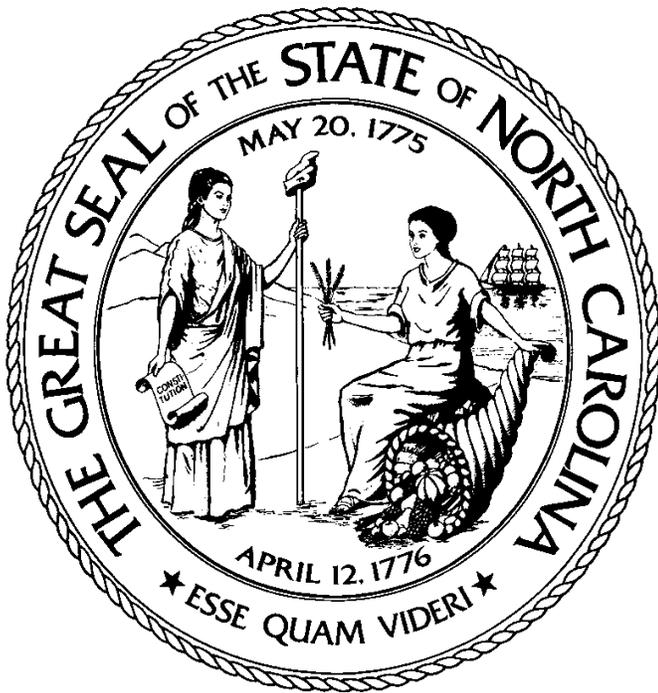

NORTH CAROLINA

**STATEWIDE
ACCOUNTS
RECEIVABLE
REPORT**



***For the Year
Ended
June 30, 2011***

North Carolina Office of the State Controller

David McCoy, State Controller



State of North Carolina

Office of the State Controller

DAVID T. MCCOY
STATE CONTROLLER

January 30, 2012

The Honorable Beverly Perdue, Governor
The Honorable Phil Berger, President Pro Tempore of the Senate
The Honorable Thom Tillis, Speaker of the House of Representatives

Attached is the *Statewide Accounts Receivable Report* for the year ended June 30, 2011. This legislatively mandated report is prepared in accordance with Article 6B of Chapter 147 of the North Carolina General Statutes. G.S. § 147-86.26 directs the State Controller to report annually to the Governor, the Joint Legislative Commission on Governmental Operations, and each state agency a summary of accounts receivable using information provided by state agencies and additional information as may be available.

I hope that you find this report informative and helpful. If you have any questions about any aspect of this report, my staff or I can be reached at (919) 981-5454. Finally, I would encourage your review of additional financial reports and information located on the OSC website at: <http://www.osc.nc.gov/>.

With regards, I am

Sincerely,

David McCoy

cc: Members of the North Carolina Joint Legislative
Commission on Governmental Operations
Chief Fiscal Officers

2011 Statewide Accounts Receivable Report

Introduction

The *Statewide Accounts Receivable Report* includes all receivables at June 30, 2011 reported to the Office of the State Controller (OSC) by state agencies. As defined by the North Carolina General Statutes, a receivable is an asset of the State of North Carolina (State) reflecting a debt that is owed to the State that has not been received by the state agency servicing the debt. A state agency is defined by statute as any department, institution, board, commission, committee, division, bureau, officer, official or any other entity for which the State has oversight responsibility including any university. As prescribed by statute for the statewide accounts receivable program, the term state agency does not include a community college, an area mental health, developmental disabilities and substance abuse authority, or the General Court of Justice.

The receivables disclosed in this report are based on generally accepted accounting principles (GAAP) and reflect a snapshot of amounts owed to the State at June 30, the conclusion of the State's fiscal year. This report also discloses additional information about the State's receivables at fiscal year-end such as: an aging of receivables which indicates the degree to which receivables are past due and write-offs which are receivables that agencies will not, or most likely will not, collect and have therefore deducted from their accounting records.

How the State Collects Debt

State agencies invoice businesses and individuals for services rendered through many different billing and receivable systems.

State policy provides that receivable systems of state agencies should:

- Bill accounts on a timely basis, whether the receivables are due from private entities, the federal government, localities, or state agencies and institutions;
- Maintain an accurate record of receivables transactions;
- Effectively interface with other applicable agency-based accounting systems;
- Provide an aged trial balance of receivables;
- Provide information relative to specific collection efforts on each past-due account;
- Provide realistic estimates of, and properly account for, doubtful accounts;
- Properly account for receivables that are written off;
- Recognize and report receivables in accordance with generally accepted accounting principles (GAAP);
- Comply with federal and other contractual regulations;
- Maintain a record of year-end receivable balances; and
- Provide for the accrual of interest and penalties as allowed or as required by law.

2011 Statewide Accounts Receivable Report

Types of Receivable

Taxes - Primarily consist of individual income tax, sales and use tax, and local sales tax collections.

Accounts - Primarily consist of student, patient and medical provider payments.

Intergovernmental - Primarily consists of funds due from federal and local governments.

Notes - Primarily consist of student loans, housing mortgage loans and EPA revolving loans that will be collected on a predetermined contractual basis.

Interfund - Primarily consists of funds moving between different state fund types.

Other - Primarily consists of participant contributions to the health and pension plans and State Treasurer investment earnings (distributions) owed to those funds (trust, special) that earn interest.

Aging of Receivables

An aging of receivables indicates the degree to which receivables are past-due. State agencies provide OSC an aged trial balance of receivables each fiscal year-end.

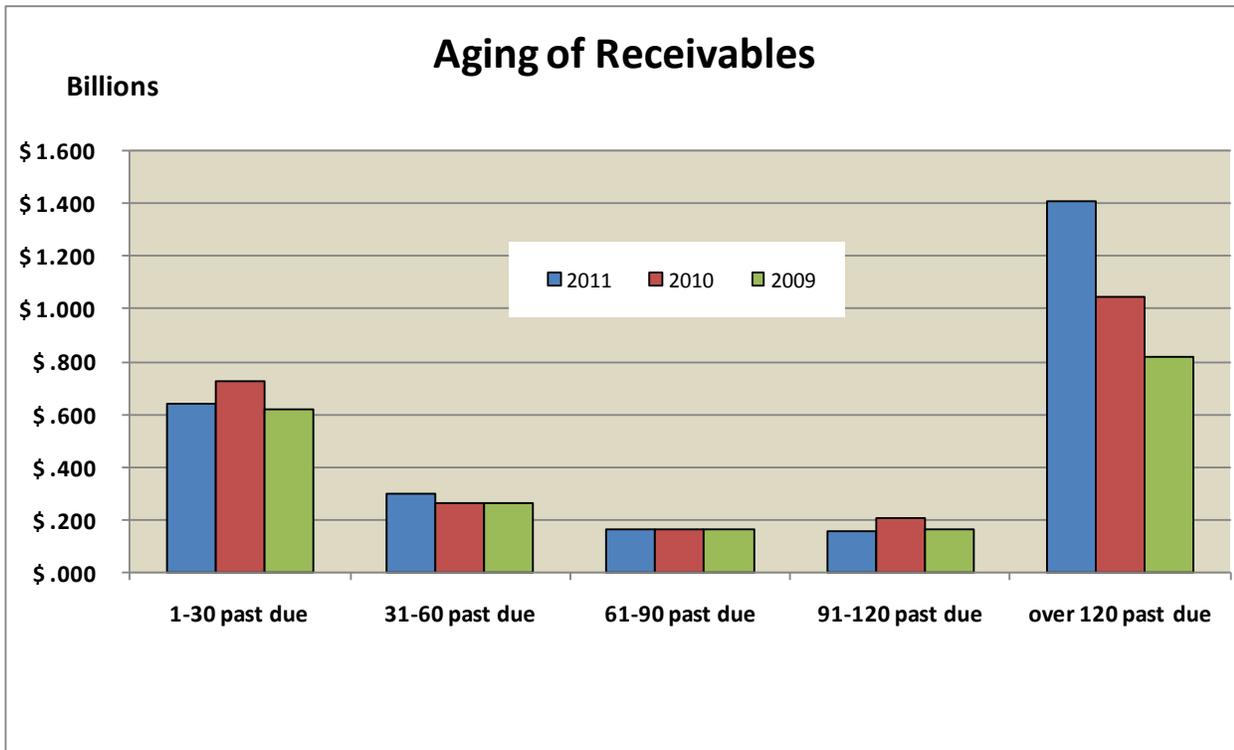
**The chart below summarizes past due receivable activity.
(in thousands)**

<u>Past Due Receivables by Type</u>	<u>Past Due</u>					<u>Total Past Due</u>
	<u>1-30 Days</u>	<u>31-60 Days</u>	<u>61-90 Days</u>	<u>91-120 Days</u>	<u>Over 120 Days</u>	
Taxes Receivable	\$111,587	\$54,245	\$41,108	\$34,789	\$870,882	\$1,112,611
Accounts Receivable	261,671	137,687	46,159	60,733	402,898	909,148
Intergovernmental Receivable	9,459	1,683	1,765	581	4,807	18,295
Notes Receivable	226,320	101,532	72,338	63,071	122,308	585,569
Interfund Receivable	1,182	71	97	36	—	1,386
Other Receivable	28,251	2,381	2,254	1,011	6,878	40,775
	<u>\$638,470</u>	<u>\$297,599</u>	<u>\$163,721</u>	<u>\$160,221</u>	<u>\$1,407,773</u>	<u>\$2,667,784</u>

Accounts past-due at year-end 2011 total \$2.7 billion of total receivables. The North Carolina Department of Revenue (NCDOR), Employment Security Commission (ESC), UNC Hospitals, the Department of Health and Human Services (DHHS), State Education Assistance Authority (SEAA), Housing Finance Agency (HFA), and the UNC System account for \$2.6 billion, or 98 percent, of these past due receivables. Each of these entities employs specific collection techniques to aggressively collect past due accounts receivables. The increase in past due accounts over 120 days is attributable to the NCDOR Write-Off Reversal as indicated on page 8. Appendix A details the aging amounts by agency for fiscal 2011.

2011 Statewide Accounts Receivable Report

The chart below summarizes aging amounts for fiscal years 2011, 2010, 2009:



Year-end Amounts

The State's comprehensive annual financial report (CAFR) disclosure of receivables includes both *estimated* receivables and *invoiced* receivables, net of allowance for doubtful accounts as of June 30. The chart below summarizes CAFR total receivables by type for fiscal years 2011, 2010, 2009:

Total Receivables by Type - Fiscal Years 2011, 2010 and 2009 (in thousands)	2011			Change FY10 to FY11	
	2011	2010	2009	Amount	Percent
Notes Receivable	\$ 6,174,295	\$ 7,511,711	\$ 6,896,887	\$ (1,337,416)	(17.8)%
Taxes Receivable	1,898,307	1,613,761	1,297,218	284,546	17.6%
Intergovernmental Receivables	992,800	1,213,383	959,690	(220,583)	(18.2)%
Accounts Receivable	1,576,858	1,491,038	1,500,511	85,820	5.8%
Interfund Receivables	287,700	376,967	551,008	(89,267)	(23.7)%
Contributions, Premiums, Other Receivables .	634,434	552,164	482,496	82,270	14.9%
Interest Receivable	17,183	25,894	28,321	(8,711)	(33.6)%
Total Receivables	\$11,581,577	\$12,784,918	\$ 11,716,131	\$ (1,203,341)	(9.4)%

As shown in the table above, receivables totaled \$11.6 billion for fiscal 2011, \$12.8 billion for fiscal 2010 and \$11.7 billion for fiscal 2009. Total receivables declined by \$1.2 billion or 9.4 percent during this period. Most of this decrease was due to a \$1.3 billion decrease in notes receivable which is predominantly due to the SEAA where loans decreased by \$1.1 billion.

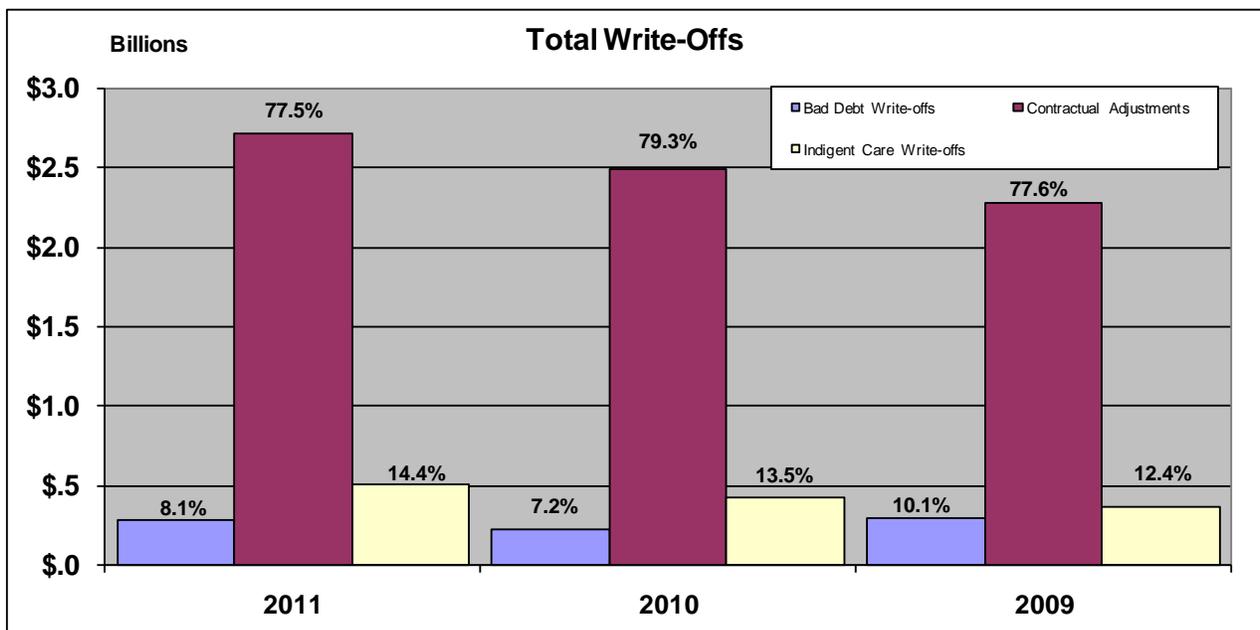
2011 Statewide Accounts Receivable Report

Write-offs

Write-offs are receivables that agencies will not, or most likely will not, collect and have deducted from their accounting records. Write-offs are caused by bad debt adjustments (unsuccessful collection efforts), contractual adjustments or indigent care adjustments. Write-offs for year-end 2011 totaled \$3.5 billion consisting of \$284 million for bad debt, \$2.7 billion for contractual adjustments and \$507 million for indigent care. Total write-offs for 2010 were \$3.1 billion.

UNC Hospitals, including Rex Healthcare and Chatham Hospital, reported write-offs of \$2.4 billion of receivables based on Medicare and Medicaid adjustments, indigent care provider adjustments, and managed care contractual adjustments. NCDOR reported write-offs of \$77 million. UNC Chapel Hill (UNC CH) and East Carolina University (ECU) reported write-offs of \$410 million and \$279 million, respectively.

Appendix A details by receivable type, total agency write-offs during fiscal 2011. The chart below summarizes agency write-offs by type for fiscal years 2011, 2010, 2009.



Contractual Adjustments - The differences between revenue at established rates and the amounts realizable from third-party payers under contractual agreements. These adjustments are made to customer, patient, or business accounts as the result of a contractual agreement to provide certain services or products at a previously negotiated price. The contractual adjustment is the difference between the value assigned by the state provider/supplier of the product or service and the predetermined price as negotiated with a third-party payer (example: insurance company).

Indigent Care Adjustments - The differences between revenue at established rates and the amounts realizable from the financially responsible party for those receiving the state product or service. In this instance, the write-off is the result of the financially responsible party being **unable** to meet the financial obligations due to poverty or a lack of subsistence.

Bad Debt Adjustments - All write-offs of bad debts other than those for contractual or indigent care reasons.

2011 Statewide Accounts Receivable Report

Cost of Collection

State agencies, excluding NCDOR, reported collection activity costs totaling over \$59 million during 2011. Agencies also reported a total of 620 full-time equivalent (FTE) state employees dedicated to receivable activities during 2011. A large percentage of total collection costs and FTE reported by state agencies is attributable to patient accounts and student accounts, including student loans.

UNC Hospitals, part of the UNC Health Care System, reported 2011 collection costs of \$16.5 million and 149 FTE. The UNC-CH Physicians and Associates, also part of the UNC Health Care System, reported collection costs of \$17.1 million, and FTE of 205. ECU reported collection costs of \$3.7 million for its medical faculty practice and FTE of 73. Regarding student loans, SEAA reported that loan administration and collection are out-sourced for a cost of \$11.1 million for 2011.

Appendix B details by agency the collection costs and the FTE of state employees dedicated to collection activities.

Collection Activity – Attorney General

State agencies are required by statute to forward unpaid billings to the Attorney General for collection no more than 60 days after the due date of the billing. The North Carolina Department of Justice (NCDOJ) then sends a letter to debtors demanding payment. If payment is not made within 30 days, the department recommends to agencies that unpaid billings be submitted to a state contracted collection agency. As of July 1, 2011, NCDOJ has contracts with nine collection agencies.

During fiscal calendar year 2011, a total of \$66.9 million was submitted to the Attorney General for collection on behalf of state agencies. During fiscal year 2011, \$30.1 million was submitted by state agencies to collection agencies, and \$5.3 million was collected at a cost of \$974.1 thousand.

Setoff Debt Collection Program Activity

Pursuant to G.S. 105A, the NCDOR continues to administer the State's Setoff Debt Collection Program that requires NCDOR and state agencies to cooperate in identifying debtors who owe money to the State and who qualify for refunds from the NCDOR. It further requires that procedures be established for setting off against any refund the sum of any debt owed to the State. This setoff procedure resulted in \$66.5 million of net refunds to claimant agencies during the 2011 calendar year for the 2010 tax year.

The Office of the State Controller requested that the NCDOR provide summary debt setoff information for the last five tax years to be included in the annual Statewide Accounts Receivable Report.

2011 Statewide Accounts Receivable Report

Summary data from NCDOR for the prior five tax years is reflected below (whole dollars).

Debt Setoff Activity for Fiscal Years 2006-2010

Tax Year	2010	2009	2008	2007	2006
Debt Setoff Occurs in Calendar Year	2011	2010	2009	2008	2007
Gross amount of Refunds Setoff Collection Assistance Fees applied	\$67,889,978	\$60,575,209	\$57,376,802	\$49,108,212	\$41,158,165
Based on Prior Year Actual Expenses	(\$1,294,975)	(\$1,129,410)	(\$1,098,000)	(\$930,645)	(\$791,445)
Net Amount of Refunds Paid to Claimant Agencies	\$66,595,003	\$59,445,799	\$56,278,802	\$48,177,567	\$40,366,720
DOR Administrative Expenses - Current Year	\$537,355	\$479,667	\$1,091,720	\$920,450	\$470,217
Total Setoffs (includes completed, denied, and cancelled setoffs)	291,300	259,261	253,045	222,832	191,876
Number of Completed Setoffs	287,092	253,072	248,830	216,296	185,971
Average Gross Setoff Amount	\$236.48	\$239.36	\$230.59	\$227.04	\$221.31
Average Cost per Setoff	\$1.85	\$1.85	\$4.31	\$4.13	\$2.45
Average Net Amount of Refunds Setoff	\$231.97	\$234.90	\$226.17	\$222.74	\$217.06

- Effective for the calendar year 2000, the cost of collecting child support debts is not charged against the taxpayer's refund. Instead, the gross amount of the refund is applied to the debt and the NCDOR receives a collection assistance fee for these debts from individual income tax collections. For the calendar year 2011, collection assistance fees for child support debts collected through setoff were \$140,375 bringing the total collection assistance fees received by the NCDOR to \$1,435,350.
- Effective for the calendar year 2005, the 2004 Law Changes has been amended to impose a flat collection assistance fee of \$5.00 for each debt collected through setoff. The subsection was also amended to delete the provision that required the NCDOR to set the amount of the collection assistance fee based on the actual cost of collection (\$15.00) maximum for the immediate preceding year.

Agency Compliance with Statewide Accounts Receivable Program

Since the 2007 fiscal year, OSC has required each state agency to complete an attestation document signed by the agency's chief executive officer and chief financial officer. All state agencies must and have returned a signed letter stating that:

- Management is responsible for complying, and has complied, with requirements of Article 6B of Chapter 147 and Chapter 105A of the North Carolina General Statutes.
- Management is responsible for establishing and maintaining, and has established and maintained, effective internal control over compliance with the requirements of Article 6B of Chapter 147 and Chapter 105A of the North Carolina General Statutes.
- Information submitted to OSC for preparation of the *Statewide Accounts Receivable Report* is materially correct and verifiable to agency records.

2011 Statewide Accounts Receivable Report

The ability to charge interest and penalty on past due accounts receivable is a manual process that is not supported by some billing and accounts receivable systems currently operating within state government. Future business infrastructure projects should incorporate the ability to calculate interest on past due accounts. Since the current process is manual and does not interface with any financial system, many state agencies choose not to charge interest or assess penalties.

Account Receivable Initiatives

Small Business Recovery Program

NCDOR along with the N.C. Small Business Commissioners Office launched the Small Business Recovery Program in July 2011 to help small businesses recover from certain tax liability issues they may have suffered as a result of the current economic downturn. This program will offer penalty and fee waivers and payment plans for companies that have fallen behind on sales, withholding and other trust taxes. Businesses with 200 or fewer employees qualify for the program and must agree to use the counseling services of the Small Business and Technology Development Center (SBTDC) or the NC Small Business Center Network (SBCN). Small businesses that complete the required counseling and file and pay all outstanding taxes are eligible for waiver of the penalty and fee as well as longer-term payment plans than normal. If the small business fails to file and pay future taxes on time, the fees and penalties may be reinstated. To date, the Department has 1,390 small businesses participating in the program with an account receivable of \$31.5 million in tax, penalty, fee and interest. The total tax and interest collectable is approximately \$22.4 million.

Individual Income Tax Debt Repayment Program

NCDOR introduced the Individual Income Tax Debt Repayment Program in January 2012. Taxpayers with outstanding assessments as of January 1, 2012 can request to have the penalty and collection assistance fee waived so long as the tax and interest are paid by April 30, 2012. This program was just launched January 18, 2012. NCDOR has begun receiving taxpayer calls regarding this new program.

Automated Attachment

Automated Attachment is a process that matches eligible taxpayers who owe back taxes with money sources such as wages or bank accounts that can be "attached" or garnished to pay those taxes. Collections cases are run through the new Central Repository, a database of information on potential revenue sources built by the Taxpayer Information Management System (TIMS) Project Team.

The Central Repository houses all of the Department's levy (revenue) sources and matches collections cases with those sources. When a match is found, the Integrated Tax Administration System (ITAS) generates attachment and garnishment notices automatically.

The Automated Attachment Process went into production in August 2010 and generated \$32,422,515 in collections through June 30, 2011.

Write-off Reversal

Write-off Reversal is an automatic process that will identify eligible collection cases that were written off and match them against revenue sources. Write-off Reversal also uses the Central Repository; collections cases that were written off are run through the Central Repository. When cases are matched, the written off status is reversed and ITAS automatically generates the attachment and garnishment notice.

Write-off Reversal was implemented in November 2010 and recovered \$9,419,982 in previously written off debt through June 30, 2011.

2011 Statewide Accounts Receivable Report

Vendor Attachment

OSC and NCDOR in September 2010 implemented a vendor attachment program. The program is authorized by G.S. 105-242(b) and G.S. 147-86.25. Phase I involves state agencies using the North Carolina Accounting System (NCAS). The program identifies vendor payments for attachment due to uncollected taxes.

In Vendor Attachment, OSC provides NCDOR a file each night of vendors who are to be paid through NCAS. NCDOR compares the file against outstanding collections cases. As matches are discovered, the process generates an attachment and garnishment notice and the funds are redirected to NCDOR before the vendor receives the payment. The funds are applied to the vendor's tax debt.

As of December 31, 2011, the program has collected approximately \$3.3 million in unpaid taxes due to the state.

NC Department of Justice's eportal

NCDOJ's eportal is an extension of their InfoShare legal database. This web based technology allows state agencies with past due debt the opportunity to record their debt information into the system. NCDOJ reviews the accounts and promptly begins collection efforts. State agencies enter payments into the eportal along with other debtor responses. From the information, NCDOJ is then able to recommend the next course of action in the collections process which will include the Setoff Debt Collection Program and submittal of the debt to one of the nine state contracted collection agencies. The eportal shortens the time period required to complete the entire collections process. NCDOJ is working on an upload feature that promises to make the process even more efficient.

2011 Statewide Accounts Receivable Report

Appendix A

Past Due Receivable Summary Aging Report

Fiscal Year Ended June 30, 2011

(in thousands)

Past Due Receivables by Department/Institution	Past Due					Total	Total
	1-30 Days	31-60 Days	61-90 Days	91-120 Days	Over 120 Days	Past Due	Write-offs
Secretary of State	\$4	\$8	\$6	\$3	\$134	\$155	\$38
Office of the State Auditor	—	19	—	—	—	19	—
State Treasurer	1	—	—	—	2	3	—
Public Instruction	—	2	—	2	—	4	13
Justice	549	246	26	23	444	1,288	—
Agriculture	51	22	24	59	62	218	—
Labor	—	581	656	172	3,846	5,255	1,851
Insurance	854	1	—	—	2	857	—
Administration	226	59	99	1	—	385	12
Office of State Controller	17	—	—	—	2	19	—
Transportation	779	357	962	472	4,270	6,840	1,423
ENR	441	291	64	50	1,189	2,035	—
Wildlife	—	—	—	—	28	28	—
Juvenile Justice	—	15	—	—	1,222	1,237	—
DHHS	119,809	79,493	6,903	15,998	221,143	443,346	343,251
ITS	401	75	305	300	184	1,265	—
Correction	457	283	193	185	3,060	4,178	18
Commerce	87	55	50	28	357	577	8
Employment Security	7,640	11,838	5,348	4,681	139,586	169,093	4,229
Revenue	108,329	45,747	38,734	33,761	821,615	1,048,186	76,982
Cultural Resources	1	1	1	1	11	15	—
UNC Hospitals	97,397	28,455	17,478	15,692	27,214	186,236	2,383,578
Education Lottery	108	25	16	20	335	504	148
Housing Finance Agency	74,534	25,779	11,443	18,712	34,065	164,533	2
Major Medical-St. Health Plan	3,999	3,759	2,756	919	11,167	22,600	—
Agriculture Finance Authority	13	—	178	—	334	525	—
North Carolina Cosmetic Arts Examiners	—	—	—	—	7	7	—
North Carolina Board of Psychologists	—	—	—	—	—	—	9
Global TransPark	177	3	2	11	—	193	—
NC Ports Authority	3,576	690	199	195	797	5,457	113
State Education Assistance Authority	153,324	77,009	61,398	44,401	71,459	407,591	153
UNC - Chapel Hill	43,112	13,036	8,280	9,234	31,375	105,037	410,700
North Carolina State Univ	10,550	2,400	1,822	940	2,847	18,559	2,106
UNC - Greensboro	374	195	226	70	2,932	3,797	375
UNC - Charlotte	906	1,087	140	4,171	—	6,304	1,230
UNC - Asheville	505	39	18	429	191	1,182	36
UNC - Wilmington	266	278	711	42	27	1,324	158
East Carolina Univ	7,004	3,262	3,850	2,009	10,819	26,944	279,757
NC A & T State Univ	204	397	262	67	1,323	2,253	459
Western Carolina Univ	493	319	944	299	958	3,013	12
Appalachian State Univ	693	649	178	148	3,166	4,834	134
UNC - Pembroke	110	11	28	287	1,513	1,949	1,163
Winston-Salem State Univ	164	117	177	29	3,071	3,558	410
Elizabeth City State Univ	361	384	23	1,491	—	2,259	69
Fayetteville State Univ	59	121	7	476	2,460	3,123	676
North Carolina Central Univ	895	491	214	4,802	4,013	10,415	251
North Carolina School of the Arts	—	—	—	41	498	539	—
North Carolina School of Science and Math	—	—	—	—	45	45	—
	\$638,470	\$297,599	\$163,721	\$160,221	\$1,407,773	\$2,667,784	\$3,509,364

2011 Statewide Accounts Receivable Report

Appendix B

Cost of Collecting Receivables by Agency Fiscal Year Ended June 30, 2011 (Whole Dollars)

<u>Agency</u>	<u>Collection Unit</u>	<u>Collection Cost</u>	<u># FTE</u>
Secretary of State	Accounts Receivable Department	\$49,420	1
Office of the State Auditor	Agency/Division Budget/Fiscal Office	19	—
Public Instruction	Other	17,149	—
Agriculture	Collection Agency/Outsourced	16,482	1
Agriculture	Credit Department	29,646	2
Labor	Accounts Receivable Department	413,423	5
Labor	Collection Agency/Outsourced	176	—
Labor	Other	443,813	7
Insurance	Agency/Division Budget/Fiscal Office	15,735	1
Transportation	Accounts Receivable Department	354,827	11
Transportation	Collection Agency/Outsourced	291,616	—
ENR	Agency/Division Budget/Fiscal Office	492,215	3
Wildlife	Accounts Receivable Department	2,150	—
DHHS	Accounts Receivable Department	2,452,699	50
DHHS	Collection Agency/Outsourced	5,642	—
DHHS	Patient Accounts	242,674	3
ITS	Accounts Receivable Department	109,124	2
Correction	Accounts Receivable Department	115,580	3
Correction	Collection Agency/Outsourced	552	—
Commerce	Accounts Receivable Department	5,099	—
Employment Security	Other	702,886	10
Employment Security	Tax Department	1,353,719	20
Revenue * (see note below)	Agency/Division Budget/Fiscal Office		
UNC Hospitals	Collection Agency/Outsourced	5,842,418	—
UNC Hospitals	Patient Accounts	10,626,040	149
Education Lottery	Collection Agency/Outsourced	2,236	—
Education Lottery	Accounts Receivable Department	106,594	3
Office of Administrative Hearings	Agency/Division Budget/Fiscal Office	1	1
Housing Finance Agency	Agency/Division Budget/Fiscal Office	885,799	—
North Carolina Cosmetic Arts Examiners	Payroll Section	396	1
NC Ports Authority	Accounts Receivable Department	6,907	—
State Education Assistance Authority	Other	11,116,473	—
State Education Assistance Authority	Student Accounts	83,218	3
UNC - Chapel Hill	Accounts Receivable Department	6,374	1
UNC - Chapel Hill	Collection Agency/Outsourced	11,830	—
UNC - Chapel Hill	Patient Accounts	17,140,935	205
UNC - Chapel Hill	Student Accounts	3,158	1
UNC - Chapel Hill	Student Loans	605	1
North Carolina State Univ	Accounts Receivable Department	152,009	3
North Carolina State Univ	Collection Agency/Outsourced	191,935	—
North Carolina State Univ	Grants Office	46,477	1
North Carolina State Univ	Student Accounts	46,477	1
North Carolina State Univ	Student Loans	46,477	1
UNC - Greensboro	Collection Agency/Outsourced	51,462	—
UNC - Greensboro	Grants Office	55,929	1
UNC - Greensboro	Student Accounts	15,232	—

2011 Statewide Accounts Receivable Report

Appendix B

UNC - Greensboro	Student Loans	92,579	2
UNC - Charlotte	Collection Agency/Outsourced	75,000	—
UNC - Charlotte	Student Accounts	22,511	2
UNC - Charlotte	Student Loans	21,647	2
UNC - Asheville	Student Accounts	1,335	—
UNC - Asheville	Student Loans	5,339	—
UNC - Wilmington	Accounts Receivable Department	22,500	1
UNC - Wilmington	Collection Agency/Outsourced	56,972	—
UNC - Wilmington	Other	1,211	—
UNC - Wilmington	Student Accounts	49,150	1
UNC - Wilmington	Student Loans	9,641	—
East Carolina Univ	Collection Agency/Outsourced	497,204	—
East Carolina Univ	Patient Accounts	3,705,864	73
East Carolina Univ	Student Accounts	724,247	12
East Carolina Univ	Student Loans	133,273	2
NC A & T State Univ	Accounts Receivable Department	159,812	5
NC A & T State Univ	Collection Agency/Outsourced	42,245	—
NC A & T State Univ	Student Loans	106,541	5
Western Carolina Univ	Student Accounts	87,112	2
Appalachian State Univ	Collection Agency/Outsourced	43,756	—
Appalachian State Univ	Grants Office	47,000	1
Appalachian State Univ	Student Accounts	116,127	3
Appalachian State Univ	Student Loans	32,966	1
UNC - Pembroke	Accounts Receivable Department	12,096	—
UNC - Pembroke	Student Accounts	13,425	—
UNC - Pembroke	Student Loans	11,708	—
Winston-Salem State Univ	Collection Agency/Outsourced	2,788	—
Winston-Salem State Univ	Student Loans	92,336	2
Elizabeth City State Univ	Collection Agency/Outsourced	26,781	—
Elizabeth City State Univ	Student Accounts	43,021	1
Fayetteville State Univ	Student Accounts	60,659	—
Fayetteville State Univ	Student Loans	19,868	—
North Carolina Central Univ	Student Accounts	3,823	11
North Carolina Central Univ	Student Loans	5,921	2
North Carolina School of the Arts	Student Accounts	11,054	—
North Carolina School of the Arts	Student Loans	34,137	1
Total		<u>\$59,945,277</u>	620.00

#FTE -Full Time Equivalent positions utilized by an entity for collections

One of the core functions of the North Carolina Department of Revenue is the collection of state taxes owed to the State of North Carolina. Collection activities in the Department are so varied and widespread that it is not reasonably possible to determine the portion of the Department's budget that is directly and indirectly attributable to the cost of collecting past due taxes (accounts receivables), nor is it reasonably possible to determine the cost taxes that have not yet been assigned the status of an account receivable.