwise giving their time to enhance the quality of life for all Oregonians.

Background of Department of Corrections Health Services Unit

The Oregon Department of Corrections is responsible for the management and administration of all adult correctional institutions and other functions related to state programs for adult corrections to include medical, dental, behavioral health, pharmacy and medical records programs operated at each facility and the care delivered to over 14,500 adults in custody. The National Commission on Correctional Healthcare (NCCHC) surveys Health Services' operations for accreditation every three years.

Medical Services

The State has a constitutional obligation to provide health care for those people whom it incarcerates. The federal courts have mandated that adults in custody, though incarcerated, remain entitled to basic medical care.

These adults in custody enter the system with a lower than average educational level, lower than average income, and a higher than average rate of illness and chronic disease. An estimated 23 percent have cardiovascular associated disease and 10 percent have a respiratory disease. Twenty-three percent have moderate or severe mental health problems, and up to 71 percent report substance abuse problems. In addition, most have had little or no previous medical care.

Medical service staff encounter medical problems similar to those found in the outside community. These problems range from minor to major concerns and include acute illnesses, chronic diseases as well as preventative and end-of-life care. ODOC medical providers provide more than 622 daily on-site primary care appointments and nursing staff engages in over 1,900 daily patient care contacts. ODOC provides extensive onsite primary care and coordinates appointments in the community with specialists such as cardiologists, surgeons, and gastroenterologists, as needed. ODOC operates five onsite infirmaries with 76 beds for those patients needing greater care. When the need arises, ODOC coordinates adult in custody hospitalizations based on the geographic location and care required for the adult in custody. Radiology (X-ray images) and laboratory services are obtained onsite. Images and specimens are sent offsite for evaluation of findings. Written results are returned via fax or mail.

Dental Services

ODOC has dental clinics in 12 institutions. Adults in custody housed in institutions without dental clinics are transported to the nearest facility when dental care is needed. Dental clinics are staffed by licensed Dentists and qualified Dental Assistants.

To receive dental treatment, adults in custody send a request stating their dental problem to the dental clinic, and an appointment is scheduled. In addition to the one million medical encounters, there are approximately 35,000 dental encounters each calendar year.

Emergency treatment and relief of pain is the first priority, but other medically necessary dental services (preventative treatments, routine fillings, and dentures) are also available. Medically necessary services are

prioritized and scheduled based on the severity of the problem and the projected length of the adult in custody's sentence. Adults in custody may also be referred to community specialists if the procedure cannot be completed onsite.

Behavioral Health Services

ODOC provides several levels of mental health treatment along with individualized case management. Mental health services are targeted to adults in custody with severe or persistent mental illness. Short-term services are available to adults in custody who are not mentally ill, but show high suicide potential, or are experiencing emotional distress.

All adults in custody are screened at intake for mental illness. Adults in custody with moderate to severe diagnoses are monitored and routinely evaluated throughout their incarceration by qualified mental health providers. Behavioral health staff also provide mental health crisis services as well as work with release counselors to provide continuum of care when adults in custody are released back into the community.

ODOC employs and contracts with psychiatrists and psychiatric nurse practitioners to prescribe psychiatric medications as appropriate. These prescribers work closely with the qualified mental health providers to ensure treatment continuity. Adults in custody who do not need other critical services may receive medication only.

Pharmacy

ODOC has two pharmacies serving institutions on the westside and eastside of Oregon. They are licensed and regulated by the Oregon Board of Pharmacy and the Federal Drug Enforcement Agency. This geographic separation provides economy in distribution and professional oversight while ensuring emergency backup capabilities. Medications are purchased through a 48 state buying consortium known as the Minnesota Multistate Contracting Alliance for Pharmacy (MMCAP) under strict state purchasing guidelines that provide the best pricing levels in the nation. Pharmacists regularly inspect institutional medication rooms to ensure compliance with policy and regulation and to provide consultation to site managers. ODOC's pharmacies currently prepare, package, and distribute over 35,000 prescriptions per month.

Medical Records

ODOC is responsible for maintaining patient records that meet the requirements set forth by administrative rules, federal and state laws pertaining to medical information. Medical records are kept on site for 30 days following an adult in custody's release and then transferred to a central warehouse where they are stored for an additional seven years. At any given time, there is an estimated 51,000 medical records in the central warehouse, which requires two full-time employees to maintain, not including medical record clerks at each of the respective 14 institutions.

The current issues with the paper based medical record system and expected outcomes with the implementation of an EHR are described in the following business objectives. Additional information pertaining to the mandatory requirements of the desired solution can also be found in the Alternatives Analysis section of this document and in the Requirements Traceability Matrix (RTM).

Business Objectives (Problem and Opportunity Analysis)

Increase Efficiencies and Access to Medical Records

Reduce the time needed to obtain and maintain an adult in custody's chart. Provide information in a legible, cohesive, organized, and efficient manner, which greatly reduces human error, and provide access to multiple providers simultaneously. Utilize the data to improve medical care and operations.

Current Condition

A paper-based system lends itself to a decreased level of productivity and output when compared to the production capabilities of a fully implemented EHR. Today's productivity is limited by the extensive time it takes to locate, transport, review, document, file all paper information in the medical record, and store the file on a shelf in the medical records area**.** Paper-based medication tracking is error-prone, illegible, open for diversion, and very labor intensive. For example, at a large institution, pill lines can take several hours to distribute medications, and nurses are required to document each medication manually when administered. From a scheduling perspective, the current Corrections Information System (CIS) system is antiquated and has a very limited set of features that requires a separate appointment for each condition or issue a patient has. As a result, staff typically only enter one condition when they are actually being seen for multiple conditions. This makes reporting extremely difficult and inaccurate. This method of scheduling also forces staff to go back to the adult in custody's chart to determine the reasons and outcomes for a particular visit.

Expected Outcomes

An EHR will:

- Greatly increase productivity by allowing a patient's medical record to be instantly accessible with all pertinent medical information readily available.
- Provide procedurally driven documentation, supplying clinical staff with appropriate data fields based on the selected workflow. User input will be documented primarily through data selects (dropdown, radio button, checkbox, etc.).
- Provide information in a legible, cohesive, organized, and efficient manner greatly reducing human error.
- Provide patient chart access to multiple providers simultaneously, facilitating appropriate and timely care.
- Maximize previous investments in 'smart' medical devices. When interfaced with the EHR, these devices can automatically populate specific EHR data fields and eliminate manual entry by staff.
- Facilitate sharing information with community health care providers and organizations (hospitals, laboratories, specialists, medical imaging institutions, pharmacies, emergency rooms, and workplace clinics).
- Provide immediate access to medical information during a Telemedicine encounter.

Reduce Paper Waste

A paper–based system results in excessive and unnecessary use of paper, inefficient allocation of human resources, large space, and storage needs for records, and cost associated with storing and future destruction.

Current Condition

The health care records of Oregon's active adults in custody overflow medical record rooms across the state's 14 institutions and the files of at least 51,000 former adults in custody crowd nearly a mile of shelf space in a Salem warehouse. Medical files are created or retrieved from the warehouse for all adults in custody upon arrival at ODOC's intake facility. ODOC processes approximately 5,200 admissions per year. A single adult in custody's file documenting their complete medical history can occupy up to four feet of shelf space. Daily, many records are packaged and transported around the state by couriers or with custody staff. ODOC currently retains and stores health care records for each adult in custody for a period of seven years upon release from state custody.

Expected Outcome

Eliminating paper medical records will achieve the following:

- Eliminate staff time wasted when searching for medical records.
- Support the Governor's sustainability initiative to reduce paper waste and supporting environmentally sound practices.
- Eliminate the need to create and print paper records.
- Eliminate transportation and packaging of existing paper records between institutions and upon discharge as adults in custody are transferred between institutions or community clinicians.
- Eliminate redundant printed-paper copies of the same information, such as medication lists, patient emergency consents, flow sheets, etc.
- Eliminate staff time devoted to copying paper medical records.
- Reduction in copy machine leases, paper, and toner.
- Minimize nursing staff time spent performing administrative functions such as filing, handling, and maintaining paper information.

Improved Health Care Quality and Patient Outcomes

Immediate access to medical records allows staff to complete patient information and providers improve their ability to make well-informed treatment decisions quickly and safely. EHRs have the potential to integrate and organize patient health information and facilitate instant distribution among all authorized providers involved in a patient's care. For example, EHR automated alerts notify providers of a patient hospitalization, allowing them to respond proactively and improve patient outcomes.

Current Condition

Healthcare information is maintained in paper-based records or in disparate (and in many cases antiquated) databases. Data from these sources require manual review of handwritten information captured in the record. Meaningful analysis of this data and information is currently extremely difficult, labor intensive and inefficient. The current system has no efficient means to research for trends that expose areas for improved quality and continuity of patient care.

Expected Outcome

An EHR will:

- Provide quick access to complete patient records from multiple locations.
- Offer enhanced decision support, clinical alerts, reminders, and medical information.
- Ensures legible, complete documentation that facilitates accurate coding.
- Improve medical practice management through integrated scheduling systems that link appointments.
- Improve the ability to benchmark workflow processes to deliver more effective and efficient health care.
- Have capabilities to interface with public health systems such as registries (e.g. Alert vaccine system).
- Provide capabilities to standardize data, order sets, and care plans helping to implement common treatment of patients using evidence-based medicine.
- An EHR will enable business analytics supporting DOC healthcare expenditures and identifying areas for improvement.
- Provide beneficial information regarding health outcomes for individual and total population health.
    1. Enhancing research and monitoring for improvements in clinical quality
    2. Providers can look more meaningfully at the needs of patients who:
        a. Suffer from a specific condition
        b. Are eligible for specific preventive treatment
        c. Display high-risk health trends (automated laboratory comparison)
        d. Are currently taking specific medications
    3. Providers identify and work with patients to manage specific risk factors or combinations of risk factors to determine best treatment and improve patient outcomes.

Ensuring Accountability / Confidentiality

*Enhance staff accountability for the provision of clinical care and patient confidential information as governed by the Health Information Portability and Accountability Act (*HIPAA*).*

Current Condition

A paper-based system does not provide a mechanism that tracks staff handling or reviewing of patients protected health information. In addition, there is no mechanism to track modifications made to patients' records.

Expected Outcome

Through an EHR, embedded user auditing functionality will allow for total accountability and recordkeeping of who accesses the chart and what modifications are made. The EHR will provide enhanced security measures to ensure ODOC patient records meet current HIPAA standards.

Current and Consistent Correctional Healthcare Practices

This iteration of an EHR implementation attempt has a higher likelihood of success compared to attempts in previous years due to the evolution of EHR solutions in the Corrections environment.

Current Condition

EHR adoption within the Corrections industry has been underway for over a decade. Recent improvements in EHR functionality in the past five years have contributed to widespread adoption in correctional institutions nationwide.

DOCs such as Arizona, Iowa, Kansas, Kentucky, Mississippi, New Jersey, and Texas have been able to successfully implement and utilize COTS EHR systems to support their clinical workflows. Prior to EHR systems being tailored for the Corrections industry, implementing a COTS EHR was cost prohibitive, often resulting in 'homegrown' systems that required substantial resources to support and maintain.

Expected Outcomes

The adoption and successful implementation of SaaS COTS EHR solutions by other state DOCs provide a framework by which this procurement, implementation, and adoption can utilize lessons learned for a timely implementation that is delivered within budget.

Effective & Efficient Distribution of Clinical Information to Support Continuity of Care

A SaaS COTS EHR will support the Governor's initiative in supporting effective delivery of health care to the State's population by being able to send and receive pertinent health information to and from the community health organizations.

Current Condition

The current paper based record requires that health information be copied and manually provided to a receiving agency, if at all. With the expansion of Medicaid through the Affordable Care Act provisions, information sharing to ensure continuity of care is severely diminished with existing manual processes.

Expected Outcome

The Affordable Care Act has placed a great deal of focus on nationwide utilization of electronic records in the care of patients across the country. An electronic health record will help facilitate DOC's ability to take advantage of the medical system changes that are planned through the Affordable Care Act. In addition, as DOC's adult in custody healthcare system moves toward integration with the statewide Medicaid utilization management system, electronic health record data will be critical to integrate adults in custody into the Oregon Health Plan. Currently ODOC is enrolling adults in custody into Medicaid manually, which also takes substantial time. An EHR will allow for the automatic transmission of health care data to a Health Information Exchange and allow a smooth transition into Coordinated Care Organizations (CCOs) and for Veterans who are eligible for benefits, if applicable.

Alternatives Analysis

Assumptions

- COTS EHR vendors are able to meet the needs of the ODOC
- COTS EHR vendors have successfully implemented solutions in other State DOCs
- There are no examples of a state DOC sharing an EHR with another agency.
- Stability of pricing assumptions have been based on other state DOC EHR implementations.

Selection Criteria

1. A commercial off-the shelf electronic health record system
2. Available via software as a service (SaaS). SaaS is a software distribution model in which applications are hosted by a vendor or service provider and made available to customers over a network, typically the Internet.
3. EHR must be Office of the National Commission (ONC) Certified to the 2014 Edition Standards and Certification Criteria.
4. Can interface with:
    a. Offender Management System (OMS)
    b. Laboratory
    c. Radiology
    d. Pharmacy Management System (CIPS)
    e. Health Information Exchange (HIE)
5. Has been implemented in a large state DOC environment
6. Utilizes logon credentials from DOC's Active Directory
7. Offers user customization of Forms, Reports, Handouts, and system settings.
8. Offers 24x7x365 support by certified EHR professionals.

(Refer to Requirements Traceability Matrix (RTM) for more details)

Points Overview

Each of the five alternatives were scored based on the selection criteria.

- "No" was **0** points
- "Through Customization" was **1** point
- "Yes" was **2** points

As part of the assessment against each of the alternatives, the cumulative score was tabulated and provides a numerical comparison across the stated alternatives.

Selection Criteria and Alternative Solution Rankings

The following table lists the total points scored for the desired alternative in comparison to the other five alternatives. The Total Points are sorted in descending order.

The desired solution Alternative # 2 - SaaS COTS EHR earned the highest ranking.

Table 1 Solution Rankings by the Selection Criteria for Each Alternative

Alternative Solutions	*Total Points*
Desired Solution – Alternative # 2 - SaaS COTS EHR	***22***
Alternative #4 – Tie into another Public Agency EHR	*17*
Alternative #5 – SaaS COTS EHR with an OMS Module	*13*
Alternative #3 – Custom Application	*8*
Alternative #1 – Stay As-Is	*0*

Risk Ratings

Overall risks for the five alternatives were evaluated based on the potential likelihood and impact of specific issues.

Refer to Appendix A: Risk Assessment Worksheet for details on risks and risk levels for each Alternative based on potential likelihoods and impacts.

Likelihood or Probability	Impact or Severity				
Risk	**Negligible**	**Minor**	**Moderate**	**Major**	**Critical**
Remote or Rare *<10% Likely*	Low	Low	Low	Medium	Medium
Unlikely *11-25% Likely*	Low	Low	Medium	Medium	Medium +
Possible or Occasional *26-50% Likely*	Low	Low +	Medium	Medium+	High
Probable or Often *51-75% Likely*	Low	Medium	Medium+	High	High
Very Probable or Certain *76%<*	Low	Medium	High	High	High

Figure 1 Rating Overview by Likelihood and Impact

Alternatives Identification

Alternative #1 – Stay As-Is

Description of Alternative

Rather than procure an EHR solution, ODOC would continue to use the existing paper-based medical record.

Business Architecture Implications

Failure to move forward with the procurement and implementation of a SaaS COTS EHR will result in business as usual. ODOC Health Services would continue to use a paper-based system, which will continue to cause inefficient utilization of staff resources and unnecessary costs associated with maintaining a paper-based system.

Policy Implications

This alternative does not meet the Governor's initiatives or the recommendations of the Workgroup on Corrections Health Care Costs.

IT Implications

- IT needs to continue to support ODOC's Correctional Information System (CIS) Inmate Health Plan, Health Status Program, Scheduling, Medication Ordering (CIPS Remote), and Mental Health System (CTSDB).

Organizational Feasibility

Maintaining a paper-based medical record is not a desirable solution. Based on staff interviews, there is overwhelming support for an EHR. Staff believe an EHR will contribute to increased productivity, clinical effectiveness, and a reduction in time wasted searching for medical records and sharing information. With staff buy-in high, and with state and federal movement for organizations to adopt an EHR, the primary constraint in moving forward is budget based. Without an EHR, ODOC will continue with inefficiency, limited productivity and increased risk exposure.

Risk

- Status-Quo has been assigned a risk rating of Medium+.
    - Refer to Appendix A: Risk Assessment Worksheet for details regarding individualized risk ratings, descriptions, mitigations, and contingencies.
- Continuation of limited productivity and unnecessary operational costs.
- Decrease in staff morale.

Advantages

- No additional capital expenditure.

Disadvantages

- Does not support ODOC's CORE process measures of Managing Adults in Custody Healthcare (OP3).
- Continued and growing appropriations of operating capital to support an antiquated business model.
- Continued misallocation of human resources (nurses conducting clerical duties).
- Higher potential for medical malpractice.

- Inability to effectively run reports and metrics to enhance operations and reduce waste.

Approach Assumptions

- Current business workflow analysis conducted by consultants.
- Current clinical documentation policies conducted by consultants.
- Current efficiencies analysis conducted by consultants.

Solution Approach Benchmarking

- Time spent by staff in searching for medical records
- Number of duplicate charts
- Time spent by staff in reviewing medical records
- Audit of medication interactions
- Costs associated with maintaining paper charts

Table 2 Selection Criteria Ranking for Alternative #1 – Stay As-Is

Selection Criteria Checklist	Yes	Through Customization	No	Pts
1. A Commercial Off-The Shelf (COTS) Electronic Health Record (EHR) System			X	0
2. Software as a Service			X	0
3. EHR be ONC Certified for Meaningful Use 2014			X	0
4. Can interface with:			X	0
a. Offender Management System (OMS)			X	0
b. Laboratory			X	0
c. Radiology			X	0
d. Correctional Institution Pharmacy System (CIPS)			X	0
e. Health Information Exchange (HIE)			X	0
5. Has been utilized in a large DOC environment			X	0
6. Interfaces logon credentials with Active Directory			X	0
7. Offers easy customization of Forms, Reports, Handouts, and other system settings.			X	0
8. Offers 24x7x365 support by certified EHR professionals			X	0
Total Points				0

Alternative #2 – SaaS COTS EHR

Description of Alternative

The selected SaaS COTS EHR will be hosted remotely by the selected Vendor to provide qualified 24x7x365 support of the EHR.

Business Architecture Implications

The EHR will significantly affect Health Services' business processes and procedures. In many cases, current business process will become automated with the replacement system, which will require business process change. The business process analysis, organizational assessment and documentation of existing As-Is and To-Be processes that can be supported by a replacement system have been completed. Once an EHR is procured via a future RFP process, and the details

of the system functionality are known, a business process re-engineering effort will be undertaken prior to system implementation.

Policy Implications

Current ODOC Health Services policies and procedures must be updated to reflect the transition from a paper-based system to an EHR.

ODOC needs to *seek an exemption* to the current ORS mandate requiring state agencies to utilize the hosting services of the Electronic Technology Services/State Data Center (ETS/SDC).

IT Implications

- Minimal direct IT support of an EHR as system will be remotely hosted and supported 24 hours a day, seven days a week, and 365 days a year by selected vendor.
- Service Level Agreement (SLA) will need to be in place.
- The State Data Center will need to provide 24 hours a day, seven days a week, 365 days a year support for the EHR system's internet and network.
- IT will need to be trained to provide troubleshooting and support.
- IT will need to collaborate with selected vendor in successful interface development.
- ODOC and the selected vendor will need to collaborate in meeting information security standards and defining best practices.
- Estimate up to 2.5 FTE IT Services staff to support this alternative.

Organizational Feasibility

- Organizational change is often difficult and ODOC expects the transition to an EHR to be typical for an organization of ODOC's type and size.
- Based on the business process analysis, there could be major changes in the way work will be done with the new system. This could necessitate some restructuring of positions, duties, staff, and organizational structure. This assessment needs to be completed in advance of the new system implementation. ODOC also recognizes the critical importance of providing staff training during transition to an EHR. ODOC fully expects this transition to take approximately two years.
- Estimate up to 1.5 FTE Health Services staff to support this alternative.

Risk

- COTS EHR has been assigned a risk rating of Low.
- Refer to Appendix A: Risk Assessment Worksheet for details regarding individualized risk ratings, descriptions, mitigations, and contingencies.
- ODOC does not maintain EHR system experts on staff. Outsourcing and paying for support, development, etc. will be required.
- Implementing an EHR may prompt substantial changes to the current business processes.
- DOC mandated to host EHR at State Data Center (SDC).

Advantages

- COTS EHR reduces the customization timeframes due to the vendor's knowledge and expertise.
- ODOC can maintain full control of the data.
- Changes to the system can be made more quickly compared to other alternatives.
- EHR can be fully customized to the needs of ODOC.
- Supports ODOC's CORE process measures of Managing Adults in Custody Healthcare (OP3).

Disadvantages

- Complexity of interface implementation since everything is on the ODOC network.

Approach Assumptions

- COTS EHR vendor can provide interface requirements (pharmacy, legacy CIS).
- COTS EHR vendor purchase reduces time needed for customization since much of the desired functionality already exists.
- An adequate and permanent strategy for effectively training staff is critical.
- Staff buy-in remains at a high level.

Solution Approach Benchmarking

- The EHR meets NCCHC standards for clinical documentation.
- The EHR is ONC certified for Meaningful Use 2014.
- The EHR meets HL7 standards for data sharing (part of MU 2014 requirement).
- Meets established performance measures for adult in custody care (ODOC nursing protocols).
- The solution has been implemented in various correctional settings.

Table 3 Selection Criteria Ranking for Alternative #2 – SaaS COTS EHR

Selection Criteria Checklist	Yes	Through Customization	No	Pts.
1. A Commercial Off-The Shelf (COTS) Electronic Health Record (EHR) System	X			2
2. Software as a Service	X			2
3. EHR be ONC Certified for Meaningful Use 2014	X			2
4. Can interface with:				
a. Offender Management System (OMS)	X			2
b. Laboratory	X			2
c. Radiology	X			2
d. Correctional Institution Pharmacy System (CIPS)	X			2
e. Health Information Exchange (HIE)	X			2
5. Has been utilized in a large DOC environment	X			2
6. Interfaces logon credentials with Active Directory	X			2
7. Offers easy customization of Forms, Reports, Handouts, and other system settings.	X			2
8. Offers 24x7x365 support by certified EHR professionals that are knowledgeable of the system.			X	0
Total				22

Alternative #3 – Custom Application

Description of Alternative

Rather than procuring a Commercial Off-The-Shelf (COTS) EHR from a vendor, the ODOC will develop an EHR solution in-house.

Business Architecture Implications

The EHR will significantly affect Health Services' business processes and procedures. In many cases, current business process will become automated with the replacement system, which will require business process change.

Policy Implications

Current ODOC Health Services policies and procedures must be updated to reflect the transition from a paper-based system to an EHR.

IT Implications

- Hosting internally will require additional server hardware investment at the State Data Center.
- The State Data Center will need to provide 24x7x365 support of the Hardware, OS, and Network.
- IT Services will need to provide 24x7x365 support of the EHR application.
- IT Services will need to request additional staffing authorization.
- IT will have to assign project managers and business analysts to ensure successful development, training, support.

Organizational Feasibility

Organizational change is often difficult and ODOC expects the transition to an EHR to be typical for an organization of ODOC's type and size. Based on the business process analysis, there could be major changes in the way work will be done with the new system. This could necessitate restructuring of positions, duties, staff, and organizational structure. This assessment needs to be completed in advance of the new system implementation. ODOC also recognizes the critical importance of providing staff training as ODOC transition to an EHR. ODOC fully expects this transition to take several years.

Risk

- Custom EHR Application has been assigned a risk rating of High.
- Refer to Appendix A: Risk Assessment Worksheet for details regarding individualized risk ratings, descriptions, mitigations, and contingencies Lengthy development lifecycle.
- Project cost overrun.
- DOC Mandated to Host EHR at State Data Center (SDC).

Advantages

- Allow for total control of the application source code.
- Endless levels of customization.
- Supports ODOC's CORE process measures of Managing Adult in Custody Healthcare (OP3).

Disadvantages

- High development cost.
- Non-ONC certified EHR.
- Lengthy development lifecycle versus COTS SaaS EHR implementation.
- Lack of subject matter experts may result in limited functionality.
- Increased liability of internally developed EHR.
- "Re-Creating the Wheel" – Functionality required by ODOC already exists.

Approach Assumptions

- ODOC Health Services EHR system requirements already exist in COTS EHR.
- No state utilizes a custom EHR application.
- Federal Bureau of Prisons is currently seeking to replace their custom EHR with a COTS EHR solution.
- Custom EHR is no longer feasible given today's EHR vendors and their available solutions.

Solution Approach Benchmarking

- The EHR meets NCCHC standards for clinical documentation.
- The EHR is ONC certified for Meaningful Use 2014.
- The EHR meets HL7 standards for data sharing (part of MU 2014 requirement).
- Meets established performance measures for adult in custody care (Oregon nursing protocols).
- The solution has been implemented in various correctional settings.

Table 4 Selection Criteria Ranking for Alternative #3 – Custom Application

Selection Criteria Checklist	Yes	Through Customization	No	Pts.
1. A Commercial Off-The Shelf (COTS) Electronic Health Record (EHR) System		X		1
2. Software as a Service			X	0
3. EHR be ONC Certified for Meaningful Use 2014			X	0
4. Can interface with:				
a. Offender Management System (OMS)		X		1
b. Laboratory		X		1
c. Radiology		X		1
d. Correctional Institution Pharmacy System (CIPS)		X		1
e. Health Information Exchange (HIE)		X		1
5. Has been utilized in a large DOC environment			X	0
6. Interfaces logon credentials with Active Directory		X		1
7. Offers easy customization of Forms, Reports, Handouts, and other system settings.		X		1
8. Offers 24x7x365 support by certified EHR professionals			X	0
Total				8

Alternative #4 – Tie into another Public Agency EHR

Description of Alternative

Tie into an EHR currently in use by other government agencies within or outside of Oregon.

Business Architecture Implications

The EHR will significantly affect Health Services' business processes and procedures. In many cases, current business process will become automated with the replacement system, which will require business process change. The business process analysis, organizational assessment and documentation of existing As-Is and To-Be processes that can be supported by a replacement system have been completed. Once an EHR is procured via a future RFP process, and the details of the system functionality are known, a business process re-engineering effort will be undertaken prior to system implementation.

Policy Implications

Current ODOC Health Services policies and procedures must be updated to reflect the transition from a paper-based system to an EHR.

IT Implications

- Service Level Agreement (SLA) will need to be in place.
- The State Data Center will need to provide 24x7x365 support for the EHR system's internet and network.
- ODOC and the State Data Center will need to prioritize EHR bandwidth requirements via Quality of Service (QoS) Policy.
- Minimal direct IT Support of EHR as system will be remotely hosted and supported 24x7x365 by vendor.
- IT will need to be trained to provide troubleshooting and support.
- IT will need to collaborate with selected vendor in successful interface development.
- ODOC and selected vendor will need to collaborate in meeting information security standards and defining best practices.

Organizational Feasibility

Organizational change is often difficult and ODOC expects the transition to an EHR to be typical for an organization of ODOC's type and size. Based on the business process analysis, there could be major changes in the way work will be done with the new system. This could necessitate restructuring of positions, duties, staff, and organizational structure. This assessment needs to be completed in advance of the new system. ODOC also recognizes the critical importance of providing staff training as ODOC transition to an EHR. ODOC fully expects this transition to take approximately two years.

Risk

- Other DOC EHR has been assigned a risk rating of Medium +.
- Refer to Appendix A: Risk Assessment Worksheet for details regarding individualized risk ratings, descriptions, mitigations, and contingencies.
- Any other system other than a DOC system will lack DOC required functionality.

Advantages

- Would be able to easily share adult in custody medical records from that specific agency to state DOC.
- Supports ODOC's CORE process measures of Managing Adult in Custody Healthcare (OP3).

Disadvantages

- Base software for many EHR systems is nominal, cost incurred relate to user access licenses, equating to nominal cost savings at best.
- State DOC adult in custody healthcare varies from other agency healthcare per NCCHC standards.
- Tying into an existing system would require the hosting DOC to accept system modifications globally.
- DOC adult in custody healthcare has unique clinical documentation in comparison to other health care entities.
- Host EHR may not have adequate infrastructure to host solution to ODOC.

Approach Assumptions

- Utilizing an existing EHR environment does not allow for separate workflow designs.
- Licensing for EHR is based on user licenses; software is typically at zero cost plus some ancillary fees.

Solution Approach Benchmarking

- The EHR meets NCCHC standards for clinical documentation.
- The EHR is ONC certified for Meaningful Use 2014.
- The EHR meets HL7 standards for data sharing (part of MU 2014 requirement).
- Meets established performance measures for adult in custody care (Oregon nursing protocols).
- The solution has been implemented in various correctional settings.

Table 5 Selection Criteria Ranking for Alternative #4 – Tie into another Public Agency EHR

Selection Criteria Checklist	Yes	Through Customization	No	Pts.
1. A Commercial Off-The Shelf (COTS) Electronic Health Record (EHR) System	X			2
2. Software as a Service	X			2
3. EHR be ONC Certified for Meaningful Use 2014	X			2
4. Can interface with:				
a. Offender Management System (OMS)		X		1
b. Laboratory	X			2
c. Radiology	X			2
d. Correctional Institution Pharmacy System (CIPS)	X			2
e. Health Information Exchange (HIE)	X			2
5. Has been utilized in a large DOC			X	0
6. Interfaces logon credentials with Active Directory			X	0
7. Offers easy customization of Forms, Reports, Handouts, and other system settings.			X	0
8. Offers 24x7x365 support by certified EHR professionals	X			2
Total				17

Alternative #5 – SaaS COTS EHR with an OMS Module

Description of Alternative

Procure a software as a service, commercial off the shelf EHR solution that has a fully integrated offender management system (OMS) module.

Business Architecture Implications

The EHR will significantly affect Health Services' business processes and procedures. In many cases, current business process will become automated with the replacement system, which will require business process change. The business process analysis, organizational assessment and documentation of existing As-Is and To-Be processes that can be supported by a replacement system have been completed. Once an EHR is procured via a future RFP process, and the details of the system functionality are known, a business process re-engineering effort will be undertaken prior to system implementation.

Policy Implications

Current ODOC Health Services policies and procedures must be updated to reflect the transition from a paper-based system to an EHR.

IT Implications

- Service Level Agreement (SLA) will need to be in place.
- The State Data Center will need to provide 24x7x365 support for the EHR system's internet and network.
- ODOC and the State Data Center will need to prioritize EHR bandwidth requirements via Quality of Service (QoS) Policy.
- Minimal direct IT Support of EHR as system will be remotely hosted and supported 24x7x365 by vendor.
- IT will need to be trained to provide troubleshooting and support.
- IT will need to collaborate with selected vendor in successful interface development.
- ODOC and selected vendor will need to collaborate in meeting information security standards and defining best practices.

Organizational Feasibility

While a replacement OMS will be necessary at some point in the future, it is not feasible for the organization at this point to undergo such an intensive project at this time. It will be far more feasible to stand up a new solution (EHR) and develop the needed interfaces at a later point than simultaneously migrate data into a new OMS and go live with an EHR. In addition, OMS systems often have sub-standard EHR modules compared to mature COTS EHR solutions.

Risk

- SaaS COTS EHR with an OMS Module has been assigned a risk rating of Medium +.
- Refer to Appendix A: Risk Assessment Worksheet for details regarding individualized risk ratings, descriptions, mitigations, and contingencies.
- EHR modules are typically an added-value feature to the OMS with sub-par functionality.
- No State ODOC has procured a solution such as this.
- DOC Mandated to Host EHR at State Data Center (SDC).

Advantages

- Shares capital expenditure across multiple projects.
- No need to interface with OMS as it is all the same system.
- Supports ODOC's CORE process measures of Managing Adult in Custody Healthcare (OP3).

Disadvantages

- OMS EHR modules are not currently ONC certified.
- Lack functionality seen in a comprehensive EHR.
- Lack true customization capabilities.
- EHR Modules are an after-thought and a loss leader for OMS vendors.

Approach Assumptions

- ODOC is currently seeking a replacement Offender Management System.
- ODOC Health Services is currently seeking to stand up an Electronic Health Record.
- EHR Modules within an OMS are often very basic, providing sub-par functionality to a COTS EHR.
- There are very few instances where an OMS with EHR Module has been implemented outside of extremely tight budgetary constraints.

Solution Approach Benchmarking

- Number of states with this type of solution.
- Number of large county DOCs with this type of solution.
- Meets HIPAA standards.
- Meets NCCHC Standards.
- Meets established performance measures for adult in custody care (Oregon nursing protocol).
- Meets HL7 standards for data sharing.

Table 6 Selection Criteria Ranking for Alternative # 5 – SaaS COTS EHR with an OMS Module

Selection Criteria Checklist	Yes	Through Customization	No	Pts.
1. A Commercial Off-The Shelf (COTS) Electronic Health Record (EHR) System	X			2
2. Software as a Service	X			2
3. EHR be ONC Certified for Meaningful Use 2014			X	0
4. Can interface with:				
a. Offender Management System (OMS)	X			2
b. Laboratory		X		1
c. Radiology		X		1
d. Correctional Institution Pharmacy System (CIPS)		X		1
e. Health Information Exchange (HIE)			X	0
5. Has been utilized in a large DOC environment			X	0
6. Interfaces logon credentials with Active Directory	X			2
7. Offers easy customization of Forms, Reports, Handouts, and other system settings.			X	0
8. Offers 24x7x365 support by certified EHR professionals	X			2
Total				13

Alternatives Analysis

Costs

Refer to Appendix B: Estimates Worksheet for more details.

Table 7 Summary Costs and Net Cash Flows by Alternative

Cost in Thousands	Alternative #1 Stay As-Is	***Desired Solution*** Alternative #2 SaaS COTS EHR	Alternative #3 Custom Application	Alternative #4 Tie into another Public Agency EHR	Alternative #5 SaaS COTS EHR with an OMS Module
Total Benefits	$ (400)	$ 300	$ 200	$ 300	$ 300
Total Costs	$ (300)	$ (5,365)	$ (10,050)	$ (4,590)	$ (19,893)
Net Cash Flow	**$ (700)**	**$ (5,065)**	**$ (9,850)**	**$ (4,290)**	**$ (19,593)**

$ in 1000s

Benefits

Achievement of benefits will be demonstrated by identifying a series of metrics that measure both global improvements in efficiency, adult in custody patient outcomes, as well as individual metrics designed to measure process improvements and efficiency in the day-to-day operation of the system. ODOC will identify systems impacted by the new EHR system, establish specific metrics, and set up data collection systems and schedules. ODOC will examine labor impacts (DOC healthcare staff, ODOC IT staff, ODOC custody staff, ODOC programs and treatment staff and other impacted staff), IT costs, and healthcare materials costs. ODOC will also examine patient outcomes over time to measure the impact of the new system on healthcare outcomes.

Paper Reduction

An estimated $100,000 per year will be saved through the reduction of paper and medical chart folders.

Other Benefits

Not quantified are the savings that will accrue from not having to physically transport paper records or the physical storage and maintenance costs. Also not quantified are the savings that will accrue from having higher cost staff (nurses in particular) spend less time maintaining and handling paper records and more time providing patient care.

Risks

Refer to Appendix A: Risk Assessment Worksheet for details on risks and risk levels for each Alternative based on potential likelihoods and impacts.

Conclusions and Recommendations

Conclusions

ODOC invests heavily in the healthcare of adults in custody. ODOC provides, organizes, and bears the financial responsibility for healthcare to adult in custody within ODOC institutions and when sent to offsite institutions for hospitalization and specialty care throughout their incarceration. ODOC's healthcare system handles approximately 5,200 adult in custody records during the intake and discharge process per year. ODOC provides the delivery of healthcare pertaining to general medical, mental health, and dental care and maintains all information in paper based medical records. ODOC medical providers and nurses engage in over one million patient care encounters each year. Each encounter is documented in the medical record as required by law. The current paper based medical record system complicates the coordination of patient care among the various internal disciplines as stated previously in this document. This system exacerbates many issues that hinder efforts to facilitate continuity of care.

An Electronic Health Record (EHR) system is a technological solution that will resolve these aforementioned operational challenges, and provide substantive benefits. An EHR will allow for the simultaneous and instantaneous access to adult in custody charts, provide essential datasets crucial to evidence-based decision making, national accreditation requirements, and support the Governor's initiatives for its residents.

With the support of the SB 843 Workgroup, ODOC is proposing to procure and implement an EHR system that best fits the needs of the department. ODOC would modernize its medical documentation process through the procurement and implementation of Software as a Service (SaaS) EHR system. SaaS is a software distribution model in which applications are hosted by a vendor or service provider and made available to customers over a network, typically the internet.

The SaaS Solution will be financed through Health Services' budget on a biennial basis in support of the care of the over 14,500 adult in custody patients within the agency's 14 institutions. The approved Policy Package Proposal provides a $3 million appropriation of funds in the 2015-17 biennium. We anticipate a $ 2.3 phase-out plus inflation in the 2017-19 budget for ongoing maintenance of contract and/or other ongoing costs.

The EHR project will provide ODOC with a foundation to share data and essential information to improve business efficiencies and decisions and to position the agency to take advantage of efficiencies from current and available technologies. The modernization of critical business systems will improve the Department's ability to meet its mission and promote public safety by supporting the functions necessary for fiscal accountability and clinical excellence.

In 2013, ODOC started a new initiative titled Correctional Outcomes through Research and Engagement (CORE). CORE is ODOC's performance management and process improvement methodology to support the agency's mission, vision, values, goals, and objectives by measuring and evaluating targeted outcomes throughout the organization.

An EHR will support ODOC's CORE process measures of Managing Adult in Custody Healthcare (OP3):

- Offsite medical care - Percent of total adult in custody care encounters that occur offsite (OP3a).
- Continuous quality improvement (CQI) - Percent of compliant CQI programs (OP3b).
- BHS coordination of care management - Percent of adult in custody with serious and persistent mental illness receiving mental health case management services (OP3c).
- Clinical licensure - Percent of licensed and credentialed employees (OP3d).
- Pharmacy - Percent of prescription medications filled and delivered within two business days (OP3e).
- Adult in custody blood pressure - Percent of adult in custody with condition who are in acceptable levels (OP3f).

- Adult in custody cholesterol - Percent of adult in custody with condition who are in acceptable levels (OP3g).
- Adult in custody blood sugar - Percent of adult in custody with condition who are in acceptable levels (OP3h).
- Parole/Release medications – Percent of adult in custody that receive their medications upon release (OP3i).
- Health empowerment – Percent of adult in custody enrolled in a self-empowerment program (OP3j).

(Refer to CORE Fundamentals Map for more details)

The EHR project will reduce the inefficiencies associated with maintaining paper files. It will allow ODOC to track needed data to improve CORE process measures. Ultimately, it will improve the processes of providing timely healthcare, patient outcomes, and continuity of care, to include accurate accounting and delivery of medications. It will also streamline the process for providing accurate and timely documentation for legal adjudications.

ODOC Health Services Unit currently relies on a paper-based medical record combined with a legacy midrange application that does not maximize operational efficiencies, support improved decision making or better patient care outcomes. Implementing a COTS EHR solution will eliminate the cumbersome and antiquated paper-based medical record and support the following ODOC business objectives:

1. Increased Efficiencies and Access to Medical Records
2. Reduce Paper Waste
3. Improve Health Care Quality and Patient Outcomes
4. Ensuring Accountability and Confidentiality
5. Current and Consistent Correctional Health Care Practices
6. Effective and Efficient Distribution of Clinical Information to Support Continuity of Care

Key problems confronting the paper filing system are:

- Adult in custody medical, dental, mental health and pharmaceutical records are consolidated in one file, are paper based, and require handwritten entries.
- Misrouting of files between medical institutions during transport and misfiled records can potentially delay or obstruct continuity of care.
- Delay of non-emergent off-site care due to missing medical records.
- Copying medical records, when requested by off-site providers is, cumbersome and time consuming. It is not uncommon for an adult in custody's chart to contain hundreds of pages of paperwork.
- Unable to effectively share or access patient information, particularly when they are transferred between institutions or have services performed by various medical services within the same facility.
- Inability to efficiently collect data to monitor and evaluate chronic health conditions or manage disease outbreaks. For instance, a manual search of every paper chart would need to occur to gather accurate data for determining how many patients have high blood sugar, blood pressure, and cholesterol throughout ODOC.
- A paper-based system does not provide a means for utilization review, such as measuring percentages of patient/staff encounters in each area of health services.

The implementation of an EHR will eventually minimize or eliminate the need for paper files and medical record rooms. Eliminating the records room at each institution will free up valuable space and improve clinical operations.

Recommendations

Based on the research that has been completed and analysis of vendor capabilities reported by Fusion Consulting, ODOC recommends moving forward with Alternative # 2, a software as a service (SaaS) commercial off-the-shelf (COTS) electronic health record (EHR) hosted by the EHR vendor. It is anticipated that this solution would cost approximately $3.5 million in initial funding over a three-year project lifecycle, plus an additional subscription fee annually thereafter.

A SaaS COTS EHR will provide ODOC the most robust solution available while providing the flexibility needed to modify it as required and at an investment cost competitive with viable solutions. As a result of the risk analysis (Refer to Appendix A: Risk Assessment Worksheet for more details), Alternative # 2 has been assigned a total risk score of Low. In addition to the aforementioned benefits, ODOC gains the added feature of leveraging other states enhancements to the selected vendor's product as well. Achieving a successful implementation includes the following steps:

1. Identify the funding source.
2. Initiate a formal procurement process to publish an RFP
3. Implement EHR solution, including:
    a. Configuration and customization of system, including interfaces to external providers.
    b. Implement organizational changes identified in analysis.
    c. Provide process and system training.
    d. System roll-out to all sites

To date, ODOC has already taken appropriate measures in hiring an experienced ODOC EHR Consulting firm who completed the following items to be used in the EHR implementation:

- As-Is Current Workflow Analysis
- To-Be Future Workflow Analysis
- Business Case (This document)
- Information Resource Request (IRR)
- Readiness Assessment
- Statement of Work (SOW)

Consequences of Failure to Act

Failure to move forward with the procurement and implementation of a SaaS COTS EHR will result in business as usual. ODOC Health Services would continue to use a paper-based system, which will continue to cause inefficient utilization of staff resources and unnecessary costs associated to maintaining a paper-based system.

Failure to act in implementing an EHR system will cause ODOC to:

- Not meet the Governor's initiatives.
- Continue supporting ODOC's Correctional Information System (CIS) Adult in custody Health Plan, Health Status Program, Scheduling, Medication Ordering (CIPS), and Mental Health System (CTS).
- Struggle meeting ODOC's CORE process measures of Managing Adult in custody Healthcare (OP3).
- Continued support of an antiquated business model.
- Continue misallocation of human resources (nurses conducting clerical duties).

- Remain a higher risk for potential medical malpractice.
- Waste resources obtaining data needed to enable fact-based decisions.

Appendices

Note: Available separately in support of the Business Case:

A. Risk Assessment Worksheet
B. Business Case Financial Estimates Worksheet

Business Case for *Corrections Information System (CIS) Replacement – Phase 1*

Oregon Department of Corrections, General Services, Information Technology Services

Date: August 20, 2014
Version: 0.8
Author: Diana Fitzpatrick
(From documents authored by Roy Bruce)

Diana Fitzpatrick
(503) 373-7476
E-mail: Diana.C.Fitzpatrick@doc.state.or.us

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**104 – CIS Replacement Project Phase 1 (Version 0.8)**		
AGENCY	**Oregon Department of Corrections**	DATE	**August 20, 2014**
DIVISION	**General Services, Information Technology Services**	DAS CONTROL #	**POP 104**
AGENCY CONTACT	**Roy Bruce, ITS Administrator**	PHONE NUMBER	**(503) 373 - 7545**

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency Agency Head or Designee	
Colette Peters	(Date)
Signature	
Agency Executive Sponsor	
Mitch Morrow	(Date)
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Roy Bruce	(Date)
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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Executive Summary

The Corrections Information System (CIS) is essential to the Department's ability to promote public safety by supporting all Oregon Department of Corrections (ODOC) functions that are necessary for Adults in Custody (AIC) Management, Case Management, and Sentence Management systems. CIS is utilized and data shared with various external stakeholders, e.g. Community Corrections (Oregon's 36 counties), Board of Parole and Post-Prison Supervision, LEDS, Justice Department, etc.

ODOC seeks to replace the CIS which was written as a Legacy iSeries COBOL application. The technicians that developed the system have retired, and ODOC's ability to maintain and upgrade the system is quickly diminishing. Given the status of the ODOC CIS, and the automation requirements brought about by a changing business environment, it has become essential that ODOC begin to replace this current mission critical system. This need was also identified in the ODOC's strategic plans for 2005 – 2007 and 2007-2009 biennia. The risk that critical functionality will fail, or cannot be upgradable to meet law, policy, and business requirements, is increasing.

After completing a vendor analysis and third-party assessment of buy versus build options, ODOC has determined that the best approach is to proceed with the purchase of a third party (vendor) product. Solutions discussed in this Business Case are:

- **Status Quo Solution** – Continue to utilize the 25 year old, CIS application which is not keeping up with current business processes and user enhancement needs.
- **Custom Construction Solution** – Build and maintain new CIS system with in-house staff built specific to Oregon's requirements.
- **Vendor Product Solution** – Implement a Vendor-supplied system. Faced with the lower cost, better ability to meet ODOC's needs, and a faster implementation schedule than with the custom construction alternative, the project team and steering committee decided it prudent to discuss a change of direction with the ODOC Policy Group.

The CIS Replacement project provides ODOC with a unique opportunity to accomplish several strategic initiatives with a single project, e.g. CIS Replacement, Electronic Health Record (EHR), Inmate Trust/Canteen, and Inmate Property Control, Parole Board Management Information System (PBMIS) Enhancement.

The CIS replacement project is anticipated to last for approximately 5 years and will be accomplished in a phased approach.

CIS Replacement Project Phase 1 – completing preparation for procurement of the new system will occur in the 2015-17 biennium. This phase could include the following:

- completing a thorough Business Process Analysis;
- completing DAS required IT project oversight documentation (e.g. Business Case, Information Resource Request,;
- completing As-Is and To-Be business process documentation;
- gathering business and system requirements;
- completing a Requirements Traceability matrix;
- completing a gap analysis;
- completing development of a Request for Proposal (RFP) which will be ready for release;
- developing an implementation plan;
- completing an Organizational Readiness Assessment;
- preparing the organization for implementation.

CIS Replacement Project Phase 2 – the procurement and implementation of a new CIS will occur in the 2017-2019 biennium. This will include:

- completing procurement of the new system;
- completing implementation the new system product.

Throughout the CIS Replacement Project the business analysts will be responsible for:

- guidance to stakeholders on devising effective and efficient approaches to achieve project objectives;
- help the business define and implement new business processes;
- liaison with other project efforts to coordinate interdependencies and resolve issues;
- gather and define business requirements;
- identify and resolve issues;
- help the Project Manager manage project risk;
- produce quality documentation;
- mediation;
- managing customer relations.

The following staffing and revenue impacts are high-level estimates for CIS Replacement Project Phase 1.

Project Staffing Impact

Positions	8
FTE	8.00

Fiscal Impact Summary

General Fund –

Personal Services	$ 1,566,315
Services & Supplies	$ 433,685
Capital Outlay	$0

Estimated Project Funding

General Fund	$0	
Other Funds	$2,000,000	(Bonds)

The CIS Replacement Project package will become part of the 2017-19 biennium's Base Budget.

Once the replacement system is procured in the 2017 - 2019 biennium, and the details of the replacement system functionality are known, a business process re-engineering effort will be undertaken in addition to system implementation activities.

Purpose and Background

Purpose

CIS is essential to ODOC's ability to promote public safety by supporting all ODOC functions that are necessary for AIC management, case management, and sentence management. CIS is utilized and data shared with various external stakeholders, e.g. Community Corrections (Oregon's 36 counties), Board of Parole and Post-Prison Supervision, LEDS, Justice Department, etc.

The purpose of the CIS Replacement project is to replace the current ODOC CIS with enabling technology that will guarantee a system that supports business objectives while being cost effective and sustainable. The replacement effort will focus on technology aspects as well as expansion of business functionality in order meet the needs of industry change and agency growth.

This Business Case addresses the requirements phase of a replacement project. CIS Replacement Project Phase 1, the requirements phase, will be accomplished in the 2015-17 biennium and will document existing business processes and "To Be" business processes that can be supported by a replacement system around future automation, creation of a gap analysis, define system requirements, develop procurement documentation, prepare for procurement of system, and implementation planning.

Background

The need to replace elements of ODOC's CIS was recognized in the late 1990's (part of ODOC Y2K project) during an analysis of the "Sentence Calculator", one of the key elements of the CIS.

In 2005, ODOC developed a project to replace the CIS, ODOC's main Offender Management System (OMS). The system was originally built in 1990 and was developed in the computer programming language COBOL. The system evolved into a complex application written by staff that have since retired from ODOC or will be retiring soon.

During the 2005 - 2007 biennium, a project was completed, which established a technical architecture and accomplished project planning for a system rewrite. During the project, new Web-based Offender Management Systems entered the market. ODOC has since determined that a vendor provided system provides the best opportunity to meet ODOC business needs in the most efficient manner.

The project was undertaken based on a feasibility study from 2004 which looked at the major industry of Offender Management Systems available and evaluated their ability to replace the existing CIS. The feasibility study showed vendor products at the time would have to be modified significantly to meet ODOC's needs. Significant customization was deemed cost prohibitive for ODOC, so the decision to undertake a project to re-write the existing system, using internal resources, was made.

The CIS Re-write project sought to incrementally replace existing CIS functionality over several years, using internal development staff and augmented by contracted developers. ODOC funded the planning and initial development effort by allocating $2.9 Million for the 2007-2009 biennium out of its general fund.

In May 2007, ODOC attended the Corrections Technology Association National Conference and saw demonstrations of industry vendor product functionality which had greatly expanded since the initial feasibility study in 2004. ODOC deemed it prudent to review these offerings to see if they could now meet agency needs.

ODOC conducted evaluations of three industry-leading corrections systems software package providers and conducted phone interviews with each vendor's representatives to discuss their system functionality in detail. During these calls, both parties (the vendor representatives and ODOC staff) walked through the ODOC system module list, with ODOC CIS Analysts assigning "scores" to each of the identified modules based on vendor's reply.

Two vendors accepted invitations to demonstrate their systems in December, 2007, and resoundingly, ODOC business stakeholders supported the vendor purchase solutions. Their primary reasons for support included the vendors' ability to

- Accomplish several strategic initiatives for ODOC (including addition of EHR, Inmate Trust & Canteen system, and Inmate Property Control system) in a single system;
- Meet ODOC business needs;
- Automate business processes that are currently not automated nor planned to be automated under the re-write project;
- Present information in a user-friendly manner;
- Provide a solution faster than a customized development.

In January, 2008, ODOC contacted all three vendors and requested high level planning and implementation budget estimates. All three vendors provided responses that were in the $12-15 Million price range. Additionally, ODOC contacted more than 20 states who had recently implemented corrections systems. Those contacted reported implementation costs between $5 and 20 Million.

Faced with the lower cost, better ability to meet ODOC's needs, and a faster implementation schedule than custom construction, the project team and steering committee decided it prudent to discuss a change of direction with the ODOC Policy Group.

In February of 2008, acting on behalf of the project team and steering committee, the CIS Re-write project manager recommended to the ODOC Policy Group that the project transition from "Build" (CIS Re-write Project) to "Buy" (CIS Replacement Project). In March, 2008, the ODOC Policy Group decided to adopt the "Buy" recommendation, and directed the team to refocus on planning activities for the 2009-2011 biennium.

Problem or Opportunity Definition

Problem

ODOC seeks to replace CIS which was written as a Legacy iSeries COBOL application. The technicians that developed the system have retired, and ODOC's ability to maintain and upgrade the system is quickly diminishing. The risk that critical functionality will fail, or cannot be upgradable to meet law, policy, and business requirements, is increasing.

Business Case

The CIS is essential to ODOC's ability to promote public safety by supporting all Department functions that are necessary for Adults in Custody (AIC) management, case management, and sentence management.

The new CIS Replacement project will support business objectives, while being cost effective and sustainable. The replacement effort will focus on technology aspects as well as expansion of business functionality in order meet the needs of industry change and agency growth. The replacement project should provide ODOC with a unique opportunity to accomplish several strategic initiatives with a single project (e.g. EHR, Inmate Trust/Canteen, and Inmate Property Control, PBMIS).

After completing a vendor analysis and third-party assessment of buy versus build options, ODOC has determined that the best approach is to proceed with the purchase of a third party (vendor) product. The scope of the effort includes: Replacing existing functionality within the old CIS, adding functionality for an EHR, adding functionality for an Inmate Trust and Canteen system, adding functionality for an Inmate Property Control system, and adding functionality to the PBMIS.

Business Drivers

The CIS, ODOC's main OMS system, was built in the 1990's and built on a technology of that earlier era. When it was built, COBOL was the language of choice for ODOC. This strategy has served ODOC well for developing the automation needed to help ODOC meet its business goals and strategic objectives.

Many of the business area modules of the system have been in continuous since the 1990's. They have been modified, from time to time, to meet business or legislative changes and are adequately meeting business needs. A few, notably sentence calculation, have grown and changed dramatically as laws have changed. The system has become difficult to modify in order to meet these changes.

ODOC has had a robust, data-rich system and has been an active partner in all data sharing projects with our criminal justice partners, both private and public. Initially, developing the mechanism for sharing data was a fairly difficult and laborious and needed to be redone for each project. Data was sent in bulk form and the receiver had to sort out needed data records. Single AIC inquiries are available only to state agencies that have direct access to ODOC's network. Today, computer software and tools can make this job much simpler. The existing COBOL technology does not allow for modern data sharing methods that provide on-demand access to CIS data for ODOC customers. Our older generation COBOL programs do not support this web-based, new generation capability.

Additionally, there are pressing automation needs facing ODOC. AIC health records are paper-based and difficult to manage, which results in health and liability risks to ODOC. The ODOC Trust and Canteen systems are failing and need to be replaced. EHR, Inmate Trust, and Inmate Canteen are mission-critical systems that can also be addressed through this automation project.

Technical Drivers

Some technical needs that will be addressed by this effort are

- Replace aging hardware with modern technology and leverage current platform capabilities to provide improved functionality and usability;
- Reduce cost of development and maintenance required to support evolving business needs;
- Ability to more effectively share information across various local and state agencies;

- Ability to support improved reporting and end-user ad-hoc queries;
- COBOL is no longer taught at most universities and most COBOL experts are reaching retirement age. This trend poses a risk for ODOC, as the CIS system will become more difficult to maintain as time goes on as ODOC loses its experienced COBOL programmers.

Alternatives Analysis

Assumptions

This business case addresses the requirements phase of a replacement project. CIS Replacement Project Phase 1, the requirements phase, will be accomplished in the 2015-17 biennium and will document existing business processes and "To Be" business processes that can be supported by a replacement system around future automation, creation of a gap analysis, define system requirements, develop procurement documentation, prepare for procurement of system, and implementation planning.

CIS Replacement Project Phase 2, the procurement and implementation of the new system will occur in the 2017-19. Once the replacement system is procured in the 2017-19 biennium, and the details of the replacement system functionality are known, a business process re-engineering effort will be undertaken in addition to system implementation activities.

The business analysts will be responsible for

- Guidance to stakeholders on devising effective and efficient approaches to achieve project objectives;
- Help the business define and implement new business processes;
- Liaison with other project efforts to coordinate interdependencies and resolve issues;
- Gather and define business requirements;
- Identify and resolve issues;
- Help Project Manager manage project risk;
- Produce quality documentation;
- Mediation;
- Managing customer relations.

Organizational Feasibility

ODOC does not presently have the resources to support this approach. If funding is not approved in support of this effort, the assumption is that ODOC will not be able to prepare for procurement in a prudent, skilled, and efficient manner, nor will implementation be possible by the time of need (which is immediate).

ODOC Business Ownership:

- ODOC would assign analysts to the project who would work full-time to begin the business process analysis necessary to capture ODOC specific business requirements for the procurement process;
- Business leads would work within functional areas of expertise;
- Business stakeholders would be engaged for requirements session to review pre-defined and business-defined requirements for identification of missing functionality; and
- Business stakeholders would be engaged in evaluation of vendor systems with intent to purchase the system that most closely mirrors existing ODOC business practice.

ODOC IT Services Ownership:

- Systems analysts would define and document existing functionality as a base for requirements; and
- Systems analysts would research Requests for Proposal from other states and compile requirements that seem to mirror ODOC business practice.

Project Approach Advantages / Disadvantages

Industry best practice suggests that insurance of a program's success requires the organization to design an initiative to take into account its people, history and culture. And most importantly, the approach must be systematic. Business analysis is the first step in effective deployment of a strategic initiative.

Best practice notes that it is critical that an agency make certain there is a common understanding of the short- and long-term goals of the organization. To accomplish this, a comprehensive study of customer wants and needs must be undertaken. An analysis of the business and employee needs also should be done. Once all these needs are clarified, they must be matched to ensure that they are in alignment. Any discrepancies have to be resolved.

Selection Criteria and Alternatives Ranking

The purpose of the CIS Replacement project is to replace the current ODOC CIS with enabling technology that will guarantee a system that supports business objectives while being cost effective and sustainable. The replacement effort will focus on technology aspects as well as expansion of business functionality in order meet the needs of industry change and agency growth.

Solution Requirements

This solution is intended to prepare ODOC for procurement of a replacement CIS system by July, 2017. Planning for this effort, ODOC has submitted a Policy Option Package in support of the staffing necessary to complete the following

- Research requirements models from other states and build a requirements model for Oregon;
- Engage systems analysts to define and document existing functionality as a base for requirements;
- Utilize business analysts to map ODOC business process against the requirements model to ensure that no business area is left out of system planning efforts;
- Utilize business analysts to document business process where customization is necessary or define requirements where business practice is changing or no system exists;
- Utilize business analysts to communicate and partner with external stakeholders, i.e. community corrections with Oregon's 36 counties;
- Contract work in preparation of a Request for Proposal.

Alternatives Identification

Status Quo Alternative

Continue to utilize the 25 year old, CIS application which is not keeping up with current business processes and user enhancement needs.

Custom Construction Alternative

Build and maintain new CIS system with in-house staff built specific to Oregon's requirements.

Vendor Product Alternative

Faced with the lower cost, better ability to meet ODOC's needs, and a faster implementation schedule than with the custom construction alternative, the project team and steering committee decided it prudent to discuss a change of direction with the ODOC Policy Group.

(Willamette Consulting, Inc., October 23, 2008)

- Department business and IT staff have demonstrated beyond any doubt that a vendor supported system could meet their primary business needs.

- Departments of corrections in other states have successfully implemented vendor supported systems and are currently using them to support ongoing operations.
- Vendor-supplied and customer-confirmed licensing and implementation costs for vendor supported systems compare favorably to the internal budget for completing the CIS Re-write Project.
- The risks involved with implementing and operating packaged software package are generally much lower than developing custom software.
- The replacement approach could be much timelier to implement and potentially deliver additional functions that are desperately needed.

Solution Analysis

Cost

**Note: For either solution "Custom Construction" or "Vendor Product"; the CIS Replacement Project package will become part of the 2017-19 Base Budget.*

Solution #1 – Status Quo Alternative Costs

The annual licensing and maintenance cost of the iSeries equipment and operating system is very expensive compared to other similar systems. In the past the iSeries, being supported by the State Data Center (SDC), was utilized by multiple agencies and the cost was shared among them. However, ODOC is now the only agency using the iSeries, thus the cost burden to ODOC has risen.

Solution #2 – Custom Construction Alternative Costs

The design, build and implementation phases would be much longer in duration and take additional (permanent) in-house staff to maintain than a Vendor Product Alternative.

(Willamette Consulting, Inc., October 23, 2008)

- Conventional Wisdom and common experience would say that initial implementation costs of a vendor package should be less than custom development since development and maintenance costs (and the vendor's profit margin) can be spread across multiple customers. In the case where the vendor package is based on an out-of-date technology or it meets only a small percentage of business requirements, the existing code can become more of a hindrance than a help. None of the vendor packages evaluated for this project seems to have either of these issues.
- The cost of maintaining the IT staff necessary to build and support the custom solution can be quite expensive.

Solution #3 – Vendor Product Alternative Costs

The CIS replacement project is anticipated to last for approximately 5 years. By July 1, 2017, a thorough Business Process Analysis will have been completed and business and system requirements will have been defined. A Request for Proposal (RFP) will be ready for release at this time. **Costs represented in the 2015-17 biennium cover initial business analyst support for a gap analysis, requirements gathering, preparation for procurement, and development of an implementation plan for the 2017-19 biennium.**

Budget for this project consists of funding for one Principal Executive Manager E, three Operations and Policy Analyst 3, one Office Specialist 2, one Procurement and Contract Specialist 3, two Information System Specialist 7, and contractors for quality assurance, technical writing, and Joint Application Development facilitation. All of these positions are being established as limited duration due to the nature of supporting revenue.

(Willamette Consulting, Inc., October 23, 2008)

- Initial budget and schedule estimates for package implementation and long term maintenance are much less likely to have significant variability than from-scratch development.

Project Staffing Impact

Positions	8
FTE	8.00
LD Staff	
Principal Executive Manager E	1
Operations and Policy Analyst 3	3
Office Specialist 2	1
Procurement and Contract Specialist 3	1
Information System Specialist 7	2
Contractors	
Quality Assurance vendor	1
Technical Writing	1
Joint Application Dev Facilitation	1

Fiscal Impact Summary

General Fund –	
Personal Services	$1,566,315
Services & Supplies	$433,685
Capital Outlay	$0

Estimated Project Funding

General Fund	$0
Other Funds	$2,000,000 (Bonds)
Federal Funds	$0
Total Budget	**$2,000,000**

Risks

- *Estimates do not include any in-kind ODOC staff costs.*
- *No permanent FTE's addressed in the 2015-17 biennium, not included until Phase 2 during the 2017-19 biennium.*
- *Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost. ($100,000 for a $2 million project).*

Benefit

Solution #1 – Status Quo Alternative Benefits

- No Business Process Changes.

Solution #2 – Custom Construction Alternative Benefits

(Willamette Consulting, Inc., October 23, 2008)

- Resulting system would be built specific to Oregon's requirements.
- Internal development costs are spread more evenly over a longer time period.
- Customized specific for Oregon.
- Might be less Business Process changes.

Solution #3 – Vendor Product Alternative Benefits

- Business Stakeholders are invested in solution options early on, reducing risk of scope change later on in the project.
- Reduces the amount of business process change once the system is purchased and implemented.
- Increases the confidence that the vendor proposal cost will be the real cost of effort because the effort is well understood at time of purchase.
- Decreases need for additional internal staffing.
- Better ability to meet ODOC's needs.
- A system that supports business objectives while being cost effective and sustainable.
- Faster implementation schedule than custom construction.

(Willamette Consulting, Inc., October 23, 2008)

- A Buy project would address core corrections business functions common with other states and allow ODOC IT and business resources to be directed towards more Oregon specific needs.
- The internal resource requirements of a "buy" project can be significantly less than a build project. However, a significant level of effort will still be required from the business community for requirements definition and acceptance testing.
- Technology innovation and maintenance investments (keeping the software running on current versions of operating system, programming language and database server) can become responsibility of vendor.

Risk

Solution #1 – Status Quo Alternative Risks

- Current CIS applications are not keeping up with current business processes and user demand for enhanced reporting.
- Risk is increasing that critical functionality will fail, or will not be upgradable to meet law, policy, and business requirements.
- Current CIS applications will eventually be too complex and cumbersome to enhance or will become unusable.
- ODOC's ability to maintain and upgrade the system is quickly diminishing.
- Difficult to continue supporting business objectives while being cost effective and sustainable.
- Decreasing ability to expand business functionality in order meet the needs of industry change and agency growth.
- Longer implementation schedule than Vendor Product Alternative.
- Less opportunity for business process improvement.

(Willamette Consulting, Inc., October 23, 2008)

- Recently trained information technology staff are not familiar with or motivated to work with COBOL-based applications and the most knowledgeable support staff will be retiring soon.
- ODOC runs with a very lean IT organization and it is becoming difficult to maintain the current system with current ODOC iSeries resources.

- CIS is also a critically important statewide system serving every community corrections program in the state. The current CIS has served the Department and community corrections well for almost twenty years but over the last few years, software changes have been limited mostly to mandatory updates needed to support business changes or to repair broken components. The lack of continuous upgrades and enhancements to CIS over the years has caused the gap between current needs and current system capabilities to widen. Given the state of the current technical platform, it would be unreasonable to make the significant investments required for CIS to continue to meet user needs.
- The recommendation of the 2004 feasibility study was that the Department should re-write CIS in a technical architecture that complements their future information technology direction using primarily internal staff supported by external consultants. Since adopting the recommendation of the feasibility study, ODOC has made steady but slow progress rewriting CIS as a browser-based application running in a Windows server environment and using the Java programming language.

Solution #2 – Custom Construction Alternative Risks

(Willamette Consulting, Inc., October 23, 2008)

- As ODOC experienced with the OIS development phase of the CIS re-write project, actual budget and schedule for any significant development effort are quite likely to vary significantly from initial estimates.
- ODOC would not have the option to have a vendor support their internally developed system
- ODOC runs with a very lean IT organization (we were told that the IT budget is 4% of total budget, which is low when compared to similar agencies). It may be quite difficult to sustain a serious multi-biennium development effort with this staffing level.
- ODOC needs senior Java developers and solution architects to guide development but these resources are becoming more difficult to get on time and materials contracts.
- According to a recent industry survey, the average software development project under $750,000 has only a 45% likelihood of success while a project over $6 million has an amazing 20% likelihood of success[2]. These percentages seem difficult to believe but do illustrate how inherently risky large-scale, enterprise-wide software development projects are.
- It is difficult especially for government organizations to invest appropriately in developing application architectures, data models and functionality that will stand the test of time but if not done up front even higher maintenance and upgrade costs over the long term will be encountered.

Solution #3 – Vendor Product Alternative Risks

The ODOC identifies the risk rating for this project as medium. Procurement of a vendor system that is already operating in a state corrections agency is a low-risk approach from a technical standpoint.

The business risk was assessed as medium, as targeted business groups will be required to change their business processes in order to adapt to new automation. This business case is designed to mitigate this risk by spending a biennium to document business processes and to work with the business to identify and document business requirements. Additionally, changes to outdated or less than efficient business processes can begin in the 2015-17 biennium in advance of system implementation in the 2017-19 biennium.

- Initial Cost of product and customization.
- Decreases ability to complete new projects and major enhancements.
- Product will need to be customized to meet needs specific to Oregon.
- Might increase Business Process Changes.

(Willamette Consulting, Inc., October 23, 2008)

- The scope of changes to a vendor package is relatively small compared to from-scratch development which would significantly reduce the risk of total project failure.
- There is a risk that the software will be challenging to maintain over time, for example because the vendor goes out of business and ODOC inherits maintenance.
- There is a small risk that ODOC could unwillingly inherit (vendor goes bust?) maintenance of a software solution for which they don't have trained personnel.
- Though the total implementation cost for a package can be expected to be less, the cash flow and staffing commitment for ODOC business and IT resources is significantly more front-loaded.
- ODOC should avoid unnecessary software modifications that can make future product upgrades risky and costly. To the extent reasonable, adjustments should be made to business process and practices to accommodate the software instead.

Conclusions and Recommendations

Conclusions

This 25 year old, CIS application is not keeping up with current business processes and user demand for enhanced reporting. Users include ODOC and all Community Corrections offices across Oregon's 36 counties. This project is expected to take 24 months of work to identify business and technical requirements and preparation for procuring a new system.

The system resulting from this automation project will impact ODOC business processes and procedure to some extent. In some cases, current business process will remain automated with the replacement system, resulting in little change; however, the replacement system will provide substantial automation in other areas of ODOC, which will require business process change.

The business process analysis effort planned for the 2015-17 biennium will document existing business processes, and "To Be" processes that can be supported by a replacement system. Once the replacement system is procured in the 2017-19 biennium, and details of the replacement system functionality are known, a business process re-engineering effort will be undertaken in addition to system implementation activities.

Recommendations

Based on the completed vendor analysis and third-party assessment of buy versus build options, ODOC has determined that the best approach is to proceed with the purchase of a third party (vendor) product.

Procurement of a vendor solution in a phased approach: Phase 1 covers the 2015-17 biennium and includes gap analysis, preparation for procurement of system, organization preparedness and implementation planning. Phase 2 covers the 2017-19 biennium and should include procurement and implementation of the system product.

The scope of the effort will likely include: Replacing existing functionality within the old CIS, adding functionality for an EHR system, and as possible, adding functionality for an Inmate Trust and Canteen system, adding functionality for an Inmate Property Control system, and adding functionality to the PBMIS.

Recommended Action

Policy Option Package 104 – CIS Replacement: Needs approval.

Desired Timeline

CIS Replacement Project Phase 1: Start July 2015
CIS Replacement Project Phase 1: Completion June 2017

** Phase 2* (Procurement and Implementation): *Biennium 2017-19.*

Consequences of Failure to Act

An increasing risk that

- critical functionality will fail, or will not be upgradable to meet law, policy, and business requirements;
- ODOC's diminishing ability to maintain and upgrade the CIS system due to the lack of available and knowledgeable staffing since ODOC is now the only agency using the iSeries through SDC;
- rising annual licensing and maintenance cost of the iSeries equipment and operating system compared to other similar systems, which can no longer be shared by multiple agencies.

Appendixes and References

POP 104 – CIS Replacement Project - Total

Oregon Department of Corrections				
2015-17 Policy Package 104 - CIS Replacement Project				
General Services SCR 006				
DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP				
		006-01-20	**006-06-03**	**TOTAL**
Personal Services (OF)				
Salaries	3110	132,384	900,120	1,032,504
ERB Assess.	3210	44	308	352
PERS	3220	25,854	175,793	201,647
Social Security	3230	10,127	68,857	78,984
Unemployment	3240	238	1,619	1,857
Worker's Comp. Assess.	3250	69	483	552
Mass Transit Tax	3260	794	5,401	6,195
Flex Benefits	3270	30,528	213,696	244,224
Total Personal Services		**200,038**	**1,366,277**	**1,566,315**
Supplies & Services (OF)				
Instate Travel	4100	1,573	11,011	12,584
Office Expenses	4175	7,267	50,869	58,136
Data Processing	4250	613	4,291	4,904
IT Professional Services	4315		303,365	303,365
Other S&S	4650	1,214	8,498	9,712
Exp Prop Start-Up	4700	3,049	21,343	24,392
Exp Prop IT Start-Up	4715	2,574	18,018	20,592
Total Supplies & Services		**16,290**	**417,395**	**433,685**
Capital Outlay				
Total Capital Outlay		-	-	-
Total Budget		216,328	1,783,672	2,000,000
Positions		1	7	8
FTE		1.00	7.00	8.00

Notes:

- *Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost. ($100,000 for a $2 million project).*
- *Estimates do not include any in-kind ODOC staff costs.*
- *No permanent FTE's addressed in the 2015-17 biennium, not included until Phase 2 during the 2017-19 biennium.*

POP 104 – CIS Replacement Project - Contractor

Oregon Department of Corrections		
2015-17 Policy Package 104 - CIS Replacement Project		
General Services SCR 006		
DCR 006-06-03 IT Development OTHER FUNDS-COP		
Supplies & Services (OF)		
IT Professional Services	4315	303,365
Exp Prop IT Start-Up	4715	
Total Supplies & Services		**303,365**
Total Budget		**303,365**

POP 104 – CIS Replacement Project - Positions

Oregon Department of Corrections
2015-17 Policy Package 104 - CIS Replacement Project
General Services SCR 006
DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	Unit	Cost Ctr	Pers Svcs	S & S	Total	POS	FTE	MOS	Eff Date
006-06-03	IT Development	0790080X	235,264	16,290	251,554	1	1.00	24	7/1/15

POSITION NUMBER: 1500131
PRINCIPAL EXECUTIVE/MANAGER E
MMS X7008 IA
Salary Step 2 **$ 6,663**
ESTIMATE

	PERSONAL SERVICES (OF):		
159,912		159,912	Salary
		-	All Other Differential
44		44	ERB
31,231		31,231	PERS
12,233		12,233	Social Security
		288	Unemployment
69		69	Work Comp
		959	Mass Transit
30,528		30,528	Flex Benefits
234,017		**235,264**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		251,554	**Estimate Subtotal**

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	Unit	Cost Ctr	Pers Svcs	S & S	Total	POS	FTE	MOS	Eff Date
006-06-03	IT Development	0790080X	209,405	16,290	225,695	1	1.00	24	7/1/15

POSITION NUMBER: 1500132
Operations & Policy Analyst 3
AAON C0872 AA
Salary Step 2 **$ 5,821**
ESTIMATE

	PERSONAL SERVICES (OF):		
139,704		139,704	Salary
		-	All Other Differential
44		44	ERB
27,284		27,284	PERS
10,687		10,687	Social Security
		251	Unemployment
69		69	Work Comp
		838	Mass Transit
30,528		30,528	Flex Benefits
208,316		**209,405**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		225,695	**Estimate Subtotal**

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General Services SCR 006

DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	209,405	16,290	225,695	1	1.00	24	7/1/15

POSITION NUMBER: 1500133
Operations & Policy Analyst 3
AAON C0872 AA
Salary Step 2 **$ 5,821**
ESTIMATE

	PERSONAL SERVICES (OF):		
139,704		139,704	Salary
		-	All Other Differential
44		44	ERB
27,284		27,284	PERS
10,687		10,687	Social Security
		251	Unemployment
69		69	Work Comp
		838	Mass Transit
30,528		30,528	Flex Benefits
208,316		**209,405**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		225,695	**Estimate Subtotal**

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	209,405	16,290	225,695	1	1.00	24	7/1/15

POSITION NUMBER: 1500134
Operations & Policy Analyst 3
AAON C0872 AA
Salary Step 2 **$ 5,821**
ESTIMATE

	PERSONAL SERVICES (OF):		
139,704		139,704	Salary
		-	All Other Differential
44		44	ERB
27,284		27,284	PERS
10,687		10,687	Social Security
		251	Unemployment
69		69	Work Comp
		838	Mass Transit
30,528		30,528	Flex Benefits
208,316		**209,405**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		225,695	**Estimate Subtotal**

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General Services SCR 006

DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	119,917	16,290	136,207	1	1.00	24	7/1/15

POSITION NUMBER: 1500135
OFFICE SPECIALIST 2
AAON C0104 AA
Salary Step 2 **$ 2,907**
ESTIMATE

	PERSONAL SERVICES (OF):		
69,768		69,768	Salary
		-	All Other Differential
44		44	ERB
13,626		13,626	PERS
5,337		5,337	Social Security
		126	Unemployment
69		69	Work Comp
		419	Mass Transit
30,528		30,528	Flex Benefits
119,372		**119,917**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		136,207	**Estimate Subtotal**

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-01-20	Purchasing/Contracting	XXXXXXXX	200,038	16,290	216,328	1	1.00	24	7/1/15

POSITION NUMBER: 1500136
PROC & CNTRCT SPEC 3
AAON C0438 AA
Salary Step 2 **$ 5,516**
ESTIMATE

	PERSONAL SERVICES (OF):		
132,384		132,384	Salary
		-	All Other Differential
44		44	ERB
25,854		25,854	PERS
10,127		10,127	Social Security
		238	Unemployment
69		69	Work Comp
		794	Mass Transit
30,528		30,528	Flex Benefits
199,006		**200,038**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		216,328	**Estimate Subtotal**

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General Services SCR 006

DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	191,440	16,290	207,730	1	1.00	24	7/1/15

POSITION NUMBER: 1500137
INFO SYSTEMS SPECIALIST 7
AAON C1487 IA
Salary Step 2 **$ 5,236**
ESTIMATE

	PERSONAL SERVICES (OF):		
125,664		125,664	Salary
		-	All Other Differential
44		44	ERB
24,542		24,542	PERS
9,613		9,613	Social Security
		226	Unemployment
69		69	Work Comp
		754	Mass Transit
30,528		30,528	Flex Benefits
190,460		**191,440**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		207,730	**Estimate Subtotal**

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	191,440	16,290	207,730	1	1.00	24	7/1/15

POSITION NUMBER: 1500138
INFO SYSTEMS SPECIALIST 7
AAON C1487 IA
Salary Step 2 **$ 5,236**
ESTIMATE

	PERSONAL SERVICES (OF):		
125,664		125,664	Salary
		-	All Other Differential
44		44	ERB
24,542		24,542	PERS
9,613		9,613	Social Security
		226	Unemployment
69		69	Work Comp
		754	Mass Transit
30,528		30,528	Flex Benefits
190,460		**191,440**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		207,730	**Estimate Subtotal**

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General Services SCR 006

DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

						LIMITED DURATION	
			OTHER FUNDS-COP ESTIMATE				
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**
006-01-20	Purchasing/Contracting	0790080X	200,038	16,290	216,328	1	1.00
006-06-03	IT Development	0790080X	1,366,276	114,030	1,480,306	7	7.00
		OF TOTAL:	**1,566,314**	**130,320**	**1,696,634**	**8**	**8.00**

PERSONAL SERVICES:			OF
	006-01-20	**006-06-03**	**TOTAL**
Salary	132,384	900,120	1,032,504
All Other Differential	-	-	-
ERB	44	308	352
PERS	25,854	175,793	201,647
Social Security	10,127	68,857	78,984
Unemployment	238	1,619	1,857
Work Comp	69	483	552
Mass Transit	794	5,401	6,195
Flex Benefits	30,528	213,696	244,224
Salary & OPE	**200,038**	**1,366,277**	**1,566,315**
SERVICES & SUPPLIES:			
In-State Travel	1,573	11,011	12,584
Office Expenses	7,267	50,869	58,136
Data Processing	613	4,291	4,904
Other S&S	1,214	8,498	9,712
S&S Subtotal	**10,667**	**74,669**	**85,336**
Exp Prop Start-Up	3,049	21,343	24,392
Exp Prop IT StartUp	2,574	18,018	20,592
S&S Startup	**5,623**	**39,361**	**44,984**
S&S Total	**16,290**	**114,030**	**130,320**
Total Estimate	**216,328**	**1,480,307**	**1,696,635**
Positions	1	7	8
FTE	1.00	7.00	8.00

"Budget for this project consists of funding for one Principal Executive Manager E, three Operations and Policy Analyst 3, one Office Specialist 2, one Procurement and Contract Specialist 3, two Information System Specialist 7, and contractors for quality assurance, technical writing, and Joint Application Development facilitation. All of these positions are being established as **limited duration** due to the nature of supporting revenue."

Business Case for
Technology Infrastructure

Oregon Department of Corrections,
General Services,
Information Technology Services (ITS)

Date: August 20, 2014
Version: v 1.0
Authors: Clarke Coburn and William L. Schultz

(503) 373-7635 (Coburn) or **503-373-7470** (Schultz)
E-mail: Clarke.A.Coburn@doc.state.or.us or William.L.Schultz@doc.state.or.us
Web site: http://www.oregon.gov/doc/

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**110 - Technology Infrastructure (Version 1.0)**		
AGENCY	Oregon Department of Corrections (ODOC)	DATE	August 20, 2014
DIVISION	General Services	DAS CONTROL #	POP 110
AGENCY CONTACT	Roy Bruce – ITS Administrator Roy.V.Bruce@doc.state.or.us	PHONE NUMBER	503-373-7545

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency Agency Head or Designee	
Colette Peters, Oregon Department of Corrections Director	August , 2014
Signature:	
Agency Executive Sponsor	
(Name)	August , 2014
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Roy Bruce, IT Services Administrator	August , 2014
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	August , 2014
Signature	

This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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Note: There are many key terms abbreviated in this business case.

- A list of **List of Key Abbreviations** is available in Appendix B
- Most of the key terms are also hyperlinked so a reader can click the link and jump to the correct description of the term.

Executive Summary

Mission and Performance Management

The **Oregon Department of Corrections** (ODOC) operates correctional facilities and performs functions related to legislative approved programs for 14,000 **Adults in Custody** (AIC), formerly referred to as Offenders, within fourteen facilities throughout Oregon.

"The mission of the Department of Corrections is to
promote public safety by holding offenders accountable for
their actions and reducing the risk of future criminal behavior."

In 2013, ODOC started a new initiative titled **Correctional Outcomes through Research and Engagement** (CORE). CORE is ODOC's performance management and process improvement method to support the agency's mission, vision, values, goals, and objectives by measuring and evaluating targeted outcomes throughout the organization.

In addition to managing the AIC population, ODOC directly supervises approximately 3,000 Offenders in Linn and Douglas counties. The Department also administers the Community Corrections grant programs providing financial assistance, technical assistance, and policy development in thirty-four other counties supervising 31,000 Offenders currently on felony probation and post-prison supervision.

Technology Challenges and Opportunities

Throughout the past several biennia, ODOC has faced many budget challenges. Due to these budget constraints, ODOC has been unable to implement needed technology upgrades for a healthy infrastructure. ODOC still has numerous inefficient manual and paper business processes that fail to provide shared data and critical information necessary for the appropriate level of AIC and staff management.

The failure to implement these upgrades for the six related projects in this business case may have significant negative consequences throughout an AIC's custody cycle. An AIC custody cycle commences at admission to an ODOC facility through intake assessment, incarceration, probation, and post-prison supervision.

It is *essential* that ODOC maintain accurate and quickly available information on all AICs throughout their custody cycle so ODOC staff can make solid decisions regarding AIC case and behavior management. Assisting AICs to progress successfully through their custody cycle helps ODOC reach a critical objective of "reducing the risk of future criminal behavior" and driving Oregon's recidivism rate lower.

ODOC is challenged with many technological deficits. ODOC proposes and requests approval for a series of six technical upgrades to position the agency to take advantage of improved infrastructure efficiencies. The modernization of these critical and targeted business functions is essential to the ODOC's ability to promote public safety by supporting all Department functions necessary for AIC management, case management, sentence management, and fiscal accountability.

- ✓ The new and upgraded systems provide ODOC with a foundation to share data and essential information, measure processes, leading to improved business efficiencies, decisions, and responsiveness.

- ✓ The strategy of successfully implementing these foundational improvements is to increase collaboration, reduce manual processes, and provide opportunities to improve timeliness and quality of decisions and generate better outcomes in support of ODOC's mission.

Funding Requests in this Business Case

There are six proposed projects included in this Technical Infrastructure business case requesting funding to address systems that are at a *breaking* point and need to be replaced, systems that have *exceeded their lifecycle*, and systems that can be *leveraged* for results that are more productive.

SharePoint Intranet:

- **Request**: This project is for ODOC to develop and deploy an enterprise wide Microsoft SharePoint system that supports a strategy improving business processes related to communications within the agency (Intranet), managing documents, providing document versioning, collaborating on projects and decisions, and improving the quality of business data and information. This project will leverage an existing Microsoft Enterprise license held by ODOC. (*Leveraged system for more productive results*)
- ***If not funded:*** ODOC's communication and collaboration practices will continue as is using email and files that are hard to locate, control, and share. The quality of informed, collaborative, and data driven decisions will remain underdeveloped.

SAS Data Warehouse Software Maintenance:

- **Current:** ODOC's Research Unit has used **Statistical Analysis System** (SAS) software to create and maintain the ODOC data warehouse for thirteen years (since 2001). This system provides vital data for decision making via its web portal **Corrections Management Information System** (CMIS), fulfilling ad hoc report requests, and meeting agency initiatives requiring data and information. These data elements support ODOC's Administration, research, program evaluations, risk assessments, and CORE's focus on *measurable* performance management and process improvement.
- **Request**: To renew the SAS software maintenance licenses and existing maintenance agreements in order to keep SAS running. (A lifecycle replacement) The continuation of SAS is *critical* to provide the measures and controls the Department requires to manage the programs and policies aimed at the AIC population and ensure they are "evidenced based" as required by Senate bill 267. (System needs a lifecycle replacement)
- ***If not funded:*** The data warehouse, providing critical information for the ODOC, will cease to operate.

Intake Electronic Computer-Based Data Collection & Assessment System:

- **Current**: ODOC's Intake Center has utilized the same paper-based AIC information collection and assessment process for fifteen years. The current antiquated system is inefficient, is a costly maintenance nightmare at a breaking point, and utilizes up to 50 sheets of paper per AIC.
- **Request:** This project is to replace the existing Intake system including hardware and software. (*A replacement for a breaking system)*
- ***If not funded:*** Without implementing a computer (web) based collection and assessment system, AIC data will continue to be susceptible to multiple errors, generates paper waste failing to strengthen ODOC's efforts to become increasingly "green" and reduce "carbon footprint". Most importantly, there will be no clear strategy to mitigate the risks of maintaining a fragile 15-year-old system that produces suspect data for mission critical decisions.

Payroll Document Imaging System:

- **Current**: The current technology of ODOC's payroll systems produces large volumes of paper documents that are required to be maintained and stored. Approximately 10,000 pieces of paper are required to be filed and maintained for employee payroll *each month*.
- **Request**: This project is to incorporate the **Oregon Records Management Solution** (ORMS) records system currently used by the Oregon Secretary of State, to image, file, and archive payroll records across the agency. (Leveraged system for more productive results)
- ***If not funded:*** The cost and the amount of Department staff time managing the existing payroll system will continue to increase.

Warehouse Bar Code System:

- **Current:** The current **Distribution Services Division** (DSD) is responsible for central receiving and shipment of approximately $1 million in inventory each month across four ODOC warehouses in Oregon. The existing manual warehousing process creates room for errors, delays, and provides limited visibility into the inventory system.
- **Request**: To add a much needed bar code Warehouse Management System that integrates with ODOC's **Automated Financial Accounting Manufacturing Inventory System** (AFAMIS); ODOC's principal accounting system. A bar code system is the critical piece that has been missing for years. It is needed for efficient management of warehouse products to lower costs, reduce waste, shrink manual and paper processes, lessen miss-shipments, and inhibit theft. The bar code system provides the critical piece that has been needed to maximize the benefits of ODOC's existing processes. (Leveraged system for more productive results)
- ***If not funded:*** Failure to implement an integrated bar code system to assist in controlling incoming and outgoing product will result in the continued loss of items, miss-shipments, and spoilage of food products.

AS/400 Modernization:

- **Current**: The **Application System/400** (AS/400) mid-range computer platform used at ODOC was first introduced by IBM twenty-six years ago (1988). The current **Corrections Information System** (CIS) applications hosted on the AS/400 system are displayed as "green screens" that are not graphical and costly to maintain. All ODOC staff regularly use the information displayed on the CIS "green screens" and other AS/400 applications.
- **Request**: This project is to modernize the presentation and display of computer information on ODOC's (AS/400) system through a web browser. It would replace the current "green screens" with a more user friendly and graphic display of information. New software tools will strengthen the integration between CIS on the AS/400 and the AFAMIS (accounting) systems. (System needs a lifecycle replacement)
- ***If not funded:*** By not integrating the CIS and AFAMIS systems, ODOC staff will continue to lose opportunities for having the right information, at the right time, making right decisions for ODOC and AICs.

Timeframe and Cost

- These six recommended projects would start July 1, 2015 and last through June 30, 2017. (24 months) The SharePoint Intranet and Collaboration project requires a third year and will last through June 30, 2018. (36 months)
- The **Total Cost** for all six projects in the 2015-2017 biennium is $ 2,841,664.

Purpose and Background

Purpose

ODOC has significant needs to overcome technological deficits that have accumulated over the last several biennia to address some critical business areas.

ODOC proposes six projects to position the agency to take advantage of efficiencies from current and available technologies. The modernization of critical and targeted business areas will sustain ODOC's ability to meet its mission and promote public safety by supporting all functions necessary for AIC management, case management, sentence management, and fiscal accountability.

The new and upgraded systems provide the ODOC with a foundation to share data and essential information to improve business efficiencies and decisions.

The successful adoption of these fortifying improvements will provide many benefits to key operations across the Department.

Across the six projects, these are some essential purposes related to each for the biennium.

SharePoint Intranet:

- Creating an ongoing governance plan to manage development and program efforts
- Publishing critical information and content to staff
- Facilitating staff communications
- Sharing ideas, exchanging information, and engaging staff on collaborative projects and decisions
- Partially streamline key business process workflows

SAS Data Warehouse Software Maintenance:

- To keep the existing data warehousing system running.

Intake Electronic Computer-Based Data Collection & Assessment System:

- To replace the existing paper-based assessment system with a computer (web based) data collection and assessment system solution

Payroll Document Imaging System:

To convert and integrate ODOC's existing payroll process to the ORMS used by the Secretary of State's office.

Warehouse Bar Code System:

- To update ODOC warehousing equipment, software and business processes to industry best practice standards.
- To increase the speed and volume of products processed by the warehouse by utilizing a fully integrated software and hardware solution.
- Software driven warehouse management solutions allow real-time data capture, automation and printing technologies into the warehouse infrastructure.

AS/400 Modernization:

- Renovate access to both CIS, which manages AICs, and the AFAMIS (accounting) system by using a web browser to replace the current "green screens."
- To transform and modernize access by purchasing new software tools.

Background

Across the six projects, current work at the Department is performed in a wide range of activities:

SharePoint Intranet:

- In June 2011, ODOC lead a small SharePoint 2010 pilot project to test the functionality and approaches to meeting business needs using intranet web portals. The six-month pilot was successful and developed a number of lessons learned to use when a full project would be initiated.
- In November 2014, ODOC hired the Marquam Group, an experienced an well-known team of SharePoint consultants that have performed contracts for many Oregon agencies, was hired to perform a SharePoint business feasibility study and tasked to identify how SharePoint could meet critical organizational needs. Six large and separate stakeholder workshops were held with over 50 staff participating. Based on the information gathered, alternative options were reviewed, and a three-year roadmap was defined. Necessary infrastructure changes were targeted and costs were estimated including the Oregon **State Data Center** (SDC) expenses for hosting/support.
- By April 2014, Marquam and ITS collaborated and jointly authored a number of deliverable documents supporting the findings and these documents will provide a framework to start a project implementation.

  Some of the documents created were:
  - ***SharePoint Execution Roadmap*** (display initiatives and timelines – See **Appendix D**)
  - ***SharePoint Budget Considerations*** (detailed software/hardware and costs in Excel)
  - ***Internal Resource Requirements and Plan*** (FTE and Services Staff estimates in Excel)
  - ***Infrastructure Planning Document*** (Technical overview of possible architecture solutions)
  - ***SharePoint PowerPoint Presentation to the ODOC Policy Group***
- A summary of the findings were presented to ODOC's Policy Group in April 2014 and were positively received with a desire to move forward.
- In brief, the stakeholder sessions identified that at ODOC:
  - There were no central locations to find common information.
  - There are issues with duplicate information and misinformation.
  - Staff have a poor experience searching for files and information.
  - There is extensive use of file shares.
  - ODOC's main channel of communication is mostly through email.
  - There is a need to communicate and exchange information with external partners.
  - Many business processes are cumbersome, heavily reliant on paper, and require dual data entry.
  - Project and team communications are heavily reliant on email and file shares
- ODOC does not have a coordinated solution for communicating within the agency and for collaborating with external partners.
- The current state affects ODOC's Administration, along with all staff using Outlook, Word, Excel, and share files and critical information. External partners such as Oregon Corrections Enterprises and Community Corrections are also unable to collaborate effectively.

SAS Data Warehouse Software Maintenance:

- Currently, ODOC's Administration and the Research Unit drive the available data warehouse information provided to Department staff and systems.
- This system provides vital data for decision making via its web portal **Corrections Management Information System** (CMIS), fulfilling ad hoc report requests, and meeting agency initiatives requiring data and information. These data elements support ODOC's Administration, research, program evaluations, risk assessments, and CORE's focus on *measurable* performance management and process improvement.
- The current state affects all of ODOC, and especially **Information Technology Services** (ITS) that uses CMIS data and processes for portions of the AS/400 system and the web based **Offender Management System** (OMS). The CORE initiative also uses data elements to develop process metrics.

Intake Electronic Computer-Based Data Collection & Assessment System:

- The ODOC Intake Center has utilized the same paper-based AIC information collection and assessment process for more than fifteen years. Intake processes about 450 AICs per month or about 5,400 per year. Some of the forms used in the process are keyed into CIS residing on the AS/400, while other forms are scanned into a database using severely outdated Scantron technology and an older report generator written in Visual Basic 6. The current assessment system is inefficient and has ongoing and costly problems to maintain. Currently there are 16 paper-based forms used for assessment of the AICs. Six of these are scanned into the Correction Information System (CIS). Two other forms are sent to an outside contractor to scan. The remaining eight forms are keyed manually by the assessment staff.
- This current state of having a paper based system impacts the Operations and the Intake Unit. Imprecise data from partially incorrect assessments could influence Correctional Counselors and Security Staff ability to provide an appropriate level of Correctional Case Management (**CCM**) to AICs.

Payroll Document Imaging System:

- The current technology of ODOC's payroll systems produces large volumes of paper documents that are required to be maintained and stored. Approximately 10,000 pieces of paper are required to be filed and maintained for employee payroll *each month*. ODOC maintains over 60 5-drawer file cabinets around the state for payroll records. (*300 file drawers)*
- This current state impacts the General Services Division and Payroll Services Unit, as well as all ODOC staff, and those paid by and managed through the existing payroll system. The existing system makes it difficult to support one of the CORE measures to pay and manage benefits for employees.

Warehouse Bar Code System:

- The DSD is responsible for central receiving and shipment of goods needed in the day-to-day operation of all facilities. The Central Distribution Center Warehouse in Salem, Oregon receives and distributes approximately $1 million in inventory each month and there are three other ODOC warehouses in Oregon. The existing manual warehousing processes creates room for errors, delays, and provides limited visibility into the inventory system. Due to Department purchasing practices, it is possible to purchase product with shorter expiration dates than product currently on hand in the warehouse system that increases spoilage risk without a better tracking system.
- The current state affects the ability of the General Services Division, and Warehouse and Food Services Unit to manage warehouse operations and logistics as targeted by the CORE initiative in an effort to improve business services.

AS/400 Modernization:

- The current display of all CIS applications on the AS/400 system are "green screens," non-graphical, and costly to maintain. The majority of ODOC staff regularly use the information available in the CIS system.
- The current state affects and constrains the ability of the General Services Division and IT Services to continue to develop and maintain integrated information systems that are in high demand by the Department and required by the CORE initiative to manage business, IT, and communication services.

Problem or Opportunity Definition

Problem

Across the six projects, these essential problems limit the Department from meeting its mission and goals:

SharePoint Intranet:

- The current state does not support many of the agency goals targeted by CORE.
  - Engage Stakeholders, Partners, and Employees
  - To develop Public Safety partner and customer satisfaction
  - To connect to community volunteers
  - To promote wellness activities in ODOC's workforce
  - To facilitate effective annual training for the workforce
  - To promote family and personal wellness in the workforce
  - To promote the effective communications of news to Stakeholders and Partners
  - To assist data warehouse users to utilize data and research studies

SAS Data Warehouse Software Maintenance:

- The current state meets current Department needs.
- *Not* renewing the maintenance software license for SAS would create a significant interruption to the agency in its ability to utilize data and research.

Intake Electronic Computer-Based Data Collection & Assessment System:

- The current state cannot easily meet the agency's need to accommodate new assessments dictated by changing policies and legislative requirements.
- Special training and hours of work are needed to support an additional form or to change an existing form. The system cannot easily change to fit the needs of new assessments.
- The system is in a break/fix maintenance cycle.

Payroll Document Imaging System:

- The current state does not meet the agency goals targeted by CORE to support improved management of business services by providing efficient accounting of financial transactions.

Warehouse Bar code System:

- The current state does not meet the agency's need to manage business services and mitigate risks.
- ODOC currently carries out a large majority of warehouse functionalities on paper.
- These manual warehouse processes create room for errors, force delays, and limit visibility into the inventory system.
- Shrinkage, due to expiration, commonly costs about $ 50,000 per year.

AS/400 Modernization:

- The current state hinders the Department in meeting the targets for CORE of providing IT and communications services and to provide data for informed decision-making.

Opportunity

Across the six projects, there are genuine opportunities for improvement and increased efficiencies in several areas of ODOC's operations, and support of CORE performance measures.

SharePoint Intranet:

- Technological improvements provided by a SharePoint Intranet tie into many CORE performance measures such as:
  - OM3a Employees are engaged
  - OM14a Public Safety partners satisfaction
  - OP5c Volunteers
  - SP1b Wellness
  - SP1d Annual Training
  - SP1f Family/Personal Wellness (Percentage of authorized EAP)
  - SP5a News coverage
  - SP5e Employee communication
  - SP6c Warehouse user
  - SP6d Research studies

SAS Data Warehouse Software Maintenance:

Continue to provide data for informed decision-making, risk assessment, data utilization, and research studies.

Intake Electronic Computer-Based Data Collection & Assessment System:

- To speed up and improve the quality of the collection and assessment process.
- To increase the reliability of AIC assessments so ODOC has the best opportunity for accurate case and behavioral plans.
- To ensure that the assessment data collected provides the quality necessary to determine appropriate AIC classification and risk levels so facilities are safely managed.
- To mitigate the risk of the potential breakdown of the existing assessment system since it is fifteen years old.

Payroll Document Imaging System:

To promote a more efficient process to pay and manage employee benefits and business services.

Warehouse Bar Code System:

- A automated bar code system as part of a fully integrated software and hardware solution creates opportunities to:
- Greatly reduce missed shipments
- Ensure the correct product is shipped to the correct Facility
- Generate accurate and current inventory lists at any time
- Save money by ordering products only when needed
- Generate reports to assist managers to keep tight control on all phases of warehouse storage and shipping.

    - Easily identify problem areas and potential solutions.
  - Greatly increase the speed and volume of products available at the CDC warehouse.
- Supports CORE targets of:
  - Providing basic needs of AICs in support of safe prisons
  - Providing opportunities for some AICs to receive vocational training that may help them prepare for a more successful reentry into the community following their release. They could learn new job skills through the opportunity to work on a new bar code management system.
  - Strengthening ODOC's efforts to manage spending more effectively.
  - Driving warehouse operations toward industry best practices by managing warehouse operations, logistics, and purchasing more efficiently.
  - Reducing ODOC liability and potential litigation.

AS/400 Modernization:

To provide the Department the ability to more effectively meet CORE targets of providing IT and communications services and data needed for informed decision making.

Alternatives Analysis

Assumptions

- All six projects will start around July 1, 2015 with five of the projects ending by June 30, 2017. The sixth SharePoint Intranet project will end June 30, 2018 and exist for 36 months.
- All Department facilities would be impacted by one or more of the six projects.

Selection Criteria

Across the six diverse technology infrastructure projects, they should be evaluated against the ability of ODOC:

- To promote public, AIC, and staff safety.
- To increase collaboration, reduce manual processes, improve the speed and quality of decisions, reduce, or manage costs effectively.
- To be sustainable and have the potential to increase ability of ODOC to respond to new challenges.
- To help the Department take advantage of technological improvements towards improved efficiencies and long-term cost savings.
- That position ODOC to modernize in areas that will improve ODOC's business processes related to AIC management, case management, sentence management, and fiscal accountability.
- That investment in improved infrastructures will increase the ability to share data and essential information for increasingly effective business processes and decisions.

Solution Requirements

Across the six projects, each of them should:

- Confirm the feasibility and specific requirements for the individual project
- Use standard business and systems analysis to specify clear project requirements and stakeholder expectations.
- Have strong business sponsors and business team members to strengthen the partnership with ITS as objectives are jointly pursued.
- Provide clear lines of communications, responsibility, and accountability for success and management.

Alternatives Identification

Across the six projects, most of the solutions are:

- **Solution #1**: The status quo – business as usual or
- **Solution #2**: The recommended proposed project being requested

There are ranges for the six diverse projects, but the Intake Electronic Computer based Data & Assessment system does have three alternatives to consider.

Intake Electronic Computer-Based Data Collection & Assessment System:

Solution #1: The status quo – business as usual

- Remain collecting in-processing data realizing the input is subject to errors.
- Staff time for processing data will increase as the system ages
- Continue to use volumes of paper to in-process AICs.

Solution #2: The new Intake Data Collection & Assessment system

- All data elements are automatically collected as the AIC enters the data. If entries do not fall within acceptable parameters, an error message will appear informing the AIC of acceptable answers.
- There will be no chance of staff interpretation errors or scanner miss-reads

Solution #3: To replace only the existing hardware scanners before they completely fail

- To purchase two new scanners and continue to use the existing software.
- This may only marginally improve the speed and accuracy of data collection.

Alternatives Analysis

Costs

Across the six projects, there is a wide range of costs, FTE, and positions requested.

The available cost information is summarized in the following table and the Excel figures presented in the sections below.

Staffing Impact across all six projects

- **Positions**: 5

- **FTE**: 3

Revenue Source:

- **General Fund** **$ 2,841,664**

110 Package Component Fund Request for 2015-2017 biennium:

1.	SharePoint Intranet	$ 876,000
2.	SAS	280,000
3.	Intake Assessment	198,000
4.	Payroll Document Imaging	69,994
5.	Warehouse Mgmt. Bar Code System	600,000
6.	AS/400 Modernization	786,688
		$ 2,841,664

Note: Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.

Table 1 Identified Costs of Each Project's Alternatives

Project	Solution #1 (Current State – Business as Usual)	Solution #2 (Proposed State – Based on Project Moving Forward)	Solution #3 (Other)
A. SharePoint Intranet and Collaboration Tools	• **Costs**: Costs for SharePoint as part of the existing Microsoft Enterprise Agreement. Paying for it now. • **FTE**: None • **Positions**: None	• **Costs**: This package requests $ 876,000 for the 2015-17 biennium for items related to Professional Services, Training, and Additional Software Licenses and SDC/ETC Hosting. The portion to startup costs is $576,000. o $ 300,000 is for Software Licenses and SDC hosting and support costs. o $576,000 is for IT Professional Services and is a startup cost. • **FTE**: None requested. • **Positions**: None requested • Specific highlights are available in an Excel worksheet. • $ 254,000 in the 2017-19 biennium to deploy the remaining portions of the enterprise wide SharePoint system.	• No third alternative solution at present.

Project	Solution #1 (Current State – Business as Usual)	Solution #2 (Proposed State – Based on Project Moving Forward)	Solution #3 (Other)
B. SAS Data Warehouse Software Maintenance	• Costs: SAS software requires an annual maintenance fee of $140,000 ($280,000/biennium) • Cost from **Base** budget. • FTE: None requested • Positions: None requested	• Costs: $140,000 per year/$ 280,000 per biennium for annual maintenance agreement. • FTE: None requested. • Positions: None requested. • Refer to Excel worksheet.	• No third alternative solution at present.

Project	Solution #1 (Current State – Business as Usual)	Solution #2 (Proposed State – Based on Project Moving Forward)	Solution #3 (Other)
C. Intake Electronic Computer-based Data Collection & Assessment System	• Costs: Current maintenance costs are ODOC staff hours incurred in house, as the scanners are too old to maintain service contracts. • Current printer costs are $97.75 per month (rental agreement) ($1173.00 per yr.) • Current scanners are at the end of their lifecycle and if the system is not replaced, the two scanners will need to be purchased for about $ 12,140. • Toner cost (annual) – is approximately $ 28 per month ($336.00 per year) • Reams of paper = approximately 10 reams per month is about $300 per year. Some AICs will have as many as 50 sheets of paper during the assessment process. • Cost of forms (excluding PAI) – $4,245 per year for about 5,400 AICs. • Additional printing costs in house for 9 of the 16 pages used by assessment and purchase through OCE. • $180 per year for the software to create and change forms. • Cost for a contractor to scan 2 of the forms = **Unknown** • FTE: 4 FTE • Positions: 4 positions	• Costs: A new system is estimated to cost **$198,000.** **1.** 90 computers & monitors = $ **103,500** **2.** Software plus database = $ **94,500** • **FTE**: None requested • **Positions**: None requested • **Note**: New scanners are not included.	• **Costs: New scanners** (2) - $6,070.00 per scanner (will require 2 new scanners if not replaced by electronic assessments in the coming year (s)) • Maintenance contract to support the two new scanners is $ 1,600 per year. • Total would be $13,740.

Project	Solution #1 (Current State – Business as Usual)	Solution #2 (Proposed State – Based on Project Moving Forward)	Solution #3 (Other)
D. Payroll Document Imaging Systems	• Staff costs will continue to rise.	• Costs: The cost of this system is about **$15,000 per biennium.** • ODOC will need **two clerical support positions** to scan back records for approximately 6 months to start up (approximately $55,000) • FTE: **0.50 FTE** are requested. • Positions: **2 positions** • Refer to Excel worksheet.	• No third alternative solution at present.
E. Warehouse Management Bar Code System	• Continued loss of product, especially perishables • Continue miss-shipments that a bar code system can easily identify.	**Note**: In 2013, Warehouse management received information and quotes through an IRR for which the following estimates are based. • Costs: The cost of a system is approximately **$ 531,000**. • ODOC would need a Project Manager to implement the system over one year = about $ **100,000**. • FTE: Requested FTE is 0.50. • Positions: None requested.	• No third alternative solution at present.
F. F. AS/400 Modernization	• None – as is	• Costs: The cost is **$786,688** and will include software tools, configuration, training, and two Information Systems Specialist 7 positions. • **FTE**: 2 FTE • **Positions**: 2 positions	• No third alternative solution at present.

Available cost Information in graphic snapshots of available Excel worksheets.

Figure 1 ***Available Cost Information for SharePoint Intranet and Collaboration***

2015-17 Policy Pkg 110 - Technology Infrastructure:		
SharePoint Intranet and Collaboration Tool		
General Services SCR 006		
DCR 006-06-04 ITS Operations		
Supplies & Services (GF)		
Employee Training	4150	$ -
Data Processing	4250	$ 300,000
Professional Services	4300	$ -
IT Professional Services	4315	$ -
Exp Prop Start-Up	4700	$ -
Exp Prop IT Start-Up	4715	$ 576,000
Total Supplies & Services		$ 876,000
Capital Outlay		
Other Capital Startup	5900	$ -
Total Capital Outlay		$ -
Total Budget		**$876,000**
**As of July 23, 2014*		

Figure 2 ***Available Cost Information for SAS Data Warehouse Software Maintenance***

Oregon Department of Corrections		
2015-17 Policy Pkg 110 - Technology Infrastructure:		
SAS Data Warehouse Software Maintenance		
Central Administration SCR 004		
DCR 004-15-01 Research		
Capital Outlay for Biennium		
Data Processing Software	5550	280,000
Data Processing Hardware	5600	-
Total Capital Outlay		280,000
Total Budget		280,000
**As of July 15, 2014*		

Figure 3 ***Available Cost Information for Intake Computer-based Data Collection & Assessment System***

Oregon Department of Corrections

2015-17 Policy Pkg 110 - Technology Infrastructure:

Intake Electronic/Computer Based Data Collection & Assessment System

Offender Management & Rehabilitation SCR 011

Intake DCR 011-10-01

		011-10-01
Personal Services (GF)		
Total Personal Services		**-**
Supplies & Services (GF)		
Exp Prop IT Start-Up	4715	198,000
Total Supplies & Services		**198,000**
Capital Outlay		
Total Capital Outlay		-
Total Budget		198,000
Positions		-
FTE		-

August 14, 2014

Figure 4 ***Available Cost Information for Payroll Document Imaging Systems***

Oregon Department of Corrections

2015-17 Policy Pkg 110 - Technology Infrastructure:

Payroll Document Imaging Systems

General Services SCR 006

Fiscal Services / Payroll DCR 006-01-50

Personal Services		
Salaries	3110	29,844
ERB Assess.	3210	88
PERS	3220	5,828
Social Security	3230	2,282
Unemployment	3240	54
Worker's Comp. Assess.	3250	138
Mass Transit Tax	3260	179
Flex Benefits	3270	-
Total Personal Services		**38,413**
Supplies & Services		
Instate Travel	4100	787
Office Expenses	4175	3,634
Data Processing	4250	15,307
Other S&S	4650	607
Exp Prop Start-Up	4700	6,098
Exp Prop IT Start-Up	4715	5,148
Total Supplies & Services		**31,581**
Capital Outlay		
Total Capital Outlay		-
Total Budget		69,994
Positions		2
FTE		0.50

As of July 24, 2014

Figure 5 ***Available Cost Information for Warehouse Bar Code System***

Oregon Department of Corrections
2015-17 Policy Pkg 110 - Technology Infrastructure:
Warehouse Mgt Barcode System
General Services SCR 006
Distribution Services /Central Dist Center Operations DCR 006-05-01

Personal Services		
Salaries	3110	69,852
ERB Assess.	3210	44
PERS	3220	13,642
Social Security	3230	5,344
Unemployment	3240	126
Worker's Comp. Assess.	3250	69
Mass Transit Tax	3260	419
Flex Benefits	3270	30,528
Total Personal Services		**120,024**
Supplies & Services		
Instate Travel	4100	787
Office Expenses	4175	3,634
Data Processing	4250	307
IT Professional Services	4315	8,000
Other S&S	4650	607
Exp Prop Start-Up	4700	3,049
Exp Prop IT Start-Up	4715	2,574
Total Supplies & Services		**18,958**
Capital Outlay		
Data Processing Software	5550	192,000
Other Capital Startup	5900	300,000
Total Capital Outlay		492,000
Total Budget		630,982
Positions		1
FTE		0.50

July 22, 2014

Figure 6 ***Available Cost Information for AS/400 Modernization***

Oregon Department of Corrections
2015-17 Policy Pkg 110 - Technology Infrastructure:
AS 400 Modernization
General Services SCR 006
Information Technology Services / IT Development DCR 006-06-03

		006-06-03
Personal Services (GF)		
Salaries	3110	251,328
ERB Assess.	3210	88
PERS	3220	49,084
Social Security	3230	19,226
Unemployment	3240	452
Worker's Comp. Assess.	3250	138
Mass Transit Tax	3260	1,508
Flex Benefits	3270	61,056
Total Personal Services		**382,880**
Supplies & Services (GF)		
Instate Travel	4100	3,146
Office Expenses	4175	14,534
Data Processing	4250	1,226
IT Professional Services	4315	2,428
Other S&S	4650	
Exp Prop Start-Up	4700	6,098
Exp Prop IT Start-Up	4715	121,157
Total Supplies & Services		**148,589**
Capital Outlay		
Other Capital Startup	5900	255,219
Total Capital Outlay		255,219
Total Budget		786,688
Positions		2
FTE		2.00

July 23, 2014

2017-19 Impact:

1. SAS – The 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.
2. Intake Assessment – None; this is a **one-time start-up cost.**
3. Payroll Document Imaging - The 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.
4. Warehouse Management Bar Code System – Approximately half of the 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.
5. SharePoint – Approximately 1/3 of the 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.
6. AS400 Modernization – Approximately half of the 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.

Benefits

Across the six projects, there are some substantial benefits to gain. Many of the following points overlap the possible opportunities described earlier.

Table 2 Identified Benefits of Each Project's Alternatives (Solution 2)

Project	**Solution #2** **(Proposed State** – Based on Project Moving Forward)
A. SharePoint Intranet and Collaboration Tools	Improves: • Communications within ODOC (intranet) • Providing central locations to find common information • Providing research tools to locate common information • Coordination of meetings • Managing documents and document versions • Collaborating on projects and decisions • Improving the quality of business data/information • Collaborating with external community and other partners (extranet) • Reducing duplicate business forms
B. SAS Data Warehouse Software Maintenance	• Continues as is
C. Intake Electronic Computer-based Data Collection & Assessment System	• Improved process efficiency by reducing the number of staff involved in handling, forwarding, inputting paper assessments. • Eliminate cost associated with maintaining outdated scanning equipment and supporting software. • Eliminate paper and printing costs associated with 15 different forms used to assess approximately 500 AICs per month. • Increase flexibility of system to react to new programs/research/legislative mandates. • Increased ease of gathering and analyzing data from the AIC assessments. • A web-based computerized program that accepts changes easily will greatly reduce the hours needed for any changes. • Reduced cost of programming staff on fixing the current Program (would allow programmers to work on more value-added systems)
D. Payroll Document Imaging Systems	• Promotes a more efficient process to pay and manage employee benefits and business services.

Project	**Solution #2** **(Proposed State** – Based on Project Moving Forward)
E. Warehouse Management Bar Code System	A bar code scanning system will: • Save about $100,000 in labor costs per year. • Support receiving and delivery • Create pallet license plate tags • Support multiple items per pallet • Track the delivery of split loads • Track product by expiration date. This step alone would be a significant savings to DOC. • Locates food products that have been recalled before they are used. This helps to avoid potential litigation. • Provide an opportunity for AICs assigned to the CDC warehouse to develop a new skill and become a productive member of the community when released. A bar code system will: • Organize the entire warehouse into rack locations or rack addresses. • Assign an address to each pallet of product within the warehouse racking. • Records the product received dates. expiration dates, and vendor information. • Tracks the location and amount of product. • Identifies the need for stock rotation. • Gives clear direction for cycle counts and inventory procedures, which reduces downtime.
F. AS/400 Modernization	• Provides the Department the ability to meet CORE targets of providing IT and communications services and data needed for informed decision-making.

Risks

Across the six projects, these are inherent risks inherent with all projects.

- The various cost estimates come from a wide range of sources and some were gathered a year or more ago and have not been recently updated.
- Some of the projects may have underestimated the amount of effort required by a ITS Project Manager to provide leadership on the project.
- ITS is currently understaffed for the current volume of work and a number of open job positions are not yet staffed.

Note: Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.

Conclusions and Recommendations

Conclusions

ODOC has had many biennia of budget challenges. Because of these budget challenges, ODOC has not kept up with technology upgrades and still uses manual and paper processes which do not allow for efficiencies nor sharing of data to the degree that it should. ODOC is challenged with many technological deficits.

Recommendations

For ODOC to implement the six projects as a series of technical upgrades to position the agency to take advantage of efficiencies from current and available technologies.

- ✓ The modernization of these critical and targeted business areas are essential to ODOC's ability to promote public safety by supporting all Department functions necessary for AIC management, case management, sentence management, and fiscal accountability.
- ✓ The new and upgraded systems provide the ODOC with a foundation to share data and essential information to improve business efficiencies and decisions.
- ✓ The successful adoption of these foundational improvements will increase collaboration, reduce manual processes, and improve the speed and quality of decisions.

There are six proposed projects included in this Technical Infrastructure effort that include new systems, systems that have exceeded their lifecycle, and systems that need to be replaced.

1. SharePoint Intranet (Leveraged system for more productive results)
2. SAS Data Warehouse Software Maintenance (System needs a lifecycle replacement)
3. Intake Electronic Computer-Based Data Collection & Assessment System (A replacement for a breaking system)
4. Payroll Document Imaging System (Leveraged system for more productive results)
5. Warehouse Bar Code System (Leveraged system for more productive results)
6. AS/400 Modernization (System needs a lifecycle replacement)

All of these projects would start July 1, 2015 and five would continue until June 30, 2017. (24 months) The SharePoint Intranet project would continue until June 30, 2018. (36 months)

The Total Cost for all six projects is $ 2,841,664.

(**Note**: Estimate does not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.)

Consequences of Failure to Act

Table 3 Possible Consequences Due to Failing to Act of Each Project

Project	Possible Consequences Due to Failing to Approve or Fund the Recommended Alternative
A. SharePoint Intranet and Collaboration Tools	• ODOC's communication and collaboration model will continue as is using email and files that are hard to locate, control, and share. • The quality of informed, collaborative, and data driven decisions will remain underdeveloped and stunted.
B. SAS Data Warehouse Software Maintenance	• The data warehouse that provides critical information for the Department will cease to operate.
C. Intake Electronic Computer-based Data Collection & Assessment System	• Without implementing a computer (web) based collection and assessment system: • AIC data will continue to be susceptible to multiple errors • The system will continue to generate paper waste, and fail to strengthen ODOC's efforts to become increasingly "green" and reduce "carbon footprint." • Most importantly, there will not be any clear strategy to mitigate the risks of maintaining a fragile 15-year-old system that produces suspect data for mission critical Department decisions.
D. Payroll Document Imaging Systems	• The cost and the amount of staff time managing the existing payroll system will continue to increase.
E. Warehouse Management Bar Code System	• Failure to implement an integrated bar code system to assist in controlling incoming and outgoing product will result in the continued loss of items, miss-shipments, and spoilage of food products.
F. F. AS/400 Modernization	By not integrating the CIS and AFAMIS systems: • Department staff will continue to lose opportunities to have the right information, at the right time, to make better decisions for ODOC and AICs.

Appendix A Additional Details of the Six Projects in Table Format

Appendix Table A-1 ***Executive Summary of Each Project***

Project	Purpose	Recommended Alternative	Costs, Benefits, and Risks
A. SharePoint Intranet and Collaboration Tool	• For ODOC to develop and deploy an enterprise wide Microsoft SharePoint system To improve business processes related to: • Communications within the agency (Intranet) • Search tools to locate common information • Coordination of meetings • Managing documents and document versions • Collaborating on projects and decisions • Improving the quality of business data/information • Collaborating with external community and other partners (extranet) • Reducing duplicate business forms	• Is a leveraged system for more productive results.	• **Cost**: $ 876,000 for 2015-2017 biennium. • **Start Date:** 7/1/2015 • **End Date:** 6/30/**2018** (36 months) See Benefits and Risks tables
B. SAS Data Warehouse Software Maintenance	• The Research Unit uses SAS software to create and maintain its data warehouse to provide data via its web portal, CMIS, and fulfill ad hoc and CORE related data requests. • Data elements are used to support research, program evaluation, and risk	• Is a system that needs a lifecycle replacement.	• **Cost**: $280,000 for the 2015-2017 biennium and *each* biennium. ($140,000 per year) • **Start Date:** 7/1/2015 • **End Date:** 6/30/2017 (every biennium) See Benefits and Risks tables

Project	Purpose	Recommended Alternative	Costs, Benefits, and Risks
	assessments.		
C. Intake Electronic Computer-based Data Collection & Assessment System	• The ODOC Intake Center has utilized the same paper-based AIC information collection and assessment process for more than 15 years. • ODOC is requesting a computer-based AIC data collection and assessment system.	• A replacement for a breaking system.	• **Cost:** $198,000 for the 2015-2017 biennium. • **Start Date:** 7/1/2015 • **End Date:** 6/30/2017 See Benefits and Risks tables
D. Payroll Document Imaging Systems	• ODOC would like to incorporate the ORMS system used by the Oregon Secretary of State to image, file, and archive payroll records.	• Is a leveraged system for more productive results.	• **Cost**: $ 69,994 for the 2015-2017 biennium. • **Start Date:** 7/1/2015 • **End Date:** 6/30/2017 (each biennium) See Benefits and Risks tables
E. Warehouse Management Bar Code System	• To implement a bar code Warehouse Management System integrated with ODOC's' current AFAMIS accounting system. • To create an efficient system to greatly reduce waste and possibly theft. • ODOC currently carries out a large majority of warehouse functionalities manually on paper, which could be greatly reduced.	• Is a leveraged system for more productive results.	• **Cost**: $ 630,982 for the 2015-2017 biennium. • **Start Date:** 7/1/2015 • **End Date:** 6/30/2017 See Benefits and Risks tables
F. AS/400 Modernization	• Modernize the presentation of the applications hosted on the AS/400 to be	• Is a system that needs a lifecycle replacement.	• **Cost**: $ 786,688 for the 2015-2017 biennium. • **Start Date:** 7/1/2015

Project	Purpose	Recommended Alternative	Costs, Benefits, and Risks
	graphical and available in a web browser. • Modernization is in part, accomplished by purchasing new software tools. • Modernization includes access to both the CIS and AFAMIS (accounting) systems with a web browser replacing the current green screens.		• **End Date:** 6/30/2017 See Benefits and Risks tables

Appendix Table A-2 ***Essential Purpose of Each Project***

Project	What is being proposed?	Why is the project being proposed?	Essential Purpose of this project
A. SharePoint Intranet and Collaboration Tools	• Establish an enterprise wide Microsoft SharePoint Intranet and Collaboration tools for ODOC. • Key targets will be met in three phases: 1. Establish a systems foundation, 2. Extend SharePoint functionality, and 3. Integrate agency business processes to improve efficiencies.	To improve enterprise efficiencies: • Communications within the agency (Intranet) • Providing central locations to find common information • Providing search tools to locate common information • Coordination of meetings • Managing documents and document versions • Collaborating on projects and decisions • Improving the quality of business data/information • Collaborating with external community and other partners (extranet)	The efforts in the biennium will include: • Creating an ongoing governance plan to manage development and program efforts • Publishing critical information and content to staff • Facilitating staff communications • Sharing ideas, exchanging information, and engaging staff on collaborative projects and decisions • Partially streamline key business process workflows

Project	What is being proposed?	Why is the project being proposed?	Essential Purpose of this project
		• The reduction of duplicate business forms.	
B. SAS Data Warehouse Software Maintenance	• Renew software maintenance agreement each of the next two years.	• Current software maintenance will expire.	• To keep the existing data warehousing system running.
C. Intake Electronic Computer-based Data Collection & Assessment System	• Replace the existing paper-based Intake AIC Assessment System with a computer-based AIC data collection and assessment system solution.	• The current antiquated system is inefficient and has ongoing maintenance problems, which are costly to maintain.	• Replace the existing paper-based assessment system with a computer (web based) data collection and assessment system solution
D. Payroll Document Imaging Systems	• ODOC would like to incorporate the ORMS system used by Secretary of State to image, file, and archive payroll records.	• Existing system is outdated and wastes time and money.	• To convert and integrate ODOC's existing payroll process to the ORMS.
E. Warehouse Management Bar Code System	• A bar code driven Warehouse Management Systems (WMS) to integrate the warehouse with the existing AFAMIS accounting system. • The goal of ODOC warehouse is to control the movement and storage of goods in the most efficient manner. • Bar codes would accurately identify raw materials, manage inventory and direct warehouse shipments.	• This has been a missing middleware piece of the existing warehouse and accounting systems that has been needed.	• To update ODOC warehousing equipment, software and business processes to industry best practice standards. • To increase the speed and volume of products processed by the warehouse by utilizing a fully integrated software and hardware solution. • Software driven warehouse management solutions allow real-time data capture, automation and

Project	What is being proposed?	Why is the project being proposed?	Essential Purpose of this project
			printing technologies into the warehouse infrastructure.
F. AS/400 Modernization	• Modernize the presentation of the applications hosted on the AS/400 to be graphical and available in a web browser.	• To provide a new tool to leverage the value of the existing system and provide new opportunities to integrate with other systems and view the information differently.	• Renovate access to both CIS, (that manages AICs) and the AFAMIS (accounting system) with a web browser replacing the current "green screens." • To transform and modernize access by purchasing new software tools.

Appendix Table A-3 ***Background of Each Project***

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
A. SharePoint Intranet and Collaboration Tools	• ODOC currently does not have a coordinated solution for communicating within the agency and for collaborating with external partners.	• In June 2011, ODOC lead a small SharePoint 2010 pilot project to test the functionality and approaches to meeting business needs using intranet web portals. The six-month pilot was successful and developed a number of lessons learned to use when a full project would be initiated. • In November 2014, ODOC hired the Marquam Group, an experienced an well-known team of SharePoint consultants that have performed contracts for many Oregon agencies, was hired to perform a SharePoint business feasibility study and tasked to identify how	• Sponsor: Assistant Director of General Services • Administration • All staff that use Outlook, Word, Excel, and share files and critical information. • External partners such as Oregon Corrections Enterprises and Community Corrections • The CORE Initiative to manage business services, planning finances, utilizing

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
		SharePoint could meet critical organizational needs. Six large and separate stakeholder workshops were held with over 50 staff participating. Based on the information gathered, alternative options were reviewed, and a three-year roadmap was defined. Necessary infrastructure changes were targeted and costs were estimated including the Oregon **State Data Center** (SDC) expenses for hosting/support. • By April 2014, Marquam and ITS collaborated and jointly authored a number of deliverable documents supporting the findings and these documents will provide a framework to start a project implementation. • Some of the documents created were: 1. ***SharePoint Execution Roadmap*** (display initiatives and timelines – See **Appendix D**) 2. ***SharePoint Budget Considerations*** (detailed software/hardware and costs in Excel) 3. ***Internal Resource Requirements and Plan*** (FTE and Services Staff estimates in Excel) 4. ***Infrastructure***	data and research, and mitigating risk. • The current state affects ODOC's Administration, along with all staff using Outlook, Word, Excel, and share files and critical information. External partners such as Oregon Corrections Enterprises and Community Corrections are also unable to collaborate effectively.

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
		Planning Document (Technical overview of possible architecture solutions) ***5. SharePoint PowerPoint Presentation to the ODOC Policy Group*** • A summary of the findings were presented to ODOC's Policy Group in April 2014 and were positively received with a desire to move forward.	
B. SAS Data Warehouse Software Maintenance	• The research unit uses SAS software to create and maintain its data warehouse that is used to provide data via its web portal, CMIS, as well as fulfill ad hoc and CORE related data requests. • The data is also used to support research, program evaluation, and risk assessment.	• SAS software requires an annual maintenance fee of $140,000 per year ($280,000/biennium).	• Sponsor: • Research • Administration • Operations • All Staff that use CMIS • IT Services that depends upon critical CMIS data and processes • The CORE initiative to measure processes.
C. Intake Electronic Computer-based Data Collection & Assessment System	• The ODOC Intake Center has utilized the same paper-based AIC information collection and assessment process for more than 15 years. • Intake processes	• The ODOC Intake Center has utilized the same paper-based AIC information collection and assessment process for more than fifteen years. Intake processes about 450 AICs per month or about 5,400 per year. Some of the forms used in the process are	• Sponsor: Operations • Intake Unit • Correctional Counselors • Security Staff • This current state of having a paper

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
	about 450 AICs per month or about 5,400 per year. • Some of the forms used in the process are entered into CIS by hand, while others are scanned into the database using severely outdated Scantron technology and an older report generator written in **Visual Basic 6**. • The current assessment system is inefficient and has ongoing and costly problems to maintain. • Currently there are 16 paper-based forms used for assessment of the AICs. **Six** of these are scanned into the Correction Information System (CIS). **Two** others are sent to a contractor for scanning. The remaining **eight** forms are input manually by the assessment staff.	keyed into CIS residing on the AS/400, while other forms are scanned into a database using severely outdated Scantron technology and an older report generator written in Visual Basic 6. The current assessment system is inefficient and has ongoing and costly problems to maintain. Currently there are 16 paper-based forms used for assessment of the AICs. Six of these are scanned into the Correction Information System (CIS). Two other forms are sent to an outside contractor to scan. The remaining eight forms are keyed manually by the assessment staff.	based system impacts the Operations and the Intake Unit. • Imprecise data from partially incorrect assessments could influence Correctional Counselors and Security Staff ability to provide an appropriate level of Correctional Case Management (**CCM**) to AICs.
D. Payroll Document Imaging Systems	• Due to the current technology of Payroll Systems, the amount of paper documents required to be	• The current technology of ODOC's payroll systems produces large volumes of paper documents that are required to be maintained and stored. Approximately	• Sponsor: • General Services • Payroll Services • All ODOC staff and those paid by the existing

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
	maintained is huge. • Approximately 10,000 pieces of paper are required to be filed and maintained for employee payroll each month. • ODOC maintains over 60 5-drawer file cabinets around the state for payroll records. (300 file drawers)	10,000 pieces of paper are required to be filed and maintained for employee payroll *each month*. ODOC maintains over 60 5-drawer file cabinets around the state for payroll records. (*300 file drawers)*	payroll systems. • The CORE initiative to manage business services. • This current state impacts the General Services Division and Payroll Services Unit, as well as all ODOC staff, and those paid by and managed through the existing payroll system. The existing system makes it difficult to support one of the CORE measures to pay and manage benefits for employees.
E. Warehouse Management Bar Code System	• The DSD is responsible for central receiving and shipment of goods needed in the day-to-day operation of these facilities. • The Central Distribution Center Warehouse in Salem, Oregon receives and distributes approximately $1 million in inventory each month.	• The DSD is responsible for central receiving and shipment of goods needed in the day-to-day operation of all facilities. The Central Distribution Center Warehouse in Salem, Oregon receives and distributes approximately $1 million in inventory each month and there are three other ODOC warehouses in Oregon. • The existing manual warehousing processes creates room for errors, delays, and provides limited visibility into the inventory	• Sponsor: • General Services • Warehouse and Food Services • The CORE initiative to manage business services. • The current state affects the ability of the General Services Division, and Warehouse and Food Services Unit to manage warehouse operations and

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
	• There are three other ODOC warehouses in Oregon. • The existing manual warehousing processes create room for errors, delays, and limited visibility into the inventory system. • Due to Department purchasing practices, it is possible to purchase product with shorter expiration dates than the product currently in the system.	system. • Due to Department purchasing practices, it is possible to purchase product with shorter expiration dates than product currently on hand in the warehouse system that increases spoilage risk without a better tracking system.	logistics as targeted by the CORE initiative in an effort to improve business services.
F. AS/400 Modernization	• Existing presentation displays of the AS/400 system are "green screen," non-graphical, and costly to maintain.	• Currently, ODOC's Administration and the Research Unit drive the available data warehouse information provided to Department staff and systems. • This system provides vital data for decision making via its web portal **Corrections Management Information System** (CMIS), fulfilling ad hoc report requests, and meeting agency initiatives requiring data and information. These data elements support ODOC's Administration, research, program evaluations, risk assessments, and CORE's focus on *measurable* performance management	• Sponsor: • General Services • IT Services • All ODOC staff that regularly use the information available in the "green screens" of the AS/400 environment. • The CORE initiative to manage business services. • The current state affects all of ODOC, and especially **Information Technology Services** (ITS) that uses CMIS data

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
		and process improvement.	and processes for portions of the AS/400 system and the web based **Offender Management System** (OMS). The CORE initiative also uses data elements to develop process metrics.

Appendix Table A-4 ***Essential Problem of Each Project***

Project	Essential Problem of the Project (In terms of Agency's Mission and Goals)
A. SharePoint Intranet and Collaboration Tools	The current state does not support many of the agency goals targeted by CORE. • Engage Stakeholders, Partners, and Employees • To develop Public Safety partner and customer satisfaction • To connect to community volunteers • To promote wellness activities in ODOC's workforce • To facilitate effective annual training for the workforce • To promote family and personal wellness in the workforce • To promote the effective communications of news to Stakeholders and Partners • To assist data warehouse users to utilize data and research studies.
B. SAS Data Warehouse Software Maintenance	• The current state meets current Department needs. • Not renewing the maintenance software license for SAS would create a significant interruption to the agency in its ability to utilize data and research.
C. Intake Electronic Computer-based Data Collection & Assessment System	• The current state cannot easily meet the agency's need to accommodate new assessments dictated by changing policies and legislative requirements. • Special training and hours of work are needed to support an additional form or to change an existing form. The system cannot easily change to fit the needs of new assessments. • The system is in a break/fix maintenance cycle.
D. Payroll Document Imaging Systems	• The current state does not meet the agency goals targeted by CORE to support improved management of business services by providing efficient accounting of

Project	Essential Problem of the Project (In terms of Agency's Mission and Goals)
	financial transactions.
E. Warehouse Management Bar Code System	• The current state does not meet the agency's need to manage business services and mitigate risks. • ODOC currently carries out a large majority of warehouse functionalities on paper. • These manual warehouse processes create room for errors, force delays, and limit visibility into the inventory system. • Shrinkage, due to expiration, commonly costs about $ 50,000 per year.
F. AS/400 Modernization	• The current state hinders the Department in meeting the targets for CORE of providing IT and communications services and to provide data for informed decision-making.

Appendix Table A-5 ***Possible Opportunities of Each Project***

Project	Possible Opportunities of the Project (In terms of Agency's Mission and Goals)
A. SharePoint Intranet and Collaboration Tools	Technological improvements provided by a SharePoint Intranet tie into many CORE measures such as: • OM3a Employees are engaged • OM14a Public Safety partners satisfaction • OP5c Volunteers • SP1b Wellness • SP1d Annual Training • SP1f Family/Personal Wellness (Percentage of authorized EAP) • SP5a News coverage • SP5e Employee communication • SP6c Warehouse user • SP6d Research studies
B. SAS Data Warehouse Software Maintenance	• Continue to provide data for informed decision-making, risk assessment, data utilization, and research studies.
C. Intake Electronic Computer-based Data Collection & Assessment System	• To speed up and improve the quality of the collection and assessment process. • To increase the reliability of AIC assessments so ODOC has the best opportunity for accurate case and behavioral plans. • To ensure that the assessment data collected provides the quality necessary to determine appropriate AIC classification and risk levels so facilities are safely managed. • To mitigate the risk of the potential breakdown of the existing assessment system since it is fifteen years old.
D. Payroll Document Imaging Systems	• To promote a more efficient process to pay and manage employee benefits and business services.
E. Warehouse Management Bar Code	A automated bar code system as part of a fully integrated software and hardware solution creates opportunities to:

Project	Possible Opportunities of the Project (In terms of Agency's Mission and Goals)
System	• Greatly reduce missed shipments • Ensure the correct product is shipped to the correct Facility • Generate accurate and current inventory lists at any time • Save money by ordering products only when needed • Generate reports to assist managers to keep tight control on all phases of warehouse storage and shipping. • Easily identify problem areas and potential solutions. • Greatly increase the speed and volume of products available at the CDC warehouse. • Supports CORE targets of: 1. Providing basic needs of AICs in support of safe prisons 2. Providing opportunities for some AICs to receive vocational training that may help them prepare for a more successful reentry into the community following their release. They could learn new job skills through the opportunity to work on a new bar code management system. 3. Strengthening ODOC's efforts to manage spending more effectively. 4. Driving warehouse operations toward industry best practices by managing warehouse operations, logistics, and purchasing more efficiently. 5. Reducing ODOC liability and potential litigation.
F. F. AS/400 Modernization	• To provide the Department the ability to more effectively meet CORE targets of providing IT and communications services and data needed for informed decision making.

Appendix B List of Key Abbreviations

Abbreviation	Description
AFAMIS	The **Automated Financial Accounting Manufacturing Inventory System** (ODOC's principal accounting system)
AIC	**Adults in Custody** (formerly referred to as Offenders or Inmates)
AS/400	The **Application System/400** mid-range computer platform used at ODOC (Introduced by IBM twenty-six years ago in 1988)
CIO	**Chief Information Officer**
CIS	The **Corrections Information System** managing **Adults in Custody** on the **AS/400** and displays information on "green screens."
CMIS	**Corrections Management Information System** (ODOC's data warehouse information system)
CORE	**Correctional Outcomes through Research and Engagement** (ODOC's performance initiative begun in 2013)
DSD	**Distribution Services Division** (The business area responsible for central receiving and shipment of inventory at four ODOC warehouses)
ETS	State of Oregon **Enterprise Technology Services** (also referred to as the **State Data Center**). ETS provides computing services to numerous state agencies.
ITS	**Information Technology Services** at ODOC
LAN	A **Local Area Network**
ODOC	**Oregon Department of Corrections** (State of Oregon agency)
OMS	Web based **Offender Management System** that consists of multiple software applications
ORMS	**Oregon Records Management Solution** (The records system currently used by the Oregon Secretary of State to image, file, and archive payroll records)
SAS	Specialized **Statistical Analysis System** software used by the ODOC Research Unit to create and maintain the ODOC data warehouse.
SDC	State of Oregon **State Data Center** (also referred to as the **Enterprise Technology Services**). SDC provides computing services to numerous state agencies.

Other:

- ***Intranet***: An in-house web site on an organizations **local area network** (LAN) serving employees only and not the general public. An intranet provides a standard way to publish organization's policy, news, schedules, forms, and training manuals. The intranet can also provide a venue for publishing blogs, wikis, activities, events, and schedules. A web browser is the primary way to display information.

- ***Extranet***: A password-protected Web site on the Internet, but not the general public. It can provide access to research, internal databases, and virtually any information that customers or business partners are given permission to view and use.

- ***Data warehouse***: A computer database designed to access and analyzes organizational data to aid in business intelligence efforts and support decision-making.

Appendix C CORE – Fundamentals Map

Document delivered separately

Appendix D SharePoint Project Roadmap

Document delivered separately

Oregon Department of Corrections

Correctional Outcomes through Research and Engagement (CORE)

The Fundamentals Map

July 2, 2014

FOUNDATIONS

MISSION

The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

VISION

VALUES

Integrity and Professionalism
Dignity and Respect
Safety and Wellness
Fact Based Decision Making
Positive Change
Honoring Our History
Stewardship

KEY GOALS

- Safe and Secure Workplace
- Healthy, Engaged and Valued Employees
- Offenders Become Productive Crime-free Citizens
- Innovative, Efficient and Sustainable Business Practices
- Proactive Collaborative Partner

CORE PROCESSES / PROCESS OWNER / SUB PROCESSES

OPERATING PROCESSES					
OP1: Managing Safe Prisons	OP2: Preparing for Successful Release/Reentry	OP3: Managing Inmate Healthcare	OP4: Providing Inmate Work Opportunities	OP5: Connecting Inmates to Family and Community	OP6: Managing Offenders in the Community
M. Gower	**K. Brockamp**	**M. Gower**	**K. Jeske**	**K. Brockamp**	**J. Stromberg**
1. Maintaining secure custody/control 2. Maintaining safety of staff, inmates and others 3. Providing basic needs for inmates 4. Transporting inmates 5. Utilizing staff resources 6. Implementing PREA policy and awareness 7. Managing emergency preparedness 8. Role modeling, redirecting and reinforcing pro-social behavior 9. Providing adequate training for staff, inmates and others 10. Ensuring adherence to directives for staff, inmates and others	1. Assessing inmate risks and needs 2. Computing sentences 3. Determining appropriate housing for successful case management 4. Developing, managing and adjusting case plans 5. Providing treatment 6. Providing educational and vocational programs 7. Providing spiritual programs and services 8. Providing pro-social programs and opportunities 9. Managing transition and reentry 10. Planning for and releasing from custody	1. Assessing patients and planning healthcare 2. Delivering and managing mental healthcare 3. Delivering and managing medical care 4. Delivering and managing dental healthcare 5. Managing and coordinating offsite care 6. Maintaining licensure, training, and clinical performance 7. Managing the purchase/distribution of medication and supplies	1. Evaluating inmates upon entry for job readiness 2. Providing job readiness skills, resources and supportive services 3. Providing work experiences 4. Developing partnerships with community and business leaders 5. Connecting inmates to available community work resources 6. Working collaboratively with Community Corrections staff for reentry services	1. Recruiting and managing volunteers 2. Providing opportunities for visitation 3. Providing and managing systems for inmate communication 4. Providing opportunities for mentoring contacts 5. Promoting pro-social supports and connecting to community resources throughout incarceration 6. Expanding enhanced family and community visits 7. Expanding access to outside vocational and educational partners 8. Providing information to families to help navigate through an inmate's incarceration	1. Assessing risk, need and responsivity 2. Developing and managing case plans 3. Prioritizing supervision strategies 4. Referring to appropriate programs 5. Maintaining contact in the community 6. Using appropriate interventions to motivate and hold accountable 7. Managing the Interstate Compact for Adult Offender Supervision

SUPPORTING PROCESSES					
SP1: Managing our Workforce	SP2: Managing and Planning Finances	SP3: Managing Business Services	SP4: Mitigating Risk	SP5: Engaging Stakeholders and Partners	SP 6: Utilizing Data and Research
C. Popoff	**N. Allen**	**T. Dohrman**	**L. Williamson**	**E. Craig**	**P. Bellatty**
1. Recruiting and hiring motivated staff 2. Providing training opportunities for professional development 3. Supporting staff wellness 4. Evaluating and responding to employee needs 5. Advancing employee succession and promotion 6. Negotiating and managing collective bargaining agreements 7. Encouraging a culture of inclusion	1. Planning for inmate capacity 2. Planning for capital projects 3. Acquiring funding 4. Managing spending 5. Providing financial information 6. Budgetary data reconciliation 7. Financial management training	1. Providing IT and communication services 2. Maintaining facilities/managing real property 3. Maintaining security and other building systems 4. Managing warehouse operations and logistics 5. Providing inmate goods 6. Purchasing goods and services 7. Accounting for financial transactions 8. Accounting for inmate financial transactions 9. Managing environmental impact and sustainability 10. Paying and managing benefits for employees	1. Investigating complaints 2. Managing security threats 3. Managing occupational health and safety 4. Protecting due process rights 5. Developing and sharing intelligence 6. Developing rules, policies and procedures 7. Preventing and responding to sexual assaults/ harassment 8. Managing litigation & reducing liability 9. Conducting audits and addressing deficiencies 10. Preparing for emergencies & disasters 11. Maintaining data integrity 12. Professionalism	1. Communicating with employees 2. Managing media relations 3. Working with elected officials 4. Communicating with and informing stakeholders 5. Responding to public records requests 6. Participating in councils and committees 7. Partnering with local communities 8. Coordinating events and recognitions	1. Providing data to inform decision making 2. Developing and refining risk assessments 3. Administering and developing the data warehouse 4. Conducting research studies and present findings/ recommendations 5. Evaluating program effectiveness 6. Managing projects 7. Participate in the implementation of research findings/ recommendations 8. Evaluating external research proposals

PROCESS MEASURES

OP1	OP2	OP3	OP4	OP5	OP6
a. Group disturbances b. Inmate Grievances c. Inmate misconduct d. PREA incidents (inmates) e. PREA incidents (staff) f. PREA standards g. Security standards h. Inmate assaults i. Use of force	a. Education b. A&D treatment c. Cognitive treatment d. Cognitive/A&D treatment e. Housing f. PO reach-In's g. Birth certificates & social security cards h. Work history i. Religious services	a. Offsite medical healthcare b. Continuous Quality Improvement c. BHS Case Management d. Clinical Competence e. Pharmacy	a. Providing DOC work experiences b. Providing OCE work experiences c. Providing DOC/OCE work experiences d. Evaluating inmates upon entry for job readiness e. Providing community work experiences f. Providing job readiness skills, resources and supportive services	a. All Inmate visits b. Friends and family visits c. Volunteer d. Parenting programs e. Family functions f. Telmate phone contacts g. Inmates using Telmate	a. Assessments b. Caseplans c. Employment d. Treatment participation e. Restitution f. Community service completion

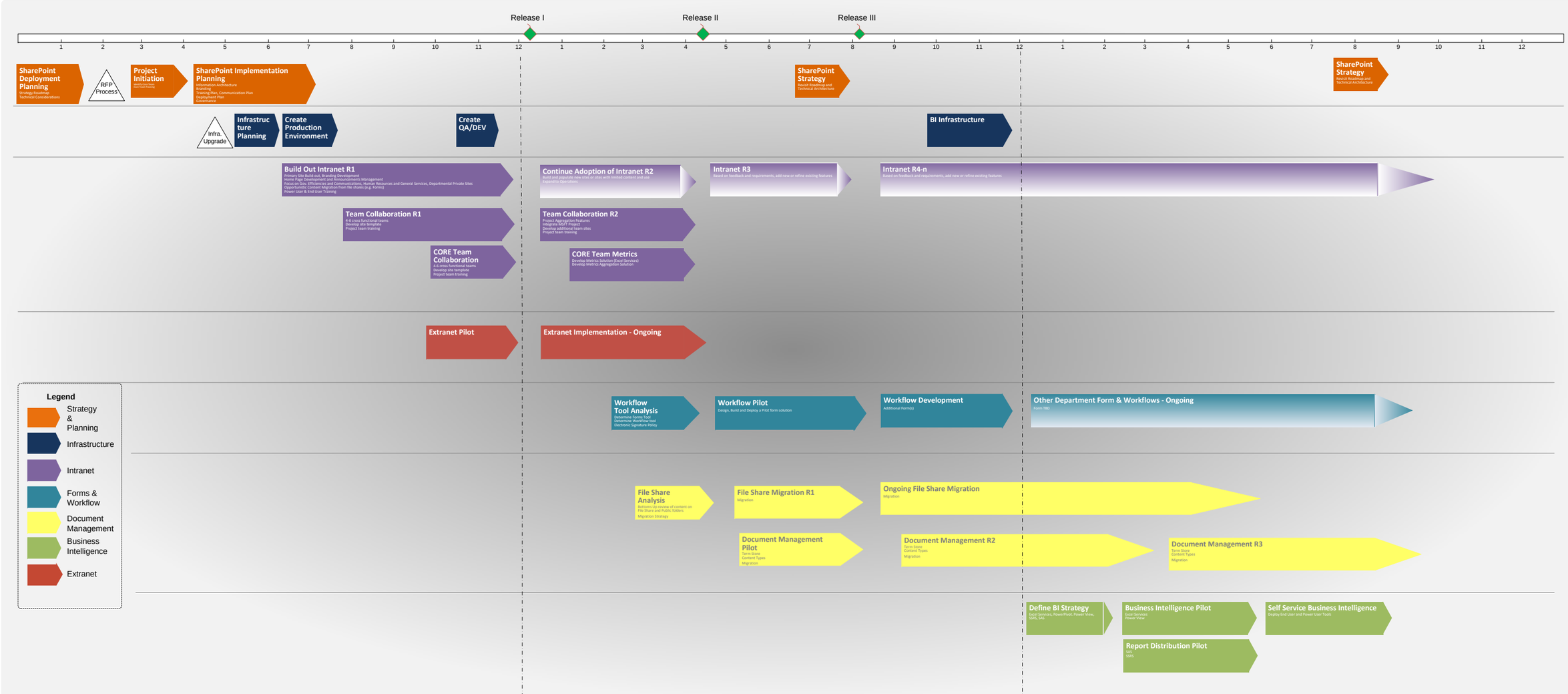
SP1	SP2	SP3	SP4	SP5	SP 6
a. Workers compensation b. Wellness activities c. Hiring d. Annual Training e. Labor relations	a. Forecast accuracy b. Projections c. LFO fiscal impact statements	a. BTU usage b. IT service response time c. Work order efficiency d. Recycling e. Canteen Sales f. Canteen Net Income g. Purchasing h. Electronic Inmate deposits i. Number of payroll defects j. Amount of payroll defects k. Inmate goods (Food) l. Inmate goods (Supplies) m. Inmate goods (Apparel) n. Transportation expense	a. Tort claims compared to actual lawsuits (Inmate) b. Tort claims (Inmate) c. Lawsuit costs (Inmate) d. PREA response time e. PREA audits f. Security audits g. Internal audits h. Audit deficiencies	a. News coverage b. Legislative requests c. DOC general information inquires d. DOC internet e. Employee communication f. Public records requests	a. Data warehouse days b. Data warehouse hits d. Warehouse users d. Research studies

OUTCOME MEASURES / MEASURE OWNER / KEY PERFORMANCE MEASURES

OM 1: Staff Safety	OM 2: Healthy Staff	OM 3: Employee Engagement	OM 4: Community Supervision Success	OM 5: Recidivism	OM 6: Diversity in the Workplace	OM 7: Population Management	OM 8: Case Plan Adherence	OM 9: Inmate Safety	OM 10:Public Safety	OM 11: Inmate Jobs	OM 12: Inmate Health	OM 13: Financial Management	OM 14: Partner and Customer Satisfaction
L. Williamson	M. Morrow	T. Dohrman	J. Stromberg	J. Stromberg	G. Sims	K. Brockamp	K. Brockamp	L. Williamson	M. Gower	K. Jeske	M. Gower	N. Allen	L. Craig
KPM 1: Measure 17 Compliance	KPM 2: Completed Corrections Plan	KPM 3: Recidivism	KPM 4: Staff Assaults	KPM 5: Walk-a-Ways	KPM 6: Natural Gas Usage	KPM 7: Level 1 Misconducts	KPM 8: Secure-Custody Escapes	KPM 9: Unarmed Perimeter Escapes	KPM 10: Transitional Leave	KPM 11: Customer Service	KPM 12: Inmate Offsite Healthcare	KPM 13: Time Loss Days	

SharePoint Execution Roadmap
Oregon Department of Corrections

Updated: February 21, 2014



Business Case for
PREA Technology Solutions

Oregon Department of Corrections,

Inspector General's Office, Inspections

Date: August 20, 2014
Version: 0.7
Authors: Robert L. Metzger

(541) 881-5058

Robert.L.Metzger@doc.state.or.us

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**112 – PREA Technology Solutions (Version 0.7)**		
AGENCY	**Oregon Department of Corrections**	DATE	**August 20, 2014**
DIVISION	**Inspector General's Office, Inspections**	DAS CONTROL #	**POP 112**
AGENCY CONTACT	**Roy Bruce, ITS Administrator**	PHONE NUMBER	**(503) 373 - 7545**

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency Agency Head or Designee	
Colette Peters	(Date)
Signature	
Agency Executive Sponsor	
Leonard Williamson	(Date)
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Roy Bruce	(Date)
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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Executive Summary

The Prison Rape Elimination Act of 2003 (PREA) is a federal law that seeks to eliminate sexual assaults and sexual misconduct. This law applies to all federal and state prisons, jails, police lock-ups, private facilities, juvenile facilities, and community correctional settings. The Oregon Department of Corrections (ODOC) fully supports this act and has enacted policies and procedures supporting a zero-tolerance for sexual abuse.

> The Bureau of Justice Statistics carries out, annually, a comprehensive statistical review and analysis of the incidence and effects of prison rape.

The major provisions of the standards are: General prevention planning, supervision and monitoring, limits to cross gender searches and viewing, training and education, screening, reporting, responsiveness planning, investigations, discipline, medical and mental health, grievances, and audits.

ODOC continues its efforts to maintain safety for all Adults in Custody (AIC) and others inside the facilities keeping PREA as a top priority with the use of the following tools.

- ODOC Policy 40.1.13, Prison Rape Elimination Act
- OIC PREA Checklist (CD 1621)
- Facility Transfer Victimization Screening Tool (CD 1619)
- Staff Reporting Responsibilities (CD 1620)
- PREA Acknowledgement Statement (CD 1623)
- Intake Victimization Screening Tool (CD 1625)
- PREA Reporting Flowchart

The agency is, now, in need of enhancing those policies and procedures with appropriate technology that will help ensure institutional security, compliance with PREA objectives and the safety of AIC in the agency's care. New technology is a critical component for detecting prison rape and other security concerns.

The United States Department of Justice Final Rule as outlined in the "PRISON RAPE ELIMINATION ACT NATIONAL STANDARDS – for PRISONS & JAILS"; states in section **115.18 -** Upgrades to facilities and technologies:

(a) When designing or acquiring any new facility and in planning any substantial expansion or modification of existing facilities, the agency shall consider the effect of the design, acquisition, expansion, or modification upon the agency's ability to protect inmates from sexual abuse.

(b) When installing or updating a video monitoring system, electronic surveillance system, or other monitoring technology, the agency shall consider how such technology may enhance the agency's ability to protect inmates from sexual abuse.

To ensure compliance with the PREA national standards the department intends to implement the following technology solutions.

Technology Solution #1- Eliminate Pat Down Searches

Replace physical pat down searches with metal detection devices or other Transportation Security Administration (TSA) body scanner devices. This technology would increase AIC movement and reduce the need for staff to physically touch AICs. Three products address this issue in difference ways.

- **Chair Metal Detector** (Ranger Security BOSS II)
  - This metal detector is a chair that detects any metal on or inside the AIC
- **Metrasens Metal Detector**
  - Metrasens produces a portable and highly sensitive metal detector, which has been successfully tested at the Oregon State Penitentiary.
  - It is made to detect and differentiate between knives, cell phones and other metal objects.
- **TSA Style Body Scanners**
  - This technology detects illegal and dangerous items. Typically it is used to identify the presence of weapons and contraband that are hidden beneath a person's clothing. The system takes five seconds from entry to report and scans the entire body of a person. Processing 100 AICs through the scanner would take approximately 15 minutes.

Technology Solution #2 – Replace Daily Count

Replace daily count with a technology solution. Depending on the software married up with these systems, the systems can be used to track movement, schedule program/job movement, and prohibit access to certain areas, track associations (Security Threat Management, criminal investigations and PREA investigations) and AIC count.

- **Tracking Bracelets by 3M**
  - Electronic tracking would allow the Department to wirelessly monitor AIC location and perform real-time location supervision, tightening control and enhancing the security for everyone. The recommendation is that staff also participates in the bracelet program at Coffee Creek Correctional Facility. The system could be used to track Security Threat Management (STM) AIC movement, who they affiliate with (both in partnering on crime and who their victims are), track who is in the yard during a disturbance, etc. The system would be used in PREA cases to address location of events and who was where when the events took place.
  - The Enterprise Information Resources Management Strategy
  - Other IT-related statewide plans, initiatives, goals and objectives

Purpose and Background

Purpose

The purpose of the PREA Technology Solutions project is to enhance and support existing policies and procedures with modern technology. The desired technology will greatly influence the safety and security of ODOC institutions. Requirements for the protection of vulnerable AIC, as mandated by the Prison Rape Elimination Act of 2003 will be better fulfilled with the proper implementation and use of modern detection and monitoring capabilities.

Background

ODOC began planning for PREA and drafting an action plan to address sexual assault in 2005. Since that time, ODOC has worked with the National Institute of Corrections and other technical assistance providers to create comprehensive and robust sexual assault prevention and response policies and procedures. ODOC's efforts include:

- A comprehensive PREA policy (40.1.13),
- An intake screening tool for sexual vulnerability or aggression,
- Staff PREA Training,
- AIC PREA Education.
- Sexual assault response teams (SARTs), and
- A database for tracking sexual assault data and the movement of victims and perpetrators.

The next logical step in compliance, of the Prison Rape Elimination Act of 2003, is implementation of investigatory tools furthering the agency's ability in the collection of solid and provable evidence of any PREA related crime. The same technology used to ensure PREA compliance can also be utilized to enhance the safety and security in other areas of concern. Better and early detection of unauthorized metal objects will help minimize incidents of assault within the AIC and staff population. The capability to auto-track and record human movement within the facilities and will provide better control and accountability of the AIC population. Reliable movement records will be of great value during any subsequent incident investigation.

Problem or Opportunity Definition

Problem

ODOC, by developing and implementing a series of paper and computer based monitoring and reporting tools and procedures, has complied with the Prison Rape Elimination Act of 2003. ODOC now seeks to enhance those limited tools with technology. Without the suggested technology to support paper and computer based reporting any conclusions are limited and subject to human error.

Opportunity

The solutions presented in this project will enhance safety and security not only for PREA concerns but throughout all areas of facility safety and security.

- Eliminate Pat Down Searches
    - Reliable detection of metal objects both on and in the body
    - Differentiate between knives, cell phones and other metal objects
    - Body scanning capable of detecting illegal and dangerous objects and contraband typically hidden beneath a person's clothing
        - Five second full body scan
- Replace Daily Count
    - Accurate in-place accounting of AIC (Daily and emergency counts)
    - Schedule program/job movement
    - Prohibit access to certain areas
    - Track AIC associations (Security Threat Management)
    - Enhance reliability of AIC movement information during incident/criminal investigations
- Technological improvements provided by the PREA Technology tie into many CORE measures such as:
  (as highlighted in the Fundamentals Map in Appendix 1)
    - Applicable CORE Operating Processes:
        - OP1 – Managing Safe Prisons
        - OP2 – Preparing for Successful Release\Reentry
        - OP6 – Managing Offenders in the Community
    - Applicable CORE Supporting Processes:
        - SP4 – Mitigating Risks
        - SP6 – Utilizing Data and Research
    - Outcome Measures:
        - OM1 – Staff Safety
        - OM7 – Population management
        - OM8 – Case Plan Adherence
        - OM9 – Inmate Safety
        - OM10 – Public Safety
    - Key Performance Measures:
        - KPM4 – Staff Assaults
        - KPM 5 – Walk-a-ways
        - KPM 7 – Level 1 Misconducts
        - KPM 9 – Unarmed Perimeter Escapes

Alternatives Analysis

Assumptions

This Business Case addresses the technology needed to take PREA compliance to the next level. The project will consist, in part, of coordinating efforts from all stakeholders to include:

- Collaborative meetings to determine how best to adjust business processes to take full advantage of this technology
- Gather and define business requirements
- Identify, track and resolve issues related to implementation
- Help Project Manager manage project risks

Selection Criteria and Alternatives Ranking

TBD

Solution Requirements

The purpose of the PREA Technology Solutions project is to enhance paper and computer based tracking, reporting and monitoring tools with technology. The identified technology will enable complete tracking of AIC movement, enhance staff's ability to prevent unauthorized movement within the institutions and account for AIC location during normal and emergency situations.

Additionally, the same technology will enhance the duties of the Threat Management team and many other areas of safety and security throughout the agency.

Results of the suggested technology will provide necessary and essential data required to fulfill evidentiary standards when investigating alleged criminal behavior. This data also fulfills the requirements of CORE supporting process SP4 – Mitigating Risks.

Alternatives Identification

Other than the "status quo" or "do nothing additional" option; no alternatives present themselves at this point. If technology is not utilized to enhance the agency's efforts to meet the requirements of the Prison Rape Elimination Act of 2003; the agency's ability to prevent and fully document PREA incidents will remain insufficient.

- *Status Quo alternative*
    - While this alternative provides a rudimentary tracking, monitoring and reporting capability for alleged incidents; the currently implemented tools do not fully resolve issues surrounding prevention and proactive action.
    - The current status limits the information available to ODOC and other agency staff investigating the facts surrounding an incident.
    - Not being in a position to unequivocally state or prove the facts leading to the conclusion of an incident hinders the judicial prosecution of the incident.
    - The current state does not fully support the agency goals targeted by CORE

Alternatives Analysis

Cost

Technology Solution #1- Eliminate Pat Down Searches

Replace physical pat down searches with metal detection devices or other Transportation Security Administration (TSA) body scanner devices. This technology would increase AIC movement and reduce the need for staff to physically touch AIC. Three products address this issue in difference ways.

A. Chair Metal Detector (Ranger Security BOSS II)

Purchasing 55 units ($8,779 per unit) to cover the five largest institutions would cost $482,845.

B. Metrasens Metal Detector

Purchasing of 55 of these units is about $570,000.

C. TSA Style Body Scanners

Each unit costs $170,000. For the five largest institutions, the Department would need 11 units for a total of $1,870,000.

Technology Solution #2 – Replace Daily Count

Replace daily count with a technology solution. Depending on the software married up with these systems, the systems can be used to track movement, schedule program/job movement, and prohibit access to certain areas, track AIC associations (Security Threat Management, criminal investigations and PREA investigations) and AIC count.

A. Tracking Bracelets by 3M

The recommendation is that staff also participates in the bracelet program at Coffee Creek Correctional Facility. The system could be used to track Security Threat Management (STM) AIC movement, who they affiliate with (both in partnering on crime and who their victims are), track who is in the yard during a disturbance, etc. The system would be used in PREA cases to address location of events and who was where when the events took place. The estimated cost is $12,000,000.

Quantifying Results

Evidence of the successful adoption of these measures will be demonstrated by a reduction of prison rape and other security threats, as well as assistance in tracking Security Threat Management, criminal investigations and enhanced PREA compliance

.

Revenue Source

General Fund	$14,922,845

Fiscal Impact Summary

General Fund –	
Personal Services	$ 0
Services & Supplies	12,000,000
Capital Outlay	2,922,845
Special Payments	$0
Total General Fund	$ 14,922,845

Note: See Appendixes and References section for additional breakdown

Staffing Impact (Solution #1 and Solution #2)

Positions	0
FTE	0.00

Benefit

Use of available technology will increase the potential of full compliance with the Prison Rape Elimination Act of 2003 and other ODOC safety and security concerns (CORE).

Risk

The primary risk of not implementing this technology is a continuation of current non-compliance the Prison Rape Elimination Act of 2003.

A secondary risk is the missed opportunity to meet several of the agency's CORE goals

Conclusions and Recommendations

Conclusions

The status quo provides the agency adequate information as to the occurrence and frequency of alleged incidents. However there is a need to move further into prevention of PREA incidents. The addition of metal detection technology will enable the agency to identify and intervene in the unauthorized transport and use of dangerous contraband. Implementing the use of Bracelet Tracking technology will greatly enhance control of AIC movement and further the agency's efforts to protect the AIC and staff populations. The technology installed to comply with The Prison Rape Elimination Act of 2003 will also benefit the Threat Management Team in their efforts to improve safety and security. Additionally, subsequent to an incident; investigator will have more reliable data at hand to back up their conclusions.

All of the suggested technology will greatly enhance the agency's ability to reach the goals of the CORE initiative. Safety of the public, institutions, staff and Adults in Custody will be improved.

Recommended Action

Policy Option Package (POP) 112 – PREA Technology Solutions: Needs approval.

Desired Timeline

Project Start July 2015
Project Completion June 2017

Consequences of Failure to Act

Failure to enhance current policies, procedures, monitoring and reporting tools with technology will result in continuation of preventable incidents. The ability to gather evidence of what actually occurred, rather than simply relying on questionable eye-witness testimony, will not be available.

Alternately; providing technology to ODOC staff will greatly increase the ability to prevent harm to AIC and staff. When an incident does occur and the requested technology is available to investigators; sufficient evidence will be available to determine and document what actually took place. This evidence will prove invaluable in prosecution, lessons learned and staff training.

Appendixes and References

Appendix 1

CORE Processes and Measurements

At a minimum; implementation of the PREA Technology will affect the highlighted CORE Processes and Measurements

(Extracted from the CORE Fundamentals Map)

OPERATING PROCESSES

OP1: Managing Safe Prisons — M. Gower

1. Maintaining secure custody/control
2. Maintaining safety of staff, inmates and others
3. Providing basic needs for inmates
4. Transporting inmates
5. Utilizing staff resources
6. Implementing PREA policy and awareness
7. Managing emergency preparedness
8. Role modeling, redirecting and reinforcing pro-social behavior
9. Providing adequate training for staff, inmates and others
10. Ensuring adherence to directives for staff, inmates and others

a. Group disturbances
b. Inmate Grievances
c. Inmate misconduct
d. PREA incidents (inmates)
e. PREA incidents (staff)
f. PREA standards
g. Security standards
h. Inmate assaults
i. Use of force

OP2: Preparing for Successful Release/Reentry — K. Brockamp

1. Assessing inmate risks and needs
2. Computing sentences
3. Determining appropriate housing for successful case management
4. Developing, managing and adjusting case plans
5. Providing treatment
6. Providing educational and vocational programs
7. Providing spiritual programs and services
8. Providing pro-social programs and opportunities
9. Managing transition and reentry
10. Planning for and releasing from custody

a. Education
b. A&D treatment
c. Cognitive treatment
d. Cognitive/A&D treatment
e. Housing
f. PO reach-In's
g. Birth certificates & social security cards
h. Work history
i. Religious services

OP3: Managing Inmate Healthcare — M. Gower

1. Assessing patients and planning healthcare
2. Delivering and managing mental healthcare
3. Delivering and managing medical care
4. Delivering and managing dental healthcare
5. Managing and coordinating offsite care
6. Maintaining licensure, training, and clinical performance
7. Managing the purchase/distribution of medication and supplies

a. Offsite medical healthcare
b. Continuous Quality Improvement
c. BHS Case Management
d. Clinical Competence
e. Pharmacy

OP4: Providing Inmate Work Opportunities — K. Jeske

1. Evaluating inmates upon entry for job readiness
2. Providing job readiness skills, resources and supportive services
3. Providing work experiences
4. Developing partnerships with community and business leaders
5. Connecting inmates to available community work resources
6. Working collaboratively with Community Corrections staff for reentry services

a. Providing DOC work experiences
b. Providing OCE work experiences
c. Providing DOC/OCE work experiences
d. Evaluating inmates upon entry for job readiness
e. Providing community work experiences
f. Providing job readiness skills, resources and supportive services

OP5: Connecting Inmates to Family and Community — K. Brockamp

1. Recruiting and managing volunteers
2. Providing opportunities for visitation
3. Providing and managing systems for inmate communication
4. Providing opportunities for mentoring contacts
5. Promoting pro-social supports and connecting to community resources throughout incarceration
6. Expanding enhanced family and community visits
7. Expanding access to outside vocational and educational partners
8. Providing information to families to help navigate through an inmate's incarceration

a. All Inmate visits
b. Friends and family visits
c. Volunteer
d. Parenting programs
e. Family functions
f. Telmate phone contacts
g. Inmates using Telmate

OP6: Managing Offenders in the Community — J. Stromberg

1. Assessing risk, need and responsivity
2. Developing and managing case plans
3. Prioritizing supervision strategies
4. Referring to appropriate programs
5. Maintaining contact in the community
6. Using appropriate interventions to motivate and hold accountable
7. Managing the Interstate Compact for Adult Offender Supervision

a. Assessments
b. Caseplans
c. Employment
d. Treatment participation
e. Restitution
f. Community service completion

SUPPORTING PROCESSES

SP1: Managing our Workforce — C. Popoff

1. Recruiting and hiring motivated staff
2. Providing training opportunities for professional development
3. Supporting staff wellness
4. Evaluating and responding to employee needs
5. Advancing employee succession and promotion
6. Negotiating and managing collective bargaining agreements
7. Encouraging a culture of inclusion

a. Workers compensation
b. Wellness activities
c. Hiring
d. Annual Training
e. Labor relations

SP2: Managing and Planning Finances — N. Allen

1. Planning for inmate capacity
2. Planning for capital projects
3. Acquiring funding
4. Managing spending
5. Providing financial information
6. Budgetary data reconciliation
7. Financial management training

a. Forecast accuracy
b. Projections
c. LFO fiscal impact statements

SP3: Managing Business Services — T. Dohrman

1. Providing IT and communication services
2. Maintaining facilities/managing real property
3. Maintaining security and other building systems
4. Managing warehouse operations and logistics
5. Providing inmate goods
6. Purchasing goods and services
7. Accounting for financial transactions
8. Accounting for inmate financial transactions
9. Managing environmental impact and sustainability
10. Paying and managing benefits for employees

a. BTU usage
b. IT service response time
c. Work order efficiency
d. Recycling
e. Canteen Sales
f. Canteen Net Income
g. Purchasing
h. Electronic Inmate deposits
i. Number of payroll defects
j. Amount of payroll defects
k. Inmate goods (Food)
l. Inmate goods (Supplies)
m. Inmate goods (Apparel)
n. Transportation expense

SP4: Mitigating Risk — L. Williamson

1. Investigating complaints
2. Managing security threats
3. Managing occupational health and safety
4. Protecting due process rights
5. Developing and sharing intelligence
6. Developing rules, policies and procedures
7. Preventing and responding to sexual assaults/ harassment
8. Managing litigation & reducing liability
9. Conducting audits and addressing deficiencies
10. Preparing for emergencies & disasters
11. Maintaining data integrity
12. Professionalism

a. Tort claims compared to actual lawsuits (Inmate)
b. Tort claims (Inmate)
c. Lawsuit costs (Inmate)
d. PREA response time
e. PREA audits
f. Security audits
g. Internal audits
h. Audit deficiencies

SP5: Engaging Stakeholders and Partners — E. Craig

1. Communicating with employees
2. Managing media relations
3. Working with elected officials
4. Communicating with and informing stakeholders
5. Responding to public records requests
6. Participating in councils and committees
7. Partnering with local communities
8. Coordinating events and recognitions

a. News coverage
b. Legislative requests
c. DOC general information inquires
d. DOC internet
e. Employee communication
f. Public records requests

SP 6: Utilizing Data and Research — P. Bellatty

1. Providing data to inform decision making
2. Developing and refining risk assessments
3. Administering and developing the data warehouse
4. Conducting research studies and present findings/ recommendations
5. Evaluating program effectiveness
6. Managing projects
7. Participate in the implementation of research findings/ recommendations
8. Evaluating external research proposals

a. Data warehouse days
b. Data warehouse hits
d. Warehouse users
d. Research studies

OM	Owner
OM 1: Staff Safety	L. Williamson
OM 2: Healthy Staff	M. Morrow
OM 3: Employee Engagement	T. Dohrman
OM 4: Community Supervision Success	J. Stromberg
OM 5: Recidivism	J. Stromberg
OM 6: Diversity in the Workplace	G. Sims
OM 7: Population Management	K. Brockamp
OM 8: Case Plan Adherence	K. Brockamp
OM 9: Inmate Safety	L. Williamson
OM 10:Public Safety	M. Gower
OM 11: Inmate Jobs	K. Jeske
OM 12: Inmate Health	M. Gower
OM 13: Financial Management	N. Allen
OM 14: Partner and Customer Satisfaction	L. Craig

KPM 1: Measure 17 Compliance
KPM 2: Completed Corrections Plan
KPM 3: Recidivism
KPM 4: Staff Assaults
KPM 5: Walk-a-Ways
KPM 6: Natural Gas Usage
KPM 7: Level 1 Misconducts
KPM 8: Secure-Custody Escapes
KPM 9: Unarmed Perimeter Escapes
KPM 10: Transitional Leave
KPM 11: Customer Service
KPM 12: Inmate Offsite Healthcare
KPM 13: Time Loss Days

Appendix 2

Summary of Costs

ONGOING vs START-UP COST ASSUMPTIONS - GENERAL FUND						
		Ongoing Costs	Start-up Costs	Total		
						Technology Solution #1- Eliminate Pat Down Searches
Technical Equipment	5200	120,711	362,134	482,845	482,845	A. Chair Metal Detector (Ranger Security BOSS II)
Technical Equipment	5200	142,500	427,500	570,000	570,000	B. Metrasens Metal Detector
Technical Equipment	5200	467,500	1,402,500	1,870,000	1,870,000	C. TSA Style Body Scanners
		730,711	2,192,134	2,922,845	**2,922,845**	
						Technology Solution #2 – Replace Daily Count
Expendable Prop 250-5000	4700	9,000,000	3,000,000	12,000,000	**12,000,000**	A. Tracking Bracelets by 3M
TOTAL		9,730,711	5,192,134	14,922,845	14,922,845	

DCR 004-19-01 Inspector General Administration		
Supplies & Services		
Expendable Prop 250-5000	4700	9,000,000
Exp Prop Start-Up	4700	3,000,000
Total Supplies & Services		12,000,000
Capital Outlay		
Technical Equipment	5200	730,711
Other Capital Startup	5900	2,192,134
Total Capital Outlay		2,922,845
Total Budget		14,922,845

Note: Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.

CORRECTIONS, DEPARTMENT of

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

Original Submission Date: 2014

Finalize Date:

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17).
2	Percentage of high and medium-risk inmates that complete a program prioritized in their corrections plan.
3	Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison.
4	The rate of Class 1 assaults on individual staff per month (rate per 1000 employees).
5	The rate of inmate walk-a-ways from outside work crews per month.
6	Reduce the annual average electricity and natural gas usage. Measure on a BTU per square foot basis.
7	Number of inmates sanctioned for Level 1 misconducts–(monthly average/1,000 inmates).
8	The number of escapes per year from secure-custody facilities (armed perimeter).
9	The number of escapes from DOC unarmed perimeter facilities.
10	Percent of inmates who successfully complete transitional leave.
11	Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
12	Percent of total inmate care encounters that occur offsite.
13	Number of workers compensation time loss days per 100 employees on a fiscal year basis.

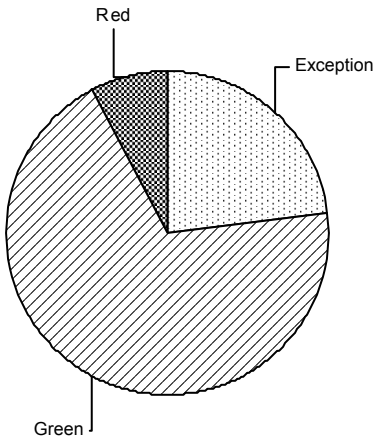
New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: **Rationale:**

CORRECTIONS, DEPARTMENT of	I. EXECUTIVE SUMMARY

Agency Mission: The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

Contact: Jennifer Black	**Contact Phone:** 503 569 3318
Alternate:	**Alternate Phone:**

Performance Summary



Exception	23.1%
Green	69.2%
Red	7.7%
Total:	100.0%

Green	Yellow	Red	Exception
= Target to -5%	= Target -6% to -15%	= Target > -15%	Can not calculate status (zero entered for either Actual or

1. SCOPE OF REPORT

Appropriate to the agency mission, most of the Key Performance Measures track performance in areas of inmate activity; compliance with Measure 17 work/education requirements, participation in Oregon corrections plans, recidivism, assaults on staff, misconduct sanctions, work crew walk-a-ways, escapes, offsite care encounters and successful completion of transitional leave. One measure tracks the department's energy conservation relative to consumption of electricity and natural gas. One measure tracks workers compensation time loss days. One customer service measure tracks our success relative to significant agency customers. This measure includes customer satisfaction for services provided to community parole and probation officers. There are a number of other key Department operations and programs that are not currently tracked as Key Performance Measures, but are managed through the use of internal measures at the Division or program level.

2. THE OREGON CONTEXT

The Department is a primary contributor to Benchmark #64: Adult Recidivism: The percentage of adult offenders convicted of a new felony within three years of initial release. The Department influences this measure through its efforts to provide inmates with the tools necessary to successfully remain in the community after release. This effort has been strengthened through the establishment of the Oregon Accountability Model (OAM). The model recognizes that transition begins at the point of intake, when a corrections plan is developed for each inmate. The plan addresses criminal risk factors in order to enhance successful reintegration into the community and in turn reduce recidivism. To further enhance the effectiveness of the OAM, the Department has implemented the Correctional Case Management (CCM) designed to target limited agency resources and treatment towards those inmates who are at the highest risk of returning to prison.

3. PERFORMANCE SUMMARY

As the performance summary chart indicates, the Department is performing well in 10 of the 13 measured areas. Although these ratings indicate green performance, the Department is continually working to maintain and improve performance in these areas. The Department ranked yellow in 2 key measurement areas. These include #1: Compliance with Measure 17 work and education requirements and #4: Rate of Class 1 assaults on individual staff. KPM #1 improved from red performance last year. Limited and reduced program resources continue to make it difficult to achieve the work and education requirement. Decreased staffing due to budget constraints, the rising inmate population within existing capacity and the increasing proportion of young and gang-related inmates present an on-going risk to staff. The Department ranked red in one area, #9: the number of escapes from unarmed perimeter facilities. The Department continues to work on improving security procedures, staffing and proper classification of inmates.

4. CHALLENGES

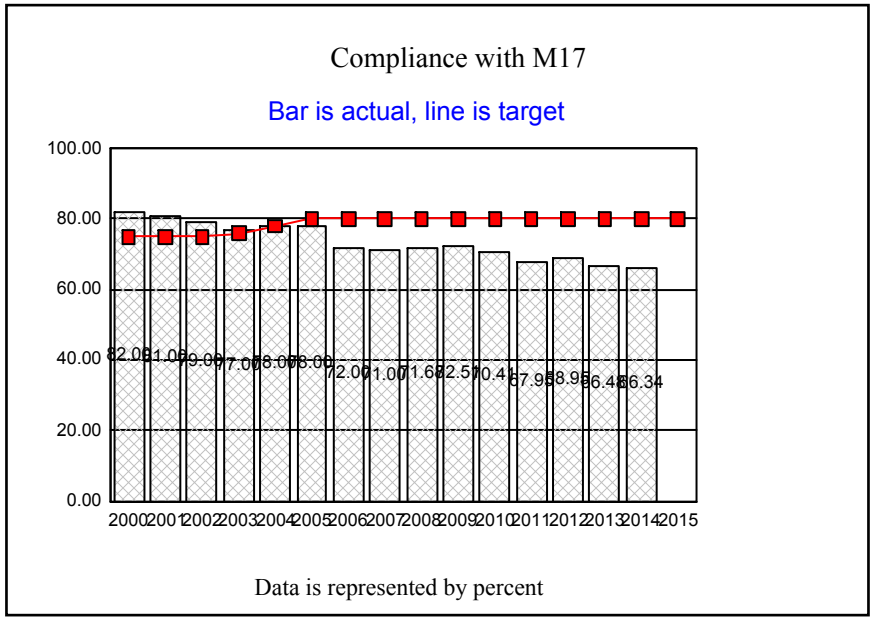
Budget constraints, reduced staffing, and increased inmate populations within existing capacities make it difficult to maintain a safe environment while providing the resources necessary to ensure inmate success upon release. Fewer outside work crews challenge the availability of meaningful work for inmates. As our population has grown, so have the number of inmates sanctioned for Level 1 misconducts. The Department is working on a number of initiatives to review inmate incentives and inmate sanctions and their relationship to Level 1 misconducts.

5. RESOURCES AND EFFICIENCY

The Department 2011-13 budget is $1,324,785,417 General Fund, $27,563,757 Other Funds and $8,171,635 Federal Funds ($1,262,826 FF is Non-limited Debt Service limitation). KPM #6 Reduce Electricity and Natural Gas Usage, reports that the Department is on track to achieve its 2015 target of reducing BTU usage by 20%. This is in response to an increased target from 10% to 20% reduction in BTU usage.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #1	Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17).	1995
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 - Adult Recidivism	
Data Source	DOC Research Unit; based upon data submitted weekly by individual institution	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Continue to prioritize the development and offering of programs and work that count toward compliance of Ballot Measure 17.

2. ABOUT THE TARGETS

Development of a work ethic, a basic education, and meeting the programming needs of inmates, etc., contributes to the successful return of inmates to society, thereby reducing recidivism. The higher the percentage, the more inmates that are working or attending basic education and programming.

3. HOW WE ARE DOING

The Department did not meet its target for this reporting period. It is becoming increasingly more difficult to reach the increased target for a variety of reasons. For example, work opportunities can be limited if inmates do not meet certain criteria for those assignments. To work on an outside work crew, inmates must be minimum custody and meet strict criteria to ensure public safety. The Department is finding fewer inmates with these characteristics, even though the overall population is growing. The Department must also find a balance in prioritizing work opportunities, treatment, and education – all of which can be on an inmate's corrections plan.

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Institution maintenance, janitorial work, kitchen help, garment factory, and laundry are examples of work that count toward the 40 hour requirement. Programs such as education and alcohol and drug treatment also qualify, but also cause conflicts with scheduling and take priority over work crew assignments. The average monthly population increased by 327 inmates compared to 2013; The number of exempt inmates decrease by 63 adding a about 390 inmates eligible for work per month. However, the number of inmate jobs needed to support institution operations stayed relatively static. The Department continues to accommodate growing numbers of inmates; however, the availability of work and program opportunities becomes more restricted. Although new facilities demand inmate workers for a limited number of tasks, inmate population growth does not otherwise create the need for additional jobs, and limited funding for programs will not reach all those in need. The number of suitable inmates available for outside work crews has decreased, with an emphasis on not allowing sex offenders on these types of crews. Previous data suggests that a higher number of inmates in the past were reported in compliance when in fact they may have been only partially compliant, current audits verify the most recent numbers to be accurate. Some work opportunities, like outside work crews are limited by the amount of funding that public entities have available to finance those activities. The number of inmate work days increased by 11,867.The majority of that increase was a result of the inmates that were used to assist Oregon Department of Forestry in their fire-fighting efforts during the extremely heavy 2013 fire season. The number of inmate work days for fire-fighting efforts increased by 8,754. These inmates fought fires, worked kitchen support and camp support efforts during last year's fire season.

6. WHAT NEEDS TO BE DONE

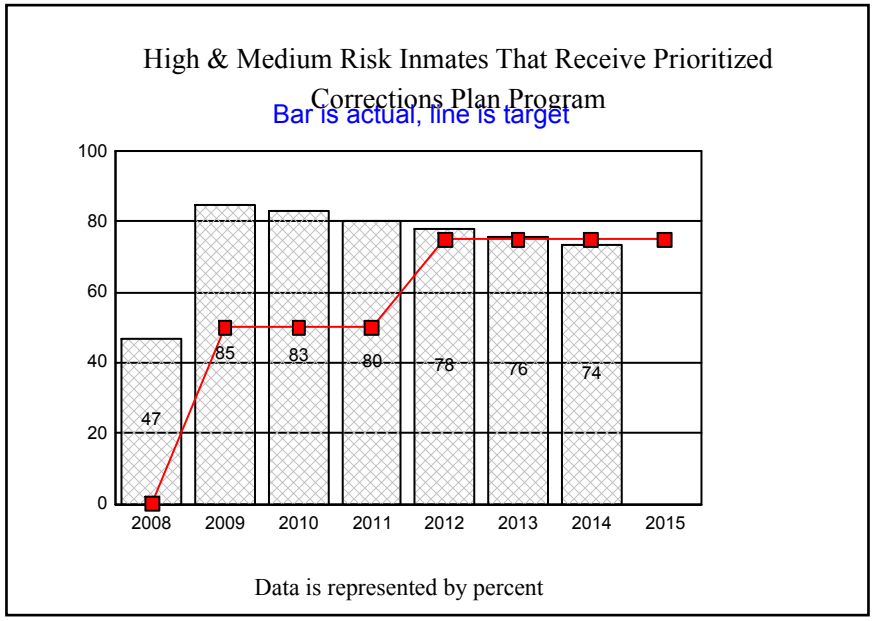
Continue to think outside the box to develop and offer work and programming opportunities. Develop community relationships and innovative ways of supplying work crews for the needs of local communities (i.e., host agency crews, etc.) in support of Ballot Measure 17.

7. ABOUT THE DATA

Oregon fiscal year data is collected weekly and reported to the Department of Corrections Research Unit.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #2	Percentage of high and medium-risk inmates that complete a program prioritized in their corrections plan.	2007
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 Adult Recidivism	
Data Source	DOC Corrections Management Information System Report	
Owner	Offender Management & Rehabilitation Services Division, Kim Brockamp, Assistant Director 503-945-9092	



1. OUR STRATEGY

For each inmate, the department identifies (in order to address) criminal risk factors which, when mitigated, will reduce the likelihood of the individual committing another crime once released from prison. An Oregon Corrections Plan (OCP) is developed for each inmate. The OCP addresses criminal risk factors to enhance successful reintegration into the community and reduce recidivism. It prescribes specific interventions such as education, alcohol and drug treatment, and cognitive programs. With limited resources, the Department prioritizes programming and treatment for those

individuals with a medium-to-high risk to re-offend, coupled with a high programming/treatment need. With education, the department focuses on those inmates with a high education need and does not limit providing education to those with the highest risk of re-offending.

2. ABOUT THE TARGETS

This measure tracks only high and medium-risk inmates who complete a program prioritized in their corrections plan. High and medium-risk inmates are prioritized for limited cognitive skills and treatment resources because of their higher likelihood of recidivating. While all risk levels receive education services, this measure only looks at the high and medium risk inmates who complete education to maintain consistency with the measure.

Targets are established to support incremental increases in the percentage of inmates who complete programs listed in their corrections plan. In 2012, the target was changed from 50% to 75%.

3. HOW WE ARE DOING

The agency reports 73.5% of high and medium-risk inmates completed a program prioritized on their corrections plan, which represents a reduction from 75.8% reported in 2013.

While there has been a drop in the performance since 2013, it is still within the target range and indicates that the agency is maintaining its ability to identify and engage the higher risk inmates in programs.

An absolute known reason for the decline is a change in the data collection methodology that was implemented regarding how education program completions are determined. The methodology for program completions is now aligned with how DOC identifies inmates for placement into education programs, which was not previously the case. The completion of an education program is now equated to movement through the following six education program categories: English as a Second Language (ESL); Beginning Adult Basic Education (AABE); ESL Focused ABE; Advanced ABE; GED; and
Basic Skills Upgrade. The previous methodology relied on an inmate's movement between levels of the Federal Education Functional Level system, which is a different measurement than is used to place inmates into our programs. Under the Federal Education Level System, there are six levels just within the ESL program, four levels within the ABE program, and two levels within the GED program. This many levels caused confusion and did not accurately capture when an inmate truly completed an education program.

4. HOW WE COMPARE

The Department is not aware of an industry standard for corrections plans.

5. FACTORS AFFECTING RESULTS

The data compares programs identified on the OCP against inmates completing those programs. Particularly for inmates being referred to cognitive programming, their OCP may not reflect a cognitive need, but the LS/CMI does.

As part of case management, counselors may determine that an inmate's ACRS score needs to be overridden to a higher score based on the LS/CMI. If this occurs, the inmate may appropriately complete

a program on his/her corrections plan, but DOC's automation system does not capture the override and deems the inmate as having a low risk to recidivate.

Additionally, as mentioned in number 3 above, the education program completion data collection methodology was changed and most definitely is accounting for the drop in performance.

6. WHAT NEEDS TO BE DONE

The Department needs to continue to monitor the data collection process to assure that all applicable data is being captured because it is using dual independent systems to capture data.

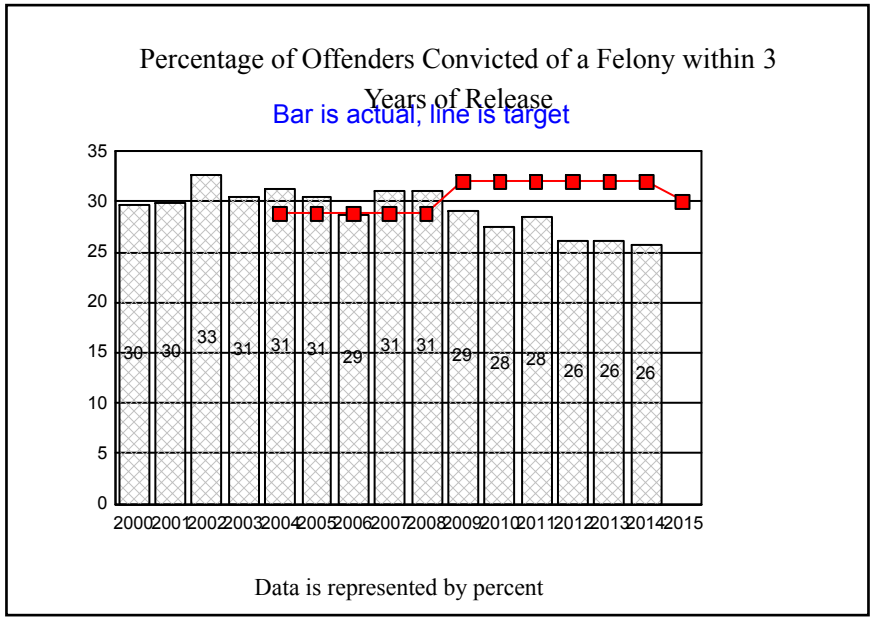
7. ABOUT THE DATA

In previous years, the OCP completion data for this report has been based on the calendar year. Beginning with 2014, this OCP completion data is now being reported by fiscal year.

An OCP is prepared for each inmate entering the Department's system. The Department monitors the status of this measure by reviewing data on inmate engagement and completion of programs, services, and activities listed in OCPs.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #3	Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison.	1997
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 Adult Recidivism	
Data Source	DOC Research Unit, with Corrections Management Information System and Community Corrections data.	
Owner	Community Corrections Division, Jeremiah Stromberg, Assistant Director, 503-945-8876	



1. OUR STRATEGY

Improve the delivery of in-prison interventions, increased use of refined assessment tools to identify high-risk offenders needing services; improved practices for post-prison supervision.

2. ABOUT THE TARGETS

This measure tracks the number of offenders who are convicted of a new felony crime within three years of their release from a prison sentence. The lower the rate of recidivism the better.

3. HOW WE ARE DOING

The 2014 fiscal year rate, for releases in fiscal year 2011, is 25.7%.

4. HOW WE COMPARE

There is no common definition for recidivism from state to state or as a national standard; therefore, there is no standard targeted rate. Each state has the ability to define recidivism in the context that makes sense for its public safety system. Historically, recidivism in Oregon has been defined as any new felony conviction within three years of release from prison. During the 2013 legislative session, Oregon expanded its ability to assess success by adding an additional measure for recidivism. House Bill 3194 expanded the definition of recidivism to include any arrest, conviction, or incarceration within three years of release from prison. While DOC will be monitoring this new measure very closely and reporting the data to the legislature, the agency will continue to evaluate this KPM using the traditional definition of recidivism, which is any new felony conviction within three years of release from prison.

5. FACTORS AFFECTING RESULTS

The Department continues to put considerable effort into assessing and developing a comprehensive corrections plan that will address identified risks and needs. This includes use of the Level of Service/Case Management Inventory, a comprehensive measure of risk and need factors, as well as a fully functional case management tool. Ongoing system improvements have been made to better target in-prison interventions and to conduct more careful and coordinated release planning. In addition, community corrections agencies, statewide, are working collaboratively with the Department to increase the effective and efficient transition of inmates from prison to community supervision. The efforts are supportive of the combined commitment to implement and enhance evidence-based practices throughout Oregon's criminal justice system. Combined, these efforts should bolster the success of an inmate's positive re-entry into society.

6. WHAT NEEDS TO BE DONE

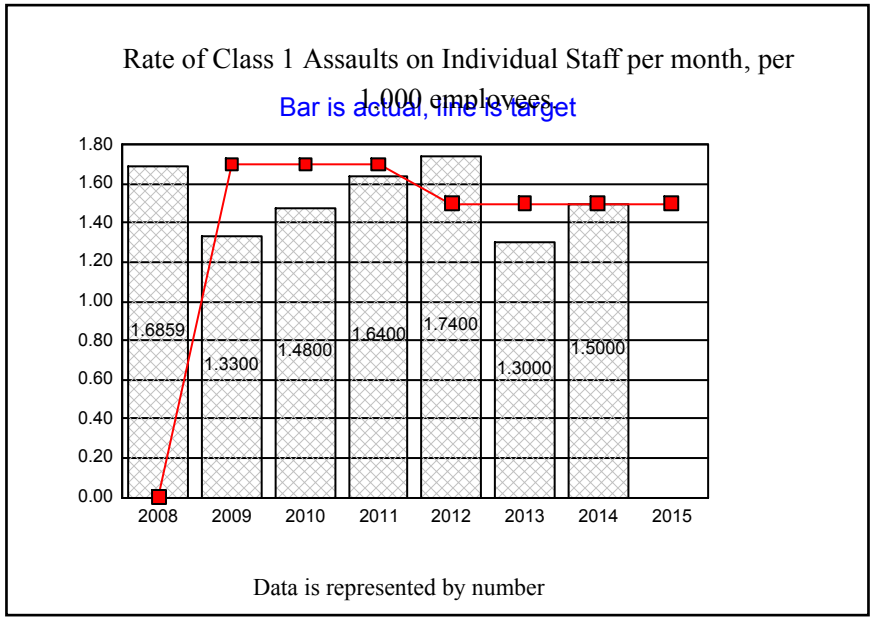
The performance measure will continue to be tracked to determine if improvements in prison programs, transition planning, and post-prison supervision have a measurable effect on recidivism. Specific program effects will need to be measured.

7. ABOUT THE DATA

Data for this performance measure is by Oregon fiscal year. Being free of new felony convictions following prison is one measure of how well ex-inmates have been successful in becoming responsible community members. It is also a measure of how well the prison system has done in providing new skills and knowledge to inmates and in planning and coordinating their continued supervision in the community.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #4	The rate of Class 1 assaults on individual staff per month (rate per 1000 employees).	2007
Goal	To be a safe, civil and productive organization.	
Oregon Context	Agency mission	
Data Source	ODOC Offender Management System (OMS) and Corrections Information System (DOC400).	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Minimize the frequency of staff assaults from inmates by utilizing strong security protocols, practices, and training. Review each event that does occur and extract "lessons learned". The Oregon Accountability creates an institutional environment that encourages open communication combined with a positive approach to inmate management while discouraging assaults on staff

2. ABOUT THE TARGETS

Method of measurement focuses on the number of assaults on staff as it relates to employees (per 1,000 employees). This allows the agency to focus on staff impacted by assaults.

3. HOW WE ARE DOING

DOC is meeting this KPM for the 2014 reporting period, although there was an increase in the number of staff assaults. Last reporting period there were 69 assaults committed by 55 unduplicated inmates. During this reporting period, DOC had 82 assaults committed by 63 unduplicated inmates.

The definition of assault for inclusion in this measure is: The inmate intentionally or knowingly causes bodily fluids to come into contact with a staff member, or intentionally or knowingly causes physical injury to the staff member. This includes all incidents of assault referred to the Oregon State Police for investigation.

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Each assault is reviewed to ascertain its cause or motivation and identify if staff training issues need to be addressed. Protective measures are initiated as needed; these could be for staff or facility changes. Security equipment and the use of force continuum need to be well understood by institution leadership.

6. WHAT NEEDS TO BE DONE

The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Assaults that do occur will continue to be analyzed for cause. Ensure staff is appropriately trained to manage assaultive inmates. Inmates with violent histories toward staff will have that issue addressed as part of their "Oregon Corrections Plan", which will be adjusted as necessary to ensure the safety and security of other inmates and staff.

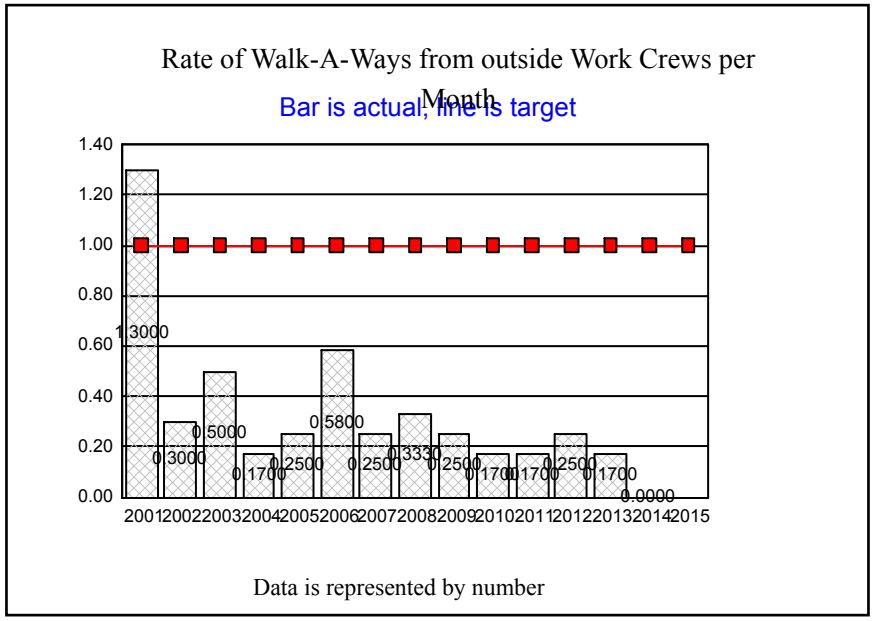
7. ABOUT THE DATA

This information is being reported for Fiscal Year 2014. Each institution is responsible for monitoring and tracking staff assaults. Staff assaults are tracked utilizing Unusual Incident Reports and recorded in the DOC Offender Management System. Also, all staff assault misconduct sanctions are reviewed individually for inclusion in this measure.Definition for inclusion in this measure: *The*

inmate intentionally or knowingly causes bodily fluids to come into contact with a staff member, or intentionally or knowingly causes physical injury to the staff member. Includes all incidents of assault referred to the State Police for investigation.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #5	The rate of inmate walk-a-ways from outside work crews per month.	1997
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data Source	DOC Offender Management System & Institution Monthly Reports.	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Continue current practices with a strong emphasis on appropriate staff training and evaluation of inmates eligibility for outside work activities. Continue to look for technology that allows for the cost-effective supervision of inmates on work crews.

2. ABOUT THE TARGETS

This performance measure indicates if the Departments criteria for placement of select inmates on work crews are appropriate and/or the manner and level of supervision is adequate. It also validates the training work crew supervisors are receiving is appropriate and supportive of this measure.

3. HOW WE ARE DOING

On average, the Department has approximately 210 inmates out on work crews daily. The data suggests the Department is performing well with respect to management of the minimum-custody inmate work crews. The Department is well below the target of one walkaway per month. The Department utilizes an automated system to assist in the identification of inmates who are appropriate for outside work crew assignments.

4. HOW WE COMPARE

The Department is not aware of an industry standard. DOC had no walkaways from outside work crews in fiscal year 2014. DOC continues to refine work crew screening and supervision in order to remain under its target for this measure.

5. FACTORS AFFECTING RESULTS

Screening and classification reviews continue to be done to ensure that only appropriate offenders are housed at minimum custody facilities and are assigned to outside work crews. Specific training is also provided for work crew supervisors.

6. WHAT NEEDS TO BE DONE

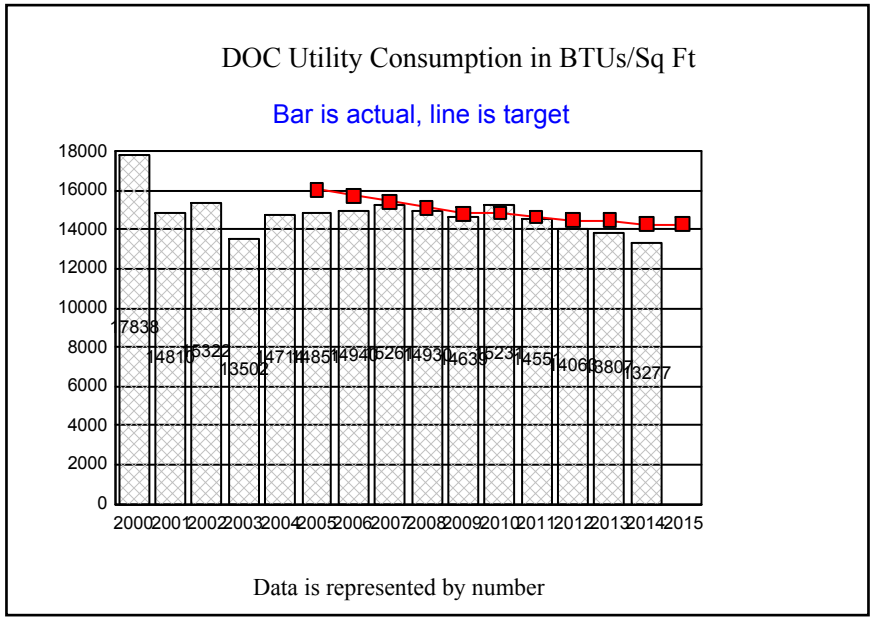
Continue current activities. Focus on automation to better screen and evaluate those inmates eligible for outside work crews. Continue to explore technology solutions that might enhance supervision.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2014. This information is reported by individual institutions utilizing Unusual Incident Reports that are recorded in the DOC Offender Management System.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #6	Reduce the annual average electricity and natural gas usage. Measure on a BTU per square foot basis.	2000
Goal	Operational Efficiency	
Oregon Context	Agency Mission	
Data Source	DOC Facilities Services compilation of utility consumption data	
Owner	General Services Division, Resource Conservation	



1. OUR STRATEGY

Reduce consumption of electricity and natural gas through conservation and energy efficient improvements at existing institutions.

2. ABOUT THE TARGETS

The 20% reduction target is established in statute and the data supports that this is an attainable goal for the future.

3. HOW WE ARE DOING

The Department has met required 20% reduction goal.

4. HOW WE COMPARE

Based on the data reported, DOC has met and exceeded its 2015 target for reducing consumption to 14,270 BTUs per square foot per month. The Department will continue to monitor consumption and strive for further reductions.

5. FACTORS AFFECTING RESULTS

Any additional major reductions mandated beyond the currently established target will require a systems retrofit with energy-efficient equipment.

6. WHAT NEEDS TO BE DONE

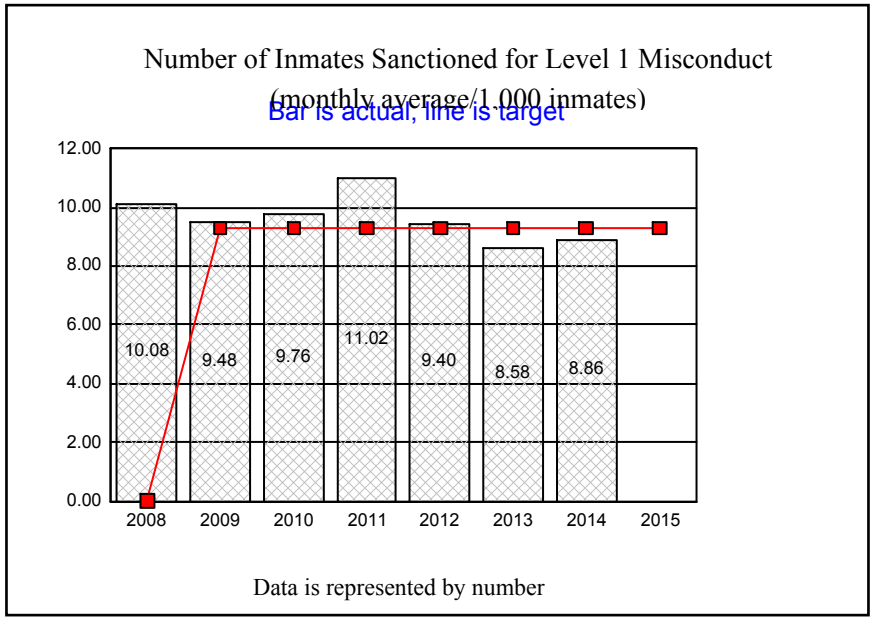
Continue to monitor consumption to ensure the trend does not change.

7. ABOUT THE DATA

The reporting cycle for consumption information is the Oregon Fiscal Year and reflects consumption that will be reported to Oregon Office of Energy in the State Agency Energy Use Database.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #7	Number of inmates sanctioned for Level 1 misconducts–(monthly average/1,000 inmates).	2007
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data Source	DOC Corrections Management Information System	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Utilize strong security practices and opportunities for dynamic security to run safe and secure correctional facilities. Review trends regarding the number of inmates sanctioned for Level 1 misconducts to determine reasons for the trend. Enforce a strong emphasis on the implementation of the Oregon Accountability

Model and a positive approach to inmate management. Identify those inmates who are chronic behavior and assault problems and develop Oregon Correction Plans to address that behavior and prevent these inmates from impacting daily operations.

2. ABOUT THE TARGETS

This measurement allows the agency to measure the inmates sanctioned for Level I misconducts, rather than simply on the total sanctions occurring. This information helps the Department identify behavior types and inmates with violent histories toward staff and chronic misconducts. The target is 9.3 per 1,000 inmates.

3. HOW WE ARE DOING

DOC is meeting this KPM for the 2014 reporting period, although there is a slight increase in Level 1 sanctions. A contributing factor to the rise in level 1 sanctions is the steady increase in the inmate population during this reporting period. The average monthly population increased by 327 compared to 2013.

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

The rising inmate population within existing capacity and the increasing proportion of young and gang-related inmates presents an on-going challenge. As our population has grown, so have the number of inmates sanctioned for Level I Misconducts. The Department is working on a number of areas to review inmate incentives and inmate sanctions and their relationship to Level 1 Misconducts. Operations Division and the Special Investigations Unit have worked closely to identify the casual factors for inmate extortion. Operations Division and the Office of Population Management have collaborated to automate Unusual Incident reports to better flag data that is linked to Level 1 misconducts. The PRAS Rule is being evaluated to better leverage behaviors that will result in the reduction of Level 1 misconducts.

A factor in reduction of level 1 misconducts may be attributed to institutions implementing several new "non-cash" incentives (food events, special movie events, family events, etc.)

The Department revised its Rule on Prohibited Conduct (Inmate) in 2011. This included a removal of a sanction that was added in 2009 which caused an increase in the overall level 1 sanctions. It appears that this revision has brought level 1 sanctions into a more normal range. The Department will continue to monitor the outcome of this change.

6. WHAT NEEDS TO BE DONE

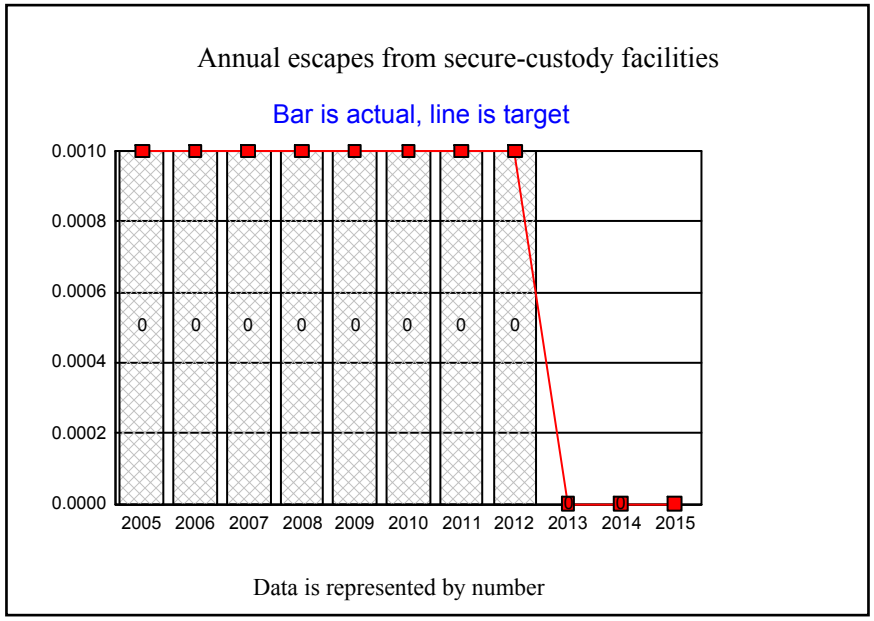
The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Level 1 Misconduct Sanctions that do occur will continue to be analyzed for cause. The Department will ensure staff is appropriately trained to manage inmate conduct. The Department will encourage the creation of open communications and enhanced opportunities for inmates to improve their quality of life. Incentives are in place to encourage positive behavior, with new incentives being developed on an on-going basis. Inmates with violent histories toward staff and chronic misconducts will be addressed as part of their Corrections Plan and through Security Threat Management.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2014. This information is collected within the institutions and reported to and compiled by the DOC Research Unit.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #8	The number of escapes per year from secure-custody facilities (armed perimeter).	2005
Goal	Safe, Civil, Productive and Effective Organization	
Oregon Context	Agency mission	
Data Source	DOC Offender Management System (OMS)	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Continue to utilize current security practices to prevent escapes from Department correctional institutions; investigate any incidents that do occur and initiate corrective actions as needed.

2. ABOUT THE TARGETS

A target of zero escapes reflects the Departments commitment to public safety by ensuring that all inmates serve their full sentences. The Department continues to meet the target for this group of facilities.

3. HOW WE ARE DOING

The Department realizes the criticality of this measure in terms of public safety and customer service to the citizens of Oregon. The performance measure gives an indication of how well institutions are functioning. It also is an indicator of the effectiveness of the Oregon Accountability Model. The model, in part, requires staff to hold offenders accountable by providing both positive and negative consequences to inmate behavior and guiding offenders toward pro-social behavior. A further component of the OAM is Correctional Case Management. Through this component the Department targets resources to those adults in custody who are most likely to recidivate by including all employees in a multi-disciplinary case management approach.

4. HOW WE COMPARE

The Department is not aware of any industry standard.

5. FACTORS AFFECTING RESULTS

Each escape is reviewed to identify the causal factors and determine if architectural or equipment failure were involved or if staff training needs to be addressed. Protective measures are initiated as needed; these could be for staff, equipment, or facility changes. Annual Security Audits are conducted to test and review security practices to guard against breaches in security. The Oregon State Police, county and local police agencies and the Departments Fugitive Apprehension Unit work together quickly to apprehend escapees.

6. WHAT NEEDS TO BE DONE

The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Escapes that do occur will continue to be analyzed for cause. The Department will continue to review its classification system to ensure we have inmates housed at the appropriate custody level. Those inmates with a history of escape will have their Oregon Corrections Plan modified to ensure that they are housed appropriately.

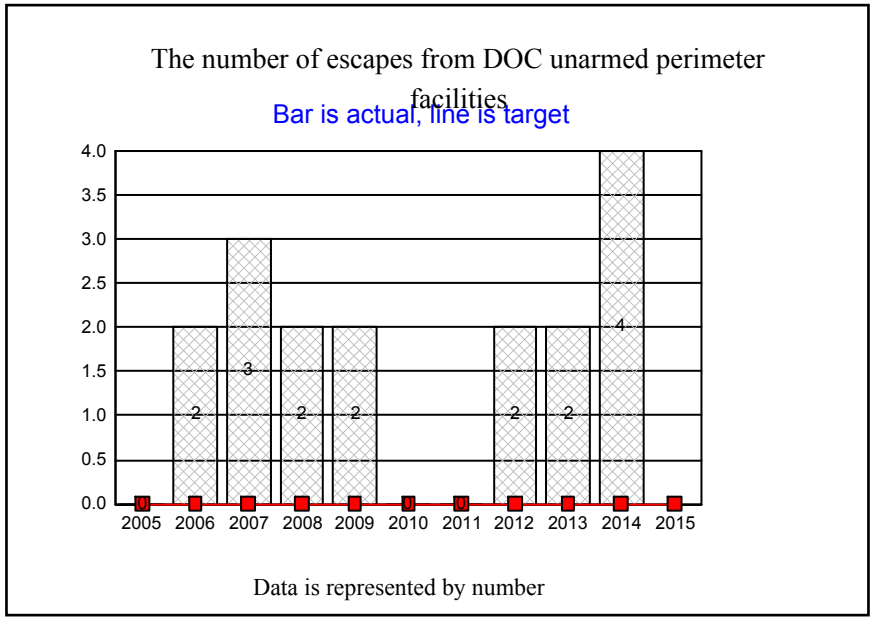
7. ABOUT THE DATA

This information is being reported for Fiscal Year 2014. Each institution documents incidents via Unusual Incident Reports, which are recorded utilizing the Offender Management System. The

information is reported to the Department's Research Office by the Department's Fugitive Apprehension Unit.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #9	The number of escapes from DOC unarmed perimeter facilities.	2005
Goal	Safe, Civil, Productive and Effective Organization	
Oregon Context	Agency mission	
Data Source	DOC Offender Management System (OMS)	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Continue to utilize current security practices to prevent escapes from Department correctional institutions; investigate any incidents that do occur and initiate corrective actions as needed.

2. ABOUT THE TARGETS

A target of zero escapes reflects the Departments' commitment to public safety by ensuring that all inmates serve their full sentences. This measure indicates if the Departments criteria for placement of select inmates at minimum custody facilities and/or the manner and level of supervision and physical security are adequate.

3. HOW WE ARE DOING

This performance measure gives an indication of how well the institutions are functioning. There is no such thing as an acceptable escape. The Department has approximately 3,545 minimum-custody beds. The department continues to refine our classification tool to ensure inmates are correctly classified as minimum custody inmates and are appropriate for minimum custody institutions.

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Attempts to escape from department facilities are infrequent. Each escape is reviewed to identify the causal factors and determine if architectural or equipment failure were involved or if staff training needs to be addressed. Protective measures are initiated as needed; these could be for staff, equipment, or facility changes. Annual Security Audits are conducted to test and review security practices to guard against breaches in security. A review is conducted for any incident. The results of the review and any security recommendations are made to the Superintendent of the institution. The Oregon State Police, county and local police agencies and the departments Fugitive Apprehension Unit work together quickly to apprehend escapees.

6. WHAT NEEDS TO BE DONE

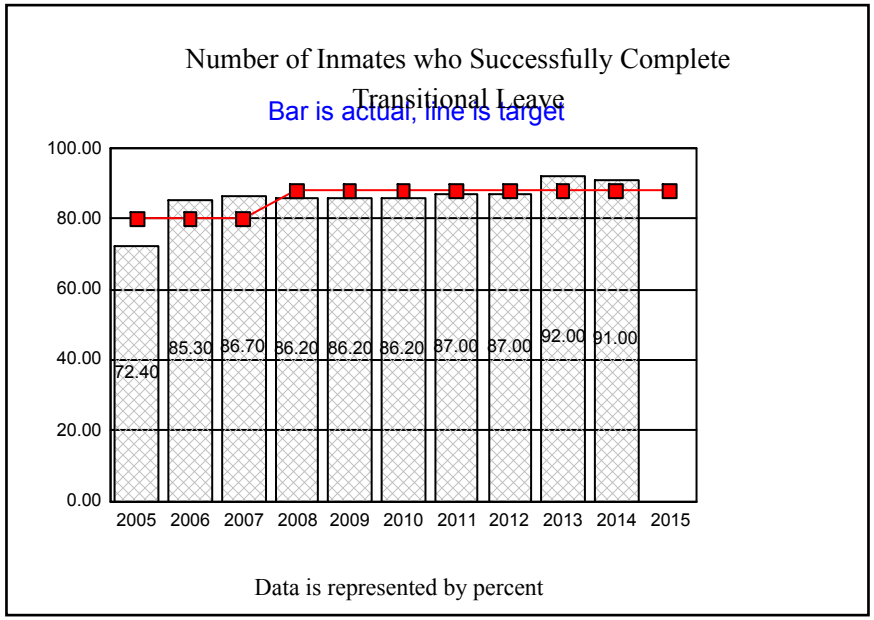
The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Escapes that do occur will continue to be analyzed for cause and measures taken to enhance security (training, structural, etc.). The Department will continue to review its classification system to ensure we have inmates housed at the appropriate custody level. Those inmates with a history of escape will have their Oregon Corrections Plan modified to ensure that they are housed appropriately.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2014. Each institution documents incidents via Unusual Incident Reports, which are recorded utilizing the Offender Management System. The information is reported to the Department's Research Office by the Department's Fugitive Apprehension Unit.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #10	Percent of inmates who successfully complete transitional leave.	2005
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Agency mission	
Data Source	DOC Corrections Management Information System	
Owner	Community Corrections Division, Jeremiah Stromberg, Assistant Director, 503-945-8876	



1. OUR STRATEGY

DOC's strategy is to increase the completion rate by focusing on the population that refrains from conduct issues, as well as completes any and all required programming while incarcerated. This work is begun early in the incarceration cycle which aids in their success while on leave in the community.

2. ABOUT THE TARGETS

The Oregon Department of Corrections offers alcohol and drug treatment as well as cognitive Alternative Incarceration Programs (AIP) to inmates who have been sentenced by a judge as eligible for AIP, and who apply to participate and meet other statutory and Department policy requirements to participate. The programs are based on intensive interventions targeted at criminogenic risks, rigorous personal responsibility and accountability, physical labor, and service to the community. Additionally, AIP consists of an institutional phase for a minimum of 180 days, followed by a period of non-prison leave of up to 90 days, for a total minimum program length of 270 days. During the institutional phase, these programs provide 14 to 16 hours of highly structured and regimented routine every day for a minimum of 180 days.

The Department also offers Short Term Transitional Leave (STTL) of up to 90 days to inmates that are not enrolled in an Alternative Incarceration Program. As with AIP/Non-Prison Leave, the inmate must meet the statutory and Department policy requirements to be approved for Short-term Transitional Leave.

Regardless of whether it is Non-Prison Leave or Short Term Transitional Leave, inmates are closely monitored for compliance with their transition plans while in the community. The higher the percentage of successful completions, the greater the success.

3. HOW WE ARE DOING

The Department has seen a significant increase in the number of releases to Short Term Transitional Leave in the 2014 fiscal year which directly impacts the completion rate. DOC continues to refine and streamline its internal processes to ensure it is targeting those most appropriate for transitional leave. In addition, DOC also continues its focus to develop a solid transition plan that will increase the successful reintegration of inmates into the community. The completion rate for this 2014 report dipped one percentage point from the 2013 report; however, it is above the target of 88%.

4. HOW WE COMPARE

The Department is not aware of other states that have leave programs, nor any comparable data.

5. FACTORS AFFECTING RESULTS

The Department considers an inmate for participation in an Alternative Incarceration Program (AIP) when it is determined to be consistent with the safety of the community, the welfare of the applicant, the program objectives, and the rules of the Department. Inmates who successfully complete the institutional phase of the programs spend up to three months on Non-Prison Leave in their home communities; therefore, AIP participants are held to a higher standard of

behavior on transitional leave.

The leave agreement constitutes the Department's expectations for both behavior and programming compliance. Inmates who successfully complete both the institutional and Non-Prison Leave phases of an AIP receive a sentence reduction. Conversely, inmates who fail the institution phase of an AIP will not receive a sentence reduction, and those who fail the Non-Prison Leave portion of an AIP are returned to the physical custody of the Department to serve out the remainder of their sentences. They also forfeit the opportunity to participate in further AIP during the current custody cycle.

Similar to AIP and Non-Prison Leave, the Department considers an inmate for Short Term Transitional Leave when it is determined to be consistent with the safety of the community, the welfare of the applicant, the program objectives, and the rules of the Department. Inmates are expected to meet rigorous behavior and programming requirements in order to receive Short Term Transitional Leave; those who fail while on leave are returned to the physical custody of the Department to serve out the remainder of their sentences.

6. WHAT NEEDS TO BE DONE

Continue current efforts to identify those most appropriate to participate in the AIP/Non-Prison or Short Term Transitional Leave program, as well as develop a comprehensive transition plan that will increase the likelihood of an inmate's success while on leave.

7. ABOUT THE DATA

The reporting cycle for this data is by Oregon fiscal year.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #11	Percent of customers rating their satisfaction with the agency customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2005
Goal	Customer Service	
Oregon Context	Agency Mission	
Data Source	DOC Research Unit survey responses	
Owner	Research Manager Elizabeth Craig, 503-945-0930	

1. OUR STRATEGY

Historically, the Customer Service KPM has focused on community corrections agencies as the customer of DOC's service (community corrections agencies depend on the department to provide information about offenders leaving prison and to coordinate release planning between the institution and the community). The customer service survey has rated the DOC as to timeliness, accuracy of information, helpfulness, expertise, availability of information and overall service. As mentioned during DOC's 2013 budget presentation to the Joint Ways and Means Public Safety Subcommittee, DOC's philosophy is that community corrections agencies are its partners, rather than its customers, and that following the department's organizational review, DOC may look to request an alternative customer. The agency is now at this point.

2. ABOUT THE TARGETS

Baseline data was established in 2007. Based on the initial responses, the target for all categories has been set at 90%. The higher the percentage, the more satisfied our customers in community corrections are.

3. HOW WE ARE DOING

Because DOC has been re-evaluating the "customer" for this KPM, it did not complete the customer service survey of Parole and Probation Officers for this reporting period. The agency will request a change to this KPM in early 2015. Based on the approved data collection methodology for the new customer, there may be a lapse of several years before reliable data is available.

4. HOW WE COMPARE

Comparison data from other state agencies has not been made available.

5. FACTORS AFFECTING RESULTS

DOC randomly sampled inmates released during a six month period in 2012. These randomly selected inmates were matched to community corrections parole officers (POs) assigned to each transition case 30 days after release. Parole officers were surveyed about a particular inmates transition. This assures that the information collected is based on current practices and experiences, rather than opinions from past experiences. The response rate was 82%, which is very high for surveys of this kind. A high response rate allows us to trust the data as an accurate reflection of customer opinions, both positive and negative.

6. WHAT NEEDS TO BE DONE

A transition process that improves the success of inmates when they leave prison is a priority for the Department. Details from the survey will be reviewed to determine where customer service improvements can be made immediately. Other areas may require longer term planning. A project management approach will be used to make progress on more complex initiatives.

7. ABOUT THE DATA

Survey name: Statewide Customer Service Performance Measure Survey.
Surveyor: Oregon Department of Corrections, Transitional Services Division, and DOC Research and Evaluation.
Population: Community corrections staff working with inmates releasing from DOC prisons between March and July, 2012.

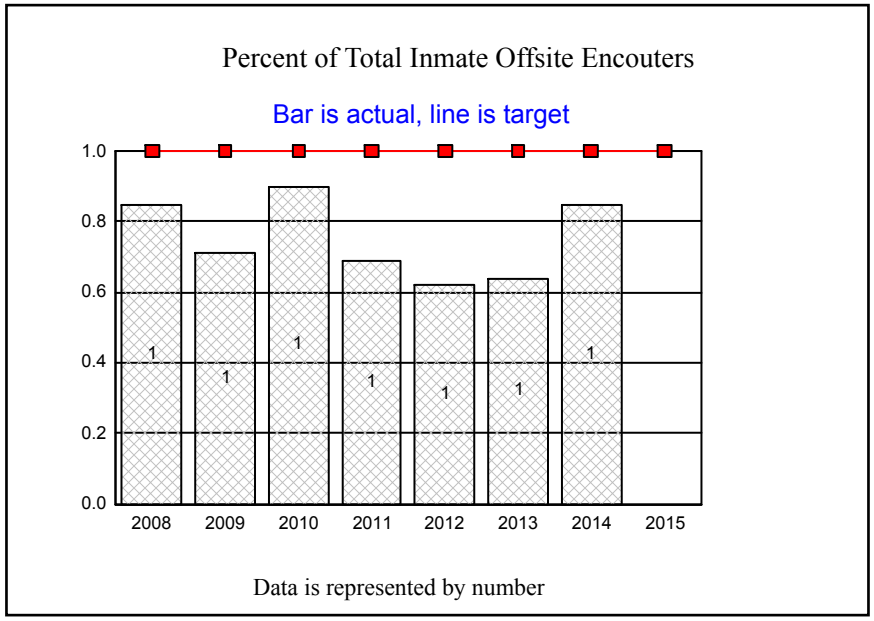
Sampling frame: Community corrections staff working with inmates released from DOC (Oregon) prisons between March and July, 2012.

Sampling procedure: Random sample of inmates matched to community corrections parole officers assigned to transition case 30 days after inmates release.

Sample characteristics: Surveys sent to PO's throughout Oregon; in 2010, 82% of the surveys were completed and returned. This survey is conducted biennially in the even numbered years.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #12	Percent of total inmate care encounters that occur offsite.	2007
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data Source	DOC Health Service's Management Reporting	
Owner	Operations Division, Mike Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Health Services continues to add new onsite specialty providers to reduce offsite trips and the associated transport and security costs. Liver biopsies are now being performed onsite in certain locations. Careful case management of hospital trips works to reduce re-admissions to the hospital. Health Services has

purchased telemedicine equipment in anticipation of remote services for some medical treatments. DOC anticipates it will reduce the amount of future offsite visits.

2. ABOUT THE TARGETS

Fewer offsite trips not only helps to control health care costs but also reduces the community risk and saves transport and security costs.

3. HOW WE ARE DOING

We continue to meet our goal with a slight improvement over last year.

4. HOW WE COMPARE

We continue to use the same data sources as in previous years.

5. FACTORS AFFECTING RESULTS

Inmates are entitled to community standard of care. The definition for what constitutes community standard changes as court decisions, advances in technology and new treatments are adopted. We encourage open access to inmates to address their health concerns in order to prevent more costly intervention later.

6. WHAT NEEDS TO BE DONE

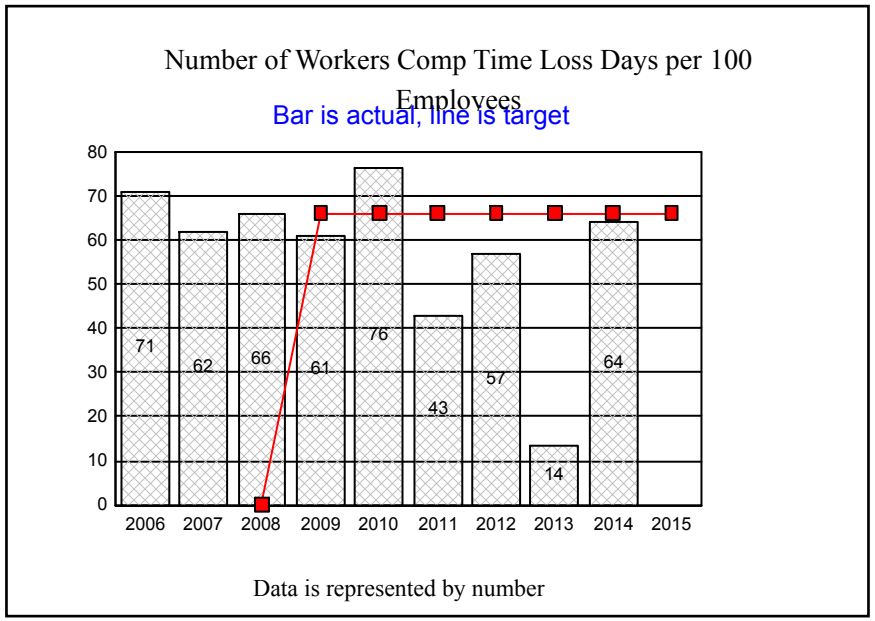
Continue to bring specialty care onsite.

7. ABOUT THE DATA

The data for on-site visits is collected within the Department and reported manually each month. The data for offsite encounters is collected from the AS400 Corrections software. Med Trips are used.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #13	Number of workers compensation time loss days per 100 employees on a fiscal year basis.	2007
Goal	To be a safe, civil and productive organization	
Oregon Context	The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.	
Data Source	DOC Safety and Risk Manager's monthly worker's compensation reports from SAIF.	
Owner	Human Resource Division Assistant Director, Christine Popoff, 503-945-5278	



1. OUR STRATEGY

State of transition continues with absence of safety managers. However, DOC has partnered well with SAIF to continue monitoring and tracking time loss information and claims. Some claims responsibilities have been shifted to DOC Human Resource Managers who work closely with SAIF

2. ABOUT THE TARGETS

Starting January 1, 2014, the Human Resources Division created a new database to accurately track time loss days.

3. HOW WE ARE DOING

The Human Resources Division hired two Human Resource Analysts to emphasize bringing injured employees back to modified duty/early return to work in order to decrease the number of time loss days.

4. HOW WE COMPARE

The Department has not been able to identify any comparables. The corrections industry is unique in that it does not produce a product; rather, it is responsible for incarceration of people for crimes that have been committed. This adds a new dynamic to work place injury data.

5. FACTORS AFFECTING RESULTS

Due to the elimination of the DOC Safety Administrator and Safety Managers (per Emergency Board cuts to management positions in 2012), DOC is in a state of transition regarding the management of injury claims. The Human Resources Division will continue to work with executive management to make them more aware of workers compensation costs. HR is working on being more selective in the hiring process, which has resulted in a focus on physical fitness for staff through training and safety awareness. Starting January 1, 2014, the HR Division created a new database to accurately track time loss days. The Division also hired two Human Resource Analysts whose emphasis is on bringing injured employees back to modified duty/early return to work in order to decrease the number of time loss days.

6. WHAT NEEDS TO BE DONE

ODOC needs to work through this transition period to ensure claims and early return to work is managed appropriately and efficiently. We will continue to work closely with SAIF and OSHA to maintain compliance with safety standards and regulations.

7. ABOUT THE DATA

The new database has the ability to track types of accidents allowing for better information to address safety issues. DOC will continue efforts to mitigate worker's compensation through early return to work.

CORRECTIONS, DEPARTMENT of	III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

Contact: Jennifer Black	**Contact Phone:** 503 569 3318
Alternate:	**Alternate Phone:**

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

1. INCLUSIVITY	*** Staff :** On-going evaluation of both internal and external measures to provide appropriate management information. *** Elected Officials:** Reviewed by Governors Office and the Legislature to ensure applicability of measures and performance reporting. *** Stakeholders:** None *** Citizens:** None
2 MANAGING FOR RESULTS	The data is collected and reviewed as a tool to see if the Department is accomplishing its mission and goals. The data can also indicate positive or negative change and where corrective or alternative actions may need to be taken. For example, if the walk-away rate increases, perhaps a security process or procedure should be changed. Periodic reviews of actual performance enable management staff to focus attention and resources on areas where needed, or consider other more appropriate measures.
3 STAFF TRAINING	Formal training on use of performance measures has been limited. Generally, staff at the executive level have received training and passed that knowledge along to the rest of the team. However, top management has indicated the need to enhance the focus on performance measures and related training efforts.
4 COMMUNICATING RESULTS	*** Staff :** Available on the agency website and communicated regularly through division and executive-level discussions. *** Elected Officials:** Annual Performance Report and Agency Management Report oversight. *** Stakeholders:** Agency webpage using the Corrections Management Information System for general interest and management of resources.

	*** Citizens:** Agency webpage for general interest.

DATE ISSUED REPORT NUMBER

01/03/2011 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2010

Purpose
This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

02/01/2012 Audit Management Letter for Statewide Single Audit of Selected Federal Programs for the Year Ended June 30, 2011

Purpose
This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objectives of the statewide single audit were to: (1) determine whether the department has complied with laws, regulations, contracts or grants that could have a direct and material effect on the selected federal program, and (2) determine whether the department has effective internal controls over compliance with the laws, regulations, contracts and grants applicable to the selected federal program.

Recommendation
None

Response
No response required.

12/12/2011 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2011

Purpose
This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

02/10/2012 Agencies Ensured Contracts with Former State Employees Were Properly Awarded

Purpose
In response to a 2011 highly-publicized instance of questionable contracting practices, at the request of the Department of Administrative services, we began an audit of personal services contracts awarded to former state employees. We reviewed personal services contracts with former state employees at 10 agencies, as well as personal services contracting practices at a board and a commission.

Recommendation
No statewide recommendations and no recommendations specific to the Department of Corrections.

Response
No response required.

07/24/2012 Department of Corrections: Managing Security Personnel Costs

Purpose

The objective of our audit was to determine if the department could reduce personnel costs through better administrative practices.

Recommendation

We recommend that the department:

1. Ensure that the calculation and management of the post factor employ sound practices and the best, most reliable data available, such as:
    - Using actual employee payroll hours;
    - Assessing staff availability by institution and classification; and
    - Monitoring the post factor of individual institutions as well as the overall department post factor.
2. Revise current data collection methods for identifying overtime causes to allow more meaningful analysis. Specific examples include obtaining more information on unplanned workload, such as hospital watches, and using broad categories such as changes in workload, planned absences, unplanned absences, and vacant position as contributing factors to the need for overtime.

Response

Recommendation #1:

The department generally agrees. We are in the process of changing operational policies and practices with institution staff deployment offices, which will enable us to provide a more accurate reflection of individual staff assignments and overtime assignments. This will provide a more consistent application of DOC staff deployment practices and more accurately capture staff payroll hours, leave usage and reasons for overtime. This will also assist in placing staff in assignments based upon correct classification, as well as those staff having proper training credentials for certain post assignments.

The recommendation to monitor the post factor for individual institutions as well as the overall department would be beneficial in the assignment of overtime dollars. Breaking down leave by institution may assist those facilities who have a higher percentage of senior staff. The department would be best served by having a consistent relief factor for five-day and seven-day posts; staffing variances could be addressed with an overtime funding reallocation.

In regards to the methodology used in this report for calculating the relief factor for five-day and seven-day posts, the department would like to further explore how staff vacancies should be captured and calculated into the relief factor. While the use of actual payroll data captures the behavior of current employees, it overlooks the void created by holding positions vacant. A vacancy factor does reduce the availability of staff for post assignment. Vacant posts have to be covered by overtime or by assigning relief staff who would normally provide relief for staff on vacation, training or other types of leave. The position vacancy rate should be part of the relief factor. Taking “time needed to fill a vacancy” into account when developing the post relief factor is recommended in the National Institute of Corrections Net Annual Work Hours Model (Chapter 8, page 40).

The relief factor noted for staff training is also a concern. The department does not dispute the actual staff training of 25 hours for this period of review. However, we would like to recognize that due to severe budget reductions and constraints over the last two biennia, the department has consciously restricted training hours below the number of hours necessary to maintain a workforce that is well versed and prepared to respond to issues and challenges inherent in running correctional institutions. A long-term approach to staff training would include funding for 40 hours of annual in-service training for all veteran staff, a six-week training program for all new correctional officers, and hours for instructors. Finally, a comprehensive plan should include hours for specialty skills to provide for properly trained staff in the areas of Tactical Emergency Response Teams, Crisis Negotiators, Emergency Staff Services, and Honor Guard functions.

The relief factor calculation in this report included actual vacation hours rather than accrued vacation hours. DOC employees can bid all of the vacation hours to which they are entitled. If DOC management denies the requested vacation, the agency must pay the denied time out to employees. Therefore, DOC has a financial liability for all accrued vacation hours, whether taken as time off or paid out, which is why we respectfully disagree with the Secretary of State’s statement that we inappropriately requested policy option packages for post relief factor.

Recommendation #2:

The department agrees. As noted in the above recommendation, the recent change in the staff deployment policy and operational practices will provide a more consistent application and accurate reflection of staffing needs for individual institutions. Having staff deployment coordinators assign the majority of relief staff to vacant positions, reducing the

workload on shift supervisors, and reducing their need for discretionary assignments and movement of staff will assist the department in accurately capturing leave codes.

12/01/2012 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2012

Purpose

This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

8/6/2013 Department of Corrections: Treatment of the Highest-risk Offenders Can Avoid Costs

Purpose
Our audit objective was to determine whether the estimated benefits of providing substance abuse treatment to the highest-risk released offenders exceed the costs. We focused on the estimated benefits and costs associated with offenders released from 2008 through 2011.

Recommendation
We recommend the Department of Corrections management:

1. Work with county community corrections agencies and the Legislature to coordinate funding and track resources to provide substance abuse treatment for the highest-risk offenders wherever possible.

2. Explore utilizing expanded Medicaid funding for substance abuse treatment for released offenders and consider integrating Medicaid eligibility review into release planning.

Response

Recommendation #1:

The department agrees. The department will provide the legislature with information about how counties use community corrections grant-in-aid dollars. While the department does not direct or authorize how counties supervise offenders or appropriate dollars to specific programs, the department does provide research, data, and technical assistance to the counties on effective ways to assess offenders and balance resources between supervision, sanctions, and services.

Recommendation #2:

The department generally agrees. For the majority of offenders in the community corrections system, counties determine eligibility for Medicaid and all other federal and state funding-match programs. However, in Linn and Douglas counties, the Oregon Department of Corrections directly supervises offenders and strives to enroll offenders in Medicaid whenever possible.

The department also agrees that Medicaid eligibility determinations need to be incorporated into release planning, and we are working with the Oregon Health Authority to explore a two-phase implementation process.

Additionally, the department is hiring a re-entry benefits coordinator who will focus on developing processes to pre-qualify inmates nearing release for Medicaid, Medicare, veterans' benefits, social security, and other such benefits for which they may qualify. This position will also serve to ensure releasing inmates are effectively linked to these and other supportive services.

12/23/2013 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2013

Purpose

This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

11/21/2014 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2014

Purpose

This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

01/06/2015 Oregon Corrections Enterprises: Agreed Upon Procedures for Reviewing Specified Contracts, Expenditures and Donations

Purpose

We performed the procedures that were agreed upon by the Oregon Corrections Enterprises. The procedures were solely to assist management in determining if active and/or closed contracts entered into by OCE were appropriate and if donations granted from January 1, 2011 through March 31, 2014 were appropriate and compliance with agency rules and policies.

Recommendation

We recommend OCE management:

1. Consider whether its contracting policies or purchasing policies should be strengthened to include competitive sealed bids or proposals and formal solicitation methods; public notices; specific documentation of the basis of the procurement selection; and documentation of the specific reason goods and service are only available from one source.
2. Prepare and retain documentation describing the selection process and retain disclosures of public officials, if relevant.
3. Include applicable contract numbers on supporting documentation or in its accounting system to improve the audit trail for the expenditure transactions
4. Document how exceptions to donation policies and procedures are in the best interest of OCE; ensure a list of donated items and retrial value of the items is included for all donations; develop a process to verify donations are received by the qualified charity; and ensure combined annual donations do not exceed budgeted annual donations.

Response

Recommendation #1:

OCE agrees with this recommendation in part. As the Independent Auditor's report recognizes, OCE is exempt from the public contracting code (ORS Chapter 279A, 279B, and 279C). OCE is exempt from those statutes because the legislature and the voters intended for OCE to operation in businesslike manner to retain the flexibility needed to meet its statutory and constitutional obligations with regard to prison work programs. Indeed, the Oregon Constitution specifically exempts prison industry work programs from statutory competitive bid and purchase requirements and requires that the programs be run in a businesslike fashion. In addition, OCE is not subject to the purchasing and contracting rules set by

the Department of Administrative Services nor is it required to follow the model contracting rules of the Oregon Department of Justice, both of which implement the public contracting code. Nevertheless, OCE is reviewing both its Contracts Requests and Processing Policy, 02.02.01, and its Purchasing and Receiving Policy, 02.02.02. We offer comments on each policy in turn.

02.02.01 Contracts Request and Processing
The purpose of this policy is to establish responsibilities and procedures for OCE when it enters into contracts with customers, vendors, private partners and state agencies for goods, services, leases, rental agreements, interagency agreements and professional services.

Currently, OCE has 112 active contracts and interagency agreements. Of those contracts, 54% are for services OCE offers to customers. Of the remaining 46% of contracts, Information Technology services make up approximately 23%, most of which involve DAS Statewide Pricing Agreements. Another 15% are Administrative contracts for services with another state agency of OCE's public partners, including the Public Employee Retirement System (PERS), Oregon Judicial Case Information Network (OJIN), Employee Assistance Program (EAP) and the Department of Justice for trademark management. The remaining 8% (8 contracts) are with vendors for equipment and truck leases, and various inventory items. At this time there are no active Personal or Professional Services contracts.

After a review of Policy 02.02.02 and the report's recommendations, OCE management agre4es that there is a need to revise the policy to include stronger language in the area of personal and professional services to avoid conflicts of interest and confidentiality issues. OCE will revise the policy regarding Personal and Professional Service Agreements with Contractors to include the following requirements:

- The basis of the selection criteria for Personal and/or Professional Service Agreements with Contractors will be documented and maintained in the contract file for Contractors.
- Contractors will be required to sign statements confirming that no conflict of interest exists in their providing services to OCE.
- Contractors will be required to sign Confidentiality Agreements before any work is performed on behalf of OCE.

- Professional services contracts will require two signatures: (1) the signature of the Executive Team Member requesting the services; and (2) the signature of the OCE Administrator. All personal services contracts will also require documentation declaring that no conflict of interest exists for all parties.

02.02.03 Purchasing and Receiving
This policy primarily sets guidelines for the procurement of goods, services and commodities to be used in various OCE manufacturing businesses. The purpose of this policy is to establish the responsibility, procedures, and approval process for the procurement of goods and services for OCE. This policy is designed to ensure timely and prudent purchasing, maintain efficient business operations, and limit agency risk.

Although OCE primarily engages in selling its goods and services, OCE must occasionally purchase goods or services to fulfill its statutory and constitutional duties. Those purchases often exceed $15,000, and OCE must complete the purchases in a timely manner to meet customer order deadlines and fulfill OCE's statutory and constitutional functions. As a result, OCE management has determined that it is necessary to maintain a less-restrictive procurement process than that outlined in the DOJ model rules. Importing the requirements of the DOJ model rules, which implement the public contracting code, would restrict OCE's ability to operation competitively and have the flexibility necessary to achieve its constitutional obligation to manage its work programs in a businesslike fashion.

That said, OCE agrees that records should be maintained to document the basis for procurement selection from sole source. To that end, OCE will adopt policies that require additional documentation identifying the specific reasons goods and services are only available and purchased from one source.

Recommendation #2:
OCE agrees. As noted in our response to Recommendation #1, OCE will strengthen its contracting policy to require documentation of selection criteria and the inclusion of a Conflict of Interest statement. All of that additional documentation will be retained in the contract file for the appropriate required retention period.

Also, as noted in the Independent Auditor's Report, OCE updated its Advisory Council policy in December 2013 to clarify the obligations of council members as public officials. In addition, council members must sign a Conflict of Interest Statement. Potential candidates for the OCE Advisory Council will complete an application form to be reviewed by both

the OCE Administrator and the Director of the Oregon Department of Corrections. In addition, meeting minutes are not required and will be maintained for all Advisory Council meetings by the OCE Administrator's executive support staff.

Recommendation #3:
OCE agrees. OCE management recently completed a review of examining how current and past payments on contracts are processed through SAFE, its financial accounting system. OCE management agrees with the recommendation to include the applicable contract number when processing payments.
Going forward, the contract number will be entered into SAGE when setting up payments for contracts which will ensure an audit trail for contract expenditure transactions.

Recommendation #4:
OCE management agrees with the first three recommendations listed above and will revise OCE Policy 01.01.10, Donations to Qualified Charities, to include these recommendations.

With respect to budgeted donations, OCE notes that it can be difficult to budget in advance for donations in a given year. OCE's donation budget often cannot account for all instances during a year when a donation may substantially benefit OCE's marking of its goods and services, strengthen OCE's inmate work program, or further OCE's statutory and constitutional obligations. To retain the flexibility that OCE needs to operate in an effective, businesslike manner, OCE management has concluded that it is vital that OCE retain the ability to exceed its budgeted annual donations if doing so serves the best interest of OCE and comports with OCE's statutory and constitutional authority.

That said, OCE recognizes and agrees that there is a need to ensure transparency and accountability with respect to OCE's donations. To that end, OCE will establish policies requiring that any donations by OCE meet the requirements of ORS 421.359, which specifies the permissible uses of OCE's funds. Those policies will prescribe a process for OCE to review and approve any proposed donation to confirm that it comports with OCE's statutory and constitutional authority to expend its funds to implement, promote, and improve inmate work programs. OCE will also implement policies that require documentation and explanation of any variance between budgeted and actual donations.

DATE ISSUED	REPORT NUMBER	

In addition to the recommendations by the Independent Auditor, OCE's policy revisions will include a new requirement that any public official associated directly or indirectly with a qualified charity must disclose the association and cannot gain personally or financially from the donation.

Affirmative Action Plan

A. Department Affirmative Action Policy

Each year all managers are required to review DOC's Equal Employment Opportunity/Affirmative Action policy. A memo from the Department director is also sent out to all managers and posted on employee bulletin boards annually affirming the agency's commitment to EEO and Affirmative Action (AA) as well as the Department's commitment towards a work environment free from hostility, harassment or any type of discrimination.

DEPARTMENT OF CORRECTIONS
Human Resources Division
DOC Policy 20.4.1: Equal Employment Opportunity and Affirmative Action
Effective: 02/24/12
Applicability: Applicants and State Employees
Directives Cross-Reference: State Administrative Policy 105-40-001

I. PURPOSE

The department is committed to achieving a workforce that represents the diversity of Oregon and being a leader in providing fair and equal employment opportunity for all interested applicants and its employees.

II. POLICY

a. Supervisors shall insure:
   i. Equal employment opportunities are afforded to all applicants and employees by making employment related decisions that are non-discriminatory.
   ii. Employment practices are consistent with the state's Affirmative Action Plan and state and federal laws to:

1. Promote good faith efforts to achieve established department affirmative action goals, which include persons with disabilities;
2. Take proactive steps to develop diverse applicant pools for position vacancies and assess the diversity of an applicant pool prior to closing a job announcement; and
3. Make a good faith effort to have diverse representation on screening and interviewing panels to include representation of employees outside the work unit doing the hiring.

b. Persons who believe they have been subjected to discrimination by the department in violation of this policy may file a complaint with the department's Human Resources Division within 30 calendar days of the alleged act, upon knowledge of the occurrence, or when the person should have known.

III. POLICY CLARIFICATION

a. Employment related decisions include, but are not limited to: hiring, promotion, demotion, transfer, termination, layoff, training, compensation, benefits, and performance evaluations.
b. Diverse applicant pools are developed by using proactive steps in outreach strategies which generally include targeted newspapers, professional organizations, employee networks, community organizations, and resume banks.
c. The Department of Administrative services statewide automated affirmative action system establishes goals for each EEO category and ethnic group for the Department of corrections.
d. Nothing in this policy precludes any person from filing a formal grievance/complaint in accordance with a collective bargaining agreement, or with the state's Affirmative Action Office, the Bureau of Labor and Industries, or the Equal Employment Opportunity Commission.

IV. IMPLEMENTATION

This policy shall be adopted immediately without further modification.

B. Agency Diversity and Inclusion Statement

The Department of Corrections, including, all staff and volunteers believes that diversity and inclusion are essential and critical to successfully achieving the Department of Corrections mission. This is a business imperative that is required for the Department of Corrections as we continue to grow and build new institutions in new communities. Corrections staff, and volunteers must reflect all of the different cultures that proudly make up our State

We remain deeply committed to promoting and maintaining an environment that is respectful of all persons despite differences in age, citizenship, disability, ethnicity, gender identity or expression, geographic origin, language, marital status, nationality, race, religion, sexual orientation, or socioeconomic status. Every employee will have an equal opportunity to contribute in significant ways to the effectiveness of the organization. Our employees will be highly regarded for valuing others and promoting the right of every person to reach his or her full potential; that means integrating our values into our daily interactions and behaviors.

C. Training, Education and Development – Education Overview

Due to the current budget limitation training in the Agency has been curtailed to mandatory training. The Department of Corrections Professional Development Unit is developing training alternatives that will still meet the needs of the organization without cost. Through WebEx, computer based training, and mini trainings.

<u>New Employee Orientation (ongoing)</u>

The department offers 40-hours of New Employee Orientation (NEO) program to all employees new to the department along with prior employees who have been away from the department for two years or more and full-time contractors. The NEO program is designed to provide new employees base-line information on the mission, vision, values, concepts, principles, policies and rules of the agency,

focusing on the Oregon Accountability Model. Selected functional units, such as Inmate Workforce Development, Security Threat Group Managers, and Emergency Response Managers provide information pertaining to their responsibilities. Skill-based training such as CPR and First Aid is also included. Newly hired staff are expected to successfully complete the NEO program within their trial service period. Additionally, custody series staff are expected to complete the DOC NEO before attending the Department of Public Safety Standards and Training (DPSST) Basic Corrections Academy.

Annual In-Service (limited to 8 hours)
Each annual 40-hour training program is designed to meet the training requirements for both custody and non-custody employees and contractors. The programs design is based on employee surveys, focus group results, outside regulatory agency requirements, and training need assessments, and the program's design and presentation is intended to further the department's mission and goals while strengthening teamwork and communication among and between staff and functional units.

Preparation for Supervision (suspended)
This 32-hour National Institute of Corrections course effectively serves as an introduction to supervisory concepts and is designed for those staff who might be seen as or who want to be considered for the next generation of department management.

Management In-Service (suspended)
Each year a variety of subjects are delivered which are specific to the needs and duties of department management employees. This 16-hour intensively interactive course provides participants with a standard set of knowledge and skills focusing on leadership and decision-making, communication, management of security, legal issues, ethics, and personnel procedures.

Contractor Orientation (ongoing)
This one-day program, specifically designed for the part-time contractor (less than 20 hours per week), provides the information needed for them to work within the department in a manner that is both safe and constructive for the worker, the inmates, and other staff with whom they will have contact. The program includes presentations on work-place safety, professional conduct, working with inmates, including special-need inmates, and institution security practices and protocols.

Director's Academy (suspended)
The Director's Academy is a one-week long training for management service employees. The agency Executive Management Team, including the director, deputy director, and assistant directors, are the presenters of these leadership classes.
Development and Leadership Work Plan (LWP)

At the start of each new performance evaluation cycle, all ODOC managers/supervisors meet with their subordinate staff for a performance evaluation and review of the past year, and develop new goals and objectives for the coming year. The LWP can be integrated into that cycle or can be customized for each staff member at a mutually agreed upon time during the year.

The purpose of this work plan is two-fold:

- To further career growth. ODOC is committed to helping each employee reach his/her full potential. Exploring and discussing career aspirations and goals with subordinates is part of a supervisor's job, but should also come at the behest of any member of the DOC staff interested in career development.
- For succession planning purposes. ODOC is committed to preparing staff for future appointments to key positions in the department by offering appropriate training and development activities. If the employee is in a career path, or interested in future appointment to one of the departments key positions, he/she should be advised about the type of knowledge, skills, abilities and leadership qualities management will be looking for in the candidate field. The training and activities should relate to helping the candidate master those requirements in an effort to become as competitive as possible for those future leadership opportunities.

A set of leadership qualities each candidate should possess in order to be successful for key positions follows. Not every target group contains key positions, but all are valid career paths.

Volunteers

There are currently about 2,100 active volunteers who come in regularly to provide service to the incarcerated. They come from every race, socio-economic background, religious/spiritual tradition, educational background, marital status, sexual orientation and culture. Men and women are almost equally represented as volunteers. Their common bond is the desire to make a difference.

Each volunteer is required to complete a self-paced training module and four hours of classroom training. The training emphasizes the need to treat everyone with respect and to treat all inmates the same. Religious volunteers are taught that they may not discuss any religious/spiritual tradition but their own. They must refer questions about another tradition to a volunteer from that tradition. Volunteers are made aware that there is a prison culture and how to be effective within that culture.

Quarterly, we publish a Volunteer Newsletter. The purpose of the newsletter is to continue training through targeted articles. The last issue in 2007 featured an article written by the wife of a Hispanic inmate in which she talked about the effects of incarceration on her and her children. The 1st Quarter 2008 newsletters dealt with mental illness in our inmate population. The third quarter newsletter presents the issue of children of incarcerated parents.

It is the goal of the volunteer program to recruit volunteers who best meet the needs of the incarcerated without respect to race, gender, culture, sexual orientation or religious/spiritual background. It is also our goal to promote understanding and tolerance.

D. Programs

Recruitment Programs

Interview Panels Managers and selecting officials will make every reasonable effort to ensure that interview panels are diverse. The department will ensure both hiring and promotion panels, where practical, have membership composed of racial/ethnic and gender diversity. In order to maintain some neutrality for hiring and promotions to management and executive level positions, the panel should include at least one member from outside the functional unit where the vacancy exists. The department provides a Supervisor's Recruitment Guide for hiring managers that delineates the appropriate process for selecting and setting up interview panels.

Newspaper Advertisements

In an effort to reach a broad range of job applicants, staff in Human Resources Recruitment and Background Investigations may place ads for vacant positions in major local newspapers within the state such as The Oregonian, The Statesman Journal, The East Oregonian, The Eugene Register Guard, The Hermiston Herald, the Argus Observer, Malheur Enterprise, Baker City Herald, The Record Courier, La Grande Observer, and the Democrat Herald, just to name a few. Newspapers designed to reach all populations will be used. These publications include EL Hispanic News and the Goal Latino for Hispanics; The Asian Reporter for Asians; The Skanner and The Portland Observer for African Americans. Provided there are sufficient funds, national papers published by minority organizations, such as EOE Journal and Affirmative Action Register, may be used as well. Note: Advertisements will be placed when economically feasible.

Online

The department will use on-line web sites such as SHRM, Salem News, Craig's List and Monster.com to broaden the range of job applicants.

Job Information Fairs

The department will participate, when financial and staffing resources permit, in a multitude of job fairs held around the state focusing on women, people of color, and people with disabilities.

College/University Career Days

Employees of the department will attend college and university career days and job recruitment functions, as staffing and finances allow. Each institution will make staff available to attend career days held at community colleges and universities located in their geographical area of the state. Recruitment and Career Services staff has visited with various schools throughout the state.

The department School-to-Work Coordinator coordinates the agencies participation in the School-to-Work week in April that invites students to accompany their parents to work. There is participation throughout the department in providing student with career exploration activities.

Slide Show

The department has developed a new slide show showing staff working in some of the primary institutions and in the administration. The slide show is an information tool for showing at career days and job fairs.

Policies
The Human Resources staff will ensure that the department's formal, written procedures on selection includes statements to the effect that appointing officials are to seriously consider gender and ethnic status in hiring and promotion decisions where positions exist which are seriously under-represented and the affirmative action goal in this plan has identified this particular job group.

Vacancy Type and Order
Where affirmative action goals have been established for the particular classification and representation remains clearly below parity standards, the first priority when considering the type of application to develop, is open competitive. The second would be for advertising the position as a statewide vacancy. Managers should justify reasons to open announcements that are limited to agency promotions. There are a considerable number of potential applicants in the state labor force with work experience in public safety occupations. The diversity of candidates will be increased considerably by opening up the majority of announcements to job applicants in the public arena.

Applicants with Disabilities
Job applicants with severe disabilities work with a Job Match Coordinator at the Department of Administrative Services, or a Vocational Counselor to learn of job openings through the H.I.R.E. Program. The H.I.R.E. Program maintains a database of qualified applicants with disabilities and provides it monthly to agencies for their consideration. The department has facilitated numerous referrals from the H.I.R.E. Program. Recruitment staff meets with Vocational Rehabilitation Counselors regularly to discuss department openings. Additionally, the Recruitment and Career Services staff provides informational interviews to applicants with disabilities interested in qualifying for department career opportunities.

SB 822 Veteran's Points:
SB 822 established the manner in which state agencies provide preference to qualifying veterans or disabled veterans in scored or un-scored employment application processes (ORS 408.225-235). In order to be compliant with SB 822, both the recruitment unit and the hiring managers have responsibilities.

- ***Recruitment Unit:*** In the initial application screening, the recruitment unit determines if applicants are eligible for veterans or disabled veterans preference points. Eligible veterans will have the appropriate points designated upon the certification list you receive.
- ***Hiring Manager:*** Hiring Managers review their certification lists to determine who they will be interviewing. In a scored screening, the veteran's points must be taken into consideration when determining where to cut off the certification list. In a non-scored screening, all veterans are interviewed.

Community Organization Outreach
The department will maintain a list of minority and women's organizations around the State. For vacant positions showing a serious under- representation of women or minorities, the Recruitment and Career Services Unit will mail job announcements to appropriate community organizations, if they are not getting state vacancy lists or announcements from HRSD, recruitment.

Contact with organizations representing the special interests of people of color will be maintained by having staff from the department attend group meetings and conferences. In addition, the intent is to have senior staff represented at key, influential and large statewide organization conferences which address minority community and employment issues. Staff will pursue the opportunity to meet personally with officials representing minority organizations.

Training Programs
The Department spends a considerable amount of resources on staff training. In making decisions as to who will attend training other than mandatory DOC training, women, people of color and/or people with disabilities will be considered if that career field is clearly under-represented by members of protected classes or if it will enhance the prospects for career advancement and if it provides the Department with an employee developing a needed job skill.

Leadership/Supervisor Training
The Department has developed a Director's Academy leadership training program and is developing a new supervisor training program to be called Management Basic Training. Topics to be covered in the new supervisor training will include affirmative action, diversity, and ADA issues. The leadership training program covers a broad range of subject matter and includes a focus on interpersonal relationships and valuing others. An online resource titled the Human Resource Quick Reference Guides speaks to the topics of Cultural Competency as well as provides links to both the Department's AAP and the State of Oregon AAP, and will be published in 2009.

In-Service Training
Annual in-service training includes a segment on valuing others.

DOC Strategic Initiative-Cultural Competency
The Department has identified Cultural Competency as a Strategic Initiative. A work group has been formed to further promote the work of the AAP. A major part of this work group's plan in promoting Cultural Competency is a strong training effort.

Work Environment Programs
The department will continue to develop ways to maintain a positive and supportive work environment to benefit all employees and the department relative to equal employment opportunity, affirmative action and cultural diversity. Emphasis will be placed on the

importance of the department's Promotion and Maintenance of a Respectful Workplace policy, which prohibits harassment and discrimination in the workplace.

Exit interviews

In order to determine if there are problems, patterns, or trends affecting women or minorities in a disparate manner, an exit interview process has been implemented. The results of these exit questionnaires will be reviewed by the Recruitment and Career Services Administrator and will be reported to the Executive Management Team members and functional unit managers as needed.

Other Programs

Reports: The department's Affirmative Action Officer will review affirmative action goals and the progress of the entire department, on a quarterly basis. This person will develop and distribute to managers a report based on the DAS Affirmative Action Progress Report, summarizing workforce statistics, on a semi-annual basis.

Correctional Officer Hiring Trends

Since correctional officer hiring represents the largest volume, entry level position in the department, a study has been implemented to track selection trends. The test criteria were reviewed to determine if inequities or bias exists for members of protected classes. Data gathered provides numbers and percentage of women and people of color who apply, the numbers which failed the entrance exam, the number interviewed, the numbers and percentage of women and people of color who failed the interview, the pass/fail rate for background checks and the pass/fail rates of physicals. The numbers and percentage of women and minorities who were hired will also be determined. If there is sufficient data and enough staff time, a follow-up study will be done to determine how many of these hires completed trial service as a correctional officer. This study will follow the "Uniform Guidelines on Employee Selection Procedures" of the Equal Employment Opportunity Commission (29 CFR 1607).

Position Descriptions

As position descriptions are written and/or revisions made, conditions which might limit or restrict people with disabilities from consideration will either be eliminated or will be clearly justified on the basis of essential duties and basic requirements of the job. Only where there are bona fide requirements should duties be identified which might limit people with disabilities from consideration. Human resources analysts, classification and recruitment staff are to work closely with managers and supervisors to ensure that position descriptions are not inadvertently biased against people with disabilities. Position descriptions of all managers in the department will include affirmative action language.

Bilingual Pay Differential

The department will continue to utilize certain staff members to provide language skills for communication and translation purposes. The position description must clearly specify this duty in order to receive pay differential.

Additional staff members need to be identified who have these skills and who can provide translation services. Since a large portion of the inmate population speaks Spanish and languages other than English, there are important safety and security reasons to expand the number of staff members who can exercise these special skills. In the future, the department will consider ways in which specific positions are identified for which language skills are a job requirement, so they can be used for target recruiting and advertising.

Special Observances

Functional unit managers are encouraged to address cultural diversity awareness issues through topics at staff meetings, planning special observances in recognition of minorities, encouraging staff participation in special events in the community related to minority heritage and in special training sessions. The emphasis will be placed on resolving problems, combating stereotypes and highlighting the advantages of cultural diversity.

The types of observances include, but are not limited to Women's Equality Day, Martin Luther King Jr. birthday (January), Cinco de Mayo (May), Native American Indian Heritage Month (September), Women's History Month (March), Black History Month (February), Asian Heritage Month (April or September), Disabilities Month (October), and National American Indian Heritage Month (November).

E. Executive Order 12-03

Status

Technological advances now connect the world's peoples in unsurpassed methods and numbers. Those advances have contributed to Oregon's labor pool diversity and our on-going need to recruit and retain a skilled workforce. Accordingly, it is imperative that we maintain a culturally competent organization. The demographics of today's workforce continue to change as do the demographics of our inmate population. To maintain a viable workforce that interacts with each other, the public and the inmate population in a culturally healthy fashion, the Department of Corrections must embrace the competitive edge found in employees with diverse skills, perspectives and backgrounds.

During the 2009-2011 Biennium, the Department's Director assigned a manager to create a cultural awareness and diversity program within the department. The Cultural Awareness & Diversity Manager reports directly to the Director/Deputy Director and works closely with the Human Resources Division to coordinate and respond to affirmative action, cultural awareness and diversity issues.

Methods and Findings

The Department first created the Cultural Competence Project in 2007 with the purpose of creating a department-wide, sustainable Cultural Competency Program. A moderate amount of difficulty was encountered when attempting to define what cultural competence should mean within the Department of Corrections and how it should look within the framework of a statewide program. The creation of the Cultural Awareness & Diversity Manager position helped bring focus to the area. The Cultural Competence Project was renamed

the Cultural Awareness & Diversity Project and members have identified several ideas and recommendations for the statewide program. Members have also attended the mandatory 8 hour Cultural Competence training conducted by the Department of Human Services in order to broaden their understanding of the issues, tools and resources that accompany organizational management.

Evaluation of the Current Organization State

The state of the Department as it relates to diversity and cultural competency is still very complex. The economic downturn and budget constraints have curtailed expenditures in all areas and challenged the Agency to accomplish more with less.

In 2002, the department created and distributed a cultural awareness survey to help assess the status of the department related to cultural awareness and diversity. Unfortunately there was no one available to interpret the data and finalize a report for review and consideration. In 2009, the department was able to prioritize the survey results and create a report establishing a baseline. A second survey was distributed electronically and in paper format in July 2010 and the subsequent data will be reviewed by the Project Team to analyze the department's status and make specific recommendations around training, recruitment, and conflict-resolution.

Other accomplishments include copying and distributing the 2011–2013 Biennium Affirmative Action Plan to all superintendents and functional unit managers within the Department of Corrections, placing the Plan on the website, a message to DOC staff about the availability of the Plan, and an article shared with DOC volunteers in the Volunteer newsletter.

After a deliberate change from "Cultural Competence" to "Cultural Awareness", the Cultural Awareness Project Team drafted a definition of cultural awareness for inclusion in the strategic plan:

Cultural awareness is an understanding and respect for each individual's unique cultural history in ways that foster and promote ongoing personal growth.

By recognizing and adjusting behavior to be respectful of each person's cultural norms and differences, we will increase the effectiveness of communication and the quality of service, thereby producing better outcomes.

Recommendations

The Cultural Awareness Project Team meets monthly and is very close to completing a Strategic Plan that will be forwarded to the Department's Policy Group for approval and implementation. Recommendations to date include:

- Definition of cultural awareness for the Department (as noted above).
- Develop a statewide Cultural Inclusion & Awareness Council comprised of high-level Department employees and labor leadership.
- Incident review – look for trends;

- Initiatives from functional units;
- Make recommendations for training, programming, policy review,
- revision and addition; guest speakers, events planning, and;
- Recruitment & retention review and recommendations.
- Receive updates from worksite committees.
- Require that each functional unit establish a Workplace Cultural Inclusion & Awareness Committee. Members would be selected by the functional unit manager based upon:
- Employees in good standing;
- Demonstrated aptitude and/or willingness to promote inclusiveness or problem solving in the workplace;
- Reflective of the demographics of the workforce;
- Each workplace committee to be comprised of 3-11 members;
- Recommend that membership be comprised of:
- Managers
- Represented staff
- Labor
- Creation of a webpage on the Department's website.
- Training of selected individuals throughout the state who could function as "peer support" when an employee is having difficulties in this area.

These recommendations may or may not be approved through the DOC Policy Group, or may go through several evolutions. It is certain, however, that there will be some progress made around cultural awareness and diversity as two institutions have already requested assistance in establishing a Workplace Inclusion & Awareness Committee. Additionally, while the Department has cancelled all but required security training for 2011, it is still possible DOC staff may be able to build a small computer-based curriculum and make it voluntary for staff participation.

Exit interviews In order to determine if there are problems, patterns, or trends affecting women or minorities in a disparate manner, the Department of Corrections uses the statewide exit interview survey administered by the Department of Administrative Services.

The results of these exit surveys will be requested quarterly and reviewed for patterns of disparate treatment by the Agency Affirmative Action Officer. The results of that review will be presented to the Human Resource Executive team and if patterns of disparate treatment are identified appropriate action will be taken with the specific management team. In the case of patterns of positive comments those findings will be shared with other Divisional Management teams to be implemented agency wide. These results will

also be presented to the Agency Director and the other members of the Policy Group team in conjunction with the quarterly affirmative action statistics.

In 2005 all management service position descriptions were audited to ensure diversity language was a criterion for evaluation annually. All management service employees continue to have diversity activities evaluated annually. Management service performance evaluation training is being delivered with affirmative action, diversity, cultural competency performance and documentation being a key aspect of the training.

F. Status of Contracts to Minority Business (ORS 659A.015)

ORS 659A.015 Affirmative action reports to include information on contracts to minority businesses. In carrying out the policy of affirmative action, every state agency shall include in its affirmative action reports under ORS 659A.012 information concerning its awards of construction, service and personal service contracts awarded to minority businesses.

- The Oregon Department of Corrections (ODOC) Purchasing and Contracts complies with all rules and policies pertaining to contracts and agreements with qualified Minority, Women, and Emerging Small Business (MWESB) businesses. The agency Purchasing and Contracts Unit use the Department of Administrative Services, Oregon State Procurement Information Network (ORPIN) system to look for potential vendors and adhere to the appropriate rules. All ODOC contracts and agreements are listed on ORPIN.

- Currently the Department of Corrections as of June 30, 2012, be it Goods and Commodities, Trade Services, Personal Services, A and E or Public Works/Public Improvement, has awarded 14,462.44 to Minority Owned Businesses:

In addition to these contracts the Department of Corrections is a monetary contributor to the 2012 Annual Diversity Conference.

Section III.

Roles for Implementing the Affirmative Action Plan

A. Responsibilities and Accountabilities:

The success of the Affirmative Action Program depends upon commitment and leadership of employees at all levels of the organization.

1. Department Director and Executive Leadership Team

- Implement the policy and Affirmative Action Plan.
- Monitor progress toward meeting Affirmative Action Plan goals and objectives.
- Ensure compliance with all applicable federal and state laws, rules, and regulations.
- Ensure division administrators understand they are responsible for participating in and promoting affirmative action activities and for communicating this same responsibility to their subordinate managers and supervisors.
- Establish a positive climate for program success within their sections.
- The effectiveness of managers and supervisors in promoting the affirmative action activities, goals, and objectives for DOC will be included in the annual performance appraisals.
- Become thoroughly familiar with the details of the Affirmative Action Plan as they apply to their section/unit, and monitor progress of hiring and promotions, in relation to goals.

Internal Monitoring and Evaluation

The Assistant Director for Human Resources has overall responsibility to ensure the agency is following Equal Opportunity and Affirmative Action guidelines of the EEOC and the Governor's Office of Affirmative Action. Human Resources policies and practices will be reviewed for compliance.

2. Human Resource Personnel

- The Human Resources Managers/Analysts serve as technical advisor to assigned functional units ensuring compliance with policies.
- Provide and/or refer employees for counseling related to informal discrimination complaints.
- Maintain statistical information on race, sex, and disability with respect to personnel actions.
- Assist management in ensuring administration of union contracts are in a nondiscriminatory manner.
- Assist management in ensuring internal discrimination complaint procedures are followed.
- Attempt to resolve all discrimination and sexual harassment complaints within assigned units.
- Conduct civil rights investigations where appropriate.
- Maintaining a readily available copy of the AA plan for employees to read
- Hold regular discussions with section managers to be certain they understand and follow the Affirmative Action Plan.
- Ensure that affirmative action implementation activities carry out, as they apply to the units.

3. Managers and Supervisors

- Take steps to select, retain and promote people of color, people with disabilities, women and other protected classes.
- Provide tools and resources for employees to interact with each other from all backgrounds.
- Create and promote a work environment that is free from any kind of hostility or unwelcome behavior.

- Promote Cultural Awareness.
- Attend, and encourage employees to attend, EEO/AA training programs.
- Assure staff members are aware of the department's discrimination complaint process, and the appropriateness of using it without fear of retribution.
- Establish a positive climate for program success within their sections.
- Assist the EEO/AA Coordinator with identifying problem area and improve employment opportunities for protected classes.
- Involve the manager or supervisor in strategies to evaluate the unit's work force, develop goals for the fair representation of women, people with disabilities and minorities, and sketch timetables for achievement of those goals.
- Evaluate subordinate manager or supervisor annually on his/her contribution to the establishment of a culturally competent work environment.
- Adhere to DOC policy of equal employment and ensure all employees understand and support these principles.
- Attend meaningful activities related to cultural competency:
    - Training, Workshops
    - Workgroup Meetings
    - Culturally-specific activities.

4. Affirmative Action Officer

- Develop and update AA Action plans.
- Work with HR managers to identify improvements to affirmative action, eliminating inequalities and improving equal employment issues.
- Create, review and discuss affirmative action progress with Executive Management.
- Coordinate with PDU to develop diversity training improving competency towards affirmative action issues.
- Include articles in the department newsletters, "Corrections Briefings" and "Corrections News", which express the director's commitment to promoting a diverse workforce and environment. Articles relating to equal employment opportunity, affirmative action, and the ongoing development of a diverse workforce, and the efforts and progress made toward meeting department goals in these areas are some examples. Ensure that newsletter articles about employees are non-discriminatory in their portrayal of employees' gender, ethnic heritage, disability, or other non job-related characteristics.
- Work whenever possible with community groups and leaders assuring the department is an agency known as committed and responsive to affirmative action and cultural diversity values.
- Review hiring and promotion patterns, training programs, job descriptions, and work assignments to identify and remove any barriers to equal employment opportunity.
- Develop the written Affirmative Action Plan and Publicize its content internally and externally.

- Keep management informed of the latest developments (law and rule changes, etc.) in the EEO/AA area and measure the effectiveness of the department's program.
- Determine the degree to which the department has attained goals and objectives, indicate need for corrective action if necessary and provide such information to the director, deputy director, and assistant directors on a semi-annual basis.
- Provide an annual update of the Affirmative Action Plan to department administration.
- Serve as a liaison between the department and minority organizations, women's organizations and community action groups concerned with employment opportunities of women, people of color, and people with disabilities.
- Receive complaints of discrimination from employees and applicants with the department Attempt to resolve internal discrimination and sexual harassment complaints and serve as a liaison between the department and Civil Rights enforcement agencies (EEOC and BOLI).
- Keep the Assistant Director, DOC Human Resources Division, and the DOC Director informed of complaint activity and provide advice to the Assistant Director, DOC Human Resources Division and staff on discrimination complaint cases.
- Monitoring affirmative action activity;
- Identifying weak areas of recruitment;
- Improving identified weak areas;
- Identifying long term trends;
- Tracking the retention and departure rates of employees who are women, people of color and people with disabilities; and
- Identify effective affirmative action activities.
- Manage the Affirmative Action Plan and implementation.
- Recognize policy needs and initiate necessary policy changes.
- Review quarterly, the progress the department is making toward achieving their affirmative action goals.
- Recommend the annual goals to the Executive Staff.
- Provide oversight and review of all civil rights (Title VII) complaints of discrimination in employment.

Internal Monitoring and Evaluation

The Legal Affairs and Affirmative Action Manager has the responsibility of monitoring, evaluating, and reporting the effectiveness of the Affirmative Action Plan and gives advice and makes recommendations to the Assistant Director for Human Resources and to the Executive Management Team and/or Functional Unit Managers, as needed.

Methods for Monitoring and Reporting the Affirmative Action Program

- Maintain affirmative action reports, guides, records, and statistics;
- Analyze statistical reports;
- Evaluate manager’s performance in all areas of diversity and affirmative action;

- Determine what interview and selection methods are appropriate for each recruitment;
- Compare the number of women, people of color, and people with disabilities hired to the department's goals;
- Discuss employee performance or retention problems with supervisors to identify methods for improvement;
- Conduct exit interviews to learn the reason for resignation and how the department might improve working relationships if applicable; and
- Report on an annual basis to the director of department the progress and efforts made toward accomplishment of goals and objectives, and recommendations for improvement, if necessary.
- Brief administrators and executive staff annually on workforce composition and Affirmative Action progress.

Assessment Tools

- Affirmative action reports generated quarterly by DAS; and
- Statistics on number of BOLI, EEOC and tort claims filed alleging discrimination or harassment.

5. All Employees

- Maintain a work environment free from harassment of any kind, and report barriers to affirmative action existing within offices/sections to the appropriate Department of Corrections Human Resources Analyst (includes incidents of reported or known harassment on the basis of sex, race, color, national origin, religion, age, mental or physical disability).
- Must support the Departments policy to equal employment and diversity, while creating a positive work environment for all stakeholders.
- Establish a work environment and culture both supportive of cultural diversity and responsive to customers in the service area.
- Put forth individual efforts and achieve results in Equal Employment/Affirmative Action objectives, and have these evaluated via the performance appraisal process.

Section IV.

Accomplishments July 1, 2011–June 30, 2013

A number of initiatives that support and promote our Equal Employment Opportunity (EEO)/Affirmative Action (AA) efforts for increasing awareness, transparency and participation have been and will continue to be undertaken. Although the Department’s overall workforce composition has remained comparatively consistent for representation of women and for people of color as compared to the previous biennium we will continue to enhance training materials, web pages and other outreach activities in an effort towards attracting and hiring diverse applicants.

The statistics used for the Department of Corrections Affirmative Action Plan established for the following 2011–2013 accomplishments were gathered from data provided by the Department of Administrative Services as of June 30, 2012. The quarterly statistics are available to all department employees to view in the department's public folders. The Affirmative Action Plan is a key component for the ongoing diversity development efforts for DOC. We will continue to strive for improved representation by hiring, retaining and promoting women, people of color and people with disabilities.

Table 2
DOC Total for Women under parity as of June 30, 2012 is as follows:

Title	Total Positions	Filled By Women	Parity	Under Parity
Upper Management (Salary range 24+)	181	67	87	-20
Lieutenant/Captain	148	23	28	-5
Computer Analyst	77	22	28	-6
Social Services	168	84	111	-27
Inspector/Investigator	20	6	12	-6
Corrections Officers	2290	414	530	-116
Para-Professional	35	14	25	-11
Skilled Craft	96	1	22	-21
Service/Maintenance	249	71	109	-38
Physician/Dentist	43	8	15	-7
Hearings Officers	10	4	5	-1

Although under parity, the Department of Corrections continues to make it an on-going Affirmative Action Plan goal to close the gap, seeking and hiring candidates that would contribute positively to a diverse community.

Table 3
DOC Total for Women above parity as of June 30, 2012 is as follows:

Title	Total Positions	Filled by Women	Parity	Over Parity
Purchasing Analyst	12	9	6	3

Personnel/Employment	42	27	25	2
Administrative Support	374	337	298	39
Accounting/Finance	20	13	12	1
Research	4	3	2	1
Program Analyst	73	47	40	7
Nursing	293	221	207	14
Technicians	84	64	60	4

Table 4
DOC Total for Women 2010 vs. 2012 comparison

EEO-4 Category	Total Employees 6/30/2010	Number Women 6/30/2010	Total Employees 6/30/2012	Number Women 6/30/2012
Officials/Administrators	198	68	181	67
Professionals	932	475	911	468
Technicians	86	64	84	64
Protective Service Workers	2364	447	2290	414
Paraprofessionals	33	12	35	14
Administrative Support	389	361	374	337
Skilled	102	2	96	1
Service/Maintenance	258	71	249	71
TOTAL AGENCY	4362	1500	4220	1436

The Department's overall workforce composition has remained steady for the representation of both women and for people of color. As of June 30, 2012, the total representation of women is at 34.02 percent.

Table 5
DOC Total for People of Color under parity as of June 30, 2012 is as follows:

Title	Positions	Filled by POC	Parity	Under Parity
Upper Management (Salary range 24+)	181	21	46	-25
Lieutenant/Captain	148	16	27	-11

Computer Analyst	77	8	15	-7
Social Services	168	20	36	-16
Inspector/Investigator	20	3	6	-3
Para-Professional	35	5	10	-5
Skilled Craft	96	10	19	-9
Service/Maintenance	249	19	44	-25
Physician/Dentist	43	4	5	-1
Purchasing Analyst	12	0	1	-1
Personnel/Employment	42	25	35	-10
Administrative Support	374	42	67	-25
Program Analyst	73	6	20	-14
Nursing	293	25	35	-10
Technicians	84	11	15	-4

The representation of people of color within the Department has remained steady at 11.54 percent. The Department of Corrections continues to take proactive steps at promoting and recruiting people of color and will vigorously strive towards reaching our goals of parity.

Table 6
DOC Total for People of Color over parity as of June 30, 2012 is as follows:

Title	Positions	Filled by POC	Parity	Under Parity
Corrections Officers	2290	287	257	30
Hearings Officers	10	2	3	1
Accounting/Finance	20	4	5	1
Research	4	1	1	0

Table 7
DOC Total for People of Color 2010 vs. 2012 comparison

EEO-4 Category	Total Employees 6/30/2010	Number POC 6/30/2010	Total Employees 6/30/2012	Number POC 6/30/2012	Change in number of POC

Officials/Administrators	198	22	181	21	-1
Professionals	932	95	911	92	-3
Technicians	86	11	84	11	0
Protective Service	2364	284	2290	287	3
Paraprofessionals	33	5	35	5	0
Administrative Support	389	43	374	42	-1
Skilled	102	8	96	10	2
Service/Maintenance	258	20	249	19	-1
TOTAL AGENCY	**4362**	**488**	**4220**	**487**	**-1**

The Department of Corrections has been able to maintain parity within the corrections officer series, which is the largest job classification in corrections as well as the Hearings Officer, accounting/Finance and Research job classifications.

Table 8
DOC Total for People with Disabilities 2010 vs. 2012 comparison

EEO-4 Category	Total Employees 6-30-2010	Number Disabled 6-30-2010	Total Employees 6-30-2012	Number Disabled 6-30-12	Change Number of Disabled
Officials/Administrators	198	3	181	3	0
Professionals	932	8	911	4	-4
Technicians	86	0	84	0	0
Protective Service	2364	31	2290	27	-4
Paraprofessionals	33	0	35	0	0
Administrative Support	389	8	374	5	-3
Skilled	102	1	96	0	-1
Service/Maintenance	258	3	249	0	-3
TOTAL AGENCY	**4362**	**54**	**4220**	**39**	**-15**

Representation of persons with disabilities continues to be a small proportion compared to other agencies. With 60% of the Department's positions within the security classifications series where strict physical standards and requirements are required pursuant to the Department of Public Safety Standards and Training (ORS 259-08-010), the Department continues to strive to improve recruitment efforts toward people with disabilities. Efforts to close the gap include continued meetings with staff of the Vocational Rehabilitation Division to discuss the number of non-security positions that are available, as well as providing education and awareness of the variety of career paths available to individuals within the Department of Corrections. The Recruitment Unit has made progress in

establishing better working relationships with both public and private vocational rehabilitation agencies and has found that working one-on-one with disabled individuals is proving to be the best approach to helping them secure employment with the Department.

Section V.

2013–2015 Affirmative Action Plans

A. Goals

The Department of Correction understands the value in diversity. Historically, most institutional diversity programs such as affirmative action initiatives were done to be in compliance with the law, but many organizations now realize the benefits and solid business reasons to do so. Our focus will be in developing a diversity program into a strategic initiative.

Affirmative action develops strong workforces because it forces employers to create job descriptions and engage in true competition for new hires and promotions instead of using the "old boys network", friends, or relatives. We have found that a diverse workforce can take advantage of the experiences and skills people with culturally diverse backgrounds can offer. In spite of the progress that has been made to create a diverse workforce, there is and continues to be difficulty with maintaining diversity within some classification, but we will continue to strive with identifying talent at all levels, and developing strategies to diversity in the workforce to maximize these benefits.

Although the agency continues to be challenged to reduce costs that have caused many positions to remain unfilled, emphasis will continue to be to recruit a diverse workforce to fill vacancies. Recruitment efforts will focus on obtaining applicants from the various minority populations. Institutions located in small communities throughout the central, eastern and southern parts of the state, will require additional training by expanding awareness to management in developing opportunities to bring diversity not only to the workplace, but to those small local communities as well.

Long-term Affirmative Action goals will be:

1. Hiring authorities will take into consideration protected class status applicants specifically where there is clearly established statistical under- representation and where we are below parity standards in that particular job.
2. The department will continue to review current recruitment strategies for women, people of color and with disabilities to see what actions have been successful in bringing applicants to the department.
3. The Department will strive towards transferring seasoned professionals into each community, with an increased level of diversity being one intended outcome.

The sustained expansion of the department's facilities throughout the state will continue to allow us an opportunity to promote more protected class employees and, at the same time, increase diversity in the eastern regions of the state.

The department will continue to focus on recruiting women in security positions, people of color in both mid- and upper-level management positions, as well as positions in areas such as health and fiscal services, and persons with disabilities in non-security positions. In addition, we are seeking to place more women into other job categories which are long overlooked as being more traditionally male-oriented. Actual numbers to achieve equity in these positions are determined in the parity goals established by the Governor's Affirmative Action Office. These statistics are received quarterly by the DOC Human Resources Division, analyzed for areas of non-compliance, and reported to the Department's Executive-level Policy Group at standing quarterly presentations.

It has been recommended to the Policy Group that the Department of Corrections utilize the following Affirmative Action/Cultural Competency Implementation Strategy for the 2011-2013 biennium.

B. Strategies & Objectives

Objective 1: Education and Training

- Establish leadership in diversity initiatives/Increase awareness.
- Develop training programs and diversity strategies.
- Disseminate, forwards and promote monthly topics.
- Create diversity committee.
- Promote the increase of diversity/inclusion in Department of Corrections
- Conduct review of agency performance review process

Objective 2: Responsibilities and Accountability

- Establish position responsible for AAP.
- Responsibility and Accountability Statements in PDs.
- Management accountability for maintaining diversity.
- Evaluate our diversity/inclusion initiative activities quarterly.
- Analyze and disseminate quarterly Affirmative Action data; monitor compliance with requirements of the Affirmative Action Plan.
- Meet with Policy Group quarterly
- Distribute monthly calendars and proclamations received from Governor's Office

Objective 3: Community Outreach/Awareness

- Participating in community activities.
- Informing staff of activities in community.
- Look into minority student organizations.
- Partner and collaborate with other organizations that are addressing diversity and related workforce issues.

Objective 4: Recruitment and Retention

- Participate in community events.
- Evaluate and maintain statistics identifying rotations, transfers, hiring's and terminations.
- Pursue inclusion in the interview processes.
- Increase diversity of staff and volunteer population
- Do not hire unqualified people, but take positive steps to contribute toward greater employment for protected classes.
- Create and implement a plan to translate and disseminate research information
- Conduct review of agency exit interview process

Parity Goal Objective

The Department of Corrections recognizes the importance of diversity and will strive towards reaching parity goals in positions where minorities have historically been under-represented.

To accomplish these goals and strategies, the following actions for 2013-2015 are recommended:

Recruitment and Selection

Interview Panels
Managers and selecting officials will make every reasonable effort to ensure that interview panels are diverse. The department will ensure both hiring and promotion panels, where practical, have membership composed of racial/ethnic and gender diversity. In order to maintain some neutrality for hiring and promotions to management and executive level positions, the panel should include at least one member from outside the functional unit where the vacancy exists. The department provides a Supervisor's Recruitment Guide for hiring managers that delineates the appropriate process for selecting and setting up interview panels.

Newspaper Advertisements

In an effort to reach a broad range of job applicants, staff in Human Resources Recruitment and Background Investigations may place ads for vacant positions in major local newspapers within the state such as The Oregonian, The Statesman Journal, The East Oregonian, The Eugene Register Guard, The Hermiston Herald, the Argus Observer, Malheur Enterprise, Baker City Herald, The Record Courier, La Grande Observer, and the Democrat Herald, just to name a few. Newspapers designed to reach all populations will be used. These publications include EL Hispanic News and the Goal Latino for Hispanics; The Asian Reporter for Asians; The Skanner and The Portland Observer for African Americans. Provided there are sufficient funds, national papers published by minority organizations, such as EOE Journal and Affirmative Action Register, may be used as well. Note: Advertisements will be placed when economically feasible.

Online
The department will use on-line web sites such as SHRM, Salem News, Craig's List and Monster.com to broaden the range of job applicants.

Job Information Fairs
The department will participate, when financial and staffing resources permit, in a multitude of job fairs held around the state focusing on women, people of color, and people with disabilities.

College/University Career Days
Employees of the department will attend college and university career days and job recruitment functions, as staffing and finances allow. Each institution will make staff available to attend career days held at community colleges and universities located in their geographical area of the state. Recruitment and Career Services staff has visited with various schools throughout the state.

The department School-to-Work Coordinator coordinates the agencies participation in the School- to-Work week in April that invites students to accompany their parents to work. There is participation throughout the department in providing student with career exploration activities.

Policies
The Human Resources staff will ensure that the department's formal, written procedures on selection includes statements to the effect that appointing officials are to seriously consider gender and ethnic status in hiring and promotion decisions where positions exist which are seriously under-represented and the affirmative action goal in this plan has identified this particular job group.

Vacancy Type and Order
Where affirmative action goals have been established for the particular classification and representation remains clearly below parity standards, the first priority when considering the type of application to develop, is open competitive. The second would be for

advertising the position as a statewide vacancy. Managers should justify reasons to open announcements that are limited to agency promotions. There are a considerable number of potential applicants in the state labor force with work experience in public safety occupations. The diversity of candidates will be increased considerably by opening up the majority of announcements to job applicants in the public arena.

Applicants with Disabilities
The Recruitment and Background Investigations Unit staff provides informational interviews to applicants with disabilities interested in qualifying for department career opportunities.

Veteran's Points
ORS 408.225-235 established the manner in which state agencies provide preference to qualifying veterans or disabled veterans in scored or un-scored employment application processes. In order to be complaint, both the recruitment unit and the hiring mangers have responsibilities.

- **Recruitment Unit**: In the initial application screening, the recruitment unit determines if applicants are eligible for veterans or disabled veterans preference points. Eligible veterans will have the appropriate points designated upon the certification list you receive.
- **Hiring Manager:** Hiring Managers review their certification lists to determine who they will be interviewing. In a scored screening, the Veterans points must be taken into consideration when determining where to cut off the certification list. In a non-scored screening, all Veterans are interviewed.

Community Organization Outreach
The department will maintain a list of minority and women's organizations around the State. For vacant positions showing a serious under- representation of women or minorities, the Recruitment and Career Services Unit will mail job announcements to appropriate community organizations, if they are not getting state vacancy lists or announcements from HRSD, recruitment.

Contact with organizations representing the special interests of people of color will be maintained by having staff from the department attend group meetings and conferences. In addition, the intent is to have senior staff represented at key, influential and large statewide organization conferences which address minority community and employment issues. Staff will pursue the opportunity to meet personally with officials representing minority organizations.

Training
The Department spends a considerable amount of resources on staff training. In making decisions as to who will attend training other than mandatory DOC training, women, people of color and/or people with disabilities will be considered if that career field is clearly

under-represented by members of protected classes or if it will enhance the prospects for career advancement and if it provides the Department with an employee developing a needed job skill.

Leadership/Supervisor Training
The Department has developed a Director's Academy leadership training program and is developing a new supervisor training program to be called Management Basic Training. Topics to be covered in the new supervisor training will include affirmative action, diversity, and ADA issues. The leadership training program covers a broad range of subject matter and includes a focus on interpersonal relationships and valuing others. An online resource titled the Human Resource Quick Reference Guides speaks to the topics of Cultural Competency as well as provides links to both the Department's AAP and the State of Oregon AAP, and will be published in 2009. Annual in-service training includes a segment on valuing others.

DOC Strategic Initiative-Cultural Competency
The Department has identified Cultural Competency as a Strategic Initiative. A work group has been formed to further promote the work of the AAP. A major part of this work group's plan in promoting Cultural Competency is a strong training effort.

Work Environment
The department will continue to develop ways to maintain a positive and supportive work environment to benefit all employees and the department relative to equal employment opportunity, affirmative action and cultural diversity.

Emphasis will be placed on the importance of the department's Promotion and Maintenance of a Respectful Workplace policy, which prohibits harassment and discrimination in the workplace.

Exit interviews
In order to determine if there are problems, patterns, or trends affecting women or minorities in a disparate manner, an exit interview process has been implemented. The results of these exit questionnaires will be reviewed by the Recruitment and Career Services Administrator and will be reported to the Executive Management Team members and functional unit managers as needed.

Other Programs

Reports
The department's Affirmative Action Officer will review affirmative action goals and the progress of the entire department, on a quarterly basis. This person will develop and distribute to managers a report based on the DAS Affirmative Action Progress Report, summarizing workforce statistics, on a semi-annual basis.

Correctional Officer Hiring Trends

Since correctional officer hiring represents the largest volume, entry level position in the department, a study has been implemented to track selection trends. The test criteria were reviewed to determine if inequities or bias exists for members of protected classes. Data gathered provides numbers and percentage of women and people of color who apply, the numbers which failed the entrance exam, the number interviewed, the numbers and percentage of women and people of color who failed the interview, the pass/fail rate for background checks and the pass/fail rates of physicals. The numbers and percentage of women and minorities who were hired will also be determined. If there is sufficient data and enough staff time, a follow-up study will be done to determine how many of these hires completed trial service as a correctional officer. This study will follow the "Uniform Guidelines on Employee Selection Procedures" of the Equal Employment Opportunity Commission (29 CFR 1607).

Position Descriptions

As position descriptions are written and/or revisions made, conditions which might limit or restrict people with disabilities from consideration will either be eliminated or will be clearly justified on the basis of essential duties and basic requirements of the job. Only where there are bona fide requirements should duties be identified which might limit people with disabilities from consideration. Human resources analysts, classification and recruitment staff are to work closely with managers and supervisors to ensure that position descriptions are not inadvertently biased against people with disabilities. Position descriptions of all managers in the department will include affirmative action language.

Bilingual Pay Differential

The department will continue to utilize certain staff members to provide language skills for communication and translation purposes. The position description must clearly specify this duty in order to receive pay differential.

Additional staff members need to be identified who have these skills and who can provide translation services. Since a large portion of the inmate population speaks Spanish and languages other than English, there are important safety and security reasons to expand the number of staff members who can exercise these special skills. In the future, the department will consider ways in which specific positions are identified for which language skills are a job requirement, so they can be used for target recruiting and advertising.

Special Observances

Functional unit managers are encouraged to address cultural diversity awareness issues through topics at staff meetings, planning special observances in recognition of minorities, encouraging staff participation in special events in the community related to minority heritage and in special training sessions. The emphasis will be placed on resolving problems, combating stereotypes and highlighting the advantages of cultural diversity.

The types of observances include, but are not limited to Women's Equality Day, Martin Luther King Jr. birthday (January), Cinco de Mayo (May), Native American Indian Heritage Month (September), Women's History Month (March), Black History Month (February), Asian Heritage Month (April or September), Disabilities Month (October), and National American Indian Heritage Month (November).

Internal Dissemination

The Affirmative Action Plan will be brought to the attention of employees in the following ways:

- The director's Affirmative Action Policy Statement shall be disseminated to all staff along with DOC policies, ADA and Reasonable Accommodation and Promotion and Maintenance of a Respectful Workplace available at each worksite outlining the procedure for filing a complaint.

- Affirmative Action progress reports of statistical data by functional unit will be disseminated to superintendents and members of the department's Executive Management Team and posted in an electronic public folder for access by all department staff and managers.

- Affirmative Action accomplishments and diversity issues will be published in the department's employee newsletters and on bulletin boards.

- Recruitment and Career Services Newsletter will include statistics and information regarding diversity.

- New Employee Orientation shall include a two-hour module on a respectful workplace.

Primary Level Leadership Training shall include a two-hour module on valuing a diverse workforce. In-service Training also contains a three-hour module on valuing and respecting others.

- The department's policy statement on Affirmative Action and Respectful Workplace will be posted on employee bulletin boards, in public lobbies, employee lounges, and meeting rooms.

- Biennial training will be held with department managers and supervisory staff to inform them of the department's Affirmative Action Plan.

- Meetings will be held with union officials to inform them of the Affirmative Action Plan and to request their continued cooperation.

- Non-discrimination clauses shall remain in all collective bargaining agreements.

- Affirmative action goals and progress will be on the agenda of key departmental staff meetings dealing with personnel.

- Supervisors will conduct meetings with employees to discuss the Affirmative Action Plan.

- Copies of the Affirmative Action Plan distributed to DOC Human Resource Managers and available in each workplace and accessible to employees. Additional copies can be obtained by contacting the DOC Human Resources Division.

External Dissemination

The Affirmative Action Plan will be represented to outside sources through the following means:

- The department's employment advertisements shall state that the Department of Corrections is an "Equal Opportunity/Affirmative Action Employer in compliance with the ADA." Advertising shall occur, when adequate financial resources are available, in local publications frequently read by individuals who fall within a protected class.

- Except in the case of a bona fide occupational qualification, employment advertising shall omit reference to sex, religion, age, and national origin, and shall clearly convey the commitment of the agency to equal opportunity/affirmative action.

- Recruiting sources, including minority, and women's organizations, and organizations for the people with disabilities; churches, community agencies, and colleges shall be informed of the department's equal employment policy.

- Articles and pictures in Department of Corrections' newsletters, publications, and recruitment brochures will include or feature employees in protected classes at various levels and in non- traditional jobs.

- Contractors will be informed of the department's policy of equal opportunity and affirmative action.

- The Assistant Director, DOC Human Resources Division and/or designee(s) shall establish communication and maintain relationships with outside organizations representing the interests of protected classes and individuals in the field of equal employment opportunity.

- Copies of the Affirmative Action Plan will be provided to the Governor's Office of Affirmative Action.

- Copies of the department's Affirmative Action Plan will be distributed to the department labor organizations.

- Copies of the department's Affirmative Action Plan will be provided to other state government agencies upon written request.

Copies of the department's Respectful Workplace, Affirmative Action and Equal Employment Opportunity and related policies are available to the public and state agency personnel on the Department of Corrections internet site: http://www.oregon.gov/DOC/INSPEC/rules_policies/.

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
003-00-00-00000	Operations Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
003-00-00-00000	Operations Division	021	0	Phase-in	Essential Packages
003-00-00-00000	Operations Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
003-00-00-00000	Operations Division	031	0	Standard Inflation	Essential Packages
003-00-00-00000	Operations Division	032	0	Above Standard Inflation	Essential Packages
003-00-00-00000	Operations Division	033	0	Exceptional Inflation	Essential Packages
003-00-00-00000	Operations Division	040	0	Mandated Caseload	Essential Packages
003-00-00-00000	Operations Division	060	0	Technical Adjustments	Essential Packages
003-00-00-00000	Operations Division	081	0	September 2014 E-Board	Policy Packages
003-00-00-00000	Operations Division	090	0	Analyst Adjustments	Policy Packages
003-00-00-00000	Operations Division	801	0	LFO Analyst Adjustments	Policy Packages
003-00-00-00000	Operations Division	802	0	April 2015 Population Forecast	Policy Packages
003-00-00-00000	Operations Division	811	0	Updated Base Debt Service Adjustment	Policy Packages
003-00-00-00000	Operations Division	840	0	SB 5507 End of Session	Policy Packages
003-00-00-00000	Operations Division	845	0	SB 501 Program Change	Policy Packages
003-00-00-00000	Operations Division	850	0	Substantive Bills	Policy Packages
003-00-00-00000	Operations Division	102	0	Staff Wellness	Policy Packages
003-00-00-00000	Operations Division	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
003-00-00-00000	Operations Division	109	0	ASCA Staffing Relief Factor	Policy Packages
003-00-00-00000	Operations Division	113	0	Community Corrections SB 267 Program Evaluator	Policy Packages
004-00-00-00000	Central Administration	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
004-00-00-00000	Central Administration	021	0	Phase-in	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
004-00-00-00000	Central Administration	022	0	Phase-out Pgm & One-time Costs	Essential Packages
004-00-00-00000	Central Administration	031	0	Standard Inflation	Essential Packages
004-00-00-00000	Central Administration	032	0	Above Standard Inflation	Essential Packages
004-00-00-00000	Central Administration	033	0	Exceptional Inflation	Essential Packages
004-00-00-00000	Central Administration	040	0	Mandated Caseload	Essential Packages
004-00-00-00000	Central Administration	060	0	Technical Adjustments	Essential Packages
004-00-00-00000	Central Administration	081	0	September 2014 E-Board	Policy Packages
004-00-00-00000	Central Administration	090	0	Analyst Adjustments	Policy Packages
004-00-00-00000	Central Administration	801	0	LFO Analyst Adjustments	Policy Packages
004-00-00-00000	Central Administration	802	0	April 2015 Population Forecast	Policy Packages
004-00-00-00000	Central Administration	811	0	Updated Base Debt Service Adjustment	Policy Packages
004-00-00-00000	Central Administration	840	0	SB 5507 End of Session	Policy Packages
004-00-00-00000	Central Administration	845	0	SB 501 Program Change	Policy Packages
004-00-00-00000	Central Administration	850	0	Substantive Bills	Policy Packages
004-00-00-00000	Central Administration	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
004-00-00-00000	Central Administration	110	0	Technology Infrastructure	Policy Packages
004-00-00-00000	Central Administration	111	0	Staff Enhancements to Address Workload	Policy Packages
004-00-00-00000	Central Administration	112	0	PREA Technology Solutions	Policy Packages
004-00-00-00000	Central Administration	116	0	New Debt Service and Bond Sale Costs	Policy Packages
004-00-00-00000	Central Administration	117	0	Oregon Health Network Subsidy Limitation	Policy Packages
005-00-00-00000	Public Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
005-00-00-00000	Public Services Division	021	0	Phase-in	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
005-00-00-00000	Public Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
005-00-00-00000	Public Services Division	031	0	Standard Inflation	Essential Packages
005-00-00-00000	Public Services Division	032	0	Above Standard Inflation	Essential Packages
005-00-00-00000	Public Services Division	033	0	Exceptional Inflation	Essential Packages
005-00-00-00000	Public Services Division	040	0	Mandated Caseload	Essential Packages
005-00-00-00000	Public Services Division	081	0	September 2014 E-Board	Policy Packages
005-00-00-00000	Public Services Division	090	0	Analyst Adjustments	Policy Packages
005-00-00-00000	Public Services Division	801	0	LFO Analyst Adjustments	Policy Packages
005-00-00-00000	Public Services Division	802	0	April 2015 Population Forecast	Policy Packages
005-00-00-00000	Public Services Division	811	0	Updated Base Debt Service Adjustment	Policy Packages
005-00-00-00000	Public Services Division	840	0	SB 5507 End of Session	Policy Packages
005-00-00-00000	Public Services Division	845	0	SB 501 Program Change	Policy Packages
005-00-00-00000	Public Services Division	850	0	Substantive Bills	Policy Packages
006-00-00-00000	General Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
006-00-00-00000	General Services Division	021	0	Phase-in	Essential Packages
006-00-00-00000	General Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
006-00-00-00000	General Services Division	031	0	Standard Inflation	Essential Packages
006-00-00-00000	General Services Division	032	0	Above Standard Inflation	Essential Packages
006-00-00-00000	General Services Division	033	0	Exceptional Inflation	Essential Packages
006-00-00-00000	General Services Division	040	0	Mandated Caseload	Essential Packages
006-00-00-00000	General Services Division	081	0	September 2014 E-Board	Policy Packages
006-00-00-00000	General Services Division	090	0	Analyst Adjustments	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
006-00-00-00000	General Services Division	801	0	LFO Analyst Adjustments	Policy Packages
006-00-00-00000	General Services Division	802	0	April 2015 Population Forecast	Policy Packages
006-00-00-00000	General Services Division	811	0	Updated Base Debt Service Adjustment	Policy Packages
006-00-00-00000	General Services Division	840	0	SB 5507 End of Session	Policy Packages
006-00-00-00000	General Services Division	845	0	SB 501 Program Change	Policy Packages
006-00-00-00000	General Services Division	850	0	Substantive Bills	Policy Packages
006-00-00-00000	General Services Division	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
006-00-00-00000	General Services Division	104	0	CIS Replacement Project	Policy Packages
006-00-00-00000	General Services Division	105	0	Inmate Thin-Client Network Replacement	Policy Packages
006-00-00-00000	General Services Division	110	0	Technology Infrastructure	Policy Packages
006-00-00-00000	General Services Division	111	0	Staff Enhancements to Address Workload	Policy Packages
006-00-00-00000	General Services Division	119	0	DAS VOIP Telephony Upgrade	Policy Packages
007-00-00-00000	Transitional Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
007-00-00-00000	Transitional Services Division	021	0	Phase-in	Essential Packages
007-00-00-00000	Transitional Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
007-00-00-00000	Transitional Services Division	031	0	Standard Inflation	Essential Packages
007-00-00-00000	Transitional Services Division	032	0	Above Standard Inflation	Essential Packages
007-00-00-00000	Transitional Services Division	033	0	Exceptional Inflation	Essential Packages
007-00-00-00000	Transitional Services Division	040	0	Mandated Caseload	Essential Packages
007-00-00-00000	Transitional Services Division	081	0	September 2014 E-Board	Policy Packages
007-00-00-00000	Transitional Services Division	090	0	Analyst Adjustments	Policy Packages
007-00-00-00000	Transitional Services Division	801	0	LFO Analyst Adjustments	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
007-00-00-00000	Transitional Services Division	802	0	April 2015 Population Forecast	Policy Packages
007-00-00-00000	Transitional Services Division	811	0	Updated Base Debt Service Adjustment	Policy Packages
007-00-00-00000	Transitional Services Division	840	0	SB 5507 End of Session	Policy Packages
007-00-00-00000	Transitional Services Division	845	0	SB 501 Program Change	Policy Packages
007-00-00-00000	Transitional Services Division	850	0	Substantive Bills	Policy Packages
008-00-00-00000	Human Resources Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
008-00-00-00000	Human Resources Division	021	0	Phase-in	Essential Packages
008-00-00-00000	Human Resources Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
008-00-00-00000	Human Resources Division	031	0	Standard Inflation	Essential Packages
008-00-00-00000	Human Resources Division	032	0	Above Standard Inflation	Essential Packages
008-00-00-00000	Human Resources Division	033	0	Exceptional Inflation	Essential Packages
008-00-00-00000	Human Resources Division	040	0	Mandated Caseload	Essential Packages
008-00-00-00000	Human Resources Division	081	0	September 2014 E-Board	Policy Packages
008-00-00-00000	Human Resources Division	090	0	Analyst Adjustments	Policy Packages
008-00-00-00000	Human Resources Division	801	0	LFO Analyst Adjustments	Policy Packages
008-00-00-00000	Human Resources Division	802	0	April 2015 Population Forecast	Policy Packages
008-00-00-00000	Human Resources Division	811	0	Updated Base Debt Service Adjustment	Policy Packages
008-00-00-00000	Human Resources Division	840	0	SB 5507 End of Session	Policy Packages
008-00-00-00000	Human Resources Division	845	0	SB 501 Program Change	Policy Packages
008-00-00-00000	Human Resources Division	850	0	Substantive Bills	Policy Packages
008-00-00-00000	Human Resources Division	102	0	Staff Wellness	Policy Packages
008-00-00-00000	Human Resources Division	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
008-00-00-00000	Human Resources Division	118	0	Intermediate-Advanced Certification Training	Policy Packages
009-00-00-00000	Community Corrections	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
009-00-00-00000	Community Corrections	021	0	Phase-in	Essential Packages
009-00-00-00000	Community Corrections	022	0	Phase-out Pgm & One-time Costs	Essential Packages
009-00-00-00000	Community Corrections	031	0	Standard Inflation	Essential Packages
009-00-00-00000	Community Corrections	032	0	Above Standard Inflation	Essential Packages
009-00-00-00000	Community Corrections	033	0	Exceptional Inflation	Essential Packages
009-00-00-00000	Community Corrections	040	0	Mandated Caseload	Essential Packages
009-00-00-00000	Community Corrections	060	0	Technical Adjustments	Essential Packages
009-00-00-00000	Community Corrections	081	0	September 2014 E-Board	Policy Packages
009-00-00-00000	Community Corrections	090	0	Analyst Adjustments	Policy Packages
009-00-00-00000	Community Corrections	801	0	LFO Analyst Adjustments	Policy Packages
009-00-00-00000	Community Corrections	802	0	April 2015 Population Forecast	Policy Packages
009-00-00-00000	Community Corrections	811	0	Updated Base Debt Service Adjustment	Policy Packages
009-00-00-00000	Community Corrections	840	0	SB 5507 End of Session	Policy Packages
009-00-00-00000	Community Corrections	845	0	SB 501 Program Change	Policy Packages
009-00-00-00000	Community Corrections	850	0	Substantive Bills	Policy Packages
009-00-00-00000	Community Corrections	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
009-00-00-00000	Community Corrections	111	0	Staff Enhancements to Address Workload	Policy Packages
009-00-00-00000	Community Corrections	113	0	Community Corrections SB 267 Program Evaluator	Policy Packages
009-00-00-00000	Community Corrections	120	0	Community Corrections SB 267 Program Evaluator	Policy Packages
010-00-00-00000	Health Services	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
010-00-00-00000	Health Services	021	0	Phase-in	Essential Packages
010-00-00-00000	Health Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
010-00-00-00000	Health Services	031	0	Standard Inflation	Essential Packages
010-00-00-00000	Health Services	032	0	Above Standard Inflation	Essential Packages
010-00-00-00000	Health Services	033	0	Exceptional Inflation	Essential Packages
010-00-00-00000	Health Services	040	0	Mandated Caseload	Essential Packages
010-00-00-00000	Health Services	050	0	Fundshifts	Essential Packages
010-00-00-00000	Health Services	060	0	Technical Adjustments	Essential Packages
010-00-00-00000	Health Services	081	0	September 2014 E-Board	Policy Packages
010-00-00-00000	Health Services	090	0	Analyst Adjustments	Policy Packages
010-00-00-00000	Health Services	801	0	LFO Analyst Adjustments	Policy Packages
010-00-00-00000	Health Services	802	0	April 2015 Population Forecast	Policy Packages
010-00-00-00000	Health Services	811	0	Updated Base Debt Service Adjustment	Policy Packages
010-00-00-00000	Health Services	840	0	SB 5507 End of Session	Policy Packages
010-00-00-00000	Health Services	845	0	SB 501 Program Change	Policy Packages
010-00-00-00000	Health Services	850	0	Substantive Bills	Policy Packages
010-00-00-00000	Health Services	101	0	Electronic Health Records	Policy Packages
010-00-00-00000	Health Services	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
010-00-00-00000	Health Services	107	0	Health Services - Operational Enhancements	Policy Packages
010-00-00-00000	Health Services	114	0	Health Services - BHS Service Change	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	021	0	Phase-in	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
011-00-00-00000	Offender Management & Rehabilitation	022	0	Phase-out Pgm & One-time Costs	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	031	0	Standard Inflation	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	032	0	Above Standard Inflation	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	033	0	Exceptional Inflation	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	040	0	Mandated Caseload	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	060	0	Technical Adjustments	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	081	0	September 2014 E-Board	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	090	0	Analyst Adjustments	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	801	0	LFO Analyst Adjustments	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	802	0	April 2015 Population Forecast	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	811	0	Updated Base Debt Service Adjustment	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	840	0	SB 5507 End of Session	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	845	0	SB 501 Program Change	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	850	0	Substantive Bills	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	108	0	Education - GED Fees & Inflation Restoration	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	110	0	Technology Infrastructure	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	111	0	Staff Enhancements to Address Workload	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	115	0	Education Services Delivery System Changes	Policy Packages
086-00-00-00000	Debt Service	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
086-00-00-00000	Debt Service	021	0	Phase-in	Essential Packages
086-00-00-00000	Debt Service	022	0	Phase-out Pgm & One-time Costs	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
086-00-00-00000	Debt Service	031	0	Standard Inflation	Essential Packages
086-00-00-00000	Debt Service	032	0	Above Standard Inflation	Essential Packages
086-00-00-00000	Debt Service	033	0	Exceptional Inflation	Essential Packages
086-00-00-00000	Debt Service	040	0	Mandated Caseload	Essential Packages
086-00-00-00000	Debt Service	081	0	September 2014 E-Board	Policy Packages
086-00-00-00000	Debt Service	090	0	Analyst Adjustments	Policy Packages
086-00-00-00000	Debt Service	801	0	LFO Analyst Adjustments	Policy Packages
086-00-00-00000	Debt Service	802	0	April 2015 Population Forecast	Policy Packages
086-00-00-00000	Debt Service	811	0	Updated Base Debt Service Adjustment	Policy Packages
086-00-00-00000	Debt Service	840	0	SB 5507 End of Session	Policy Packages
086-00-00-00000	Debt Service	845	0	SB 501 Program Change	Policy Packages
086-00-00-00000	Debt Service	850	0	Substantive Bills	Policy Packages
086-00-00-00000	Debt Service	116	0	New Debt Service and Bond Sale Costs	Policy Packages
088-00-00-00000	Capital Improvements	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
088-00-00-00000	Capital Improvements	021	0	Phase-in	Essential Packages
088-00-00-00000	Capital Improvements	022	0	Phase-out Pgm & One-time Costs	Essential Packages
088-00-00-00000	Capital Improvements	031	0	Standard Inflation	Essential Packages
088-00-00-00000	Capital Improvements	032	0	Above Standard Inflation	Essential Packages
088-00-00-00000	Capital Improvements	033	0	Exceptional Inflation	Essential Packages
088-00-00-00000	Capital Improvements	040	0	Mandated Caseload	Essential Packages
088-00-00-00000	Capital Improvements	081	0	September 2014 E-Board	Policy Packages
088-00-00-00000	Capital Improvements	090	0	Analyst Adjustments	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
088-00-00-00000	Capital Improvements	801	0	LFO Analyst Adjustments	Policy Packages
088-00-00-00000	Capital Improvements	802	0	April 2015 Population Forecast	Policy Packages
088-00-00-00000	Capital Improvements	811	0	Updated Base Debt Service Adjustment	Policy Packages
088-00-00-00000	Capital Improvements	840	0	SB 5507 End of Session	Policy Packages
088-00-00-00000	Capital Improvements	845	0	SB 501 Program Change	Policy Packages
088-00-00-00000	Capital Improvements	850	0	Substantive Bills	Policy Packages
089-00-00-00000	Capital Construction	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
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 2014 E-Board	Policy Packages
089-00-00-00000	Capital Construction	090	0	Analyst Adjustments	Policy Packages
089-00-00-00000	Capital Construction	801	0	LFO Analyst Adjustments	Policy Packages
089-00-00-00000	Capital Construction	802	0	April 2015 Population Forecast	Policy Packages
089-00-00-00000	Capital Construction	811	0	Updated Base Debt Service Adjustment	Policy Packages
089-00-00-00000	Capital Construction	840	0	SB 5507 End of Session	Policy Packages
089-00-00-00000	Capital Construction	845	0	SB 501 Program Change	Policy Packages
089-00-00-00000	Capital Construction	850	0	Substantive Bills	Policy Packages
089-00-00-00000	Capital Construction	106	0	Deferred Maintenance Priority Projects	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
089-00-00-00000	Capital Construction	119	0	DAS VOIP Telephony Upgrade	Policy Packages

Policy Package List by Priority
2015-17 Biennium

Agency Number: 29100
BAM Analyst: Ayre, Art
Budget Coordinator: Brand, James

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	081	September 2014 E-Board	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			005-00-00-00000	Public Services Division
			006-00-00-00000	General Services Division
			007-00-00-00000	Transitional Services Division
			008-00-00-00000	Human Resources Division
			009-00-00-00000	Community Corrections
			010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation
			086-00-00-00000	Debt Service
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
	090	Analyst Adjustments	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			005-00-00-00000	Public Services Division
			006-00-00-00000	General Services Division
			007-00-00-00000	Transitional Services Division
			008-00-00-00000	Human Resources Division
			009-00-00-00000	Community Corrections
			010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation
			086-00-00-00000	Debt Service
			088-00-00-00000	Capital Improvements

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	090	Analyst Adjustments	089-00-00-00000	Capital Construction
	101	Electronic Health Records	010-00-00-00000	Health Services
	102	Staff Wellness	003-00-00-00000	Operations Division
			008-00-00-00000	Human Resources Division
	103	Staffing: New Initiatives & Existing Workload	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			006-00-00-00000	General Services Division
			008-00-00-00000	Human Resources Division
			009-00-00-00000	Community Corrections
			010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation
	104	CIS Replacement Project	006-00-00-00000	General Services Division
	105	Inmate Thin-Client Network Replacement	006-00-00-00000	General Services Division
	106	Deferred Maintenance Priority Projects	089-00-00-00000	Capital Construction
	107	Health Services - Operational Enhancements	010-00-00-00000	Health Services
	108	Education - GED Fees & Inflation Restoration	011-00-00-00000	Offender Management & Rehabilitation
	109	ASCA Staffing Relief Factor	003-00-00-00000	Operations Division
	110	Technology Infrastructure	004-00-00-00000	Central Administration
			006-00-00-00000	General Services Division
			011-00-00-00000	Offender Management & Rehabilitation
	111	Staff Enhancements to Address Workload	004-00-00-00000	Central Administration
			006-00-00-00000	General Services Division
			009-00-00-00000	Community Corrections

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	111	Staff Enhancements to Address Workload	011-00-00-00000	Offender Management & Rehabilitation
	112	PREA Technology Solutions	004-00-00-00000	Central Administration
	113	Community Corrections SB 267 Program Eval	003-00-00-00000	Operations Division
			009-00-00-00000	Community Corrections
	114	Health Services - BHS Service Change	010-00-00-00000	Health Services
	115	Education Services Delivery System Changes	011-00-00-00000	Offender Management & Rehabilitation
	116	New Debt Service and Bond Sale Costs	004-00-00-00000	Central Administration
			086-00-00-00000	Debt Service
	117	Oregon Health Network Subsidy Limitation	004-00-00-00000	Central Administration
	118	Intermediate-Advanced Certification Training	008-00-00-00000	Human Resources Division
	119	DAS VOIP Telephony Upgrade	006-00-00-00000	General Services Division
			089-00-00-00000	Capital Construction
	120	Community Corrections SB 267 Program Eval	009-00-00-00000	Community Corrections
	801	LFO Analyst Adjustments	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			005-00-00-00000	Public Services Division
			006-00-00-00000	General Services Division
			007-00-00-00000	Transitional Services Division
			008-00-00-00000	Human Resources Division
			009-00-00-00000	Community Corrections
			010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation
			086-00-00-00000	Debt Service

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	801	LFO Analyst Adjustments	088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
	802	April 2015 Population Forecast	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			005-00-00-00000	Public Services Division
			006-00-00-00000	General Services Division
			007-00-00-00000	Transitional Services Division
			008-00-00-00000	Human Resources Division
			009-00-00-00000	Community Corrections
			010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation
			086-00-00-00000	Debt Service
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
	811	Updated Base Debt Service Adjustment	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			005-00-00-00000	Public Services Division
			006-00-00-00000	General Services Division
			007-00-00-00000	Transitional Services Division
			008-00-00-00000	Human Resources Division
			009-00-00-00000	Community Corrections
			010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	811	Updated Base Debt Service Adjustment	086-00-00-00000	Debt Service
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
	840	SB 5507 End of Session	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			005-00-00-00000	Public Services Division
			006-00-00-00000	General Services Division
			007-00-00-00000	Transitional Services Division
			008-00-00-00000	Human Resources Division
			009-00-00-00000	Community Corrections
			010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation
			086-00-00-00000	Debt Service
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
	845	SB 501 Program Change	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			005-00-00-00000	Public Services Division
			006-00-00-00000	General Services Division
			007-00-00-00000	Transitional Services Division
			008-00-00-00000	Human Resources Division
			009-00-00-00000	Community Corrections
			010-00-00-00000	Health Services

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	845	SB 501 Program Change	011-00-00-00000	Offender Management & Rehabilitation
			086-00-00-00000	Debt Service
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
	850	Substantive Bills	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			005-00-00-00000	Public Services Division
			006-00-00-00000	General Services Division
			007-00-00-00000	Transitional Services Division
			008-00-00-00000	Human Resources Division
			009-00-00-00000	Community Corrections
			010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation
			086-00-00-00000	Debt Service
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	9,810,457	7,667,835	7,667,835	5,200,998	5,200,998	5,200,998
3430 Other Funds Debt Svc Ltd	1,167,607	-	-	755,039	755,039	25,615
6400 Federal Funds Ltd	3,646,672	4,080	4,080	-	-	-
All Funds	14,624,736	7,671,915	7,671,915	5,956,037	5,956,037	5,226,613
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	195,496	2,115,206	2,115,206	-	-	-
3430 Other Funds Debt Svc Ltd	(1,167,607)	817,808	817,808	-	-	-
6400 Federal Funds Ltd	-	(4,080)	(4,080)	-	-	-
All Funds	(972,111)	2,928,934	2,928,934	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	10,005,953	9,783,041	9,783,041	5,200,998	5,200,998	5,200,998
3430 Other Funds Debt Svc Ltd	-	817,808	817,808	755,039	755,039	25,615
6400 Federal Funds Ltd	3,646,672	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$13,652,625**	**$10,600,849**	**$10,600,849**	**$5,956,037**	**$5,956,037**	**$5,226,613**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,228,511,348	1,264,635,630	1,315,939,309	1,482,374,330	1,415,426,128	1,425,505,387
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	2,723,694
8030 General Fund Debt Svc	131,697,791	129,710,174	129,710,174	130,779,552	130,897,616	127,675,455
All Funds	1,362,844,564	1,396,990,504	1,448,294,183	1,615,877,923	1,549,047,785	1,555,904,536

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	159,506	361,457	361,457	130,342	130,342	130,342
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	10,641,878	11,826,742	11,826,742	8,392,233	8,392,233	11,982,267
0415 Admin and Service Charges						
3400 Other Funds Ltd	295,616	3,290	3,290	510,974	510,974	510,974
CHARGES FOR SERVICES						
3400 Other Funds Ltd	10,937,494	11,830,032	11,830,032	8,903,207	8,903,207	12,493,241
TOTAL CHARGES FOR SERVICES	**$10,937,494**	**$11,830,032**	**$11,830,032**	**$8,903,207**	**$8,903,207**	**$12,493,241**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	184,133	234,287	234,287	118,766	118,766	118,766
0510 Rents and Royalties						
3400 Other Funds Ltd	260,402	239,339	239,339	289,840	289,840	289,840
FINES, RENTS AND ROYALTIES						
3400 Other Funds Ltd	444,535	473,626	473,626	408,606	408,606	408,606
TOTAL FINES, RENTS AND ROYALTIES	**$444,535**	**$473,626**	**$473,626**	**$408,606**	**$408,606**	**$408,606**
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	14,220,432
3400 Other Funds Ltd	-	89,000	89,000	3,029,482	1,152,870	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	-	5,050,000	5,050,000	22,816,595	27,620,000	14,220,432
0575 Refunding Bonds						
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
All Funds	346,773,770	-	-	-	-	-
BOND SALES						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	14,220,432
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3400 Other Funds Ltd	-	89,000	89,000	3,029,482	1,152,870	-
TOTAL BOND SALES	**$346,773,770**	**$5,050,000**	**$5,050,000**	**$22,816,595**	**$27,620,000**	**$14,220,432**
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	22,498	17,672	17,672	12,994	12,994	12,994
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	2,150,088	2,034,830	2,034,830	1,785,295	1,785,295	1,785,295
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	39,334	1,721	1,721	14,045	14,045	14,045
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	-	-	-	194,618	194,618	194,618
DONATIONS AND CONTRIBUTIONS						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	39,334	1,721	1,721	208,663	208,663	208,663
TOTAL DONATIONS AND CONTRIBUTIONS	**$39,334**	**$1,721**	**$1,721**	**$208,663**	**$208,663**	**$208,663**
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	-	33,556	33,556	34,563	34,563	34,563
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	9,739,826	3,198,882	3,198,882	17,097,895	17,097,895	17,097,895
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	1,119,495
6400 Federal Funds Ltd	6,518,818	7,523,861	7,523,861	7,872,260	7,872,260	5,803,786
All Funds	7,781,643	8,786,687	8,786,687	9,135,086	9,135,086	6,923,281
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	10,274,761	9,787,477	9,787,477	1,438,365	1,438,365	1,438,365
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
All Funds	12,101,155	9,787,477	9,787,477	1,438,365	1,438,365	1,438,365
1050 Transfer In Other						
3400 Other Funds Ltd	-	14,085,049	14,085,049	3,986,493	3,986,493	4,391,472
1137 Tsfr From Justice, Dept of						
3400 Other Funds Ltd	24,745	25,329	25,329	26,000	26,000	26,000
1150 Tsfr From Revenue, Dept of						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	6,276,355	-	-	-	-	-
1213 Tsfr From Criminal Justice Comm						
3400 Other Funds Ltd	866,067	-	-	370,800	370,800	370,800
1257 Tsfr From Police, Dept of State						
3400 Other Funds Ltd	42,193	-	-	-	-	-
1330 Tsfr From Energy, Dept of						
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
1525 Tsfr From HECC						
3400 Other Funds Ltd	-	-	-	189,850	189,850	189,850
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	213,065	202,014	202,014	208,074	208,074	208,074
1586 Tsfr From Comm Coll/Wkfrc Dev						
3400 Other Funds Ltd	199,620	184,320	184,320	-	-	-
TRANSFERS IN						
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
3400 Other Funds Ltd	17,896,806	24,284,189	24,284,189	6,219,582	6,219,582	6,624,561
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
TOTAL TRANSFERS IN	**$20,115,321**	**$24,284,189**	**$24,284,189**	**$6,219,582**	**$6,219,582**	**$6,624,561**
REVENUE CATEGORIES						
8000 General Fund	1,228,511,348	1,264,635,630	1,315,939,309	1,482,374,330	1,415,426,128	1,425,505,387
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	2,723,694
8030 General Fund Debt Svc	131,697,791	129,710,174	129,710,174	130,779,552	130,897,616	127,675,455
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	14,220,432
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3400 Other Funds Ltd	41,390,087	42,324,965	42,324,965	37,830,629	35,954,017	38,796,160
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	1,119,495
6400 Federal Funds Ltd	6,518,818	7,523,861	7,523,861	7,872,260	7,872,260	5,803,786
TOTAL REVENUE CATEGORIES	**$1,761,008,579**	**$1,453,063,156**	**$1,504,366,835**	**$1,682,630,751**	**$1,620,604,018**	**$1,615,844,409**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(10,274,761)	(9,787,477)	(9,787,477)	(1,438,365)	(1,438,365)	(1,438,365)
3430 Other Funds Debt Svc Ltd	(1,826,394)	-	-	-	-	-
All Funds	(12,101,155)	(9,787,477)	(9,787,477)	(1,438,365)	(1,438,365)	(1,438,365)
AVAILABLE REVENUES						
8000 General Fund	1,228,511,348	1,264,635,630	1,315,939,309	1,482,374,330	1,415,426,128	1,425,505,387
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	2,723,694
8030 General Fund Debt Svc	131,697,791	129,710,174	129,710,174	130,779,552	130,897,616	127,675,455
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	14,220,432
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3400 Other Funds Ltd	41,121,279	42,320,529	42,320,529	41,593,262	39,716,650	42,558,793
3430 Other Funds Debt Svc Ltd	-	817,808	817,808	755,039	755,039	25,615

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	1,119,495
6400 Federal Funds Ltd	10,165,490	7,523,861	7,523,861	7,872,260	7,872,260	5,803,786
TOTAL AVAILABLE REVENUES	**$1,762,560,049**	**$1,453,876,528**	**$1,505,180,207**	**$1,687,148,423**	**$1,625,121,690**	**$1,619,632,657**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	426,026,474	483,390,524	501,513,252	531,605,220	518,340,079	519,718,670
8010 General Fund Cap Improvement	2,717	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
3400 Other Funds Ltd	4,343,880	5,339,485	5,578,017	6,749,350	5,719,726	5,719,726
6400 Federal Funds Ltd	62,255	-	-	-	-	-
All Funds	430,444,192	488,730,009	507,091,269	538,354,570	524,059,805	525,438,396
3160 Temporary Appointments						
8000 General Fund	2,921,426	534,363	534,363	550,395	550,395	550,395
8010 General Fund Cap Improvement	35,839	-	-	-	-	-
3400 Other Funds Ltd	96,938	-	-	-	-	-
All Funds	3,054,203	534,363	534,363	550,395	550,395	550,395
3170 Overtime Payments						
8000 General Fund	22,528,101	15,850,449	15,486,340	17,977,479	17,213,919	17,444,896
8010 General Fund Cap Improvement	8,519	-	-	-	-	-
3400 Other Funds Ltd	352,232	566,486	566,486	613,359	613,359	2,134,501
All Funds	22,888,852	16,416,935	16,052,826	18,590,838	17,827,278	19,579,397

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3180 Shift Differential						
8000 General Fund	4,132,214	3,368,605	3,368,605	3,916,624	3,809,104	3,841,629
8010 General Fund Cap Improvement	16	-	-	-	-	-
3400 Other Funds Ltd	8,184	10,495	10,495	11,369	11,369	11,369
All Funds	4,140,414	3,379,100	3,379,100	3,927,993	3,820,473	3,852,998
3190 All Other Differential						
8000 General Fund	24,471,826	19,553,375	19,332,486	22,688,020	21,975,460	22,187,125
8010 General Fund Cap Improvement	40	-	-	-	-	-
3400 Other Funds Ltd	185,538	195,068	195,068	205,445	205,445	205,445
6400 Federal Funds Ltd	1,371	-	-	-	-	-
All Funds	24,658,775	19,748,443	19,527,554	22,893,465	22,180,905	22,392,570
SALARIES & WAGES						
8000 General Fund	480,080,041	522,697,316	540,235,046	576,737,738	561,888,957	563,742,715
8010 General Fund Cap Improvement	47,131	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
3400 Other Funds Ltd	4,986,772	6,111,534	6,350,066	7,579,523	6,549,899	8,071,041
6400 Federal Funds Ltd	63,626	-	-	-	-	-
TOTAL SALARIES & WAGES	**$485,186,436**	**$528,808,850**	**$546,585,112**	**$584,317,261**	**$568,438,856**	**$571,813,756**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	165,045	177,020	176,940	201,605	195,313	196,272
8010 General Fund Cap Improvement	1	-	-	-	-	-
3400 Other Funds Ltd	1,861	2,244	2,244	2,820	2,468	2,468

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
6400 Federal Funds Ltd	25	-	-	-	-	-
All Funds	166,932	179,264	179,184	204,425	197,781	198,740
3220 Public Employees' Retire Cont						
8000 General Fund	95,003,401	101,768,928	106,053,931	112,529,669	109,629,719	109,991,755
8010 General Fund Cap Improvement	1,934	-	-	-	-	-
3400 Other Funds Ltd	1,043,905	1,191,130	1,241,090	1,480,289	1,279,205	1,576,285
6400 Federal Funds Ltd	14,255	-	-	-	-	-
All Funds	96,063,495	102,960,058	107,295,021	114,009,958	110,908,924	111,568,040
3221 Pension Obligation Bond						
8000 General Fund	28,982,616	32,392,035	31,729,143	34,530,857	34,530,857	34,530,857
8010 General Fund Cap Improvement	603	-	-	-	-	-
3400 Other Funds Ltd	309,064	376,011	370,535	405,656	405,656	405,656
6400 Federal Funds Ltd	4,497	-	-	-	-	-
All Funds	29,296,780	32,768,046	32,099,678	34,936,513	34,936,513	34,936,513
3230 Social Security Taxes						
8000 General Fund	35,997,665	39,572,237	40,961,804	43,700,168	42,564,235	42,706,067
8010 General Fund Cap Improvement	3,548	-	-	-	-	-
3400 Other Funds Ltd	380,389	467,534	486,304	579,833	501,069	617,434
6400 Federal Funds Ltd	5,273	-	-	-	-	-
All Funds	36,386,875	40,039,771	41,448,108	44,280,001	43,065,304	43,323,501
3240 Unemployment Assessments						
8000 General Fund	794,066	304,236	304,236	330,233	315,295	316,756
8010 General Fund Cap Improvement	177	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	36,732	76	76	1,935	78	78
All Funds	830,975	304,312	304,312	332,168	315,373	316,834
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	216,378	261,104	260,986	316,149	306,282	307,794
8010 General Fund Cap Improvement	41	-	-	-	-	-
3400 Other Funds Ltd	2,412	3,309	3,309	4,422	3,870	3,870
6400 Federal Funds Ltd	31	-	-	-	-	-
All Funds	218,862	264,413	264,295	320,571	310,152	311,664
3260 Mass Transit Tax						
8000 General Fund	1,385,268	1,711,980	1,712,088	1,899,066	1,814,682	1,826,980
8010 General Fund Cap Improvement	167	-	-	-	-	-
3400 Other Funds Ltd	17,372	33,944	33,944	42,384	36,189	36,189
All Funds	1,402,807	1,745,924	1,746,032	1,941,450	1,850,871	1,863,169
3270 Flexible Benefits						
8000 General Fund	124,584,830	134,278,476	136,004,818	138,899,652	134,656,260	135,268,092
8010 General Fund Cap Improvement	751	-	-	-	-	-
3400 Other Funds Ltd	1,387,176	1,712,316	1,737,347	1,956,540	1,712,316	1,712,316
6400 Federal Funds Ltd	19,055	-	-	-	-	-
All Funds	125,991,812	135,990,792	137,742,165	140,856,192	136,368,576	136,980,408
3280 Other OPE						
8000 General Fund	140	-	-	-	-	-
3400 Other Funds Ltd	3,286	-	-	-	-	-
All Funds	3,426	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
OTHER PAYROLL EXPENSES						
8000 General Fund	287,129,409	310,466,016	317,203,946	332,407,399	324,012,643	325,144,573
8010 General Fund Cap Improvement	7,222	-	-	-	-	-
3400 Other Funds Ltd	3,182,197	3,786,564	3,874,849	4,473,879	3,940,851	4,354,296
6400 Federal Funds Ltd	43,136	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$290,361,964**	**$314,252,580**	**$321,078,795**	**$336,881,278**	**$327,953,494**	**$329,498,869**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(29,391,717)	(29,391,717)	(3,014,882)	(13,014,882)	(18,014,882)
3400 Other Funds Ltd	-	(20,582)	(20,582)	(22,051)	(22,051)	(22,051)
All Funds	-	(29,412,299)	(29,412,299)	(3,036,933)	(13,036,933)	(18,036,933)
3465 Reconciliation Adjustment						
8000 General Fund	-	20,392,535	20,392,535	-	92,471	433,338
3400 Other Funds Ltd	-	301,688	301,688	-	(3,663)	(3,663)
All Funds	-	20,694,223	20,694,223	-	88,808	429,675
3470 Undistributed (P.S.)						
8000 General Fund	-	(18,169,010)	-	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(19,091,306)	(19,091,306)	-	-	-
3400 Other Funds Ltd	-	(217,676)	(217,676)	-	-	-
All Funds	-	(19,308,982)	(19,308,982)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(46,259,498)	(28,090,488)	(3,014,882)	(12,922,411)	(17,581,544)

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	-	63,430	63,430	(22,051)	(25,714)	(25,714)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($46,196,068)**	**($28,027,058)**	**($3,036,933)**	**($12,948,125)**	**($17,607,258)**
PERSONAL SERVICES						
8000 General Fund	767,209,450	786,903,834	829,348,504	906,130,255	872,979,189	871,305,744
8010 General Fund Cap Improvement	54,353	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
3400 Other Funds Ltd	8,168,969	9,961,528	10,288,345	12,031,351	10,465,036	12,399,623
6400 Federal Funds Ltd	106,762	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$775,548,400**	**$796,865,362**	**$839,636,849**	**$918,161,606**	**$883,444,225**	**$883,705,367**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	3,102,385	3,456,920	3,338,344	3,650,434	3,404,222	3,247,713
8010 General Fund Cap Improvement	31,988	-	-	-	-	-
3400 Other Funds Ltd	263,725	412,545	412,545	437,503	424,919	412,786
6400 Federal Funds Ltd	3,415	96,651	96,651	99,551	99,551	99,551
All Funds	3,401,513	3,966,116	3,847,540	4,187,488	3,928,692	3,760,050
4125 Out of State Travel						
8000 General Fund	126,261	117,648	117,648	179,016	179,016	179,016
8010 General Fund Cap Improvement	576	-	-	-	-	-
3400 Other Funds Ltd	23,656	57,808	57,808	59,542	59,542	59,542
6400 Federal Funds Ltd	9,608	-	-	-	-	-
All Funds	160,101	175,456	175,456	238,558	238,558	238,558
4150 Employee Training						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	1,016,395	1,074,748	994,997	1,218,205	1,218,205	1,118,205
8010 General Fund Cap Improvement	3,796	-	-	-	-	-
3400 Other Funds Ltd	22,150	21,277	21,277	21,915	21,915	21,915
6400 Federal Funds Ltd	7,604	-	-	-	-	-
All Funds	1,049,945	1,096,025	1,016,274	1,240,120	1,240,120	1,140,120
4175 Office Expenses						
8000 General Fund	5,265,841	6,314,376	6,183,688	7,447,463	6,541,024	6,117,664
8010 General Fund Cap Improvement	83,450	-	-	-	-	-
3400 Other Funds Ltd	153,412	303,919	303,919	371,174	313,038	302,820
6400 Federal Funds Ltd	858	-	-	-	-	-
All Funds	5,503,561	6,618,295	6,487,607	7,818,637	6,854,062	6,420,484
4200 Telecommunications						
8000 General Fund	4,921,869	2,537,877	2,009,887	7,193,858	7,227,096	6,342,829
8010 General Fund Cap Improvement	2,440	-	-	-	-	-
3400 Other Funds Ltd	6,000	24,124	24,124	24,847	24,847	24,847
6400 Federal Funds Ltd	257,382	315,654	315,654	772,931	772,931	447,807
All Funds	5,187,691	2,877,655	2,349,665	7,991,636	8,024,874	6,815,483
4225 State Gov. Service Charges						
8000 General Fund	34,161,377	37,277,263	37,277,263	38,445,700	37,294,601	34,852,463
3400 Other Funds Ltd	1,029	-	-	-	-	-
All Funds	34,162,406	37,277,263	37,277,263	38,445,700	37,294,601	34,852,463
4250 Data Processing						
8000 General Fund	1,675,968	2,755,283	2,456,487	8,043,738	7,682,965	5,862,954

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	885	48,526	48,526	54,886	49,982	40,403
6400 Federal Funds Ltd	218	-	-	-	-	-
All Funds	1,677,071	2,803,809	2,505,013	8,098,624	7,732,947	5,903,357
4275 Publicity and Publications						
8000 General Fund	19,236	55,568	55,568	74,204	74,204	74,204
3400 Other Funds Ltd	1,345	-	-	-	-	-
All Funds	20,581	55,568	55,568	74,204	74,204	74,204
4300 Professional Services						
8000 General Fund	19,410,937	18,976,765	18,976,765	20,012,832	19,780,286	19,789,269
8010 General Fund Cap Improvement	510,226	-	-	-	-	-
3400 Other Funds Ltd	1,528,282	3,205,640	3,205,640	3,311,426	3,311,426	3,311,426
6400 Federal Funds Ltd	371,286	411,200	411,200	424,770	424,770	424,770
All Funds	21,820,731	22,593,605	22,593,605	23,749,028	23,516,482	23,525,465
4315 IT Professional Services						
8000 General Fund	36,786	-	-	8,000	303,365	-
3400 Other Funds Ltd	-	-	-	303,365	-	-
All Funds	36,786	-	-	311,365	303,365	-
4325 Attorney General						
8000 General Fund	2,402,229	3,704,896	3,704,896	4,425,285	4,264,856	4,123,318
8010 General Fund Cap Improvement	4,104	-	-	-	-	-
3010 Other Funds Cap Improvement	1,101	-	-	-	-	-
3400 Other Funds Ltd	3,975	7,765	7,765	9,255	8,821	8,436
All Funds	2,411,409	3,712,661	3,712,661	4,434,540	4,273,677	4,131,754

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4375 Employee Recruitment and Develop						
8000 General Fund	104,757	300,075	275,892	280,944	280,944	280,944
8010 General Fund Cap Improvement	20	-	-	-	-	-
3400 Other Funds Ltd	-	3,630	3,630	3,739	3,739	3,739
All Funds	104,777	303,705	279,522	284,683	284,683	284,683
4400 Dues and Subscriptions						
8000 General Fund	104,321	88,070	86,294	93,050	93,050	93,050
8010 General Fund Cap Improvement	529	-	-	-	-	-
3400 Other Funds Ltd	1,777	959	959	988	988	988
All Funds	106,627	89,029	87,253	94,038	94,038	94,038
4425 Facilities Rental and Taxes						
8000 General Fund	2,144,189	895,802	895,802	935,217	935,217	935,217
3400 Other Funds Ltd	24,080	-	-	-	-	-
All Funds	2,168,269	895,802	895,802	935,217	935,217	935,217
4450 Fuels and Utilities						
8000 General Fund	30,270,912	29,723,964	29,537,436	33,910,360	34,400,544	34,857,359
3400 Other Funds Ltd	88,151	297,925	297,925	306,862	306,862	306,862
All Funds	30,359,063	30,021,889	29,835,361	34,217,222	34,707,406	35,164,221
4475 Facilities Maintenance						
8000 General Fund	11,732,887	9,281,266	9,056,192	12,500,938	12,651,022	12,852,198
8010 General Fund Cap Improvement	1,122,965	-	-	-	-	-
3400 Other Funds Ltd	746,328	664,634	664,634	684,572	684,572	684,572
All Funds	13,602,180	9,945,900	9,720,826	13,185,510	13,335,594	13,536,770

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4500 Food and Kitchen Supplies						
8000 General Fund	26,691,414	26,905,165	26,904,345	27,797,487	28,244,254	28,564,399
8010 General Fund Cap Improvement	35	-	-	-	-	-
3400 Other Funds Ltd	1,321,174	1,563,488	1,563,488	1,610,395	1,610,395	1,610,395
All Funds	28,012,623	28,468,653	28,467,833	29,407,882	29,854,649	30,174,794
4525 Medical Services and Supplies						
8000 General Fund	90,709,176	91,788,147	91,788,147	106,084,923	107,791,559	109,017,545
3400 Other Funds Ltd	4,453,196	5,628,946	5,628,946	5,930,575	5,930,575	5,930,575
6400 Federal Funds Ltd	6,041,410	6,253,705	6,253,705	4,112,304	4,112,304	4,437,428
All Funds	101,203,782	103,670,798	103,670,798	116,127,802	117,834,438	119,385,548
4550 Other Care of Residents and Patients						
8000 General Fund	27,242,195	17,819,239	17,807,107	21,996,301	22,276,978	22,585,622
8010 General Fund Cap Improvement	180	-	-	-	-	-
3400 Other Funds Ltd	4,058,621	4,684,831	4,684,831	4,719,008	4,719,008	4,719,008
All Funds	31,300,996	22,504,070	22,491,938	26,715,309	26,995,986	27,304,630
4575 Agency Program Related S and S						
8000 General Fund	9,161	-	-	-	-	-
4625 Other COI Costs						
8000 General Fund	54,453	111,640	111,640	114,989	114,989	114,989
3200 Other Funds Non-Ltd	230,790	-	-	-	-	-
3400 Other Funds Ltd	-	89,000	89,000	497,977	621,365	346,238
All Funds	285,243	200,640	200,640	612,966	736,354	461,227
4650 Other Services and Supplies						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	3,896,752	6,914,175	6,817,737	5,045,927	4,962,214	5,003,957
8010 General Fund Cap Improvement	14,096	-	-	-	-	-
3020 Other Funds Cap Construction	-	-	-	465,314	465,314	465,314
3200 Other Funds Non-Ltd	1,590,153	-	-	-	-	-
3400 Other Funds Ltd	482,069	1,470,282	1,470,282	1,524,103	1,514,391	3,183,012
All Funds	5,983,070	8,384,457	8,288,019	7,035,344	6,941,919	8,652,283
4675 Undistributed (S.S.)						
8000 General Fund	-	(6,588,304)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,771,942	1,578,014	1,566,640	13,978,645	1,723,874	1,738,707
8010 General Fund Cap Improvement	7,934	-	-	-	-	-
3400 Other Funds Ltd	197,101	180,287	180,287	210,087	185,695	185,695
All Funds	1,976,977	1,758,301	1,746,927	14,188,732	1,909,569	1,924,402
4715 IT Expendable Property						
8000 General Fund	6,004,909	866,528	835,238	2,341,649	1,348,680	1,241,295
8010 General Fund Cap Improvement	66,957	-	-	-	-	-
3400 Other Funds Ltd	504,864	50,164	50,164	432,262	411,670	51,670
All Funds	6,576,730	916,692	885,402	2,773,911	1,760,350	1,292,965
SERVICES & SUPPLIES						
8000 General Fund	272,876,352	255,955,125	260,798,013	315,779,165	302,793,165	298,992,917
8010 General Fund Cap Improvement	1,849,296	-	-	-	-	-
3010 Other Funds Cap Improvement	1,101	-	-	-	-	-
3020 Other Funds Cap Construction	-	-	-	465,314	465,314	465,314

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	13,881,820	18,715,750	18,715,750	20,514,481	20,203,750	21,204,929
6400 Federal Funds Ltd	6,691,781	7,077,210	7,077,210	5,409,556	5,409,556	5,409,556
TOTAL SERVICES & SUPPLIES	**$297,121,293**	**$281,748,085**	**$286,590,973**	**$342,168,516**	**$328,871,785**	**$326,072,716**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	167,997	60,591	60,591	62,409	62,409	62,409
5150 Telecommunications Equipment						
8000 General Fund	167,752	66,524	66,524	68,520	68,520	68,520
3400 Other Funds Ltd	12,367	-	-	-	-	-
All Funds	180,119	66,524	66,524	68,520	68,520	68,520
5200 Technical Equipment						
8000 General Fund	1,164,694	-	-	730,711	-	-
8010 General Fund Cap Improvement	43,128	-	-	-	-	-
3400 Other Funds Ltd	52,233	-	-	-	-	-
All Funds	1,260,055	-	-	730,711	-	-
5250 Household and Institutional Equip.						
8000 General Fund	219,422	255,527	255,527	263,193	263,193	263,193
8010 General Fund Cap Improvement	22,868	-	-	-	-	-
3400 Other Funds Ltd	58,768	-	-	-	-	-
All Funds	301,058	255,527	255,527	263,193	263,193	263,193
5350 Industrial and Heavy Equipment						
8000 General Fund	179,349	12,533	12,533	12,909	12,909	12,909

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8010 General Fund Cap Improvement	25,479	-	-	-	-	-
3400 Other Funds Ltd	5,944	-	-	-	-	-
All Funds	210,772	12,533	12,533	12,909	12,909	12,909
5450 Agricultural Equip. and Mach.						
8000 General Fund	47,950	-	-	-	-	-
3400 Other Funds Ltd	64,447	-	-	-	-	-
All Funds	112,397	-	-	-	-	-
5500 Recreational Equipment						
3400 Other Funds Ltd	-	-	-	29,619	29,619	29,619
5550 Data Processing Software						
8000 General Fund	53,015	19,449	19,449	492,032	20,032	20,032
3400 Other Funds Ltd	-	28,756	28,756	-	-	-
All Funds	53,015	48,205	48,205	492,032	20,032	20,032
5600 Data Processing Hardware						
8000 General Fund	12,600	73,073	73,073	75,265	75,265	75,265
5650 Land and Improvements						
8010 General Fund Cap Improvement	-	2,645,791	2,645,791	2,670,660	2,670,660	2,670,313
5700 Building Structures						
8000 General Fund	380,650	-	-	-	-	-
8010 General Fund Cap Improvement	373,725	-	-	-	-	-
3010 Other Funds Cap Improvement	350,071	-	-	-	-	-
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,321,799	19,321,799	13,755,118
3400 Other Funds Ltd	33,311	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	1,137,757	4,961,000	4,961,000	19,321,799	19,321,799	13,755,118
5800 Professional Services						
8010 General Fund Cap Improvement	-	52,884	52,884	53,381	53,381	53,381
3020 Other Funds Cap Construction	-	-	-	-	6,680,017	-
All Funds	-	52,884	52,884	53,381	6,733,398	53,381
5900 Other Capital Outlay						
8000 General Fund	1,435,481	411,423	411,423	3,171,120	423,767	686,942
8010 General Fund Cap Improvement	266,576	-	-	-	-	-
3010 Other Funds Cap Improvement	32,083	-	-	-	-	-
3400 Other Funds Ltd	206,361	58,892	58,892	323,836	323,836	60,661
6400 Federal Funds Ltd	428,428	-	-	-	-	-
All Funds	2,368,929	470,315	470,315	3,494,956	747,603	747,603
5950 Undistributed (C.O.)						
8010 General Fund Cap Improvement	-	(53,975)	(53,975)	-	-	-
CAPITAL OUTLAY						
8000 General Fund	3,828,910	899,120	899,120	4,876,159	926,095	1,189,270
8010 General Fund Cap Improvement	731,776	2,644,700	2,644,700	2,724,041	2,724,041	2,723,694
3010 Other Funds Cap Improvement	382,154	-	-	-	-	-
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,321,799	26,001,816	13,755,118
3400 Other Funds Ltd	433,431	87,648	87,648	353,455	353,455	90,280
6400 Federal Funds Ltd	428,428	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$5,804,699**	**$8,592,468**	**$8,592,468**	**$27,275,454**	**$30,005,407**	**$17,758,362**
SPECIAL PAYMENTS						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
6020 Dist to Counties						
8000 General Fund	182,687,607	224,791,068	224,791,068	255,483,069	238,621,997	253,911,774
3400 Other Funds Ltd	6,996,768	5,058,950	5,058,950	5,210,719	5,210,719	5,317,088
6400 Federal Funds Ltd	665,167	291,797	291,797	300,551	300,551	300,551
All Funds	190,349,542	230,141,815	230,141,815	260,994,339	244,133,267	259,529,413
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	-	-	-	106,369	106,369	-
6035 Dist to Individuals						
8000 General Fund	-	94,245	94,245	97,072	97,072	97,072
6085 Other Special Payments						
8000 General Fund	-	8,359	8,359	8,610	8,610	8,610
6090 Undistributed (S.P.)						
8000 General Fund	-	(4,016,121)	-	-	-	-
SPECIAL PAYMENTS						
8000 General Fund	182,687,607	220,877,551	224,893,672	255,588,751	238,727,679	254,017,456
3400 Other Funds Ltd	6,996,768	5,058,950	5,058,950	5,317,088	5,317,088	5,317,088
6400 Federal Funds Ltd	665,167	291,797	291,797	300,551	300,551	300,551
TOTAL SPECIAL PAYMENTS	**$190,349,542**	**$226,228,298**	**$230,244,419**	**$261,206,390**	**$244,345,318**	**$259,635,095**
DEBT SERVICE						
7050 Pmt To Ret Bond Escrow						
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
7100 Principal - Bonds						
8030 General Fund Debt Svc	14,760,411	32,645,120	32,645,120	41,784,355	42,624,355	39,624,352

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
7150 Interest - Bonds						
8030 General Fund Debt Svc	18,291,128	21,595,750	21,595,750	31,452,157	31,849,716	30,893,937
7200 Principal - COP						
8030 General Fund Debt Svc	64,117,629	47,412,800	47,412,800	45,548,245	45,548,245	45,548,240
3430 Other Funds Debt Svc Ltd	-	815,000	815,000	-	-	-
All Funds	64,117,629	48,227,800	48,227,800	45,548,245	45,548,245	45,548,240
7250 Interest - COP						
8030 General Fund Debt Svc	33,189,997	28,056,504	28,056,504	11,994,795	10,875,300	11,608,926
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	1,262,826	1,119,495	1,119,495	1,119,495
All Funds	34,422,822	29,319,330	29,319,330	13,114,290	11,994,795	12,728,421
DEBT SERVICE						
8030 General Fund Debt Svc	130,359,165	129,710,174	129,710,174	130,779,552	130,897,616	127,675,455
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	815,000	815,000	-	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	1,262,826	1,119,495	1,119,495	1,119,495
TOTAL DEBT SERVICE	**$476,544,817**	**$131,788,000**	**$131,788,000**	**$131,899,047**	**$132,017,111**	**$128,794,950**
EXPENDITURES						
8000 General Fund	1,226,602,319	1,264,635,630	1,315,939,309	1,482,374,330	1,415,426,128	1,425,505,387
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	2,723,694
8030 General Fund Debt Svc	130,359,165	129,710,174	129,710,174	130,779,552	130,897,616	127,675,455
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	14,220,432
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3400 Other Funds Ltd	29,480,988	33,823,876	34,150,693	38,216,375	36,339,329	39,011,920
3430 Other Funds Debt Svc Ltd	-	815,000	815,000	-	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	1,262,826	1,119,495	1,119,495	1,119,495
6400 Federal Funds Ltd	7,892,138	7,369,007	7,369,007	5,710,107	5,710,107	5,710,107
TOTAL EXPENDITURES	**$1,745,368,751**	**$1,445,222,213**	**$1,496,852,709**	**$1,680,711,013**	**$1,618,683,846**	**$1,615,966,490**
REVERSIONS						
9900 Reversions						
8000 General Fund	(1,909,029)	-	-	-	-	-
8030 General Fund Debt Svc	(1,338,626)	-	-	-	-	-
All Funds	(3,247,655)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	11,640,291	8,496,653	8,169,836	3,376,887	3,377,321	3,546,873
3430 Other Funds Debt Svc Ltd	-	2,808	2,808	755,039	755,039	25,615
6230 Federal Funds Debt Svc Non-Ltd	30,000	-	-	143,331	143,331	-
6400 Federal Funds Ltd	2,273,352	154,854	154,854	2,162,153	2,162,153	93,679
TOTAL ENDING BALANCE	**$13,943,643**	**$8,654,315**	**$8,327,498**	**$6,437,410**	**$6,437,844**	**$3,666,167**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	4,513	4,492	4,490	4,647	4,496	4,521
8180 Position Reconciliation	-	(2)	(2)	-	1	2
TOTAL AUTHORIZED POSITIONS	**4,513**	**4,490**	**4,488**	**4,647**	**4,497**	**4,523**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	4,415.74	4,443.18	4,441.18	4,603.04	4,456.00	4,476.35

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8280 FTE Reconciliation	-	0.50	0.50	-	0.58	3.27
TOTAL AUTHORIZED FTE	**4,415.74**	**4,443.68**	**4,441.68**	**4,603.04**	**4,456.58**	**4,479.62**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	2,483,108	2,417,724	2,417,724	2,244,404	2,244,404	2,244,404
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	449,788	(149,679)	(149,679)	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	2,932,896	2,268,045	2,268,045	2,244,404	2,244,404	2,244,404
TOTAL BEGINNING BALANCE	**$2,932,896**	**$2,268,045**	**$2,268,045**	**$2,244,404**	**$2,244,404**	**$2,244,404**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	655,276,360	646,777,254	678,079,060	740,538,138	716,435,023	716,886,226
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	4,072,523	3,601,883	3,601,883	3,354,280	3,354,280	6,944,314
0415 Admin and Service Charges						
3400 Other Funds Ltd	108,165	3,290	3,290	510,974	510,974	510,974
CHARGES FOR SERVICES						
3400 Other Funds Ltd	4,180,688	3,605,173	3,605,173	3,865,254	3,865,254	7,455,288
TOTAL CHARGES FOR SERVICES	**$4,180,688**	**$3,605,173**	**$3,605,173**	**$3,865,254**	**$3,865,254**	**$7,455,288**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	50,634	55,401	55,401	26,343	26,343	26,343

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
0510 Rents and Royalties						
3400 Other Funds Ltd	14,754	15,114	15,114	-	-	-
FINES, RENTS AND ROYALTIES						
3400 Other Funds Ltd	65,388	70,515	70,515	26,343	26,343	26,343
TOTAL FINES, RENTS AND ROYALTIES	**$65,388**	**$70,515**	**$70,515**	**$26,343**	**$26,343**	**$26,343**
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	10,167	-	-	12,994	12,994	12,994
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	1,390,418	1,337,537	1,337,537	1,170,838	1,170,838	1,170,838
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	36,950	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	147,519	191,568	191,568	2,476,180	2,476,180	2,476,180
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	3,417,905	1,812,029	1,812,029	266,295	266,295	266,295
1257 Tsfr From Police, Dept of State						
3400 Other Funds Ltd	42,193	-	-	-	-	-
TRANSFERS IN						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	3,460,098	1,812,029	1,812,029	266,295	266,295	266,295
TOTAL TRANSFERS IN	**$3,460,098**	**$1,812,029**	**$1,812,029**	**$266,295**	**$266,295**	**$266,295**
REVENUE CATEGORIES						
8000 General Fund	655,276,360	646,777,254	678,079,060	740,538,138	716,435,023	716,886,226
3400 Other Funds Ltd	9,291,228	7,016,822	7,016,822	7,817,904	7,817,904	11,407,938
TOTAL REVENUE CATEGORIES	**$664,567,588**	**$653,794,076**	**$685,095,882**	**$748,356,042**	**$724,252,927**	**$728,294,164**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(1,080,279)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	655,276,360	646,777,254	678,079,060	740,538,138	716,435,023	716,886,226
3400 Other Funds Ltd	11,143,845	9,284,867	9,284,867	10,062,308	10,062,308	13,652,342
TOTAL AVAILABLE REVENUES	**$666,420,205**	**$656,062,121**	**$687,363,927**	**$750,600,446**	**$726,497,331**	**$730,538,568**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	297,323,079	332,589,522	345,328,728	362,168,289	353,543,441	356,084,441
3400 Other Funds Ltd	1,443,595	1,753,872	1,798,387	1,890,960	1,893,840	1,893,840
All Funds	298,766,674	334,343,394	347,127,115	364,059,249	355,437,281	357,978,281
3160 Temporary Appointments						
8000 General Fund	1,642,679	-	-	-	-	-
3400 Other Funds Ltd	15,433	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	1,658,112	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	20,571,794	14,108,555	14,108,555	16,506,091	15,742,531	15,973,508
3400 Other Funds Ltd	216,470	543,238	543,238	589,414	589,414	2,110,556
All Funds	20,788,264	14,651,793	14,651,793	17,095,505	16,331,945	18,084,064
3180 Shift Differential						
8000 General Fund	3,233,397	2,593,708	2,593,708	3,075,859	2,968,339	3,000,864
3400 Other Funds Ltd	6,004	10,170	10,170	11,369	11,369	11,369
All Funds	3,239,401	2,603,878	2,603,878	3,087,228	2,979,708	3,012,233
3190 All Other Differential						
8000 General Fund	19,544,970	16,377,387	16,377,387	19,511,681	18,811,961	19,023,626
3400 Other Funds Ltd	76,740	82,289	82,289	104,873	104,873	104,873
All Funds	19,621,710	16,459,676	16,459,676	19,616,554	18,916,834	19,128,499
SALARIES & WAGES						
8000 General Fund	342,315,919	365,669,172	378,408,378	401,261,920	391,066,272	394,082,439
3400 Other Funds Ltd	1,758,242	2,389,569	2,434,084	2,596,616	2,599,496	4,120,638
TOTAL SALARIES & WAGES	**$344,074,161**	**$368,058,741**	**$380,842,462**	**$403,858,536**	**$393,665,768**	**$398,203,077**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	123,472	129,600	129,600	146,960	142,472	143,792
3400 Other Funds Ltd	585	760	760	880	880	880
All Funds	124,057	130,360	130,360	147,840	143,352	144,672
3220 Public Employees' Retire Cont						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	69,962,016	71,268,359	74,367,807	78,366,737	76,375,548	76,964,602
3400 Other Funds Ltd	376,165	465,719	476,549	507,119	507,682	804,762
All Funds	70,338,181	71,734,078	74,844,356	78,873,856	76,883,230	77,769,364
3221 Pension Obligation Bond						
8000 General Fund	20,752,802	22,602,816	22,201,565	24,104,964	24,104,964	24,104,964
3400 Other Funds Ltd	109,710	146,489	144,877	160,756	160,756	160,756
All Funds	20,862,512	22,749,305	22,346,442	24,265,720	24,265,720	24,265,720
3230 Social Security Taxes						
8000 General Fund	25,855,353	27,963,556	28,938,105	30,686,692	29,906,724	30,137,477
3400 Other Funds Ltd	134,382	182,805	186,210	198,643	198,863	315,228
All Funds	25,989,735	28,146,361	29,124,315	30,885,335	30,105,587	30,452,705
3240 Unemployment Assessments						
8000 General Fund	610,057	215,459	215,459	233,085	221,924	225,242
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	163,329	191,160	191,160	230,460	223,422	225,501
3400 Other Funds Ltd	756	1,121	1,121	1,380	1,380	1,380
All Funds	164,085	192,281	192,281	231,840	224,802	226,881
3260 Mass Transit Tax						
8000 General Fund	881,734	961,785	961,785	1,080,454	1,019,572	1,037,669
3400 Other Funds Ltd	6,684	11,612	11,612	12,488	12,488	12,488
All Funds	888,418	973,397	973,397	1,092,942	1,032,060	1,050,157
3270 Flexible Benefits						
8000 General Fund	93,583,689	98,483,328	99,815,385	101,536,128	98,422,272	99,345,744

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	409,134	580,032	588,491	610,560	610,560	610,560
All Funds	93,992,823	99,063,360	100,403,876	102,146,688	99,032,832	99,956,304
3280 Other OPE						
8000 General Fund	126	-	-	-	-	-
3400 Other Funds Ltd	3,286	-	-	-	-	-
All Funds	3,412	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	211,932,578	221,816,063	226,820,866	236,385,480	230,416,898	232,184,991
3400 Other Funds Ltd	1,040,702	1,388,538	1,409,620	1,491,826	1,492,609	1,906,054
TOTAL OTHER PAYROLL EXPENSES	**$212,973,280**	**$223,204,601**	**$228,230,486**	**$237,877,306**	**$231,909,507**	**$234,091,045**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(21,959,174)	(21,959,174)	(2,352,125)	(10,652,125)	(15,652,125)
3400 Other Funds Ltd	-	(6,761)	(6,761)	(8,639)	(8,639)	(8,639)
All Funds	-	(21,965,935)	(21,965,935)	(2,360,764)	(10,660,764)	(15,660,764)
3465 Reconciliation Adjustment						
8000 General Fund	-	14,022,550	14,022,550	-	92,471	92,457
3400 Other Funds Ltd	-	103,000	103,000	-	(3,663)	(3,663)
All Funds	-	14,125,550	14,125,550	-	88,808	88,794
3470 Undistributed (P.S.)						
8000 General Fund	-	(11,327,540)	-	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(13,596,836)	(13,596,836)	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	-	(85,021)	(85,021)	-	-	-
All Funds	-	(13,681,857)	(13,681,857)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(32,861,000)	(21,533,460)	(2,352,125)	(10,559,654)	(15,559,668)
3400 Other Funds Ltd	-	11,218	11,218	(8,639)	(12,302)	(12,302)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($32,849,782)**	**($21,522,242)**	**($2,360,764)**	**($10,571,956)**	**($15,571,970)**
PERSONAL SERVICES						
8000 General Fund	554,248,497	554,624,235	583,695,784	635,295,275	610,923,516	610,707,762
3400 Other Funds Ltd	2,798,944	3,789,325	3,854,922	4,079,803	4,079,803	6,014,390
TOTAL PERSONAL SERVICES	**$557,047,441**	**$558,413,560**	**$587,550,706**	**$639,375,078**	**$615,003,319**	**$616,722,152**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,632,357	2,064,140	2,064,140	2,195,844	2,036,971	2,040,696
3400 Other Funds Ltd	243,522	231,541	231,541	379,438	379,438	367,305
All Funds	1,875,879	2,295,681	2,295,681	2,575,282	2,416,409	2,408,001
4125 Out of State Travel						
8000 General Fund	89,198	79,517	79,517	131,342	131,342	131,342
3400 Other Funds Ltd	2,678	35,980	35,980	37,059	37,059	37,059
All Funds	91,876	115,497	115,497	168,401	168,401	168,401
4150 Employee Training						
8000 General Fund	335,865	397,763	397,763	409,694	409,694	409,694
3400 Other Funds Ltd	3,829	2,912	2,912	8,420	8,420	8,420
All Funds	339,694	400,675	400,675	418,114	418,114	418,114

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4175 Office Expenses						
8000 General Fund	2,414,610	3,142,588	3,142,588	3,895,450	3,214,144	2,551,646
3400 Other Funds Ltd	81,010	150,457	150,457	171,235	171,235	161,017
All Funds	2,495,620	3,293,045	3,293,045	4,066,685	3,385,379	2,712,663
4200 Telecommunications						
8000 General Fund	98,287	5,074	5,074	5,227	5,227	5,227
3400 Other Funds Ltd	4,195	21,002	21,002	24,764	24,764	24,764
All Funds	102,482	26,076	26,076	29,991	29,991	29,991
4225 State Gov. Service Charges						
3400 Other Funds Ltd	540	-	-	-	-	-
4250 Data Processing						
8000 General Fund	5,555	323,515	323,515	375,028	318,211	305,635
3400 Other Funds Ltd	70	34,753	34,753	40,782	40,782	31,203
All Funds	5,625	358,268	358,268	415,810	358,993	336,838
4275 Publicity and Publications						
8000 General Fund	10,939	9,783	9,783	10,052	10,052	10,052
3400 Other Funds Ltd	689	-	-	-	-	-
All Funds	11,628	9,783	9,783	10,052	10,052	10,052
4300 Professional Services						
8000 General Fund	546,409	2,322,412	2,322,412	2,406,572	2,445,643	2,472,523
3400 Other Funds Ltd	3,148	-	-	-	-	-
All Funds	549,557	2,322,412	2,322,412	2,406,572	2,445,643	2,472,523
4315 IT Professional Services						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	1,059	-	-	-	-	-
4325 Attorney General						
8000 General Fund	394,287	247,648	247,648	295,196	281,359	295,196
3400 Other Funds Ltd	-	5,621	5,621	6,700	6,386	6,107
All Funds	394,287	253,269	253,269	301,896	287,745	301,303
4375 Employee Recruitment and Develop						
8000 General Fund	47,071	185,527	185,527	191,092	191,092	191,092
3400 Other Funds Ltd	-	472	472	3,739	3,739	3,739
All Funds	47,071	185,999	185,999	194,831	194,831	194,831
4400 Dues and Subscriptions						
8000 General Fund	5,099	9,976	9,976	10,275	10,275	10,275
3400 Other Funds Ltd	1,685	447	447	461	461	461
All Funds	6,784	10,423	10,423	10,736	10,736	10,736
4425 Facilities Rental and Taxes						
8000 General Fund	23,025	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	29,219,710	28,142,539	28,142,539	32,446,837	32,913,988	33,353,577
3400 Other Funds Ltd	8,431	180,165	180,165	185,570	185,570	185,570
All Funds	29,228,141	28,322,704	28,322,704	32,632,407	33,099,558	33,539,147
4475 Facilities Maintenance						
8000 General Fund	10,133,492	8,163,123	8,163,123	11,525,781	11,661,680	11,851,010
3400 Other Funds Ltd	472,336	215,737	215,737	330,633	330,633	330,633
All Funds	10,605,828	8,378,860	8,378,860	11,856,414	11,992,313	12,181,643

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4500 Food and Kitchen Supplies						
8000 General Fund	26,621,702	26,899,051	26,899,051	27,792,032	28,238,799	28,558,944
3400 Other Funds Ltd	942,534	1,094,138	1,094,138	1,126,964	1,126,964	1,126,964
All Funds	27,564,236	27,993,189	27,993,189	28,918,996	29,365,763	29,685,908
4525 Medical Services and Supplies						
8000 General Fund	64,585	50,596	50,596	53,302	55,000	56,168
3400 Other Funds Ltd	21,054	523	523	6,227	6,227	6,227
All Funds	85,639	51,119	51,119	59,529	61,227	62,395
4550 Other Care of Residents and Patients						
8000 General Fund	22,025,514	15,408,067	15,408,067	19,426,753	19,683,261	19,971,540
3400 Other Funds Ltd	2,224,359	2,534,950	2,534,950	2,646,202	2,646,202	2,646,202
All Funds	24,249,873	17,943,017	17,943,017	22,072,955	22,329,463	22,617,742
4650 Other Services and Supplies						
8000 General Fund	2,441,780	5,609,334	5,609,334	2,518,331	2,489,148	2,491,121
3400 Other Funds Ltd	305,823	724,176	724,176	756,745	756,745	2,425,366
All Funds	2,747,603	6,333,510	6,333,510	3,275,076	3,245,893	4,916,487
4675 Undistributed (S.S.)						
8000 General Fund	-	(2,230,257)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	917,248	679,519	679,519	889,084	753,224	809,156
3400 Other Funds Ltd	179,839	126,297	126,297	151,770	151,770	151,770
All Funds	1,097,087	805,816	805,816	1,040,854	904,994	960,926
4715 IT Expendable Property						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	225,979	231,681	231,681	241,204	238,630	239,803
3400 Other Funds Ltd	431,796	-	-	37,949	37,949	37,949
All Funds	657,775	231,681	231,681	279,153	276,579	277,752
SERVICES & SUPPLIES						
8000 General Fund	97,253,771	91,741,596	93,971,853	104,819,096	105,087,740	105,754,697
3400 Other Funds Ltd	4,927,538	5,359,171	5,359,171	5,914,658	5,914,344	7,550,756
TOTAL SERVICES & SUPPLIES	**$102,181,309**	**$97,100,767**	**$99,331,024**	**$110,733,754**	**$111,002,084**	**$113,305,453**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	8,499	-	-	-	-	-
5150 Telecommunications Equipment						
8000 General Fund	13,495	-	-	-	-	-
3400 Other Funds Ltd	12,367	-	-	-	-	-
All Funds	25,862	-	-	-	-	-
5200 Technical Equipment						
8000 General Fund	370,739	-	-	-	-	-
3400 Other Funds Ltd	37,233	-	-	-	-	-
All Funds	407,972	-	-	-	-	-
5250 Household and Institutional Equip.						
8000 General Fund	219,422	-	-	-	-	-
3400 Other Funds Ltd	58,768	-	-	-	-	-
All Funds	278,190	-	-	-	-	-
5350 Industrial and Heavy Equipment						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	5,944	-	-	-	-	-
5450 Agricultural Equip. and Mach.						
8000 General Fund	29,950	-	-	-	-	-
3400 Other Funds Ltd	48,578	-	-	-	-	-
All Funds	78,528	-	-	-	-	-
5550 Data Processing Software						
8000 General Fund	27,920	-	-	-	-	-
5700 Building Structures						
8000 General Fund	235,817	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	720,791	411,423	411,423	423,767	423,767	423,767
3400 Other Funds Ltd	94,052	58,892	58,892	60,661	60,661	60,661
All Funds	814,843	470,315	470,315	484,428	484,428	484,428
CAPITAL OUTLAY						
8000 General Fund	1,626,633	411,423	411,423	423,767	423,767	423,767
3400 Other Funds Ltd	256,942	58,892	58,892	60,661	60,661	60,661
TOTAL CAPITAL OUTLAY	**$1,883,575**	**$470,315**	**$470,315**	**$484,428**	**$484,428**	**$484,428**
EXPENDITURES						
8000 General Fund	653,128,901	646,777,254	678,079,060	740,538,138	716,435,023	716,886,226
3400 Other Funds Ltd	7,983,424	9,207,388	9,272,985	10,055,122	10,054,808	13,625,807
TOTAL EXPENDITURES	**$661,112,325**	**$655,984,642**	**$687,352,045**	**$750,593,260**	**$726,489,831**	**$730,512,033**
REVERSIONS						
9900 Reversions						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	(2,147,459)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	3,160,421	77,479	11,882	7,186	7,500	26,535
TOTAL ENDING BALANCE	**$3,160,421**	**$77,479**	**$11,882**	**$7,186**	**$7,500**	**$26,535**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	3,263	3,259	3,259	3,360	3,258	3,291
8180 Position Reconciliation	-	-	-	-	1	1
TOTAL AUTHORIZED POSITIONS	**3,263**	**3,259**	**3,259**	**3,360**	**3,259**	**3,292**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	3,224.41	3,241.67	3,241.67	3,342.60	3,241.02	3,271.38
8280 FTE Reconciliation	-	-	-	-	0.58	0.47
TOTAL AUTHORIZED FTE	**3,224.41**	**3,241.67**	**3,241.67**	**3,342.60**	**3,241.60**	**3,271.85**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	3,589,749	935,121	935,121	862,667	862,667	862,667
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	3,199,913	3,199,913	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	3,589,749	4,135,034	4,135,034	862,667	862,667	862,667
TOTAL BEGINNING BALANCE	**$3,589,749**	**$4,135,034**	**$4,135,034**	**$862,667**	**$862,667**	**$862,667**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	57,482,770	59,734,965	61,298,134	89,038,026	70,827,378	69,349,421
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	136,600	108,800	108,800	39,233	39,233	39,233
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	5,512	3,446	3,446	2,174	2,174	2,174
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	-	1,179	1,179	609	609	609
BOND SALES						
0555 General Fund Obligation Bonds						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	-	89,000	89,000	406,307	529,695	-
0575 Refunding Bonds						
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
BOND SALES						
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	-	89,000	89,000	406,307	529,695	-
TOTAL BOND SALES	**$1,820,943**	**$89,000**	**$89,000**	**$406,307**	**$529,695**	**-**
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	17,436	15,170	15,170	13,368	13,368	13,368
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	100	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	8,317,759	12,446	12,446	3,715,670	3,715,670	3,715,670
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	408,791	600,000	600,000	1,065,807	1,065,807	1,065,807
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	532,498	556,094	556,094	81,723	81,723	81,723
1050 Transfer In Other						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	-	9,787,477	9,787,477	-	-	-
TRANSFERS IN						
3400 Other Funds Ltd	532,498	10,343,571	10,343,571	81,723	81,723	81,723
TOTAL TRANSFERS IN	**$532,498**	**$10,343,571**	**$10,343,571**	**$81,723**	**$81,723**	**$81,723**
REVENUE CATEGORIES						
8000 General Fund	57,482,770	59,734,965	61,298,134	89,038,026	70,827,378	69,349,421
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	9,009,905	10,573,612	10,573,612	4,259,084	4,382,472	3,852,777
6400 Federal Funds Ltd	408,791	600,000	600,000	1,065,807	1,065,807	1,065,807
TOTAL REVENUE CATEGORIES	**$68,722,409**	**$70,908,577**	**$72,471,746**	**$94,362,917**	**$76,275,657**	**$74,268,005**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(7,548,494)	(9,787,477)	(9,787,477)	(1,438,365)	(1,438,365)	(1,438,365)
AVAILABLE REVENUES						
8000 General Fund	57,482,770	59,734,965	61,298,134	89,038,026	70,827,378	69,349,421
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	5,051,160	4,921,169	4,921,169	3,683,386	3,806,774	3,277,079
6400 Federal Funds Ltd	408,791	600,000	600,000	1,065,807	1,065,807	1,065,807
TOTAL AVAILABLE REVENUES	**$64,763,664**	**$65,256,134**	**$66,819,303**	**$93,787,219**	**$75,699,959**	**$73,692,307**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	10,388,679	11,278,879	11,506,368	13,093,745	11,927,177	11,927,177
3400 Other Funds Ltd	265,918	295,296	305,880	317,592	317,592	317,592
6400 Federal Funds Ltd	62,255	-	-	-	-	-
All Funds	10,716,852	11,574,175	11,812,248	13,411,337	12,244,769	12,244,769
3160 Temporary Appointments						
8000 General Fund	65,446	144,495	144,495	148,830	148,830	148,830
3400 Other Funds Ltd	9,118	-	-	-	-	-
All Funds	74,564	144,495	144,495	148,830	148,830	148,830
3170 Overtime Payments						
8000 General Fund	35,742	21,934	21,934	22,593	22,593	22,593
3400 Other Funds Ltd	6,518	-	-	-	-	-
All Funds	42,260	21,934	21,934	22,593	22,593	22,593
3180 Shift Differential						
8000 General Fund	53	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	183,437	159,614	159,614	164,401	164,401	164,401
3400 Other Funds Ltd	12,755	20,532	20,532	21,148	21,148	21,148
6400 Federal Funds Ltd	1,371	-	-	-	-	-
All Funds	197,563	180,146	180,146	185,549	185,549	185,549
SALARIES & WAGES						
8000 General Fund	10,673,357	11,604,922	11,832,411	13,429,569	12,263,001	12,263,001
3400 Other Funds Ltd	294,309	315,828	326,412	338,740	338,740	338,740
6400 Federal Funds Ltd	63,626	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
TOTAL SALARIES & WAGES	**$11,031,292**	**$11,920,750**	**$12,158,823**	**$13,768,309**	**$12,601,741**	**$12,601,741**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	3,177	3,320	3,320	3,960	3,652	3,652
3400 Other Funds Ltd	88	120	120	132	132	132
6400 Federal Funds Ltd	25	-	-	-	-	-
All Funds	3,290	3,440	3,440	4,092	3,784	3,784
3220 Public Employees' Retire Cont						
8000 General Fund	2,002,513	2,233,628	2,278,692	2,593,721	2,365,890	2,365,890
3400 Other Funds Ltd	50,584	61,556	63,762	66,157	66,157	66,157
6400 Federal Funds Ltd	14,255	-	-	-	-	-
All Funds	2,067,352	2,295,184	2,342,454	2,659,878	2,432,047	2,432,047
3221 Pension Obligation Bond						
8000 General Fund	637,564	715,956	707,373	750,359	750,359	750,359
3400 Other Funds Ltd	18,549	19,479	19,148	21,034	21,034	21,034
6400 Federal Funds Ltd	4,497	-	-	-	-	-
All Funds	660,610	735,435	726,521	771,393	771,393	771,393
3230 Social Security Taxes						
8000 General Fund	793,384	874,859	892,516	1,018,227	928,984	928,984
3400 Other Funds Ltd	22,923	24,160	25,026	25,914	25,914	25,914
6400 Federal Funds Ltd	5,273	-	-	-	-	-
All Funds	821,580	899,019	917,542	1,044,141	954,898	954,898
3240 Unemployment Assessments						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	-	4,409	4,409	6,640	4,541	4,541
3400 Other Funds Ltd	29,109	-	-	-	-	-
All Funds	29,109	4,409	4,409	6,640	4,541	4,541
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	4,037	4,897	4,897	6,210	5,727	5,727
3400 Other Funds Ltd	120	177	177	207	207	207
6400 Federal Funds Ltd	31	-	-	-	-	-
All Funds	4,188	5,074	5,074	6,417	5,934	5,934
3260 Mass Transit Tax						
8000 General Fund	48,195	70,436	70,436	80,578	73,578	73,578
3400 Other Funds Ltd	1,832	1,895	1,895	2,032	2,032	2,032
All Funds	50,027	72,331	72,331	82,610	75,610	75,610
3270 Flexible Benefits						
8000 General Fund	2,464,463	2,533,824	2,548,841	2,747,520	2,533,824	2,533,824
3400 Other Funds Ltd	73,680	91,584	92,920	91,584	91,584	91,584
6400 Federal Funds Ltd	19,055	-	-	-	-	-
All Funds	2,557,198	2,625,408	2,641,761	2,839,104	2,625,408	2,625,408
OTHER PAYROLL EXPENSES						
8000 General Fund	5,953,333	6,441,329	6,510,484	7,207,215	6,666,555	6,666,555
3400 Other Funds Ltd	196,885	198,971	203,048	207,060	207,060	207,060
6400 Federal Funds Ltd	43,136	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$6,193,354**	**$6,640,300**	**$6,713,532**	**$7,414,275**	**$6,873,615**	**$6,873,615**

P.S. BUDGET ADJUSTMENTS

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3455 Vacancy Savings						
8000 General Fund	-	(1,085,088)	(1,085,088)	(48,178)	(48,178)	(48,178)
3400 Other Funds Ltd	-	(1,138)	(1,138)	(1,149)	(1,149)	(1,149)
All Funds	-	(1,086,226)	(1,086,226)	(49,327)	(49,327)	(49,327)
3465 Reconciliation Adjustment						
8000 General Fund	-	470,954	470,954	-	-	-
3400 Other Funds Ltd	-	12,714	12,714	-	-	-
All Funds	-	483,668	483,668	-	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(333,915)	-	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(379,994)	(379,994)	-	-	-
3400 Other Funds Ltd	-	(10,340)	(10,340)	-	-	-
All Funds	-	(390,334)	(390,334)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(1,328,043)	(994,128)	(48,178)	(48,178)	(48,178)
3400 Other Funds Ltd	-	1,236	1,236	(1,149)	(1,149)	(1,149)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($1,326,807)**	**($992,892)**	**($49,327)**	**($49,327)**	**($49,327)**
PERSONAL SERVICES						
8000 General Fund	16,626,690	16,718,208	17,348,767	20,588,606	18,881,378	18,881,378
3400 Other Funds Ltd	491,194	516,035	530,696	544,651	544,651	544,651
6400 Federal Funds Ltd	106,762	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$17,224,646**	**$17,234,243**	**$17,879,463**	**$21,133,257**	**$19,426,029**	**$19,426,029**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	259,177	220,536	220,536	238,753	227,742	101,658
3400 Other Funds Ltd	2,669	16,795	16,795	17,299	17,299	17,299
6400 Federal Funds Ltd	3,415	96,651	96,651	99,551	99,551	99,551
All Funds	265,261	333,982	333,982	355,603	344,592	218,508
4125 Out of State Travel						
8000 General Fund	16,223	11,873	11,873	12,229	12,229	12,229
3400 Other Funds Ltd	7,499	20,000	20,000	20,600	20,600	20,600
6400 Federal Funds Ltd	6,705	-	-	-	-	-
All Funds	30,427	31,873	31,873	32,829	32,829	32,829
4150 Employee Training						
8000 General Fund	58,004	84,614	84,614	186,085	186,085	186,085
3400 Other Funds Ltd	1,477	-	-	-	-	-
6400 Federal Funds Ltd	7,604	-	-	-	-	-
All Funds	67,085	84,614	84,614	186,085	186,085	186,085
4175 Office Expenses						
8000 General Fund	95,532	618,477	618,477	672,697	632,104	1,596,388
3400 Other Funds Ltd	1,008	10,353	10,353	10,664	10,664	10,664
All Funds	96,540	628,830	628,830	683,361	642,768	1,607,052
4200 Telecommunications						
8000 General Fund	2,244,595	-	-	3,596,969	3,596,969	3,596,969
6400 Federal Funds Ltd	-	-	-	447,807	447,807	447,807

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	2,244,595	-	-	4,044,776	4,044,776	4,044,776
4225 State Gov. Service Charges						
8000 General Fund	34,161,283	37,277,263	37,277,263	38,445,700	37,294,601	34,852,463
4250 Data Processing						
8000 General Fund	10,902	911,541	911,541	3,718,132	3,728,988	3,724,185
4275 Publicity and Publications						
8000 General Fund	3,835	37,562	37,562	38,688	38,688	38,688
4300 Professional Services						
8000 General Fund	230,196	224,600	224,600	232,731	236,463	239,165
3400 Other Funds Ltd	15,000	-	-	-	-	-
6400 Federal Funds Ltd	284,305	411,200	411,200	424,770	424,770	424,770
All Funds	529,501	635,800	635,800	657,501	661,233	663,935
4315 IT Professional Services						
8000 General Fund	6,798	-	-	-	-	-
4325 Attorney General						
8000 General Fund	1,222,922	2,131,671	2,131,671	2,547,771	2,463,766	2,548,658
4375 Employee Recruitment and Develop						
8000 General Fund	-	2,860	2,860	24,532	24,532	24,532
4400 Dues and Subscriptions						
8000 General Fund	11,092	5,186	5,186	5,342	5,342	5,342
4425 Facilities Rental and Taxes						
8000 General Fund	1,388,269	895,802	895,802	935,217	935,217	935,217
4450 Fuels and Utilities						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	126,211	742,909	742,909	767,573	779,918	788,788
4475 Facilities Maintenance						
8000 General Fund	10,773	5,121	5,121	5,274	5,274	5,274
3400 Other Funds Ltd	1,925	-	-	-	-	-
All Funds	12,698	5,121	5,121	5,274	5,274	5,274
4500 Food and Kitchen Supplies						
8000 General Fund	9,431	-	-	-	-	-
3400 Other Funds Ltd	1,436	-	-	-	-	-
All Funds	10,867	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	80,577	208,245	208,245	215,158	218,619	221,105
4550 Other Care of Residents and Patients						
8000 General Fund	4,194	1,981	1,981	2,040	2,040	2,040
4575 Agency Program Related S and S						
8000 General Fund	9,161	-	-	-	-	-
4625 Other COI Costs						
8000 General Fund	54,453	111,640	111,640	114,989	114,989	114,989
3200 Other Funds Non-Ltd	230,790	-	-	-	-	-
3400 Other Funds Ltd	-	89,000	89,000	497,977	621,365	346,238
All Funds	285,243	200,640	200,640	612,966	736,354	461,227
4650 Other Services and Supplies						
8000 General Fund	157,329	216,528	216,528	1,199,145	1,194,245	1,226,079
3200 Other Funds Non-Ltd	1,590,153	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	5,247	60,000	60,000	61,800	61,800	61,800
All Funds	1,752,729	276,528	276,528	1,260,945	1,256,045	1,287,879
4675 Undistributed (S.S.)						
8000 General Fund	-	(932,610)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	70,924	39,626	39,626	12,062,159	40,816	40,816
4715 IT Expendable Property						
8000 General Fund	278,866	38,137	38,137	57,300	39,282	39,282
3400 Other Funds Ltd	498	-	-	-	-	-
All Funds	279,364	38,137	38,137	57,300	39,282	39,282
SERVICES & SUPPLIES						
8000 General Fund	40,510,747	42,853,562	43,786,172	65,078,484	51,777,909	50,299,952
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	36,759	196,148	196,148	608,340	731,728	456,601
6400 Federal Funds Ltd	302,029	507,851	507,851	972,128	972,128	972,128
TOTAL SERVICES & SUPPLIES	**$42,670,478**	**$43,557,561**	**$44,490,171**	**$66,658,952**	**$53,481,765**	**$51,728,681**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	-	60,591	60,591	62,409	62,409	62,409
5200 Technical Equipment						
8000 General Fund	7,155	-	-	730,711	-	-
5550 Data Processing Software						
8000 General Fund	-	-	-	280,000	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
5900 Other Capital Outlay						
8000 General Fund	-	-	-	2,192,134	-	-
CAPITAL OUTLAY						
8000 General Fund	7,155	60,591	60,591	3,265,254	62,409	62,409
TOTAL CAPITAL OUTLAY	**$7,155**	**$60,591**	**$60,591**	**$3,265,254**	**$62,409**	**$62,409**
SPECIAL PAYMENTS						
6035 Dist to Individuals						
8000 General Fund	-	94,245	94,245	97,072	97,072	97,072
6085 Other Special Payments						
8000 General Fund	-	8,359	8,359	8,610	8,610	8,610
SPECIAL PAYMENTS						
8000 General Fund	-	102,604	102,604	105,682	105,682	105,682
TOTAL SPECIAL PAYMENTS	**-**	**$102,604**	**$102,604**	**$105,682**	**$105,682**	**$105,682**
EXPENDITURES						
8000 General Fund	57,144,592	59,734,965	61,298,134	89,038,026	70,827,378	69,349,421
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	527,953	712,183	726,844	1,152,991	1,276,379	1,001,252
6400 Federal Funds Ltd	408,791	507,851	507,851	972,128	972,128	972,128
TOTAL EXPENDITURES	**$59,902,279**	**$60,954,999**	**$62,532,829**	**$91,163,145**	**$73,075,885**	**$71,322,801**
REVERSIONS						
9900 Reversions						
8000 General Fund	(338,178)	-	-	-	-	-
ENDING BALANCE						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	4,523,207	4,208,986	4,194,325	2,530,395	2,530,395	2,275,827
6400 Federal Funds Ltd	-	92,149	92,149	93,679	93,679	93,679
TOTAL ENDING BALANCE	**$4,523,207**	**$4,301,135**	**$4,286,474**	**$2,624,074**	**$2,624,074**	**$2,369,506**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	90	86	86	93	86	86
TOTAL AUTHORIZED POSITIONS	**90**	**86**	**86**	**93**	**86**	**86**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	84.07	85.50	85.50	92.50	85.50	85.50
8280 FTE Reconciliation	-	0.50	0.50	-	-	-
TOTAL AUTHORIZED FTE	**84.07**	**86.00**	**86.00**	**92.50**	**85.50**	**85.50**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	14,866	-	-	-	-	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	2,969,073	-	-	-	-	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(14,866)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	2,969,073	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$2,969,073**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,143,558	-	-	-	-	-
3160 Temporary Appointments						
8000 General Fund	5,918	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	28,545	-	-	-	-	-
SALARIES & WAGES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	1,178,021	-	-	-	-	-
TOTAL SALARIES & WAGES	**$1,178,021**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	348	-	-	-	-	-
3220 Public Employees' Retire Cont						
8000 General Fund	190,456	-	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	72,795	-	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	89,093	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	457	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	7,128	-	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	269,539	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	629,816	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$629,816**	**-**	**-**	**-**	**-**	**-**
PERSONAL SERVICES						
8000 General Fund	1,807,837	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$1,807,837**	**-**	**-**	**-**	**-**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	6,186	-	-	-	-	-
4150 Employee Training						
8000 General Fund	727	-	-	-	-	-
4175 Office Expenses						
8000 General Fund	59,066	-	-	-	-	-
4275 Publicity and Publications						
8000 General Fund	7	-	-	-	-	-
4300 Professional Services						
8000 General Fund	6,528	-	-	-	-	-
4325 Attorney General						
8000 General Fund	8,072	-	-	-	-	-
4400 Dues and Subscriptions						
8000 General Fund	1,139	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	45,200	-	-	-	-	-
4500 Food and Kitchen Supplies						
8000 General Fund	470	-	-	-	-	-
4550 Other Care of Residents and Patients						
8000 General Fund	121	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	4,394	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4700 Expendable Prop 250 - 5000						
8000 General Fund	5,960	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	9,909	-	-	-	-	-
SERVICES & SUPPLIES						
8000 General Fund	147,779	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$147,779**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	1,955,616	-	-	-	-	-
TOTAL EXPENDITURES	**$1,955,616**	**-**	**-**	**-**	**-**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(1,013,457)	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	696,170	1,202,078	1,202,078	969,881	969,881	969,881
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(205,776)	(797,029)	(797,029)	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	490,394	405,049	405,049	969,881	969,881	969,881
TOTAL BEGINNING BALANCE	**$490,394**	**$405,049**	**$405,049**	**$969,881**	**$969,881**	**$969,881**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	50,938,901	48,863,200	50,946,658	58,386,430	57,380,984	54,297,442
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	4,764,566	5,664,954	5,664,954	3,574,438	3,574,438	3,574,438
FINES, RENTS AND ROYALTIES						
0510 Rents and Royalties						
3400 Other Funds Ltd	237,693	207,225	207,225	267,865	267,865	267,865
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	-	-	-	2,623,175	623,175	-
SALES INCOME						
0705 Sales Income						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	653,843	580,111	580,111	511,196	511,196	511,196
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	-	33,556	33,556	34,563	34,563	34,563
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	148,757	1,746,700	1,746,700	2,200,001	2,200,001	2,200,001
REVENUE CATEGORIES						
8000 General Fund	50,938,901	48,863,200	50,946,658	58,386,430	57,380,984	54,297,442
3400 Other Funds Ltd	5,804,859	8,232,546	8,232,546	9,211,238	7,211,238	6,588,063
TOTAL REVENUE CATEGORIES	**$56,743,760**	**$57,095,746**	**$59,179,204**	**$67,597,668**	**$64,592,222**	**$60,885,505**
AVAILABLE REVENUES						
8000 General Fund	50,938,901	48,863,200	50,946,658	58,386,430	57,380,984	54,297,442
3400 Other Funds Ltd	6,295,253	8,637,595	8,637,595	10,181,119	8,181,119	7,557,944
TOTAL AVAILABLE REVENUES	**$57,234,154**	**$57,500,795**	**$59,584,253**	**$68,567,549**	**$65,562,103**	**$61,855,386**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	24,120,502	27,693,264	28,360,570	30,293,785	30,547,249	29,391,599
3400 Other Funds Ltd	2,560,694	3,279,327	3,462,059	4,528,225	3,495,721	3,495,721
All Funds	26,681,196	30,972,591	31,822,629	34,822,010	34,042,970	32,887,320
3160 Temporary Appointments						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	197,340	30,689	30,689	31,610	31,610	31,610
3400 Other Funds Ltd	72,027	-	-	-	-	-
All Funds	269,367	30,689	30,689	31,610	31,610	31,610
3170 Overtime Payments						
8000 General Fund	249,390	440,962	213,010	219,400	219,400	219,400
3400 Other Funds Ltd	129,244	23,248	23,248	23,945	23,945	23,945
All Funds	378,634	464,210	236,258	243,345	243,345	243,345
3180 Shift Differential						
8000 General Fund	1,451	-	-	-	-	-
3400 Other Funds Ltd	2,180	-	-	-	-	-
All Funds	3,631	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	419,868	341,263	206,446	225,479	212,639	212,639
3400 Other Funds Ltd	91,878	77,111	77,111	79,424	79,424	79,424
All Funds	511,746	418,374	283,557	304,903	292,063	292,063
SALARIES & WAGES						
8000 General Fund	24,988,551	28,506,178	28,810,715	30,770,274	31,010,898	29,855,248
3400 Other Funds Ltd	2,856,023	3,379,686	3,562,418	4,631,594	3,599,090	3,599,090
TOTAL SALARIES & WAGES	**$27,844,574**	**$31,885,864**	**$32,373,133**	**$35,401,868**	**$34,609,988**	**$33,454,338**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	8,240	9,106	9,026	10,238	10,282	9,886
3400 Other Funds Ltd	1,163	1,360	1,360	1,804	1,452	1,452

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	9,403	10,466	10,386	12,042	11,734	11,338
3220 Public Employees' Retire Cont						
8000 General Fund	4,533,191	5,549,853	5,685,446	6,003,274	6,050,267	5,824,569
3400 Other Funds Ltd	604,821	658,699	695,503	904,557	702,910	702,910
All Funds	5,138,012	6,208,552	6,380,949	6,907,831	6,753,177	6,527,479
3221 Pension Obligation Bond						
8000 General Fund	1,541,328	1,789,219	1,732,893	1,854,821	1,854,821	1,854,821
3400 Other Funds Ltd	175,921	208,431	204,907	223,088	223,088	223,088
All Funds	1,717,249	1,997,650	1,937,800	2,077,909	2,077,909	2,077,909
3230 Social Security Taxes						
8000 General Fund	1,887,207	2,180,134	2,233,423	2,352,246	2,370,652	2,282,248
3400 Other Funds Ltd	217,156	258,545	272,991	354,314	275,330	275,330
All Funds	2,104,363	2,438,679	2,506,414	2,706,560	2,645,982	2,557,578
3240 Unemployment Assessments						
8000 General Fund	10,532	35,195	35,195	37,676	38,108	36,251
3400 Other Funds Ltd	7,623	76	76	1,935	78	78
All Funds	18,155	35,271	35,271	39,611	38,186	36,329
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	10,098	13,432	13,314	16,054	16,123	15,502
3400 Other Funds Ltd	1,505	2,006	2,006	2,829	2,277	2,277
All Funds	11,603	15,438	15,320	18,883	18,400	17,779
3260 Mass Transit Tax						
8000 General Fund	115,637	176,337	176,337	184,621	186,065	179,870

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	8,479	20,278	20,278	27,789	21,594	21,594
All Funds	124,116	196,615	196,615	212,410	207,659	201,464
3270 Flexible Benefits						
8000 General Fund	6,048,106	6,950,209	6,980,096	7,011,265	7,102,849	6,797,569
3400 Other Funds Ltd	883,654	1,037,952	1,053,089	1,251,648	1,007,424	1,007,424
All Funds	6,931,760	7,988,161	8,033,185	8,262,913	8,110,273	7,804,993
OTHER PAYROLL EXPENSES						
8000 General Fund	14,154,339	16,703,485	16,865,730	17,470,195	17,629,167	17,000,716
3400 Other Funds Ltd	1,900,322	2,187,347	2,250,210	2,767,964	2,234,153	2,234,153
TOTAL OTHER PAYROLL EXPENSES	**$16,054,661**	**$18,890,832**	**$19,115,940**	**$20,238,159**	**$19,863,320**	**$19,234,869**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(1,313,153)	(1,313,153)	(117,818)	(117,818)	(117,818)
3400 Other Funds Ltd	-	(12,641)	(12,641)	(12,220)	(12,220)	(12,220)
All Funds	-	(1,325,794)	(1,325,794)	(130,038)	(130,038)	(130,038)
3465 Reconciliation Adjustment						
8000 General Fund	-	1,206,269	1,206,269	-	-	217,786
3400 Other Funds Ltd	-	184,835	184,835	-	-	-
All Funds	-	1,391,104	1,391,104	-	-	217,786
3470 Undistributed (P.S.)						
8000 General Fund	-	(2,599,859)	-	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(1,053,822)	(1,053,822)	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	-	(121,374)	(121,374)	-	-	-
All Funds	-	(1,175,196)	(1,175,196)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(3,760,565)	(1,160,706)	(117,818)	(117,818)	99,968
3400 Other Funds Ltd	-	50,820	50,820	(12,220)	(12,220)	(12,220)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($3,709,745)**	**($1,109,886)**	**($130,038)**	**($130,038)**	**$87,748**
PERSONAL SERVICES						
8000 General Fund	39,142,890	41,449,098	44,515,739	48,122,651	48,522,247	46,955,932
3400 Other Funds Ltd	4,756,345	5,617,853	5,863,448	7,387,338	5,821,023	5,821,023
TOTAL PERSONAL SERVICES	**$43,899,235**	**$47,066,951**	**$50,379,187**	**$55,509,989**	**$54,343,270**	**$52,776,955**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	410,784	421,609	329,395	393,234	369,539	343,961
3400 Other Funds Ltd	6,294	27,362	27,362	40,766	28,182	28,182
All Funds	417,078	448,971	356,757	434,000	397,721	372,143
4125 Out of State Travel						
8000 General Fund	3,576	454	454	6,648	6,648	6,648
4150 Employee Training						
8000 General Fund	169,784	200,437	160,569	172,980	172,980	172,980
3400 Other Funds Ltd	-	1,024	1,024	1,055	1,055	1,055
All Funds	169,784	201,461	161,593	174,035	174,035	174,035
4175 Office Expenses						
8000 General Fund	663,897	437,155	325,727	335,546	362,759	190,498

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	11,473	110,973	110,973	172,439	114,303	114,303
All Funds	675,370	548,128	436,700	507,985	477,062	304,801
4200 Telecommunications						
8000 General Fund	1,879,800	2,377,551	1,849,561	3,430,667	3,461,401	2,059,656
4225 State Gov. Service Charges						
8000 General Fund	94	-	-	-	-	-
4250 Data Processing						
8000 General Fund	1,560,227	1,311,077	1,019,071	1,419,381	1,123,153	1,121,772
3400 Other Funds Ltd	815	8,829	8,829	13,998	9,094	9,094
All Funds	1,561,042	1,319,906	1,027,900	1,433,379	1,132,247	1,130,866
4275 Publicity and Publications						
8000 General Fund	2,321	2,188	2,188	17,189	17,189	17,189
3400 Other Funds Ltd	656	-	-	-	-	-
All Funds	2,977	2,188	2,188	17,189	17,189	17,189
4300 Professional Services						
8000 General Fund	135,898	113,780	113,780	117,898	119,789	121,158
3400 Other Funds Ltd	21,700	-	-	-	-	-
All Funds	157,598	113,780	113,780	117,898	119,789	121,158
4315 IT Professional Services						
8000 General Fund	3,212	-	-	8,000	303,365	-
3400 Other Funds Ltd	-	-	-	303,365	-	-
All Funds	3,212	-	-	311,365	303,365	-
4325 Attorney General						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	50,108	296,069	296,069	353,862	342,195	135,766
3400 Other Funds Ltd	3,975	2,144	2,144	2,555	2,435	2,329
All Funds	54,083	298,213	298,213	356,417	344,630	138,095
4375 Employee Recruitment and Develop						
8000 General Fund	6,469	6,288	6,288	6,476	6,476	6,476
4400 Dues and Subscriptions						
8000 General Fund	4,457	9,823	8,047	10,348	10,348	10,348
3400 Other Funds Ltd	92	512	512	527	527	527
All Funds	4,549	10,335	8,559	10,875	10,875	10,875
4425 Facilities Rental and Taxes						
8000 General Fund	26,102	-	-	-	-	-
3400 Other Funds Ltd	23,585	-	-	-	-	-
All Funds	49,687	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	877,479	827,087	643,200	686,898	697,586	705,942
3400 Other Funds Ltd	79,064	117,760	117,760	121,292	121,292	121,292
All Funds	956,543	944,847	760,960	808,190	818,878	827,234
4475 Facilities Maintenance						
8000 General Fund	1,333,041	972,173	751,481	832,779	845,266	855,944
3400 Other Funds Ltd	265,002	338,630	338,630	348,789	348,789	348,789
All Funds	1,598,043	1,310,803	1,090,111	1,181,568	1,194,055	1,204,733
4500 Food and Kitchen Supplies						
8000 General Fund	9,363	5,659	4,839	4,985	4,985	4,985

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	354,491	469,350	469,350	483,431	483,431	483,431
All Funds	363,854	475,009	474,189	488,416	488,416	488,416
4525 Medical Services and Supplies						
8000 General Fund	811	2,080	2,080	2,177	2,177	2,177
4550 Other Care of Residents and Patients						
8000 General Fund	49,903	53,855	41,723	37,824	37,824	37,824
3400 Other Funds Ltd	1,602	74,650	74,650	76,889	76,889	76,889
All Funds	51,505	128,505	116,373	114,713	114,713	114,713
4650 Other Services and Supplies						
8000 General Fund	188,027	444,682	353,008	403,217	384,992	379,930
3400 Other Funds Ltd	23,793	442,621	442,621	465,612	455,900	455,900
All Funds	211,820	887,303	795,629	868,829	840,892	835,830
4675 Undistributed (S.S.)						
8000 General Fund	-	(626,963)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	87,511	71,069	59,695	88,768	91,817	67,425
3400 Other Funds Ltd	7,715	10,184	10,184	34,881	10,489	10,489
All Funds	95,226	81,253	69,879	123,649	102,306	77,914
4715 IT Expendable Property						
8000 General Fund	4,911,087	109,530	85,245	797,829	108,394	447,802
3400 Other Funds Ltd	40,647	13,320	13,320	394,313	373,721	13,721
All Funds	4,951,734	122,850	98,565	1,192,142	482,115	461,523
SERVICES & SUPPLIES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	12,373,951	7,035,603	6,052,420	9,126,706	8,468,883	6,688,481
3400 Other Funds Ltd	840,904	1,617,359	1,617,359	2,459,912	2,026,107	1,666,001
TOTAL SERVICES & SUPPLIES	**$13,214,855**	**$8,652,962**	**$7,669,779**	**$11,586,618**	**$10,494,990**	**$8,354,482**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
8000 General Fund	130,157	66,524	66,524	68,520	68,520	68,520
5200 Technical Equipment						
8000 General Fund	70,374	-	-	-	-	-
5250 Household and Institutional Equip.						
8000 General Fund	-	255,527	255,527	263,193	263,193	263,193
5350 Industrial and Heavy Equipment						
8000 General Fund	169,870	12,533	12,533	12,909	12,909	12,909
5450 Agricultural Equip. and Mach.						
8000 General Fund	18,000	-	-	-	-	-
3400 Other Funds Ltd	15,869	-	-	-	-	-
All Funds	33,869	-	-	-	-	-
5550 Data Processing Software						
8000 General Fund	25,095	19,449	19,449	212,032	20,032	20,032
5600 Data Processing Hardware						
8000 General Fund	12,600	24,466	24,466	25,200	25,200	25,200
5700 Building Structures						
8000 General Fund	116,715	-	-	-	-	-
3400 Other Funds Ltd	33,311	-	-	-	-	-

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
All Funds	150,026	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	403,477	-	-	555,219	-	263,175
3400 Other Funds Ltd	15,900	-	-	263,175	263,175	-
All Funds	419,377	-	-	818,394	263,175	263,175
CAPITAL OUTLAY						
8000 General Fund	946,288	378,499	378,499	1,137,073	389,854	653,029
3400 Other Funds Ltd	65,080	-	-	263,175	263,175	-
TOTAL CAPITAL OUTLAY	**$1,011,368**	**$378,499**	**$378,499**	**$1,400,248**	**$653,029**	**$653,029**
EXPENDITURES						
8000 General Fund	52,463,129	48,863,200	50,946,658	58,386,430	57,380,984	54,297,442
3400 Other Funds Ltd	5,662,329	7,235,212	7,480,807	10,110,425	8,110,305	7,487,024
TOTAL EXPENDITURES	**$58,125,458**	**$56,098,412**	**$58,427,465**	**$68,496,855**	**$65,491,289**	**$61,784,466**
REVERSIONS						
9900 Reversions						
8000 General Fund	1,524,228	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	632,924	1,402,383	1,156,788	70,694	70,814	70,920
TOTAL ENDING BALANCE	**$632,924**	**$1,402,383**	**$1,156,788**	**$70,694**	**$70,814**	**$70,920**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	268	263	261	275	268	259
8180 Position Reconciliation	-	-	-	-	-	1
TOTAL AUTHORIZED POSITIONS	**268**	**263**	**261**	**275**	**268**	**260**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	259.85	262.05	260.05	271.16	266.16	256.25
8280 FTE Reconciliation	-	-	-	-	-	1.91
TOTAL AUTHORIZED FTE	**259.85**	**262.05**	**260.05**	**271.16**	**266.16**	**258.16**

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
BEGINNING BALANCE						
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	1,280,048	-	-	-	-	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	30,342,746	-	-	-	-	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	247,141	-	-	-	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	19,873	-	-	-	-	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	780	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	244,191	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	457,585	-	-	-	-	-
TRANSFERS IN						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	2,162,610	-	-	-	-	-
1137 Tsfr From Justice, Dept of						
3400 Other Funds Ltd	11,878	-	-	-	-	-
1213 Tsfr From Criminal Justice Comm						
3400 Other Funds Ltd	83,062	-	-	-	-	-
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	46,859	-	-	-	-	-
1586 Tsfr From Comm Coll/Wkfrc Dev						
3400 Other Funds Ltd	110,920	-	-	-	-	-
TRANSFERS IN						
3400 Other Funds Ltd	2,415,329	-	-	-	-	-
TOTAL TRANSFERS IN	**$2,415,329**	**-**	**-**	**-**	**-**	**-**
REVENUE CATEGORIES						
8000 General Fund	30,342,746	-	-	-	-	-
3400 Other Funds Ltd	2,927,314	-	-	-	-	-
6400 Federal Funds Ltd	457,585	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$33,727,645**	**-**	**-**	**-**	**-**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(1,567,711)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	30,342,746	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	2,639,651	-	-	-	-	-
6400 Federal Funds Ltd	457,585	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$33,439,982**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	7,683,328	-	-	-	-	-
3160 Temporary Appointments						
8000 General Fund	96,998	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	4,248	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	36	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	80,439	-	-	-	-	-
SALARIES & WAGES						
8000 General Fund	7,865,049	-	-	-	-	-
TOTAL SALARIES & WAGES	**$7,865,049**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	3,004	-	-	-	-	-
3220 Public Employees' Retire Cont						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	1,418,904	-	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	466,941	-	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	593,368	-	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	1,208	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	3,546	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	35,907	-	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	2,065,640	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	4,588,518	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$4,588,518**	**-**	**-**	**-**	**-**	**-**
PERSONAL SERVICES						
8000 General Fund	12,453,567	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$12,453,567**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	106,705	-	-	-	-	-
3400 Other Funds Ltd	4,484	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	111,189	-	-	-	-	-
4125 Out of State Travel						
8000 General Fund	5,441	-	-	-	-	-
3400 Other Funds Ltd	3,924	-	-	-	-	-
6400 Federal Funds Ltd	2,832	-	-	-	-	-
All Funds	12,197	-	-	-	-	-
4150 Employee Training						
8000 General Fund	23,913	-	-	-	-	-
3400 Other Funds Ltd	3,887	-	-	-	-	-
All Funds	27,800	-	-	-	-	-
4175 Office Expenses						
8000 General Fund	277,239	-	-	-	-	-
3400 Other Funds Ltd	5,357	-	-	-	-	-
All Funds	282,596	-	-	-	-	-
4200 Telecommunications						
8000 General Fund	100	-	-	-	-	-
4250 Data Processing						
8000 General Fund	41,044	-	-	-	-	-
6400 Federal Funds Ltd	218	-	-	-	-	-
All Funds	41,262	-	-	-	-	-
4300 Professional Services						
8000 General Fund	6,956,640	-	-	-	-	-
3400 Other Funds Ltd	739,234	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
6400 Federal Funds Ltd	76,589	-	-	-	-	-
All Funds	7,772,463	-	-	-	-	-
4325 Attorney General						
8000 General Fund	78,431	-	-	-	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	40	-	-	-	-	-
4400 Dues and Subscriptions						
8000 General Fund	28,864	-	-	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	630	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	6,076	-	-	-	-	-
3400 Other Funds Ltd	1,514	-	-	-	-	-
All Funds	7,590	-	-	-	-	-
4500 Food and Kitchen Supplies						
8000 General Fund	12,994	-	-	-	-	-
3400 Other Funds Ltd	14,463	-	-	-	-	-
All Funds	27,457	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	3,143,103	-	-	-	-	-
3400 Other Funds Ltd	1,597,167	-	-	-	-	-
All Funds	4,740,270	-	-	-	-	-
4550 Other Care of Residents and Patients						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	415,303	-	-	-	-	-
3400 Other Funds Ltd	161,381	-	-	-	-	-
All Funds	576,684	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	128,590	-	-	-	-	-
3400 Other Funds Ltd	7,226	-	-	-	-	-
All Funds	135,816	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	4,515	-	-	-	-	-
3400 Other Funds Ltd	8,907	-	-	-	-	-
All Funds	13,422	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	114,341	-	-	-	-	-
3400 Other Funds Ltd	9,045	-	-	-	-	-
All Funds	123,386	-	-	-	-	-
SERVICES & SUPPLIES						
8000 General Fund	11,343,969	-	-	-	-	-
3400 Other Funds Ltd	2,556,589	-	-	-	-	-
6400 Federal Funds Ltd	79,639	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$13,980,197**	**-**	**-**	**-**	**-**	**-**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	4,683,127	-	-	-	-	-

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
6400 Federal Funds Ltd	377,945	-	-	-	-	-
All Funds	5,061,072	-	-	-	-	-
EXPENDITURES						
8000 General Fund	28,480,663	-	-	-	-	-
3400 Other Funds Ltd	2,556,589	-	-	-	-	-
6400 Federal Funds Ltd	457,584	-	-	-	-	-
TOTAL EXPENDITURES	**$31,494,836**	**-**	**-**	**-**	**-**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(1,862,083)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	83,062	-	-	-	-	-
6400 Federal Funds Ltd	1	-	-	-	-	-
TOTAL ENDING BALANCE	**$83,063**	**-**	**-**	**-**	**-**	**-**

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	-	-	-	1,006	1,006	1,006
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	1,618	1,618	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	-	1,618	1,618	1,006	1,006	1,006
TOTAL BEGINNING BALANCE	**-**	**$1,618**	**$1,618**	**$1,006**	**$1,006**	**$1,006**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	12,574,807	13,205,554	14,028,006	16,436,538	14,596,706	14,586,591
FINES, RENTS AND ROYALTIES						
0510 Rents and Royalties						
3400 Other Funds Ltd	3,050	5,000	5,000	6,463	6,463	6,463
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	2,755	-	-	-	-	-
REVENUE CATEGORIES						
8000 General Fund	12,574,807	13,205,554	14,028,006	16,436,538	14,596,706	14,586,591
3400 Other Funds Ltd	5,805	5,000	5,000	6,463	6,463	6,463
TOTAL REVENUE CATEGORIES	**$12,580,612**	**$13,210,554**	**$14,033,006**	**$16,443,001**	**$14,603,169**	**$14,593,054**
AVAILABLE REVENUES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	12,574,807	13,205,554	14,028,006	16,436,538	14,596,706	14,586,591
3400 Other Funds Ltd	5,805	6,618	6,618	7,469	7,469	7,469
TOTAL AVAILABLE REVENUES	**$12,580,612**	**$13,212,172**	**$14,034,624**	**$16,444,007**	**$14,604,175**	**$14,594,060**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	6,749,815	7,632,228	7,961,703	9,392,844	8,341,692	8,341,692
3160 Temporary Appointments						
8000 General Fund	69,512	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	132,324	136,157	-	-	-	-
3180 Shift Differential						
8000 General Fund	255	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	120,835	86,072	-	-	-	-
SALARIES & WAGES						
8000 General Fund	7,072,741	7,854,457	7,961,703	9,392,844	8,341,692	8,341,692
TOTAL SALARIES & WAGES	**$7,072,741**	**$7,854,457**	**$7,961,703**	**$9,392,844**	**$8,341,692**	**$8,341,692**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	2,311	2,440	2,440	3,212	2,772	2,772
3220 Public Employees' Retire Cont						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	1,282,592	1,530,827	1,595,864	1,834,424	1,629,132	1,629,132
3221 Pension Obligation Bond						
8000 General Fund	431,990	555,551	484,194	516,264	516,264	516,264
3230 Social Security Taxes						
8000 General Fund	533,406	600,865	626,752	718,547	638,135	638,135
3240 Unemployment Assessments						
8000 General Fund	13,540	3,272	3,272	5,261	3,370	3,370
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	2,870	3,599	3,599	5,037	4,347	4,347
3260 Mass Transit Tax						
8000 General Fund	33,536	56,567	56,675	53,956	50,051	50,051
3270 Flexible Benefits						
8000 General Fund	1,750,741	1,862,208	1,886,632	2,228,544	1,923,264	1,923,264
OTHER PAYROLL EXPENSES						
8000 General Fund	4,050,986	4,615,329	4,659,428	5,365,245	4,767,335	4,767,335
TOTAL OTHER PAYROLL EXPENSES	**$4,050,986**	**$4,615,329**	**$4,659,428**	**$5,365,245**	**$4,767,335**	**$4,767,335**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(36,722)	(36,722)	(32,799)	(32,799)	(32,799)
3465 Reconciliation Adjustment						
8000 General Fund	-	356,978	356,978	-	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(658,948)	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3991 PERS Policy Adjustment						
8000 General Fund	-	(318,875)	(318,875)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(657,567)	1,381	(32,799)	(32,799)	(32,799)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($657,567)**	**$1,381**	**($32,799)**	**($32,799)**	**($32,799)**
PERSONAL SERVICES						
8000 General Fund	11,123,727	11,812,219	12,622,512	14,725,290	13,076,228	13,076,228
TOTAL PERSONAL SERVICES	**$11,123,727**	**$11,812,219**	**$12,622,512**	**$14,725,290**	**$13,076,228**	**$13,076,228**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	126,178	116,765	90,403	117,983	102,253	100,786
3400 Other Funds Ltd	36	-	-	-	-	-
All Funds	126,214	116,765	90,403	117,983	102,253	100,786
4125 Out of State Travel						
8000 General Fund	4,571	2,933	2,933	5,081	5,081	5,081
4150 Employee Training						
8000 General Fund	262,915	180,479	140,596	130,394	130,394	130,394
3400 Other Funds Ltd	291	-	-	-	-	-
All Funds	263,206	180,479	140,596	130,394	130,394	130,394
4175 Office Expenses						
8000 General Fund	162,926	88,910	69,650	182,876	110,206	74,846
3400 Other Funds Ltd	158	-	-	-	-	-
All Funds	163,084	88,910	69,650	182,876	110,206	74,846

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4200 Telecommunications						
8000 General Fund	3,789	4,696	4,696	4,837	4,837	4,837
4250 Data Processing						
8000 General Fund	7,249	37,966	31,176	38,593	32,463	31,305
4275 Publicity and Publications						
8000 General Fund	2,078	1,680	1,680	3,739	3,739	3,739
4300 Professional Services						
8000 General Fund	19,145	407,014	407,014	420,445	420,445	420,445
3400 Other Funds Ltd	591	-	-	-	-	-
All Funds	19,736	407,014	407,014	420,445	420,445	420,445
4325 Attorney General						
8000 General Fund	464,101	498,789	498,789	594,556	566,686	594,556
4375 Employee Recruitment and Develop						
8000 General Fund	4,530	92,499	68,316	45,440	45,440	45,440
4400 Dues and Subscriptions						
8000 General Fund	993	557	557	2,634	2,634	2,634
4425 Facilities Rental and Taxes						
8000 General Fund	2,810	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	8,031	11,429	8,788	9,052	9,052	9,052
4475 Facilities Maintenance						
8000 General Fund	17,335	20,431	16,049	12,410	12,410	12,410
3400 Other Funds Ltd	3,650	5,000	5,000	5,150	5,150	5,150

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	20,985	25,431	21,049	17,560	17,560	17,560
4500 Food and Kitchen Supplies						
8000 General Fund	1,550	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	50,805	12,480	12,480	12,854	12,854	12,854
4550 Other Care of Residents and Patients						
8000 General Fund	1,366	804	804	828	828	828
4650 Other Services and Supplies						
8000 General Fund	21,558	25,685	20,921	41,735	29,595	29,595
3400 Other Funds Ltd	73	-	-	-	-	-
All Funds	21,631	25,685	20,921	41,735	29,595	29,595
4675 Undistributed (S.S.)						
8000 General Fund	-	(147,429)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	12,568	4,831	4,831	35,466	4,976	4,976
4715 IT Expendable Property						
8000 General Fund	73,520	32,816	25,811	52,325	26,585	26,585
SERVICES & SUPPLIES						
8000 General Fund	1,248,018	1,393,335	1,405,494	1,711,248	1,520,478	1,510,363
3400 Other Funds Ltd	4,799	5,000	5,000	5,150	5,150	5,150
TOTAL SERVICES & SUPPLIES	**$1,252,817**	**$1,398,335**	**$1,410,494**	**$1,716,398**	**$1,525,628**	**$1,515,513**
EXPENDITURES						
8000 General Fund	12,371,745	13,205,554	14,028,006	16,436,538	14,596,706	14,586,591

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	4,799	5,000	5,000	5,150	5,150	5,150
TOTAL EXPENDITURES	**$12,376,544**	**$13,210,554**	**$14,033,006**	**$16,441,688**	**$14,601,856**	**$14,591,741**
REVERSIONS						
9900 Reversions						
8000 General Fund	(203,062)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	1,006	1,618	1,618	2,319	2,319	2,319
TOTAL ENDING BALANCE	**$1,006**	**$1,618**	**$1,618**	**$2,319**	**$2,319**	**$2,319**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	70	70	70	73	63	63
8180 Position Reconciliation	-	(2)	(2)	-	-	-
TOTAL AUTHORIZED POSITIONS	**70**	**68**	**68**	**73**	**63**	**63**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	67.75	60.50	60.50	72.50	62.50	62.50
TOTAL AUTHORIZED FTE	**67.75**	**60.50**	**60.50**	**72.50**	**62.50**	**62.50**

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,702,053	2,068,709	2,068,709	353,498	353,498	353,498
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	39,124	(729,361)	(729,361)	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	1,741,177	1,339,348	1,339,348	353,498	353,498	353,498
TOTAL BEGINNING BALANCE	**$1,741,177**	**$1,339,348**	**$1,339,348**	**$353,498**	**$353,498**	**$353,498**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	192,903,387	234,768,829	239,443,229	271,672,112	254,216,749	269,509,472
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	22,906	-	-	-	-	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,023,024	1,378,912	1,378,912	870,058	870,058	870,058
0415 Admin and Service Charges						
3400 Other Funds Ltd	2,372	-	-	-	-	-
CHARGES FOR SERVICES						
3400 Other Funds Ltd	1,025,396	1,378,912	1,378,912	870,058	870,058	870,058
TOTAL CHARGES FOR SERVICES	**$1,025,396**	**$1,378,912**	**$1,378,912**	**$870,058**	**$870,058**	**$870,058**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	41,890	92,707	92,707	47,898	47,898	47,898
0510 Rents and Royalties						
3400 Other Funds Ltd	4,905	12,000	12,000	15,512	15,512	15,512
FINES, RENTS AND ROYALTIES						
3400 Other Funds Ltd	46,795	104,707	104,707	63,410	63,410	63,410
TOTAL FINES, RENTS AND ROYALTIES	**$46,795**	**$104,707**	**$104,707**	**$63,410**	**$63,410**	**$63,410**
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	40	89	89	78	78	78
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	-	986	986	8,047	8,047	8,047
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	-	-	-	194,618	194,618	194,618
DONATIONS AND CONTRIBUTIONS						
3400 Other Funds Ltd	-	986	986	202,665	202,665	202,665
TOTAL DONATIONS AND CONTRIBUTIONS	**-**	**$986**	**$986**	**$202,665**	**$202,665**	**$202,665**
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	-	-	824,974	824,974	824,974
FEDERAL FUNDS REVENUE						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
0995 Federal Funds						
6400 Federal Funds Ltd	289,933	291,797	291,797	300,551	300,551	300,551
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	591,378	596,729	596,729	87,695	87,695	87,695
1050 Transfer In Other						
3400 Other Funds Ltd	-	4,297,572	4,297,572	3,986,493	3,986,493	4,391,472
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	6,276,355	-	-	-	-	-
1213 Tsfr From Criminal Justice Comm						
3400 Other Funds Ltd	643,921	-	-	370,800	370,800	370,800
TRANSFERS IN						
3400 Other Funds Ltd	7,511,654	4,894,301	4,894,301	4,444,988	4,444,988	4,849,967
TOTAL TRANSFERS IN	**$7,511,654**	**$4,894,301**	**$4,894,301**	**$4,444,988**	**$4,444,988**	**$4,849,967**
REVENUE CATEGORIES						
8000 General Fund	192,903,387	234,768,829	239,443,229	271,672,112	254,216,749	269,509,472
3400 Other Funds Ltd	8,606,791	6,378,995	6,378,995	6,406,173	6,406,173	6,811,152
6400 Federal Funds Ltd	289,933	291,797	291,797	300,551	300,551	300,551
TOTAL REVENUE CATEGORIES	**$201,800,111**	**$241,439,621**	**$246,114,021**	**$278,378,836**	**$260,923,473**	**$276,621,175**
AVAILABLE REVENUES						
8000 General Fund	192,903,387	234,768,829	239,443,229	271,672,112	254,216,749	269,509,472
3400 Other Funds Ltd	10,347,968	7,718,343	7,718,343	6,759,671	6,759,671	7,164,650
6400 Federal Funds Ltd	289,933	291,797	291,797	300,551	300,551	300,551

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
TOTAL AVAILABLE REVENUES	**$203,541,288**	**$242,778,969**	**$247,453,369**	**$278,732,334**	**$261,276,971**	**$276,974,673**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	6,041,992	7,648,826	7,920,519	9,071,259	8,717,619	8,783,644
3400 Other Funds Ltd	13,872	10,990	11,179	12,573	12,573	12,573
All Funds	6,055,864	7,659,816	7,931,698	9,083,832	8,730,192	8,796,217
3160 Temporary Appointments						
8000 General Fund	32,954	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	2,769	9,447	9,447	9,730	9,730	9,730
3190 All Other Differential						
8000 General Fund	297,816	257,265	257,265	264,983	264,983	264,983
3400 Other Funds Ltd	1,131	-	-	-	-	-
All Funds	298,947	257,265	257,265	264,983	264,983	264,983
SALARIES & WAGES						
8000 General Fund	6,375,531	7,915,538	8,187,231	9,345,972	8,992,332	9,058,357
3400 Other Funds Ltd	15,003	10,990	11,179	12,573	12,573	12,573
TOTAL SALARIES & WAGES	**$6,390,534**	**$7,926,528**	**$8,198,410**	**$9,358,545**	**$9,004,905**	**$9,070,930**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	2,153	2,449	2,449	2,915	2,783	2,818

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	5	4	4	4	4	4
All Funds	2,158	2,453	2,453	2,919	2,787	2,822
3220 Public Employees' Retire Cont						
8000 General Fund	1,313,264	1,542,733	1,608,835	1,825,256	1,756,190	1,769,085
3400 Other Funds Ltd	2,514	2,142	2,188	2,456	2,456	2,456
All Funds	1,315,778	1,544,875	1,611,023	1,827,712	1,758,646	1,771,541
3221 Pension Obligation Bond						
8000 General Fund	396,178	536,563	485,917	549,670	549,670	549,670
3400 Other Funds Ltd	893	679	666	778	778	778
All Funds	397,071	537,242	486,583	550,448	550,448	550,448
3230 Social Security Taxes						
8000 General Fund	479,320	603,083	623,868	713,288	686,234	691,285
3400 Other Funds Ltd	1,148	841	855	962	962	962
All Funds	480,468	603,924	624,723	714,250	687,196	692,247
3240 Unemployment Assessments						
8000 General Fund	7,336	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	2,556	3,613	3,613	4,571	4,364	4,418
3400 Other Funds Ltd	5	5	5	6	6	6
All Funds	2,561	3,618	3,618	4,577	4,370	4,424
3260 Mass Transit Tax						
8000 General Fund	4,251	52,155	52,155	56,076	53,954	54,350
3400 Other Funds Ltd	-	66	66	75	75	75

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	4,251	52,221	52,221	56,151	54,029	54,425
3270 Flexible Benefits						
8000 General Fund	1,599,493	1,869,635	1,894,011	2,022,275	1,930,691	1,954,859
3400 Other Funds Ltd	3,339	2,748	2,788	2,748	2,748	2,748
All Funds	1,602,832	1,872,383	1,896,799	2,025,023	1,933,439	1,957,607
OTHER PAYROLL EXPENSES						
8000 General Fund	3,804,551	4,610,231	4,670,848	5,174,051	4,983,886	5,026,485
3400 Other Funds Ltd	7,904	6,485	6,572	7,029	7,029	7,029
TOTAL OTHER PAYROLL EXPENSES	**$3,812,455**	**$4,616,716**	**$4,677,420**	**$5,181,080**	**$4,990,915**	**$5,033,514**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(35,250)	(35,250)	(34,832)	(34,832)	(34,832)
3400 Other Funds Ltd	-	(42)	(42)	(43)	(43)	(43)
All Funds	-	(35,292)	(35,292)	(34,875)	(34,875)	(34,875)
3465 Reconciliation Adjustment						
8000 General Fund	-	562,954	562,954	-	-	-
3400 Other Funds Ltd	-	474	474	-	-	-
All Funds	-	563,428	563,428	-	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(258,073)	-	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(309,279)	(309,279)	-	-	-
3400 Other Funds Ltd	-	(391)	(391)	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	-	(309,670)	(309,670)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(39,648)	218,425	(34,832)	(34,832)	(34,832)
3400 Other Funds Ltd	-	41	41	(43)	(43)	(43)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($39,607)**	**$218,466**	**($34,875)**	**($34,875)**	**($34,875)**
PERSONAL SERVICES						
8000 General Fund	10,180,082	12,486,121	13,076,504	14,485,191	13,941,386	14,050,010
3400 Other Funds Ltd	22,907	17,516	17,792	19,559	19,559	19,559
TOTAL PERSONAL SERVICES	**$10,202,989**	**$12,503,637**	**$13,094,296**	**$14,504,750**	**$13,960,945**	**$14,069,569**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	126,189	40,994	40,994	48,516	43,797	41,920
3400 Other Funds Ltd	1,227	-	-	-	-	-
All Funds	127,416	40,994	40,994	48,516	43,797	41,920
4125 Out of State Travel						
8000 General Fund	3,435	9,574	9,574	9,861	9,861	9,861
3400 Other Funds Ltd	7,971	-	-	-	-	-
6400 Federal Funds Ltd	71	-	-	-	-	-
All Funds	11,477	9,574	9,574	9,861	9,861	9,861
4150 Employee Training						
8000 General Fund	40,622	28,067	28,067	28,909	28,909	28,909
3400 Other Funds Ltd	10,568	-	-	-	-	-
All Funds	51,190	28,067	28,067	28,909	28,909	28,909

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4175 Office Expenses						
8000 General Fund	113,310	82,955	82,955	114,512	92,711	95,824
3400 Other Funds Ltd	28,343	-	-	-	-	-
6400 Federal Funds Ltd	858	-	-	-	-	-
All Funds	142,511	82,955	82,955	114,512	92,711	95,824
4200 Telecommunications						
8000 General Fund	30,175	-	-	-	-	-
3400 Other Funds Ltd	1,755	-	-	-	-	-
All Funds	31,930	-	-	-	-	-
4250 Data Processing						
8000 General Fund	70	45,295	45,295	49,105	47,266	45,286
4275 Publicity and Publications						
8000 General Fund	56	647	647	666	666	666
4300 Professional Services						
8000 General Fund	145,744	133,871	133,871	138,288	138,288	138,288
3400 Other Funds Ltd	456,813	-	-	-	-	-
All Funds	602,557	133,871	133,871	138,288	138,288	138,288
4315 IT Professional Services						
8000 General Fund	17,352	-	-	-	-	-
4325 Attorney General						
8000 General Fund	24,689	129,555	129,555	154,430	147,191	56,930
4375 Employee Recruitment and Develop						
8000 General Fund	284	670	670	690	690	690

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4400 Dues and Subscriptions						
8000 General Fund	29,890	59,230	59,230	61,007	61,007	61,007
4425 Facilities Rental and Taxes						
8000 General Fund	286,773	-	-	-	-	-
3400 Other Funds Ltd	210	-	-	-	-	-
All Funds	286,983	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	1,794	-	-	-	-	-
3400 Other Funds Ltd	656	-	-	-	-	-
All Funds	2,450	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	26,772	9,085	9,085	9,358	9,358	9,358
3400 Other Funds Ltd	908	-	-	-	-	-
All Funds	27,680	9,085	9,085	9,358	9,358	9,358
4500 Food and Kitchen Supplies						
8000 General Fund	2,016	310	310	319	319	319
3400 Other Funds Ltd	278	-	-	-	-	-
All Funds	2,294	310	310	319	319	319
4525 Medical Services and Supplies						
8000 General Fund	542,202	-	-	-	-	-
3400 Other Funds Ltd	637,936	-	-	-	-	-
All Funds	1,180,138	-	-	-	-	-
4550 Other Care of Residents and Patients						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	3,573,713	899,965	899,965	926,964	926,964	926,964
3400 Other Funds Ltd	1,371,906	1,373,215	1,373,215	1,414,412	1,414,412	1,414,412
All Funds	4,945,619	2,273,180	2,273,180	2,341,376	2,341,376	2,341,376
4650 Other Services and Supplies						
8000 General Fund	45,683	41,687	41,687	47,794	44,152	44,152
3400 Other Funds Ltd	18,449	6,144	6,144	6,328	6,328	6,328
All Funds	64,132	47,831	47,831	54,122	50,480	50,480
4675 Undistributed (S.S.)						
8000 General Fund	-	(67,896)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	5,263	45,145	45,145	55,646	49,548	32,841
3400 Other Funds Ltd	189	-	-	-	-	-
All Funds	5,452	45,145	45,145	55,646	49,548	32,841
4715 IT Expendable Property						
8000 General Fund	17,731	-	-	7,722	2,574	4,608
3400 Other Funds Ltd	4,761	-	-	-	-	-
All Funds	22,492	-	-	7,722	2,574	4,608
SERVICES & SUPPLIES						
8000 General Fund	5,033,763	1,459,154	1,527,050	1,653,787	1,603,301	1,497,623
3400 Other Funds Ltd	2,541,970	1,379,359	1,379,359	1,420,740	1,420,740	1,420,740
6400 Federal Funds Ltd	929	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$7,576,662**	**$2,838,513**	**$2,906,409**	**$3,074,527**	**$3,024,041**	**$2,918,363**
CAPITAL OUTLAY						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
5150 Telecommunications Equipment						
8000 General Fund	24,100	-	-	-	-	-
5600 Data Processing Hardware						
8000 General Fund	-	48,607	48,607	50,065	50,065	50,065
CAPITAL OUTLAY						
8000 General Fund	24,100	48,607	48,607	50,065	50,065	50,065
TOTAL CAPITAL OUTLAY	**$24,100**	**$48,607**	**$48,607**	**$50,065**	**$50,065**	**$50,065**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	177,417,414	224,791,068	224,791,068	255,483,069	238,621,997	253,911,774
3400 Other Funds Ltd	6,827,228	5,058,950	5,058,950	5,210,719	5,210,719	5,317,088
6400 Federal Funds Ltd	287,222	291,797	291,797	300,551	300,551	300,551
All Funds	184,531,864	230,141,815	230,141,815	260,994,339	244,133,267	259,529,413
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	-	-	-	106,369	106,369	-
6090 Undistributed (S.P.)						
8000 General Fund	-	(4,016,121)	-	-	-	-
SPECIAL PAYMENTS						
8000 General Fund	177,417,414	220,774,947	224,791,068	255,483,069	238,621,997	253,911,774
3400 Other Funds Ltd	6,827,228	5,058,950	5,058,950	5,317,088	5,317,088	5,317,088
6400 Federal Funds Ltd	287,222	291,797	291,797	300,551	300,551	300,551
TOTAL SPECIAL PAYMENTS	**$184,531,864**	**$226,125,694**	**$230,141,815**	**$261,100,708**	**$244,239,636**	**$259,529,413**
EXPENDITURES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	192,655,359	234,768,829	239,443,229	271,672,112	254,216,749	269,509,472
3400 Other Funds Ltd	9,392,105	6,455,825	6,456,101	6,757,387	6,757,387	6,757,387
6400 Federal Funds Ltd	288,151	291,797	291,797	300,551	300,551	300,551
TOTAL EXPENDITURES	**$202,335,615**	**$241,516,451**	**$246,191,127**	**$278,730,050**	**$261,274,687**	**$276,567,410**
REVERSIONS						
9900 Reversions						
8000 General Fund	(248,028)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	955,863	1,262,518	1,262,242	2,284	2,284	407,263
6400 Federal Funds Ltd	1,782	-	-	-	-	-
TOTAL ENDING BALANCE	**$957,645**	**$1,262,518**	**$1,262,242**	**$2,284**	**$2,284**	**$407,263**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	67	61	61	66	63	64
TOTAL AUTHORIZED POSITIONS	**67**	**61**	**61**	**66**	**63**	**64**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	66.62	61.33	61.33	66.33	63.33	64.12
TOTAL AUTHORIZED FTE	**66.62**	**61.33**	**61.33**	**66.33**	**63.33**	**64.12**

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	68,404	607,950	607,950	354,569	354,569	354,569
6400 Federal Funds Ltd	3,646,672	-	-	-	-	-
All Funds	3,715,076	607,950	607,950	354,569	354,569	354,569
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(126,447)	(209,773)	(209,773)	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	(58,043)	398,177	398,177	354,569	354,569	354,569
6400 Federal Funds Ltd	3,646,672	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$3,588,629**	**$398,177**	**$398,177**	**$354,569**	**$354,569**	**$354,569**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	194,958,932	199,926,258	208,533,445	237,399,347	234,590,095	233,400,856
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	-	252,657	252,657	91,109	91,109	91,109
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	224,499	19,000	19,000	11,989	11,989	11,989
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	91,609	85,000	85,000	43,916	43,916	43,916
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	34,929	30,000	30,000	26,436	26,436	26,436
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	579,446	450,000	450,000	395,000	395,000	395,000
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	5,352,117	6,632,064	6,632,064	6,505,902	6,505,902	4,437,428
REVENUE CATEGORIES						
8000 General Fund	194,958,932	199,926,258	208,533,445	237,399,347	234,590,095	233,400,856
3400 Other Funds Ltd	930,483	836,657	836,657	568,450	568,450	568,450
6400 Federal Funds Ltd	5,352,117	6,632,064	6,632,064	6,505,902	6,505,902	4,437,428
TOTAL REVENUE CATEGORIES	**$201,241,532**	**$207,394,979**	**$216,002,166**	**$244,473,699**	**$241,664,447**	**$238,406,734**
AVAILABLE REVENUES						
8000 General Fund	194,958,932	199,926,258	208,533,445	237,399,347	234,590,095	233,400,856
3400 Other Funds Ltd	872,440	1,234,834	1,234,834	923,019	923,019	923,019
6400 Federal Funds Ltd	8,998,789	6,632,064	6,632,064	6,505,902	6,505,902	4,437,428
TOTAL AVAILABLE REVENUES	**$204,830,161**	**$207,793,156**	**$216,400,343**	**$244,828,268**	**$242,019,016**	**$238,761,303**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	63,275,849	75,510,017	78,670,954	84,165,402	82,572,677	82,572,677
3160 Temporary Appointments						
8000 General Fund	709,984	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	1,489,130	950,323	950,323	1,031,101	1,031,101	1,031,101
3180 Shift Differential						
8000 General Fund	897,022	774,897	774,897	840,765	840,765	840,765
3190 All Other Differential						
8000 General Fund	3,717,937	2,177,256	2,177,256	2,362,322	2,362,322	2,362,322
SALARIES & WAGES						
8000 General Fund	70,089,922	79,412,493	82,573,430	88,399,590	86,806,865	86,806,865
TOTAL SALARIES & WAGES	**$70,089,922**	**$79,412,493**	**$82,573,430**	**$88,399,590**	**$86,806,865**	**$86,806,865**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	18,818	22,345	22,345	25,476	24,772	24,772
3220 Public Employees' Retire Cont						
8000 General Fund	12,506,299	15,477,486	16,246,538	17,264,449	16,953,389	16,953,389
3221 Pension Obligation Bond						
8000 General Fund	4,095,223	4,901,571	4,821,806	5,343,055	5,343,055	5,343,055
3230 Social Security Taxes						
8000 General Fund	5,051,455	5,687,064	5,928,878	6,366,336	6,244,494	6,244,494
3240 Unemployment Assessments						

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
8000 General Fund	151,393	25,362	25,362	26,122	26,122	26,122
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	25,030	32,957	32,957	39,948	38,844	38,844
3260 Mass Transit Tax						
8000 General Fund	214,459	265,688	265,688	298,556	291,015	291,015
3270 Flexible Benefits						
8000 General Fund	14,191,443	16,656,840	16,879,900	17,217,792	16,790,400	16,790,400
OTHER PAYROLL EXPENSES						
8000 General Fund	36,254,120	43,069,313	44,223,474	46,581,734	45,712,091	45,712,091
TOTAL OTHER PAYROLL EXPENSES	**$36,254,120**	**$43,069,313**	**$44,223,474**	**$46,581,734**	**$45,712,091**	**$45,712,091**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(3,877,895)	(3,877,895)	(338,143)	(2,038,143)	(2,038,143)
3465 Reconciliation Adjustment						
8000 General Fund	-	2,832,381	2,832,381	-	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(2,369,034)	-	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(2,670,867)	(2,670,867)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(6,085,415)	(3,716,381)	(338,143)	(2,038,143)	(2,038,143)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($6,085,415)**	**($3,716,381)**	**($338,143)**	**($2,038,143)**	**($2,038,143)**
PERSONAL SERVICES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	106,344,042	116,396,391	123,080,523	134,643,181	130,480,813	130,480,813
TOTAL PERSONAL SERVICES	**$106,344,042**	**$116,396,391**	**$123,080,523**	**$134,643,181**	**$130,480,813**	**$130,480,813**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	355,883	338,801	338,801	378,002	355,256	352,116
4125 Out of State Travel						
8000 General Fund	3,608	-	-	-	-	-
4150 Employee Training						
8000 General Fund	106,669	104,144	104,144	207,272	207,272	107,272
4175 Office Expenses						
8000 General Fund	1,124,004	974,538	974,538	1,140,871	1,051,078	768,753
3400 Other Funds Ltd	57	-	-	-	-	-
All Funds	1,124,061	974,538	974,538	1,140,871	1,051,078	768,753
4200 Telecommunications						
8000 General Fund	571,309	-	-	-	-	515,665
6400 Federal Funds Ltd	257,382	315,654	315,654	325,124	325,124	-
All Funds	828,691	315,654	315,654	325,124	325,124	515,665
4250 Data Processing						
8000 General Fund	4,800	9,881	9,881	2,316,955	2,308,091	510,150
4300 Professional Services						
8000 General Fund	802,335	-	-	200,000	200,000	-
4315 IT Professional Services						
8000 General Fund	8,365	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4375 Employee Recruitment and Develop						
8000 General Fund	46,363	3,824	3,824	3,939	3,939	3,939
4400 Dues and Subscriptions						
8000 General Fund	22,787	-	-	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	416,315	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	37,677	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	152,191	87,119	87,119	90,061	91,759	92,927
4500 Food and Kitchen Supplies						
8000 General Fund	21,526	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	82,995,919	83,886,799	83,886,799	97,790,568	99,365,288	100,492,622
3400 Other Funds Ltd	475,753	561,676	561,676	625,144	625,144	625,144
6400 Federal Funds Ltd	6,041,410	6,253,705	6,253,705	4,112,304	4,112,304	4,437,428
All Funds	89,513,082	90,702,180	90,702,180	102,528,016	104,102,736	105,555,194
4550 Other Care of Residents and Patients						
8000 General Fund	118,769	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	865,437	21,591	21,591	44,649	27,095	27,095
4675 Undistributed (S.S.)						
8000 General Fund	-	(1,923,055)	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4700 Expendable Prop 250 - 5000						
8000 General Fund	656,713	6,268	6,268	64,387	18,652	18,652
4715 IT Expendable Property						
8000 General Fund	206,975	19,957	19,957	519,462	480,852	30,852
SERVICES & SUPPLIES						
8000 General Fund	88,517,645	83,529,867	85,452,922	102,756,166	104,109,282	102,920,043
3400 Other Funds Ltd	475,810	561,676	561,676	625,144	625,144	625,144
6400 Federal Funds Ltd	6,298,792	6,569,359	6,569,359	4,437,428	4,437,428	4,437,428
TOTAL SERVICES & SUPPLIES	**$95,292,247**	**$90,660,902**	**$92,583,957**	**$107,818,738**	**$109,171,854**	**$107,982,615**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	159,498	-	-	-	-	-
5200 Technical Equipment						
8000 General Fund	716,426	-	-	-	-	-
5350 Industrial and Heavy Equipment						
8000 General Fund	9,479	-	-	-	-	-
5700 Building Structures						
8000 General Fund	28,118	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	311,213	-	-	-	-	-
3400 Other Funds Ltd	96,409	-	-	-	-	-
6400 Federal Funds Ltd	428,428	-	-	-	-	-
All Funds	836,050	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
CAPITAL OUTLAY						
8000 General Fund	1,224,734	-	-	-	-	-
3400 Other Funds Ltd	96,409	-	-	-	-	-
6400 Federal Funds Ltd	428,428	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$1,749,571**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	196,086,421	199,926,258	208,533,445	237,399,347	234,590,095	233,400,856
3400 Other Funds Ltd	572,219	561,676	561,676	625,144	625,144	625,144
6400 Federal Funds Ltd	6,727,220	6,569,359	6,569,359	4,437,428	4,437,428	4,437,428
TOTAL EXPENDITURES	**$203,385,860**	**$207,057,293**	**$215,664,480**	**$242,461,919**	**$239,652,667**	**$238,463,428**
REVERSIONS						
9900 Reversions						
8000 General Fund	1,127,489	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	300,221	673,158	673,158	297,875	297,875	297,875
6400 Federal Funds Ltd	2,271,569	62,705	62,705	2,068,474	2,068,474	-
TOTAL ENDING BALANCE	**$2,571,790**	**$735,863**	**$735,863**	**$2,366,349**	**$2,366,349**	**$297,875**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	559	559	559	579	563	563
TOTAL AUTHORIZED POSITIONS	**559**	**559**	**559**	**579**	**563**	**563**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	524.72	539.63	539.63	558.45	543.99	543.99
TOTAL AUTHORIZED FTE	**524.72**	**539.63**	**539.63**	**558.45**	**543.99**	**543.99**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,270,973	436,253	436,253	414,973	414,973	414,973
6400 Federal Funds Ltd	-	4,080	4,080	-	-	-
All Funds	1,270,973	440,333	440,333	414,973	414,973	414,973
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(1,256,107)	799,517	799,517	-	-	-
6400 Federal Funds Ltd	-	(4,080)	(4,080)	-	-	-
All Funds	(1,256,107)	795,437	795,437	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	14,866	1,235,770	1,235,770	414,973	414,973	414,973
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$14,866**	**$1,235,770**	**$1,235,770**	**$414,973**	**$414,973**	**$414,973**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	31,064,372	61,359,570	63,610,777	68,903,739	67,379,193	67,475,379
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	304,613	1,158,547	1,158,547	579,294	579,294	579,294
0415 Admin and Service Charges						
3400 Other Funds Ltd	185,079	-	-	-	-	-
CHARGES FOR SERVICES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	489,692	1,158,547	1,158,547	579,294	579,294	579,294
TOTAL CHARGES FOR SERVICES	**$489,692**	**$1,158,547**	**$1,158,547**	**$579,294**	**$579,294**	**$579,294**
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	12,331	17,672	17,672	-	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	30,794	71,923	71,923	63,379	63,379	63,379
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	1,504	735	735	5,998	5,998	5,998
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	302,154	798,168	798,168	7,486,070	7,486,070	7,486,070
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	10,392	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	3,570,370	6,822,625	6,822,625	1,002,652	1,002,652	1,002,652
1137 Tsfr From Justice, Dept of						
3400 Other Funds Ltd	12,867	25,329	25,329	26,000	26,000	26,000
1213 Tsfr From Criminal Justice Comm						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	139,084	-	-	-	-	-
1525 Tsfr From HECC						
3400 Other Funds Ltd	-	-	-	189,850	189,850	189,850
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	166,206	202,014	202,014	208,074	208,074	208,074
1586 Tsfr From Comm Coll/Wkfrc Dev						
3400 Other Funds Ltd	88,700	184,320	184,320	-	-	-
TRANSFERS IN						
3400 Other Funds Ltd	3,977,227	7,234,288	7,234,288	1,426,576	1,426,576	1,426,576
TOTAL TRANSFERS IN	**$3,977,227**	**$7,234,288**	**$7,234,288**	**$1,426,576**	**$1,426,576**	**$1,426,576**
REVENUE CATEGORIES						
8000 General Fund	31,064,372	61,359,570	63,610,777	68,903,739	67,379,193	67,475,379
3400 Other Funds Ltd	4,813,702	9,281,333	9,281,333	9,561,317	9,561,317	9,561,317
6400 Federal Funds Ltd	10,392	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$35,888,466**	**$70,640,903**	**$72,892,110**	**$78,465,056**	**$76,940,510**	**$77,036,696**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(63,411)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	31,064,372	61,359,570	63,610,777	68,903,739	67,379,193	67,475,379
3400 Other Funds Ltd	4,765,157	10,517,103	10,517,103	9,976,290	9,976,290	9,976,290
6400 Federal Funds Ltd	10,392	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$35,839,921**	**$71,876,673**	**$74,127,880**	**$78,880,029**	**$77,355,483**	**$77,451,669**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	9,299,672	21,037,788	21,764,410	23,419,896	22,690,224	22,617,440
3400 Other Funds Ltd	59,801	-	512	-	-	-
All Funds	9,359,473	21,037,788	21,764,922	23,419,896	22,690,224	22,617,440
3160 Temporary Appointments						
8000 General Fund	100,595	359,179	359,179	369,955	369,955	369,955
3400 Other Funds Ltd	360	-	-	-	-	-
All Funds	100,955	359,179	359,179	369,955	369,955	369,955
3170 Overtime Payments						
8000 General Fund	42,704	183,071	183,071	188,564	188,564	188,564
3180 Shift Differential						
3400 Other Funds Ltd	-	325	325	-	-	-
3190 All Other Differential						
8000 General Fund	77,979	154,518	154,518	159,154	159,154	159,154
3400 Other Funds Ltd	3,034	15,136	15,136	-	-	-
All Funds	81,013	169,654	169,654	159,154	159,154	159,154
SALARIES & WAGES						
8000 General Fund	9,520,950	21,734,556	22,461,178	24,137,569	23,407,897	23,335,113
3400 Other Funds Ltd	63,195	15,461	15,973	-	-	-
TOTAL SALARIES & WAGES	**$9,584,145**	**$21,750,017**	**$22,477,151**	**$24,137,569**	**$23,407,897**	**$23,335,113**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	3,522	7,760	7,760	8,844	8,580	8,580
3400 Other Funds Ltd	20	-	-	-	-	-
All Funds	3,542	7,760	7,760	8,844	8,580	8,580
3220 Public Employees' Retire Cont						
8000 General Fund	1,794,166	4,166,042	4,270,749	4,641,808	4,499,303	4,485,088
3400 Other Funds Ltd	9,821	3,014	3,088	-	-	-
All Funds	1,803,987	4,169,056	4,273,837	4,641,808	4,499,303	4,485,088
3221 Pension Obligation Bond						
8000 General Fund	587,795	1,290,359	1,295,395	1,411,724	1,411,724	1,411,724
3400 Other Funds Ltd	3,991	933	937	-	-	-
All Funds	591,786	1,291,292	1,296,332	1,411,724	1,411,724	1,411,724
3230 Social Security Taxes						
8000 General Fund	715,079	1,662,676	1,718,262	1,844,832	1,789,012	1,783,444
3400 Other Funds Ltd	4,780	1,183	1,222	-	-	-
All Funds	719,859	1,663,859	1,719,484	1,844,832	1,789,012	1,783,444
3240 Unemployment Assessments						
8000 General Fund	-	20,539	20,539	21,449	21,230	21,230
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	4,455	11,446	11,446	13,869	13,455	13,455
3400 Other Funds Ltd	26	-	-	-	-	-
All Funds	4,481	11,446	11,446	13,869	13,455	13,455

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3260 Mass Transit Tax						
8000 General Fund	44,421	129,012	129,012	144,825	140,447	140,447
3400 Other Funds Ltd	377	93	93	-	-	-
All Funds	44,798	129,105	129,105	144,825	140,447	140,447
3270 Flexible Benefits						
8000 General Fund	2,611,716	5,922,432	5,999,953	6,136,128	5,952,960	5,922,432
3400 Other Funds Ltd	17,369	-	59	-	-	-
All Funds	2,629,085	5,922,432	6,000,012	6,136,128	5,952,960	5,922,432
3280 Other OPE						
8000 General Fund	14	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	5,761,168	13,210,266	13,453,116	14,223,479	13,836,711	13,786,400
3400 Other Funds Ltd	36,384	5,223	5,399	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$5,797,552**	**$13,215,489**	**$13,458,515**	**$14,223,479**	**$13,836,711**	**$13,786,400**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(1,084,435)	(1,084,435)	(90,987)	(90,987)	(90,987)
3465 Reconciliation Adjustment						
8000 General Fund	-	940,449	940,449	-	-	123,095
3400 Other Funds Ltd	-	665	665	-	-	-
All Funds	-	941,114	941,114	-	-	123,095
3470 Undistributed (P.S.)						
8000 General Fund	-	(621,641)	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3991 PERS Policy Adjustment						
8000 General Fund	-	(761,633)	(761,633)	-	-	-
3400 Other Funds Ltd	-	(550)	(550)	-	-	-
All Funds	-	(762,183)	(762,183)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(1,527,260)	(905,619)	(90,987)	(90,987)	32,108
3400 Other Funds Ltd	-	115	115	-	-	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($1,527,145)**	**($905,504)**	**($90,987)**	**($90,987)**	**$32,108**
PERSONAL SERVICES						
8000 General Fund	15,282,118	33,417,562	35,008,675	38,270,061	37,153,621	37,153,621
3400 Other Funds Ltd	99,579	20,799	21,487	-	-	-
TOTAL PERSONAL SERVICES	**$15,381,697**	**$33,438,361**	**$35,030,162**	**$38,270,061**	**$37,153,621**	**$37,153,621**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	78,926	254,075	254,075	278,102	268,664	266,576
3400 Other Funds Ltd	5,493	136,847	136,847	-	-	-
All Funds	84,419	390,922	390,922	278,102	268,664	266,576
4125 Out of State Travel						
8000 General Fund	209	13,297	13,297	13,855	13,855	13,855
3400 Other Funds Ltd	1,584	1,828	1,828	1,883	1,883	1,883
All Funds	1,793	15,125	15,125	15,738	15,738	15,738
4150 Employee Training						
8000 General Fund	17,896	79,244	79,244	82,871	82,871	82,871

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	2,098	17,341	17,341	12,440	12,440	12,440
All Funds	19,994	96,585	96,585	95,311	95,311	95,311
4175 Office Expenses						
8000 General Fund	355,257	969,753	969,753	1,105,511	1,078,022	839,709
3400 Other Funds Ltd	26,006	32,136	32,136	16,836	16,836	16,836
All Funds	381,263	1,001,889	1,001,889	1,122,347	1,094,858	856,545
4200 Telecommunications						
8000 General Fund	93,814	150,556	150,556	156,158	158,662	160,475
3400 Other Funds Ltd	50	3,122	3,122	83	83	83
All Funds	93,864	153,678	153,678	156,241	158,745	160,558
4225 State Gov. Service Charges						
3400 Other Funds Ltd	489	-	-	-	-	-
4250 Data Processing						
8000 General Fund	46,121	116,008	116,008	126,544	124,793	124,621
3400 Other Funds Ltd	-	4,944	4,944	106	106	106
All Funds	46,121	120,952	120,952	126,650	124,899	124,727
4275 Publicity and Publications						
8000 General Fund	-	3,708	3,708	3,870	3,870	3,870
4300 Professional Services						
8000 General Fund	10,568,042	15,775,088	15,775,088	16,496,898	16,219,658	16,397,690
3400 Other Funds Ltd	291,796	3,205,640	3,205,640	3,311,426	3,311,426	3,311,426
6400 Federal Funds Ltd	10,392	-	-	-	-	-
All Funds	10,870,230	18,980,728	18,980,728	19,808,324	19,531,084	19,709,116

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4325 Attorney General						
8000 General Fund	159,619	401,164	401,164	479,470	463,659	492,212
4375 Employee Recruitment and Develop						
8000 General Fund	-	8,407	8,407	8,775	8,775	8,775
3400 Other Funds Ltd	-	3,158	3,158	-	-	-
All Funds	-	11,565	11,565	8,775	8,775	8,775
4400 Dues and Subscriptions						
8000 General Fund	-	3,298	3,298	3,444	3,444	3,444
4425 Facilities Rental and Taxes						
8000 General Fund	265	-	-	-	-	-
3400 Other Funds Ltd	285	-	-	-	-	-
All Funds	550	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	10	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	8,007	24,214	24,214	25,275	25,275	25,275
3400 Other Funds Ltd	993	105,267	105,267	-	-	-
All Funds	9,000	129,481	129,481	25,275	25,275	25,275
4500 Food and Kitchen Supplies						
8000 General Fund	12,362	145	145	151	151	151
3400 Other Funds Ltd	7,972	-	-	-	-	-
All Funds	20,334	145	145	151	151	151
4525 Medical Services and Supplies						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	3,831,174	7,627,947	7,627,947	8,010,864	8,137,621	8,232,619
3400 Other Funds Ltd	1,721,286	5,066,747	5,066,747	5,299,204	5,299,204	5,299,204
All Funds	5,552,460	12,694,694	12,694,694	13,310,068	13,436,825	13,531,823
4550 Other Care of Residents and Patients						
8000 General Fund	1,053,312	1,454,567	1,454,567	1,601,892	1,626,061	1,646,426
3400 Other Funds Ltd	299,373	702,016	702,016	581,505	581,505	581,505
All Funds	1,352,685	2,156,583	2,156,583	2,183,397	2,207,566	2,227,931
4650 Other Services and Supplies						
8000 General Fund	43,954	554,668	554,668	791,056	792,987	805,985
3400 Other Funds Ltd	121,458	237,341	237,341	233,618	233,618	233,618
All Funds	165,412	792,009	792,009	1,024,674	1,026,605	1,039,603
4675 Undistributed (S.S.)						
8000 General Fund	-	(660,094)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	11,240	731,556	731,556	783,135	764,841	764,841
3400 Other Funds Ltd	451	43,806	43,806	23,436	23,436	23,436
All Funds	11,691	775,362	775,362	806,571	788,277	788,277
4715 IT Expendable Property						
8000 General Fund	166,501	434,407	434,407	665,807	452,363	452,363
3400 Other Funds Ltd	18,117	36,844	36,844	-	-	-
All Funds	184,618	471,251	471,251	665,807	452,363	452,363
SERVICES & SUPPLIES						
8000 General Fund	16,446,709	27,942,008	28,602,102	30,633,678	30,225,572	30,321,758

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	2,497,451	9,597,037	9,597,037	9,480,537	9,480,537	9,480,537
6400 Federal Funds Ltd	10,392	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$18,954,552**	**$37,539,045**	**$38,199,139**	**$40,114,215**	**$39,706,109**	**$39,802,295**
CAPITAL OUTLAY						
5200 Technical Equipment						
3400 Other Funds Ltd	15,000	-	-	-	-	-
5500 Recreational Equipment						
3400 Other Funds Ltd	-	-	-	29,619	29,619	29,619
5550 Data Processing Software						
3400 Other Funds Ltd	-	28,756	28,756	-	-	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	15,000	28,756	28,756	29,619	29,619	29,619
TOTAL CAPITAL OUTLAY	**$15,000**	**$28,756**	**$28,756**	**$29,619**	**$29,619**	**$29,619**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	587,066	-	-	-	-	-
3400 Other Funds Ltd	169,540	-	-	-	-	-
All Funds	756,606	-	-	-	-	-
EXPENDITURES						
8000 General Fund	32,315,893	61,359,570	63,610,777	68,903,739	67,379,193	67,475,379
3400 Other Funds Ltd	2,781,570	9,646,592	9,647,280	9,510,156	9,510,156	9,510,156
6400 Federal Funds Ltd	10,392	-	-	-	-	-
TOTAL EXPENDITURES	**$35,107,855**	**$71,006,162**	**$73,258,057**	**$78,413,895**	**$76,889,349**	**$76,985,535**

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
REVERSIONS						
9900 Reversions						
8000 General Fund	1,251,521	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	1,983,587	870,511	869,823	466,134	466,134	466,134
TOTAL ENDING BALANCE	**$1,983,587**	**$870,511**	**$869,823**	**$466,134**	**$466,134**	**$466,134**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	194	194	194	201	195	195
TOTAL AUTHORIZED POSITIONS	**194**	**194**	**194**	**201**	**195**	**195**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	186.32	192.50	192.50	199.50	193.50	192.61
8280 FTE Reconciliation	-	-	-	-	-	0.89
TOTAL AUTHORIZED FTE	**186.32**	**192.50**	**192.50**	**199.50**	**193.50**	**193.50**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3430 Other Funds Debt Svc Ltd	1,167,607	-	-	755,039	755,039	25,615
0030 Beginning Balance Adjustment						
3430 Other Funds Debt Svc Ltd	(1,167,607)	817,808	817,808	-	-	-
BEGINNING BALANCE						
3430 Other Funds Debt Svc Ltd	-	817,808	817,808	755,039	755,039	25,615
TOTAL BEGINNING BALANCE	**-**	**$817,808**	**$817,808**	**$755,039**	**$755,039**	**$25,615**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8030 General Fund Debt Svc	131,697,791	129,710,174	129,710,174	130,779,552	130,897,616	127,675,455
BOND SALES						
0575 Refunding Bonds						
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	1,119,495
TRANSFERS IN						
1010 Transfer In - Intrafund						
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
REVENUE CATEGORIES						
8030 General Fund Debt Svc	131,697,791	129,710,174	129,710,174	130,779,552	130,897,616	127,675,455

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	1,119,495
TOTAL REVENUE CATEGORIES	**$479,739,837**	**$130,973,000**	**$130,973,000**	**$132,042,378**	**$132,160,442**	**$128,794,950**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3430 Other Funds Debt Svc Ltd	(1,826,394)	-	-	-	-	-
AVAILABLE REVENUES						
8030 General Fund Debt Svc	131,697,791	129,710,174	129,710,174	130,779,552	130,897,616	127,675,455
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	817,808	817,808	755,039	755,039	25,615
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	1,119,495
TOTAL AVAILABLE REVENUES	**$477,913,443**	**$131,790,808**	**$131,790,808**	**$132,797,417**	**$132,915,481**	**$128,820,565**
EXPENDITURES						
DEBT SERVICE						
7050 Pmt To Ret Bond Escrow						
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
7100 Principal - Bonds						
8030 General Fund Debt Svc	14,760,411	32,645,120	32,645,120	41,784,355	42,624,355	39,624,352
7150 Interest - Bonds						
8030 General Fund Debt Svc	18,291,128	21,595,750	21,595,750	31,452,157	31,849,716	30,893,937
7200 Principal - COP						
8030 General Fund Debt Svc	64,117,629	47,412,800	47,412,800	45,548,245	45,548,245	45,548,240

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3430 Other Funds Debt Svc Ltd	-	815,000	815,000	-	-	-
All Funds	64,117,629	48,227,800	48,227,800	45,548,245	45,548,245	45,548,240
7250 Interest - COP						
8030 General Fund Debt Svc	33,189,997	28,056,504	28,056,504	11,994,795	10,875,300	11,608,926
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	1,262,826	1,119,495	1,119,495	1,119,495
All Funds	34,422,822	29,319,330	29,319,330	13,114,290	11,994,795	12,728,421
DEBT SERVICE						
8030 General Fund Debt Svc	130,359,165	129,710,174	129,710,174	130,779,552	130,897,616	127,675,455
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	815,000	815,000	-	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	1,262,826	1,119,495	1,119,495	1,119,495
TOTAL DEBT SERVICE	**$476,544,817**	**$131,788,000**	**$131,788,000**	**$131,899,047**	**$132,017,111**	**$128,794,950**
REVERSIONS						
9900 Reversions						
8030 General Fund Debt Svc	(1,338,626)	-	-	-	-	-
ENDING BALANCE						
3430 Other Funds Debt Svc Ltd	-	2,808	2,808	755,039	755,039	25,615
6230 Federal Funds Debt Svc Non-Ltd	30,000	-	-	143,331	143,331	-
TOTAL ENDING BALANCE	**$30,000**	**$2,808**	**$2,808**	**$898,370**	**$898,370**	**$25,615**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	2,723,694
TRANSFERS IN						
1330 Tsfr From Energy, Dept of						
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
REVENUE CATEGORIES						
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	2,723,694
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$3,027,546**	**$2,644,700**	**$2,644,700**	**$2,724,041**	**$2,724,041**	**$2,723,694**
AVAILABLE REVENUES						
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	2,723,694
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$3,027,546**	**$2,644,700**	**$2,644,700**	**$2,724,041**	**$2,724,041**	**$2,723,694**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8010 General Fund Cap Improvement	2,717	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
All Funds	11,583	-	-	-	-	-
3160 Temporary Appointments						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8010 General Fund Cap Improvement	35,839	-	-	-	-	-
3170 Overtime Payments						
8010 General Fund Cap Improvement	8,519	-	-	-	-	-
3180 Shift Differential						
8010 General Fund Cap Improvement	16	-	-	-	-	-
3190 All Other Differential						
8010 General Fund Cap Improvement	40	-	-	-	-	-
SALARIES & WAGES						
8010 General Fund Cap Improvement	47,131	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
TOTAL SALARIES & WAGES	**$55,997**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8010 General Fund Cap Improvement	1	-	-	-	-	-
3220 Public Employees' Retire Cont						
8010 General Fund Cap Improvement	1,934	-	-	-	-	-
3221 Pension Obligation Bond						
8010 General Fund Cap Improvement	603	-	-	-	-	-
3230 Social Security Taxes						
8010 General Fund Cap Improvement	3,548	-	-	-	-	-
3240 Unemployment Assessments						
8010 General Fund Cap Improvement	177	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8010 General Fund Cap Improvement	41	-	-	-	-	-
3260 Mass Transit Tax						
8010 General Fund Cap Improvement	167	-	-	-	-	-
3270 Flexible Benefits						
8010 General Fund Cap Improvement	751	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8010 General Fund Cap Improvement	7,222	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$7,222**	**-**	**-**	**-**	**-**	**-**
PERSONAL SERVICES						
8010 General Fund Cap Improvement	54,353	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$63,219**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8010 General Fund Cap Improvement	31,988	-	-	-	-	-
4125 Out of State Travel						
8010 General Fund Cap Improvement	576	-	-	-	-	-
4150 Employee Training						
8010 General Fund Cap Improvement	3,796	-	-	-	-	-
4175 Office Expenses						
8010 General Fund Cap Improvement	83,450	-	-	-	-	-
4200 Telecommunications						
8010 General Fund Cap Improvement	2,440	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4300 Professional Services						
8010 General Fund Cap Improvement	510,226	-	-	-	-	-
4325 Attorney General						
8010 General Fund Cap Improvement	4,104	-	-	-	-	-
3010 Other Funds Cap Improvement	1,101	-	-	-	-	-
All Funds	5,205	-	-	-	-	-
4375 Employee Recruitment and Develop						
8010 General Fund Cap Improvement	20	-	-	-	-	-
4400 Dues and Subscriptions						
8010 General Fund Cap Improvement	529	-	-	-	-	-
4475 Facilities Maintenance						
8010 General Fund Cap Improvement	1,122,965	-	-	-	-	-
4500 Food and Kitchen Supplies						
8010 General Fund Cap Improvement	35	-	-	-	-	-
4550 Other Care of Residents and Patients						
8010 General Fund Cap Improvement	180	-	-	-	-	-
4650 Other Services and Supplies						
8010 General Fund Cap Improvement	14,096	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
8010 General Fund Cap Improvement	7,934	-	-	-	-	-
4715 IT Expendable Property						
8010 General Fund Cap Improvement	66,957	-	-	-	-	-
SERVICES & SUPPLIES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8010 General Fund Cap Improvement	1,849,296	-	-	-	-	-
3010 Other Funds Cap Improvement	1,101	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$1,850,397**	**-**	**-**	**-**	**-**	**-**
CAPITAL OUTLAY						
5200 Technical Equipment						
8010 General Fund Cap Improvement	43,128	-	-	-	-	-
5250 Household and Institutional Equip.						
8010 General Fund Cap Improvement	22,868	-	-	-	-	-
5350 Industrial and Heavy Equipment						
8010 General Fund Cap Improvement	25,479	-	-	-	-	-
5650 Land and Improvements						
8010 General Fund Cap Improvement	-	2,645,791	2,645,791	2,670,660	2,670,660	2,670,313
5700 Building Structures						
8010 General Fund Cap Improvement	373,725	-	-	-	-	-
3010 Other Funds Cap Improvement	350,071	-	-	-	-	-
All Funds	723,796	-	-	-	-	-
5800 Professional Services						
8010 General Fund Cap Improvement	-	52,884	52,884	53,381	53,381	53,381
5900 Other Capital Outlay						
8010 General Fund Cap Improvement	266,576	-	-	-	-	-
3010 Other Funds Cap Improvement	32,083	-	-	-	-	-
All Funds	298,659	-	-	-	-	-
5950 Undistributed (C.O.)						

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
8010 General Fund Cap Improvement	-	(53,975)	(53,975)	-	-	-
CAPITAL OUTLAY						
8010 General Fund Cap Improvement	731,776	2,644,700	2,644,700	2,724,041	2,724,041	2,723,694
3010 Other Funds Cap Improvement	382,154	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$1,113,930**	**$2,644,700**	**$2,644,700**	**$2,724,041**	**$2,724,041**	**$2,723,694**
EXPENDITURES						
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	2,723,694
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
TOTAL EXPENDITURES	**$3,027,546**	**$2,644,700**	**$2,644,700**	**$2,724,041**	**$2,724,041**	**$2,723,694**

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	14,220,432
AVAILABLE REVENUES						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	14,220,432
TOTAL AVAILABLE REVENUES	**-**	**$4,961,000**	**$4,961,000**	**$19,787,113**	**$26,467,130**	**$14,220,432**
EXPENDITURES						
SERVICES & SUPPLIES						
4650 Other Services and Supplies						
3020 Other Funds Cap Construction	-	-	-	465,314	465,314	465,314
CAPITAL OUTLAY						
5700 Building Structures						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,321,799	19,321,799	13,755,118
5800 Professional Services						
3020 Other Funds Cap Construction	-	-	-	-	6,680,017	-
CAPITAL OUTLAY						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,321,799	26,001,816	13,755,118
TOTAL CAPITAL OUTLAY	**-**	**$4,961,000**	**$4,961,000**	**$19,321,799**	**$26,001,816**	**$13,755,118**
EXPENDITURES						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	14,220,432
TOTAL EXPENDITURES	**-**	**$4,961,000**	**$4,961,000**	**$19,787,113**	**$26,467,130**	**$14,220,432**
AUTHORIZED POSITIONS						

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
8150 Class/Unclass Positions	2	-	-	-	-	-
TOTAL AUTHORIZED POSITIONS	**2**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	2.00	-	-	-	-	-
TOTAL AUTHORIZED FTE	**2.00**	**-**	**-**	**-**	**-**	**-**

Version / Column Comparison Report - Detail **Cross Reference Number:29100-000-00-00-00000**
2015-17 Biennium
Corrections, Dept of

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	5,200,998	5,200,998	0	-
3430 Other Funds Debt Svc Ltd	755,039	25,615	(729,424)	-96.61%
All Funds	5,956,037	5,226,613	(729,424)	-12.25%
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,331,292,533	1,331,292,533	0	-
8010 General Fund Cap Improvement	2,644,700	2,644,700	0	-
8030 General Fund Debt Svc	126,755,599	127,875,094	1,119,495	0.88%
All Funds	1,460,692,832	1,461,812,327	1,119,495	0.08%
FEDERAL FUNDS AS OTHER FUNDS				
0355 Federal Revenues				
3400 Other Funds Ltd	130,342	130,342	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	8,392,233	8,392,233	0	-
0415 Admin and Service Charges				
3400 Other Funds Ltd	510,974	510,974	0	-
TOTAL CHARGES FOR SERVICES				
3400 Other Funds Ltd	8,903,207	8,903,207	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	118,766	118,766	0	-
0510 Rents and Royalties				
3400 Other Funds Ltd	289,840	289,840	0	-
TOTAL FINES, RENTS AND ROYALTIES				
3400 Other Funds Ltd	408,606	408,606	0	-
INTEREST EARNINGS				
0605 Interest Income				
3400 Other Funds Ltd	12,994	12,994	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	1,785,295	1,785,295	0	-
DONATIONS AND CONTRIBUTIONS				
0905 Donations				
3400 Other Funds Ltd	14,045	14,045	0	-
0910 Grants (Non-Fed)				
3400 Other Funds Ltd	194,618	194,618	0	-
TOTAL DONATIONS AND CONTRIBUTIONS				
3400 Other Funds Ltd	208,663	208,663	0	-
LOAN REPAYMENT				
0925 Loan Repayments				
3400 Other Funds Ltd	34,563	34,563	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	17,074,105	17,074,105	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	1,119,495	(143,331)	-11.35%
6400 Federal Funds Ltd	7,749,577	7,791,304	41,727	0.54%
All Funds	9,012,403	8,910,799	(101,604)	-1.13%
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	1,438,365	1,438,365	0	-
1050 Transfer In Other				
3400 Other Funds Ltd	3,986,493	4,391,472	404,979	10.16%
1137 Tsfr From Justice, Dept of				
3400 Other Funds Ltd	26,000	26,000	0	-
1213 Tsfr From Criminal Justice Comm				
3400 Other Funds Ltd	370,800	370,800	0	-
1525 Tsfr From HECC				
3400 Other Funds Ltd	189,850	189,850	0	-
1581 Tsfr From Education, Dept of				
3400 Other Funds Ltd	208,074	208,074	0	-
TOTAL TRANSFERS IN				
3400 Other Funds Ltd	6,219,582	6,624,561	404,979	6.51%
TOTAL REVENUES				
8000 General Fund	1,331,292,533	1,331,292,533	0	-
8010 General Fund Cap Improvement	2,644,700	2,644,700	0	-
8030 General Fund Debt Svc	126,755,599	127,875,094	1,119,495	0.88%

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	34,777,357	35,182,336	404,979	1.16%
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	1,119,495	(143,331)	-11.35%
6400 Federal Funds Ltd	7,749,577	7,791,304	41,727	0.54%
TOTAL REVENUES	**$1,504,482,592**	**$1,505,905,462**	**$1,422,870**	**0.09%**
TRANSFERS OUT				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(1,438,365)	(1,438,365)	0	-
AVAILABLE REVENUES				
8000 General Fund	1,331,292,533	1,331,292,533	0	-
8010 General Fund Cap Improvement	2,644,700	2,644,700	0	-
8030 General Fund Debt Svc	126,755,599	127,875,094	1,119,495	0.88%
3400 Other Funds Ltd	38,539,990	38,944,969	404,979	1.05%
3430 Other Funds Debt Svc Ltd	755,039	25,615	(729,424)	-96.61%
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	1,119,495	(143,331)	-11.35%
6400 Federal Funds Ltd	7,749,577	7,791,304	41,727	0.54%
TOTAL AVAILABLE REVENUES	**$1,509,000,264**	**$1,509,693,710**	**$693,446**	**0.05%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	516,461,095	516,265,165	(195,930)	-0.04%
3400 Other Funds Ltd	5,719,726	5,719,726	0	-
All Funds	522,180,821	521,984,891	(195,930)	-0.04%
3160 Temporary Appointments				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	534,363	534,363	0	-
3170 Overtime Payments				
8000 General Fund	15,486,324	15,486,324	0	-
3400 Other Funds Ltd	566,486	566,486	0	-
All Funds	16,052,810	16,052,810	0	-
3180 Shift Differential				
8000 General Fund	3,368,622	3,368,622	0	-
3400 Other Funds Ltd	10,495	10,495	0	-
All Funds	3,379,117	3,379,117	0	-
3190 All Other Differential				
8000 General Fund	19,332,485	19,332,485	0	-
3400 Other Funds Ltd	195,068	195,068	0	-
All Funds	19,527,553	19,527,553	0	-
TOTAL SALARIES & WAGES				
8000 General Fund	555,182,889	554,986,959	(195,930)	-0.04%
3400 Other Funds Ltd	6,491,775	6,491,775	0	-
TOTAL SALARIES & WAGES	**$561,674,664**	**$561,478,734**	**($195,930)**	**-0.03%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	194,653	194,609	(44)	-0.02%
3400 Other Funds Ltd	2,468	2,468	0	-
All Funds	197,121	197,077	(44)	-0.02%
3220 Public Employees' Retire Cont				
8000 General Fund	108,323,161	108,284,895	(38,266)	-0.04%

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	1,267,850	1,267,850	0	-
All Funds	109,591,011	109,552,745	(38,266)	-0.03%
3221 Pension Obligation Bond				
8000 General Fund	31,729,143	31,729,143	0	-
3400 Other Funds Ltd	370,535	370,535	0	-
All Funds	32,099,678	32,099,678	0	-
3230 Social Security Taxes				
8000 General Fund	42,051,216	42,036,228	(14,988)	-0.04%
3400 Other Funds Ltd	496,621	496,621	0	-
All Funds	42,547,837	42,532,849	(14,988)	-0.04%
3240 Unemployment Assessments				
8000 General Fund	304,236	304,236	0	-
3400 Other Funds Ltd	76	76	0	-
All Funds	304,312	304,312	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	305,247	305,178	(69)	-0.02%
3400 Other Funds Ltd	3,870	3,870	0	-
All Funds	309,117	309,048	(69)	-0.02%
3260 Mass Transit Tax				
8000 General Fund	1,712,088	1,712,088	0	-
3400 Other Funds Ltd	33,944	33,944	0	-
All Funds	1,746,032	1,746,032	0	-
3270 Flexible Benefits				
8000 General Fund	134,198,340	134,106,756	(91,584)	-0.07%

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	1,712,316	1,712,316	0	-
All Funds	135,910,656	135,819,072	(91,584)	-0.07%
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	318,818,084	318,673,133	(144,951)	-0.05%
3400 Other Funds Ltd	3,887,680	3,887,680	0	-
TOTAL OTHER PAYROLL EXPENSES	**$322,705,764**	**$322,560,813**	**($144,951)**	**-0.04%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(29,391,717)	(29,391,717)	0	-
3400 Other Funds Ltd	(20,582)	(20,582)	0	-
All Funds	(29,412,299)	(29,412,299)	0	-
3465 Reconciliation Adjustment				
8000 General Fund	92,472	433,353	340,881	368.63%
3400 Other Funds Ltd	(3,663)	(3,663)	0	-
All Funds	88,809	429,690	340,881	383.84%
TOTAL P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(29,299,245)	(28,958,364)	340,881	1.16%
3400 Other Funds Ltd	(24,245)	(24,245)	0	-
TOTAL P.S. BUDGET ADJUSTMENTS	**($29,323,490)**	**($28,982,609)**	**$340,881**	**1.16%**
TOTAL PERSONAL SERVICES				
8000 General Fund	844,701,728	844,701,728	0	-
3400 Other Funds Ltd	10,355,210	10,355,210	0	-
TOTAL PERSONAL SERVICES	**$855,056,938**	**$855,056,938**	**0**	**-**
SERVICES & SUPPLIES				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4100 Instate Travel				
8000 General Fund	3,268,617	3,268,617	0	-
3400 Other Funds Ltd	412,545	412,545	0	-
6400 Federal Funds Ltd	96,651	96,651	0	-
All Funds	3,777,813	3,777,813	0	-
4125 Out of State Travel				
8000 General Fund	173,648	173,648	0	-
3400 Other Funds Ltd	57,808	57,808	0	-
All Funds	231,456	231,456	0	-
4150 Employee Training				
8000 General Fund	1,072,048	1,072,048	0	-
3400 Other Funds Ltd	21,277	21,277	0	-
All Funds	1,093,325	1,093,325	0	-
4175 Office Expenses				
8000 General Fund	6,053,978	6,053,978	0	-
3400 Other Funds Ltd	303,919	303,919	0	-
All Funds	6,357,897	6,357,897	0	-
4200 Telecommunications				
8000 General Fund	2,008,487	2,008,487	0	-
3400 Other Funds Ltd	24,124	24,124	0	-
6400 Federal Funds Ltd	315,654	315,654	0	-
All Funds	2,348,265	2,348,265	0	-
4225 State Gov. Service Charges				
8000 General Fund	36,316,252	36,316,252	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4250 Data Processing				
8000 General Fund	2,464,310	2,464,310	0	-
3400 Other Funds Ltd	48,526	48,526	0	-
All Funds	2,512,836	2,512,836	0	-
4275 Publicity and Publications				
8000 General Fund	71,995	71,995	0	-
4300 Professional Services				
8000 General Fund	18,976,765	18,976,765	0	-
3400 Other Funds Ltd	3,205,640	3,205,640	0	-
6400 Federal Funds Ltd	411,200	411,200	0	-
All Funds	22,593,605	22,593,605	0	-
4325 Attorney General				
8000 General Fund	3,704,896	3,704,896	0	-
3400 Other Funds Ltd	7,765	7,765	0	-
All Funds	3,712,661	3,712,661	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	272,649	272,649	0	-
3400 Other Funds Ltd	3,630	3,630	0	-
All Funds	276,279	276,279	0	-
4400 Dues and Subscriptions				
8000 General Fund	90,294	90,294	0	-
3400 Other Funds Ltd	959	959	0	-
All Funds	91,253	91,253	0	-
4425 Facilities Rental and Taxes				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	895,802	895,802	0	-
4450 Fuels and Utilities				
8000 General Fund	26,535,863	26,535,863	0	-
3400 Other Funds Ltd	297,925	297,925	0	-
All Funds	26,833,788	26,833,788	0	-
4475 Facilities Maintenance				
8000 General Fund	12,096,143	12,096,143	0	-
3400 Other Funds Ltd	664,634	664,634	0	-
All Funds	12,760,777	12,760,777	0	-
4500 Food and Kitchen Supplies				
8000 General Fund	26,904,345	26,904,345	0	-
3400 Other Funds Ltd	1,563,488	1,563,488	0	-
All Funds	28,467,833	28,467,833	0	-
4525 Medical Services and Supplies				
8000 General Fund	91,788,147	91,788,147	0	-
3400 Other Funds Ltd	5,628,946	5,628,946	0	-
6400 Federal Funds Ltd	6,253,705	6,253,705	0	-
All Funds	103,670,798	103,670,798	0	-
4550 Other Care of Residents and Patients				
8000 General Fund	21,207,019	21,207,019	0	-
3400 Other Funds Ltd	4,684,831	4,684,831	0	-
All Funds	25,891,850	25,891,850	0	-
4625 Other COI Costs				
8000 General Fund	111,640	111,640	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	89,000	89,000	0	-
All Funds	200,640	200,640	0	-
4650 Other Services and Supplies				
8000 General Fund	4,345,237	4,345,237	0	-
3400 Other Funds Ltd	1,470,282	1,470,282	0	-
All Funds	5,815,519	5,815,519	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	1,604,640	1,604,640	0	-
3400 Other Funds Ltd	180,287	180,287	0	-
All Funds	1,784,927	1,784,927	0	-
4715 IT Expendable Property				
8000 General Fund	835,238	835,238	0	-
3400 Other Funds Ltd	50,164	50,164	0	-
All Funds	885,402	885,402	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	260,798,013	260,798,013	0	-
3400 Other Funds Ltd	18,715,750	18,715,750	0	-
6400 Federal Funds Ltd	7,077,210	7,077,210	0	-
TOTAL SERVICES & SUPPLIES	**$286,590,973**	**$286,590,973**	**0**	**-**
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
8000 General Fund	60,591	60,591	0	-
5150 Telecommunications Equipment				
8000 General Fund	66,524	66,524	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
5250 Household and Institutional Equip.				
8000 General Fund	255,527	255,527	0	-
5350 Industrial and Heavy Equipment				
8000 General Fund	12,533	12,533	0	-
5500 Recreational Equipment				
3400 Other Funds Ltd	28,756	28,756	0	-
5550 Data Processing Software				
8000 General Fund	19,449	19,449	0	-
5600 Data Processing Hardware				
8000 General Fund	73,073	73,073	0	-
5650 Land and Improvements				
8010 General Fund Cap Improvement	2,592,874	2,592,874	0	-
5800 Professional Services				
8010 General Fund Cap Improvement	51,826	51,826	0	-
5900 Other Capital Outlay				
8000 General Fund	411,423	411,423	0	-
3400 Other Funds Ltd	58,892	58,892	0	-
All Funds	470,315	470,315	0	-
TOTAL CAPITAL OUTLAY				
8000 General Fund	899,120	899,120	0	-
8010 General Fund Cap Improvement	2,644,700	2,644,700	0	-
3400 Other Funds Ltd	87,648	87,648	0	-
TOTAL CAPITAL OUTLAY	**$3,631,468**	**$3,631,468**	**0**	**-**
SPECIAL PAYMENTS				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6020 Dist to Counties				
8000 General Fund	224,791,068	224,791,068	0	-
3400 Other Funds Ltd	5,058,950	5,058,950	0	-
6400 Federal Funds Ltd	291,797	291,797	0	-
All Funds	230,141,815	230,141,815	0	-
6035 Dist to Individuals				
8000 General Fund	94,245	94,245	0	-
6085 Other Special Payments				
8000 General Fund	8,359	8,359	0	-
TOTAL SPECIAL PAYMENTS				
8000 General Fund	224,893,672	224,893,672	0	-
3400 Other Funds Ltd	5,058,950	5,058,950	0	-
6400 Federal Funds Ltd	291,797	291,797	0	-
TOTAL SPECIAL PAYMENTS	**$230,244,419**	**$230,244,419**	**0**	**-**
DEBT SERVICE				
7100 Principal - Bonds				
8030 General Fund Debt Svc	39,779,355	39,779,355	0	-
7150 Interest - Bonds				
8030 General Fund Debt Svc	30,552,699	30,552,699	0	-
7200 Principal - COP				
8030 General Fund Debt Svc	45,548,245	45,548,245	0	-
7250 Interest - COP				
8030 General Fund Debt Svc	10,875,300	11,994,795	1,119,495	10.29%
6230 Federal Funds Debt Svc Non-Ltd	1,119,495	1,119,495	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	11,994,795	13,114,290	1,119,495	9.33%
TOTAL DEBT SERVICE				
8030 General Fund Debt Svc	126,755,599	127,875,094	1,119,495	0.88%
6230 Federal Funds Debt Svc Non-Ltd	1,119,495	1,119,495	0	-
TOTAL DEBT SERVICE	**$127,875,094**	**$128,994,589**	**$1,119,495**	**0.88%**
TOTAL EXPENDITURES				
8000 General Fund	1,331,292,533	1,331,292,533	0	-
8010 General Fund Cap Improvement	2,644,700	2,644,700	0	-
8030 General Fund Debt Svc	126,755,599	127,875,094	1,119,495	0.88%
3400 Other Funds Ltd	34,217,558	34,217,558	0	-
6230 Federal Funds Debt Svc Non-Ltd	1,119,495	1,119,495	0	-
6400 Federal Funds Ltd	7,369,007	7,369,007	0	-
TOTAL EXPENDITURES	**$1,503,398,892**	**$1,504,518,387**	**$1,119,495**	**0.07%**
ENDING BALANCE				
3400 Other Funds Ltd	4,322,432	4,727,411	404,979	9.37%
3430 Other Funds Debt Svc Ltd	755,039	25,615	(729,424)	-96.61%
6230 Federal Funds Debt Svc Non-Ltd	143,331	-	(143,331)	-100.00%
6400 Federal Funds Ltd	380,570	422,297	41,727	10.96%
TOTAL ENDING BALANCE	**$5,601,372**	**$5,175,323**	**($426,049)**	**-7.61%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	4,481	4,480	(1)	-0.02%
8180 Position Reconciliation	1	2	1	100.00%
TOTAL AUTHORIZED POSITIONS	**4,482**	**4,482**	**0**	**-**
AUTHORIZED FTE				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8250 Class/Unclass FTE Positions	4,441.00	4,438.20	(2.80)	-0.06%
8280 FTE Reconciliation	0.58	3.38	2.80	482.76%
TOTAL AUTHORIZED FTE	**4,441.58**	**4,441.58**	**0**	**-**

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	2,244,404	2,244,404	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	686,381,252	686,381,252	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	3,354,280	3,354,280	0	-
0415 Admin and Service Charges				
3400 Other Funds Ltd	510,974	510,974	0	-
TOTAL CHARGES FOR SERVICES				
3400 Other Funds Ltd	3,865,254	3,865,254	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures				
3400 Other Funds Ltd	26,343	26,343	0	-
INTEREST EARNINGS				
0605 Interest Income				
3400 Other Funds Ltd	12,994	12,994	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	1,170,838	1,170,838	0	-
OTHER				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
0975 Other Revenues				
3400 Other Funds Ltd	2,452,390	2,452,390	0	-
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	266,295	266,295	0	-
TOTAL REVENUES				
8000 General Fund	686,381,252	686,381,252	0	-
3400 Other Funds Ltd	7,794,114	7,794,114	0	-
TOTAL REVENUES	**$694,175,366**	**$694,175,366**	**0**	**-**
AVAILABLE REVENUES				
8000 General Fund	686,381,252	686,381,252	0	-
3400 Other Funds Ltd	10,038,518	10,038,518	0	-
TOTAL AVAILABLE REVENUES	**$696,419,770**	**$696,419,770**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	353,543,441	353,543,441	0	-
3400 Other Funds Ltd	1,893,840	1,893,840	0	-
All Funds	355,437,281	355,437,281	0	-
3170 Overtime Payments				
8000 General Fund	14,108,538	14,108,538	0	-
3400 Other Funds Ltd	543,238	543,238	0	-
All Funds	14,651,776	14,651,776	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3180 Shift Differential				
8000 General Fund	2,593,725	2,593,725	0	-
3400 Other Funds Ltd	10,170	10,170	0	-
All Funds	2,603,895	2,603,895	0	-
3190 All Other Differential				
8000 General Fund	16,377,387	16,377,387	0	-
3400 Other Funds Ltd	82,289	82,289	0	-
All Funds	16,459,676	16,459,676	0	-
TOTAL SALARIES & WAGES				
8000 General Fund	386,623,091	386,623,091	0	-
3400 Other Funds Ltd	2,529,537	2,529,537	0	-
TOTAL SALARIES & WAGES	**$389,152,628**	**$389,152,628**	**0**	**-**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	142,472	142,472	0	-
3400 Other Funds Ltd	880	880	0	-
All Funds	143,352	143,352	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	75,507,800	75,507,800	0	-
3400 Other Funds Ltd	494,017	494,017	0	-
All Funds	76,001,817	76,001,817	0	-
3221 Pension Obligation Bond				
8000 General Fund	22,201,565	22,201,565	0	-
3400 Other Funds Ltd	144,877	144,877	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	22,346,442	22,346,442	0	-
3230 Social Security Taxes				
8000 General Fund	29,566,812	29,566,812	0	-
3400 Other Funds Ltd	193,510	193,510	0	-
All Funds	29,760,322	29,760,322	0	-
3240 Unemployment Assessments				
8000 General Fund	215,459	215,459	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	223,422	223,422	0	-
3400 Other Funds Ltd	1,380	1,380	0	-
All Funds	224,802	224,802	0	-
3260 Mass Transit Tax				
8000 General Fund	961,785	961,785	0	-
3400 Other Funds Ltd	11,612	11,612	0	-
All Funds	973,397	973,397	0	-
3270 Flexible Benefits				
8000 General Fund	98,422,272	98,422,272	0	-
3400 Other Funds Ltd	610,560	610,560	0	-
All Funds	99,032,832	99,032,832	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	227,241,587	227,241,587	0	-
3400 Other Funds Ltd	1,456,836	1,456,836	0	-
TOTAL OTHER PAYROLL EXPENSES	**$228,698,423**	**$228,698,423**	**0**	**-**
P.S. BUDGET ADJUSTMENTS				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3455 Vacancy Savings				
8000 General Fund	(21,959,174)	(21,959,174)	0	-
3400 Other Funds Ltd	(6,761)	(6,761)	0	-
All Funds	(21,965,935)	(21,965,935)	0	-
3465 Reconciliation Adjustment				
8000 General Fund	92,472	92,472	0	-
3400 Other Funds Ltd	(3,663)	(3,663)	0	-
All Funds	88,809	88,809	0	-
TOTAL P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(21,866,702)	(21,866,702)	0	-
3400 Other Funds Ltd	(10,424)	(10,424)	0	-
TOTAL P.S. BUDGET ADJUSTMENTS	**($21,877,126)**	**($21,877,126)**	**0**	**-**
TOTAL PERSONAL SERVICES				
8000 General Fund	591,997,976	591,997,976	0	-
3400 Other Funds Ltd	3,975,949	3,975,949	0	-
TOTAL PERSONAL SERVICES	**$595,973,925**	**$595,973,925**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,977,640	1,977,640	0	-
3400 Other Funds Ltd	231,541	231,541	0	-
All Funds	2,209,181	2,209,181	0	-
4125 Out of State Travel				
8000 General Fund	127,517	127,517	0	-
3400 Other Funds Ltd	35,980	35,980	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	163,497	163,497	0	-
4150 Employee Training				
8000 General Fund	397,763	397,763	0	-
3400 Other Funds Ltd	2,912	2,912	0	-
All Funds	400,675	400,675	0	-
4175 Office Expenses				
8000 General Fund	3,059,560	3,059,560	0	-
3400 Other Funds Ltd	150,457	150,457	0	-
All Funds	3,210,017	3,210,017	0	-
4200 Telecommunications				
8000 General Fund	5,074	5,074	0	-
3400 Other Funds Ltd	21,002	21,002	0	-
All Funds	26,076	26,076	0	-
4250 Data Processing				
8000 General Fund	303,038	303,038	0	-
3400 Other Funds Ltd	34,753	34,753	0	-
All Funds	337,791	337,791	0	-
4275 Publicity and Publications				
8000 General Fund	9,760	9,760	0	-
4300 Professional Services				
8000 General Fund	2,322,412	2,322,412	0	-
4325 Attorney General				
8000 General Fund	247,648	247,648	0	-
3400 Other Funds Ltd	5,621	5,621	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	253,269	253,269	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	185,527	185,527	0	-
3400 Other Funds Ltd	472	472	0	-
All Funds	185,999	185,999	0	-
4400 Dues and Subscriptions				
8000 General Fund	9,976	9,976	0	-
3400 Other Funds Ltd	447	447	0	-
All Funds	10,423	10,423	0	-
4450 Fuels and Utilities				
8000 General Fund	25,140,966	25,140,966	0	-
3400 Other Funds Ltd	180,165	180,165	0	-
All Funds	25,321,131	25,321,131	0	-
4475 Facilities Maintenance				
8000 General Fund	11,164,674	11,164,674	0	-
3400 Other Funds Ltd	215,737	215,737	0	-
All Funds	11,380,411	11,380,411	0	-
4500 Food and Kitchen Supplies				
8000 General Fund	26,899,051	26,899,051	0	-
3400 Other Funds Ltd	1,094,138	1,094,138	0	-
All Funds	27,993,189	27,993,189	0	-
4525 Medical Services and Supplies				
8000 General Fund	50,596	50,596	0	-
3400 Other Funds Ltd	523	523	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	51,119	51,119	0	-
4550 Other Care of Residents and Patients				
8000 General Fund	18,812,979	18,812,979	0	-
3400 Other Funds Ltd	2,534,950	2,534,950	0	-
All Funds	21,347,929	21,347,929	0	-
4650 Other Services and Supplies				
8000 General Fund	2,308,472	2,308,472	0	-
3400 Other Funds Ltd	724,176	724,176	0	-
All Funds	3,032,648	3,032,648	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	717,519	717,519	0	-
3400 Other Funds Ltd	126,297	126,297	0	-
All Funds	843,816	843,816	0	-
4715 IT Expendable Property				
8000 General Fund	231,681	231,681	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	93,971,853	93,971,853	0	-
3400 Other Funds Ltd	5,359,171	5,359,171	0	-
TOTAL SERVICES & SUPPLIES	**$99,331,024**	**$99,331,024**	**0**	**-**
CAPITAL OUTLAY				
5900 Other Capital Outlay				
8000 General Fund	411,423	411,423	0	-
3400 Other Funds Ltd	58,892	58,892	0	-
All Funds	470,315	470,315	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES				
8000 General Fund	686,381,252	686,381,252	0	-
3400 Other Funds Ltd	9,394,012	9,394,012	0	-
TOTAL EXPENDITURES	**$695,775,264**	**$695,775,264**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	644,506	644,506	0	-
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	3,258	3,258	0	-
8180 Position Reconciliation	1	1	0	-
TOTAL AUTHORIZED POSITIONS	**3,259**	**3,259**	**0**	**-**
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	3,241.02	3,241.02	0	-
8280 FTE Reconciliation	0.58	0.58	0	-
TOTAL AUTHORIZED FTE	**3,241.60**	**3,241.60**	**0**	**-**

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	862,667	862,667	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	61,735,983	61,735,983	0	-
FEDERAL FUNDS AS OTHER FUNDS				
0355 Federal Revenues				
3400 Other Funds Ltd	39,233	39,233	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	2,174	2,174	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures				
3400 Other Funds Ltd	609	609	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	13,368	13,368	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	3,715,670	3,715,670	0	-
FEDERAL FUNDS REVENUE				
0995 Federal Funds				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	618,000	618,000	0	-
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	81,723	81,723	0	-
TOTAL REVENUES				
8000 General Fund	61,735,983	61,735,983	0	-
3400 Other Funds Ltd	3,852,777	3,852,777	0	-
6400 Federal Funds Ltd	618,000	618,000	0	-
TOTAL REVENUES	**$66,206,760**	**$66,206,760**	**0**	**-**
TRANSFERS OUT				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(1,438,365)	(1,438,365)	0	-
AVAILABLE REVENUES				
8000 General Fund	61,735,983	61,735,983	0	-
3400 Other Funds Ltd	3,277,079	3,277,079	0	-
6400 Federal Funds Ltd	618,000	618,000	0	-
TOTAL AVAILABLE REVENUES	**$65,631,062**	**$65,631,062**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	11,927,177	11,927,177	0	-
3400 Other Funds Ltd	317,592	317,592	0	-
All Funds	12,244,769	12,244,769	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3160 Temporary Appointments				
8000 General Fund	144,495	144,495	0	-
3170 Overtime Payments				
8000 General Fund	21,935	21,935	0	-
3190 All Other Differential				
8000 General Fund	159,613	159,613	0	-
3400 Other Funds Ltd	20,532	20,532	0	-
All Funds	180,145	180,145	0	-
TOTAL SALARIES & WAGES				
8000 General Fund	12,253,220	12,253,220	0	-
3400 Other Funds Ltd	338,124	338,124	0	-
TOTAL SALARIES & WAGES	**$12,591,344**	**$12,591,344**	**0**	**-**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	3,652	3,652	0	-
3400 Other Funds Ltd	132	132	0	-
All Funds	3,784	3,784	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	2,364,827	2,364,827	0	-
3400 Other Funds Ltd	66,037	66,037	0	-
All Funds	2,430,864	2,430,864	0	-
3221 Pension Obligation Bond				
8000 General Fund	707,373	707,373	0	-
3400 Other Funds Ltd	19,148	19,148	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	726,521	726,521	0	-
3230 Social Security Taxes				
8000 General Fund	928,236	928,236	0	-
3400 Other Funds Ltd	25,867	25,867	0	-
All Funds	954,103	954,103	0	-
3240 Unemployment Assessments				
8000 General Fund	4,409	4,409	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	5,727	5,727	0	-
3400 Other Funds Ltd	207	207	0	-
All Funds	5,934	5,934	0	-
3260 Mass Transit Tax				
8000 General Fund	70,436	70,436	0	-
3400 Other Funds Ltd	1,895	1,895	0	-
All Funds	72,331	72,331	0	-
3270 Flexible Benefits				
8000 General Fund	2,533,824	2,533,824	0	-
3400 Other Funds Ltd	91,584	91,584	0	-
All Funds	2,625,408	2,625,408	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	6,618,484	6,618,484	0	-
3400 Other Funds Ltd	204,870	204,870	0	-
TOTAL OTHER PAYROLL EXPENSES	**$6,823,354**	**$6,823,354**	**0**	**-**
P.S. BUDGET ADJUSTMENTS				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3455 Vacancy Savings				
8000 General Fund	(1,085,088)	(1,085,088)	0	-
3400 Other Funds Ltd	(1,138)	(1,138)	0	-
All Funds	(1,086,226)	(1,086,226)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	17,786,616	17,786,616	0	-
3400 Other Funds Ltd	541,856	541,856	0	-
TOTAL PERSONAL SERVICES	**$18,328,472**	**$18,328,472**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	221,109	221,109	0	-
3400 Other Funds Ltd	16,795	16,795	0	-
6400 Federal Funds Ltd	96,651	96,651	0	-
All Funds	334,555	334,555	0	-
4125 Out of State Travel				
8000 General Fund	11,873	11,873	0	-
3400 Other Funds Ltd	20,000	20,000	0	-
All Funds	31,873	31,873	0	-
4150 Employee Training				
8000 General Fund	180,665	180,665	0	-
4175 Office Expenses				
8000 General Fund	601,795	601,795	0	-
3400 Other Funds Ltd	10,353	10,353	0	-
All Funds	612,148	612,148	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4225 State Gov. Service Charges				
8000 General Fund	36,316,252	36,316,252	0	-
4250 Data Processing				
8000 General Fund	941,541	941,541	0	-
4275 Publicity and Publications				
8000 General Fund	37,562	37,562	0	-
4300 Professional Services				
8000 General Fund	224,600	224,600	0	-
6400 Federal Funds Ltd	411,200	411,200	0	-
All Funds	635,800	635,800	0	-
4325 Attorney General				
8000 General Fund	2,131,671	2,131,671	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	23,817	23,817	0	-
4400 Dues and Subscriptions				
8000 General Fund	5,186	5,186	0	-
4425 Facilities Rental and Taxes				
8000 General Fund	895,802	895,802	0	-
4450 Fuels and Utilities				
8000 General Fund	742,909	742,909	0	-
4475 Facilities Maintenance				
8000 General Fund	5,121	5,121	0	-
4525 Medical Services and Supplies				
8000 General Fund	208,245	208,245	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4550 Other Care of Residents and Patients				
8000 General Fund	1,981	1,981	0	-
4625 Other COI Costs				
8000 General Fund	111,640	111,640	0	-
3400 Other Funds Ltd	89,000	89,000	0	-
All Funds	200,640	200,640	0	-
4650 Other Services and Supplies				
8000 General Fund	1,046,640	1,046,640	0	-
3400 Other Funds Ltd	60,000	60,000	0	-
All Funds	1,106,640	1,106,640	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	39,626	39,626	0	-
4715 IT Expendable Property				
8000 General Fund	38,137	38,137	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	43,786,172	43,786,172	0	-
3400 Other Funds Ltd	196,148	196,148	0	-
6400 Federal Funds Ltd	507,851	507,851	0	-
TOTAL SERVICES & SUPPLIES	**$44,490,171**	**$44,490,171**	**0**	**-**
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
8000 General Fund	60,591	60,591	0	-
SPECIAL PAYMENTS				
6035 Dist to Individuals				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	94,245	94,245	0	-
6085 Other Special Payments				
8000 General Fund	8,359	8,359	0	-
TOTAL SPECIAL PAYMENTS				
8000 General Fund	102,604	102,604	0	-
TOTAL EXPENDITURES				
8000 General Fund	61,735,983	61,735,983	0	-
3400 Other Funds Ltd	738,004	738,004	0	-
6400 Federal Funds Ltd	507,851	507,851	0	-
TOTAL EXPENDITURES	**$62,981,838**	**$62,981,838**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	2,539,075	2,539,075	0	-
6400 Federal Funds Ltd	110,149	110,149	0	-
TOTAL ENDING BALANCE	**$2,649,224**	**$2,649,224**	**0**	**-**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	86	86	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	85.50	85.50	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	969,881	969,881	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	52,048,006	52,048,006	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	3,574,438	3,574,438	0	-
FINES, RENTS AND ROYALTIES				
0510 Rents and Royalties				
3400 Other Funds Ltd	267,865	267,865	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	511,196	511,196	0	-
LOAN REPAYMENT				
0925 Loan Repayments				
3400 Other Funds Ltd	34,563	34,563	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	2,200,001	2,200,001	0	-
TOTAL REVENUES				
8000 General Fund	52,048,006	52,048,006	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	6,588,063	6,588,063	0	-
TOTAL REVENUES	**$58,636,069**	**$58,636,069**	**0**	**-**
AVAILABLE REVENUES				
8000 General Fund	52,048,006	52,048,006	0	-
3400 Other Funds Ltd	7,557,944	7,557,944	0	-
TOTAL AVAILABLE REVENUES	**$59,605,950**	**$59,605,950**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	29,514,745	29,391,599	(123,146)	-0.42%
3400 Other Funds Ltd	3,495,721	3,495,721	0	-
All Funds	33,010,466	32,887,320	(123,146)	-0.37%
3160 Temporary Appointments				
8000 General Fund	30,689	30,689	0	-
3170 Overtime Payments				
8000 General Fund	213,010	213,010	0	-
3400 Other Funds Ltd	23,248	23,248	0	-
All Funds	236,258	236,258	0	-
3190 All Other Differential				
8000 General Fund	206,446	206,446	0	-
3400 Other Funds Ltd	77,111	77,111	0	-
All Funds	283,557	283,557	0	-
TOTAL SALARIES & WAGES				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	29,964,890	29,841,744	(123,146)	-0.41%
3400 Other Funds Ltd	3,596,080	3,596,080	0	-
TOTAL SALARIES & WAGES	**$33,560,970**	**$33,437,824**	**($123,146)**	**-0.37%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	9,930	9,886	(44)	-0.44%
3400 Other Funds Ltd	1,452	1,452	0	-
All Funds	11,382	11,338	(44)	-0.39%
3220 Public Employees' Retire Cont				
8000 General Fund	5,846,164	5,822,113	(24,051)	-0.41%
3400 Other Funds Ltd	702,321	702,321	0	-
All Funds	6,548,485	6,524,434	(24,051)	-0.37%
3221 Pension Obligation Bond				
8000 General Fund	1,732,893	1,732,893	0	-
3400 Other Funds Ltd	204,907	204,907	0	-
All Funds	1,937,800	1,937,800	0	-
3230 Social Security Taxes				
8000 General Fund	2,290,635	2,281,215	(9,420)	-0.41%
3400 Other Funds Ltd	275,099	275,099	0	-
All Funds	2,565,734	2,556,314	(9,420)	-0.37%
3240 Unemployment Assessments				
8000 General Fund	35,195	35,195	0	-
3400 Other Funds Ltd	76	76	0	-
All Funds	35,271	35,271	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	15,571	15,502	(69)	-0.44%
3400 Other Funds Ltd	2,277	2,277	0	-
All Funds	17,848	17,779	(69)	-0.39%
3260 Mass Transit Tax				
8000 General Fund	176,337	176,337	0	-
3400 Other Funds Ltd	20,278	20,278	0	-
All Funds	196,615	196,615	0	-
3270 Flexible Benefits				
8000 General Fund	6,858,625	6,797,569	(61,056)	-0.89%
3400 Other Funds Ltd	1,007,424	1,007,424	0	-
All Funds	7,866,049	7,804,993	(61,056)	-0.78%
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	16,965,350	16,870,710	(94,640)	-0.56%
3400 Other Funds Ltd	2,213,834	2,213,834	0	-
TOTAL OTHER PAYROLL EXPENSES	**$19,179,184**	**$19,084,544**	**($94,640)**	**-0.49%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(1,313,153)	(1,313,153)	0	-
3400 Other Funds Ltd	(12,641)	(12,641)	0	-
All Funds	(1,325,794)	(1,325,794)	0	-
3465 Reconciliation Adjustment				
8000 General Fund	-	217,786	217,786	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	(1,313,153)	(1,095,367)	217,786	16.58%
3400 Other Funds Ltd	(12,641)	(12,641)	0	-
TOTAL P.S. BUDGET ADJUSTMENTS	**($1,325,794)**	**($1,108,008)**	**$217,786**	**16.43%**
TOTAL PERSONAL SERVICES				
8000 General Fund	45,617,087	45,617,087	0	-
3400 Other Funds Ltd	5,797,273	5,797,273	0	-
TOTAL PERSONAL SERVICES	**$51,414,360**	**$51,414,360**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	339,395	339,395	0	-
3400 Other Funds Ltd	27,362	27,362	0	-
All Funds	366,757	366,757	0	-
4125 Out of State Travel				
8000 General Fund	6,454	6,454	0	-
4150 Employee Training				
8000 General Fund	155,569	155,569	0	-
3400 Other Funds Ltd	1,024	1,024	0	-
All Funds	156,593	156,593	0	-
4175 Office Expenses				
8000 General Fund	270,727	270,727	0	-
3400 Other Funds Ltd	110,973	110,973	0	-
All Funds	381,700	381,700	0	-
4200 Telecommunications				
8000 General Fund	1,848,161	1,848,161	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4250 Data Processing				
8000 General Fund	1,018,071	1,018,071	0	-
3400 Other Funds Ltd	8,829	8,829	0	-
All Funds	1,026,900	1,026,900	0	-
4275 Publicity and Publications				
8000 General Fund	16,688	16,688	0	-
4300 Professional Services				
8000 General Fund	113,780	113,780	0	-
4325 Attorney General				
8000 General Fund	296,069	296,069	0	-
3400 Other Funds Ltd	2,144	2,144	0	-
All Funds	298,213	298,213	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	6,288	6,288	0	-
4400 Dues and Subscriptions				
8000 General Fund	10,047	10,047	0	-
3400 Other Funds Ltd	512	512	0	-
All Funds	10,559	10,559	0	-
4450 Fuels and Utilities				
8000 General Fund	643,200	643,200	0	-
3400 Other Funds Ltd	117,760	117,760	0	-
All Funds	760,960	760,960	0	-
4475 Facilities Maintenance				
8000 General Fund	793,881	793,881	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	338,630	338,630	0	-
All Funds	1,132,511	1,132,511	0	-
4500 Food and Kitchen Supplies				
8000 General Fund	4,839	4,839	0	-
3400 Other Funds Ltd	469,350	469,350	0	-
All Funds	474,189	474,189	0	-
4525 Medical Services and Supplies				
8000 General Fund	2,080	2,080	0	-
4550 Other Care of Residents and Patients				
8000 General Fund	36,723	36,723	0	-
3400 Other Funds Ltd	74,650	74,650	0	-
All Funds	111,373	111,373	0	-
4650 Other Services and Supplies				
8000 General Fund	345,508	345,508	0	-
3400 Other Funds Ltd	442,621	442,621	0	-
All Funds	788,129	788,129	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	59,695	59,695	0	-
3400 Other Funds Ltd	10,184	10,184	0	-
All Funds	69,879	69,879	0	-
4715 IT Expendable Property				
8000 General Fund	85,245	85,245	0	-
3400 Other Funds Ltd	13,320	13,320	0	-
All Funds	98,565	98,565	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES				
8000 General Fund	6,052,420	6,052,420	0	-
3400 Other Funds Ltd	1,617,359	1,617,359	0	-
TOTAL SERVICES & SUPPLIES	**$7,669,779**	**$7,669,779**	**0**	**-**
CAPITAL OUTLAY				
5150 Telecommunications Equipment				
8000 General Fund	66,524	66,524	0	-
5250 Household and Institutional Equip.				
8000 General Fund	255,527	255,527	0	-
5350 Industrial and Heavy Equipment				
8000 General Fund	12,533	12,533	0	-
5550 Data Processing Software				
8000 General Fund	19,449	19,449	0	-
5600 Data Processing Hardware				
8000 General Fund	24,466	24,466	0	-
TOTAL CAPITAL OUTLAY				
8000 General Fund	378,499	378,499	0	-
TOTAL EXPENDITURES				
8000 General Fund	52,048,006	52,048,006	0	-
3400 Other Funds Ltd	7,414,632	7,414,632	0	-
TOTAL EXPENDITURES	**$59,462,638**	**$59,462,638**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	143,312	143,312	0	-
AUTHORIZED POSITIONS				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8150 Class/Unclass Positions	260	259	(1)	-0.38%
8180 Position Reconciliation	-	1	1	100.00%
TOTAL AUTHORIZED POSITIONS	**260**	**260**	**0**	**-**
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	258.16	256.25	(1.91)	-0.74%
8280 FTE Reconciliation	-	1.91	1.91	100.00%
TOTAL AUTHORIZED FTE	**258.16**	**258.16**	**0**	**-**

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	1,006	1,006	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	14,452,255	14,452,255	0	-
FINES, RENTS AND ROYALTIES				
0510 Rents and Royalties				
3400 Other Funds Ltd	6,463	6,463	0	-
TOTAL REVENUES				
8000 General Fund	14,452,255	14,452,255	0	-
3400 Other Funds Ltd	6,463	6,463	0	-
TOTAL REVENUES	**$14,458,718**	**$14,458,718**	**0**	**-**
AVAILABLE REVENUES				
8000 General Fund	14,452,255	14,452,255	0	-
3400 Other Funds Ltd	7,469	7,469	0	-
TOTAL AVAILABLE REVENUES	**$14,459,724**	**$14,459,724**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	8,341,692	8,341,692	0	-
OTHER PAYROLL EXPENSES				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	2,772	2,772	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	1,629,132	1,629,132	0	-
3221 Pension Obligation Bond				
8000 General Fund	484,194	484,194	0	-
3230 Social Security Taxes				
8000 General Fund	638,135	638,135	0	-
3240 Unemployment Assessments				
8000 General Fund	3,272	3,272	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	4,347	4,347	0	-
3260 Mass Transit Tax				
8000 General Fund	56,675	56,675	0	-
3270 Flexible Benefits				
8000 General Fund	1,923,264	1,923,264	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	4,741,791	4,741,791	0	-
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(36,722)	(36,722)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	13,046,761	13,046,761	0	-
SERVICES & SUPPLIES				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4100 Instate Travel				
8000 General Fund	96,603	96,603	0	-
4125 Out of State Travel				
8000 General Fund	4,933	4,933	0	-
4150 Employee Training				
8000 General Fund	126,596	126,596	0	-
4175 Office Expenses				
8000 General Fund	94,650	94,650	0	-
4200 Telecommunications				
8000 General Fund	4,696	4,696	0	-
4250 Data Processing				
8000 General Fund	30,476	30,476	0	-
4275 Publicity and Publications				
8000 General Fund	3,630	3,630	0	-
4300 Professional Services				
8000 General Fund	407,014	407,014	0	-
4325 Attorney General				
8000 General Fund	498,789	498,789	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	44,116	44,116	0	-
4400 Dues and Subscriptions				
8000 General Fund	2,557	2,557	0	-
4450 Fuels and Utilities				
8000 General Fund	8,788	8,788	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4475 Facilities Maintenance				
8000 General Fund	12,049	12,049	0	-
3400 Other Funds Ltd	5,000	5,000	0	-
All Funds	17,049	17,049	0	-
4525 Medical Services and Supplies				
8000 General Fund	12,480	12,480	0	-
4550 Other Care of Residents and Patients				
8000 General Fund	804	804	0	-
4650 Other Services and Supplies				
8000 General Fund	26,671	26,671	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	4,831	4,831	0	-
4715 IT Expendable Property				
8000 General Fund	25,811	25,811	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	1,405,494	1,405,494	0	-
3400 Other Funds Ltd	5,000	5,000	0	-
TOTAL SERVICES & SUPPLIES	**$1,410,494**	**$1,410,494**	**0**	**-**
TOTAL EXPENDITURES				
8000 General Fund	14,452,255	14,452,255	0	-
3400 Other Funds Ltd	5,000	5,000	0	-
TOTAL EXPENDITURES	**$14,457,255**	**$14,457,255**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	2,469	2,469	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	63	63	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	62.50	62.50	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	353,498	353,498	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	240,041,657	240,041,657	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	870,058	870,058	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures				
3400 Other Funds Ltd	47,898	47,898	0	-
0510 Rents and Royalties				
3400 Other Funds Ltd	15,512	15,512	0	-
TOTAL FINES, RENTS AND ROYALTIES				
3400 Other Funds Ltd	63,410	63,410	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	78	78	0	-
DONATIONS AND CONTRIBUTIONS				
0905 Donations				
3400 Other Funds Ltd	8,047	8,047	0	-
0910 Grants (Non-Fed)				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	194,618	194,618	0	-
TOTAL DONATIONS AND CONTRIBUTIONS				
3400 Other Funds Ltd	202,665	202,665	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	824,974	824,974	0	-
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	300,551	300,551	0	-
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	87,695	87,695	0	-
1050 Transfer In Other				
3400 Other Funds Ltd	3,986,493	4,391,472	404,979	10.16%
1213 Tsfr From Criminal Justice Comm				
3400 Other Funds Ltd	370,800	370,800	0	-
TOTAL TRANSFERS IN				
3400 Other Funds Ltd	4,444,988	4,849,967	404,979	9.11%
TOTAL REVENUES				
8000 General Fund	240,041,657	240,041,657	0	-
3400 Other Funds Ltd	6,406,173	6,811,152	404,979	6.32%
6400 Federal Funds Ltd	300,551	300,551	0	-
TOTAL REVENUES	**$246,748,381**	**$247,153,360**	**$404,979**	**0.16%**
AVAILABLE REVENUES				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	240,041,657	240,041,657	0	-
3400 Other Funds Ltd	6,759,671	7,164,650	404,979	5.99%
6400 Federal Funds Ltd	300,551	300,551	0	-
TOTAL AVAILABLE REVENUES	**$247,101,879**	**$247,506,858**	**$404,979**	**0.16%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	8,592,075	8,592,075	0	-
3400 Other Funds Ltd	12,573	12,573	0	-
All Funds	8,604,648	8,604,648	0	-
3170 Overtime Payments				
8000 General Fund	9,447	9,447	0	-
3190 All Other Differential				
8000 General Fund	257,265	257,265	0	-
TOTAL SALARIES & WAGES				
8000 General Fund	8,858,787	8,858,787	0	-
3400 Other Funds Ltd	12,573	12,573	0	-
TOTAL SALARIES & WAGES	**$8,871,360**	**$8,871,360**	**0**	**-**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	2,739	2,739	0	-
3400 Other Funds Ltd	4	4	0	-
All Funds	2,743	2,743	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3220 Public Employees' Retire Cont				
8000 General Fund	1,730,109	1,730,109	0	-
3400 Other Funds Ltd	2,456	2,456	0	-
All Funds	1,732,565	1,732,565	0	-
3221 Pension Obligation Bond				
8000 General Fund	485,917	485,917	0	-
3400 Other Funds Ltd	666	666	0	-
All Funds	486,583	486,583	0	-
3230 Social Security Taxes				
8000 General Fund	676,017	676,017	0	-
3400 Other Funds Ltd	962	962	0	-
All Funds	676,979	676,979	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	4,295	4,295	0	-
3400 Other Funds Ltd	6	6	0	-
All Funds	4,301	4,301	0	-
3260 Mass Transit Tax				
8000 General Fund	52,155	52,155	0	-
3400 Other Funds Ltd	66	66	0	-
All Funds	52,221	52,221	0	-
3270 Flexible Benefits				
8000 General Fund	1,900,163	1,900,163	0	-
3400 Other Funds Ltd	2,748	2,748	0	-
All Funds	1,902,911	1,902,911	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	4,851,395	4,851,395	0	-
3400 Other Funds Ltd	6,908	6,908	0	-
TOTAL OTHER PAYROLL EXPENSES	**$4,858,303**	**$4,858,303**	**0**	**-**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(35,250)	(35,250)	0	-
3400 Other Funds Ltd	(42)	(42)	0	-
All Funds	(35,292)	(35,292)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	13,674,932	13,674,932	0	-
3400 Other Funds Ltd	19,439	19,439	0	-
TOTAL PERSONAL SERVICES	**$13,694,371**	**$13,694,371**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	40,994	40,994	0	-
4125 Out of State Travel				
8000 General Fund	9,574	9,574	0	-
4150 Employee Training				
8000 General Fund	28,067	28,067	0	-
4175 Office Expenses				
8000 General Fund	82,955	82,955	0	-
4250 Data Processing				
8000 General Fund	45,295	45,295	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4275 Publicity and Publications				
8000 General Fund	647	647	0	-
4300 Professional Services				
8000 General Fund	133,871	133,871	0	-
4325 Attorney General				
8000 General Fund	129,555	129,555	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	670	670	0	-
4400 Dues and Subscriptions				
8000 General Fund	59,230	59,230	0	-
4475 Facilities Maintenance				
8000 General Fund	9,085	9,085	0	-
4500 Food and Kitchen Supplies				
8000 General Fund	310	310	0	-
4550 Other Care of Residents and Patients				
8000 General Fund	899,965	899,965	0	-
3400 Other Funds Ltd	1,373,215	1,373,215	0	-
All Funds	2,273,180	2,273,180	0	-
4650 Other Services and Supplies				
8000 General Fund	41,687	41,687	0	-
3400 Other Funds Ltd	6,144	6,144	0	-
All Funds	47,831	47,831	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	45,145	45,145	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES				
8000 General Fund	1,527,050	1,527,050	0	-
3400 Other Funds Ltd	1,379,359	1,379,359	0	-
TOTAL SERVICES & SUPPLIES	**$2,906,409**	**$2,906,409**	**0**	**-**
CAPITAL OUTLAY				
5600 Data Processing Hardware				
8000 General Fund	48,607	48,607	0	-
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	224,791,068	224,791,068	0	-
3400 Other Funds Ltd	5,058,950	5,058,950	0	-
6400 Federal Funds Ltd	291,797	291,797	0	-
All Funds	230,141,815	230,141,815	0	-
TOTAL EXPENDITURES				
8000 General Fund	240,041,657	240,041,657	0	-
3400 Other Funds Ltd	6,457,748	6,457,748	0	-
6400 Federal Funds Ltd	291,797	291,797	0	-
TOTAL EXPENDITURES	**$246,791,202**	**$246,791,202**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	301,923	706,902	404,979	134.13%
6400 Federal Funds Ltd	8,754	8,754	0	-
TOTAL ENDING BALANCE	**$310,677**	**$715,656**	**$404,979**	**130.35%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	62	62	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	62.33	62.33	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	354,569	354,569	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	212,398,371	212,398,371	0	-
FEDERAL FUNDS AS OTHER FUNDS				
0355 Federal Revenues				
3400 Other Funds Ltd	91,109	91,109	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	11,989	11,989	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures				
3400 Other Funds Ltd	43,916	43,916	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	26,436	26,436	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	395,000	395,000	0	-
FEDERAL FUNDS REVENUE				
0995 Federal Funds				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	6,831,026	6,872,753	41,727	0.61%
TOTAL REVENUES				
8000 General Fund	212,398,371	212,398,371	0	-
3400 Other Funds Ltd	568,450	568,450	0	-
6400 Federal Funds Ltd	6,831,026	6,872,753	41,727	0.61%
TOTAL REVENUES	**$219,797,847**	**$219,839,574**	**$41,727**	**0.02%**
AVAILABLE REVENUES				
8000 General Fund	212,398,371	212,398,371	0	-
3400 Other Funds Ltd	923,019	923,019	0	-
6400 Federal Funds Ltd	6,831,026	6,872,753	41,727	0.61%
TOTAL AVAILABLE REVENUES	**$220,152,416**	**$220,194,143**	**$41,727**	**0.02%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	82,097,885	82,097,885	0	-
3170 Overtime Payments				
8000 General Fund	950,323	950,323	0	-
3180 Shift Differential				
8000 General Fund	774,897	774,897	0	-
3190 All Other Differential				
8000 General Fund	2,177,256	2,177,256	0	-
TOTAL SALARIES & WAGES				
8000 General Fund	86,000,361	86,000,361	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	24,596	24,596	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	16,795,877	16,795,877	0	-
3221 Pension Obligation Bond				
8000 General Fund	4,821,806	4,821,806	0	-
3230 Social Security Taxes				
8000 General Fund	6,182,798	6,182,798	0	-
3240 Unemployment Assessments				
8000 General Fund	25,362	25,362	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	38,568	38,568	0	-
3260 Mass Transit Tax				
8000 General Fund	265,688	265,688	0	-
3270 Flexible Benefits				
8000 General Fund	16,668,288	16,668,288	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	44,822,983	44,822,983	0	-
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(3,877,895)	(3,877,895)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	126,945,449	126,945,449	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	338,801	338,801	0	-
4150 Employee Training				
8000 General Fund	104,144	104,144	0	-
4175 Office Expenses				
8000 General Fund	974,538	974,538	0	-
4200 Telecommunications				
6400 Federal Funds Ltd	315,654	315,654	0	-
4250 Data Processing				
8000 General Fund	9,881	9,881	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	3,824	3,824	0	-
4475 Facilities Maintenance				
8000 General Fund	87,119	87,119	0	-
4525 Medical Services and Supplies				
8000 General Fund	83,886,799	83,886,799	0	-
3400 Other Funds Ltd	561,676	561,676	0	-
6400 Federal Funds Ltd	6,253,705	6,253,705	0	-
All Funds	90,702,180	90,702,180	0	-
4650 Other Services and Supplies				
8000 General Fund	21,591	21,591	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	6,268	6,268	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4715 IT Expendable Property				
8000 General Fund	19,957	19,957	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	85,452,922	85,452,922	0	-
3400 Other Funds Ltd	561,676	561,676	0	-
6400 Federal Funds Ltd	6,569,359	6,569,359	0	-
TOTAL SERVICES & SUPPLIES	**$92,583,957**	**$92,583,957**	**0**	**-**
TOTAL EXPENDITURES				
8000 General Fund	212,398,371	212,398,371	0	-
3400 Other Funds Ltd	561,676	561,676	0	-
6400 Federal Funds Ltd	6,569,359	6,569,359	0	-
TOTAL EXPENDITURES	**$219,529,406**	**$219,529,406**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	361,343	361,343	0	-
6400 Federal Funds Ltd	261,667	303,394	41,727	15.95%
TOTAL ENDING BALANCE	**$623,010**	**$664,737**	**$41,727**	**6.70%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	559	559	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	539.99	539.99	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	414,973	414,973	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	64,235,009	64,235,009	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	579,294	579,294	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	63,379	63,379	0	-
DONATIONS AND CONTRIBUTIONS				
0905 Donations				
3400 Other Funds Ltd	5,998	5,998	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	7,486,070	7,486,070	0	-
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	1,002,652	1,002,652	0	-
1137 Tsfr From Justice, Dept of				
3400 Other Funds Ltd	26,000	26,000	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
1525 Tsfr From HECC				
3400 Other Funds Ltd	189,850	189,850	0	-
1581 Tsfr From Education, Dept of				
3400 Other Funds Ltd	208,074	208,074	0	-
TOTAL TRANSFERS IN				
3400 Other Funds Ltd	1,426,576	1,426,576	0	-
TOTAL REVENUES				
8000 General Fund	64,235,009	64,235,009	0	-
3400 Other Funds Ltd	9,561,317	9,561,317	0	-
TOTAL REVENUES	**$73,796,326**	**$73,796,326**	**0**	**-**
AVAILABLE REVENUES				
8000 General Fund	64,235,009	64,235,009	0	-
3400 Other Funds Ltd	9,976,290	9,976,290	0	-
TOTAL AVAILABLE REVENUES	**$74,211,299**	**$74,211,299**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	22,444,080	22,371,296	(72,784)	-0.32%
3160 Temporary Appointments				
8000 General Fund	359,179	359,179	0	-
3170 Overtime Payments				
8000 General Fund	183,071	183,071	0	-
3180 Shift Differential				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	325	325	0	-
3190 All Other Differential				
8000 General Fund	154,518	154,518	0	-
3400 Other Funds Ltd	15,136	15,136	0	-
All Funds	169,654	169,654	0	-
TOTAL SALARIES & WAGES				
8000 General Fund	23,140,848	23,068,064	(72,784)	-0.31%
3400 Other Funds Ltd	15,461	15,461	0	-
TOTAL SALARIES & WAGES	**$23,156,309**	**$23,083,525**	**($72,784)**	**-0.31%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	8,492	8,492	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	4,449,252	4,435,037	(14,215)	-0.32%
3400 Other Funds Ltd	3,019	3,019	0	-
All Funds	4,452,271	4,438,056	(14,215)	-0.32%
3221 Pension Obligation Bond				
8000 General Fund	1,295,395	1,295,395	0	-
3400 Other Funds Ltd	937	937	0	-
All Funds	1,296,332	1,296,332	0	-
3230 Social Security Taxes				
8000 General Fund	1,768,583	1,763,015	(5,568)	-0.31%
3400 Other Funds Ltd	1,183	1,183	0	-
All Funds	1,769,766	1,764,198	(5,568)	-0.31%

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3240 Unemployment Assessments				
8000 General Fund	20,539	20,539	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	13,317	13,317	0	-
3260 Mass Transit Tax				
8000 General Fund	129,012	129,012	0	-
3400 Other Funds Ltd	93	93	0	-
All Funds	129,105	129,105	0	-
3270 Flexible Benefits				
8000 General Fund	5,891,904	5,861,376	(30,528)	-0.52%
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	13,576,494	13,526,183	(50,311)	-0.37%
3400 Other Funds Ltd	5,232	5,232	0	-
TOTAL OTHER PAYROLL EXPENSES	**$13,581,726**	**$13,531,415**	**($50,311)**	**-0.37%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(1,084,435)	(1,084,435)	0	-
3465 Reconciliation Adjustment				
8000 General Fund	-	123,095	123,095	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(1,084,435)	(961,340)	123,095	11.35%
TOTAL PERSONAL SERVICES				
8000 General Fund	35,632,907	35,632,907	0	-
3400 Other Funds Ltd	20,693	20,693	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL PERSONAL SERVICES	**$35,653,600**	**$35,653,600**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	254,075	254,075	0	-
3400 Other Funds Ltd	136,847	136,847	0	-
All Funds	390,922	390,922	0	-
4125 Out of State Travel				
8000 General Fund	13,297	13,297	0	-
3400 Other Funds Ltd	1,828	1,828	0	-
All Funds	15,125	15,125	0	-
4150 Employee Training				
8000 General Fund	79,244	79,244	0	-
3400 Other Funds Ltd	17,341	17,341	0	-
All Funds	96,585	96,585	0	-
4175 Office Expenses				
8000 General Fund	969,753	969,753	0	-
3400 Other Funds Ltd	32,136	32,136	0	-
All Funds	1,001,889	1,001,889	0	-
4200 Telecommunications				
8000 General Fund	150,556	150,556	0	-
3400 Other Funds Ltd	3,122	3,122	0	-
All Funds	153,678	153,678	0	-
4250 Data Processing				
8000 General Fund	116,008	116,008	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	4,944	4,944	0	-
All Funds	120,952	120,952	0	-
4275 Publicity and Publications				
8000 General Fund	3,708	3,708	0	-
4300 Professional Services				
8000 General Fund	15,775,088	15,775,088	0	-
3400 Other Funds Ltd	3,205,640	3,205,640	0	-
All Funds	18,980,728	18,980,728	0	-
4325 Attorney General				
8000 General Fund	401,164	401,164	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	8,407	8,407	0	-
3400 Other Funds Ltd	3,158	3,158	0	-
All Funds	11,565	11,565	0	-
4400 Dues and Subscriptions				
8000 General Fund	3,298	3,298	0	-
4475 Facilities Maintenance				
8000 General Fund	24,214	24,214	0	-
3400 Other Funds Ltd	105,267	105,267	0	-
All Funds	129,481	129,481	0	-
4500 Food and Kitchen Supplies				
8000 General Fund	145	145	0	-
4525 Medical Services and Supplies				
8000 General Fund	7,627,947	7,627,947	0	-

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	5,066,747	5,066,747	0	-
All Funds	12,694,694	12,694,694	0	-
4550 Other Care of Residents and Patients				
8000 General Fund	1,454,567	1,454,567	0	-
3400 Other Funds Ltd	702,016	702,016	0	-
All Funds	2,156,583	2,156,583	0	-
4650 Other Services and Supplies				
8000 General Fund	554,668	554,668	0	-
3400 Other Funds Ltd	237,341	237,341	0	-
All Funds	792,009	792,009	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	731,556	731,556	0	-
3400 Other Funds Ltd	43,806	43,806	0	-
All Funds	775,362	775,362	0	-
4715 IT Expendable Property				
8000 General Fund	434,407	434,407	0	-
3400 Other Funds Ltd	36,844	36,844	0	-
All Funds	471,251	471,251	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	28,602,102	28,602,102	0	-
3400 Other Funds Ltd	9,597,037	9,597,037	0	-
TOTAL SERVICES & SUPPLIES	**$38,199,139**	**$38,199,139**	**0**	**-**
CAPITAL OUTLAY				
5500 Recreational Equipment				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	28,756	28,756	0	-
TOTAL EXPENDITURES				
8000 General Fund	64,235,009	64,235,009	0	-
3400 Other Funds Ltd	9,646,486	9,646,486	0	-
TOTAL EXPENDITURES	**$73,881,495**	**$73,881,495**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	329,804	329,804	0	-
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	193	193	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	191.50	190.61	(0.89)	-0.46%
8280 FTE Reconciliation	-	0.89	0.89	100.00%
TOTAL AUTHORIZED FTE	**191.50**	**191.50**	**0**	**-**

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3430 Other Funds Debt Svc Ltd	755,039	25,615	(729,424)	-96.61%
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8030 General Fund Debt Svc	126,755,599	127,875,094	1,119,495	0.88%
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	1,119,495	(143,331)	-11.35%
TOTAL REVENUES				
8030 General Fund Debt Svc	126,755,599	127,875,094	1,119,495	0.88%
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	1,119,495	(143,331)	-11.35%
TOTAL REVENUES	**$128,018,425**	**$128,994,589**	**$976,164**	**0.76%**
AVAILABLE REVENUES				
8030 General Fund Debt Svc	126,755,599	127,875,094	1,119,495	0.88%
3430 Other Funds Debt Svc Ltd	755,039	25,615	(729,424)	-96.61%
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	1,119,495	(143,331)	-11.35%
TOTAL AVAILABLE REVENUES	**$128,773,464**	**$129,020,204**	**$246,740**	**0.19%**
EXPENDITURES				
DEBT SERVICE				
7100 Principal - Bonds				
8030 General Fund Debt Svc	39,779,355	39,779,355	0	-
7150 Interest - Bonds				

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8030 General Fund Debt Svc	30,552,699	30,552,699	0	-
7200 Principal - COP				
8030 General Fund Debt Svc	45,548,245	45,548,245	0	-
7250 Interest - COP				
8030 General Fund Debt Svc	10,875,300	11,994,795	1,119,495	10.29%
6230 Federal Funds Debt Svc Non-Ltd	1,119,495	1,119,495	0	-
All Funds	11,994,795	13,114,290	1,119,495	9.33%
TOTAL DEBT SERVICE				
8030 General Fund Debt Svc	126,755,599	127,875,094	1,119,495	0.88%
6230 Federal Funds Debt Svc Non-Ltd	1,119,495	1,119,495	0	-
TOTAL DEBT SERVICE	**$127,875,094**	**$128,994,589**	**$1,119,495**	**0.88%**
ENDING BALANCE				
3430 Other Funds Debt Svc Ltd	755,039	25,615	(729,424)	-96.61%
6230 Federal Funds Debt Svc Non-Ltd	143,331	-	(143,331)	-100.00%
TOTAL ENDING BALANCE	**$898,370**	**$25,615**	**($872,755)**	**-97.15%**

Description	Governor's Budget (Y-01) 2015-17 Base Budget	Leg. Adopted Budget (Z-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8010 General Fund Cap Improvement	2,644,700	2,644,700	0	-
AVAILABLE REVENUES				
8010 General Fund Cap Improvement	2,644,700	2,644,700	0	-
EXPENDITURES				
CAPITAL OUTLAY				
5650 Land and Improvements				
8010 General Fund Cap Improvement	2,592,874	2,592,874	0	-
5800 Professional Services				
8010 General Fund Cap Improvement	51,826	51,826	0	-
TOTAL CAPITAL OUTLAY				
8010 General Fund Cap Improvement	2,644,700	2,644,700	0	-

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	34,269,288	34,269,288	0	0.00%
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	23,790	23,790	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	34,269,288	34,269,288	0	0.00%
3400 Other Funds Ltd	23,790	23,790	0	0.00%
TOTAL REVENUE CATEGORIES	**$34,293,078**	**$34,293,078**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	34,269,288	34,269,288	0	0.00%
3400 Other Funds Ltd	23,790	23,790	0	0.00%
TOTAL AVAILABLE REVENUES	**$34,293,078**	**$34,293,078**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3160 Temporary Appointments				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	16,032	16,032	0	0.00%
3170 Overtime Payments				
8000 General Fund	1,326,888	1,326,888	0	0.00%
3400 Other Funds Ltd	46,873	46,873	0	0.00%
All Funds	1,373,761	1,373,761	0	0.00%
3180 Shift Differential				
8000 General Fund	298,414	298,414	0	0.00%
3400 Other Funds Ltd	874	874	0	0.00%
All Funds	299,288	299,288	0	0.00%
3190 All Other Differential				
8000 General Fund	1,630,914	1,630,914	0	0.00%
3400 Other Funds Ltd	10,377	10,377	0	0.00%
All Funds	1,641,291	1,641,291	0	0.00%
SALARIES & WAGES				
8000 General Fund	3,272,248	3,272,248	0	0.00%
3400 Other Funds Ltd	58,124	58,124	0	0.00%
TOTAL SALARIES & WAGES	**$3,330,372**	**$3,330,372**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	635,934	635,934	0	0.00%
3400 Other Funds Ltd	11,355	11,355	0	0.00%
All Funds	647,289	647,289	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	2,801,714	2,801,714	0	0.00%
3400 Other Funds Ltd	35,121	35,121	0	0.00%
All Funds	2,836,835	2,836,835	0	0.00%
3230 Social Security Taxes				
8000 General Fund	250,333	250,333	0	0.00%
3400 Other Funds Ltd	4,448	4,448	0	0.00%
All Funds	254,781	254,781	0	0.00%
3240 Unemployment Assessments				
8000 General Fund	9,128	9,128	0	0.00%
3400 Other Funds Ltd	2	2	0	0.00%
All Funds	9,130	9,130	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	91,320	91,320	0	0.00%
3400 Other Funds Ltd	2,245	2,245	0	0.00%
All Funds	93,565	93,565	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
OTHER PAYROLL EXPENSES				
8000 General Fund	3,788,429	3,788,429	0	0.00%
3400 Other Funds Ltd	53,171	53,171	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$3,841,600**	**$3,841,600**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	27,208,612	27,208,612	0	0.00%
3400 Other Funds Ltd	(1,469)	(1,469)	0	0.00%
All Funds	27,207,143	27,207,143	0	0.00%
3465 Reconciliation Adjustment				
8000 General Fund	(1)	(1)	0	0.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	27,208,611	27,208,611	0	0.00%
3400 Other Funds Ltd	(1,469)	(1,469)	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**$27,207,142**	**$27,207,142**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	34,269,288	34,269,288	0	0.00%
3400 Other Funds Ltd	109,826	109,826	0	0.00%
TOTAL PERSONAL SERVICES	**$34,379,114**	**$34,379,114**	**$0**	**0.00%**

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
8000 General Fund	34,269,288	34,269,288	0	0.00%
3400 Other Funds Ltd	109,826	109,826	0	0.00%
TOTAL EXPENDITURES	**$34,379,114**	**$34,379,114**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(86,036)	(86,036)	0	0.00%
TOTAL ENDING BALANCE	**($86,036)**	**($86,036)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	(3,199,501)	(3,199,501)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(3,199,501)	(3,199,501)	0	0.00%
TOTAL REVENUE CATEGORIES	**($3,199,501)**	**($3,199,501)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(3,199,501)	(3,199,501)	0	0.00%
TOTAL AVAILABLE REVENUES	**($3,199,501)**	**($3,199,501)**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	2,752	2,752	0	0.00%
4175 Office Expenses				
8000 General Fund	12,716	12,716	0	0.00%
4250 Data Processing				
8000 General Fund	1,072	1,072	0	0.00%
4525 Medical Services and Supplies				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	(3,218,166)	(3,218,166)	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	2,125	2,125	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(3,199,501)	(3,199,501)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($3,199,501)**	**($3,199,501)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(3,199,501)	(3,199,501)	0	0.00%
TOTAL EXPENDITURES	**($3,199,501)**	**($3,199,501)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	10,298,151	10,298,151	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	10,298,151	10,298,151	0	0.00%
TOTAL REVENUE CATEGORIES	**$10,298,151**	**$10,298,151**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	10,298,151	10,298,151	0	0.00%
TOTAL AVAILABLE REVENUES	**$10,298,151**	**$10,298,151**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3170 Overtime Payments				
8000 General Fund	400,707	400,707	0	0.00%
3180 Shift Differential				
8000 General Fund	142,068	142,068	0	0.00%
3190 All Other Differential				
8000 General Fund	358,045	358,045	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
SALARIES & WAGES				
8000 General Fund	900,820	900,820	0	0.00%
TOTAL SALARIES & WAGES	**$900,820**	**$900,820**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	175,930	175,930	0	0.00%
3230 Social Security Taxes				
8000 General Fund	68,914	68,914	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	244,844	244,844	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$244,844**	**$244,844**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	1,145,664	1,145,664	0	0.00%
TOTAL PERSONAL SERVICES	**$1,145,664**	**$1,145,664**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	10,872	10,872	0	0.00%
4125 Out of State Travel				
8000 General Fund	155	155	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4150 Employee Training				
8000 General Fund	13,585	13,585	0	0.00%
4175 Office Expenses				
8000 General Fund	62,861	62,861	0	0.00%
4200 Telecommunications				
8000 General Fund	50,436	50,436	0	0.00%
4250 Data Processing				
8000 General Fund	286,857	286,857	0	0.00%
4275 Publicity and Publications				
8000 General Fund	49	49	0	0.00%
4300 Professional Services				
8000 General Fund	19,215	19,215	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	112	112	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	45	45	0	0.00%
4450 Fuels and Utilities				
8000 General Fund	6,295,196	6,295,196	0	0.00%
4475 Facilities Maintenance				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	12,634	12,634	0	0.00%
4500 Food and Kitchen Supplies				
8000 General Fund	2	2	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	1,970,782	1,970,782	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	96,151	96,151	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	322,900	322,900	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	10,852	10,852	0	0.00%
4715 IT Expendable Property				
8000 General Fund	(217)	(217)	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	9,152,487	9,152,487	0	0.00%
TOTAL SERVICES & SUPPLIES	**$9,152,487**	**$9,152,487**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	10,298,151	10,298,151	0	0.00%
TOTAL EXPENDITURES	**$10,298,151**	**$10,298,151**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	20,744,676	22,103,210	1,358,534	6.55%
8010 General Fund Cap Improvement	79,341	79,341	0	0.00%
All Funds	20,824,017	22,182,551	1,358,534	6.52%
REVENUE CATEGORIES				
8000 General Fund	20,744,676	22,103,210	1,358,534	6.55%
8010 General Fund Cap Improvement	79,341	79,341	0	0.00%
TOTAL REVENUE CATEGORIES	**$20,824,017**	**$22,182,551**	**$1,358,534**	**6.52%**
AVAILABLE REVENUES				
8000 General Fund	20,744,676	22,103,210	1,358,534	6.55%
8010 General Fund Cap Improvement	79,341	79,341	0	0.00%
TOTAL AVAILABLE REVENUES	**$20,824,017**	**$22,182,551**	**$1,358,534**	**6.52%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	98,386	98,386	0	0.00%
3400 Other Funds Ltd	12,374	12,374	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
6400 Federal Funds Ltd	2,900	2,900	0	0.00%
All Funds	113,660	113,660	0	0.00%
4125 Out of State Travel				
8000 General Fund	5,213	5,213	0	0.00%
3400 Other Funds Ltd	1,734	1,734	0	0.00%
All Funds	6,947	6,947	0	0.00%
4150 Employee Training				
8000 General Fund	32,572	32,572	0	0.00%
3400 Other Funds Ltd	638	638	0	0.00%
All Funds	33,210	33,210	0	0.00%
4175 Office Expenses				
8000 General Fund	183,508	183,508	0	0.00%
3400 Other Funds Ltd	9,119	9,119	0	0.00%
All Funds	192,627	192,627	0	0.00%
4200 Telecommunications				
8000 General Fund	61,768	61,768	0	0.00%
3400 Other Funds Ltd	723	723	0	0.00%
6400 Federal Funds Ltd	9,470	9,470	0	0.00%
All Funds	71,961	71,961	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4225 State Gov. Service Charges				
8000 General Fund	6,556,552	7,707,651	1,151,099	17.56%
4250 Data Processing				
8000 General Fund	82,538	82,538	0	0.00%
3400 Other Funds Ltd	1,456	1,456	0	0.00%
All Funds	83,994	83,994	0	0.00%
4275 Publicity and Publications				
8000 General Fund	2,160	2,160	0	0.00%
4300 Professional Services				
8000 General Fund	569,877	569,877	0	0.00%
3400 Other Funds Ltd	96,170	96,170	0	0.00%
6400 Federal Funds Ltd	12,336	12,336	0	0.00%
All Funds	678,383	678,383	0	0.00%
4325 Attorney General				
8000 General Fund	503,905	711,340	207,435	41.17%
3400 Other Funds Ltd	1,056	1,490	434	41.10%
All Funds	504,961	712,830	207,869	41.17%
4375 Employee Recruitment and Develop				
8000 General Fund	8,183	8,183	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	109	109	0	0.00%
All Funds	8,292	8,292	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	2,711	2,711	0	0.00%
3400 Other Funds Ltd	29	29	0	0.00%
All Funds	2,740	2,740	0	0.00%
4425 Facilities Rental and Taxes				
8000 General Fund	39,415	39,415	0	0.00%
4450 Fuels and Utilities				
8000 General Fund	984,930	984,930	0	0.00%
3400 Other Funds Ltd	8,937	8,937	0	0.00%
All Funds	993,867	993,867	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	363,265	363,265	0	0.00%
3400 Other Funds Ltd	19,938	19,938	0	0.00%
All Funds	383,203	383,203	0	0.00%
4500 Food and Kitchen Supplies				
8000 General Fund	807,128	807,128	0	0.00%
3400 Other Funds Ltd	46,907	46,907	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
All Funds	854,035	854,035	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	2,812,767	2,812,767	0	0.00%
3400 Other Funds Ltd	168,869	168,869	0	0.00%
6400 Federal Funds Ltd	187,611	187,611	0	0.00%
All Funds	3,169,247	3,169,247	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	639,094	639,094	0	0.00%
3400 Other Funds Ltd	140,546	140,546	0	0.00%
All Funds	779,640	779,640	0	0.00%
4625 Other COI Costs				
8000 General Fund	3,349	3,349	0	0.00%
3400 Other Funds Ltd	2,670	2,670	0	0.00%
All Funds	6,019	6,019	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	140,049	140,049	0	0.00%
3400 Other Funds Ltd	44,109	44,109	0	0.00%
All Funds	184,158	184,158	0	0.00%
4700 Expendable Prop 250 - 5000				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	48,472	48,472	0	0.00%
3400 Other Funds Ltd	5,408	5,408	0	0.00%
All Funds	53,880	53,880	0	0.00%
4715 IT Expendable Property				
8000 General Fund	25,049	25,049	0	0.00%
3400 Other Funds Ltd	1,506	1,506	0	0.00%
All Funds	26,555	26,555	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	13,970,891	15,329,425	1,358,534	9.72%
3400 Other Funds Ltd	562,298	562,732	434	0.08%
6400 Federal Funds Ltd	212,317	212,317	0	0.00%
TOTAL SERVICES & SUPPLIES	**$14,745,506**	**$16,104,474**	**$1,358,968**	**9.22%**
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
8000 General Fund	1,818	1,818	0	0.00%
5150 Telecommunications Equipment				
8000 General Fund	1,996	1,996	0	0.00%
5250 Household and Institutional Equip.				
8000 General Fund	7,666	7,666	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
5350 Industrial and Heavy Equipment				
8000 General Fund	376	376	0	0.00%
5500 Recreational Equipment				
3400 Other Funds Ltd	863	863	0	0.00%
5550 Data Processing Software				
8000 General Fund	583	583	0	0.00%
5600 Data Processing Hardware				
8000 General Fund	2,192	2,192	0	0.00%
5650 Land and Improvements				
8010 General Fund Cap Improvement	77,786	77,786	0	0.00%
5800 Professional Services				
8010 General Fund Cap Improvement	1,555	1,555	0	0.00%
5900 Other Capital Outlay				
8000 General Fund	12,344	12,344	0	0.00%
3400 Other Funds Ltd	1,769	1,769	0	0.00%
All Funds	14,113	14,113	0	0.00%
CAPITAL OUTLAY				
8000 General Fund	26,975	26,975	0	0.00%
8010 General Fund Cap Improvement	79,341	79,341	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	2,632	2,632	0	0.00%
TOTAL CAPITAL OUTLAY	**$108,948**	**$108,948**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	6,743,732	6,743,732	0	0.00%
3400 Other Funds Ltd	151,769	151,769	0	0.00%
6400 Federal Funds Ltd	8,754	8,754	0	0.00%
All Funds	6,904,255	6,904,255	0	0.00%
6035 Dist to Individuals				
8000 General Fund	2,827	2,827	0	0.00%
6085 Other Special Payments				
8000 General Fund	251	251	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	6,746,810	6,746,810	0	0.00%
3400 Other Funds Ltd	151,769	151,769	0	0.00%
6400 Federal Funds Ltd	8,754	8,754	0	0.00%
TOTAL SPECIAL PAYMENTS	**$6,907,333**	**$6,907,333**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	20,744,676	22,103,210	1,358,534	6.55%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8010 General Fund Cap Improvement	79,341	79,341	0	0.00%
3400 Other Funds Ltd	716,699	717,133	434	0.06%
6400 Federal Funds Ltd	221,071	221,071	0	0.00%
TOTAL EXPENDITURES	**$21,761,787**	**$23,120,755**	**$1,358,968**	**6.24%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
8010 General Fund Cap Improvement	-	-	0	0.00%
3400 Other Funds Ltd	(716,699)	(717,133)	(434)	(0.06%)
6400 Federal Funds Ltd	(221,071)	(221,071)	0	0.00%
TOTAL ENDING BALANCE	**($937,770)**	**($938,204)**	**($434)**	**(0.05%)**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,647,134	1,647,134	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	1,647,134	1,647,134	0	0.00%
TOTAL REVENUE CATEGORIES	**$1,647,134**	**$1,647,134**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	1,647,134	1,647,134	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,647,134**	**$1,647,134**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	56,984	56,984	0	0.00%
3400 Other Funds Ltd	9,616	9,616	0	0.00%
6400 Federal Funds Ltd	1,234	1,234	0	0.00%
All Funds	67,834	67,834	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	1,590,150	1,590,150	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	95,690	95,690	0	0.00%
6400 Federal Funds Ltd	106,313	106,313	0	0.00%
All Funds	1,792,153	1,792,153	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	1,647,134	1,647,134	0	0.00%
3400 Other Funds Ltd	105,306	105,306	0	0.00%
6400 Federal Funds Ltd	107,547	107,547	0	0.00%
TOTAL SERVICES & SUPPLIES	**$1,859,987**	**$1,859,987**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	1,647,134	1,647,134	0	0.00%
3400 Other Funds Ltd	105,306	105,306	0	0.00%
6400 Federal Funds Ltd	107,547	107,547	0	0.00%
TOTAL EXPENDITURES	**$1,859,987**	**$1,859,987**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(105,306)	(105,306)	0	0.00%
6400 Federal Funds Ltd	(107,547)	(107,547)	0	0.00%
TOTAL ENDING BALANCE	**($212,853)**	**($212,853)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	10,012,556	10,012,556	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	10,012,556	10,012,556	0	0.00%
TOTAL REVENUE CATEGORIES	**$10,012,556**	**$10,012,556**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	10,012,556	10,012,556	0	0.00%
TOTAL AVAILABLE REVENUES	**$10,012,556**	**$10,012,556**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4525 Medical Services and Supplies				
8000 General Fund	10,012,556	10,012,556	0	0.00%
3400 Other Funds Ltd	37,070	37,070	0	0.00%
All Funds	10,049,626	10,049,626	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	10,012,556	10,012,556	0	0.00%
3400 Other Funds Ltd	37,070	37,070	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL SERVICES & SUPPLIES	**$10,049,626**	**$10,049,626**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	10,012,556	10,012,556	0	0.00%
3400 Other Funds Ltd	37,070	37,070	0	0.00%
TOTAL EXPENDITURES	**$10,049,626**	**$10,049,626**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(37,070)	(37,070)	0	0.00%
TOTAL ENDING BALANCE	**($37,070)**	**($37,070)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	26,735,829	24,872,623	(1,863,206)	(6.97%)
REVENUE CATEGORIES				
8000 General Fund	26,735,829	24,872,623	(1,863,206)	(6.97%)
TOTAL REVENUE CATEGORIES	**$26,735,829**	**$24,872,623**	**($1,863,206)**	**(6.97%)**
AVAILABLE REVENUES				
8000 General Fund	26,735,829	24,872,623	(1,863,206)	(6.97%)
TOTAL AVAILABLE REVENUES	**$26,735,829**	**$24,872,623**	**($1,863,206)**	**(6.97%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	118,956	19,205	(99,751)	(83.86%)
4200 Telecommunications				
8000 General Fund	39,637	6,399	(33,238)	(83.86%)
4250 Data Processing				
8000 General Fund	46,632	7,528	(39,104)	(83.86%)
4300 Professional Services				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	365,904	59,072	(306,832)	(83.86%)
4325 Attorney General				
8000 General Fund	56,055	9,049	(47,006)	(83.86%)
4450 Fuels and Utilities				
8000 General Fund	584,555	94,371	(490,184)	(83.86%)
4475 Facilities Maintenance				
8000 General Fund	178,980	28,896	(150,084)	(83.86%)
4500 Food and Kitchen Supplies				
8000 General Fund	532,779	86,012	(446,767)	(83.86%)
4525 Medical Services and Supplies				
8000 General Fund	2,035,201	328,565	(1,706,636)	(83.86%)
4550 Other Care of Residents and Patients				
8000 General Fund	334,714	54,037	(280,677)	(83.86%)
4650 Other Services and Supplies				
8000 General Fund	133,693	21,583	(112,110)	(83.86%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	14,175	2,286	(11,889)	(83.87%)
SERVICES & SUPPLIES				
8000 General Fund	4,441,281	717,003	(3,724,278)	(83.86%)

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL SERVICES & SUPPLIES	**$4,441,281**	**$717,003**	**($3,724,278)**	**(83.86%)**
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	22,294,548	24,155,620	1,861,072	8.35%
SPECIAL PAYMENTS				
8000 General Fund	22,294,548	24,155,620	1,861,072	8.35%
TOTAL SPECIAL PAYMENTS	**$22,294,548**	**$24,155,620**	**$1,861,072**	**8.35%**
EXPENDITURES				
8000 General Fund	26,735,829	24,872,623	(1,863,206)	(6.97%)
TOTAL EXPENDITURES	**$26,735,829**	**$24,872,623**	**($1,863,206)**	**(6.97%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	2,110,201	2,110,201	0	0.00%
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	-	(2,110,201)	(2,110,201)	100.00%
REVENUE CATEGORIES				
8000 General Fund	2,110,201	2,110,201	0	0.00%
6400 Federal Funds Ltd	-	(2,110,201)	(2,110,201)	100.00%
TOTAL REVENUE CATEGORIES	**$2,110,201**	**-**	**($2,110,201)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	2,110,201	2,110,201	0	0.00%
6400 Federal Funds Ltd	-	(2,110,201)	(2,110,201)	100.00%
TOTAL AVAILABLE REVENUES	**$2,110,201**	**-**	**($2,110,201)**	**(100.00%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4525 Medical Services and Supplies				
8000 General Fund	2,110,201	2,110,201	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
6400 Federal Funds Ltd	(2,110,201)	(2,110,201)	0	0.00%
All Funds	-	-	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	2,110,201	2,110,201	0	0.00%
6400 Federal Funds Ltd	(2,110,201)	(2,110,201)	0	0.00%
TOTAL SERVICES & SUPPLIES	**-**	**-**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	2,110,201	2,110,201	0	0.00%
6400 Federal Funds Ltd	(2,110,201)	(2,110,201)	0	0.00%
TOTAL EXPENDITURES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
6400 Federal Funds Ltd	2,110,201	-	(2,110,201)	(100.00%)
TOTAL ENDING BALANCE	**$2,110,201**	**-**	**($2,110,201)**	**(100.00%)**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3190 All Other Differential				
8000 General Fund	654,016	654,016	0	0.00%
SALARIES & WAGES				
8000 General Fund	654,016	654,016	0	0.00%
TOTAL SALARIES & WAGES	**$654,016**	**$654,016**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	127,728	127,728	0	0.00%
3230 Social Security Taxes				
8000 General Fund	50,033	50,033	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	177,761	177,761	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$177,761**	**$177,761**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(831,777)	(831,777)	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(831,777)	(831,777)	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**($831,777)**	**($831,777)**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	-	-	0	0.00%
TOTAL PERSONAL SERVICES	**-**	**-**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4200 Telecommunications				
8000 General Fund	3,596,969	3,596,969	0	0.00%
6400 Federal Funds Ltd	325,124	-	(325,124)	(100.00%)
All Funds	3,922,093	3,596,969	(325,124)	(8.29%)
4225 State Gov. Service Charges				
8000 General Fund	(5,578,203)	(5,578,203)	0	0.00%
4250 Data Processing				
8000 General Fund	2,496,899	2,496,899	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	(515,665)	(515,665)	0	0.00%
6400 Federal Funds Ltd	(325,124)	-	325,124	100.00%
All Funds	(840,789)	(515,665)	325,124	38.67%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4550 Other Care of Residents and Patients				
3400 Other Funds Ltd	(106,369)	(106,369)	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(106,369)	(106,369)	0	0.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL SERVICES & SUPPLIES	**($106,369)**	**($106,369)**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6020 Dist to Counties				
3400 Other Funds Ltd	-	106,369	106,369	100.00%
6025 Dist to Other Gov Unit				
3400 Other Funds Ltd	106,369	-	(106,369)	(100.00%)
SPECIAL PAYMENTS				
3400 Other Funds Ltd	106,369	106,369	0	0.00%
TOTAL SPECIAL PAYMENTS	**$106,369**	**$106,369**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
6400 Federal Funds Ltd	-	-	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	(25,000,000)	-	25,000,000	100.00%
REVENUE CATEGORIES				
8000 General Fund	(25,000,000)	-	25,000,000	100.00%
TOTAL REVENUE CATEGORIES	**($25,000,000)**	**-**	**$25,000,000**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	(25,000,000)	-	25,000,000	100.00%
TOTAL AVAILABLE REVENUES	**($25,000,000)**	**-**	**$25,000,000**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(10,000,000)	-	10,000,000	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(10,000,000)	-	10,000,000	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**($10,000,000)**	**-**	**$10,000,000**	**100.00%**
PERSONAL SERVICES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	(10,000,000)	-	10,000,000	100.00%
TOTAL PERSONAL SERVICES	**($10,000,000)**	**-**	**$10,000,000**	**100.00%**
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	(15,000,000)	-	15,000,000	100.00%
SPECIAL PAYMENTS				
8000 General Fund	(15,000,000)	-	15,000,000	100.00%
TOTAL SPECIAL PAYMENTS	**($15,000,000)**	**-**	**$15,000,000**	**100.00%**
EXPENDITURES				
8000 General Fund	(25,000,000)	-	25,000,000	100.00%
TOTAL EXPENDITURES	**($25,000,000)**	**-**	**$25,000,000**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	3,045,462	500,000	(2,545,462)	(83.58%)
REVENUE CATEGORIES				
8000 General Fund	3,045,462	500,000	(2,545,462)	(83.58%)
TOTAL REVENUE CATEGORIES	**$3,045,462**	**$500,000**	**($2,545,462)**	**(83.58%)**
AVAILABLE REVENUES				
8000 General Fund	3,045,462	500,000	(2,545,462)	(83.58%)
TOTAL AVAILABLE REVENUES	**$3,045,462**	**$500,000**	**($2,545,462)**	**(83.58%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4150 Employee Training				
8000 General Fund	100,000	-	(100,000)	(100.00%)
4250 Data Processing				
8000 General Fund	2,295,462	500,000	(1,795,462)	(78.22%)
4300 Professional Services				
8000 General Fund	200,000	-	(200,000)	(100.00%)
4715 IT Expendable Property				

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	450,000	-	(450,000)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	3,045,462	500,000	(2,545,462)	(83.58%)
TOTAL SERVICES & SUPPLIES	**$3,045,462**	**$500,000**	**($2,545,462)**	**(83.58%)**
EXPENDITURES				
8000 General Fund	3,045,462	500,000	(2,545,462)	(83.58%)
TOTAL EXPENDITURES	**$3,045,462**	**$500,000**	**($2,545,462)**	**(83.58%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	5,155,847	5,155,847	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	5,155,847	5,155,847	100.00%
TOTAL REVENUE CATEGORIES	**-**	**$5,155,847**	**$5,155,847**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	5,155,847	5,155,847	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$5,155,847**	**$5,155,847**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	-	2,541,000	2,541,000	100.00%
3170 Overtime Payments				
8000 General Fund	-	230,977	230,977	100.00%
3180 Shift Differential				
8000 General Fund	-	32,525	32,525	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3190 All Other Differential				
8000 General Fund	-	211,665	211,665	100.00%
SALARIES & WAGES				
8000 General Fund	-	3,016,167	3,016,167	100.00%
TOTAL SALARIES & WAGES	**-**	**$3,016,167**	**$3,016,167**	**100.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	-	1,320	1,320	100.00%
3220 Public Employees Retire Cont				
8000 General Fund	-	589,054	589,054	100.00%
3230 Social Security Taxes				
8000 General Fund	-	230,753	230,753	100.00%
3240 Unemployment Assessments				
8000 General Fund	-	3,318	3,318	100.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	-	2,079	2,079	100.00%
3260 Mass Transit Tax				
8000 General Fund	-	18,097	18,097	100.00%
3270 Flexible Benefits				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	923,472	923,472	100.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	-	1,768,093	1,768,093	100.00%
TOTAL OTHER PAYROLL EXPENSES	**-**	**$1,768,093**	**$1,768,093**	**100.00%**
P.S. BUDGET ADJUSTMENTS				
3465 Reconciliation Adjustment				
8000 General Fund	-	(14)	(14)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	(14)	(14)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($14)**	**($14)**	**100.00%**
PERSONAL SERVICES				
8000 General Fund	-	4,784,246	4,784,246	100.00%
TOTAL PERSONAL SERVICES	**-**	**$4,784,246**	**$4,784,246**	**100.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	47,583	47,583	100.00%
4175 Office Expenses				
8000 General Fund	-	219,827	219,827	100.00%
4250 Data Processing				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	18,543	18,543	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	36,724	36,724	100.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	47,751	47,751	100.00%
4715 IT Expendable Property				
8000 General Fund	-	1,173	1,173	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	371,601	371,601	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**$371,601**	**$371,601**	**100.00%**
EXPENDITURES				
8000 General Fund	-	5,155,847	5,155,847	100.00%
TOTAL EXPENDITURES	**-**	**$5,155,847**	**$5,155,847**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	-	33	33	100.00%
AUTHORIZED FTE				

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8250 Class/Unclass FTE Positions	-	30.36	30.36	100.00%
8280 FTE Reconciliation	-	(0.11)	(0.11)	100.00%
TOTAL AUTHORIZED FTE	**-**	**30.25**	**30.25**	**100.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	2,000,000	-	(2,000,000)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	2,000,000	-	(2,000,000)	(100.00%)
TOTAL REVENUE CATEGORIES	**$2,000,000**	**-**	**($2,000,000)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	2,000,000	-	(2,000,000)	(100.00%)
TOTAL AVAILABLE REVENUES	**$2,000,000**	**-**	**($2,000,000)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	1,032,504	-	(1,032,504)	(100.00%)
SALARIES & WAGES				
8000 General Fund	1,032,504	-	(1,032,504)	(100.00%)
TOTAL SALARIES & WAGES	**$1,032,504**	**-**	**($1,032,504)**	**(100.00%)**
OTHER PAYROLL EXPENSES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	352	-	(352)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	201,647	-	(201,647)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	78,984	-	(78,984)	(100.00%)
3240 Unemployment Assessments				
8000 General Fund	1,857	-	(1,857)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	552	-	(552)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	6,195	-	(6,195)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	244,224	-	(244,224)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	533,811	-	(533,811)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$533,811**	**-**	**($533,811)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	1,566,315	-	(1,566,315)	(100.00%)

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL PERSONAL SERVICES	**$1,566,315**	**-**	**($1,566,315)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	12,584	-	(12,584)	(100.00%)
4175 Office Expenses				
8000 General Fund	58,136	-	(58,136)	(100.00%)
4250 Data Processing				
8000 General Fund	4,904	-	(4,904)	(100.00%)
4315 IT Professional Services				
8000 General Fund	303,365	-	(303,365)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	9,712	-	(9,712)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	24,392	-	(24,392)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	20,592	-	(20,592)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	433,685	-	(433,685)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$433,685**	**-**	**($433,685)**	**(100.00%)**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
8000 General Fund	2,000,000	-	(2,000,000)	(100.00%)
TOTAL EXPENDITURES	**$2,000,000**	**-**	**($2,000,000)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	8	-	(8)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	8.00	-	(8.00)	(100.00%)

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	623,175	623,175	100.00%
BOND SALES				
0555 General Fund Obligation Bonds				
3400 Other Funds Ltd	623,175	-	(623,175)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	-	623,175	623,175	100.00%
3400 Other Funds Ltd	623,175	-	(623,175)	(100.00%)
TOTAL REVENUE CATEGORIES	**$623,175**	**$623,175**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	-	623,175	623,175	100.00%
3400 Other Funds Ltd	623,175	-	(623,175)	(100.00%)
TOTAL AVAILABLE REVENUES	**$623,175**	**$623,175**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4715 IT Expendable Property				
8000 General Fund	-	360,000	360,000	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	360,000	-	(360,000)	(100.00%)
All Funds	360,000	360,000	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	-	360,000	360,000	100.00%
3400 Other Funds Ltd	360,000	-	(360,000)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$360,000**	**$360,000**	**$0**	**0.00%**
CAPITAL OUTLAY				
5900 Other Capital Outlay				
8000 General Fund	-	263,175	263,175	100.00%
3400 Other Funds Ltd	263,175	-	(263,175)	(100.00%)
All Funds	263,175	263,175	0	0.00%
CAPITAL OUTLAY				
8000 General Fund	-	263,175	263,175	100.00%
3400 Other Funds Ltd	263,175	-	(263,175)	(100.00%)
TOTAL CAPITAL OUTLAY	**$263,175**	**$263,175**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	623,175	623,175	100.00%
3400 Other Funds Ltd	623,175	-	(623,175)	(100.00%)
TOTAL EXPENDITURES	**$623,175**	**$623,175**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
BOND SALES				
0555 General Fund Obligation Bonds				
3020 Other Funds Cap Construction	14,220,432	14,220,432	0	0.00%
REVENUE CATEGORIES				
3020 Other Funds Cap Construction	14,220,432	14,220,432	0	0.00%
TOTAL REVENUE CATEGORIES	**$14,220,432**	**$14,220,432**	**$0**	**0.00%**
AVAILABLE REVENUES				
3020 Other Funds Cap Construction	14,220,432	14,220,432	0	0.00%
TOTAL AVAILABLE REVENUES	**$14,220,432**	**$14,220,432**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4650 Other Services and Supplies				
3020 Other Funds Cap Construction	465,314	465,314	0	0.00%
SERVICES & SUPPLIES				
3020 Other Funds Cap Construction	465,314	465,314	0	0.00%
TOTAL SERVICES & SUPPLIES	**$465,314**	**$465,314**	**$0**	**0.00%**
CAPITAL OUTLAY				
5700 Building Structures				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3020 Other Funds Cap Construction	13,755,118	13,755,118	0	0.00%
CAPITAL OUTLAY				
3020 Other Funds Cap Construction	13,755,118	13,755,118	0	0.00%
TOTAL CAPITAL OUTLAY	**$13,755,118**	**$13,755,118**	**$0**	**0.00%**
EXPENDITURES				
3020 Other Funds Cap Construction	14,220,432	14,220,432	0	0.00%
TOTAL EXPENDITURES	**$14,220,432**	**$14,220,432**	**$0**	**0.00%**
ENDING BALANCE				
3020 Other Funds Cap Construction	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	125,544	125,544	0	0.00%
SALARIES & WAGES				
8000 General Fund	125,544	125,544	0	0.00%
TOTAL SALARIES & WAGES	**$125,544**	**$125,544**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	44	44	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	24,519	24,519	0	0.00%
3230 Social Security Taxes				
8000 General Fund	9,604	9,604	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	69	69	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	753	753	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3270 Flexible Benefits				
8000 General Fund	30,528	30,528	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	65,517	65,517	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$65,517**	**$65,517**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	191,061	191,061	0	0.00%
TOTAL PERSONAL SERVICES	**$191,061**	**$191,061**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,573	1,573	0	0.00%
4175 Office Expenses				
8000 General Fund	7,267	7,267	0	0.00%
4250 Data Processing				
8000 General Fund	613	613	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	1,214	1,214	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	3,049	3,049	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4715 IT Expendable Property				
8000 General Fund	2,574	2,574	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	16,290	16,290	0	0.00%
TOTAL SERVICES & SUPPLIES	**$16,290**	**$16,290**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	(207,351)	(207,351)	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	(207,351)	(207,351)	0	0.00%
TOTAL SPECIAL PAYMENTS	**($207,351)**	**($207,351)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	-	0	0.00%
TOTAL EXPENDITURES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	1	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	1.00	1.00	0.00	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	474,792	474,792	0	0.00%
SALARIES & WAGES				
8000 General Fund	474,792	474,792	0	0.00%
TOTAL SALARIES & WAGES	**$474,792**	**$474,792**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	176	176	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	92,728	92,728	0	0.00%
3230 Social Security Taxes				
8000 General Fund	36,321	36,321	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	276	276	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	2,849	2,849	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3270 Flexible Benefits				
8000 General Fund	122,112	122,112	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	254,462	254,462	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$254,462**	**$254,462**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	729,254	729,254	0	0.00%
TOTAL PERSONAL SERVICES	**$729,254**	**$729,254**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	6,292	6,292	0	0.00%
4175 Office Expenses				
8000 General Fund	29,068	29,068	0	0.00%
4250 Data Processing				
8000 General Fund	2,452	2,452	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	(794,414)	(794,414)	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	4,856	4,856	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4700 Expendable Prop 250 - 5000				
8000 General Fund	12,196	12,196	0	0.00%
4715 IT Expendable Property				
8000 General Fund	10,296	10,296	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(729,254)	(729,254)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($729,254)**	**($729,254)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	-	0	0.00%
TOTAL EXPENDITURES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	4	4	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	4.00	4.00	0.00	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	246,144	246,144	0	0.00%
SALARIES & WAGES				
8000 General Fund	246,144	246,144	0	0.00%
TOTAL SALARIES & WAGES	**$246,144**	**$246,144**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	88	88	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	48,072	48,072	0	0.00%
3230 Social Security Taxes				
8000 General Fund	18,830	18,830	0	0.00%
3240 Unemployment Assessments				
8000 General Fund	74	74	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	138	138	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3260 Mass Transit Tax				
8000 General Fund	1,477	1,477	0	0.00%
3270 Flexible Benefits				
8000 General Fund	61,056	61,056	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	129,735	129,735	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$129,735**	**$129,735**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	375,879	375,879	0	0.00%
TOTAL PERSONAL SERVICES	**$375,879**	**$375,879**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	3,146	3,146	0	0.00%
4175 Office Expenses				
8000 General Fund	14,534	14,534	0	0.00%
4250 Data Processing				
8000 General Fund	1,226	1,226	0	0.00%
4300 Professional Services				
8000 General Fund	(408,459)	(408,459)	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4650 Other Services and Supplies				
8000 General Fund	2,428	2,428	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	6,098	6,098	0	0.00%
4715 IT Expendable Property				
8000 General Fund	5,148	5,148	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(375,879)	(375,879)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($375,879)**	**($375,879)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	-	0	0.00%
TOTAL EXPENDITURES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	2	2	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	2.00	2.00	0.00	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8030 General Fund Debt Svc	4,142,017	-	(4,142,017)	(100.00%)
BOND SALES				
0555 General Fund Obligation Bonds				
3400 Other Funds Ltd	529,695	-	(529,695)	(100.00%)
REVENUE CATEGORIES				
8030 General Fund Debt Svc	4,142,017	-	(4,142,017)	(100.00%)
3400 Other Funds Ltd	529,695	-	(529,695)	(100.00%)
TOTAL REVENUE CATEGORIES	**$4,671,712**	**-**	**($4,671,712)**	**(100.00%)**
AVAILABLE REVENUES				
8030 General Fund Debt Svc	4,142,017	-	(4,142,017)	(100.00%)
3400 Other Funds Ltd	529,695	-	(529,695)	(100.00%)
TOTAL AVAILABLE REVENUES	**$4,671,712**	**-**	**($4,671,712)**	**(100.00%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4625 Other COI Costs				
3400 Other Funds Ltd	529,695	-	(529,695)	(100.00%)

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
SERVICES & SUPPLIES				
3400 Other Funds Ltd	529,695	-	(529,695)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$529,695**	**-**	**($529,695)**	**(100.00%)**
DEBT SERVICE				
7100 Principal - Bonds				
8030 General Fund Debt Svc	2,845,000	-	(2,845,000)	(100.00%)
7150 Interest - Bonds				
8030 General Fund Debt Svc	1,297,017	-	(1,297,017)	(100.00%)
DEBT SERVICE				
8030 General Fund Debt Svc	4,142,017	-	(4,142,017)	(100.00%)
TOTAL DEBT SERVICE	**$4,142,017**	**-**	**($4,142,017)**	**(100.00%)**
EXPENDITURES				
8030 General Fund Debt Svc	4,142,017	-	(4,142,017)	(100.00%)
3400 Other Funds Ltd	529,695	-	(529,695)	(100.00%)
TOTAL EXPENDITURES	**$4,671,712**	**-**	**($4,671,712)**	**(100.00%)**
ENDING BALANCE				
8030 General Fund Debt Svc	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
REVENUE CATEGORIES				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
TOTAL REVENUE CATEGORIES	**$122,683**	**$122,683**	**$0**	**0.00%**
AVAILABLE REVENUES				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
TOTAL AVAILABLE REVENUES	**$122,683**	**$122,683**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4200 Telecommunications				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
SERVICES & SUPPLIES				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
TOTAL SERVICES & SUPPLIES	**$122,683**	**$122,683**	**$0**	**0.00%**
EXPENDITURES				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$122,683**	**$122,683**	**$0**	**0.00%**
ENDING BALANCE				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,469,799	-	(1,469,799)	(100.00%)
BOND SALES				
0555 General Fund Obligation Bonds				
3020 Other Funds Cap Construction	12,246,698	-	(12,246,698)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	1,469,799	-	(1,469,799)	(100.00%)
3020 Other Funds Cap Construction	12,246,698	-	(12,246,698)	(100.00%)
TOTAL REVENUE CATEGORIES	**$13,716,497**	**-**	**($13,716,497)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	1,469,799	-	(1,469,799)	(100.00%)
3020 Other Funds Cap Construction	12,246,698	-	(12,246,698)	(100.00%)
TOTAL AVAILABLE REVENUES	**$13,716,497**	**-**	**($13,716,497)**	**(100.00%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4200 Telecommunications				
8000 General Fund	1,469,799	-	(1,469,799)	(100.00%)

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
SERVICES & SUPPLIES				
8000 General Fund	1,469,799	-	(1,469,799)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$1,469,799**	**-**	**($1,469,799)**	**(100.00%)**
CAPITAL OUTLAY				
5700 Building Structures				
3020 Other Funds Cap Construction	5,566,681	-	(5,566,681)	(100.00%)
5800 Professional Services				
3020 Other Funds Cap Construction	6,680,017	-	(6,680,017)	(100.00%)
CAPITAL OUTLAY				
3020 Other Funds Cap Construction	12,246,698	-	(12,246,698)	(100.00%)
TOTAL CAPITAL OUTLAY	**$12,246,698**	**-**	**($12,246,698)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	1,469,799	-	(1,469,799)	(100.00%)
3020 Other Funds Cap Construction	12,246,698	-	(12,246,698)	(100.00%)
TOTAL EXPENDITURES	**$13,716,497**	**-**	**($13,716,497)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3020 Other Funds Cap Construction	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(20,150,000)	(20,150,000)	100.00%
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	-	3,603,208	3,603,208	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(20,150,000)	(20,150,000)	100.00%
3400 Other Funds Ltd	-	3,603,208	3,603,208	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($16,546,792)**	**($16,546,792)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(20,150,000)	(20,150,000)	100.00%
3400 Other Funds Ltd	-	3,603,208	3,603,208	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($16,546,792)**	**($16,546,792)**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3170 Overtime Payments				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	-	1,521,142	1,521,142	100.00%
SALARIES & WAGES				
3400 Other Funds Ltd	-	1,521,142	1,521,142	100.00%
TOTAL SALARIES & WAGES	**-**	**$1,521,142**	**$1,521,142**	**100.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	-	297,080	297,080	100.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	-	116,365	116,365	100.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	-	413,445	413,445	100.00%
TOTAL OTHER PAYROLL EXPENSES	**-**	**$413,445**	**$413,445**	**100.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	-	(15,000,000)	(15,000,000)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	(15,000,000)	(15,000,000)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($15,000,000)**	**($15,000,000)**	**100.00%**
PERSONAL SERVICES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	(15,000,000)	(15,000,000)	100.00%
3400 Other Funds Ltd	-	1,934,587	1,934,587	100.00%
TOTAL PERSONAL SERVICES	**-**	**($13,065,413)**	**($13,065,413)**	**100.00%**
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	-	(494,393)	(494,393)	100.00%
4200 Telecommunications				
8000 General Fund	-	515,665	515,665	100.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	-	1,668,621	1,668,621	100.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	(21,272)	(21,272)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	1,668,621	1,668,621	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**$1,668,621**	**$1,668,621**	**100.00%**
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	-	(5,150,000)	(5,150,000)	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
SPECIAL PAYMENTS				
8000 General Fund	-	(5,150,000)	(5,150,000)	100.00%
TOTAL SPECIAL PAYMENTS	**-**	**($5,150,000)**	**($5,150,000)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(20,150,000)	(20,150,000)	100.00%
3400 Other Funds Ltd	-	3,603,208	3,603,208	100.00%
TOTAL EXPENDITURES	**-**	**($16,546,792)**	**($16,546,792)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	8,567,018	8,567,018	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	8,567,018	8,567,018	100.00%
TOTAL REVENUE CATEGORIES	**-**	**$8,567,018**	**$8,567,018**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	8,567,018	8,567,018	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$8,567,018**	**$8,567,018**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	-	165,668	165,668	100.00%
4200 Telecommunications				
8000 General Fund	-	103,105	103,105	100.00%
4250 Data Processing				
8000 General Fund	-	152,604	152,604	100.00%
4300 Professional Services				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	515,815	515,815	100.00%
4325 Attorney General				
8000 General Fund	-	89,855	89,855	100.00%
4450 Fuels and Utilities				
8000 General Fund	-	946,999	946,999	100.00%
4475 Facilities Maintenance				
8000 General Fund	-	351,260	351,260	100.00%
4500 Food and Kitchen Supplies				
8000 General Fund	-	766,912	766,912	100.00%
4525 Medical Services and Supplies				
8000 General Fund	-	2,932,622	2,932,622	100.00%
4550 Other Care of Residents and Patients				
8000 General Fund	-	589,321	589,321	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	126,841	126,841	100.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	20,070	20,070	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	6,761,072	6,761,072	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL SERVICES & SUPPLIES	**-**	**$6,761,072**	**$6,761,072**	**100.00%**
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	-	1,805,946	1,805,946	100.00%
SPECIAL PAYMENTS				
8000 General Fund	-	1,805,946	1,805,946	100.00%
TOTAL SPECIAL PAYMENTS	**-**	**$1,805,946**	**$1,805,946**	**100.00%**
EXPENDITURES				
8000 General Fund	-	8,567,018	8,567,018	100.00%
TOTAL EXPENDITURES	**-**	**$8,567,018**	**$8,567,018**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(4,492,298)	(4,492,298)	100.00%
8010 General Fund Cap Improvement	-	(347)	(347)	100.00%
8030 General Fund Debt Svc	-	(199,639)	(199,639)	100.00%
All Funds	-	(4,692,284)	(4,692,284)	100.00%
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	-	(13,174)	(13,174)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(4,492,298)	(4,492,298)	100.00%
8010 General Fund Cap Improvement	-	(347)	(347)	100.00%
8030 General Fund Debt Svc	-	(199,639)	(199,639)	100.00%
3400 Other Funds Ltd	-	(13,174)	(13,174)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($4,705,458)**	**($4,705,458)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(4,492,298)	(4,492,298)	100.00%
8010 General Fund Cap Improvement	-	(347)	(347)	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8030 General Fund Debt Svc	-	(199,639)	(199,639)	100.00%
3400 Other Funds Ltd	-	(13,174)	(13,174)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($4,705,458)**	**($4,705,458)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(192,751)	(192,751)	100.00%
3400 Other Funds Ltd	-	(12,133)	(12,133)	100.00%
All Funds	-	(204,884)	(204,884)	100.00%
4175 Office Expenses				
8000 General Fund	-	(162,316)	(162,316)	100.00%
3400 Other Funds Ltd	-	(10,218)	(10,218)	100.00%
All Funds	-	(172,534)	(172,534)	100.00%
4225 State Gov. Service Charges				
8000 General Fund	-	(3,593,237)	(3,593,237)	100.00%
4250 Data Processing				
8000 General Fund	-	(152,172)	(152,172)	100.00%
3400 Other Funds Ltd	-	(9,579)	(9,579)	100.00%
All Funds	-	(161,751)	(161,751)	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4325 Attorney General				
8000 General Fund	-	(391,822)	(391,822)	100.00%
3400 Other Funds Ltd	-	(819)	(819)	100.00%
All Funds	-	(392,641)	(392,641)	100.00%
4625 Other COI Costs				
3400 Other Funds Ltd	-	254,568	254,568	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(4,492,298)	(4,492,298)	100.00%
3400 Other Funds Ltd	-	221,819	221,819	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($4,270,479)**	**($4,270,479)**	**100.00%**
CAPITAL OUTLAY				
5650 Land and Improvements				
8010 General Fund Cap Improvement	-	(347)	(347)	100.00%
CAPITAL OUTLAY				
8010 General Fund Cap Improvement	-	(347)	(347)	100.00%
TOTAL CAPITAL OUTLAY	**-**	**($347)**	**($347)**	**100.00%**
DEBT SERVICE				
7100 Principal - Bonds				
8030 General Fund Debt Svc	-	(155,003)	(155,003)	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
7150 Interest - Bonds				
8030 General Fund Debt Svc	-	341,238	341,238	100.00%
7200 Principal - COP				
8030 General Fund Debt Svc	-	(5)	(5)	100.00%
7250 Interest - COP				
8030 General Fund Debt Svc	-	(385,869)	(385,869)	100.00%
DEBT SERVICE				
8030 General Fund Debt Svc	-	(199,639)	(199,639)	100.00%
TOTAL DEBT SERVICE	**-**	**($199,639)**	**($199,639)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(4,492,298)	(4,492,298)	100.00%
8010 General Fund Cap Improvement	-	(347)	(347)	100.00%
8030 General Fund Debt Svc	-	(199,639)	(199,639)	100.00%
3400 Other Funds Ltd	-	221,819	221,819	100.00%
TOTAL EXPENDITURES	**-**	**($4,470,465)**	**($4,470,465)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
8010 General Fund Cap Improvement	-	-	0	0.00%
8030 General Fund Debt Svc	-	-	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	(234,993)	(234,993)	100.00%
TOTAL ENDING BALANCE	**-**	**($234,993)**	**($234,993)**	**100.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	1,895,450	1,895,450	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	1,895,450	1,895,450	100.00%
TOTAL REVENUE CATEGORIES	**-**	**$1,895,450**	**$1,895,450**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	1,895,450	1,895,450	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$1,895,450**	**$1,895,450**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	-	66,025	66,025	100.00%
SALARIES & WAGES				
8000 General Fund	-	66,025	66,025	100.00%
TOTAL SALARIES & WAGES	**-**	**$66,025**	**$66,025**	**100.00%**
OTHER PAYROLL EXPENSES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	-	35	35	100.00%
3220 Public Employees Retire Cont				
8000 General Fund	-	12,895	12,895	100.00%
3230 Social Security Taxes				
8000 General Fund	-	5,051	5,051	100.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	-	54	54	100.00%
3260 Mass Transit Tax				
8000 General Fund	-	396	396	100.00%
3270 Flexible Benefits				
8000 General Fund	-	24,168	24,168	100.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	-	42,599	42,599	100.00%
TOTAL OTHER PAYROLL EXPENSES	**-**	**$42,599**	**$42,599**	**100.00%**
PERSONAL SERVICES				
8000 General Fund	-	108,624	108,624	100.00%
TOTAL PERSONAL SERVICES	**-**	**$108,624**	**$108,624**	**100.00%**
SERVICES & SUPPLIES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4100 Instate Travel				
8000 General Fund	-	1,243	1,243	100.00%
4175 Office Expenses				
8000 General Fund	-	5,741	5,741	100.00%
4250 Data Processing				
8000 General Fund	-	484	484	100.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	4,565	4,565	100.00%
4715 IT Expendable Property				
8000 General Fund	-	2,034	2,034	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	14,067	14,067	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**$14,067**	**$14,067**	**100.00%**
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	-	1,772,759	1,772,759	100.00%
SPECIAL PAYMENTS				
8000 General Fund	-	1,772,759	1,772,759	100.00%
TOTAL SPECIAL PAYMENTS	**-**	**$1,772,759**	**$1,772,759**	**100.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
8000 General Fund	-	1,895,450	1,895,450	100.00%
TOTAL EXPENDITURES	**-**	**$1,895,450**	**$1,895,450**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	-	1	1	100.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	-	0.79	0.79	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	26,079,876	26,079,876	0	0.00%
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	23,790	23,790	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	26,079,876	26,079,876	0	0.00%
3400 Other Funds Ltd	23,790	23,790	0	0.00%
TOTAL REVENUE CATEGORIES	**$26,103,666**	**$26,103,666**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	26,079,876	26,079,876	0	0.00%
3400 Other Funds Ltd	23,790	23,790	0	0.00%
TOTAL AVAILABLE REVENUES	**$26,103,666**	**$26,103,666**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3170 Overtime Payments				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	1,233,286	1,233,286	0	0.00%
3400 Other Funds Ltd	46,176	46,176	0	0.00%
All Funds	1,279,462	1,279,462	0	0.00%
3180 Shift Differential				
8000 General Fund	232,546	232,546	0	0.00%
3400 Other Funds Ltd	864	864	0	0.00%
All Funds	233,410	233,410	0	0.00%
3190 All Other Differential				
8000 General Fund	1,422,513	1,422,513	0	0.00%
3400 Other Funds Ltd	6,994	6,994	0	0.00%
All Funds	1,429,507	1,429,507	0	0.00%
SALARIES & WAGES				
8000 General Fund	2,888,345	2,888,345	0	0.00%
3400 Other Funds Ltd	54,034	54,034	0	0.00%
TOTAL SALARIES & WAGES	**$2,942,379**	**$2,942,379**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	564,090	564,090	0	0.00%
3400 Other Funds Ltd	10,555	10,555	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
All Funds	574,645	574,645	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	1,903,399	1,903,399	0	0.00%
3400 Other Funds Ltd	14,841	14,841	0	0.00%
All Funds	1,918,240	1,918,240	0	0.00%
3230 Social Security Taxes				
8000 General Fund	220,965	220,965	0	0.00%
3400 Other Funds Ltd	4,134	4,134	0	0.00%
All Funds	225,099	225,099	0	0.00%
3240 Unemployment Assessments				
8000 General Fund	6,465	6,465	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	57,787	57,787	0	0.00%
3400 Other Funds Ltd	780	780	0	0.00%
All Funds	58,567	58,567	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	2,752,706	2,752,706	0	0.00%
3400 Other Funds Ltd	30,310	30,310	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$2,783,016**	**$2,783,016**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	20,438,826	20,438,826	0	0.00%
3400 Other Funds Ltd	(1,825)	(1,825)	0	0.00%
All Funds	20,437,001	20,437,001	0	0.00%
3465 Reconciliation Adjustment				
8000 General Fund	(1)	(1)	0	0.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	20,438,825	20,438,825	0	0.00%
3400 Other Funds Ltd	(1,825)	(1,825)	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**$20,437,000**	**$20,437,000**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	26,079,876	26,079,876	0	0.00%
3400 Other Funds Ltd	82,519	82,519	0	0.00%
TOTAL PERSONAL SERVICES	**$26,162,395**	**$26,162,395**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	26,079,876	26,079,876	0	0.00%
3400 Other Funds Ltd	82,519	82,519	0	0.00%
TOTAL EXPENDITURES	**$26,162,395**	**$26,162,395**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(58,729)	(58,729)	0	0.00%
TOTAL ENDING BALANCE	**($58,729)**	**($58,729)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	7,419,167	7,419,167	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	7,419,167	7,419,167	0	0.00%
TOTAL REVENUE CATEGORIES	**$7,419,167**	**$7,419,167**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	7,419,167	7,419,167	0	0.00%
TOTAL AVAILABLE REVENUES	**$7,419,167**	**$7,419,167**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3170 Overtime Payments				
8000 General Fund	400,707	400,707	0	0.00%
3180 Shift Differential				
8000 General Fund	142,068	142,068	0	0.00%
3190 All Other Differential				
8000 General Fund	358,045	358,045	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
SALARIES & WAGES				
8000 General Fund	900,820	900,820	0	0.00%
TOTAL SALARIES & WAGES	**$900,820**	**$900,820**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	175,930	175,930	0	0.00%
3230 Social Security Taxes				
8000 General Fund	68,914	68,914	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	244,844	244,844	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$244,844**	**$244,844**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	1,145,664	1,145,664	0	0.00%
TOTAL PERSONAL SERVICES	**$1,145,664**	**$1,145,664**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4450 Fuels and Utilities				
8000 General Fund	6,273,503	6,273,503	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	6,273,503	6,273,503	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**$6,273,503**	**$6,273,503**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	7,419,167	7,419,167	0	0.00%
TOTAL EXPENDITURES	**$7,419,167**	**$7,419,167**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	3,045,994	3,059,831	13,837	0.45%
REVENUE CATEGORIES				
8000 General Fund	3,045,994	3,059,831	13,837	0.45%
TOTAL REVENUE CATEGORIES	**$3,045,994**	**$3,059,831**	**$13,837**	**0.45%**
AVAILABLE REVENUES				
8000 General Fund	3,045,994	3,059,831	13,837	0.45%
TOTAL AVAILABLE REVENUES	**$3,045,994**	**$3,059,831**	**$13,837**	**0.45%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	59,331	59,331	0	0.00%
3400 Other Funds Ltd	6,945	6,945	0	0.00%
All Funds	66,276	66,276	0	0.00%
4125 Out of State Travel				
8000 General Fund	3,825	3,825	0	0.00%
3400 Other Funds Ltd	1,079	1,079	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
All Funds	4,904	4,904	0	0.00%
4150 Employee Training				
8000 General Fund	11,931	11,931	0	0.00%
3400 Other Funds Ltd	87	87	0	0.00%
All Funds	12,018	12,018	0	0.00%
4175 Office Expenses				
8000 General Fund	91,785	91,785	0	0.00%
3400 Other Funds Ltd	4,514	4,514	0	0.00%
All Funds	96,299	96,299	0	0.00%
4200 Telecommunications				
8000 General Fund	153	153	0	0.00%
3400 Other Funds Ltd	630	630	0	0.00%
All Funds	783	783	0	0.00%
4250 Data Processing				
8000 General Fund	9,096	9,096	0	0.00%
3400 Other Funds Ltd	1,043	1,043	0	0.00%
All Funds	10,139	10,139	0	0.00%
4275 Publicity and Publications				
8000 General Fund	292	292	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4300 Professional Services				
8000 General Fund	69,673	69,673	0	0.00%
4325 Attorney General				
8000 General Fund	33,711	47,548	13,837	41.05%
3400 Other Funds Ltd	765	1,079	314	41.05%
All Funds	34,476	48,627	14,151	41.05%
4375 Employee Recruitment and Develop				
8000 General Fund	5,565	5,565	0	0.00%
3400 Other Funds Ltd	14	14	0	0.00%
All Funds	5,579	5,579	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	299	299	0	0.00%
3400 Other Funds Ltd	14	14	0	0.00%
All Funds	313	313	0	0.00%
4450 Fuels and Utilities				
8000 General Fund	942,432	942,432	0	0.00%
3400 Other Funds Ltd	5,405	5,405	0	0.00%
All Funds	947,837	947,837	0	0.00%
4475 Facilities Maintenance				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	334,943	334,943	0	0.00%
3400 Other Funds Ltd	6,471	6,471	0	0.00%
All Funds	341,414	341,414	0	0.00%
4500 Food and Kitchen Supplies				
8000 General Fund	806,969	806,969	0	0.00%
3400 Other Funds Ltd	32,826	32,826	0	0.00%
All Funds	839,795	839,795	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	1,518	1,518	0	0.00%
3400 Other Funds Ltd	16	16	0	0.00%
All Funds	1,534	1,534	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	564,390	564,390	0	0.00%
3400 Other Funds Ltd	76,050	76,050	0	0.00%
All Funds	640,440	640,440	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	69,258	69,258	0	0.00%
3400 Other Funds Ltd	21,726	21,726	0	0.00%
All Funds	90,984	90,984	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4700 Expendable Prop 250 - 5000				
8000 General Fund	21,530	21,530	0	0.00%
3400 Other Funds Ltd	3,788	3,788	0	0.00%
All Funds	25,318	25,318	0	0.00%
4715 IT Expendable Property				
8000 General Fund	6,949	6,949	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	3,033,650	3,047,487	13,837	0.46%
3400 Other Funds Ltd	161,373	161,687	314	0.19%
TOTAL SERVICES & SUPPLIES	**$3,195,023**	**$3,209,174**	**$14,151**	**0.44%**
CAPITAL OUTLAY				
5900 Other Capital Outlay				
8000 General Fund	12,344	12,344	0	0.00%
3400 Other Funds Ltd	1,769	1,769	0	0.00%
All Funds	14,113	14,113	0	0.00%
EXPENDITURES				
8000 General Fund	3,045,994	3,059,831	13,837	0.45%
3400 Other Funds Ltd	163,142	163,456	314	0.19%
TOTAL EXPENDITURES	**$3,209,136**	**$3,223,287**	**$14,151**	**0.44%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(163,142)	(163,456)	(314)	(0.19%)
TOTAL ENDING BALANCE	**($163,142)**	**($163,456)**	**($314)**	**(0.19%)**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	7,824	7,824	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	7,824	7,824	0	0.00%
TOTAL REVENUE CATEGORIES	**$7,824**	**$7,824**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	7,824	7,824	0	0.00%
TOTAL AVAILABLE REVENUES	**$7,824**	**$7,824**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	6,964	6,964	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	860	860	0	0.00%
3400 Other Funds Ltd	8	8	0	0.00%
All Funds	868	868	0	0.00%
SERVICES & SUPPLIES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	7,824	7,824	0	0.00%
3400 Other Funds Ltd	8	8	0	0.00%
TOTAL SERVICES & SUPPLIES	**$7,832**	**$7,832**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	7,824	7,824	0	0.00%
3400 Other Funds Ltd	8	8	0	0.00%
TOTAL EXPENDITURES	**$7,832**	**$7,832**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(8)	(8)	0	0.00%
TOTAL ENDING BALANCE	**($8)**	**($8)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,800,910	290,739	(1,510,171)	(83.86%)
REVENUE CATEGORIES				
8000 General Fund	1,800,910	290,739	(1,510,171)	(83.86%)
TOTAL REVENUE CATEGORIES	**$1,800,910**	**$290,739**	**($1,510,171)**	**(83.86%)**
AVAILABLE REVENUES				
8000 General Fund	1,800,910	290,739	(1,510,171)	(83.86%)
TOTAL AVAILABLE REVENUES	**$1,800,910**	**$290,739**	**($1,510,171)**	**(83.86%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	62,799	10,138	(52,661)	(83.86%)
4250 Data Processing				
8000 General Fund	6,077	981	(5,096)	(83.86%)
4300 Professional Services				
8000 General Fund	46,594	7,523	(39,071)	(83.85%)
4450 Fuels and Utilities				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	557,087	89,936	(467,151)	(83.86%)
4475 Facilities Maintenance				
8000 General Fund	162,063	26,164	(135,899)	(83.86%)
4500 Food and Kitchen Supplies				
8000 General Fund	532,779	86,012	(446,767)	(83.86%)
4525 Medical Services and Supplies				
8000 General Fund	2,026	328	(1,698)	(83.81%)
4550 Other Care of Residents and Patients				
8000 General Fund	305,892	49,384	(256,508)	(83.86%)
4650 Other Services and Supplies				
8000 General Fund	111,418	17,987	(93,431)	(83.86%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	14,175	2,286	(11,889)	(83.87%)
SERVICES & SUPPLIES				
8000 General Fund	1,800,910	290,739	(1,510,171)	(83.86%)
TOTAL SERVICES & SUPPLIES	**$1,800,910**	**$290,739**	**($1,510,171)**	**(83.86%)**
EXPENDITURES				
8000 General Fund	1,800,910	290,739	(1,510,171)	(83.86%)
TOTAL EXPENDITURES	**$1,800,910**	**$290,739**	**($1,510,171)**	**(83.86%)**

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3180 Shift Differential				
3400 Other Funds Ltd	335	335	0	0.00%
3190 All Other Differential				
8000 General Fund	654,016	654,016	0	0.00%
3400 Other Funds Ltd	15,590	15,590	0	0.00%
All Funds	669,606	669,606	0	0.00%
SALARIES & WAGES				
8000 General Fund	654,016	654,016	0	0.00%
3400 Other Funds Ltd	15,925	15,925	0	0.00%
TOTAL SALARIES & WAGES	**$669,941**	**$669,941**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	127,728	127,728	0	0.00%
3400 Other Funds Ltd	3,110	3,110	0	0.00%
All Funds	130,838	130,838	0	0.00%
3221 Pension Obligation Bond				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	1,038	1,038	0	0.00%
3230 Social Security Taxes				
8000 General Fund	50,033	50,033	0	0.00%
3400 Other Funds Ltd	1,219	1,219	0	0.00%
All Funds	51,252	51,252	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	96	96	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	177,761	177,761	0	0.00%
3400 Other Funds Ltd	5,463	5,463	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$183,224**	**$183,224**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(831,777)	(831,777)	0	0.00%
3400 Other Funds Ltd	(53)	(53)	0	0.00%
All Funds	(831,830)	(831,830)	0	0.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(831,777)	(831,777)	0	0.00%
3400 Other Funds Ltd	(53)	(53)	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL P.S. BUDGET ADJUSTMENTS	**($831,830)**	**($831,830)**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	21,335	21,335	0	0.00%
TOTAL PERSONAL SERVICES	**$21,335**	**$21,335**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	140,952	140,952	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	5,421	5,421	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	16,264	16,264	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	3,132	3,132	0	0.00%
4250 Data Processing				
3400 Other Funds Ltd	4,986	4,986	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	3,253	3,253	0	0.00%
4475 Facilities Maintenance				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	108,425	108,425	0	0.00%
4525 Medical Services and Supplies				
3400 Other Funds Ltd	5,680	5,680	0	0.00%
4550 Other Care of Residents and Patients				
3400 Other Funds Ltd	35,202	35,202	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	10,843	10,843	0	0.00%
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	21,685	21,685	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	37,949	37,949	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	393,792	393,792	0	0.00%
TOTAL SERVICES & SUPPLIES	**$393,792**	**$393,792**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	415,127	415,127	0	0.00%
TOTAL EXPENDITURES	**$415,127**	**$415,127**	**$0**	**0.00%**
ENDING BALANCE				

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(415,127)	(415,127)	0	0.00%
TOTAL ENDING BALANCE	**($415,127)**	**($415,127)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	(8,300,000)	-	8,300,000	100.00%
REVENUE CATEGORIES				
8000 General Fund	(8,300,000)	-	8,300,000	100.00%
TOTAL REVENUE CATEGORIES	**($8,300,000)**	**-**	**$8,300,000**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	(8,300,000)	-	8,300,000	100.00%
TOTAL AVAILABLE REVENUES	**($8,300,000)**	**-**	**$8,300,000**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(8,300,000)	-	8,300,000	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(8,300,000)	-	8,300,000	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**($8,300,000)**	**-**	**$8,300,000**	**100.00%**
PERSONAL SERVICES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	(8,300,000)	-	8,300,000	100.00%
TOTAL PERSONAL SERVICES	**($8,300,000)**	**-**	**$8,300,000**	**100.00%**
EXPENDITURES				
8000 General Fund	(8,300,000)	-	8,300,000	100.00%
TOTAL EXPENDITURES	**($8,300,000)**	**-**	**$8,300,000**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	5,155,847	5,155,847	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	5,155,847	5,155,847	100.00%
TOTAL REVENUE CATEGORIES	**-**	**$5,155,847**	**$5,155,847**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	5,155,847	5,155,847	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$5,155,847**	**$5,155,847**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	-	2,541,000	2,541,000	100.00%
3170 Overtime Payments				
8000 General Fund	-	230,977	230,977	100.00%
3180 Shift Differential				
8000 General Fund	-	32,525	32,525	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3190 All Other Differential				
8000 General Fund	-	211,665	211,665	100.00%
SALARIES & WAGES				
8000 General Fund	-	3,016,167	3,016,167	100.00%
TOTAL SALARIES & WAGES	**-**	**$3,016,167**	**$3,016,167**	**100.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	-	1,320	1,320	100.00%
3220 Public Employees Retire Cont				
8000 General Fund	-	589,054	589,054	100.00%
3230 Social Security Taxes				
8000 General Fund	-	230,753	230,753	100.00%
3240 Unemployment Assessments				
8000 General Fund	-	3,318	3,318	100.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	-	2,079	2,079	100.00%
3260 Mass Transit Tax				
8000 General Fund	-	18,097	18,097	100.00%
3270 Flexible Benefits				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	923,472	923,472	100.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	-	1,768,093	1,768,093	100.00%
TOTAL OTHER PAYROLL EXPENSES	**-**	**$1,768,093**	**$1,768,093**	**100.00%**
P.S. BUDGET ADJUSTMENTS				
3465 Reconciliation Adjustment				
8000 General Fund	-	(14)	(14)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	(14)	(14)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($14)**	**($14)**	**100.00%**
PERSONAL SERVICES				
8000 General Fund	-	4,784,246	4,784,246	100.00%
TOTAL PERSONAL SERVICES	**-**	**$4,784,246**	**$4,784,246**	**100.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	47,583	47,583	100.00%
4175 Office Expenses				
8000 General Fund	-	219,827	219,827	100.00%
4250 Data Processing				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	18,543	18,543	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	36,724	36,724	100.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	47,751	47,751	100.00%
4715 IT Expendable Property				
8000 General Fund	-	1,173	1,173	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	371,601	371,601	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**$371,601**	**$371,601**	**100.00%**
EXPENDITURES				
8000 General Fund	-	5,155,847	5,155,847	100.00%
TOTAL EXPENDITURES	**-**	**$5,155,847**	**$5,155,847**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	-	33	33	100.00%
AUTHORIZED FTE				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8250 Class/Unclass FTE Positions	-	30.36	30.36	100.00%
8280 FTE Reconciliation	-	(0.11)	(0.11)	100.00%
TOTAL AUTHORIZED FTE	**-**	**30.25**	**30.25**	**100.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(14,178,430)	(14,178,430)	100.00%
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	-	3,603,208	3,603,208	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(14,178,430)	(14,178,430)	100.00%
3400 Other Funds Ltd	-	3,603,208	3,603,208	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($10,575,222)**	**($10,575,222)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(14,178,430)	(14,178,430)	100.00%
3400 Other Funds Ltd	-	3,603,208	3,603,208	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($10,575,222)**	**($10,575,222)**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3170 Overtime Payments				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	-	1,521,142	1,521,142	100.00%
SALARIES & WAGES				
3400 Other Funds Ltd	-	1,521,142	1,521,142	100.00%
TOTAL SALARIES & WAGES	**-**	**$1,521,142**	**$1,521,142**	**100.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	-	297,080	297,080	100.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	-	116,365	116,365	100.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	-	413,445	413,445	100.00%
TOTAL OTHER PAYROLL EXPENSES	**-**	**$413,445**	**$413,445**	**100.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	-	(13,300,000)	(13,300,000)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	(13,300,000)	(13,300,000)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($13,300,000)**	**($13,300,000)**	**100.00%**
PERSONAL SERVICES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	(13,300,000)	(13,300,000)	100.00%
3400 Other Funds Ltd	-	1,934,587	1,934,587	100.00%
TOTAL PERSONAL SERVICES	**-**	**($11,365,413)**	**($11,365,413)**	**100.00%**
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	-	(878,430)	(878,430)	100.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	-	1,668,621	1,668,621	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(878,430)	(878,430)	100.00%
3400 Other Funds Ltd	-	1,668,621	1,668,621	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**$790,191**	**$790,191**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(14,178,430)	(14,178,430)	100.00%
3400 Other Funds Ltd	-	3,603,208	3,603,208	100.00%
TOTAL EXPENDITURES	**-**	**($10,575,222)**	**($10,575,222)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	2,785,534	2,785,534	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	2,785,534	2,785,534	100.00%
TOTAL REVENUE CATEGORIES	**-**	**$2,785,534**	**$2,785,534**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	2,785,534	2,785,534	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$2,785,534**	**$2,785,534**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	-	85,698	85,698	100.00%
4250 Data Processing				
8000 General Fund	-	8,601	8,601	100.00%
4300 Professional Services				
8000 General Fund	-	65,951	65,951	100.00%
4450 Fuels and Utilities				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	906,740	906,740	100.00%
4475 Facilities Maintenance				
8000 General Fund	-	325,229	325,229	100.00%
4500 Food and Kitchen Supplies				
8000 General Fund	-	766,912	766,912	100.00%
4525 Medical Services and Supplies				
8000 General Fund	-	2,866	2,866	100.00%
4550 Other Care of Residents and Patients				
8000 General Fund	-	544,787	544,787	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	58,680	58,680	100.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	20,070	20,070	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	2,785,534	2,785,534	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**$2,785,534**	**$2,785,534**	**100.00%**
EXPENDITURES				
8000 General Fund	-	2,785,534	2,785,534	100.00%
TOTAL EXPENDITURES	**-**	**$2,785,534**	**$2,785,534**	**100.00%**

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(115,414)	(115,414)	100.00%
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	-	(13,174)	(13,174)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(115,414)	(115,414)	100.00%
3400 Other Funds Ltd	-	(13,174)	(13,174)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($128,588)**	**($128,588)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(115,414)	(115,414)	100.00%
3400 Other Funds Ltd	-	(13,174)	(13,174)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($128,588)**	**($128,588)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(43,858)	(43,858)	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	-	(12,133)	(12,133)	100.00%
All Funds	-	(55,991)	(55,991)	100.00%
4175 Office Expenses				
8000 General Fund	-	(36,932)	(36,932)	100.00%
3400 Other Funds Ltd	-	(10,218)	(10,218)	100.00%
All Funds	-	(47,150)	(47,150)	100.00%
4250 Data Processing				
8000 General Fund	-	(34,624)	(34,624)	100.00%
3400 Other Funds Ltd	-	(9,579)	(9,579)	100.00%
All Funds	-	(44,203)	(44,203)	100.00%
4325 Attorney General				
3400 Other Funds Ltd	-	(593)	(593)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(115,414)	(115,414)	100.00%
3400 Other Funds Ltd	-	(32,523)	(32,523)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($147,937)**	**($147,937)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(115,414)	(115,414)	100.00%
3400 Other Funds Ltd	-	(32,523)	(32,523)	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL EXPENDITURES	**-**	**($147,937)**	**($147,937)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	19,349	19,349	100.00%
TOTAL ENDING BALANCE	**-**	**$19,349**	**$19,349**	**100.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,094,762	1,094,762	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	1,094,762	1,094,762	0	0.00%
TOTAL REVENUE CATEGORIES	**$1,094,762**	**$1,094,762**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	1,094,762	1,094,762	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,094,762**	**$1,094,762**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3160 Temporary Appointments				
8000 General Fund	4,335	4,335	0	0.00%
3170 Overtime Payments				
8000 General Fund	658	658	0	0.00%
3190 All Other Differential				
8000 General Fund	4,788	4,788	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	616	616	0	0.00%
All Funds	5,404	5,404	0	0.00%
SALARIES & WAGES				
8000 General Fund	9,781	9,781	0	0.00%
3400 Other Funds Ltd	616	616	0	0.00%
TOTAL SALARIES & WAGES	**$10,397**	**$10,397**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	1,063	1,063	0	0.00%
3400 Other Funds Ltd	120	120	0	0.00%
All Funds	1,183	1,183	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	42,986	42,986	0	0.00%
3400 Other Funds Ltd	1,886	1,886	0	0.00%
All Funds	44,872	44,872	0	0.00%
3230 Social Security Taxes				
8000 General Fund	748	748	0	0.00%
3400 Other Funds Ltd	47	47	0	0.00%
All Funds	795	795	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3240 Unemployment Assessments				
8000 General Fund	132	132	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	3,142	3,142	0	0.00%
3400 Other Funds Ltd	137	137	0	0.00%
All Funds	3,279	3,279	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	48,071	48,071	0	0.00%
3400 Other Funds Ltd	2,190	2,190	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$50,261**	**$50,261**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	1,036,910	1,036,910	0	0.00%
3400 Other Funds Ltd	(11)	(11)	0	0.00%
All Funds	1,036,899	1,036,899	0	0.00%
PERSONAL SERVICES				
8000 General Fund	1,094,762	1,094,762	0	0.00%
3400 Other Funds Ltd	2,795	2,795	0	0.00%
TOTAL PERSONAL SERVICES	**$1,097,557**	**$1,097,557**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
8000 General Fund	1,094,762	1,094,762	0	0.00%
3400 Other Funds Ltd	2,795	2,795	0	0.00%
TOTAL EXPENDITURES	**$1,097,557**	**$1,097,557**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(2,795)	(2,795)	0	0.00%
TOTAL ENDING BALANCE	**($2,795)**	**($2,795)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	345,780	345,780	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	345,780	345,780	0	0.00%
TOTAL REVENUE CATEGORIES	**$345,780**	**$345,780**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	345,780	345,780	0	0.00%
TOTAL AVAILABLE REVENUES	**$345,780**	**$345,780**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4250 Data Processing				
8000 General Fund	237,125	237,125	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	108,655	108,655	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	345,780	345,780	0	0.00%
TOTAL SERVICES & SUPPLIES	**$345,780**	**$345,780**	**$0**	**0.00%**

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
8000 General Fund	345,780	345,780	0	0.00%
TOTAL EXPENDITURES	**$345,780**	**$345,780**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	7,034,364	8,304,890	1,270,526	18.06%
REVENUE CATEGORIES				
8000 General Fund	7,034,364	8,304,890	1,270,526	18.06%
TOTAL REVENUE CATEGORIES	**$7,034,364**	**$8,304,890**	**$1,270,526**	**18.06%**
AVAILABLE REVENUES				
8000 General Fund	7,034,364	8,304,890	1,270,526	18.06%
TOTAL AVAILABLE REVENUES	**$7,034,364**	**$8,304,890**	**$1,270,526**	**18.06%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	6,633	6,633	0	0.00%
3400 Other Funds Ltd	504	504	0	0.00%
6400 Federal Funds Ltd	2,900	2,900	0	0.00%
All Funds	10,037	10,037	0	0.00%
4125 Out of State Travel				
8000 General Fund	356	356	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	600	600	0	0.00%
All Funds	956	956	0	0.00%
4150 Employee Training				
8000 General Fund	5,420	5,420	0	0.00%
4175 Office Expenses				
8000 General Fund	18,054	18,054	0	0.00%
3400 Other Funds Ltd	311	311	0	0.00%
All Funds	18,365	18,365	0	0.00%
4225 State Gov. Service Charges				
8000 General Fund	6,556,552	7,707,651	1,151,099	17.56%
4250 Data Processing				
8000 General Fund	35,360	35,360	0	0.00%
4275 Publicity and Publications				
8000 General Fund	1,126	1,126	0	0.00%
4300 Professional Services				
8000 General Fund	6,738	6,738	0	0.00%
6400 Federal Funds Ltd	12,336	12,336	0	0.00%
All Funds	19,074	19,074	0	0.00%
4325 Attorney General				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	289,854	409,281	119,427	41.20%
4375 Employee Recruitment and Develop				
8000 General Fund	715	715	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	156	156	0	0.00%
4425 Facilities Rental and Taxes				
8000 General Fund	39,415	39,415	0	0.00%
4450 Fuels and Utilities				
8000 General Fund	22,287	22,287	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	153	153	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	6,247	6,247	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	59	59	0	0.00%
4625 Other COI Costs				
8000 General Fund	3,349	3,349	0	0.00%
3400 Other Funds Ltd	2,670	2,670	0	0.00%
All Funds	6,019	6,019	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4650 Other Services and Supplies				
8000 General Fund	34,659	34,659	0	0.00%
3400 Other Funds Ltd	1,800	1,800	0	0.00%
All Funds	36,459	36,459	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	1,190	1,190	0	0.00%
4715 IT Expendable Property				
8000 General Fund	1,145	1,145	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	7,029,468	8,299,994	1,270,526	18.07%
3400 Other Funds Ltd	5,885	5,885	0	0.00%
6400 Federal Funds Ltd	15,236	15,236	0	0.00%
TOTAL SERVICES & SUPPLIES	**$7,050,589**	**$8,321,115**	**$1,270,526**	**18.02%**
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
8000 General Fund	1,818	1,818	0	0.00%
SPECIAL PAYMENTS				
6035 Dist to Individuals				
8000 General Fund	2,827	2,827	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
6085 Other Special Payments				
8000 General Fund	251	251	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	3,078	3,078	0	0.00%
TOTAL SPECIAL PAYMENTS	**$3,078**	**$3,078**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	7,034,364	8,304,890	1,270,526	18.06%
3400 Other Funds Ltd	5,885	5,885	0	0.00%
6400 Federal Funds Ltd	15,236	15,236	0	0.00%
TOTAL EXPENDITURES	**$7,055,485**	**$8,326,011**	**$1,270,526**	**18.01%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(5,885)	(5,885)	0	0.00%
6400 Federal Funds Ltd	(15,236)	(15,236)	0	0.00%
TOTAL ENDING BALANCE	**($21,121)**	**($21,121)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	674	674	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	674	674	0	0.00%
TOTAL REVENUE CATEGORIES	**$674**	**$674**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	674	674	0	0.00%
TOTAL AVAILABLE REVENUES	**$674**	**$674**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	674	674	0	0.00%
6400 Federal Funds Ltd	1,234	1,234	0	0.00%
All Funds	1,908	1,908	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	674	674	0	0.00%
6400 Federal Funds Ltd	1,234	1,234	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL SERVICES & SUPPLIES	**$1,908**	**$1,908**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	674	674	0	0.00%
6400 Federal Funds Ltd	1,234	1,234	0	0.00%
TOTAL EXPENDITURES	**$1,908**	**$1,908**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
6400 Federal Funds Ltd	(1,234)	(1,234)	0	0.00%
TOTAL ENDING BALANCE	**($1,234)**	**($1,234)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	100,150	16,169	(83,981)	(83.86%)
REVENUE CATEGORIES				
8000 General Fund	100,150	16,169	(83,981)	(83.86%)
TOTAL REVENUE CATEGORIES	**$100,150**	**$16,169**	**($83,981)**	**(83.86%)**
AVAILABLE REVENUES				
8000 General Fund	100,150	16,169	(83,981)	(83.86%)
TOTAL AVAILABLE REVENUES	**$100,150**	**$16,169**	**($83,981)**	**(83.86%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	12,255	1,979	(10,276)	(83.85%)
4250 Data Processing				
8000 General Fund	18,063	2,916	(15,147)	(83.86%)
4300 Professional Services				
8000 General Fund	4,451	719	(3,732)	(83.85%)
4325 Attorney General				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	42,241	6,819	(35,422)	(83.86%)
4450 Fuels and Utilities				
8000 General Fund	14,722	2,377	(12,345)	(83.85%)
4525 Medical Services and Supplies				
8000 General Fund	4,127	666	(3,461)	(83.86%)
4650 Other Services and Supplies				
8000 General Fund	4,291	693	(3,598)	(83.85%)
SERVICES & SUPPLIES				
8000 General Fund	100,150	16,169	(83,981)	(83.86%)
TOTAL SERVICES & SUPPLIES	**$100,150**	**$16,169**	**($83,981)**	**(83.86%)**
EXPENDITURES				
8000 General Fund	100,150	16,169	(83,981)	(83.86%)
TOTAL EXPENDITURES	**$100,150**	**$16,169**	**($83,981)**	**(83.86%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	515,665	515,665	0	0.00%
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	325,124	325,124	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	515,665	515,665	0	0.00%
6400 Federal Funds Ltd	325,124	325,124	0	0.00%
TOTAL REVENUE CATEGORIES	**$840,789**	**$840,789**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	515,665	515,665	0	0.00%
6400 Federal Funds Ltd	325,124	325,124	0	0.00%
TOTAL AVAILABLE REVENUES	**$840,789**	**$840,789**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4200 Telecommunications				
8000 General Fund	3,596,969	3,596,969	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
6400 Federal Funds Ltd	325,124	325,124	0	0.00%
All Funds	3,922,093	3,922,093	0	0.00%
4225 State Gov. Service Charges				
8000 General Fund	(5,578,203)	(5,578,203)	0	0.00%
4250 Data Processing				
8000 General Fund	2,496,899	2,496,899	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	515,665	515,665	0	0.00%
6400 Federal Funds Ltd	325,124	325,124	0	0.00%
TOTAL SERVICES & SUPPLIES	**$840,789**	**$840,789**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	515,665	515,665	0	0.00%
6400 Federal Funds Ltd	325,124	325,124	0	0.00%
TOTAL EXPENDITURES	**$840,789**	**$840,789**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
BOND SALES				
0555 General Fund Obligation Bonds				
3400 Other Funds Ltd	529,695	-	(529,695)	(100.00%)
REVENUE CATEGORIES				
3400 Other Funds Ltd	529,695	-	(529,695)	(100.00%)
TOTAL REVENUE CATEGORIES	**$529,695**	**-**	**($529,695)**	**(100.00%)**
AVAILABLE REVENUES				
3400 Other Funds Ltd	529,695	-	(529,695)	(100.00%)
TOTAL AVAILABLE REVENUES	**$529,695**	**-**	**($529,695)**	**(100.00%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4625 Other COI Costs				
3400 Other Funds Ltd	529,695	-	(529,695)	(100.00%)
SERVICES & SUPPLIES				
3400 Other Funds Ltd	529,695	-	(529,695)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$529,695**	**-**	**($529,695)**	**(100.00%)**
EXPENDITURES				
3400 Other Funds Ltd	529,695	-	(529,695)	(100.00%)

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$529,695**	**-**	**($529,695)**	**(100.00%)**
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
REVENUE CATEGORIES				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
TOTAL REVENUE CATEGORIES	**$122,683**	**$122,683**	**$0**	**0.00%**
AVAILABLE REVENUES				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
TOTAL AVAILABLE REVENUES	**$122,683**	**$122,683**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4200 Telecommunications				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
SERVICES & SUPPLIES				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
TOTAL SERVICES & SUPPLIES	**$122,683**	**$122,683**	**$0**	**0.00%**
EXPENDITURES				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$122,683**	**$122,683**	**$0**	**0.00%**
ENDING BALANCE				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	1,063,594	1,063,594	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	1,063,594	1,063,594	100.00%
TOTAL REVENUE CATEGORIES	**-**	**$1,063,594**	**$1,063,594**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	1,063,594	1,063,594	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$1,063,594**	**$1,063,594**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	-	1,063,594	1,063,594	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	1,063,594	1,063,594	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**$1,063,594**	**$1,063,594**	**100.00%**
EXPENDITURES				
8000 General Fund	-	1,063,594	1,063,594	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL EXPENDITURES	**-**	**$1,063,594**	**$1,063,594**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	263,763	263,763	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	263,763	263,763	100.00%
TOTAL REVENUE CATEGORIES	**-**	**$263,763**	**$263,763**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	263,763	263,763	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$263,763**	**$263,763**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	-	17,142	17,142	100.00%
4250 Data Processing				
8000 General Fund	-	109,884	109,884	100.00%
4300 Professional Services				
8000 General Fund	-	6,434	6,434	100.00%
4325 Attorney General				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	67,709	67,709	100.00%
4450 Fuels and Utilities				
8000 General Fund	-	21,215	21,215	100.00%
4525 Medical Services and Supplies				
8000 General Fund	-	5,947	5,947	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	35,432	35,432	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	263,763	263,763	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**$263,763**	**$263,763**	**100.00%**
EXPENDITURES				
8000 General Fund	-	263,763	263,763	100.00%
TOTAL EXPENDITURES	**-**	**$263,763**	**$263,763**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(3,991,859)	(3,991,859)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(3,991,859)	(3,991,859)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($3,991,859)**	**($3,991,859)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(3,991,859)	(3,991,859)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($3,991,859)**	**($3,991,859)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(126,084)	(126,084)	100.00%
4175 Office Expenses				
8000 General Fund	-	(106,176)	(106,176)	100.00%
4225 State Gov. Service Charges				
8000 General Fund	-	(3,593,237)	(3,593,237)	100.00%
4250 Data Processing				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	(99,540)	(99,540)	100.00%
4325 Attorney General				
8000 General Fund	-	(66,822)	(66,822)	100.00%
4625 Other COI Costs				
3400 Other Funds Ltd	-	254,568	254,568	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(3,991,859)	(3,991,859)	100.00%
3400 Other Funds Ltd	-	254,568	254,568	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($3,737,291)**	**($3,737,291)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(3,991,859)	(3,991,859)	100.00%
3400 Other Funds Ltd	-	254,568	254,568	100.00%
TOTAL EXPENDITURES	**-**	**($3,737,291)**	**($3,737,291)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	(254,568)	(254,568)	100.00%
TOTAL ENDING BALANCE	**-**	**($254,568)**	**($254,568)**	**100.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,338,845	1,338,845	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	1,338,845	1,338,845	0	0.00%
TOTAL REVENUE CATEGORIES	**$1,338,845**	**$1,338,845**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	1,338,845	1,338,845	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,338,845**	**$1,338,845**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3160 Temporary Appointments				
8000 General Fund	921	921	0	0.00%
3170 Overtime Payments				
8000 General Fund	6,390	6,390	0	0.00%
3400 Other Funds Ltd	697	697	0	0.00%
All Funds	7,087	7,087	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3190 All Other Differential				
8000 General Fund	6,193	6,193	0	0.00%
3400 Other Funds Ltd	2,313	2,313	0	0.00%
All Funds	8,506	8,506	0	0.00%
SALARIES & WAGES				
8000 General Fund	13,504	13,504	0	0.00%
3400 Other Funds Ltd	3,010	3,010	0	0.00%
TOTAL SALARIES & WAGES	**$16,514**	**$16,514**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	2,456	2,456	0	0.00%
3400 Other Funds Ltd	589	589	0	0.00%
All Funds	3,045	3,045	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	121,928	121,928	0	0.00%
3400 Other Funds Ltd	18,181	18,181	0	0.00%
All Funds	140,109	140,109	0	0.00%
3230 Social Security Taxes				
8000 General Fund	1,033	1,033	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	231	231	0	0.00%
All Funds	1,264	1,264	0	0.00%
3240 Unemployment Assessments				
8000 General Fund	1,056	1,056	0	0.00%
3400 Other Funds Ltd	2	2	0	0.00%
All Funds	1,058	1,058	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	3,533	3,533	0	0.00%
3400 Other Funds Ltd	1,316	1,316	0	0.00%
All Funds	4,849	4,849	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	130,006	130,006	0	0.00%
3400 Other Funds Ltd	20,319	20,319	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$150,325**	**$150,325**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	1,195,335	1,195,335	0	0.00%
3400 Other Funds Ltd	421	421	0	0.00%
All Funds	1,195,756	1,195,756	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
PERSONAL SERVICES				
8000 General Fund	1,338,845	1,338,845	0	0.00%
3400 Other Funds Ltd	23,750	23,750	0	0.00%
TOTAL PERSONAL SERVICES	**$1,362,595**	**$1,362,595**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	1,338,845	1,338,845	0	0.00%
3400 Other Funds Ltd	23,750	23,750	0	0.00%
TOTAL EXPENDITURES	**$1,362,595**	**$1,362,595**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(23,750)	(23,750)	0	0.00%
TOTAL ENDING BALANCE	**($23,750)**	**($23,750)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	187,960	187,960	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	187,960	187,960	0	0.00%
TOTAL REVENUE CATEGORIES	**$187,960**	**$187,960**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	187,960	187,960	0	0.00%
TOTAL AVAILABLE REVENUES	**$187,960**	**$187,960**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	7,163	7,163	0	0.00%
4150 Employee Training				
8000 General Fund	12,372	12,372	0	0.00%
4175 Office Expenses				
8000 General Fund	18,757	18,757	0	0.00%
4200 Telecommunications				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	49,850	49,850	0	0.00%
4250 Data Processing				
8000 General Fund	48,002	48,002	0	0.00%
4450 Fuels and Utilities				
8000 General Fund	21,693	21,693	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	12,309	12,309	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	12,049	12,049	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	5,765	5,765	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	187,960	187,960	0	0.00%
TOTAL SERVICES & SUPPLIES	**$187,960**	**$187,960**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	187,960	187,960	0	0.00%
TOTAL EXPENDITURES	**$187,960**	**$187,960**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	229,944	246,531	16,587	7.21%
REVENUE CATEGORIES				
8000 General Fund	229,944	246,531	16,587	7.21%
TOTAL REVENUE CATEGORIES	**$229,944**	**$246,531**	**$16,587**	**7.21%**
AVAILABLE REVENUES				
8000 General Fund	229,944	246,531	16,587	7.21%
TOTAL AVAILABLE REVENUES	**$229,944**	**$246,531**	**$16,587**	**7.21%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	10,397	10,397	0	0.00%
3400 Other Funds Ltd	820	820	0	0.00%
All Funds	11,217	11,217	0	0.00%
4125 Out of State Travel				
8000 General Fund	194	194	0	0.00%
4150 Employee Training				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	5,039	5,039	0	0.00%
3400 Other Funds Ltd	31	31	0	0.00%
All Funds	5,070	5,070	0	0.00%
4175 Office Expenses				
8000 General Fund	8,684	8,684	0	0.00%
3400 Other Funds Ltd	3,330	3,330	0	0.00%
All Funds	12,014	12,014	0	0.00%
4200 Telecommunications				
8000 General Fund	56,940	56,940	0	0.00%
4250 Data Processing				
8000 General Fund	31,982	31,982	0	0.00%
3400 Other Funds Ltd	265	265	0	0.00%
All Funds	32,247	32,247	0	0.00%
4275 Publicity and Publications				
8000 General Fund	501	501	0	0.00%
4300 Professional Services				
8000 General Fund	3,413	3,413	0	0.00%
4325 Attorney General				
8000 General Fund	40,259	56,846	16,587	41.20%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	291	411	120	41.24%
All Funds	40,550	57,257	16,707	41.20%
4375 Employee Recruitment and Develop				
8000 General Fund	188	188	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	301	301	0	0.00%
3400 Other Funds Ltd	15	15	0	0.00%
All Funds	316	316	0	0.00%
4450 Fuels and Utilities				
8000 General Fund	19,947	19,947	0	0.00%
3400 Other Funds Ltd	3,532	3,532	0	0.00%
All Funds	23,479	23,479	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	24,185	24,185	0	0.00%
3400 Other Funds Ltd	10,159	10,159	0	0.00%
All Funds	34,344	34,344	0	0.00%
4500 Food and Kitchen Supplies				
8000 General Fund	146	146	0	0.00%
3400 Other Funds Ltd	14,081	14,081	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
All Funds	14,227	14,227	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	62	62	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	1,101	1,101	0	0.00%
3400 Other Funds Ltd	2,239	2,239	0	0.00%
All Funds	3,340	3,340	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	10,728	10,728	0	0.00%
3400 Other Funds Ltd	13,279	13,279	0	0.00%
All Funds	24,007	24,007	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	1,965	1,965	0	0.00%
3400 Other Funds Ltd	305	305	0	0.00%
All Funds	2,270	2,270	0	0.00%
4715 IT Expendable Property				
8000 General Fund	2,557	2,557	0	0.00%
3400 Other Funds Ltd	401	401	0	0.00%
All Funds	2,958	2,958	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
SERVICES & SUPPLIES				
8000 General Fund	218,589	235,176	16,587	7.59%
3400 Other Funds Ltd	48,748	48,868	120	0.25%
TOTAL SERVICES & SUPPLIES	**$267,337**	**$284,044**	**$16,707**	**6.25%**
CAPITAL OUTLAY				
5150 Telecommunications Equipment				
8000 General Fund	1,996	1,996	0	0.00%
5250 Household and Institutional Equip.				
8000 General Fund	7,666	7,666	0	0.00%
5350 Industrial and Heavy Equipment				
8000 General Fund	376	376	0	0.00%
5550 Data Processing Software				
8000 General Fund	583	583	0	0.00%
5600 Data Processing Hardware				
8000 General Fund	734	734	0	0.00%
CAPITAL OUTLAY				
8000 General Fund	11,355	11,355	0	0.00%
TOTAL CAPITAL OUTLAY	**$11,355**	**$11,355**	**$0**	**0.00%**

EXPENDITURES

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	229,944	246,531	16,587	7.21%
3400 Other Funds Ltd	48,748	48,868	120	0.25%
TOTAL EXPENDITURES	**$278,692**	**$295,399**	**$16,707**	**5.99%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(48,748)	(48,868)	(120)	(0.25%)
TOTAL ENDING BALANCE	**($48,748)**	**($48,868)**	**($120)**	**(0.25%)**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	376	376	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	376	376	0	0.00%
TOTAL REVENUE CATEGORIES	**$376**	**$376**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	376	376	0	0.00%
TOTAL AVAILABLE REVENUES	**$376**	**$376**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	341	341	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	35	35	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	376	376	0	0.00%
TOTAL SERVICES & SUPPLIES	**$376**	**$376**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
8000 General Fund	376	376	0	0.00%
TOTAL EXPENDITURES	**$376**	**$376**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	106,054	17,121	(88,933)	(83.86%)
REVENUE CATEGORIES				
8000 General Fund	106,054	17,121	(88,933)	(83.86%)
TOTAL REVENUE CATEGORIES	**$106,054**	**$17,121**	**($88,933)**	**(83.86%)**
AVAILABLE REVENUES				
8000 General Fund	106,054	17,121	(88,933)	(83.86%)
TOTAL AVAILABLE REVENUES	**$106,054**	**$17,121**	**($88,933)**	**(83.86%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	6,455	1,042	(5,413)	(83.86%)
4200 Telecommunications				
8000 General Fund	36,651	5,917	(30,734)	(83.86%)
4250 Data Processing				
8000 General Fund	20,194	3,260	(16,934)	(83.86%)
4300 Professional Services				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	2,255	364	(1,891)	(83.86%)
4325 Attorney General				
8000 General Fund	5,867	947	(4,920)	(83.86%)
4450 Fuels and Utilities				
8000 General Fund	12,746	2,058	(10,688)	(83.85%)
4475 Facilities Maintenance				
8000 General Fund	14,891	2,404	(12,487)	(83.86%)
4650 Other Services and Supplies				
8000 General Fund	6,995	1,129	(5,866)	(83.86%)
SERVICES & SUPPLIES				
8000 General Fund	106,054	17,121	(88,933)	(83.86%)
TOTAL SERVICES & SUPPLIES	**$106,054**	**$17,121**	**($88,933)**	**(83.86%)**
EXPENDITURES				
8000 General Fund	106,054	17,121	(88,933)	(83.86%)
TOTAL EXPENDITURES	**$106,054**	**$17,121**	**($88,933)**	**(83.86%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	2,000,000	-	(2,000,000)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	2,000,000	-	(2,000,000)	(100.00%)
TOTAL REVENUE CATEGORIES	**$2,000,000**	**-**	**($2,000,000)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	2,000,000	-	(2,000,000)	(100.00%)
TOTAL AVAILABLE REVENUES	**$2,000,000**	**-**	**($2,000,000)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	1,032,504	-	(1,032,504)	(100.00%)
SALARIES & WAGES				
8000 General Fund	1,032,504	-	(1,032,504)	(100.00%)
TOTAL SALARIES & WAGES	**$1,032,504**	**-**	**($1,032,504)**	**(100.00%)**
OTHER PAYROLL EXPENSES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	352	-	(352)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	201,647	-	(201,647)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	78,984	-	(78,984)	(100.00%)
3240 Unemployment Assessments				
8000 General Fund	1,857	-	(1,857)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	552	-	(552)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	6,195	-	(6,195)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	244,224	-	(244,224)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	533,811	-	(533,811)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$533,811**	**-**	**($533,811)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	1,566,315	-	(1,566,315)	(100.00%)

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL PERSONAL SERVICES	**$1,566,315**	**-**	**($1,566,315)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	12,584	-	(12,584)	(100.00%)
4175 Office Expenses				
8000 General Fund	58,136	-	(58,136)	(100.00%)
4250 Data Processing				
8000 General Fund	4,904	-	(4,904)	(100.00%)
4315 IT Professional Services				
8000 General Fund	303,365	-	(303,365)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	9,712	-	(9,712)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	24,392	-	(24,392)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	20,592	-	(20,592)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	433,685	-	(433,685)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$433,685**	**-**	**($433,685)**	**(100.00%)**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
8000 General Fund	2,000,000	-	(2,000,000)	(100.00%)
TOTAL EXPENDITURES	**$2,000,000**	**-**	**($2,000,000)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	8	-	(8)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	8.00	-	(8.00)	(100.00%)

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	623,175	623,175	100.00%
BOND SALES				
0555 General Fund Obligation Bonds				
3400 Other Funds Ltd	623,175	-	(623,175)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	-	623,175	623,175	100.00%
3400 Other Funds Ltd	623,175	-	(623,175)	(100.00%)
TOTAL REVENUE CATEGORIES	**$623,175**	**$623,175**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	-	623,175	623,175	100.00%
3400 Other Funds Ltd	623,175	-	(623,175)	(100.00%)
TOTAL AVAILABLE REVENUES	**$623,175**	**$623,175**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4715 IT Expendable Property				
8000 General Fund	-	360,000	360,000	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	360,000	-	(360,000)	(100.00%)
All Funds	360,000	360,000	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	-	360,000	360,000	100.00%
3400 Other Funds Ltd	360,000	-	(360,000)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$360,000**	**$360,000**	**$0**	**0.00%**
CAPITAL OUTLAY				
5900 Other Capital Outlay				
8000 General Fund	-	263,175	263,175	100.00%
3400 Other Funds Ltd	263,175	-	(263,175)	(100.00%)
All Funds	263,175	263,175	0	0.00%
CAPITAL OUTLAY				
8000 General Fund	-	263,175	263,175	100.00%
3400 Other Funds Ltd	263,175	-	(263,175)	(100.00%)
TOTAL CAPITAL OUTLAY	**$263,175**	**$263,175**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	623,175	623,175	100.00%
3400 Other Funds Ltd	623,175	-	(623,175)	(100.00%)
TOTAL EXPENDITURES	**$623,175**	**$623,175**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,469,799	-	(1,469,799)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	1,469,799	-	(1,469,799)	(100.00%)
TOTAL REVENUE CATEGORIES	**$1,469,799**	**-**	**($1,469,799)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	1,469,799	-	(1,469,799)	(100.00%)
TOTAL AVAILABLE REVENUES	**$1,469,799**	**-**	**($1,469,799)**	**(100.00%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4200 Telecommunications				
8000 General Fund	1,469,799	-	(1,469,799)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	1,469,799	-	(1,469,799)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$1,469,799**	**-**	**($1,469,799)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	1,469,799	-	(1,469,799)	(100.00%)

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$1,469,799**	**-**	**($1,469,799)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(107,701)	(107,701)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(107,701)	(107,701)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($107,701)**	**($107,701)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(107,701)	(107,701)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($107,701)**	**($107,701)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	-	(107,701)	(107,701)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(107,701)	(107,701)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($107,701)**	**($107,701)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(107,701)	(107,701)	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL EXPENDITURES	**-**	**($107,701)**	**($107,701)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	204,823	204,823	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	204,823	204,823	100.00%
TOTAL REVENUE CATEGORIES	**-**	**$204,823**	**$204,823**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	204,823	204,823	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$204,823**	**$204,823**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	-	9,931	9,931	100.00%
4200 Telecommunications				
8000 General Fund	-	98,788	98,788	100.00%
4250 Data Processing				
8000 General Fund	-	30,715	30,715	100.00%
4300 Professional Services				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	3,260	3,260	100.00%
4325 Attorney General				
8000 General Fund	-	9,404	9,404	100.00%
4450 Fuels and Utilities				
8000 General Fund	-	19,044	19,044	100.00%
4475 Facilities Maintenance				
8000 General Fund	-	23,165	23,165	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	10,516	10,516	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	204,823	204,823	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**$204,823**	**$204,823**	**100.00%**
EXPENDITURES				
8000 General Fund	-	204,823	204,823	100.00%
TOTAL EXPENDITURES	**-**	**$204,823**	**$204,823**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(261,694)	(261,694)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(261,694)	(261,694)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($261,694)**	**($261,694)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(261,694)	(261,694)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($261,694)**	**($261,694)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(12,994)	(12,994)	100.00%
4175 Office Expenses				
8000 General Fund	-	(10,942)	(10,942)	100.00%
4250 Data Processing				
8000 General Fund	-	(10,258)	(10,258)	100.00%
4325 Attorney General				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	(227,500)	(227,500)	100.00%
3400 Other Funds Ltd	-	(226)	(226)	100.00%
All Funds	-	(227,726)	(227,726)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(261,694)	(261,694)	100.00%
3400 Other Funds Ltd	-	(226)	(226)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($261,920)**	**($261,920)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(261,694)	(261,694)	100.00%
3400 Other Funds Ltd	-	(226)	(226)	100.00%
TOTAL EXPENDITURES	**-**	**($261,920)**	**($261,920)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	226	226	100.00%
TOTAL ENDING BALANCE	**-**	**$226**	**$226**	**100.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	29,467	29,467	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	29,467	29,467	0	0.00%
TOTAL AVAILABLE REVENUES	**$29,467**	**$29,467**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
OTHER PAYROLL EXPENSES				
3221 Pension Obligation Bond				
8000 General Fund	32,070	32,070	0	0.00%
3240 Unemployment Assessments				
8000 General Fund	98	98	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	(6,624)	(6,624)	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	25,544	25,544	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$25,544**	**$25,544**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	3,923	3,923	0	0.00%
PERSONAL SERVICES				
8000 General Fund	29,467	29,467	0	0.00%
TOTAL PERSONAL SERVICES	**$29,467**	**$29,467**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	29,467	29,467	0	0.00%
TOTAL EXPENDITURES	**$29,467**	**$29,467**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	18,665	18,665	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	18,665	18,665	0	0.00%
TOTAL AVAILABLE REVENUES	**$18,665**	**$18,665**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	2,752	2,752	0	0.00%
4175 Office Expenses				
8000 General Fund	12,716	12,716	0	0.00%
4250 Data Processing				
8000 General Fund	1,072	1,072	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	2,125	2,125	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	18,665	18,665	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL SERVICES & SUPPLIES	**$18,665**	**$18,665**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	18,665	18,665	0	0.00%
TOTAL EXPENDITURES	**$18,665**	**$18,665**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	95,098	122,968	27,870	29.31%
AVAILABLE REVENUES				
8000 General Fund	95,098	122,968	27,870	29.31%
TOTAL AVAILABLE REVENUES	**$95,098**	**$122,968**	**$27,870**	**29.31%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	2,898	2,898	0	0.00%
4125 Out of State Travel				
8000 General Fund	148	148	0	0.00%
4150 Employee Training				
8000 General Fund	3,798	3,798	0	0.00%
4175 Office Expenses				
8000 General Fund	2,840	2,840	0	0.00%
4200 Telecommunications				
8000 General Fund	141	141	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4250 Data Processing				
8000 General Fund	915	915	0	0.00%
4275 Publicity and Publications				
8000 General Fund	109	109	0	0.00%
4300 Professional Services				
8000 General Fund	12,210	12,210	0	0.00%
4325 Attorney General				
8000 General Fund	67,897	95,767	27,870	41.05%
4375 Employee Recruitment and Develop				
8000 General Fund	1,324	1,324	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	77	77	0	0.00%
4450 Fuels and Utilities				
8000 General Fund	264	264	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	361	361	0	0.00%
3400 Other Funds Ltd	150	150	0	0.00%
All Funds	511	511	0	0.00%
4525 Medical Services and Supplies				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	374	374	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	24	24	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	799	799	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	145	145	0	0.00%
4715 IT Expendable Property				
8000 General Fund	774	774	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	95,098	122,968	27,870	29.31%
3400 Other Funds Ltd	150	150	0	0.00%
TOTAL SERVICES & SUPPLIES	**$95,248**	**$123,118**	**$27,870**	**29.26%**
EXPENDITURES				
8000 General Fund	95,098	122,968	27,870	29.31%
3400 Other Funds Ltd	150	150	0	0.00%
TOTAL EXPENDITURES	**$95,248**	**$123,118**	**$27,870**	**29.26%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(150)	(150)	0	0.00%
TOTAL ENDING BALANCE	**($150)**	**($150)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,221	1,221	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	1,221	1,221	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,221**	**$1,221**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	1,221	1,221	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	1,221	1,221	0	0.00%
TOTAL SERVICES & SUPPLIES	**$1,221**	**$1,221**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	1,221	1,221	0	0.00%
TOTAL EXPENDITURES	**$1,221**	**$1,221**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(34,124)	(34,124)	100.00%
AVAILABLE REVENUES				
8000 General Fund	-	(34,124)	(34,124)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($34,124)**	**($34,124)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	-	(34,124)	(34,124)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(34,124)	(34,124)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($34,124)**	**($34,124)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(34,124)	(34,124)	100.00%
TOTAL EXPENDITURES	**-**	**($34,124)**	**($34,124)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(3,861)	(3,861)	100.00%
AVAILABLE REVENUES				
8000 General Fund	-	(3,861)	(3,861)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($3,861)**	**($3,861)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(1,467)	(1,467)	100.00%
4175 Office Expenses				
8000 General Fund	-	(1,236)	(1,236)	100.00%
4250 Data Processing				
8000 General Fund	-	(1,158)	(1,158)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(3,861)	(3,861)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($3,861)**	**($3,861)**	**100.00%**
EXPENDITURES				

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	(3,861)	(3,861)	100.00%
TOTAL EXPENDITURES	**-**	**($3,861)**	**($3,861)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	75,393	75,393	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	75,393	75,393	0	0.00%
TOTAL AVAILABLE REVENUES	**$75,393**	**$75,393**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3170 Overtime Payments				
8000 General Fund	283	283	0	0.00%
3190 All Other Differential				
8000 General Fund	7,718	7,718	0	0.00%
SALARIES & WAGES				
8000 General Fund	8,001	8,001	0	0.00%
TOTAL SALARIES & WAGES	**$8,001**	**$8,001**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	1,562	1,562	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	63,753	63,753	0	0.00%
3400 Other Funds Ltd	112	112	0	0.00%
All Funds	63,865	63,865	0	0.00%
3230 Social Security Taxes				
8000 General Fund	613	613	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	1,046	1,046	0	0.00%
3400 Other Funds Ltd	9	9	0	0.00%
All Funds	1,055	1,055	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	66,974	66,974	0	0.00%
3400 Other Funds Ltd	121	121	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$67,095**	**$67,095**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	418	418	0	0.00%
3400 Other Funds Ltd	(1)	(1)	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
All Funds	417	417	0	0.00%
PERSONAL SERVICES				
8000 General Fund	75,393	75,393	0	0.00%
3400 Other Funds Ltd	120	120	0	0.00%
TOTAL PERSONAL SERVICES	**$75,513**	**$75,513**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	75,393	75,393	0	0.00%
3400 Other Funds Ltd	120	120	0	0.00%
TOTAL EXPENDITURES	**$75,513**	**$75,513**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(120)	(120)	0	0.00%
TOTAL ENDING BALANCE	**($120)**	**($120)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	6,804,749	6,811,988	7,239	0.11%
AVAILABLE REVENUES				
8000 General Fund	6,804,749	6,811,988	7,239	0.11%
TOTAL AVAILABLE REVENUES	**$6,804,749**	**$6,811,988**	**$7,239**	**0.11%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,230	1,230	0	0.00%
4125 Out of State Travel				
8000 General Fund	287	287	0	0.00%
4150 Employee Training				
8000 General Fund	842	842	0	0.00%
4175 Office Expenses				
8000 General Fund	2,489	2,489	0	0.00%
4250 Data Processing				
8000 General Fund	1,358	1,358	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4275 Publicity and Publications				
8000 General Fund	19	19	0	0.00%
4300 Professional Services				
8000 General Fund	4,015	4,015	0	0.00%
4325 Attorney General				
8000 General Fund	17,636	24,875	7,239	41.05%
4375 Employee Recruitment and Develop				
8000 General Fund	20	20	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	1,777	1,777	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	273	273	0	0.00%
4500 Food and Kitchen Supplies				
8000 General Fund	9	9	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	26,999	26,999	0	0.00%
3400 Other Funds Ltd	41,197	41,197	0	0.00%
All Funds	68,196	68,196	0	0.00%
4650 Other Services and Supplies				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	1,251	1,251	0	0.00%
3400 Other Funds Ltd	184	184	0	0.00%
All Funds	1,435	1,435	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	1,354	1,354	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	59,559	66,798	7,239	12.15%
3400 Other Funds Ltd	41,381	41,381	0	0.00%
TOTAL SERVICES & SUPPLIES	**$100,940**	**$108,179**	**$7,239**	**7.17%**
CAPITAL OUTLAY				
5600 Data Processing Hardware				
8000 General Fund	1,458	1,458	0	0.00%
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	6,743,732	6,743,732	0	0.00%
3400 Other Funds Ltd	151,769	151,769	0	0.00%
6400 Federal Funds Ltd	8,754	8,754	0	0.00%
All Funds	6,904,255	6,904,255	0	0.00%
SPECIAL PAYMENTS				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	6,743,732	6,743,732	0	0.00%
3400 Other Funds Ltd	151,769	151,769	0	0.00%
6400 Federal Funds Ltd	8,754	8,754	0	0.00%
TOTAL SPECIAL PAYMENTS	**$6,904,255**	**$6,904,255**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	6,804,749	6,811,988	7,239	0.11%
3400 Other Funds Ltd	193,150	193,150	0	0.00%
6400 Federal Funds Ltd	8,754	8,754	0	0.00%
TOTAL EXPENDITURES	**$7,006,653**	**$7,013,892**	**$7,239**	**0.10%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(193,150)	(193,150)	0	0.00%
6400 Federal Funds Ltd	(8,754)	(8,754)	0	0.00%
TOTAL ENDING BALANCE	**($201,904)**	**($201,904)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	402	402	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	402	402	0	0.00%
TOTAL AVAILABLE REVENUES	**$402**	**$402**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	402	402	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	402	402	0	0.00%
TOTAL SERVICES & SUPPLIES	**$402**	**$402**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	402	402	0	0.00%
TOTAL EXPENDITURES	**$402**	**$402**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	22,294,548	24,155,620	1,861,072	8.35%
AVAILABLE REVENUES				
8000 General Fund	22,294,548	24,155,620	1,861,072	8.35%
TOTAL AVAILABLE REVENUES	**$22,294,548**	**$24,155,620**	**$1,861,072**	**8.35%**
EXPENDITURES				
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	22,294,548	24,155,620	1,861,072	8.35%
SPECIAL PAYMENTS				
8000 General Fund	22,294,548	24,155,620	1,861,072	8.35%
TOTAL SPECIAL PAYMENTS	**$22,294,548**	**$24,155,620**	**$1,861,072**	**8.35%**
EXPENDITURES				
8000 General Fund	22,294,548	24,155,620	1,861,072	8.35%
TOTAL EXPENDITURES	**$22,294,548**	**$24,155,620**	**$1,861,072**	**8.35%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
SPECIAL PAYMENTS				
6020 Dist to Counties				
3400 Other Funds Ltd	-	106,369	106,369	100.00%
6025 Dist to Other Gov Unit				
3400 Other Funds Ltd	106,369	-	(106,369)	(100.00%)
SPECIAL PAYMENTS				
3400 Other Funds Ltd	106,369	106,369	0	0.00%
TOTAL SPECIAL PAYMENTS	**$106,369**	**$106,369**	**$0**	**0.00%**
EXPENDITURES				
3400 Other Funds Ltd	106,369	106,369	0	0.00%
TOTAL EXPENDITURES	**$106,369**	**$106,369**	**$0**	**0.00%**
ENDING BALANCE				
3400 Other Funds Ltd	(106,369)	(106,369)	0	0.00%
TOTAL ENDING BALANCE	**($106,369)**	**($106,369)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	(15,000,000)	-	15,000,000	100.00%
AVAILABLE REVENUES				
8000 General Fund	(15,000,000)	-	15,000,000	100.00%
TOTAL AVAILABLE REVENUES	**($15,000,000)**	**-**	**$15,000,000**	**100.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	(15,000,000)	-	15,000,000	100.00%
SPECIAL PAYMENTS				
8000 General Fund	(15,000,000)	-	15,000,000	100.00%
TOTAL SPECIAL PAYMENTS	**($15,000,000)**	**-**	**$15,000,000**	**100.00%**
EXPENDITURES				
8000 General Fund	(15,000,000)	-	15,000,000	100.00%
TOTAL EXPENDITURES	**($15,000,000)**	**-**	**$15,000,000**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	125,544	125,544	0	0.00%
SALARIES & WAGES				
8000 General Fund	125,544	125,544	0	0.00%
TOTAL SALARIES & WAGES	**$125,544**	**$125,544**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	44	44	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	24,519	24,519	0	0.00%
3230 Social Security Taxes				
8000 General Fund	9,604	9,604	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	69	69	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	753	753	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3270 Flexible Benefits				
8000 General Fund	30,528	30,528	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	65,517	65,517	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$65,517**	**$65,517**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	191,061	191,061	0	0.00%
TOTAL PERSONAL SERVICES	**$191,061**	**$191,061**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,573	1,573	0	0.00%
4175 Office Expenses				
8000 General Fund	7,267	7,267	0	0.00%
4250 Data Processing				
8000 General Fund	613	613	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	1,214	1,214	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	3,049	3,049	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4715 IT Expendable Property				
8000 General Fund	2,574	2,574	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	16,290	16,290	0	0.00%
TOTAL SERVICES & SUPPLIES	**$16,290**	**$16,290**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	(207,351)	(207,351)	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	(207,351)	(207,351)	0	0.00%
TOTAL SPECIAL PAYMENTS	**($207,351)**	**($207,351)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	-	0	0.00%
TOTAL EXPENDITURES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	1	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	1.00	1.00	0.00	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(5,171,272)	(5,171,272)	100.00%
AVAILABLE REVENUES				
8000 General Fund	-	(5,171,272)	(5,171,272)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($5,171,272)**	**($5,171,272)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	(21,272)	(21,272)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(21,272)	(21,272)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($21,272)**	**($21,272)**	**100.00%**
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	-	(5,150,000)	(5,150,000)	100.00%
SPECIAL PAYMENTS				
8000 General Fund	-	(5,150,000)	(5,150,000)	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL SPECIAL PAYMENTS	**-**	**($5,150,000)**	**($5,150,000)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(5,171,272)	(5,171,272)	100.00%
TOTAL EXPENDITURES	**-**	**($5,171,272)**	**($5,171,272)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	1,805,946	1,805,946	100.00%
AVAILABLE REVENUES				
8000 General Fund	-	1,805,946	1,805,946	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$1,805,946**	**$1,805,946**	**100.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	-	1,805,946	1,805,946	100.00%
SPECIAL PAYMENTS				
8000 General Fund	-	1,805,946	1,805,946	100.00%
TOTAL SPECIAL PAYMENTS	**-**	**$1,805,946**	**$1,805,946**	**100.00%**
EXPENDITURES				
8000 General Fund	-	1,805,946	1,805,946	100.00%
TOTAL EXPENDITURES	**-**	**$1,805,946**	**$1,805,946**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(105,712)	(105,712)	100.00%
AVAILABLE REVENUES				
8000 General Fund	-	(105,712)	(105,712)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($105,712)**	**($105,712)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(3,120)	(3,120)	100.00%
4175 Office Expenses				
8000 General Fund	-	(2,628)	(2,628)	100.00%
4250 Data Processing				
8000 General Fund	-	(2,464)	(2,464)	100.00%
4325 Attorney General				
8000 General Fund	-	(97,500)	(97,500)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(105,712)	(105,712)	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL SERVICES & SUPPLIES	**-**	**($105,712)**	**($105,712)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(105,712)	(105,712)	100.00%
TOTAL EXPENDITURES	**-**	**($105,712)**	**($105,712)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	1,895,450	1,895,450	100.00%
AVAILABLE REVENUES				
8000 General Fund	-	1,895,450	1,895,450	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$1,895,450**	**$1,895,450**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	-	66,025	66,025	100.00%
SALARIES & WAGES				
8000 General Fund	-	66,025	66,025	100.00%
TOTAL SALARIES & WAGES	**-**	**$66,025**	**$66,025**	**100.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	-	35	35	100.00%
3220 Public Employees Retire Cont				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	12,895	12,895	100.00%
3230 Social Security Taxes				
8000 General Fund	-	5,051	5,051	100.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	-	54	54	100.00%
3260 Mass Transit Tax				
8000 General Fund	-	396	396	100.00%
3270 Flexible Benefits				
8000 General Fund	-	24,168	24,168	100.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	-	42,599	42,599	100.00%
TOTAL OTHER PAYROLL EXPENSES	**-**	**$42,599**	**$42,599**	**100.00%**
PERSONAL SERVICES				
8000 General Fund	-	108,624	108,624	100.00%
TOTAL PERSONAL SERVICES	**-**	**$108,624**	**$108,624**	**100.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	1,243	1,243	100.00%
4175 Office Expenses				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	5,741	5,741	100.00%
4250 Data Processing				
8000 General Fund	-	484	484	100.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	4,565	4,565	100.00%
4715 IT Expendable Property				
8000 General Fund	-	2,034	2,034	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	14,067	14,067	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**$14,067**	**$14,067**	**100.00%**
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	-	1,772,759	1,772,759	100.00%
SPECIAL PAYMENTS				
8000 General Fund	-	1,772,759	1,772,759	100.00%
TOTAL SPECIAL PAYMENTS	**-**	**$1,772,759**	**$1,772,759**	**100.00%**
EXPENDITURES				
8000 General Fund	-	1,895,450	1,895,450	100.00%
TOTAL EXPENDITURES	**-**	**$1,895,450**	**$1,895,450**	**100.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	-	1	1	100.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	-	0.79	0.79	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	4,506,110	4,506,110	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	4,506,110	4,506,110	0	0.00%
TOTAL REVENUE CATEGORIES	**$4,506,110**	**$4,506,110**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	4,506,110	4,506,110	0	0.00%
TOTAL AVAILABLE REVENUES	**$4,506,110**	**$4,506,110**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3170 Overtime Payments				
8000 General Fund	80,778	80,778	0	0.00%
3180 Shift Differential				
8000 General Fund	65,868	65,868	0	0.00%
3190 All Other Differential				
8000 General Fund	185,066	185,066	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
SALARIES & WAGES				
8000 General Fund	331,712	331,712	0	0.00%
TOTAL SALARIES & WAGES	**$331,712**	**$331,712**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	64,784	64,784	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	521,249	521,249	0	0.00%
3230 Social Security Taxes				
8000 General Fund	25,375	25,375	0	0.00%
3240 Unemployment Assessments				
8000 General Fund	760	760	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	22,478	22,478	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	634,646	634,646	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$634,646**	**$634,646**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	3,539,752	3,539,752	0	0.00%
PERSONAL SERVICES				
8000 General Fund	4,506,110	4,506,110	0	0.00%
TOTAL PERSONAL SERVICES	**$4,506,110**	**$4,506,110**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	4,506,110	4,506,110	0	0.00%
TOTAL EXPENDITURES	**$4,506,110**	**$4,506,110**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	(3,218,166)	(3,218,166)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(3,218,166)	(3,218,166)	0	0.00%
TOTAL REVENUE CATEGORIES	**($3,218,166)**	**($3,218,166)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(3,218,166)	(3,218,166)	0	0.00%
TOTAL AVAILABLE REVENUES	**($3,218,166)**	**($3,218,166)**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4525 Medical Services and Supplies				
8000 General Fund	(3,218,166)	(3,218,166)	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(3,218,166)	(3,218,166)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($3,218,166)**	**($3,218,166)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(3,218,166)	(3,218,166)	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**($3,218,166)**	**($3,218,166)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,970,782	1,970,782	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	1,970,782	1,970,782	0	0.00%
TOTAL REVENUE CATEGORIES	**$1,970,782**	**$1,970,782**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	1,970,782	1,970,782	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,970,782**	**$1,970,782**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4525 Medical Services and Supplies				
8000 General Fund	1,970,782	1,970,782	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	1,970,782	1,970,782	0	0.00%
TOTAL SERVICES & SUPPLIES	**$1,970,782**	**$1,970,782**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	1,970,782	1,970,782	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$1,970,782**	**$1,970,782**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	2,622,718	2,622,718	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	2,622,718	2,622,718	0	0.00%
TOTAL REVENUE CATEGORIES	**$2,622,718**	**$2,622,718**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	2,622,718	2,622,718	0	0.00%
TOTAL AVAILABLE REVENUES	**$2,622,718**	**$2,622,718**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	10,163	10,163	0	0.00%
4150 Employee Training				
8000 General Fund	3,128	3,128	0	0.00%
4175 Office Expenses				
8000 General Fund	29,240	29,240	0	0.00%
4200 Telecommunications				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
6400 Federal Funds Ltd	9,470	9,470	0	0.00%
4250 Data Processing				
8000 General Fund	296	296	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	115	115	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	2,614	2,614	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	2,575,727	2,575,727	0	0.00%
3400 Other Funds Ltd	16,850	16,850	0	0.00%
6400 Federal Funds Ltd	187,611	187,611	0	0.00%
All Funds	2,780,188	2,780,188	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	648	648	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	188	188	0	0.00%
4715 IT Expendable Property				
8000 General Fund	599	599	0	0.00%
SERVICES & SUPPLIES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	2,622,718	2,622,718	0	0.00%
3400 Other Funds Ltd	16,850	16,850	0	0.00%
6400 Federal Funds Ltd	197,081	197,081	0	0.00%
TOTAL SERVICES & SUPPLIES	**$2,836,649**	**$2,836,649**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	2,622,718	2,622,718	0	0.00%
3400 Other Funds Ltd	16,850	16,850	0	0.00%
6400 Federal Funds Ltd	197,081	197,081	0	0.00%
TOTAL EXPENDITURES	**$2,836,649**	**$2,836,649**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(16,850)	(16,850)	0	0.00%
6400 Federal Funds Ltd	(197,081)	(197,081)	0	0.00%
TOTAL ENDING BALANCE	**($213,931)**	**($213,931)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,459,580	1,459,580	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	1,459,580	1,459,580	0	0.00%
TOTAL REVENUE CATEGORIES	**$1,459,580**	**$1,459,580**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	1,459,580	1,459,580	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,459,580**	**$1,459,580**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4525 Medical Services and Supplies				
8000 General Fund	1,459,580	1,459,580	0	0.00%
3400 Other Funds Ltd	9,548	9,548	0	0.00%
6400 Federal Funds Ltd	106,313	106,313	0	0.00%
All Funds	1,575,441	1,575,441	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	1,459,580	1,459,580	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	9,548	9,548	0	0.00%
6400 Federal Funds Ltd	106,313	106,313	0	0.00%
TOTAL SERVICES & SUPPLIES	**$1,575,441**	**$1,575,441**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	1,459,580	1,459,580	0	0.00%
3400 Other Funds Ltd	9,548	9,548	0	0.00%
6400 Federal Funds Ltd	106,313	106,313	0	0.00%
TOTAL EXPENDITURES	**$1,575,441**	**$1,575,441**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(9,548)	(9,548)	0	0.00%
6400 Federal Funds Ltd	(106,313)	(106,313)	0	0.00%
TOTAL ENDING BALANCE	**($115,861)**	**($115,861)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	10,012,556	10,012,556	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	10,012,556	10,012,556	0	0.00%
TOTAL REVENUE CATEGORIES	**$10,012,556**	**$10,012,556**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	10,012,556	10,012,556	0	0.00%
TOTAL AVAILABLE REVENUES	**$10,012,556**	**$10,012,556**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4525 Medical Services and Supplies				
8000 General Fund	10,012,556	10,012,556	0	0.00%
3400 Other Funds Ltd	37,070	37,070	0	0.00%
All Funds	10,049,626	10,049,626	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	10,012,556	10,012,556	0	0.00%
3400 Other Funds Ltd	37,070	37,070	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL SERVICES & SUPPLIES	**$10,049,626**	**$10,049,626**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	10,012,556	10,012,556	0	0.00%
3400 Other Funds Ltd	37,070	37,070	0	0.00%
TOTAL EXPENDITURES	**$10,049,626**	**$10,049,626**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(37,070)	(37,070)	0	0.00%
TOTAL ENDING BALANCE	**($37,070)**	**($37,070)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,898,146	306,440	(1,591,706)	(83.86%)
REVENUE CATEGORIES				
8000 General Fund	1,898,146	306,440	(1,591,706)	(83.86%)
TOTAL REVENUE CATEGORIES	**$1,898,146**	**$306,440**	**($1,591,706)**	**(83.86%)**
AVAILABLE REVENUES				
8000 General Fund	1,898,146	306,440	(1,591,706)	(83.86%)
TOTAL AVAILABLE REVENUES	**$1,898,146**	**$306,440**	**($1,591,706)**	**(83.86%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	18,232	2,944	(15,288)	(83.85%)
4475 Facilities Maintenance				
8000 General Fund	2,026	328	(1,698)	(83.81%)
4525 Medical Services and Supplies				
8000 General Fund	1,877,888	303,168	(1,574,720)	(83.86%)
SERVICES & SUPPLIES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	1,898,146	306,440	(1,591,706)	(83.86%)
TOTAL SERVICES & SUPPLIES	**$1,898,146**	**$306,440**	**($1,591,706)**	**(83.86%)**
EXPENDITURES				
8000 General Fund	1,898,146	306,440	(1,591,706)	(83.86%)
TOTAL EXPENDITURES	**$1,898,146**	**$306,440**	**($1,591,706)**	**(83.86%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	2,110,201	2,110,201	0	0.00%
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	-	(2,110,201)	(2,110,201)	100.00%
REVENUE CATEGORIES				
8000 General Fund	2,110,201	2,110,201	0	0.00%
6400 Federal Funds Ltd	-	(2,110,201)	(2,110,201)	100.00%
TOTAL REVENUE CATEGORIES	**$2,110,201**	**-**	**($2,110,201)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	2,110,201	2,110,201	0	0.00%
6400 Federal Funds Ltd	-	(2,110,201)	(2,110,201)	100.00%
TOTAL AVAILABLE REVENUES	**$2,110,201**	**-**	**($2,110,201)**	**(100.00%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4525 Medical Services and Supplies				
8000 General Fund	2,110,201	2,110,201	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
6400 Federal Funds Ltd	(2,110,201)	(2,110,201)	0	0.00%
All Funds	-	-	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	2,110,201	2,110,201	0	0.00%
6400 Federal Funds Ltd	(2,110,201)	(2,110,201)	0	0.00%
TOTAL SERVICES & SUPPLIES	**-**	**-**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	2,110,201	2,110,201	0	0.00%
6400 Federal Funds Ltd	(2,110,201)	(2,110,201)	0	0.00%
TOTAL EXPENDITURES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
6400 Federal Funds Ltd	2,110,201	-	(2,110,201)	(100.00%)
TOTAL ENDING BALANCE	**$2,110,201**	**-**	**($2,110,201)**	**(100.00%)**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	(515,665)	(515,665)	0	0.00%
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	(325,124)	(325,124)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(515,665)	(515,665)	0	0.00%
6400 Federal Funds Ltd	(325,124)	(325,124)	0	0.00%
TOTAL REVENUE CATEGORIES	**($840,789)**	**($840,789)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(515,665)	(515,665)	0	0.00%
6400 Federal Funds Ltd	(325,124)	(325,124)	0	0.00%
TOTAL AVAILABLE REVENUES	**($840,789)**	**($840,789)**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4200 Telecommunications				
6400 Federal Funds Ltd	-	(325,124)	(325,124)	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4525 Medical Services and Supplies				
8000 General Fund	(515,665)	(515,665)	0	0.00%
6400 Federal Funds Ltd	(325,124)	-	325,124	100.00%
All Funds	(840,789)	(515,665)	325,124	38.67%
SERVICES & SUPPLIES				
8000 General Fund	(515,665)	(515,665)	0	0.00%
6400 Federal Funds Ltd	(325,124)	(325,124)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($840,789)**	**($840,789)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(515,665)	(515,665)	0	0.00%
6400 Federal Funds Ltd	(325,124)	(325,124)	0	0.00%
TOTAL EXPENDITURES	**($840,789)**	**($840,789)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	(1,700,000)	-	1,700,000	100.00%
REVENUE CATEGORIES				
8000 General Fund	(1,700,000)	-	1,700,000	100.00%
TOTAL REVENUE CATEGORIES	**($1,700,000)**	**-**	**$1,700,000**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	(1,700,000)	-	1,700,000	100.00%
TOTAL AVAILABLE REVENUES	**($1,700,000)**	**-**	**$1,700,000**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(1,700,000)	-	1,700,000	100.00%
PERSONAL SERVICES				
8000 General Fund	(1,700,000)	-	1,700,000	100.00%
TOTAL PERSONAL SERVICES	**($1,700,000)**	**-**	**$1,700,000**	**100.00%**
EXPENDITURES				

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	(1,700,000)	-	1,700,000	100.00%
TOTAL EXPENDITURES	**($1,700,000)**	**-**	**$1,700,000**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	3,045,462	500,000	(2,545,462)	(83.58%)
REVENUE CATEGORIES				
8000 General Fund	3,045,462	500,000	(2,545,462)	(83.58%)
TOTAL REVENUE CATEGORIES	**$3,045,462**	**$500,000**	**($2,545,462)**	**(83.58%)**
AVAILABLE REVENUES				
8000 General Fund	3,045,462	500,000	(2,545,462)	(83.58%)
TOTAL AVAILABLE REVENUES	**$3,045,462**	**$500,000**	**($2,545,462)**	**(83.58%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4150 Employee Training				
8000 General Fund	100,000	-	(100,000)	(100.00%)
4250 Data Processing				
8000 General Fund	2,295,462	500,000	(1,795,462)	(78.22%)
4300 Professional Services				
8000 General Fund	200,000	-	(200,000)	(100.00%)
4715 IT Expendable Property				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	450,000	-	(450,000)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	3,045,462	500,000	(2,545,462)	(83.58%)
TOTAL SERVICES & SUPPLIES	**$3,045,462**	**$500,000**	**($2,545,462)**	**(83.58%)**
EXPENDITURES				
8000 General Fund	3,045,462	500,000	(2,545,462)	(83.58%)
TOTAL EXPENDITURES	**$3,045,462**	**$500,000**	**($2,545,462)**	**(83.58%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	474,792	474,792	0	0.00%
SALARIES & WAGES				
8000 General Fund	474,792	474,792	0	0.00%
TOTAL SALARIES & WAGES	**$474,792**	**$474,792**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	176	176	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	92,728	92,728	0	0.00%
3230 Social Security Taxes				
8000 General Fund	36,321	36,321	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	276	276	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	2,849	2,849	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3270 Flexible Benefits				
8000 General Fund	122,112	122,112	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	254,462	254,462	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$254,462**	**$254,462**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	729,254	729,254	0	0.00%
TOTAL PERSONAL SERVICES	**$729,254**	**$729,254**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	6,292	6,292	0	0.00%
4175 Office Expenses				
8000 General Fund	29,068	29,068	0	0.00%
4250 Data Processing				
8000 General Fund	2,452	2,452	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	(794,414)	(794,414)	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	4,856	4,856	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4700 Expendable Prop 250 - 5000				
8000 General Fund	12,196	12,196	0	0.00%
4715 IT Expendable Property				
8000 General Fund	10,296	10,296	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(729,254)	(729,254)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($729,254)**	**($729,254)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	-	0	0.00%
TOTAL EXPENDITURES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	4	4	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	4.00	4.00	0.00	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(1,472,118)	(1,472,118)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(1,472,118)	(1,472,118)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($1,472,118)**	**($1,472,118)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(1,472,118)	(1,472,118)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($1,472,118)**	**($1,472,118)**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	-	(1,700,000)	(1,700,000)	100.00%
PERSONAL SERVICES				
8000 General Fund	-	(1,700,000)	(1,700,000)	100.00%
TOTAL PERSONAL SERVICES	**-**	**($1,700,000)**	**($1,700,000)**	**100.00%**
SERVICES & SUPPLIES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4175 Office Expenses				
8000 General Fund	-	(287,783)	(287,783)	100.00%
4200 Telecommunications				
8000 General Fund	-	515,665	515,665	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	227,882	227,882	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**$227,882**	**$227,882**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(1,472,118)	(1,472,118)	100.00%
TOTAL EXPENDITURES	**-**	**($1,472,118)**	**($1,472,118)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	2,728,310	2,728,310	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	2,728,310	2,728,310	100.00%
TOTAL REVENUE CATEGORIES	**-**	**$2,728,310**	**$2,728,310**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	2,728,310	2,728,310	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$2,728,310**	**$2,728,310**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	-	23,390	23,390	100.00%
4475 Facilities Maintenance				
8000 General Fund	-	2,866	2,866	100.00%
4525 Medical Services and Supplies				
8000 General Fund	-	2,702,054	2,702,054	100.00%
SERVICES & SUPPLIES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	2,728,310	2,728,310	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**$2,728,310**	**$2,728,310**	**100.00%**
EXPENDITURES				
8000 General Fund	-	2,728,310	2,728,310	100.00%
TOTAL EXPENDITURES	**-**	**$2,728,310**	**$2,728,310**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(8,263)	(8,263)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(8,263)	(8,263)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($8,263)**	**($8,263)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(8,263)	(8,263)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($8,263)**	**($8,263)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(3,140)	(3,140)	100.00%
4175 Office Expenses				
8000 General Fund	-	(2,644)	(2,644)	100.00%
4250 Data Processing				
8000 General Fund	-	(2,479)	(2,479)	100.00%
SERVICES & SUPPLIES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	(8,263)	(8,263)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($8,263)**	**($8,263)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(8,263)	(8,263)	100.00%
TOTAL EXPENDITURES	**-**	**($8,263)**	**($8,263)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,144,835	1,144,835	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	1,144,835	1,144,835	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,144,835**	**$1,144,835**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3160 Temporary Appointments				
8000 General Fund	10,776	10,776	0	0.00%
3170 Overtime Payments				
8000 General Fund	5,493	5,493	0	0.00%
3180 Shift Differential				
3400 Other Funds Ltd	10	10	0	0.00%
3190 All Other Differential				
8000 General Fund	4,636	4,636	0	0.00%
3400 Other Funds Ltd	454	454	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
All Funds	5,090	5,090	0	0.00%
SALARIES & WAGES				
8000 General Fund	20,905	20,905	0	0.00%
3400 Other Funds Ltd	464	464	0	0.00%
TOTAL SALARIES & WAGES	**$21,369**	**$21,369**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	1,979	1,979	0	0.00%
3400 Other Funds Ltd	91	91	0	0.00%
All Funds	2,070	2,070	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	116,329	116,329	0	0.00%
3400 Other Funds Ltd	101	101	0	0.00%
All Funds	116,430	116,430	0	0.00%
3230 Social Security Taxes				
8000 General Fund	1,599	1,599	0	0.00%
3400 Other Funds Ltd	36	36	0	0.00%
All Funds	1,635	1,635	0	0.00%
3240 Unemployment Assessments				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	617	617	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	9,958	9,958	0	0.00%
3400 Other Funds Ltd	3	3	0	0.00%
All Funds	9,961	9,961	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	130,482	130,482	0	0.00%
3400 Other Funds Ltd	231	231	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$130,713**	**$130,713**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	993,448	993,448	0	0.00%
3400 Other Funds Ltd	(53)	(53)	0	0.00%
All Funds	993,395	993,395	0	0.00%
PERSONAL SERVICES				
8000 General Fund	1,144,835	1,144,835	0	0.00%
3400 Other Funds Ltd	642	642	0	0.00%
TOTAL PERSONAL SERVICES	**$1,145,477**	**$1,145,477**	**$0**	**0.00%**

EXPENDITURES

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	1,144,835	1,144,835	0	0.00%
3400 Other Funds Ltd	642	642	0	0.00%
TOTAL EXPENDITURES	**$1,145,477**	**$1,145,477**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(642)	(642)	0	0.00%
TOTAL ENDING BALANCE	**($642)**	**($642)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	374,462	374,462	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	374,462	374,462	0	0.00%
TOTAL AVAILABLE REVENUES	**$374,462**	**$374,462**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	3,709	3,709	0	0.00%
4125 Out of State Travel				
8000 General Fund	155	155	0	0.00%
4150 Employee Training				
8000 General Fund	1,213	1,213	0	0.00%
4175 Office Expenses				
8000 General Fund	44,104	44,104	0	0.00%
4200 Telecommunications				
8000 General Fund	586	586	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4250 Data Processing				
8000 General Fund	1,730	1,730	0	0.00%
4275 Publicity and Publications				
8000 General Fund	49	49	0	0.00%
4300 Professional Services				
8000 General Fund	19,215	19,215	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	112	112	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	45	45	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	325	325	0	0.00%
4500 Food and Kitchen Supplies				
8000 General Fund	2	2	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	96,151	96,151	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	202,196	202,196	0	0.00%
4700 Expendable Prop 250 - 5000				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	5,087	5,087	0	0.00%
4715 IT Expendable Property				
8000 General Fund	(217)	(217)	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	374,462	374,462	0	0.00%
TOTAL SERVICES & SUPPLIES	**$374,462**	**$374,462**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	374,462	374,462	0	0.00%
TOTAL EXPENDITURES	**$374,462**	**$374,462**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	911,809	934,284	22,475	2.46%
AVAILABLE REVENUES				
8000 General Fund	911,809	934,284	22,475	2.46%
TOTAL AVAILABLE REVENUES	**$911,809**	**$934,284**	**$22,475**	**2.46%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	7,734	7,734	0	0.00%
3400 Other Funds Ltd	4,105	4,105	0	0.00%
All Funds	11,839	11,839	0	0.00%
4125 Out of State Travel				
8000 General Fund	403	403	0	0.00%
3400 Other Funds Ltd	55	55	0	0.00%
All Funds	458	458	0	0.00%
4150 Employee Training				
8000 General Fund	2,414	2,414	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	520	520	0	0.00%
All Funds	2,934	2,934	0	0.00%
4175 Office Expenses				
8000 General Fund	30,416	30,416	0	0.00%
3400 Other Funds Ltd	964	964	0	0.00%
All Funds	31,380	31,380	0	0.00%
4200 Telecommunications				
8000 General Fund	4,534	4,534	0	0.00%
3400 Other Funds Ltd	93	93	0	0.00%
All Funds	4,627	4,627	0	0.00%
4250 Data Processing				
8000 General Fund	3,531	3,531	0	0.00%
3400 Other Funds Ltd	148	148	0	0.00%
All Funds	3,679	3,679	0	0.00%
4275 Publicity and Publications				
8000 General Fund	113	113	0	0.00%
4300 Professional Services				
8000 General Fund	473,828	473,828	0	0.00%
3400 Other Funds Ltd	96,170	96,170	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
All Funds	569,998	569,998	0	0.00%
4325 Attorney General				
8000 General Fund	54,548	77,023	22,475	41.20%
4375 Employee Recruitment and Develop				
8000 General Fund	256	256	0	0.00%
3400 Other Funds Ltd	95	95	0	0.00%
All Funds	351	351	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	101	101	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	736	736	0	0.00%
3400 Other Funds Ltd	3,158	3,158	0	0.00%
All Funds	3,894	3,894	0	0.00%
4500 Food and Kitchen Supplies				
8000 General Fund	4	4	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	228,839	228,839	0	0.00%
3400 Other Funds Ltd	152,003	152,003	0	0.00%
All Funds	380,842	380,842	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4550 Other Care of Residents and Patients				
8000 General Fund	46,521	46,521	0	0.00%
3400 Other Funds Ltd	21,060	21,060	0	0.00%
All Funds	67,581	67,581	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	22,706	22,706	0	0.00%
3400 Other Funds Ltd	7,120	7,120	0	0.00%
All Funds	29,826	29,826	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	22,100	22,100	0	0.00%
3400 Other Funds Ltd	1,315	1,315	0	0.00%
All Funds	23,415	23,415	0	0.00%
4715 IT Expendable Property				
8000 General Fund	13,025	13,025	0	0.00%
3400 Other Funds Ltd	1,105	1,105	0	0.00%
All Funds	14,130	14,130	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	911,809	934,284	22,475	2.46%
3400 Other Funds Ltd	287,911	287,911	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL SERVICES & SUPPLIES	**$1,199,720**	**$1,222,195**	**$22,475**	**1.87%**
CAPITAL OUTLAY				
5500 Recreational Equipment				
3400 Other Funds Ltd	863	863	0	0.00%
EXPENDITURES				
8000 General Fund	911,809	934,284	22,475	2.46%
3400 Other Funds Ltd	288,774	288,774	0	0.00%
TOTAL EXPENDITURES	**$1,200,583**	**$1,223,058**	**$22,475**	**1.87%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(288,774)	(288,774)	0	0.00%
TOTAL ENDING BALANCE	**($288,774)**	**($288,774)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	177,057	177,057	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	177,057	177,057	0	0.00%
TOTAL AVAILABLE REVENUES	**$177,057**	**$177,057**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	47,382	47,382	0	0.00%
3400 Other Funds Ltd	9,616	9,616	0	0.00%
All Funds	56,998	56,998	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	129,675	129,675	0	0.00%
3400 Other Funds Ltd	86,134	86,134	0	0.00%
All Funds	215,809	215,809	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	177,057	177,057	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	95,750	95,750	0	0.00%
TOTAL SERVICES & SUPPLIES	**$272,807**	**$272,807**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	177,057	177,057	0	0.00%
3400 Other Funds Ltd	95,750	95,750	0	0.00%
TOTAL EXPENDITURES	**$272,807**	**$272,807**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(95,750)	(95,750)	0	0.00%
TOTAL ENDING BALANCE	**($95,750)**	**($95,750)**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	536,021	86,534	(449,487)	(83.86%)
AVAILABLE REVENUES				
8000 General Fund	536,021	86,534	(449,487)	(83.86%)
TOTAL AVAILABLE REVENUES	**$536,021**	**$86,534**	**($449,487)**	**(83.86%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	19,215	3,102	(16,113)	(83.86%)
4200 Telecommunications				
8000 General Fund	2,986	482	(2,504)	(83.86%)
4250 Data Processing				
8000 General Fund	2,298	371	(1,927)	(83.86%)
4300 Professional Services				
8000 General Fund	312,604	50,466	(262,138)	(83.86%)
4325 Attorney General				
8000 General Fund	7,947	1,283	(6,664)	(83.86%)

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4525 Medical Services and Supplies				
8000 General Fund	151,160	24,403	(126,757)	(83.86%)
4550 Other Care of Residents and Patients				
8000 General Fund	28,822	4,653	(24,169)	(83.86%)
4650 Other Services and Supplies				
8000 General Fund	10,989	1,774	(9,215)	(83.86%)
SERVICES & SUPPLIES				
8000 General Fund	536,021	86,534	(449,487)	(83.86%)
TOTAL SERVICES & SUPPLIES	**$536,021**	**$86,534**	**($449,487)**	**(83.86%)**
EXPENDITURES				
8000 General Fund	536,021	86,534	(449,487)	(83.86%)
TOTAL EXPENDITURES	**$536,021**	**$86,534**	**($449,487)**	**(83.86%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3180 Shift Differential				
3400 Other Funds Ltd	(335)	(335)	0	0.00%
3190 All Other Differential				
3400 Other Funds Ltd	(15,590)	(15,590)	0	0.00%
SALARIES & WAGES				
3400 Other Funds Ltd	(15,925)	(15,925)	0	0.00%
TOTAL SALARIES & WAGES	**($15,925)**	**($15,925)**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	(3,110)	(3,110)	0	0.00%
3221 Pension Obligation Bond				
3400 Other Funds Ltd	(1,038)	(1,038)	0	0.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	(1,219)	(1,219)	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	(96)	(96)	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	(5,463)	(5,463)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**($5,463)**	**($5,463)**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	53	53	0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	(21,335)	(21,335)	0	0.00%
TOTAL PERSONAL SERVICES	**($21,335)**	**($21,335)**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	(140,952)	(140,952)	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	(5,421)	(5,421)	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	(16,264)	(16,264)	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	(3,132)	(3,132)	0	0.00%
4250 Data Processing				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	(4,986)	(4,986)	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	(3,253)	(3,253)	0	0.00%
4475 Facilities Maintenance				
3400 Other Funds Ltd	(108,425)	(108,425)	0	0.00%
4525 Medical Services and Supplies				
3400 Other Funds Ltd	(5,680)	(5,680)	0	0.00%
4550 Other Care of Residents and Patients				
3400 Other Funds Ltd	(141,571)	(141,571)	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	(10,843)	(10,843)	0	0.00%
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	(21,685)	(21,685)	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	(37,949)	(37,949)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(500,161)	(500,161)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($500,161)**	**($500,161)**	**$0**	**0.00%**

EXPENDITURES

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	(521,496)	(521,496)	0	0.00%
TOTAL EXPENDITURES	**($521,496)**	**($521,496)**	**$0**	**0.00%**
ENDING BALANCE				
3400 Other Funds Ltd	521,496	521,496	0	0.00%
TOTAL ENDING BALANCE	**$521,496**	**$521,496**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	246,144	246,144	0	0.00%
SALARIES & WAGES				
8000 General Fund	246,144	246,144	0	0.00%
TOTAL SALARIES & WAGES	**$246,144**	**$246,144**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	88	88	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	48,072	48,072	0	0.00%
3230 Social Security Taxes				
8000 General Fund	18,830	18,830	0	0.00%
3240 Unemployment Assessments				
8000 General Fund	74	74	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	138	138	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3260 Mass Transit Tax				
8000 General Fund	1,477	1,477	0	0.00%
3270 Flexible Benefits				
8000 General Fund	61,056	61,056	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	129,735	129,735	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$129,735**	**$129,735**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	375,879	375,879	0	0.00%
TOTAL PERSONAL SERVICES	**$375,879**	**$375,879**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	3,146	3,146	0	0.00%
4175 Office Expenses				
8000 General Fund	14,534	14,534	0	0.00%
4250 Data Processing				
8000 General Fund	1,226	1,226	0	0.00%
4300 Professional Services				
8000 General Fund	(408,459)	(408,459)	0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4650 Other Services and Supplies				
8000 General Fund	2,428	2,428	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	6,098	6,098	0	0.00%
4715 IT Expendable Property				
8000 General Fund	5,148	5,148	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(375,879)	(375,879)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($375,879)**	**($375,879)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	-	0	0.00%
TOTAL EXPENDITURES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	2	2	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	2.00	2.00	0.00	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(249,949)	(249,949)	100.00%
AVAILABLE REVENUES				
8000 General Fund	-	(249,949)	(249,949)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($249,949)**	**($249,949)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	-	(249,949)	(249,949)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(249,949)	(249,949)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($249,949)**	**($249,949)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(249,949)	(249,949)	100.00%
TOTAL EXPENDITURES	**-**	**($249,949)**	**($249,949)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	778,642	778,642	100.00%
AVAILABLE REVENUES				
8000 General Fund	-	778,642	778,642	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$778,642**	**$778,642**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	-	29,507	29,507	100.00%
4200 Telecommunications				
8000 General Fund	-	4,317	4,317	100.00%
4250 Data Processing				
8000 General Fund	-	3,404	3,404	100.00%
4300 Professional Services				
8000 General Fund	-	440,170	440,170	100.00%
4325 Attorney General				
8000 General Fund	-	12,742	12,742	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
4525 Medical Services and Supplies				
8000 General Fund	-	221,755	221,755	100.00%
4550 Other Care of Residents and Patients				
8000 General Fund	-	44,534	44,534	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	22,213	22,213	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	778,642	778,642	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**$778,642**	**$778,642**	**100.00%**
EXPENDITURES				
8000 General Fund	-	778,642	778,642	100.00%
TOTAL EXPENDITURES	**-**	**$778,642**	**$778,642**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(5,495)	(5,495)	100.00%
AVAILABLE REVENUES				
8000 General Fund	-	(5,495)	(5,495)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($5,495)**	**($5,495)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(2,088)	(2,088)	100.00%
4175 Office Expenses				
8000 General Fund	-	(1,758)	(1,758)	100.00%
4250 Data Processing				
8000 General Fund	-	(1,649)	(1,649)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(5,495)	(5,495)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($5,495)**	**($5,495)**	**100.00%**
EXPENDITURES				

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
8000 General Fund	-	(5,495)	(5,495)	100.00%
TOTAL EXPENDITURES	**-**	**($5,495)**	**($5,495)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8030 General Fund Debt Svc	4,142,017	-	(4,142,017)	(100.00%)
AVAILABLE REVENUES				
8030 General Fund Debt Svc	4,142,017	-	(4,142,017)	(100.00%)
TOTAL AVAILABLE REVENUES	**$4,142,017**	**-**	**($4,142,017)**	**(100.00%)**
EXPENDITURES				
DEBT SERVICE				
7100 Principal - Bonds				
8030 General Fund Debt Svc	2,845,000	-	(2,845,000)	(100.00%)
7150 Interest - Bonds				
8030 General Fund Debt Svc	1,297,017	-	(1,297,017)	(100.00%)
DEBT SERVICE				
8030 General Fund Debt Svc	4,142,017	-	(4,142,017)	(100.00%)
TOTAL DEBT SERVICE	**$4,142,017**	**-**	**($4,142,017)**	**(100.00%)**
ENDING BALANCE				
8030 General Fund Debt Svc	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8030 General Fund Debt Svc	-	(199,639)	(199,639)	100.00%
AVAILABLE REVENUES				
8030 General Fund Debt Svc	-	(199,639)	(199,639)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($199,639)**	**($199,639)**	**100.00%**
EXPENDITURES				
DEBT SERVICE				
7100 Principal - Bonds				
8030 General Fund Debt Svc	-	(155,003)	(155,003)	100.00%
7150 Interest - Bonds				
8030 General Fund Debt Svc	-	341,238	341,238	100.00%
7200 Principal - COP				
8030 General Fund Debt Svc	-	(5)	(5)	100.00%
7250 Interest - COP				
8030 General Fund Debt Svc	-	(385,869)	(385,869)	100.00%
DEBT SERVICE				
8030 General Fund Debt Svc	-	(199,639)	(199,639)	100.00%

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
TOTAL DEBT SERVICE	**-**	**($199,639)**	**($199,639)**	**100.00%**
ENDING BALANCE				
8030 General Fund Debt Svc	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8010 General Fund Cap Improvement	79,341	79,341	0	0.00%
AVAILABLE REVENUES				
8010 General Fund Cap Improvement	79,341	79,341	0	0.00%
TOTAL AVAILABLE REVENUES	**$79,341**	**$79,341**	**$0**	**0.00%**
EXPENDITURES				
CAPITAL OUTLAY				
5650 Land and Improvements				
8010 General Fund Cap Improvement	77,786	77,786	0	0.00%
5800 Professional Services				
8010 General Fund Cap Improvement	1,555	1,555	0	0.00%
CAPITAL OUTLAY				
8010 General Fund Cap Improvement	79,341	79,341	0	0.00%
TOTAL CAPITAL OUTLAY	**$79,341**	**$79,341**	**$0**	**0.00%**
ENDING BALANCE				
8010 General Fund Cap Improvement	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8010 General Fund Cap Improvement	-	(347)	(347)	100.00%
AVAILABLE REVENUES				
8010 General Fund Cap Improvement	-	(347)	(347)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($347)**	**($347)**	**100.00%**
EXPENDITURES				
CAPITAL OUTLAY				
5650 Land and Improvements				
8010 General Fund Cap Improvement	-	(347)	(347)	100.00%
CAPITAL OUTLAY				
8010 General Fund Cap Improvement	-	(347)	(347)	100.00%
TOTAL CAPITAL OUTLAY	**-**	**($347)**	**($347)**	**100.00%**
ENDING BALANCE				
8010 General Fund Cap Improvement	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
BOND SALES				
0555 General Fund Obligation Bonds				
3020 Other Funds Cap Construction	14,220,432	14,220,432	0	0.00%
AVAILABLE REVENUES				
3020 Other Funds Cap Construction	14,220,432	14,220,432	0	0.00%
TOTAL AVAILABLE REVENUES	**$14,220,432**	**$14,220,432**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4650 Other Services and Supplies				
3020 Other Funds Cap Construction	465,314	465,314	0	0.00%
CAPITAL OUTLAY				
5700 Building Structures				
3020 Other Funds Cap Construction	13,755,118	13,755,118	0	0.00%
CAPITAL OUTLAY				
3020 Other Funds Cap Construction	13,755,118	13,755,118	0	0.00%
TOTAL CAPITAL OUTLAY	**$13,755,118**	**$13,755,118**	**$0**	**0.00%**
EXPENDITURES				
3020 Other Funds Cap Construction	14,220,432	14,220,432	0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$14,220,432**	**$14,220,432**	**$0**	**0.00%**
ENDING BALANCE				
3020 Other Funds Cap Construction	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Governor's Budget (Y-01) Column 1	Leg. Adopted Budget (Z-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
REVENUE CATEGORIES				
BOND SALES				
0555 General Fund Obligation Bonds				
3020 Other Funds Cap Construction	12,246,698	-	(12,246,698)	(100.00%)
AVAILABLE REVENUES				
3020 Other Funds Cap Construction	12,246,698	-	(12,246,698)	(100.00%)
TOTAL AVAILABLE REVENUES	**$12,246,698**	**-**	**($12,246,698)**	**(100.00%)**
EXPENDITURES				
CAPITAL OUTLAY				
5700 Building Structures				
3020 Other Funds Cap Construction	5,566,681	-	(5,566,681)	(100.00%)
5800 Professional Services				
3020 Other Funds Cap Construction	6,680,017	-	(6,680,017)	(100.00%)
CAPITAL OUTLAY				
3020 Other Funds Cap Construction	12,246,698	-	(12,246,698)	(100.00%)
TOTAL CAPITAL OUTLAY	**$12,246,698**	**-**	**($12,246,698)**	**(100.00%)**
EXPENDITURES				
3020 Other Funds Cap Construction	12,246,698	-	(12,246,698)	(100.00%)
TOTAL EXPENDITURES	**$12,246,698**	**-**	**($12,246,698)**	**(100.00%)**

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
ENDING BALANCE				
3020 Other Funds Cap Construction	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0103 AA	OFFICE SPECIALIST 1	8	8.00	192.00	2,637.37	506,376				506,376
000	AAONC0104 AA	OFFICE SPECIALIST 2	92	90.95	2182.80	3,488.83	7,623,565				7,623,565
000	AAONC0107 AA	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	4,170.00	100,080				100,080
000	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	13	13.00	312.00	4,270.92	1,332,528				1,332,528
000	AAONC0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	22	22.00	528.00	3,901.72	2,060,112				2,060,112
000	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	2	2.00	48.00	3,745.50	179,784				179,784
000	AAONC0323 AA	PUBLIC SERVICE REP 3	1	1.00	24.00	2,786.00	66,864				66,864
000	AAONC0759 AA	SUPPLY SPECIALIST 2	3	3.00	72.00	4,051.33	291,696				291,696
000	AAONC0860 AA	PROGRAM ANALYST 1	5	5.00	120.00	5,058.60	506,952	100,080			607,032
000	AAONC0861 AA	PROGRAM ANALYST 2	10	10.00	240.00	6,435.20	1,544,448				1,544,448
000	AAONC0871 AA	OPERATIONS & POLICY ANALYST 2	5	5.00	120.00	6,266.40	751,968				751,968
000	AAONC2219 AA	CORRECTION LIBRARY COORDINATOR	12	12.00	288.00	3,872.50	1,115,280				1,115,280
000	AAONC4001 AA	PAINTER	6	6.00	144.00	5,189.66	747,312				747,312
000	AAONC4003 AA	CARPENTER	6	6.00	144.00	5,111.33	736,032				736,032
000	AAONC4005 AA	PLUMBER	10	10.00	240.00	5,407.70	1,297,848				1,297,848
000	AAONC4008 AA	ELECTRICIAN 2	9	9.00	216.00	6,259.66	1,352,088				1,352,088
000	AAONC4009 AA	ELECTRICIAN 3	3	3.00	72.00	6,597.00	474,984				474,984
000	AAONC4012 AA	FACILITY MAINTENANCE SPEC	50	50.00	1200.00	4,031.52	4,837,824				4,837,824
000	AAONC4021 AA	WELDER 2	7	7.00	168.00	5,392.71	905,976				905,976
000	AAONC4033 AA	FACILITY ENERGY TECHNICIAN 2	17	17.00	408.00	4,505.94	1,838,424				1,838,424
000	AAONC4034 AA	FACILITY ENERGY TECHNICIAN 3	13	13.00	312.00	5,538.69	1,728,072				1,728,072
000	AAONC4039 AA	PHYSCL/ELECTRNC SECRTY TECH 3	10	10.00	240.00	5,328.70	1,278,888				1,278,888
000	AAONC4101 AA	CUSTODIAN	1	1.00	24.00	2,584.00	62,016				62,016
000	AAONC4110 AA	GROUNDS MAINTENANCE WORKER 2	7	6.52	156.50	3,492.42	550,239				550,239
000	AAONC4419 AA	AUTOMOTIVE TECHNICIAN 2	4	4.00	96.00	4,859.00	466,464				466,464

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC6268	AA	CLINICAL DIETICIAN	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC6519	AA	CORRECTIONS RECREATION SPEC 2	17	16.71	401.04	4,137.29	1,663,830				1,663,830
000	AAONC6783	AA	CORRECTIONAL COUNSELOR	71	71.00	1704.00	5,605.22	9,551,304				9,551,304
000	AAONC9120	AA	CORRECTIONS FOOD SERV COORD	98	97.31	2335.41	4,043.15	9,444,281				9,444,281
000	AAOSC6775	AA	CORRECTIONAL OFFICER	1509	1497.31	35935.30	4,235.65	151,155,643	1,243,440			152,399,083
000	AAOSC6776	AA	CORRECTIONAL CORPORAL	144	143.90	3453.60	4,543.35	15,690,826				15,690,826
000	AAOSC6777	AA	CORRECTIONAL SERGEANT	210	207.32	4975.68	5,125.62	25,516,137				25,516,137
000	CP	C0103 AA	OFFICE SPECIALIST 1	1	1.00	24.00	3,047.00	73,128				73,128
000	CP	C0104 AA	OFFICE SPECIALIST 2	12	12.00	288.00	3,662.66	1,054,848				1,054,848
000	CP	C0108 AA	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,278.00	205,344				205,344
000	CP	C0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	4	4.00	96.00	3,867.75	371,304				371,304
000	CP	C0861 AA	PROGRAM ANALYST 2	1	1.00	24.00	5,011.00	120,264				120,264
000	CP	C0871 AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,323.00	151,752				151,752
000	CP	C2219 AA	CORRECTION LIBRARY COORDINATOR	1	1.00	24.00	4,164.00	99,936				99,936
000	CP	C4001 AA	PAINTER	1	1.00	24.00	5,250.00	126,000				126,000
000	CP	C4003 AA	CARPENTER	1	1.00	24.00	4,566.00	109,584				109,584
000	CP	C4005 AA	PLUMBER	1	1.00	24.00	5,011.00	120,264				120,264
000	CP	C4008 AA	ELECTRICIAN 2	1	1.00	24.00	6,323.00	151,752				151,752
000	CP	C4009 AA	ELECTRICIAN 3	1	1.00	24.00	6,944.00	166,656				166,656
000	CP	C4012 AA	FACILITY MAINTENANCE SPEC	9	9.00	216.00	3,823.11	825,792				825,792
000	CP	C4021 AA	WELDER 2	1	1.00	24.00	5,795.00	139,080				139,080
000	CP	C4033 AA	FACILITY ENERGY TECHNICIAN 2	5	5.00	120.00	4,506.20	540,744				540,744
000	CP	C4034 AA	FACILITY ENERGY TECHNICIAN 3	2	2.00	48.00	5,403.00	259,344				259,344
000	CP	C4039 AA	PHYSCL/ELECTRNC SECRTY TECH 3	1	1.00	24.00	5,795.00	139,080				139,080
000	CP	C5232 AA	INVESTIGATOR 2	1	1.00	24.00	4,788.00	114,912				114,912

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	CP	C6519 AA	CORRECTIONS RECREATION SPEC 2	5	5.00	120.00	4,337.80	520,536				520,536
000	CP	C6783 AA	CORRECTIONAL COUNSELOR	14	14.00	336.00	5,787.07	1,944,456				1,944,456
000	CP	C9120 AA	CORRECTIONS FOOD SERV COORD	23	23.00	552.00	3,949.52	2,180,136				2,180,136
000	CS	C6775 AA	CORRECTIONAL OFFICER	385	385.00	9240.00	4,306.87	39,245,160	550,320			39,795,480
000	CS	C6776 AA	CORRECTIONAL CORPORAL	101	101.00	2424.00	4,534.03	10,990,512				10,990,512
000	CS	C6777 AA	CORRECTIONAL SERGEANT	60	60.00	1440.00	5,226.20	7,525,728				7,525,728
000	MESNZ	7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	4	4.00	96.00	8,613.00	826,848				826,848
000	MESNZ	7012 AA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	10,306.00	247,344				247,344
000	MESNZ	7014 AA	PRINCIPAL EXECUTIVE/MANAGER H	9	9.00	216.00	10,848.66	2,343,312				2,343,312
000	MMN	X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	3	3.00	72.00	3,923.00	282,456				282,456
000	MMN	X0871 AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,046.00	145,104				145,104
000	MMN	X0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,998.00	167,952				167,952
000	MMN	X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	6,351.00	152,424				152,424
000	MMS	X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	9	9.00	216.00	4,067.22	878,520				878,520
000	MMS	X0833 AA	SUPV EXECUTIVE ASSISTANT	5	5.00	120.00	5,208.60	625,032				625,032
000	MMS	X4046 AA	MAINTENANCE & OPERATIONS SUPV	8	8.00	192.00	5,839.62	1,121,208				1,121,208
000	MMS	X6779 AA	CORRECTIONAL LIEUTENANT	99	99.00	2376.00	5,983.19	14,216,064				14,216,064
000	MMS	X6780 AA	CORRECTIONAL CAPTAIN	48	48.00	1152.00	7,078.87	8,154,864				8,154,864
000	MMS	X7002 AA	PRINCIPAL EXECUTIVE/MANAGER B	8	8.00	192.00	5,075.25	974,448				974,448
000	MMS	X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	14	14.00	336.00	6,122.50	2,057,160				2,057,160
000	MMS	X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	18	18.00	432.00	7,108.94	3,071,064				3,071,064
000	MMS	X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	8	8.00	192.00	7,761.37	1,490,184				1,490,184
000	MMS	X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	20	20.00	480.00	8,547.75	4,102,920				4,102,920
000				3258	3241.02	77784.33	4,565.30	353,543,441	1,893,840			355,437,281

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
102	AAOSC6775	AA	CORRECTIONAL OFFICER	25	23.00	550.00	3,500.00	1,925,000				1,925,000
102	CS C6775	AA	CORRECTIONAL OFFICER	8	7.36	176.00	3,500.00	616,000				616,000
102				33	30.36	726.00	3,500.00	2,541,000				2,541,000

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
802	AAOSC	6775	AA CORRECTIONAL OFFICER		.00	.00	3,579.72					
802	CS	C6775	AA CORRECTIONAL OFFICER		.00	.00	3,661.00					
802	CS	C6777	AA CORRECTIONAL SERGEANT		.00	.00	3,994.00					
802					.00	.00	3,625.93					
				3291	3271.38	78510.33	4,545.36	356,084,441	1,893,840			357,978,281

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0104 AA	OFFICE SPECIALIST 2	9	9.00	216.00	3,423.77	663,384	76,152			739,536
000	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,025.00	193,200				193,200
000	AAONC0855 AA	PROJECT MANAGER 2	1	1.00	24.00	7,321.00	175,704				175,704
000	AAONC0861 AA	PROGRAM ANALYST 2	1	1.00	24.00	5,821.00	139,704				139,704
000	AAONC0870 AA	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC0871 AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,267.00	126,408				126,408
000	AAONC1117 AA	RESEARCH ANALYST 3	3	3.00	72.00	5,713.66	411,384				411,384
000	AAONC1118 AA	RESEARCH ANALYST 4	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1243 AA	FISCAL ANALYST 1	1	1.00	24.00	5,267.00	126,408				126,408
000	AAONC1244 AA	FISCAL ANALYST 2	4	4.00	96.00	6,514.50	625,392				625,392
000	AAONC1245 AA	FISCAL ANALYST 3	1	1.00	24.00	6,665.00	159,960				159,960
000	AAONC1483 IA	INFO SYSTEMS SPECIALIST 3	2	2.00	48.00	5,030.00		241,440			241,440
000	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	2	2.00	48.00	6,926.50	332,472				332,472
000	AAONC1519 AA	CORRECTIONAL HEARINGS OFFICER	13	13.00	312.00	6,205.07	1,935,984				1,935,984
000	AAONC5237 AA	DEPT/CORRECTIONS INSPECTOR 1	3	2.50	60.08	3,814.00	229,145				229,145
000	AAONC5238 AA	DEPT/CORRECTIONS INSPECTOR 2	12	12.00	288.00	5,700.25	1,641,672				1,641,672
000	CP C0104 AA	OFFICE SPECIALIST 2	1	1.00	24.00	3,813.00	91,512				91,512
000	MEAHZ7016 HA	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	13,348.00	320,352				320,352
000	MENNZ0830 AA	EXECUTIVE ASSISTANT	1	1.00	24.00	5,492.00	131,808				131,808
000	MESNZ7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	6,351.00	152,424				152,424
000	MESNZ7014 AA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	8,496.00	203,904				203,904
000	MESNZ7016 AA	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	12,523.00	300,552				300,552
000	MMN X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,111.00	98,664				98,664
000	MMN X0866 AA	PUBLIC AFFAIRS SPECIALIST 3	1	1.00	24.00	6,998.00	167,952				167,952
000	MMN X0873 AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,701.00	184,824				184,824

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMN X5239	AA	DEPT/CORRECTIONS INSPECTOR 3	6	6.00	144.00	6,253.16	900,456				900,456
000	MMN X5618	AA	INTERNAL AUDITOR 3	2	2.00	48.00	6,213.50	298,248				298,248
000	MMN X6779	AA	CORRECTIONAL LIEUTENANT	5	5.00	120.00	6,055.20	726,624				726,624
000	MMN X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,343.00	176,232				176,232
000	MMS X6779	AA	CORRECTIONAL LIEUTENANT	1	1.00	24.00	6,351.00	152,424				152,424
000	MMS X7006	IA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	8,496.00	203,904				203,904
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	7,894.00	378,912				378,912
000	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	2	2.00	48.00	7,522.00	361,056				361,056
000				86	85.50	2052.08	5,954.56	11,927,177	317,592			12,244,769
				86	85.50	2052.08	5,954.56	11,927,177	317,592			12,244,769

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0103	AA	OFFICE SPECIALIST 1	4	4.00	96.00	3,009.75	288,936				288,936
000	AAONC0104	AA	OFFICE SPECIALIST 2	6	6.00	144.00	3,546.00	335,688	174,936			510,624
000	AAONC0108	AA	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,575.00	219,600				219,600
000	AAONC0119	AA	EXECUTIVE SUPPORT SPECIALIST 2	2	2.00	48.00	4,105.50	197,064				197,064
000	AAONC0210	AA	ACCOUNTING TECHNICIAN 1	4	3.09	74.05	2,803.25	210,286				210,286
000	AAONC0211	AA	ACCOUNTING TECHNICIAN 2	13	13.00	312.00	3,699.46	1,154,232				1,154,232
000	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	21	21.00	504.00	4,410.61	2,222,952				2,222,952
000	AAONC0435	AA	PROCUREMENT AND CONTRACT ASST	2	2.00	48.00	4,194.50	201,336				201,336
000	AAONC0436	AA	PROCUREMENT & CONTRACT SPEC 1	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC0437	AA	PROCUREMENT & CONTRACT SPEC 2	4	4.00	96.00	6,588.25	632,472				632,472
000	AAONC0438	AA	PROCUREMENT & CONTRACT SPEC 3	6	6.00	144.00	7,102.33	1,022,736				1,022,736
000	AAONC0759	AA	SUPPLY SPECIALIST 2	47	45.99	1103.63	4,355.89	2,205,145	2,616,193			4,821,338
000	AAONC1215	AA	ACCOUNTANT 1	1	.67	16.00	4,803.00	76,848				76,848
000	AAONC1216	AA	ACCOUNTANT 2	3	3.00	72.00	5,516.00	397,152				397,152
000	AAONC1217	AA	ACCOUNTANT 3	2	2.00	48.00	6,090.50	292,344				292,344
000	AAONC1218	AA	ACCOUNTANT 4	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1244	AA	FISCAL ANALYST 2	4	4.00	96.00	6,454.00	619,584				619,584
000	AAONC1483	IA	INFO SYSTEMS SPECIALIST 3	6	5.50	132.00	4,453.50	580,944				580,944
000	AAONC1485	IA	INFO SYSTEMS SPECIALIST 5	44	44.00	1056.00	5,645.27	5,961,408				5,961,408
000	AAONC1486	IA	INFO SYSTEMS SPECIALIST 6	10	10.00	240.00	5,924.40	1,421,856				1,421,856
000	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	18	18.00	432.00	6,947.38	3,001,272				3,001,272
000	AAONC1488	IA	INFO SYSTEMS SPECIALIST 8	2	2.00	48.00	7,901.00	379,248				379,248
000	AAONC2169	AA	COMMUNICATIONS SYS ANALYST 3	5	5.00	120.00	5,557.80	666,936				666,936
000	AAONC3268	AA	CONSTRUCTION PROJECT MANAGER 2	4	4.00	96.00	7,584.25	728,088				728,088
000	AAONC4008	AA	ELECTRICIAN 2	2	2.00	48.00	6,358.00	305,184				305,184

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC4012	AA	FACILITY MAINTENANCE SPEC	1	1.00	24.00	4,361.00	104,664				104,664
000	AAONC4015	AA	FACILITY OPERATIONS SPEC 2	1	1.00	24.00	6,358.00	152,592				152,592
000	AAONC4034	AA	FACILITY ENERGY TECHNICIAN 3	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC4402	AA	TRUCK DRIVER 2	7	7.00	168.00	4,614.85	775,296				775,296
000	CP C0759	AA	SUPPLY SPECIALIST 2	4	4.00	96.00	4,188.25		402,072			402,072
000	CP C1485	IA	INFO SYSTEMS SPECIALIST 5	2	2.00	48.00	5,208.00	249,984				249,984
000	MESNZ7012	IA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	11,362.00	272,688				272,688
000	MMN X0873	AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,701.00	184,824				184,824
000	MMN X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	6,351.00	152,424				152,424
000	MMS X0113	AA	SUPPORT SERVICES SUPERVISOR 2	1	1.00	24.00	4,111.00	98,664				98,664
000	MMS X3269	AA	CONSTRUCTION PROJECT MANAGER 3	1	1.00	24.00	7,701.00	184,824				184,824
000	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	7	7.00	168.00	5,535.57	929,976				929,976
000	MMS X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	2	2.00	48.00	5,282.00	145,104	108,432			253,536
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	3	3.00	72.00	6,816.66	490,800				490,800
000	MMS X7006	IA	PRINCIPAL EXECUTIVE/MANAGER D	2	2.00	48.00	8,098.50	388,728				388,728
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	3	3.00	72.00	7,591.00	352,464	194,088			546,552
000	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	9,354.00	448,992				448,992
000	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	4	4.00	96.00	6,687.75	642,024				642,024
000	MMS X7010	IA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	10,306.00	247,344				247,344
000				259	256.25	6149.68	5,330.92	29,391,599	3,495,721			32,887,320

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
104	AAONC0104	AA	OFFICE SPECIALIST 2		.00	.00	2,907.00					
104	AAONC0438	AA	PROCUREMENT & CONTRACT SPEC 3		.00	.00	5,516.00					
104	AAONC0872	AA	OPERATIONS & POLICY ANALYST 3		.00	.00	5,821.00					
104	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7		.00	.00	5,236.00					
104	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E		.00	.00	6,663.00					
104					.00	.00	5,377.62					
				259	256.25	6149.68	5,332.32	29,391,599	3,495,721			32,887,320

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0104	AA	OFFICE SPECIALIST 2	1	1.00	24.00	3,475.00	83,400				83,400
000	AAONC0108	AA	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	4,575.00	109,800				109,800
000	AAONC0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	3	3.00	72.00	4,051.33	291,696				291,696
000	AAONC1338	AA	TRAINING & DEVELOPMENT SPEC 1	2	2.00	48.00	5,270.50	252,984				252,984
000	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC 2	13	13.00	312.00	6,150.38	1,918,920				1,918,920
000	AAONC5232	AA	INVESTIGATOR 2	4	4.00	96.00	4,464.75	428,616				428,616
000	MESNZ7012	AA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	8,917.00	214,008				214,008
000	MMN X0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	3,717.00	89,208				89,208
000	MMN X0119	AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,111.00	98,664				98,664
000	MMN X1319	AA	HUMAN RESOURCE ASSISTANT	5	5.00	120.00	3,447.00	413,640				413,640
000	MMN X1320	AA	HUMAN RESOURCE ANALYST 1	4	3.50	84.00	4,548.25	376,884				376,884
000	MMN X1321	AA	HUMAN RESOURCE ANALYST 2	6	6.00	144.00	5,054.00	727,776				727,776
000	MMN X1322	AA	HUMAN RESOURCE ANALYST 3	16	16.00	384.00	6,294.62	2,417,136				2,417,136
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,343.00	176,232				176,232
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	3	3.00	72.00	7,483.66	538,824				538,824
000	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	8,496.00	203,904				203,904
000				63	62.50	1500.00	5,556.50	8,341,692				8,341,692
				63	62.50	1500.00	5,556.50	8,341,692				8,341,692

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0104	AA	OFFICE SPECIALIST 2	6	6.00	144.00	3,448.50	496,584				496,584
000	AAONC0108	AA	ADMINISTRATIVE SPECIALIST 2	3	3.00	72.00	4,575.00	329,400				329,400
000	AAONC0119	AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,575.00	109,800				109,800
000	AAONC0861	AA	PROGRAM ANALYST 2	1	1.00	24.00	5,821.00	127,131	12,573			139,704
000	AAONC1215	AA	ACCOUNTANT 1		.33	8.00	4,803.00	38,424				38,424
000	AQ C6787	AA	ADULT PAROLE/PROBATION OFFICER	37	37.00	888.00	5,884.18	5,225,160				5,225,160
000	MESNZ7014	AA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	11,362.00	272,688				272,688
000	MMN X0872	AA	OPERATIONS & POLICY ANALYST 3	4	4.00	96.00	6,998.00	671,808				671,808
000	MMN X0873	AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	6,998.00	167,952				167,952
000	MMS X0119	AA	EXECUTIVE SUPPORT SPECIALIST 2	2	2.00	48.00	3,914.00	187,872				187,872
000	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	5,764.00	138,336				138,336
000	MMS X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	3	3.00	72.00	6,351.00	457,272				457,272
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	7,701.00	369,648				369,648
000				62	62.33	1496.00	5,741.73	8,592,075	12,573			8,604,648

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
113	MMN	X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,231.00	125,544				125,544
113				1	1.00	24.00	5,231.00	125,544				125,544

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
850	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	1	.79	19.00	3,475.00	66,025				66,025
850			1	.79	19.00	3,475.00	66,025				66,025
			64	64.12	1539.00	5,699.00	8,783,644	12,573			8,796,217

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0015	AA	MEDICAL RECORDS SPECIALIST	7	6.64	159.36	3,943.85	629,615				629,615
000	AAONC0103	AA	OFFICE SPECIALIST 1	21	20.50	492.00	3,128.19	1,538,532				1,538,532
000	AAONC0104	AA	OFFICE SPECIALIST 2	24	23.00	552.00	3,605.12	1,987,152				1,987,152
000	AAONC0107	AA	ADMINISTRATIVE SPECIALIST 1	4	4.00	96.00	3,877.00	372,192				372,192
000	AAONC0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	2	2.00	48.00	3,822.50	183,480				183,480
000	AAONC0759	AA	SUPPLY SPECIALIST 2	5	5.00	120.00	4,299.80	515,976				515,976
000	AAONC0870	AA	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	5,267.00	126,408				126,408
000	AAONC0871	AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,665.00	159,960				159,960
000	AAONC0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1245	AA	FISCAL ANALYST 3	1	1.00	24.00	6,358.00	152,592				152,592
000	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	5,025.00	120,600				120,600
000	AAONC6138	AA	HEALTH SERVICES TECHNICIAN	15	14.97	359.28	4,031.46	1,448,326				1,448,326
000	AAONC6214	AA	INSTITUTION REGISTERED NURSE	194	183.47	4403.22	6,230.94	27,581,710				27,581,710
000	AAONC6255	AA	NURSE PRACTITIONER	22	21.30	511.20	7,733.65	3,964,044				3,964,044
000	AAONC6260	AA	PHARMACIST	7	7.00	168.00	10,657.00	1,790,376				1,790,376
000	AAONC6348	AA	RADIOLOGIC TECHNOLOGIST	3	3.00	72.00	4,361.00	313,992				313,992
000	AAONC6385	AA	PHARMACY TECHNICIAN 1	21	19.53	468.70	3,091.76	1,467,033				1,467,033
000	AAONC6391	AA	DENTAL ASSISTANT	27	25.38	609.21	3,543.14	2,165,329				2,165,329
000	AAONC6531	AA	MENTAL HEALTH SPECIALIST	50	50.00	1200.00	4,899.74	5,879,688				5,879,688
000	AE U7510	AA	DENTIST	22	20.50	492.00	13,846.08	6,813,708				6,813,708
000	CP C0015	AA	MEDICAL RECORDS SPECIALIST	1	1.00	24.00	4,164.00	99,936				99,936
000	CP C0103	AA	OFFICE SPECIALIST 1	3	3.00	72.00	3,136.33	225,816				225,816
000	CP C0104	AA	OFFICE SPECIALIST 2	1	1.00	24.00	3,813.00	91,512				91,512
000	CP C0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,625.00	183,000				183,000
000	CP C6138	AA	HEALTH SERVICES TECHNICIAN	5	5.00	120.00	4,059.00	487,080				487,080

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	CP	C6214 AA	INSTITUTION REGISTERED NURSE	28	27.20	652.80	6,543.92	4,271,592				4,271,592
000	CP	C6255 AA	NURSE PRACTITIONER	2	1.50	36.00	8,183.50	296,916				296,916
000	CP	C6385 AA	PHARMACY TECHNICIAN 1	2	2.00	48.00	2,793.00	134,064				134,064
000	CP	C6391 AA	DENTAL ASSISTANT	3	3.00	72.00	3,813.00	274,536				274,536
000	CP	C6531 AA	MENTAL HEALTH SPECIALIST	12	12.00	288.00	4,885.41	1,407,000				1,407,000
000	MMN	X0863 AA	PROGRAM ANALYST 4	1	1.00	24.00	6,998.00	167,952				167,952
000	MMS	X0114 AA	SUPPORT SERVICES SUPERVISOR 3	1	1.00	24.00	4,518.00	108,432				108,432
000	MMS	X0805 AA	OFFICE MANAGER 1	2	2.00	48.00	3,915.00	187,920				187,920
000	MMS	X0833 AA	SUPV EXECUTIVE ASSISTANT	1	1.00	24.00	5,764.00	138,336				138,336
000	MMS	X6241 AA	NURSE MANAGER	12	12.00	288.00	8,033.66	2,313,696				2,313,696
000	MMS	X7000 AA	PRINCIPAL EXECUTIVE/MANAGER A	1	1.00	24.00	5,231.00	125,544				125,544
000	MMS	X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	16	16.00	384.00	6,017.50	2,294,712				2,294,712
000	MMS	X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	10	10.00	240.00	7,017.90	1,684,296				1,684,296
000	MMS	X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	4	4.00	96.00	8,087.00	776,352				776,352
000	MMS	X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	3	3.00	72.00	8,917.00	642,024				642,024
000	MNNNZ	7514 AA	CORRECTIONS PHYSICIAN SPECIALI	19	19.00	456.00	17,664.81	8,099,472				8,099,472
000	MNSNZ	7511 AA	SUPERVISING DENTIST A	1	1.00	24.00	8,496.00	203,904				203,904
000	MNSNZ	7519 AA	CLINCIAL DIRECTOR	1	1.00	24.00	20,373.00	488,952				488,952
000				559	539.99	12959.77	6,389.95	82,097,885				82,097,885

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
114	AAONC6720 WA	PSYCHIATRIC SOCIAL WORKER	1	1.00	24.00	4,803.00	115,272				115,272
114	MMS X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	4,518.00	108,432				108,432
114	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	2	2.00	48.00	5,231.00	251,088				251,088
114			4	4.00	96.00	4,945.75	474,792				474,792
			563	543.99	13055.77	6,379.82	82,572,677				82,572,677

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0103	AA	OFFICE SPECIALIST 1	4	4.00	96.00	3,106.50	298,224				298,224
000	AAONC0104	AA	OFFICE SPECIALIST 2	41	40.50	972.00	3,582.65	3,479,568				3,479,568
000	AAONC0107	AA	ADMINISTRATIVE SPECIALIST 1	6	6.00	144.00	4,051.33	583,392				583,392
000	AAONC0108	AA	ADMINISTRATIVE SPECIALIST 2	28	28.00	672.00	4,124.85	2,771,904				2,771,904
000	AAONC0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	4	4.00	96.00	3,529.50	338,832				338,832
000	AAONC0119	AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,575.00	109,800				109,800
000	AAONC0860	AA	PROGRAM ANALYST 1	2	2.00	48.00	5,391.50	258,792				258,792
000	AAONC0861	AA	PROGRAM ANALYST 2	10	10.00	240.00	5,985.60	1,436,544				1,436,544
000	AAONC0870	AA	OPERATIONS & POLICY ANALYST 1	7	7.00	168.00	5,142.28	863,904				863,904
000	AAONC0871	AA	OPERATIONS & POLICY ANALYST 2	4	4.00	96.00	6,437.75	618,024				618,024
000	AAONC0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC6298	AA	TEST COORDINATOR	4	4.00	96.00	3,460.50	332,208				332,208
000	AAONC6680	AA	CHAPLAIN	19	18.50	444.00	5,309.00	2,370,864				2,370,864
000	AAONC6783	AA	CORRECTIONAL COUNSELOR	35	34.11	818.68	5,725.02	4,706,624				4,706,624
000	CP C0104	AA	OFFICE SPECIALIST 2	3	3.00	72.00	3,754.33	270,312				270,312
000	CP C6680	AA	CHAPLAIN	3	2.50	60.00	4,741.66	291,432				291,432
000	CP C6783	AA	CORRECTIONAL COUNSELOR	3	3.00	72.00	5,797.66	417,432				417,432
000	MESNZ7014	AA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	11,362.00	272,688				272,688
000	MMN X0872	AA	OPERATIONS & POLICY ANALYST 3	3	3.00	72.00	6,886.33	495,816				495,816
000	MMN X0873	AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,701.00	184,824				184,824
000	MMS X0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,764.00	138,336				138,336
000	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	3	3.00	72.00	4,944.66	356,016				356,016
000	MMS X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	2	2.00	48.00	5,394.00	258,912				258,912
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	2	2.00	48.00	6,847.00	328,656				328,656
000	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	5	5.00	120.00	8,367.20	1,004,064				1,004,064

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000			193	190.61	4574.68	4,883.30	22,371,296				22,371,296

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
115	AAONC0861 AA	PROGRAM ANALYST 2	1	1.00	24.00	5,025.00	120,600				120,600
115	MMN X0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,231.00	125,544				125,544
115			2	2.00	48.00	5,128.00	246,144				246,144
			195	192.61	4622.68	4,885.81	22,617,440				22,617,440
			4521	4476.35	107429.54	4,891.54	519,718,670	5,719,726			525,438,396

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				4521	4476.35	107429.54	4,891.54	519,718,670	5,719,726			525,438,396

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0015 AA	MEDICAL RECORDS SPECIALIST	7	6.64	159.36	3,943.85	629,615				629,615
000	AAONC0103 AA	OFFICE SPECIALIST 1	37	36.50	876.00	3,006.91	2,632,068				2,632,068
104	AAONC0104 AA	OFFICE SPECIALIST 2	179	176.45	4234.80	3,519.71	14,669,341	251,088			14,920,429
000	AAONC0107 AA	ADMINISTRATIVE SPECIALIST 1	11	11.00	264.00	3,998.72	1,055,664				1,055,664
850	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	50	49.79	1195.00	4,199.86	5,022,457				5,022,457
000	AAONC0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	31	31.00	744.00	3,863.06	2,874,120				2,874,120
000	AAONC0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	4	4.00	96.00	4,340.25	416,664				416,664
000	AAONC0210 AA	ACCOUNTING TECHNICIAN 1	4	3.09	74.05	2,803.25	210,286				210,286
000	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	15	15.00	360.00	3,705.60	1,334,016				1,334,016
000	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	21	21.00	504.00	4,410.61	2,222,952				2,222,952
000	AAONC0323 AA	PUBLIC SERVICE REP 3	1	1.00	24.00	2,786.00	66,864				66,864
000	AAONC0435 AA	PROCUREMENT AND CONTRACT ASST	2	2.00	48.00	4,194.50	201,336				201,336
000	AAONC0436 AA	PROCUREMENT & CONTRACT SPEC 1	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC0437 AA	PROCUREMENT & CONTRACT SPEC 2	4	4.00	96.00	6,588.25	632,472				632,472
104	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	6	6.00	144.00	6,875.71	1,022,736				1,022,736
000	AAONC0759 AA	SUPPLY SPECIALIST 2	55	53.99	1295.63	4,334.18	3,012,817	2,616,193			5,629,010
000	AAONC0855 AA	PROJECT MANAGER 2	1	1.00	24.00	7,321.00	175,704				175,704
000	AAONC0860 AA	PROGRAM ANALYST 1	7	7.00	168.00	5,153.71	765,744	100,080			865,824
115	AAONC0861 AA	PROGRAM ANALYST 2	23	23.00	552.00	6,125.00	3,368,427	12,573			3,381,000
000	AAONC0870 AA	OPERATIONS & POLICY ANALYST 1	9	9.00	216.00	5,197.66	1,122,696				1,122,696
000	AAONC0871 AA	OPERATIONS & POLICY ANALYST 2	11	11.00	264.00	6,274.09	1,656,360				1,656,360
104	AAONC0872 AA	OPERATIONS & POLICY ANALYST 3	2	2.00	48.00	6,561.40	368,256				368,256
000	AAONC1117 AA	RESEARCH ANALYST 3	3	3.00	72.00	5,713.66	411,384				411,384
000	AAONC1118 AA	RESEARCH ANALYST 4	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1215 AA	ACCOUNTANT 1	1	1.00	24.00	4,803.00	115,272				115,272

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC1216 AA	ACCOUNTANT 2	3	3.00	72.00	5,516.00	397,152				397,152
000	AAONC1217 AA	ACCOUNTANT 3	2	2.00	48.00	6,090.50	292,344				292,344
000	AAONC1218 AA	ACCOUNTANT 4	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1243 AA	FISCAL ANALYST 1	1	1.00	24.00	5,267.00	126,408				126,408
000	AAONC1244 AA	FISCAL ANALYST 2	8	8.00	192.00	6,484.25	1,244,976				1,244,976
000	AAONC1245 AA	FISCAL ANALYST 3	2	2.00	48.00	6,511.50	312,552				312,552
000	AAONC1338 AA	TRAINING & DEVELOPMENT SPEC 1	2	2.00	48.00	5,270.50	252,984				252,984
000	AAONC1339 AA	TRAINING & DEVELOPMENT SPEC 2	14	14.00	336.00	6,070.00	2,039,520				2,039,520
000	AAONC1483 IA	INFO SYSTEMS SPECIALIST 3	8	7.50	180.00	4,597.62	580,944	241,440			822,384
000	AAONC1485 IA	INFO SYSTEMS SPECIALIST 5	44	44.00	1056.00	5,645.27	5,961,408				5,961,408
000	AAONC1486 IA	INFO SYSTEMS SPECIALIST 6	10	10.00	240.00	5,924.40	1,421,856				1,421,856
104	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	20	20.00	480.00	6,789.90	3,333,744				3,333,744
000	AAONC1488 IA	INFO SYSTEMS SPECIALIST 8	2	2.00	48.00	7,901.00	379,248				379,248
000	AAONC1519 AA	CORRECTIONAL HEARINGS OFFICER	13	13.00	312.00	6,205.07	1,935,984				1,935,984
000	AAONC2169 AA	COMMUNICATIONS SYS ANALYST 3	5	5.00	120.00	5,557.80	666,936				666,936
000	AAONC2219 AA	CORRECTION LIBRARY COORDINATOR	12	12.00	288.00	3,872.50	1,115,280				1,115,280
000	AAONC3268 AA	CONSTRUCTION PROJECT MANAGER 2	4	4.00	96.00	7,584.25	728,088				728,088
000	AAONC4001 AA	PAINTER	6	6.00	144.00	5,189.66	747,312				747,312
000	AAONC4003 AA	CARPENTER	6	6.00	144.00	5,111.33	736,032				736,032
000	AAONC4005 AA	PLUMBER	10	10.00	240.00	5,407.70	1,297,848				1,297,848
000	AAONC4008 AA	ELECTRICIAN 2	11	11.00	264.00	6,277.54	1,657,272				1,657,272
000	AAONC4009 AA	ELECTRICIAN 3	3	3.00	72.00	6,597.00	474,984				474,984
000	AAONC4012 AA	FACILITY MAINTENANCE SPEC	51	51.00	1224.00	4,037.98	4,942,488				4,942,488
000	AAONC4015 AA	FACILITY OPERATIONS SPEC 2	1	1.00	24.00	6,358.00	152,592				152,592
000	AAONC4021 AA	WELDER 2	7	7.00	168.00	5,392.71	905,976				905,976

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC4033	AA	FACILITY ENERGY TECHNICIAN 2	17	17.00	408.00	4,505.94	1,838,424				1,838,424
000	AAONC4034	AA	FACILITY ENERGY TECHNICIAN 3	14	14.00	336.00	5,537.07	1,860,456				1,860,456
000	AAONC4039	AA	PHYSCL/ELECTRNC SECRTY TECH 3	10	10.00	240.00	5,328.70	1,278,888				1,278,888
000	AAONC4101	AA	CUSTODIAN	1	1.00	24.00	2,584.00	62,016				62,016
000	AAONC4110	AA	GROUNDS MAINTENANCE WORKER 2	7	6.52	156.50	3,492.42	550,239				550,239
000	AAONC4402	AA	TRUCK DRIVER 2	7	7.00	168.00	4,614.85	775,296				775,296
000	AAONC4419	AA	AUTOMOTIVE TECHNICIAN 2	4	4.00	96.00	4,859.00	466,464				466,464
000	AAONC5232	AA	INVESTIGATOR 2	4	4.00	96.00	4,464.75	428,616				428,616
000	AAONC5237	AA	DEPT/CORRECTIONS INSPECTOR 1	3	2.50	60.08	3,814.00	229,145				229,145
000	AAONC5238	AA	DEPT/CORRECTIONS INSPECTOR 2	12	12.00	288.00	5,700.25	1,641,672				1,641,672
000	AAONC6138	AA	HEALTH SERVICES TECHNICIAN	15	14.97	359.28	4,031.46	1,448,326				1,448,326
000	AAONC6214	AA	INSTITUTION REGISTERED NURSE	194	183.47	4403.22	6,230.94	27,581,710				27,581,710
000	AAONC6255	AA	NURSE PRACTITIONER	22	21.30	511.20	7,733.65	3,964,044				3,964,044
000	AAONC6260	AA	PHARMACIST	7	7.00	168.00	10,657.00	1,790,376				1,790,376
000	AAONC6268	AA	CLINICAL DIETICIAN	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC6298	AA	TEST COORDINATOR	4	4.00	96.00	3,460.50	332,208				332,208
000	AAONC6348	AA	RADIOLOGIC TECHNOLOGIST	3	3.00	72.00	4,361.00	313,992				313,992
000	AAONC6385	AA	PHARMACY TECHNICIAN 1	21	19.53	468.70	3,091.76	1,467,033				1,467,033
000	AAONC6391	AA	DENTAL ASSISTANT	27	25.38	609.21	3,543.14	2,165,329				2,165,329
000	AAONC6519	AA	CORRECTIONS RECREATION SPEC 2	17	16.71	401.04	4,137.29	1,663,830				1,663,830
000	AAONC6531	AA	MENTAL HEALTH SPECIALIST	50	50.00	1200.00	4,899.74	5,879,688				5,879,688
000	AAONC6680	AA	CHAPLAIN	19	18.50	444.00	5,309.00	2,370,864				2,370,864
114	AAONC6720	WA	PSYCHIATRIC SOCIAL WORKER	1	1.00	24.00	4,803.00	115,272				115,272
000	AAONC6783	AA	CORRECTIONAL COUNSELOR	106	105.11	2522.68	5,644.78	14,257,928				14,257,928
000	AAONC9120	AA	CORRECTIONS FOOD SERV COORD	98	97.31	2335.41	4,043.15	9,444,281				9,444,281

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
102	AAOSC6775	AA	CORRECTIONAL OFFICER	1534	1520.31	36485.30	4,214.10	153,080,643	1,243,440			154,324,083
000	AAOSC6776	AA	CORRECTIONAL CORPORAL	144	143.90	3453.60	4,543.35	15,690,826				15,690,826
000	AAOSC6777	AA	CORRECTIONAL SERGEANT	210	207.32	4975.68	5,125.62	25,516,137				25,516,137
000	AE U7510	AA	DENTIST	22	20.50	492.00	13,846.08	6,813,708				6,813,708
000	AQ C6787	AA	ADULT PAROLE/PROBATION OFFICER	37	37.00	888.00	5,884.18	5,225,160				5,225,160
000	CP C0015	AA	MEDICAL RECORDS SPECIALIST	1	1.00	24.00	4,164.00	99,936				99,936
000	CP C0103	AA	OFFICE SPECIALIST 1	4	4.00	96.00	3,114.00	298,944				298,944
000	CP C0104	AA	OFFICE SPECIALIST 2	17	17.00	408.00	3,696.52	1,508,184				1,508,184
000	CP C0108	AA	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,278.00	205,344				205,344
000	CP C0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	4	4.00	96.00	3,867.75	371,304				371,304
000	CP C0759	AA	SUPPLY SPECIALIST 2	4	4.00	96.00	4,188.25		402,072			402,072
000	CP C0861	AA	PROGRAM ANALYST 2	1	1.00	24.00	5,011.00	120,264				120,264
000	CP C0871	AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,323.00	151,752				151,752
000	CP C0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,625.00	183,000				183,000
000	CP C1485	IA	INFO SYSTEMS SPECIALIST 5	2	2.00	48.00	5,208.00	249,984				249,984
000	CP C2219	AA	CORRECTION LIBRARY COORDINATOR	1	1.00	24.00	4,164.00	99,936				99,936
000	CP C4001	AA	PAINTER	1	1.00	24.00	5,250.00	126,000				126,000
000	CP C4003	AA	CARPENTER	1	1.00	24.00	4,566.00	109,584				109,584
000	CP C4005	AA	PLUMBER	1	1.00	24.00	5,011.00	120,264				120,264
000	CP C4008	AA	ELECTRICIAN 2	1	1.00	24.00	6,323.00	151,752				151,752
000	CP C4009	AA	ELECTRICIAN 3	1	1.00	24.00	6,944.00	166,656				166,656
000	CP C4012	AA	FACILITY MAINTENANCE SPEC	9	9.00	216.00	3,823.11	825,792				825,792
000	CP C4021	AA	WELDER 2	1	1.00	24.00	5,795.00	139,080				139,080
000	CP C4033	AA	FACILITY ENERGY TECHNICIAN 2	5	5.00	120.00	4,506.20	540,744				540,744
000	CP C4034	AA	FACILITY ENERGY TECHNICIAN 3	2	2.00	48.00	5,403.00	259,344				259,344

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	CP	C4039 AA	PHYSCL/ELECTRNC SECRTY TECH 3	1	1.00	24.00	5,795.00	139,080				139,080
000	CP	C5232 AA	INVESTIGATOR 2	1	1.00	24.00	4,788.00	114,912				114,912
000	CP	C6138 AA	HEALTH SERVICES TECHNICIAN	5	5.00	120.00	4,059.00	487,080				487,080
000	CP	C6214 AA	INSTITUTION REGISTERED NURSE	28	27.20	652.80	6,543.92	4,271,592				4,271,592
000	CP	C6255 AA	NURSE PRACTITIONER	2	1.50	36.00	8,183.50	296,916				296,916
000	CP	C6385 AA	PHARMACY TECHNICIAN 1	2	2.00	48.00	2,793.00	134,064				134,064
000	CP	C6391 AA	DENTAL ASSISTANT	3	3.00	72.00	3,813.00	274,536				274,536
000	CP	C6519 AA	CORRECTIONS RECREATION SPEC 2	5	5.00	120.00	4,337.80	520,536				520,536
000	CP	C6531 AA	MENTAL HEALTH SPECIALIST	12	12.00	288.00	4,885.41	1,407,000				1,407,000
000	CP	C6680 AA	CHAPLAIN	3	2.50	60.00	4,741.66	291,432				291,432
000	CP	C6783 AA	CORRECTIONAL COUNSELOR	17	17.00	408.00	5,788.94	2,361,888				2,361,888
000	CP	C9120 AA	CORRECTIONS FOOD SERV COORD	23	23.00	552.00	3,949.52	2,180,136				2,180,136
102	CS	C6775 AA	CORRECTIONAL OFFICER	393	392.36	9416.00	4,277.88	39,861,160	550,320			40,411,480
000	CS	C6776 AA	CORRECTIONAL CORPORAL	101	101.00	2424.00	4,534.03	10,990,512				10,990,512
000	CS	C6777 AA	CORRECTIONAL SERGEANT	60	60.00	1440.00	5,186.45	7,525,728				7,525,728
000	MEAHZ7016	HA	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	13,348.00	320,352				320,352
000	MENNZ0830	AA	EXECUTIVE ASSISTANT	1	1.00	24.00	5,492.00	131,808				131,808
000	MESNZ7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	5	5.00	120.00	8,160.60	979,272				979,272
000	MESNZ7012	AA	PRINCIPAL EXECUTIVE/MANAGER G	2	2.00	48.00	9,611.50	461,352				461,352
000	MESNZ7012	IA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	11,362.00	272,688				272,688
000	MESNZ7014	AA	PRINCIPAL EXECUTIVE/MANAGER H	12	12.00	288.00	10,738.16	3,092,592				3,092,592
000	MESNZ7016	AA	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	12,523.00	300,552				300,552
000	MMN	X0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	3,717.00	89,208				89,208
000	MMN	X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	5	5.00	120.00	3,998.20	479,784				479,784
000	MMN	X0863 AA	PROGRAM ANALYST 4	1	1.00	24.00	6,998.00	167,952				167,952

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMN	X0866	AA PUBLIC AFFAIRS SPECIALIST 3	1	1.00	24.00	6,998.00	167,952				167,952
000	MMN	X0871	AA OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,046.00	145,104				145,104
113	MMN	X0872	AA OPERATIONS & POLICY ANALYST 3	10	10.00	240.00	6,611.10	1,586,664				1,586,664
000	MMN	X0873	AA OPERATIONS & POLICY ANALYST 4	4	4.00	96.00	7,525.25	722,424				722,424
000	MMN	X1319	AA HUMAN RESOURCE ASSISTANT	5	5.00	120.00	3,447.00	413,640				413,640
000	MMN	X1320	AA HUMAN RESOURCE ANALYST 1	4	3.50	84.00	4,548.25	376,884				376,884
000	MMN	X1321	AA HUMAN RESOURCE ANALYST 2	6	6.00	144.00	5,054.00	727,776				727,776
000	MMN	X1322	AA HUMAN RESOURCE ANALYST 3	16	16.00	384.00	6,294.62	2,417,136				2,417,136
000	MMN	X5239	AA DEPT/CORRECTIONS INSPECTOR 3	6	6.00	144.00	6,253.16	900,456				900,456
000	MMN	X5618	AA INTERNAL AUDITOR 3	2	2.00	48.00	6,213.50	298,248				298,248
000	MMN	X6779	AA CORRECTIONAL LIEUTENANT	5	5.00	120.00	6,055.20	726,624				726,624
000	MMN	X7004	AA PRINCIPAL EXECUTIVE/MANAGER C	2	2.00	48.00	6,351.00	304,848				304,848
000	MMN	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,343.00	176,232				176,232
000	MMS	X0113	AA SUPPORT SERVICES SUPERVISOR 2	1	1.00	24.00	4,111.00	98,664				98,664
000	MMS	X0114	AA SUPPORT SERVICES SUPERVISOR 3	1	1.00	24.00	4,518.00	108,432				108,432
000	MMS	X0119	AA EXECUTIVE SUPPORT SPECIALIST 2	11	11.00	264.00	4,039.36	1,066,392				1,066,392
000	MMS	X0805	AA OFFICE MANAGER 1	2	2.00	48.00	3,915.00	187,920				187,920
000	MMS	X0833	AA SUPV EXECUTIVE ASSISTANT	6	6.00	144.00	5,301.16	763,368				763,368
000	MMS	X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,764.00	138,336				138,336
000	MMS	X3269	AA CONSTRUCTION PROJECT MANAGER 3	1	1.00	24.00	7,701.00	184,824				184,824
000	MMS	X4046	AA MAINTENANCE & OPERATIONS SUPV	8	8.00	192.00	5,839.62	1,121,208				1,121,208
000	MMS	X6241	AA NURSE MANAGER	12	12.00	288.00	8,033.66	2,313,696				2,313,696
000	MMS	X6779	AA CORRECTIONAL LIEUTENANT	100	100.00	2400.00	5,986.87	14,368,488				14,368,488
000	MMS	X6780	AA CORRECTIONAL CAPTAIN	48	48.00	1152.00	7,078.87	8,154,864				8,154,864
000	MMS	X7000	AA PRINCIPAL EXECUTIVE/MANAGER A	1	1.00	24.00	5,231.00	125,544				125,544

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMS X7002 AA	PRINCIPAL EXECUTIVE/MANAGER B	19	19.00	456.00	5,260.47	2,398,776				2,398,776
114	MMS X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	38	38.00	912.00	5,973.82	5,321,592	108,432			5,430,024
114	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	36	36.00	864.00	6,946.91	6,002,136				6,002,136
000	MMS X7006 IA	PRINCIPAL EXECUTIVE/MANAGER D	3	3.00	72.00	8,231.00	592,632				592,632
000	MMS X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	22	22.00	528.00	7,766.04	3,906,384	194,088			4,100,472
104	MMS X7008 IA	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	8,457.00	448,992				448,992
000	MMS X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	35	35.00	840.00	8,280.94	6,955,992				6,955,992
000	MMS X7010 IA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	10,306.00	247,344				247,344
000	MNNNZ7514 AA	CORRECTIONS PHYSICIAN SPECIALI	19	19.00	456.00	17,664.81	8,099,472				8,099,472
000	MNSNZ7511 AA	SUPERVISING DENTIST A	1	1.00	24.00	8,496.00	203,904				203,904
000	MNSNZ7519 AA	CLINCIAL DIRECTOR	1	1.00	24.00	20,373.00	488,952				488,952
			4521	4476.35	107429.54	4,891.54	519,718,670	5,719,726			525,438,396

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				4521	4476.35	107429.54	4,891.54	519,718,670	5,719,726			525,438,396

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500001	001253940	003-21-60-00000	102	0	PF	CS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500002	001253950	003-22-60-00000	102	0	PF	CS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500003	001253960	003-23-60-00000	102	0	PF	AAOS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500004	001253970	003-23-60-00000	102	0	PF	AAOS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500005	001254120	003-24-60-00000	102	0	PF	AAOS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500006	001254140	003-24-60-00000	102	0	PF	AAOS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500007	001254150	003-26-60-00000	102	0	PF	AAOS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500008	001254160	003-26-60-00000	102	0	PF	AAOS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500009	001254170	003-26-60-00000	102	0	PF	AAOS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500010	001254180	003-30-60-00000	102	0	PF	CS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500011	001254190	003-30-60-00000	102	0	PF	CS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500012	001254200	003-30-60-00000	102	0	PF	CS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500013	001254210	003-35-60-00000	102	0	PF	AAOS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500014	001254220	003-35-60-00000	102	0	PF	AAOS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500015	001254230	003-40-60-00000	102	0	PF	CS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500016	001254240	003-40-60-00000	102	0	PF	CS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500017	001254250	003-40-60-00000	102	0	PF	CS	C6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500018	001254260	003-45-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500019	001254270	003-45-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500020	001254280	003-45-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500021	001254290	003-55-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500022	001254300	003-55-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500023	001254310	003-55-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500024	001254350	003-60-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500025	001254360	003-60-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500026	001254370	003-60-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500027	001254380	003-65-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500028	001254390	003-65-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500029	001254400	003-70-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500030	001254410	003-70-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500031	001254420	003-80-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		
1500032	001254430	003-80-60-00000	102	0	PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500033	001254440	003-80-60-00000	102	0 PF	AAOSC	6775 AA	17	02	1	.92	3,500.00	22.00	77,000				
EST DATE: 2015/09/01 EXP DATE: 9999/01/01																	
1500037	001238260	003-01-01-00000	102	0 PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
			102						33	30.36		726.00	2,541,000				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
0300074	000872020	003-23-60-00000	802	0	PP	AAOSC	6775 AA	17	07	1-	.90-	4,377.00	21.60-	94,543-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
0300074	000872020	003-01-01-00000	802	0	PP	AAOSC	6775 AA	17	07	1	.90	4,377.00	21.60	94,543				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
0900410	001098360	003-55-60-00000	802	0	PP	AAOSC	6775 AA	17	02	1-	.10-	3,500.00	2.40-	8,400-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
0900410	001098360	003-01-01-00000	802	0	PP	AAOSC	6775 AA	17	02	1	.10	3,500.00	2.40	8,400				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100201	001122690	003-60-60-00000	802	0	PF	AAOSC	6775 AA	17	02	1-	1.00-	3,500.00	24.00-	84,000-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100201	001122690	003-01-01-00000	802	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100202	001122700	003-60-60-00000	802	0	PF	AAOSC	6775 AA	17	02	1-	1.00-	3,500.00	24.00-	84,000-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100202	001122700	003-01-01-00000	802	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100203	001122710	003-60-60-00000	802	0	PF	AAOSC	6775 AA	17	02	1-	1.00-	3,500.00	24.00-	84,000-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100203	001122710	003-01-01-00000	802	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100204	001122720	003-60-60-00000	802	0	PF	AAOSC	6775 AA	17	02	1-	1.00-	3,500.00	24.00-	84,000-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100204	001122720	003-01-01-00000	802	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100205	001122730	003-60-60-00000	802	0	PF	AAOSC	6775 AA	17	02	1-	1.00-	3,500.00	24.00-	84,000-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100205	001122730	003-01-01-00000	802	0	PF	AAOSC	6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100206	001122740	003-60-60-00000	802	0	PP	AAOSC	6775 AA	17	02	1-	.10-	3,500.00	2.40-	8,400-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100206	001122740	003-01-01-00000	802	0	PP	AAOSC	6775 AA	17	02	1	.10	3,500.00	2.40	8,400				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1100464	001156170	003-45-60-00000	802	0	PP	AAOSC	6775 AA	17	02	1-	.10-	3,500.00	2.40-	8,400-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100464	001156170	003-01-01-00000	802	0	PP	AAOSC	6775 AA	17	02	1	.10	3,500.00	2.40	8,400				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100466	001156190	003-45-60-00000	802	0	PP	AAOSC	6775 AA	17	02	1-	.03-	3,500.00	.71-	2,485-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1100466	001156190	003-01-01-00000	802	0	PP	AAOSC	6775 AA	17	02	1	.03	3,500.00	.71	2,485				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
7108437	000098310	003-40-60-00000	802	0	PF	CS	C6775 AA	17	02	1-	1.00-	3,500.00	24.00-	84,000-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
7108437	000098310	003-01-01-00000	802	0	PF	CS	C6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
7108463	000098570	003-26-60-00000	802	0	PF	CS	C6775 AA	17	05	1-	1.00-	3,994.00	24.00-	95,856-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
7108463	000098570	003-01-01-00000	802	0	PF	CS	C6775 AA	17	05	1	1.00	3,994.00	24.00	95,856				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
8913024	000109230	003-30-60-00000	802	0	PF	CS	C6777 AA	20	02	1-	1.00-	3,994.00	24.00-	95,856-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
8913024	000109230	003-01-01-00000	802	0	PF	CS	C6777 AA	20	02	1	1.00	3,994.00	24.00	95,856				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
9500226	000623010	003-23-60-00000	802	0	PP	AAOSC	6775 AA	17	02	1-	.80-	3,500.00	19.20-	67,200-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
9500226	000623010	003-01-01-00000	802	0	PP	AAOSC	6775 AA	17	02	1	.80	3,500.00	19.20	67,200				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
9500266	000623590	003-40-60-00000	802	0	PF	CS	C6775 AA	17	02	1-	1.00-	3,500.00	24.00-	84,000-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
9500266	000623590	003-01-01-00000	802	0	PF	CS	C6775 AA	17	02	1	1.00	3,500.00	24.00	84,000				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
9702388	000666040	003-26-60-00000	802	0	PF	CS	C6775 AA	17	03	1-	1.00-	3,650.00	24.00-	87,600-				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
9702388	000666040	003-01-01-00000	802	0	PF	CS	C6775 AA	17	03	1	1.00	3,650.00	24.00	87,600				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
			802							.00		.00					
									33	30.36		726.00	2,541,000				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500131	001238060	006-06-03-00000	104	0	LF	MMS X7008 IA	33X	02		.00	6,663.00	.00					
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																	
1500132	001238160	006-06-03-00000	104	0	LF	AAONC0872 AA	30	02		.00	5,821.00	.00					
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																	
1500133	001238190	006-06-03-00000	104	0	LF	AAONC0872 AA	30	02		.00	5,821.00	.00					
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																	
1500134	001238210	006-06-03-00000	104	0	LF	AAONC0872 AA	30	02		.00	5,821.00	.00					
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																	
1500135	001238240	006-06-03-00000	104	0	LF	AAONC0104 AA	15	02		.00	2,907.00	.00					
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																	
1500136	001238270	006-01-20-00000	104	0	LF	AAONC0438 AA	29	02		.00	5,516.00	.00					
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																	
1500137	001238340	006-06-03-00000	104	0	LF	AAONC1487 IA	31	02		.00	5,236.00	.00					
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																	
1500138	001238380	006-06-03-00000	104	0	LF	AAONC1487 IA	31	02		.00	5,236.00	.00					
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																	
			104							.00		.00					
										.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500118	001239400	009-01-02-00000	113	0 PF	MMN X0872 AA	30	02	1	1.00	5,231.00	24.00	125,544				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			113					1	1.00		24.00	125,544				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500166	001254890	009-01-01-00000	850	0 PF	AAONC0108 AA	19	02	1	.79	3,475.00	19.00	66,025				
EST DATE: 2015/12/01 EXP DATE: 9999/01/01																
			850					1	.79		19.00	66,025				
								2	1.79		43.00	191,569				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500121	001239300	010-05-58-00000	114	0 PF	MMS X7006 AA	31X	02	1	1.00	5,231.00	24.00	125,544				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500122	001239310	010-05-01-00000	114	0 PF	MMS X7006 AA	31X	02	1	1.00	5,231.00	24.00	125,544				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500123	001239320	010-05-37-00000	114	0 PF	MMS X7004 AA	28X	02	1	1.00	4,518.00	24.00	108,432				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500124	001239330	010-05-55-00000	114	0 PF	AAONC6720 WA	26	02	1	1.00	4,803.00	24.00	115,272				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			114					4	4.00		96.00	474,792				
								4	4.00		96.00	474,792				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500164	001237530	011-07-01-00000	115	0 PF	MMN X0872 AA	30	02	1	1.00	5,231.00	24.00	125,544				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500165	001237560	011-07-01-00000	115	0 PF	AAONC0861 AA	27	02	1	1.00	5,025.00	24.00	120,600				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			115					2	2.00		48.00	246,144				
								2	2.00		48.00	246,144				
								41	38.15		913.00	3,453,505				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
										41	38.15		913.00	3,453,505				

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
1500001	CS C6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500002	CS C6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500003	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500004	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500005	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500006	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500007	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500008	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500009	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500010	CS C6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500011	CS C6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500012	CS C6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500013	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500014	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500015	CS C6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500016	CS C6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016

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
1500017	CS C6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500018	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500019	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500020	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500021	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500022	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500023	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500024	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500025	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500026	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500027	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500028	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500029	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500030	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500031	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016
1500032	AAOSC6775 AA	CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000 49,016				77,000 49,016

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
1500033	AAOSC6775	AA CORRECTIONAL OFFICER	1	.92	22.00	02	3,500.00	77,000				77,000
								49,016				49,016
	TOTAL PICS SALARY							2,541,000				2,541,000
	TOTAL PICS OPE							1,617,528				1,617,528
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	TOTAL PICS PERSONAL SERVICES =		33	30.36	726.00			4,158,528				4,158,528

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
0300074	AAOSC6775	AA CORRECTIONAL OFFICER	1-	.90-	21.60-	07	4,377.00	94,543- 56,338-				94,543- 56,338-
0300074	AAOSC6775	AA CORRECTIONAL OFFICER	1	.90	21.60	07	4,377.00	94,543 56,338				94,543 56,338
0900410	AAOSC6775	AA CORRECTIONAL OFFICER	1-	.10-	2.40-	02	3,500.00	8,400- 2,397-				8,400- 2,397-
0900410	AAOSC6775	AA CORRECTIONAL OFFICER	1	.10	2.40	02	3,500.00	8,400 2,397				8,400 2,397
1100201	AAOSC6775	AA CORRECTIONAL OFFICER	1-	1.00-	24.00-	02	3,500.00	84,000- 53,472-				84,000- 53,472-
1100201	AAOSC6775	AA CORRECTIONAL OFFICER	1	1.00	24.00	02	3,500.00	84,000 53,472				84,000 53,472
1100202	AAOSC6775	AA CORRECTIONAL OFFICER	1-	1.00-	24.00-	02	3,500.00	84,000- 53,472-				84,000- 53,472-
1100202	AAOSC6775	AA CORRECTIONAL OFFICER	1	1.00	24.00	02	3,500.00	84,000 53,472				84,000 53,472
1100203	AAOSC6775	AA CORRECTIONAL OFFICER	1-	1.00-	24.00-	02	3,500.00	84,000- 53,472-				84,000- 53,472-
1100203	AAOSC6775	AA CORRECTIONAL OFFICER	1	1.00	24.00	02	3,500.00	84,000 53,472				84,000 53,472
1100204	AAOSC6775	AA CORRECTIONAL OFFICER	1-	1.00-	24.00-	02	3,500.00	84,000- 53,472-				84,000- 53,472-
1100204	AAOSC6775	AA CORRECTIONAL OFFICER	1	1.00	24.00	02	3,500.00	84,000 53,472				84,000 53,472
1100205	AAOSC6775	AA CORRECTIONAL OFFICER	1-	1.00-	24.00-	02	3,500.00	84,000- 53,472-				84,000- 53,472-
1100205	AAOSC6775	AA CORRECTIONAL OFFICER	1	1.00	24.00	02	3,500.00	84,000 53,472				84,000 53,472
1100206	AAOSC6775	AA CORRECTIONAL OFFICER	1-	.10-	2.40-	02	3,500.00	8,400- 2,397-				8,400- 2,397-
1100206	AAOSC6775	AA CORRECTIONAL OFFICER	1	.10	2.40	02	3,500.00	8,400 2,397				8,400 2,397

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
1100464	AAOSC6775	AA CORRECTIONAL OFFICER	1-	.10-	2.40-	02	3,500.00	8,400-				8,400-
								2,397-				2,397-
1100464	AAOSC6775	AA CORRECTIONAL OFFICER	1	.10	2.40	02	3,500.00	8,400				8,400
								2,397				2,397
1100466	AAOSC6775	AA CORRECTIONAL OFFICER	1-	.03-	.71-	02	3,500.00	2,485-				2,485-
								788-				788-
1100466	AAOSC6775	AA CORRECTIONAL OFFICER	1	.03	.71	02	3,500.00	2,485				2,485
								788				788
7108437	CS C6775	AA CORRECTIONAL OFFICER	1-	1.00-	24.00-	02	3,500.00	84,000-				84,000-
								53,472-				53,472-
7108437	CS C6775	AA CORRECTIONAL OFFICER	1	1.00	24.00	02	3,500.00	84,000				84,000
								53,472				53,472
7108463	CS C6775	AA CORRECTIONAL OFFICER	1-	1.00-	24.00-	05	3,994.00	95,856-				95,856-
								56,695-				56,695-
7108463	CS C6775	AA CORRECTIONAL OFFICER	1	1.00	24.00	05	3,994.00	95,856				95,856
								56,695				56,695
8913024	CS C6777	AA CORRECTIONAL SERGEANT	1-	1.00-	24.00-	02	3,994.00	95,856-				95,856-
								56,695-				56,695-
8913024	CS C6777	AA CORRECTIONAL SERGEANT	1	1.00	24.00	02	3,994.00	95,856				95,856
								56,695				56,695
9500226	AAOSC6775	AA CORRECTIONAL OFFICER	1-	.80-	19.20-	02	3,500.00	67,200-				67,200-
								48,906-				48,906-
9500226	AAOSC6775	AA CORRECTIONAL OFFICER	1	.80	19.20	02	3,500.00	67,200				67,200
								48,906				48,906
9500266	CS C6775	AA CORRECTIONAL OFFICER	1-	1.00-	24.00-	02	3,500.00	84,000-				84,000-
								53,472-				53,472-
9500266	CS C6775	AA CORRECTIONAL OFFICER	1	1.00	24.00	02	3,500.00	84,000				84,000
								53,472				53,472
9702388	CS C6775	AA CORRECTIONAL OFFICER	1-	1.00-	24.00-	03	3,650.00	87,600-				87,600-
								54,451-				54,451-
9702388	CS C6775	AA CORRECTIONAL OFFICER	1	1.00	24.00	03	3,650.00	87,600				87,600
								54,451				54,451

TOTAL PICS SALARY
TOTAL PICS OPE

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
1500118	MMN X0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,231.00	125,544				125,544
								64,764				64,764
		TOTAL PICS SALARY						125,544				125,544
		TOTAL PICS OPE						64,764				64,764
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		TOTAL PICS PERSONAL SERVICES =	1	1.00	24.00			190,308				190,308

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
1500166	AAONC0108	AA ADMINISTRATIVE SPECIALIST 2	1	.79	19.00	02	3,475.00	66,025				66,025
								42,203				42,203
		TOTAL PICS SALARY						66,025				66,025
		TOTAL PICS OPE						42,203				42,203
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		TOTAL PICS PERSONAL SERVICES =	1	.79	19.00			108,228				108,228

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
1500121	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	02	5,231.00	125,544				125,544
								64,764				64,764
1500122	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	02	5,231.00	125,544				125,544
								64,764				64,764
1500123	MMS X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	02	4,518.00	108,432				108,432
								60,113				60,113
1500124	AAONC6720	WA PSYCHIATRIC SOCIAL WORKER	1	1.00	24.00	02	4,803.00	115,272				115,272
								61,972				61,972
		TOTAL PICS SALARY						474,792				474,792
		TOTAL PICS OPE						251,613				251,613
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		TOTAL PICS PERSONAL SERVICES =	4	4.00	96.00			726,405				726,405

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
1500164	MMN X0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,231.00	125,544				125,544
								64,764				64,764
1500165	AAONC0861 AA	PROGRAM ANALYST 2	1	1.00	24.00	02	5,025.00	120,600				120,600
								63,420				63,420
		TOTAL PICS SALARY						246,144				246,144
		TOTAL PICS OPE						128,184				128,184
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		TOTAL PICS PERSONAL SERVICES =	2	2.00	48.00			374,328				374,328