

Approved 2/14/89  
Date

MINUTES OF THE SENATE COMMITTEE ON GOVERNMENTAL ORGANIZATION

The meeting was called to order by Senator Lana Oleen at  
Chairperson

1:30 ~~XX~~ p.m. on February 6, 1989 in room 531-N of the Capitol.

All members were present except: Senator Bogina  
Senator Moran - Excused

Committee staff present: Julian Efird - Research  
Jill Wolters - Revisor  
Nancy Jones - Secretary

Conferees appearing before the committee:

Secretary Ed Rolfs - Department of Revenue

A motion was made by Senator Strick to approve minutes of the January 30 & 31 meetings; seconded by Senator Kanan. Motion carried. ✓

Secretary Rolfs briefly explained the requests for legislation to be introduced by the Committee. The requests are being made to give more efficiency in the reorganization of the Department. (Attachment 1)

Discussion was held regarding the status of the three boards within the Department of Revenue: Medical Review Board, Alcoholic Beverage Control Board of Review and the Dealers' Review Board. Committee concensus was to remove the ABC Board of Review from the statutes and to discuss and evaluate continuance of the Dealers' Board of Review.

Secretary Rolfs discussed the employment of contractors by the Department. The selection process, quality of performance and fees paid were explained. Secretary Rolfs stated he is opposed to outside contractors, but in some cases it is less expensive to hire contractors when systems are unfamiliar to the staff of the Department. With the employment of DISC, Secretary Rolfs feels it is more economical to retain microfilm records rather than convert the records to DISC, and let DISC go forward from this point. Committee members had specific questions regarding choice of contractors and remuneration for work not completed. (Attachment 2)

Another area in reorganization is the increased usage of microcomputers. A network of Macintosh microcomputers is shared by management and key personnel. Transition of information is swifter and capabilities of the system have improved the overall quality of communication. Secretary Rolfs explained the usage of the system by each bureau. (Attachment 3)

Senator Vidricksen voiced the concern that the enforcement unit of the ABC has never been included in the Police & Firemans' Retirement Program. He feels this is unjust as the risks and dangers encountered are the same as other enforcement units. Chairman Oleen requested background information be provided for the committee members by Research as this concern has been discussed in prior legislative sessions.

Meeting was adjourned. The next meeting will be February 7, 1989.

GUEST LIST

COMMITTEE: SENATE GOVERNMENTAL ORGANIZATION

DATE 2-6-89

NAME	COMPANY / ORGANIZATION	ADDRESS
McRay	Rev	TOP
Terry Danker	KDOC	Topeka
Louis D. Thompson	DOR	Berryton
Mick Krumer	KDOR	Topeka
Etienne Brunken	KDOR	Topeka
Mr B Howley MD		JUNCT. CITY
Opn Brass	Lifetalk Dist	Topeka
Anne Smith	Unisys	Topeka
Nancy Kinsling	Topeka	Intern San Francisco

KANSAS DEPARTMENT OF REVENUE  
Office of the Secretary  
Robert B. Docking State Office Building  
Topeka, Kansas 66612-1588

MEMORANDUM

TO: The Honorable Lana Oleen, Chairperson  
Senate Committee on Governmental Organization

FROM: Ed C. Rolfs, Secretary  
Department of Revenue

RE: Bill Requests

DATE: February 3, 1989

-----

Thank you for the opportunity to appear and request the introduction of certain bills affecting the operation of the Department of Revenue. The Department requests the following:

1. Introduction of a bill to authorize the storage and reproduction of documents through optical disk technology.
2. Introduction of a bill to extend liability for the payment of excise taxes (liquor excise tax, transient guest tax, etc.) to corporate officers; this authority already exists for sales and withholding taxes.
3. Introduction of a bill which would require that a business could not be issued a withholding tax registration certificate if the business is delinquent in taxes; a comparable provision currently exists for sales taxes.
4. Introduction of a bill which would allow both the directors of taxation and collections to (1) file injunctions; (2) waive or reduce tax penalties; (3) file tax warrants; (4) recoup collection fees from out-of-state taxpayers.
5. Introduction of a bill which would place the director of collections and the manager of planning and research in the unclassified service.
6. Introduction of a bill which would remove the Department of Revenue from the processing of intangibles tax returns and return that function to the local units.
7. Introduction of a bill to repeal K.S.A. 75-5119 - the statute creating the alcoholic beverage control board of review; the board was effectively abolished in 1987.

I would be happy to respond to any questions you might have regarding these proposals.

General Information (913) 296-3909  
Office of the Secretary (913) 296-3041 • Legal Services Bureau (913) 296-2381  
Audit Services Bureau (913) 296-7719 • Planning & Research Services Bureau (913) 296-3081  
Administrative Services Bureau (913) 296-2331 • Personnel Services Bureau (913) 296-3077

S.G.O.  
2-6-89  
ATTACH-1

Department of Revenue Contracts 1982 - 1989

S.G.O.  
2-6-89  
ATTACH-2

CONTR #	CONTRACTOR	CONTRACT AMT.	Yes	No	EXPLANATION
<b>FY 1989</b>					
	Brune, Melissa	\$21,990.00	X		System Development Quality Assurance Tech./BTIMS
	Donatello, George	\$65,558.00	X		Reappraisal Coordinator
	Gibson, Gerald	\$37,440.00	X		System Specialist/BTIMS
	Hermanson, Neil	\$57,492.00	X		BTIMS Project Coordinator
895084	Miller, Victor W.	\$5,000.00	X		Consult/Testimony in litigation
895117	Ks Dept of Human Resources	\$69,836.00	X		Educate/train county in VIPS
895661	Nelson, Laurel Ann	\$2,500.00	X		Consult/standards for ignition interlock development
895827	Cole-Layer-Trumble	\$184,200.06	X		Provide protest hear/track module
895827	Cole-Layer-Trumble	\$3,300.00	X		Provide KSCAMA enhance for mainframe
895864	Design Consultants, Inc.	\$2,930.00	X		Maintenance/enhance for Starpro (project monitor)
<b>FY1988</b>					
	Brune, Melissa	\$21,144.00	X		System Development Quality Assurance Tech./VIPS
	Donatello, George	\$63,036.00	X		Reappraisal Coordinator
	Gibson, Gerald	\$37,440.00	X		System Specialist/VIPS
	Hermanson, Neil	\$54,996.00	X		VIPS Project Coordinator
	Wason, Jim	\$27,000.00	X		Quality Assitant Technician/VIPS
885100	Miller, Victor W.	\$5,000.00	X		Consult/Testimony in litigation
885587	Cole-Layer-Trumble	\$6,000.00	X		Ownership code to CAMA
885679	Sheffrin, Steven	\$20,000.00	X		Witness/oil company corporation income

S.G.O.  
2-6-89  
ATTACH-2

Department of Revenue Contracts 1982 - 1989

Att 2-2

CONTR #	CONTRACTOR	CONTRACT AMT.	Yes	No	EXPLANATION
885694	CAMA Tech	\$50,000.00	X		Provide professional service for CAMA
885837	Ks Dept of Human Resources	\$89,735.00	X		Educate/train county in VIPS
885916	T L Green	\$5,000.00		X	Prepare ABC rules & regs ( the rules & regs were not completed and some sections had to be rewritten by the department.)
885916	T L Green	\$3,022.75		X	Prepare ABC rules & regs ( the rules & regs were not completed and some sections had to be rewritten by the department.)
886159	Cole-Layer-Trumble	\$306,000.04	X		Provide CAMA software
886159	Cole-Layer-Trumble	\$53,300.00	X		Provide KSCAMA for Rev & System 36 co
886159	Cole-Layer-Trumble	\$33,800.00	X		Provide KSCAMA for mainframe cos.
886294	ASCI Corp	\$155,811.00	X		Convert Dr Lic, IRP & Mineral Tx
886306	RL Polk & Co	\$10,000.00	X		Obtain license for VIN database
<b>FY1987</b>					
	Donatello, George	\$61,800.00	X		Reappraisal Coordinator
	Gibson, Gerald	\$36,000.00	X		System Specialist/VIPS
	Hermanson, Neil	\$54,996.00	X		VIPS Project Coordinator
	Wason, Jim	\$27,000.00	X		Quality Assitant Technician/VIPS
873616	Larimer, Mike	\$800.00	X		Course in interpersonal/human rel
873687	Parrish, Jim	\$15,500.00	X		Preside ABC hearings
873721	Smith, Terry	\$1,574.00	X		Washington Liaison

Department of Revenue Contracts 1982 - 1989

att 2-3

CONTR #	CONTRACTOR	CONTRACT AMT.	Yes	No	EXPLANATION
873721	Smith, Terry	\$7,868.00	X		Washington Liaison
874045	Cole-Layer-Trumble	\$1,450,640.00	X		Provide CAMA software/real prop
874258	AAMVA	\$5,000.00	X		Study of motor veh admin tele network
874700	Business Training Prof	\$6,200.00	X		Customer relations training
874739	Miller, Victor W.	\$5,000.00	X		Consult /Testimony in litigation
874813	Green, T. L.	\$20,000.00		X	Prepare ABC rules & regs ( the rules & regs were not completed and some sections had to be rewritten by the department.)
874813	Green, T. L.	\$20,000.00		X	Prepare ABC rules & regs ( the rules & regs were not completed and some sections had to be rewritten by the department.)
874792	CAMA Tech	\$30,000.00	X		Provide prof service for CAMA
874916	Dalcoff, Darwin	\$3,000.00	X		Witness in 4-R litigation
<b>FY1986</b>					
	Donatello, George	\$60,000.00	X		Reappraisal Coordinator
862038	Univ. of Kansas	\$20,000.00	X		Analyze liquor markups
862046	Dr. Robert C. Suter	\$5,500.00	X		Instruct on farm real est appraisal
862047	Dalcoff, Darwin	\$5,000.00	X		Witness in 4-R litigation
862050	Malone, Clarence J.	\$307.40	X		Legal Service on Ad Valorem Tax
862051	CAMA Tech	\$212,800.00	X		Prof service for reappraisal
862055	Walker & Assoc	\$38,434.00	X		Aerial Photography service
862056	Aerial Data Services, Inc.	\$35,103.00	X		Aerial Photography service

Department of Revenue Contracts 1982 - 1989

Att 2-9

CONTR #	CONTRACTOR	CONTRACT AMT.	Yes	No	EXPLANATION
862057	Kucera & Assoc	\$51,385.00	X		Aerial Photography service
862058	Larimer, Mike	\$1,600.00	X		Course in interpersonal/human rel
862059	Surdex Corp	\$53,632.52	X		Aerial Photography service
862060	M J Harden Assoc Inc.	\$86,530.00	X		Aerial Photography service
862061	Aerial Data Services, Inc.	\$32,181.00	X		Aerial Photography service
862062	Surdex Corp	\$73,928.77	X		Aerial Photography service
862065	Parrish, Jim	\$15,000.00	X		Preside ABC hearings
862072	Whittmore, Gregory A	\$5,748.61	X		Atty in Cable TV assmt & oil ref.
863595	Smith, Terry	\$350.00	X		Washington liaison
863984	Smith, Terry	\$7,868.00	X		Washington liaison
862071	CAMA Tech	\$62,000.00	X		Prof service for reappraisal
<b>FY1985</b>					
852044	Univ. of Kansas	\$57,917.00	X		Study trend factors in value/prop
852045	Whittmore, Gregory A.	\$5,000.00	X		Atty in Cable TV assmt & oil ref.
852045	Whittmore, Gregory A.	\$5,000.00	X		Atty in Cable TV assmt & oil ref.
852046	Malone, Clarence J	\$2,500.00	X		Legal Service on Ad Valorem Tax
852046	Malone, Clarence J	\$2,500.00	X		Legal Service on Ad Valorem Tax
852047	US Dept of Agr.	\$100,000.00	X		Determine agri land prod groups

Department of Revenue Contracts 1982 - 1989

Att 2-5

CONTR #	CONTRACTOR	CONTRACT AMT.	Yes	No	EXPLANATION
852048	Regan & McGannon	\$5,000.00	X		Counsel in 4R litigation
852049	Dalcoff, Darwin W.	\$10,000.00	X		Witness in 4R litigation
852050	Goodwin, Michael W	\$8,000.00	X		computerize utility value worksheet
852051	Price Waterhouse & Co	\$300,000.00		X	Develop SIS phase of VIPS ( program was not completed timely and to full satisfaction of quality.)
852054	Fisher, Kathy Lohr	\$1,000.00	X		Produce audio tape/functions/KBITS
852059	Edison, Lewis, Porter, Haynes	\$15,000.00	X		Counsel/discrimination-equal pay
853669	Smith, Terry	\$4,900.00	X		Washington Liaison
<b>FY1984</b>					
842045	Alderson, Alan	\$3,000.00	X		Administrative Services
842050	Beshears, Mark V.	\$6,000.00	X		Represent dept./severance tax law
842051	Malone, Clarence J	\$5,000.00	X		Legal Service on Ad Valorem Tax
842052	Alexander Grant & Co.	\$423,000.00		X	Prog devel/test/implement/KBITS ( program specifications were not completed and were not to adequate satisfaction of quality.)
842053	Price Waterhouse & Co	\$240,000.00	X		Consult SDA & SES phase of VIPS
842056	Schmook, Alan	\$10,000.00	X		Consult/1983 Refinery guide
842058	Vick, Joseph M.	\$7,500.00	X		Consult/1984 Cable TV guide
842059	Whittmore, Gregory A	\$5,000.00	X		Atty/Cable TV & Oil Refinery prop.
842059	Whittmore, Gregory A	\$5,000.00	X		Atty/Cable TV & Oil Refinery prop.



Department of Revenue Contracts 1982 - 1989

Att 2-6

CONTR #	CONTRACTOR	CONTRACT AMT.	Yes	No	EXPLANATION
842060	Regan & McGannon	\$5,000.00	X		Counsel in 4R litigation
842062	Dalcoff, Darwin W	\$10,000.00	X		Witness/4R litigation
842063	Martin, Philip W	\$2,860.00	X		Preside/prop. public utility
844379	Smith, Terry	\$3,000.00	X		Washington Liaison
<b>FY1983</b>					
831987	Regan & McGannon	\$20,000.00	X		Counsel in 4R litigation
831987	Regan & McGannon	\$20,000.00	X		Counsel in 4R litigation
831988	Arnoff, Rosen & Stockdale	\$1,500.00	X		Counsel/WRB Enterprises vs Key GMC
831990	Zirger, Herschel E.	\$7,000.00	X		Witness/1983 Oil & Gas Guide
831991	Zirger, Herschel E.	\$20,000.00	X		Develop/1983 Oil & Gas Guide
831994	Goodwin, Michael	\$2,000.00	X		Witness/4R litigation
831995	Bulgren, William	\$7,500.00	X		Witness/Warner Management litigation
831998	Malone, Clarence J.	\$5,000.00	X		Legal Service on Ad Valorem Tax
831999	Alderson, Alan	\$4,000.00	X		Administrative Services
832001	Schmook, Alan	\$7,500.00	X		Consult/1983 Refinery guide
<b>FY1982</b>					
821476	Assessment Analysis Assoc	\$13,400.00	X		Witness/4R litigation
821722	Malone, Clarence J.	\$13,500.00	X		Legal Service on Ad Valorem Tax
821729	Zirger, Herschel E.	\$20,000.00	X		Develop/1983 Oil & Gas Guide

Department of Revenue Contracts 1982 - 1989

Att 2-7

CONTR #	CONTRACTOR	CONTRACT AMT.	Yes	No	EXPLANATION
821730	Daicoff, Darwin W	\$30,000.00	X		Witness/4R litigation
821731	Zirger, Herschel E.	\$8,000.00	X		Witness/1982 Oil & Gas Guide
821732	Regan & McGannon	\$40,000.00	X		Counsel in 4R litigation
821734	Fisher, Glenn W.	\$15,000.00	X		Testimony/Sales ratio&4R
821735	Arnoff,Rosen & Stockdale	\$1,000.00	X		Counsel/WRB Enterprises vs Key GMC
821736	Deloitte,Haskins&Sell	\$429,845.00		X	System Design - KBITS phase III (quality of system design specifications were not adequate or complete.)
821737	Assessment Analysis Assoc	\$2,486.08	X		Witness/4R litigation
821740	Louis Klauder & Assoc	\$46,000.00	X		Expert in 4R
821747	Stephen Bergman	\$1,000.00	X		Consultant/oil & gas production
821749	Bulgren, William	\$7,500.00	X		Witness/Warner Management litigation



KANSAS DEPARTMENT OF REVENUE

*Office of the Secretary*  
Robert B. Docking State Office Building  
Topeka, Kansas 66612-1588

The Honorable August Bogina, Jr.  
State Capitol  
Topeka, KS 66612

February 6, 1988

Dear Senator Bogina,

During the Governmental Organization Committee meeting, you asked me about the Department's use of microcomputers. I didn't feel my response adequately addressed your question. Therefore, I have pulled together some information I thought you might find useful.

Since 1984, the Kansas Department of Revenue has recognized the advantages of using microcomputers in the workplace. Each year, the Department has expanded its microcomputer usage in ways which have increased the efficiency of operations and enhanced the public service which the department can offer. As the capabilities of the microcomputer and related software have grown, the department has embraced these opportunities by incrementally expanding its network of Macintosh microcomputers. We also utilize Zenith "lap-top" micros to support field audit functions.

The benefits of expanding these capabilities include but extend beyond the traditional advantages of microcomputers; better communication, more efficient word processing, and the inexpensive storage and retrieval of documents. We have found that the microcomputer permits workers to upgrade their skills and that individuals at all levels increase personal and work-group productivity.

This report will highlight a few of the innovative ways which the Macintosh microcomputer has increased the capabilities and productivity of the Kansas Department of Revenue. We believe that this increase represents the beginning of even greater advances as

the microcomputer is expanded throughout the department in the next several years.

### The Macintosh Network

The Department of Revenue has installed a network of Macintosh microcomputers which is shared by management and other key personnel. The Appleshare network software allows everyone on the network to share peripherals, laser printers, and software. This sharing keeps costs low, improves communications, and increases the knowledge base of the employees. Many employees on the network use specialized software to access data stored on the state's mainframe computer.

Recent advances such as installation of the TOPS software have improved communication. TOPS permits those on the network to "publish" documents for others to share. "Microsoft Mail" is an electronic mail product that permits managers to contact each other, leave messages, transmit documents, and communicate without the telephone. These packages have reduced the need for traditional secretarial roles in the department. Many secretarial positions have been upgraded to more technical, productive functions.

Desktop publishing has been called the most valuable contribution that the microcomputer has made to date. This capability has become commonplace in the department. Managers formerly composed memos or letters for later transcription by secretaries or the word processing center. Now they are able to compose and edit documents to their final form, with the assistance of automatic spellchecking, a thesaurus, a dictionary, and other features of desktop publishing software. We believe that capabilities have vastly improved the quality of intra-departmental communication, as well as information prepared for presentation to the Legislature or other outside entities.

Many of the bureaus and units in the department have found ways to utilize the microcomputer for specific applications. A common thread is that more work is being done in less time with efficient storage and retrieval, fewer mistakes, and easier transition to a final product. The following sections present a number of the more innovative approaches to utilizing the microcomputer which have been implemented in various within the department.

## Tax Administration

The Business Tax Bureau issues opinion letters to taxpayers to answer specific questions regarding the taxable nature of business transactions. The bureau maintains a database of these questions and responses using "Hypercard" software. The software provides an index of the correspondence which can be accessed by the letter's assigned number, date, company name, and topic. A common complaint from customers has been differing opinions of very similar subject matter.

Using the Macintosh, the Business Tax Bureau has prepared an information guide for sales tax exemptions for manufacturing machinery and equipment. They have revised assessment letters, instruction workbooks, tax returns, and standardized taxpayer correspondence. Using the Hypercard database, they have indexed and stored private letter rulings and opinions for easy retrieval. Using "MacDraw," the Partnership return has been redesigned. These revisions have resulted in forms that are easier for taxpayers as well as tax examiners.

The Legal Services Bureau has developed and implemented a docket tracking system using "McMax" software. This system permits the bureau to maintain a permanent schedule which can be continuously updated as new hearings are set or changes are made to the existing schedule. This insures the timely processing of appeals and provides for easier review and resolution of multi-million dollar corporation income tax assessments. With the new DUI legislation, workload has increased significantly with no increase in staff.

The Mineral Tax Bureau utilizes the microcomputer in the administration of the severance tax. Reports which compute taxable oil and gas production are produced each month. This includes the automatic calculation of exempt production, which must be generated by the same report. Information about producers, such as exempt crude lease inventory files, are maintained and frequently updated. Finally, administration of the field audit function for mineral taxes is made easier by the microcomputer. Auditors utilize laptops in the field and monthly field audit status reports are used to ensure and support appropriate audit coverage. This has greatly expanded their audit capacity.

## Field Audits

The Audit Services Bureau has made strides in increasing audit efficiency by using the Macintosh in audit administration and by using Zenith laptops in field audits. These audits translate directly into increased state revenues. The Macintosh is used to generate improved, easy-to-understand letters to the taxpayers regarding audit assessments or amendments. In addition, management information is easily accumulated and presented in report format for performance-related information such as Auditor Time Summaries and Activity Reports.

In the field, auditors use the laptops to prepare schedules and workpapers. These are then transferred later to report format. Pre-programmed routines or "macros" are used to automatically calculate penalty and interest on lengthy schedules of unreported sales transactions. By eliminating the need for hand calculation, the accuracy and appearance of workpapers has been enhanced, providing for easier review by audit managers and taxpayers.

## The Division of Property Valuation

The microcomputer has played a vital role in the property reappraisal function. Virtually all documents for providing information to the public, such as guides and brochures, have been designed and printed using the Macintosh and desktop publishing software. Using this capability, significant costs in personnel resources and "outside" printing have been avoided. Certificates, for county commissioners and hearing officers who have completed training courses, are now printed on the Macintosh.

Many reappraisal tasks have been accomplished in less time at a lower cost using the Macintosh. Using the graphics capabilities of MacDraw and Cricket Draw software, forms are produced in final and camera-ready status. Maps are produced and stored on Macintoshes. Status reports and flowcharts are also prepared utilizing graphics and presentation capabilities.

In the utility and motor carrier areas, spreadsheet software assures that more accurate and timely valuation calculations are made. Using the McMax database, the Macintosh acts as a file server, which is accessed through Zenith workstations. This supports the function of certifying value to the counties for preparation of tax bills by the

taxing unit. Using the Macintosh, one individual can accomplish the same task, with greater assurance of accuracy, that six clerical positions formerly performed by hand.

### Improving Employee Performance and Administrative Effectiveness

The Macintosh, with Excel spreadsheet software, is used to support an innovative performance-based evaluation strategy implemented to increase production in the **Records Services Bureau**. Spreadsheets and graphs are used to compute and display the production levels of employees in the edit unit who process vehicle title applications and registration renewals. Bar graphs compare individual performance with average levels and predetermined quotas. Production levels are then identified as unsatisfactory, satisfactory, or exceptional. Those who have met established production goals have received promotions in recognition of their performance.

The Department of Revenue maintains a great deal of sensitive taxpayer information. This information must be secured and access restricted to those who need the information to perform their job. For this reason, and to comply with federal requirements, the department has a security program evidenced by identification badges worn by all employees. Each employee's badge identifies the employee and specifies the security level which his position entails.

Documentation for this program resides on a Macintosh database using "Omnis 3" database software. This file is a complete listing of all employees including KIPPS number and security authorization level. Changes must be made with every addition and deletion from the employee roster and when duty changes require a change in security authorization level.

Another administrative task, managing the floor plans and office space allocated to the Department of Revenue, has recently been added to the list of tasks performed on the Macintosh. Using MacDraw and MacDraft software, floor plans have been produced and stored on the Macintosh. This has been especially important with recent office moves in the Docking State Office Building. Using an Excel spreadsheet to maintain an inventory record of all department-owned Herman Miller equipment has helped to ease the paperwork involved in setting up new offices.

## Planning and Budgeting

The **Budget Control Section** under the direction of the **Controller** has successfully implemented the entire budget process on the Macintosh network. In this way, an exhaustive, paper-intensive function has been replaced by a modern system. No longer are bureau managers forced to hand-prepare budget forms for typing by the centralized word processing center to be followed by a lengthy revision process. Instead, each bureau submits numbers and narrative through electronic mail or on diskette. Later, the budget can easily be revised as changes are made through the legislative process.

Computing the salary component of the budget used to require a series of data processing program runs through the mainframe. Now, Budget Control personnel can forecast salaries with greater accuracy in a shorter time using the Macintosh.

The Budget Control Section produces the budget and expenditure information that is utilized internally by the department's management. Many reports that were formally hand-prepared and subsequently typed by the Word Processing Center are now prepared using the Macintosh. These include monthly expenditure reports, journal vouchers, microfilm charge vouchers, and lists of outstanding obligations. In the near future, they plan to automate the entire disbursement process and ledger.

The **Planning and Research Services Bureau** employs the microcomputer extensively for a number of applications. Often these are prepared for legislative as well as internal management information. The fiscal note and revenue forecasting processes are two functions which have been improved through using microcomputers. Data can be analyzed quickly and with greater accuracy than before. Presentations and reports are made more meaningful using the microcomputer, desktop publishing software, and laser printers.

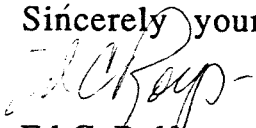
To add efficiency to these endeavors, the bureau has created a Hypercard database of relevant statistical information. Information can be selected by subject or source from a reference-card catalogue. This information is then used to answer questions from legislators, taxpayers, or other states. Using this database allows analysts to respond to requests in a prompt and accurate manner.

- - - - -



Based on the success of these and other programs, the Kansas Department of Revenue is committed to further utilizing the microcomputer in performing its statutory functions in the future. We believe that even greater strides can be made, increasing the effectiveness of operations while keeping costs low. By harnessing this technology to the fullest, we can reap the tangible and intangible benefits of helping all employees maximize their contribution to the overall department effort.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Ed C. Rolfs".

Ed C. Rolfs  
Secretary