Oregon Housing and Community Services

2025-27 Governor's Recommended Budget

Tina Kotek
Governor

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Executive Director

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CERTIFICATION

I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the accuracy of all numerical information has been verified.



Signature	**Executive Director** *Title*

Housing and Community Services Department	**725 Summer Street NE, Suite B** **Salem Oregon 97301**
Agency Name	*Agency Address*

Notice: Requests of agencies headed by a board or commission must be approved by official action of those bodies and signed by the board or commission chairperson. The requests of other agencies must be approved and signed by the agency director or administrator.

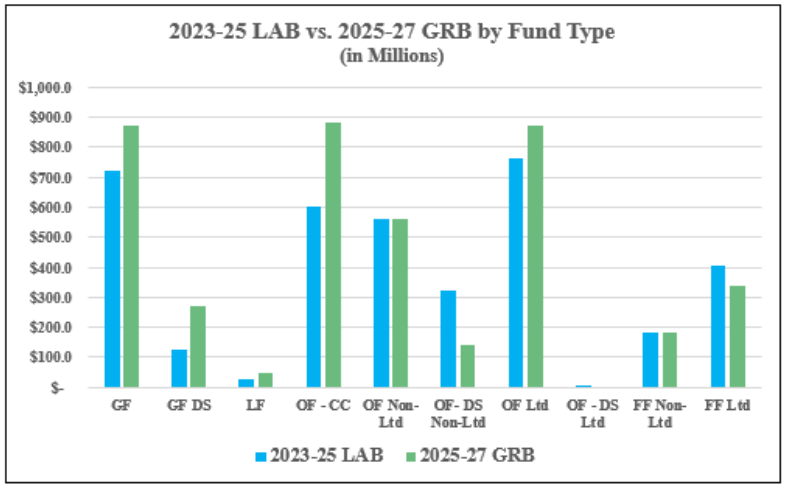
Legislative Actions

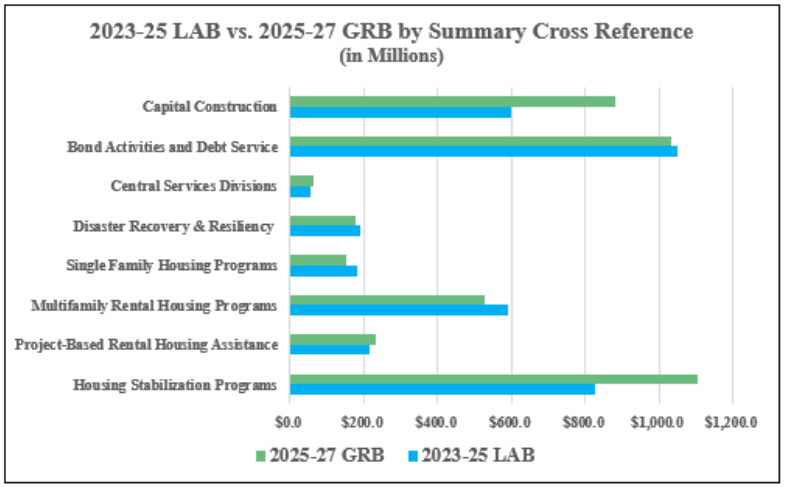
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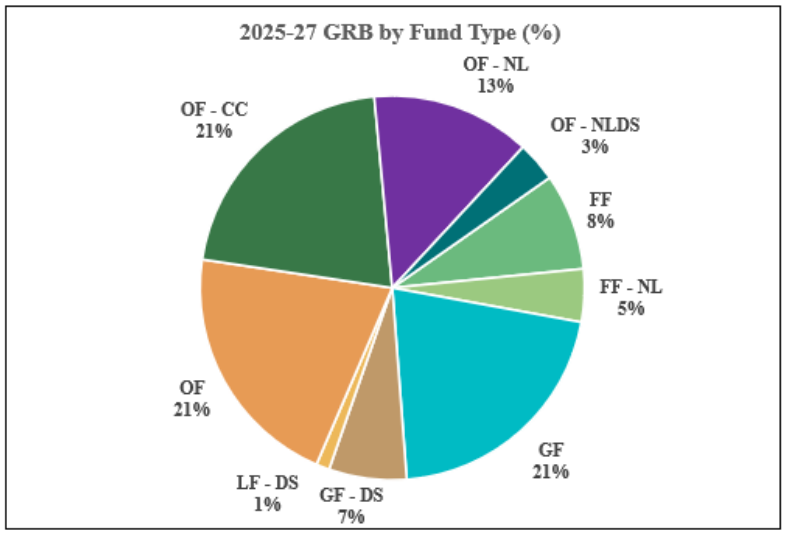
Session/Eboard	Month (Eboard only)	Year	Bill Number	Short Description of Action Taken
Session		2023	HB 2001	Adjusts for Modular Housing and Oregon Housing needs assessment
Session		2023	HB 3395	Adjusts for Affordable Homeownership Revolving Loan Fun and Network for Oregon Affordable Housing (NOAH)
Session		2023	HB 5006	Agency budget for Capital Construction
Session		2023	HB 5019	Effects 21-23 and 23-25 Budgets for Executive Order 23-02 Homelessness Emergency
Session		2023	SB 5506	End of Session Bill
Session		2023	SB 5511	Agency Main Budget Bill
Session		2024	SB 1501	No fiscal impact, expands allowed uses of funds deposited into the Long-Term Rent Assistance Fund
Session		2024	SB 1537	Adjust Agency Main budget for Housing Accountability and Production Loan Fund
Session		2024	SB 5701	Adjustment Agency Main for Long Term Rental Assistance and Admin Cost
Session		2024	SB1530	Adjustment to 2023-25 Main Budget

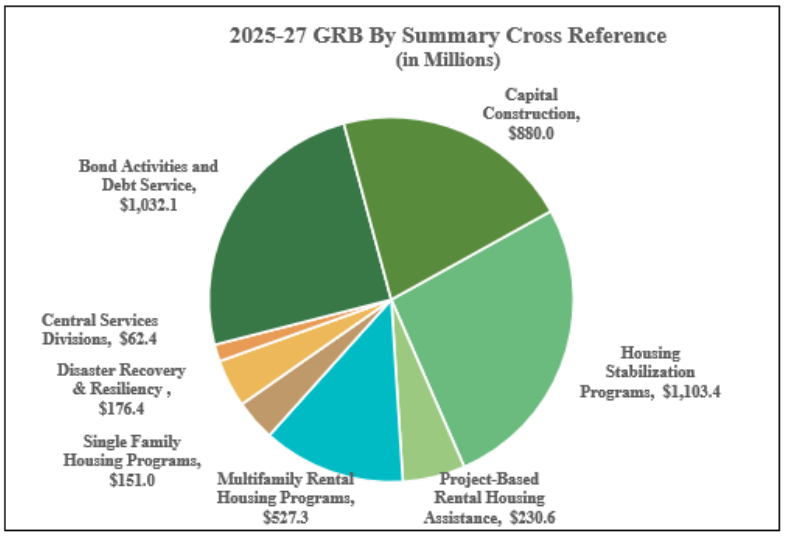
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Agency Summary Graphics

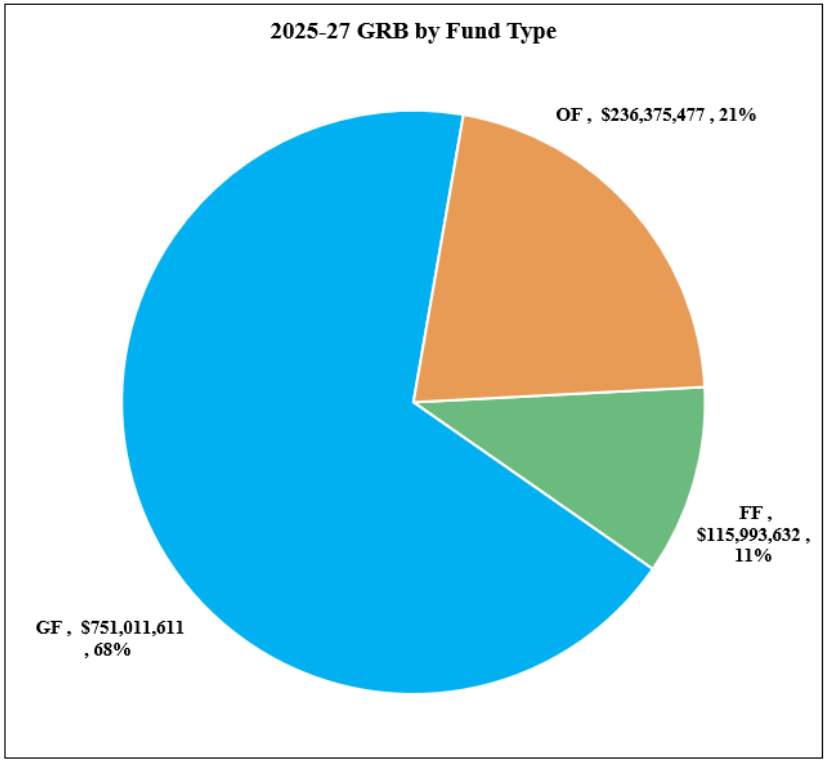


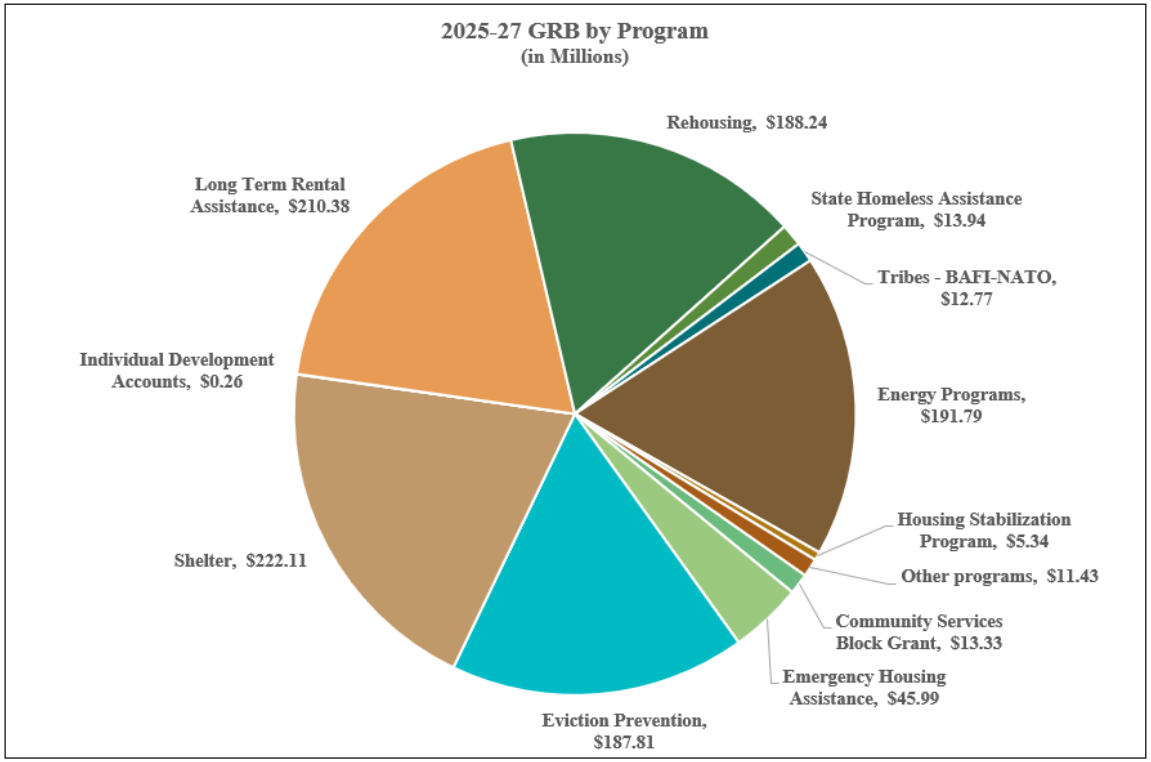




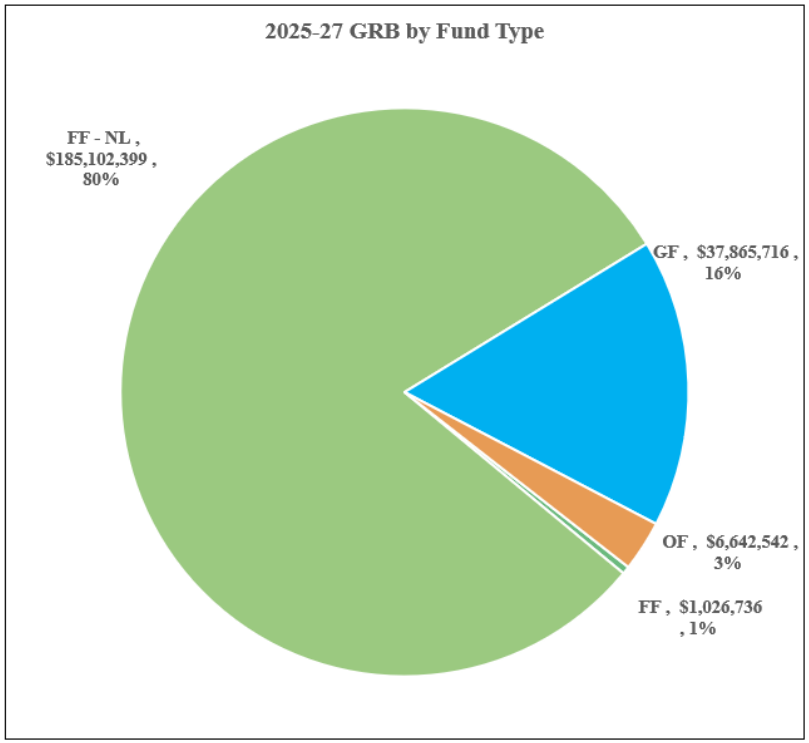


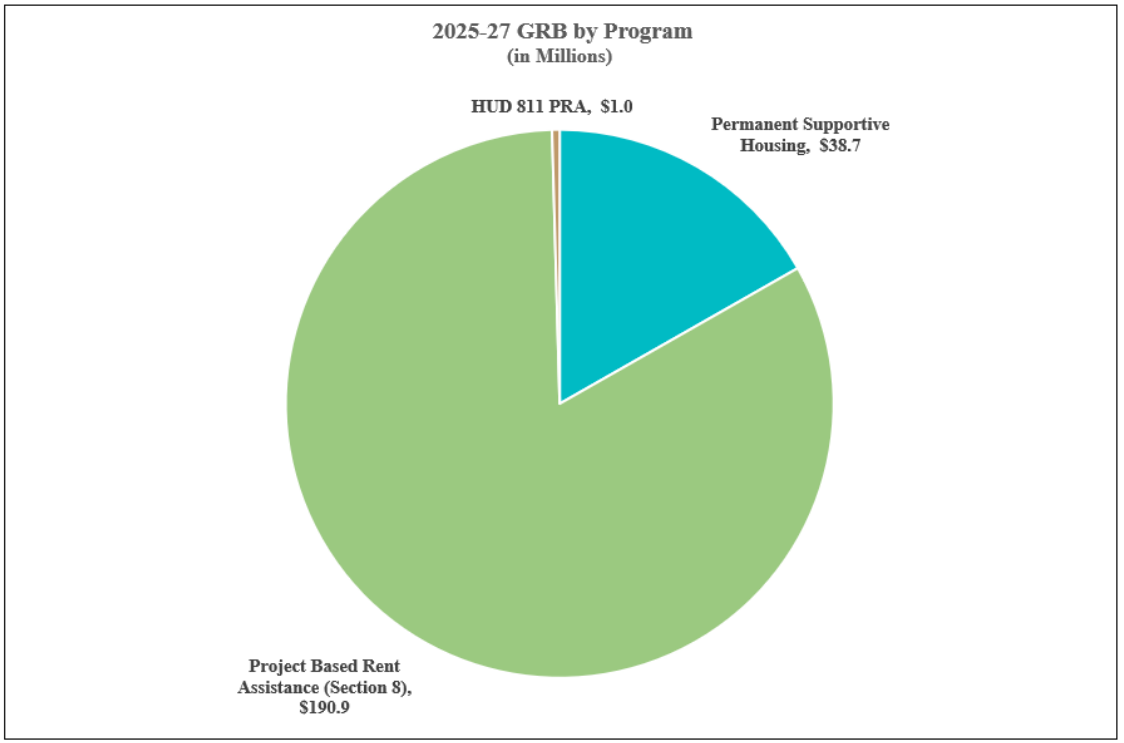
Housing Stabilization Graphics



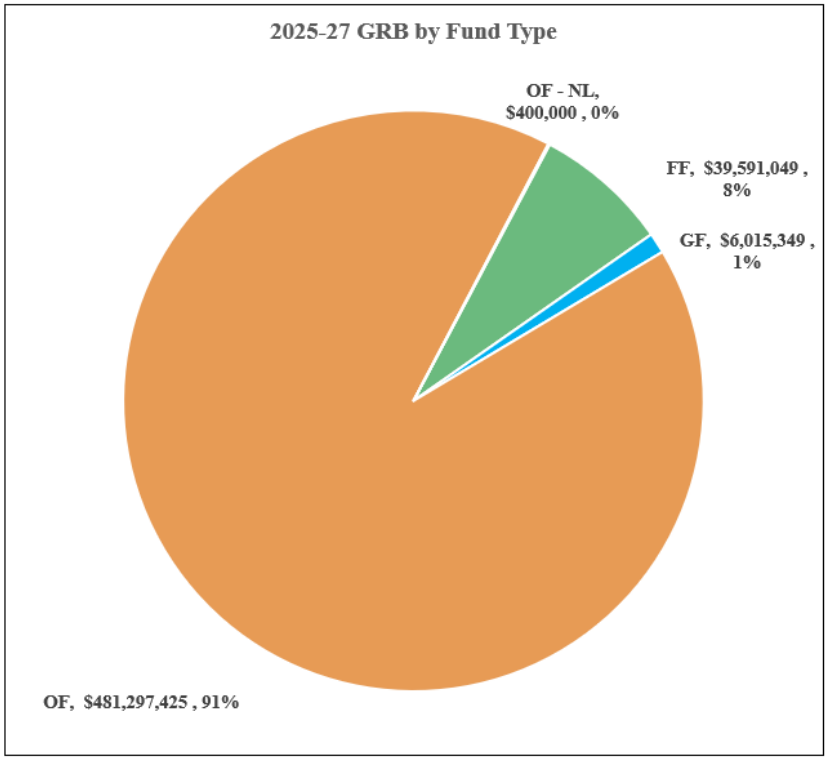


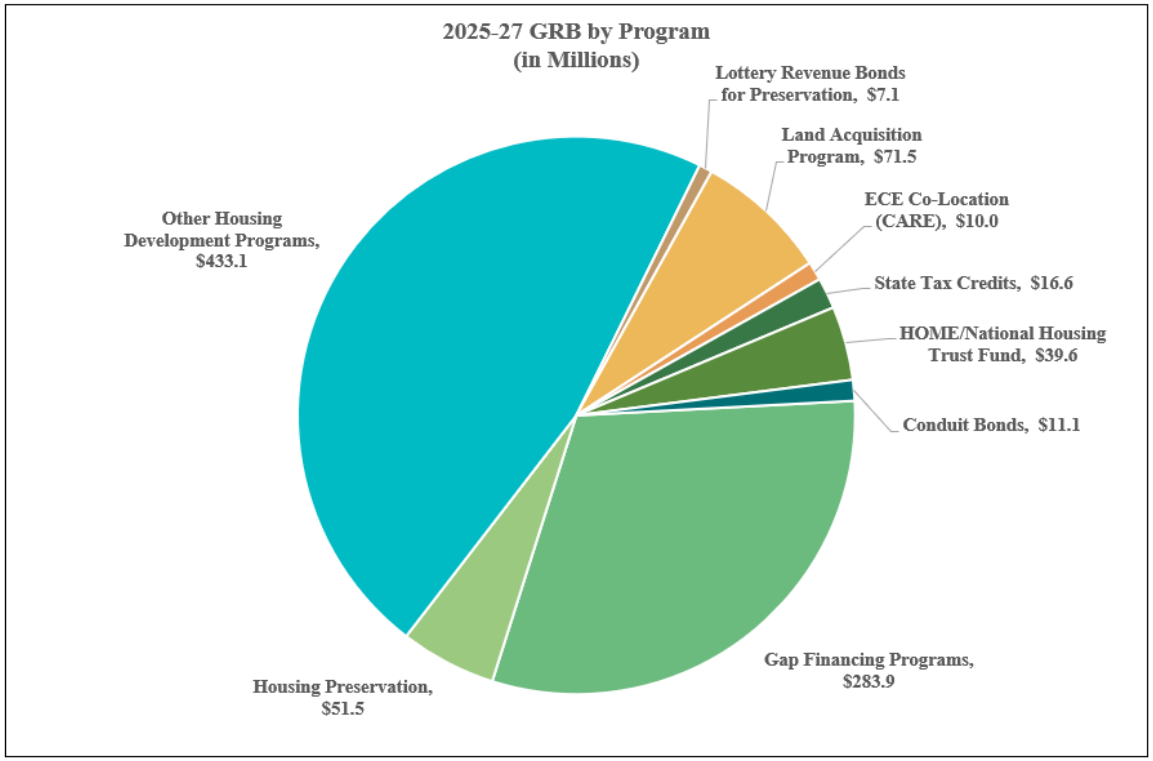
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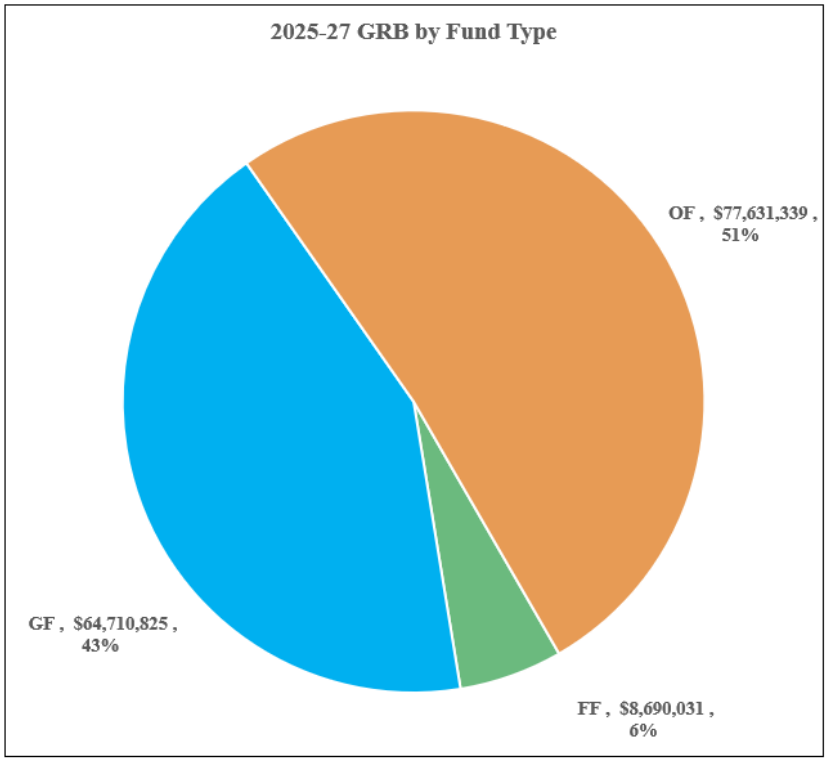


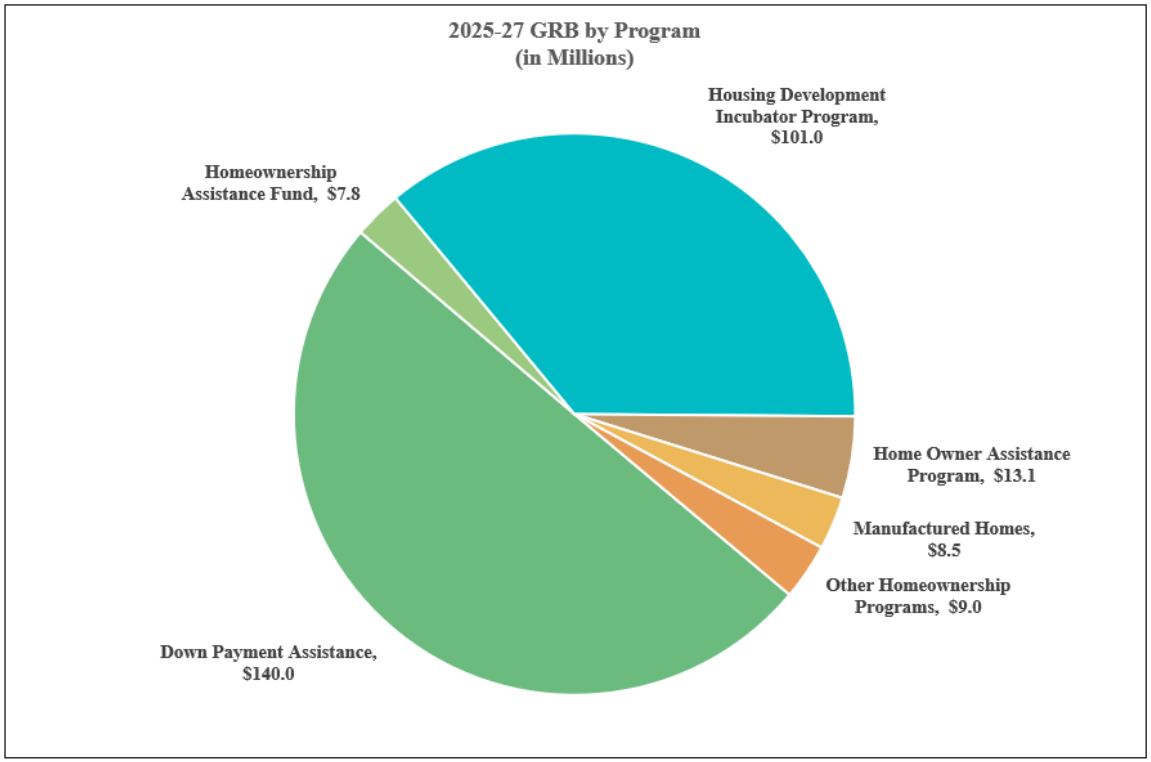
Affordable Rental Housing (a.k.a. Multifamily) Graphics



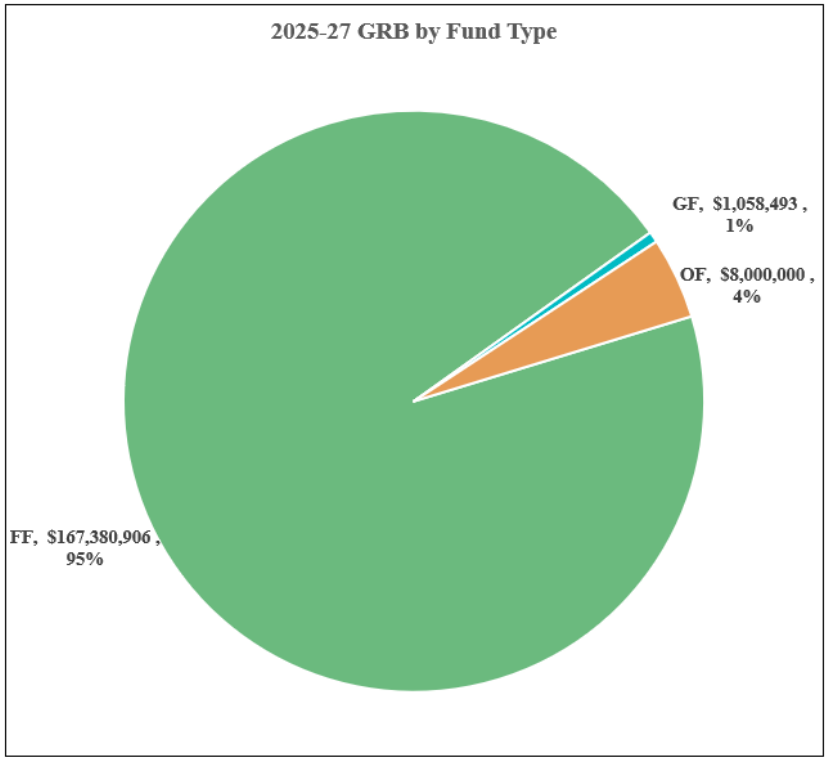


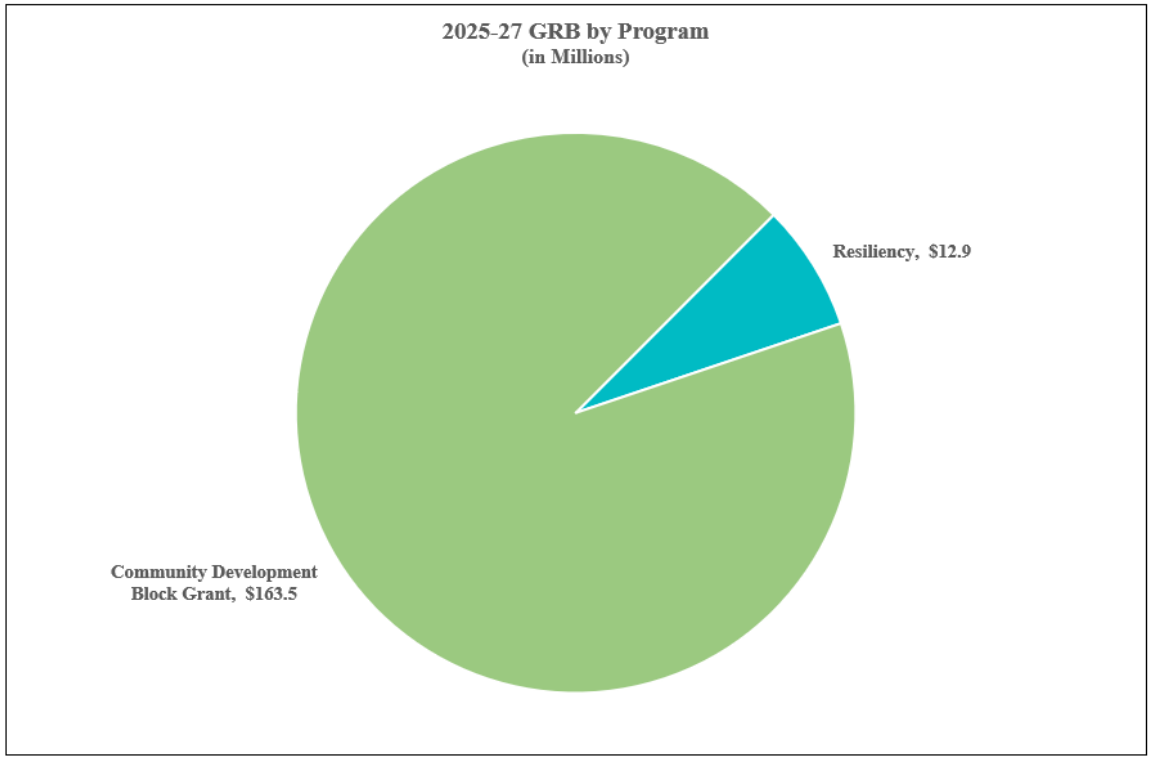
Homeownership (a.k.a. Single-Family Housing) Graphics



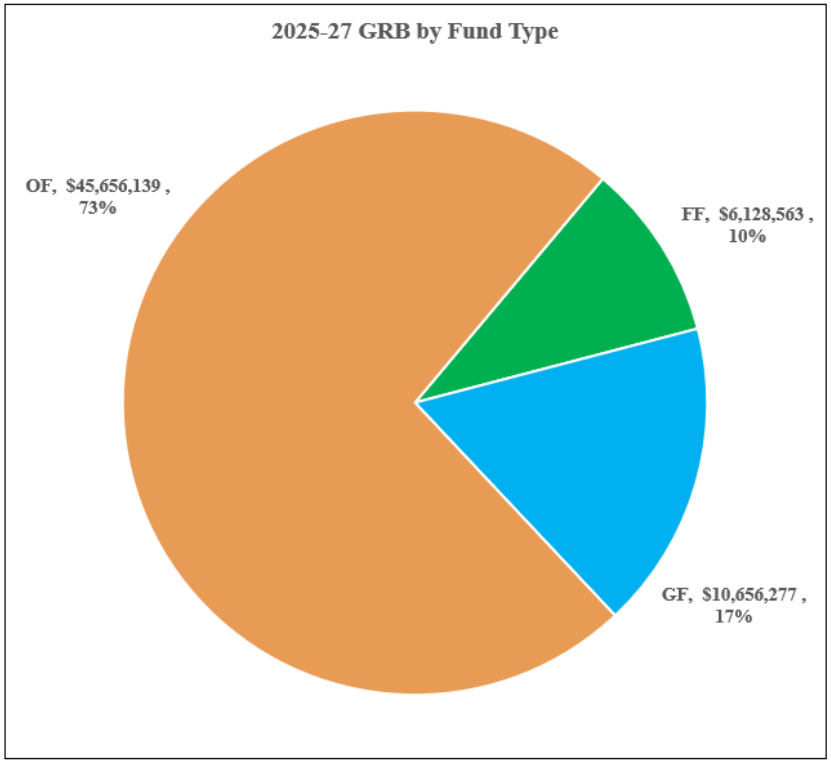


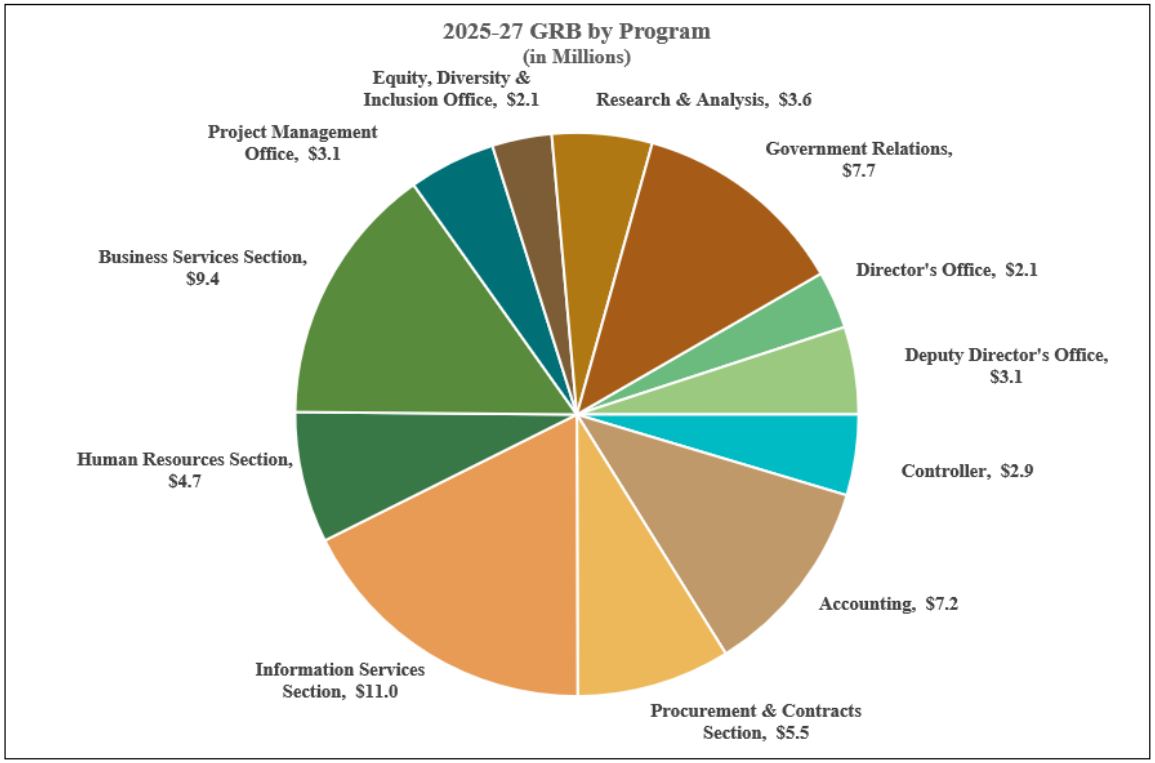
Disaster Recovery & Resiliency Graphics



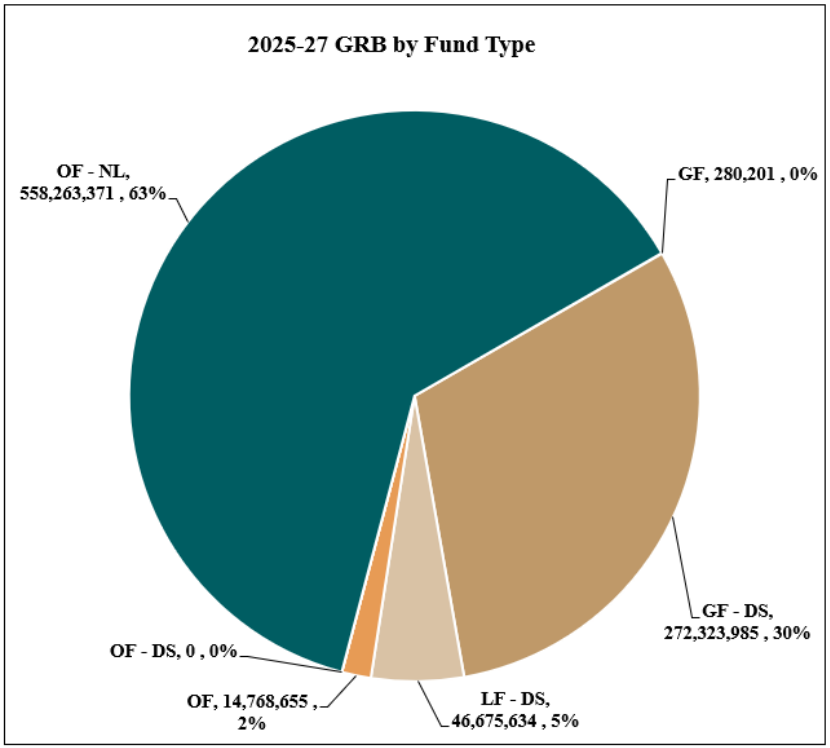


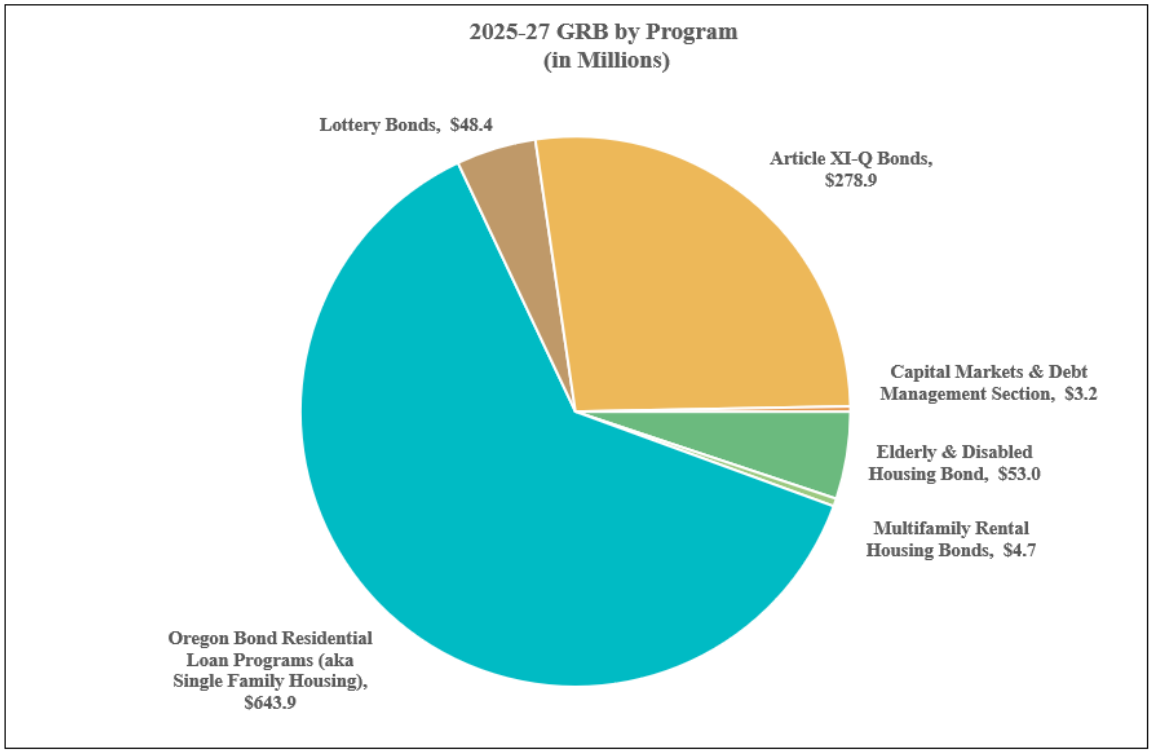
Central Services





Bond Activities and Debt Service





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Mission Statement

The mission of Oregon Housing and Community Services (OHCS) Department is to provide stable and affordable housing and engage leaders to develop an integrated statewide policy that addresses poverty and provides opportunity for Oregonians. We do this by:

- Creating economic opportunity and stability for Oregonians by using housing as a platform for their success.
- Strengthening partnerships among public, private, and nonprofit organizations, as well as between state agencies, to effectively create more affordable housing and support services.
- Maximizing and leveraging resources to advance housing and homelessness response goals.
- Responding to housing inequities and addressing the disproportionate impacts of housing instability on people of color, protected classes, and underserved communities.

Statutory Authority

Oregon Revised Statutes (ORS) 456.555 establishes the Housing and Community Services Department (OHCS) and defines the agency's governance. Additional statutes that authorize OHCS activities and describe responsibilities are in the following ORS chapters:

90.643 - 90.671	294.187	456.250 – 456.270
90.732 - 90.738	307.203	456.355 - 456.725
90.767 - 90.775	315.164 - 315.169	458.215 - 458.740
90.840 – 90.849	315.271 - 315.272	566.340 - 566.360
131A.005	317.097	757.612 – 757.650
183.530 – 183.534	317.991	757.687
279A.025, 279A.050	426.506	

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Agency Strategic Plan

OHCS uses Oregon's Statewide Housing Plan (SWHP), a five-year strategic plan (2019-2024), to guide policy and funding decisions. The SWHP includes six priorities that reflect the areas where OHCS can grow and lead to better address housing needs. For each priority, the SWHP outlines the evidence supporting it, the goals associated with addressing it, the strategies OHCS will undertake to implement it, the funding opportunities and challenges associated with implementation, and our intention to work with partners to advance these priorities. The six priorities are:

Equity and Racial Justice – Advance equity and racial justice to address disparities in housing and economic prosperity.
Homelessness – Build a coordinated and concerted statewide effort to prevent and end homelessness.
Permanent Supportive Housing – Invest in permanent supportive housing.
Affordable Rental Housing – Work to close the affordable rental housing gap.
Homeownership – Expand homeownership for low- and moderate-income Oregonians.
Rural Communities – Unlock housing opportunities in small towns and rural communities.

Despite the many challenges over the last five years, OHCS made considerable progress in advancing Oregon's housing and homelessness response goals as outlined in the Statewide Housing Plan. For the six goals corresponding to each of the six priorities, we exceeded the goal for five of them. Even for the sixth goal, we achieved 93% completion. These outcomes demonstrate significant progress that can be seen across Oregon and felt, most particularly, by the people we serve. They also show there is more work to do and the need for continued investment.

BUDGET NARRATIVE

Criteria for 2025-27 Budget Development

Housing and homelessness response are complex issues that often seem daunting to address. However, as described previously, we can make progress in these areas and, in fact, have been making progress in Oregon. Governor Kotek has given clear direction to OHCS through Executive Orders 23-02, 23-02, and 23-04 and through the Homelessness Response Framework and the Housing Production Framework that housing and homelessness are priorities for the State, and OHCS (along with our partner agencies) must continue making progress. That is what this Governor's Recommended Budget represents—it is the document outlining the continued progress for housing and homelessness response and shows what is possible in Oregon this next biennium with meaningful investments in key areas.

Along with the Statewide Housing Plan, OHCS uses our core values of collaboration, compassion, dedication, equity, integrity, and leadership to lead our work. Additionally, we used the following principles:

- Center underserved communities and make progress for all people.
- Recognize that local governments and other partners are invaluable to our work.
- Expand existing tools to support even more Oregonians.
- Continue to embrace the expanding nature of our work, knowing that we must change, grow, and evolve in order to effectively serve Oregonians and the housing needs they face today.

With those principles in mind, OHCS further refined requested investments through engagement with external partners. The agency held webinars and conducted surveys, hearing from local governments, service providers, and others from across the state. The 2025-27 Governor's Recommended Budget is the result of extensive internal and external work to determine what is needed and what is possible in the next biennium.

Agency Programs

The vision statement that guides OHCS is "*Through centering humanity in our investments, all Oregonians have the opportunity to pursue prosperity and live free from poverty in their community*" validates the need for statewide clarity and focus on efforts to increase and sustain housing stabilization for Oregonians in need. The agency programs support the strategies that help all Oregonians have the opportunity to work toward self-sufficiency and increased personal well-being.

The department's programs address the continuum of housing needs of all Oregonians, from homelessness prevention and housing stabilization to affordable rental housing, to home ownership and foreclosure prevention. The services funded by OHCS are summarized in the following overview of the agency's program units.

Housing Stabilization Programs

This program unit comprises a continuum of services intended to help individuals stabilize their housing, including Homeless Services and Energy Services.

Homelessness Services include programs that provide access to emergency housing, rental assistance, and other activities that assist homeless individuals or families, or that prevent homelessness from occurring.

Energy Services programs mitigate high energy costs, address health and safety risks, improve energy efficiency in the homes of low-income Oregonians, and serve as housing stabilization tools. Services include utility bill payment assistance, health and safety improvements, heating system repair and replacement, energy conservation services, replacement of inefficient appliances and lighting, and energy conservation education.

Related housing stabilization programs work to address poverty and help low-income Oregonians build assets. Programs include the Individual Development Account (IDA) program and landlord rent guarantee programs.

Project-Based Rental Assistance

The Project-Based Rental Assistance (PBRA) program was created in the 2021-23 biennium. The PBRA programs provide rental assistance that is associated with specific housing units rather than awarded to a tenant regardless of where the person lives. The Project-Based Rent Assistance efforts of OHCS are three-fold: HUD Contract Administration (HCA), HUD 811 PRA (HUD 811), and Permanent Supportive Housing Project-Based Rent Assistance (PSH PBRA). To support these programs, the department has also launched Risk Mitigation funds which serve to off-set the insurance impacts associated with serving permanent supportive housing populations.

Affordable Rental (a.k.a. Multifamily Rental) Housing Programs

OHCS facilitates the increased availability of safe, decent, affordable housing for low- and moderate-income Oregonians by administering federal and state-funded multifamily rental housing resources. The resources assist in developing new housing units, financing for acquisition and rehabilitation of existing housing units, and preserving affordable housing properties with project-based federal rental subsidies.

The Portfolio Administration Section ensures that rental housing developed using OHCS funds complies with all of the requirements of the various funding sources and remains affordable to low-income households.

Homeownership (a.k.a. Single-Family Housing) Programs

The Homeownership Division consists of four sections, each driven by the central goal of engaging low to moderate income Oregonians who wish to attain or retain homeownership: Homeownership Programs, Manufactured & Marina Communities, Homeowner Assistance, and Homeownership Lending. Collectively, these programs expand access to affordable homeownership through competitive market rate mortgages, down payment assistance, and pre-purchase education and counseling, and by assisting homeowners to retain their homes through education, foreclosure counseling, and health and safety repairs, including resources specific to manufactured housing. In addition, Homeownership Development Programs increase the supply of affordable homes for purchase, addressing a dearth in affordable homes available throughout the state. These programs benefit homebuyers and homeowners who are typically not served by traditional lenders, and who would not otherwise have access to the housing market and homeownership services.

Disaster Recovery and Resiliency

The Disaster Recovery and Resilience (DRR) Division of OHCS was founded in response to the massive destruction of the 2020 Labor Day wildfires and straight-line winds. OHCS was funded by the Oregon Legislature to support housing and community recovery. The DRR division was identified as the implementing agency for the $422M Community Development Block Grant – Disaster Recovery (CDBG-DR) grant appropriated by Congress and granted by the Department of Housing and Urban Development (HUD) in response to the 2020 Labor Day fires. DRR is focused primarily on implementing a series of programs, called ReOregon, that serve impacted individuals, families and communities in eight counties - Clackamas, Douglas, Jackson, Klamath, Lane, Lincoln, Linn and Marion. Government.

Central Services

The Central Services program unit provides essential leadership and business support crucial to achieving the vision of the agency: All Oregonians have the opportunity to pursue prosperity and live free from poverty. Central Services includes the Director's Office, the Research Office, the Public Affairs Office, the Equity, Diversity and Inclusion Office, Human Resources Office, and the Central Services Division that consists of the Business Services Section, the Chief Finance Section, the Procurement and Grant Compliance Section, the Accounting Section, Project Management office, and Information Services.

Bond Activities and Debt Service

OHCS' bond-financed loan programs finance safe and affordable rental housing for low-income Oregonians and provide opportunities for first-time homebuyers to finance their mortgages at competitive interest rates. Bond-related activities include disbursement of bond proceeds to finance multifamily and single-family mortgage loans, bond issuance costs, administrative expenses related to outstanding debt, and asset-protection costs associated with foreclosures and acquired properties. Debt service activities represent non-limited expenditures that repay investors and other parties'

obligations owed on the outstanding debt issued by the agency to fund various bond financed loan program activities. The Capital Markets and Debt Management Team, which is the staff needed to manage the department's bond indentures, is include here as well.

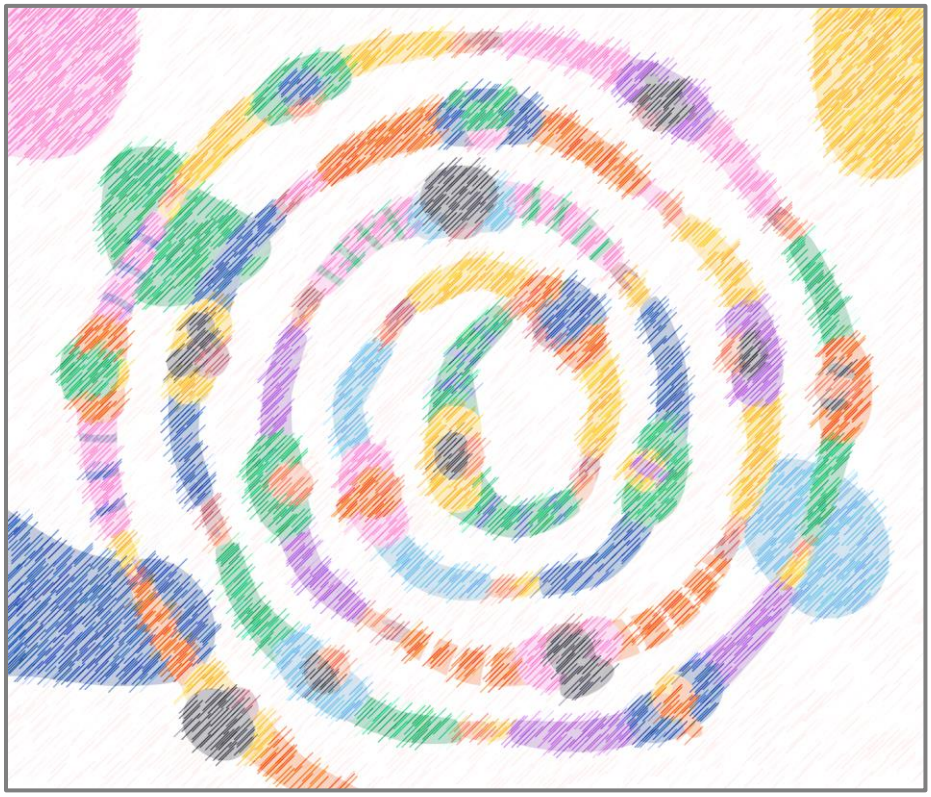
Debt service for Article XI-Q General Obligation bonds and lottery-backed bonds issued on the department's behalf is also in this program unit. Bond proceeds have been used for the Local Innovation and Fast Track (LIFT) Housing program, Permanent Supportive Housing program, providing housing for tenants with mental health and addiction issues, and preserving housing with federal rent subsidies and manufactured home parks.

Capital Construction

This program unit was created for the proceeds from Article XI-Q General Obligation bonds. The bond proceeds are categorized as Capital Construction with an expenditure limitation period of six years, and the funds are used for financing affordable housing development.

COMMUNITY PLAN for EQUITY, RACIAL JUSTICE, and BELONGING

OHCS Diversity, Equity, and Inclusion Action Plan for the State of Oregon



June 2024

"As Oregon's state housing finance agency our responsibility to all people of Oregon is to solve complex housing challenges. This responsibility creates an inherent mandate that we do not replicate previous ways of doing business that inflicted generational harm. We intentionally place racial equity at the forefront of our state action plan to resist and reverse discriminatory policies and practices which lower the ceiling of shared progress."

– a message from OHCS Executive Director &
Director of the Office of Equity, Diversity, and Inclusion

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Executive Summary

Our commitment to Equity, Diversity, and Inclusion (EDI) began over five years ago when we stepped out boldly with equity and racial justice (ERJ) initiatives as the backbone of our 2019-2023 Statewide Housing Plan. In 2019, along with several other state agencies and government entities in the Pacific Northwest, we joined as members of the Government Alliance on Race and Equity (GARE) and hired an equity consultant to conduct an organizational assessment to inform a comprehensive organizational plan. We acted upon this plan and established our agency's first Office of Equity, Diversity, and Inclusion to oversee and support our ERJ work. Today, our internal structure of people and resources is robust and this year (2024) we are ushering in a new EDI Community Organization. We have had many successes and learned a lot since those early years and remain in gratitude for our staff's passion and unwavering dedication to mission. It's because of them we are well positioned and excited to rise to the challenges of tomorrow.

We are encouraged by Oregon State Government's continued commitment to embed diversity, equity, and inclusion (DEI) into our work and are pleased to provide our first official state action plan. Our **Community Plan for Equity, Racial Justice, and Belonging** ("OHCS DEI Action Plan") follows GARE's approach to **Visualize, Normalize, Organize, and Operationalize** which is intended to advance racial justice initiatives in government. The operational component – our **EDI Implementation Plan** follows a structure of Focus Areas, Objectives, Strategies, and Key Results ("OSKRs"). This OSKR structure was adopted to better align with our new OHCS Strategic Plan (launching in 2024) which will be focused on organizational assessments and organizational improvements to support our staff

and the communities we serve. We acknowledge and appreciate the Oregon State DEI Action Plan is available as a standing resource and we anticipate returning to it often as we further evolve our OHCS DEI Action Plan.

Our OHCS DEI Action Plan is covered in three parts. **Part one: Equity, Racial Justice, and Belonging at OHCS** – describes our approach to **visualize and normalize** and details our why, who we are, how we work, and our leadership values. It also details how we live our commitment to ERJ, increase cultural competency, and grow our internal community. **Part two: OHCS's Equity, Diversity, and Inclusion (EDI) Community Organization** – describes our approach to **organize & operationalize** and details how we care for our community, our new EDI design, and our focus on learning and development. It also details all the elements of our EDI Implementation Plan. **Part three: On the Horizon** – describes next steps and provides closing remarks.

We believe our OHCS DEI Action Plan will ground us in our commitment and keep us focused on what really matters which is to serve all our communities, as we continue to pursue housing and economic justice in the national affordable housing industry and right at home in Oregon.

Part One: Equity, Racial Justice, and Belonging at OHCS

A. **Visualize**. Before we can, "*develop a vision with communities most negatively impacted by racial inequities [where] communities are no longer experiencing racial inequities, when ALL people are thriving with purpose and power*," we

must fully comprehend the root cause of housing inequities and embrace a greater understanding of our role as changemaking leaders in government.

The core of our "why" is grounded in the root causes of housing inequities. Local and national housing policies have long been a product of structural racism. To better understand current disparities in Oregon's housing markets, we must examine the lasting impacts of past discriminatory and exclusionary programs and policies, which included explicit and specific exclusion of Black people in the state. From the 1930s through the 1960s, Federal Housing Administration policies explicitly limited loans to neighborhoods of color based on race. Approximately 98% of FHA loans during this time went to white applicants. This practice, combined with others such as segregation in schools and a lack of access to housing for people of color through exclusionary brokering, illustrate how past practices that shaped residential segregation led to disproportionate generational wealth accumulation and racial inequities today.

There have been attempts to mitigate the pervasive harm caused by discriminatory housing policies, such as the Supreme Court outlawing of restrictive residential covenants in 1948 and the passing of the Fair Housing Act in 1968. This law expanded on previous acts and prohibited discrimination concerning the sale, rental, and financing of housing based on race, religion, national origin, sex, disability, and family status. Despite these efforts, people of color experience both active discrimination in the housing market and are impacted by the lasting impacts of past exclusionary policies. It is important to

understand these historic discriminatory policies and how well-intentioned laws have yet to address the disparities to design more equitable programs and policies that move toward eliminating these inequities. Studies show that intentional strategies that raise awareness of the root causes of systemic inequities strategically help to sustain long-term inclusive policies and practices.

Who we are. Our **mission** is to improve all Oregonians' quality of life through investing in safe, stable, and affordable housing and engaging leaders to develop an integrated statewide policy centered on racial equity. Our **vision** believes that through centering humanity in our investments, all Oregonians have the opportunity to pursue prosperity and live free from poverty in their community. Our **role** intentionally focuses on serving Oregonians across the housing continuum. This includes preventing homelessness, reducing energy burden, providing housing stability support, innovating in affordable housing financing and preservation, reducing the racial wealth gap through homeownership and asset building, and strengthening community resiliency.

How we work. The shared values of our internal OHCS community are the most vital aspect for sustaining success. OHCS leadership offers diverse expertise and experience that ranges across disciplines. Collectively, we lead by setting standards for how we are in the community, with each other, and more broadly. These standards serve as guidelines for how we engage, achieve decisions, balance priorities, and provide autonomy to leaders at each level. Our leaders are empowered and expected to apply these standards in

independently achieving decisions aligned with how we work collectively. We are proud to be an organization of leaders in the national affordable housing industry and we know we can do great things when we work together with community.

OHCS leadership values

- **We are human-centered.** OHCS puts the people we serve at the center of all we do. This approach requires recognizing systems of oppression that historically and presently harm black, indigenous, and people of color and acting boldly to upend them. We control more housing resources than any other organization in Oregon. We must center our collective humanity and understand the short and long-term impact of our policies and programs.
- **We are proactive.** We all came to government because we believe in public service, and these are our institutions. We all know we have a housing crisis; our role requires us to think both short and long term, meaning modernizing processes and thinking holistically across OHCS resources.
- **We are convenors & thought leaders.** We have a unique vantage point to understand what works across the state and nation. Our passion is embodied through our work, and it is our job to lead the conversation and to use our standing as Oregon's Housing Finance Agency to convene our partners to exchange ideas and move the work forward.

- **We are committed to continuous improvement**. We are partners in shared success. This begins with the effectiveness of our internal operations. Our collective responsibility is to act with trust and courage to challenge the status quo. This means speaking truth to power and making proactive improvements that advance our mission.
- **We are responsive to emergencies**. OHCS works to reduce suffering and facilitates resiliency through our disaster recovery role. At times we may receive Federal funding to launch emergency-specific programs that sometimes require direct service approaches. Being close to disaster survivors is crucial to understanding and resolving their needs quickly.

B. **Normalize**. At OHCS we, "*use a racial equity framework [of building culture and community] that clearly names the history of government in creating and maintaining racial inequities, envisions and operationalizes a new role, and utilizes clear and easily understood definitions of racial equity and inequity*." We build culture and community by living our commitment to equity and racial justice. We cultivate opportunities that encourage staff to increase cultural competency as we continue to grow our internal community of equity leaders and practitioners.

   OHCS is deeply dedicated to reversing the multigenerational effects of structural racism and inequity. We know that this work will take time and that there are many obstacles to overcome. This is why we are dedicated to cultivating a culture of belonging at the agency that embraces our agency

"why" and provides support for one another as we learn and grow leadership skills and abilities together.

How we build culture and community

Equity Leaders and Practitioners. In 2022 we contracted with the Center for Equity & Inclusion (Portland, OR) to start a leadership cohort for our agency's equity leaders and supervising managers. We intentionally set out to grow leadership skills and abilities within this collective to serve as a sustainable resource for all agency staff. In 2023, the cohort expanded to include Human Resource Services, additional equity leaders and practitioners, and targeted training and consultation for our executive team. This year (2024) we can offer all agency staff access to equity training courses through CEI's online platform.

CEI is a specialized consulting agency focused on advancing racial equity, diversity, and inclusion efforts within organizations driven by transformational change and culture shifting. Their work, as should ours be, comes from increasing racial and economic disparities experienced in communities, and focuses on long term organizational change via training and leadership development. At the outset of our partnership with CEI we strategically chose to focus our work with this core group of positional leaders because, while we have a firm belief that there are leaders across our organization, we also know that staff who specifically hold leadership-level positions have an increased responsibility to raise our consciousness and understand how we can and should lead with racial justice and equity at the forefront of all that we do; everything from how we listen to and engage with our staff on their

employment experiences, to how we make decisions and put critical investments in a way that is equitable and decreases disparities. This requires practice, trust-building, and willingness to have uncomfortable and courageous conversations.

Cultural Events. Cultural events are opportunities to create a sense of community by bringing staff together around celebration, education, story-telling, and compassionate relationship building. Staff have opportunities throughout the year to see and support one another, increase their cultural competency, and engage in meaningful discussion with colleagues. Through a multicultural lens, a cultural events calendar has been created to celebrate and acknowledge significant historical events in 2024 and we have added two campaigns inspiring collective action hoping to leverage partnerships with other state government organizations. Cultural events are organized in one of two ways: (1) a cultural spotlight (video content or written statement sourced internally with staff and outside resources) or (2) community coffee chat (virtual meeting with guest speakers and attendee participants).

Affinity Groups. To best serve employees across the agency, OHCS promotes and supports a diverse community of employees with a shared desire to gather in affinity. The ability to convene on a regular basis goes a long way in making employees feel connected, especially with a predominately virtual workforce. Affinity groups are part of how we build culture and community.

Equity Practice.

1. The six agreements from Courageous Conversations are part of our equity practice and culture at OHCS. They may be used one-one and mostly used with groups to help develop trust, center relationships, and cultivate mutual respect and accountability.

Stay engaged	Speak your truth responsibly	Listen to understand
Be willing to do things differently and experience discomfort	Expect and accept non-closure	Confidentiality

2. My "why" equity story. Creating a personal why unlocks the potential to align yourself and agency values with your work because stories connect us individually and collectively with our shared humanity. Using the model learned from CEI, we facilitate creative workshops for staff to write their own personal equity story. Here are a few staff quotes reflecting on the value of this equity practice:

    - *"Equity stories celebrate our differences and invite us to recognize our commonalities, especially when it comes to how we align who we are with the work we do in partnership with others."*
    - *"It helps me build, maintain, and sustain engagement in the workplace. It makes equity work less academic, less abstract and connects me to my personal stake in what we are doing."*
    - *"It is anchoring for me. It builds a connection and takes away the abstraction, especially as a white person. Reframes it on yourself,*

not something you're doing for someone else (altruism). It recognizes that I'm in it too. Equity stories teach us we can all be so different as we work towards the same goal. Understanding stories told by others connects us to identities we share, a common ground."

- *"My why is a whom and brings me empowerment, encouragement, and creativity with fresh ideas. Sometimes a why is a better way to connect with people who don't understand equity work. Stories are personal and intently non-divisive. When others can feel your why it can help reconnect people."*

Part Two – Equity, Diversity, and Inclusion (EDI) Community Organization

C. **Organize**. "*To achieve racial equity, local and regional governments must work both internally and externally with a network of partners - ranging from jurisdiction departments/bureaus/offices to nonprofit organizations, educational institutions, businesses, and philanthropic foundations. Most importantly, government must partner with, and center, racial equity work with communities of color*." With our new EDI Community Organization our staff are better aligned and resourced across the agency and there are new interconnections between staff, our partners, and the communities we serve.

How we care for our staff

At OHCS, we hold a firm belief that as our communities' shift, so too must we as a government entity. This shift requires us to move DEI work forward intentionally and diligently in our work, and OHCS believes in doing so, we

cannot separate this from a specific and strategic focus on racial justice and its direct impact on employee wellness and belonging. A focus on our collective wellness with a strategic focus on the wellness and engagement of Black, Indigenous, Latinx, Asian-American, Native Hawaiian and Pacific Islander, and other staff of color and culture, is critical to ensure that we truly operationalize our racial justice work, both internally and externally.

Over the years, we have seen that staff of color and culture have experienced triggers, trauma, micro and macro-aggressions in their work life. Many times, they are expected, whether spoken or unspoken, to engage in racial justice and equity work, but fear being marginalized because of engaging in the work and/or being passionate about it. Staff of color and culture may not get mentorship opportunities or tapped for promotions in the same way white staff do; therefore, they may feel the need to look for opportunities to advance outside of the agency.

It is with this understanding that we have set out, as an organization and within our leadership teams, to deepen our learning and raise our consciousness around race equity as the foundation of who we are, what we do, and who we want to be to each other and in communities around the state.

Equity-focused support for staff

EDI Office staff offer ongoing support, education, and guidance to all employees, and provide:

- Consultation and support services for departments, sections, and teams.
- Additional support and services on a one-to-one basis.
- Initial and ongoing support for new employees and participate in our new employee orientation process.
- Guidance and recommendations for beginning and/or sustaining employees' own equity practice.

Communication and connection

On February 14, 2024, the **EDI Café** was established as a virtual space created for staff as our consistent and sustainable form of maintaining our connection. The EDI Café is a Microsoft SharePoint intranet page, and the architecture includes:

- A menu offering a selection of podcasts, interviews, books, and other resources focused on diversity, equity, inclusion, and belonging tied to the vision and mission of OHCS.
- Doorway to diversity, equity, inclusion, and belonging (DEIB) learning and staff development, offering various training opportunities.
- A calendar updated annually with our internal cultural events and campaigns to build community culture and encourage DEIB focused learning and development of OHCS employees.

- Highlights OHCS external partnerships that align OHCS priorities with being in service to enterprise-wide goals of other state agencies and community partners.
- Provides employee resources to inform and educate employees on OHCS's equity practices and other tools that build cultural competency and inter-relational skills.
- Promotes the health and well-being of a primarily remote employee workforce though a variety of virtual engagement opportunities to be in community with teammates and colleagues that work across the agency's enterprise.
- Introduces and connects employees with our Office of Equity, Diversity, and Inclusion as a resource OHCS departments, sections, and teams while continuing to service the equity needs of all agency employees.

New ~~EDI Community Organization~~

First, Gratitude. We have greatly appreciated the passion and commitment of all the staff who have served as part of our equity, diversity, and inclusion (EDI) infrastructure which launched in the fall of 2020. Over the years we have learned so much about what equity work can do and at what cost.

We've also said goodbye to cherished colleagues whose legacy lives on at OHCS. We have grown into an impressive community of equity leaders and influencers and as we begin a new year in 2024, it's time to take what we've learned, grow from it, and embrace a few changes contemplating a new EDI community organization.

The vision for our new EDI design – for the first time ever – invites the communities we serve to be part of our new internal community organization of employee led **Inclusion Council (IC)** and employee-based action teams:

- **Diversity, Inclusion, & Belonging (DIB)**
- **Professional Equity, Growth, & Empowerment (PEGE)**
- **Program & Policy for Racial Justice (PPRJ)**

New Inclusion Council

The new **Inclusion Council** (IC) will be a part of the **Global Diversity, Equity, and Inclusion Benchmarks (GDEIB)** FOUNDATION GROUP authorized to drive the GDEIB strategy forward in partnership with OHCS Executive Team and the Housing Stability Council. The IC will also be a strategic partner for the Diversity, Inclusion, & Belonging Action Team for support and to ensure transparency of agencywide initiatives and outcomes.

Focus areas for this group are:

- Develop a strong rationale for DEI vision, mission, and strategy and align it to organizational goals.
- Hold leaders accountable for implementing the organization's DEI vision, setting goals, achieving results, and being role models.
- Provide visible, dedicated support and structure with authority and budget to effectively implement DEI.

Professional Equity, Growth, and Empowerment (PEGE) Action Team

The **PEGE Action Team** will be part of the GDEIB BRIDGING GROUP, authorized to align and connect the GDEIB strategy in partnership with OHCS Communications Team and staff who specialize in employee learning and development.

Focus areas for this group are:

- Ensure that all assessments, measurement, and research guide DEI decisions.
- Make communication clear, simple to understand and a crucial force in achieving the organization's DEI goals.
- Educate all to achieve the level of DEI competence and confidence needed to create a diverse, equitable, and inclusive organization.
- Connect the organization's DEI and Sustainability initiatives to increase the effectiveness of both.

Diversity, Inclusion, and Belonging (DIB) Action Team

The **DIB Action Team** will be part of the GDEIB INTERNAL GROUP authorized to align and connect people across the enterprise in partnership with OHCS Human Resource Services Team and the Inclusion Council.

Focus areas for this group are:

- Ensure that attraction, sourcing, and recruitment is done through the lens of DEI.
- Ensure that DEI is integrated into professional development, performance management, advancement, and retention.

- Ensure that job design and classification are evaluated for bias and that compensation is equitable across key dimensions of diversity.
- Achieve work-life integration, flexibility, and equitable benefits. Flexible work options are widely available and accessible.

Program & Policy for Racial Justice (PPRJ) Action Team

The **PPRJ Action Team** will be part of the GDEIB EXTERNAL GROUP authorized to listen to and serve all communities in Oregon in partnership with OHCS Strategic Action Leadership Team (SALT), OHCS Procurement Team, staff who serve as equity advisors and staff who specialize in community engagement.

Focus areas for this group are:

- Be proactive in working with community, public and private partnerships, government, society at large, and through philanthropy.
- Embed DEI in services and products development to serve diverse customers and clients.
- Integrate DEI into marketing and customer service.
- Practice responsible and ethical sourcing. Develop and nurture underrepresented suppliers.

Community engagement

What does it look like? Community outreach is a central part of our OHCS DEI Action Plan. The joint efforts of our EDI Office and PPRJ Action Team will ensure we are in dialogue, collaboration, and co-creation with housing partners, service provider organizations, advocacy groups, and Oregonians most impacted by our policies and programs. Our PPRJ Action Team will

include staff who specialize in community engagement and staff who serve as division-wide equity advisors. Every step of the way we will commit to living our values as we build trust and relationship with our partners.

Main priority

The main priority of the EDI Office in 2024 is to continue work on our OHCS DEI Action Plan in collaboration with our equity leaders and in partnership with the communities we serve. Our plan will document our continuous work to advance equity and racial justice goals and it will include new initiatives to help ensure our plan is comprehensive and aligns with our mission and values. The creation of our new EDI Community Organization will 100% support our main priority and better align outcomes with other enterprise-wide strategic initiatives. This year (2024) we will begin to conduct an organizational assessment using the GDEIB to further inform operational aspects of the OHCS DEI Action Plan and the focus areas for our EDI Community Organization's Inclusion Council and Action Teams.

Global Diversity, Equity, and Inclusion Benchmarks (GDEIB)

GDEIB is a global standard of 275 actionable benchmarks, developed by 112 experts, for organizations committed to diversity, equity, inclusion, and belonging (DEIB). It is a tool to evaluate performance in achieving goals and intended outcomes; a way to identify gaps and opportunities for improvement. For OHCS, GDEIB will be our main method of accountability and measure of DEIB outcomes for the *next five years*. Following is an overview of

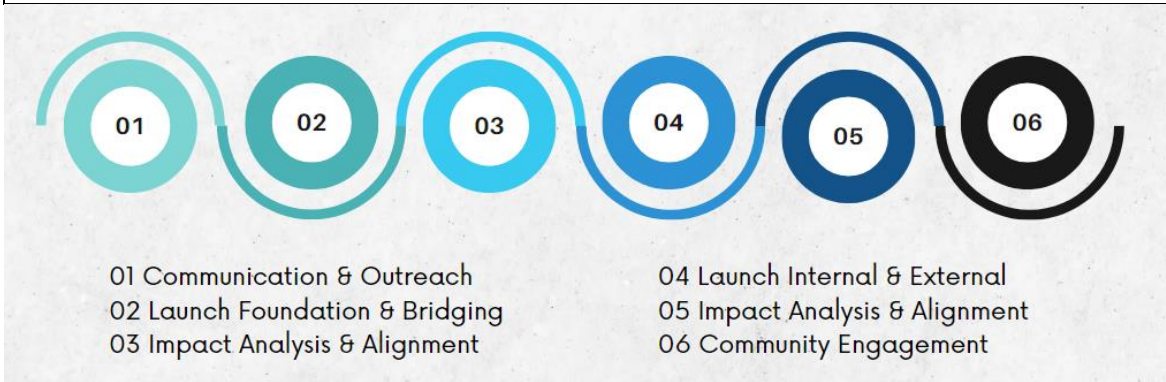
the GDEIB structure and our extended timeline for the assessment. *To learn more see the **2024 Edition of GDEIB Groups & Benchmarks** – Attachment 1.*

GDEIB assessment groups, purpose, and categories

Groups			
Foundation	**Internal**	**Bridging**	**External**
Purpose			
Drive the Strategy	Attract and Retain People	Align and Connect	Listen to and Serve Society
Categories			
Vision	Recruitment	Assessment	Community
Leadership	Benefits	Communications	Services & Products
Structure	Compensation	Learning	Marketing
	Benefits & Flexibility	Sustainability	Responsible Sourcing

Our GDEIB strategy timeline

Begins Jan. 2024 (Qtr. 1) - Ends June 2025 (Qtr. 2)



GDEIB Next Steps. In 2024, we will begin a series of survey and analysis to establish a baseline of agency performance in year one of our five-year horizon. Our GDEIB assessment will show us which benchmarks we have achieved, so we can learn where we have room to grow as an organization. We will begin by assessing ourselves and at the end of our timeline we will engage with our external partners to share our analysis and invite their feedback as well. Feedback is a gift when shared with good intentions and met with a commitment from OHCS to learn and turn that feedback into positive action and outcomes to better serve our communities.

EDI learning and development

Our steady approach to learning and development for staff involves the many ways we build culture and community at the agency – by creating and participating in cultural events, being a member of an affinity group, and leaning into our equity practices. These experiences help create a supportive environment that values relationships. In the process we become better listeners, we learn to keep an open mind to new perspectives and because we are learning from each other, we understand the value of lived experience. This approach both humbles and empowers us to put our mission to work in service to community.

The **foundation for our learning and development** includes several resources. We provide memberships for education and networking opportunities, affiliations to enhance our EDI training plans and tools, and professional contracts for foundational and targeted training objectives. OHCS invests in

acclaimed leaders in the field of DEI, and we invest locally to support Oregon-based enterprise. In addition, we leverage resources provided by the state.

OHCS Foundation for EDI Learning and Development	
Memberships	Government Alliance on Race & Equity (GARE) Partners in Diversity, Portland, OR
Affiliations	Race Forward Othering & Belonging Institute
Contracts	Center for Equity & Inclusion (Portland, OR) Paradigm REACH (D&I Training)
Other Resources	Workday Learning State of Oregon Library

D. **Operationalize**. "*Racial inequities are not random—they have been created and sustained over time. Inequities will not disappear on their own. Tools must be used to change the policies, practices, and procedures that are perpetuating inequities and contribute to the development of new policies and programs*." OHCS resources two specific tools/processes to operationalize our equity and racial justice initiatives. These are described below along with our **EDI Implementation Plan**.

Racial Equity Impact Statement (REIS). The REIS is a set of key questions staff will plan for and respond to during the process of developing legislative policy packages on behalf of the agency. Implementation of the REIS will begin this year (2024) resulting in a direct action to help ensure our proposals and agency request budget is responsive to our commitment to equity and racial justice.

Racial Equity Analysis Tool (REAT). The REAT has been three years in the making, and we are excited to scale implementation in 2024. This tool is a variation of GARE's racial equity toolkit that is inspired by OBI's concept of targeted universalism, and a variety of other sources and industry standards. Fundamentally, REAT is a stable structure that lends itself to continued process improvements and it is a pathway to engage and cocreate with community. The REAT also has the aspirational goal of driving positive cultural change at the agency because it allows us to shift our mindset and approach to our policy and program work. When we invest time and resources on REAT implementation – across the agency – we will achieve more equitable outcomes for Oregonians and live up to our commitment to racial justice for all. *To learn more see the **2022 Edition of the OHCS Racial Equity Analysis Toolkit** – Attachment 2.*

EDI Implementation Plan

This plan serves as our main operational component and includes our Focus Areas, Objectives, Strategies, and Key Results ("OSKRs"). The plan can be considered in two phases – concept and implementation. The concept phase has been completed and this year (2024) we have transitioned into the implementation or "ongoing" phase of our EDI Implementation Plan.

Concept Phase (complete) – Identify a set of four focus areas and challenges associated with the work of OHCS's EDI Office. Detail an objective for each focus area. Working with objectives will prepare for the operational phase, which is to attach strategies for each objective, based on desired key results.

Focus Areas	Challenges	Objectives
A. Community Engagement & Tribal Engagement	We do not have a fully developed community engagement strategy so communities we want to engage with are often overburdened by our engagement process.	Develop a coordinated community engagement strategy and a system to better track engagement with community partners; development of Tribal Consultation Policy.
B. Inclusive Communication & Language Accessibility	Communities are not fully aware of the programs and investments available to them.	Identify and invest in translation, interpretation, promotion, and other access strategies. Update Language Access Plan.
C. Decision-Making & Budgets	Resource allocation decisions, including discretionary budget allocation, investments, contracts, grants, and sponsorships aren't consistently using an equity and racial justice lens.	Fully incorporate Racial Equity Impact Statement (REIS) Process into Agency Request Budget (ARB) build; fully implement OHCS' Racial Equity Analysis Tool (REAT) into agency policymaking and program-building process.
D. Diversity Workforce & Building Internal Culture	While we are making positive strides to ensure our agency is a safe, inclusive, accessible place where people feel they belong, we are not consistent in ensuring an inclusive and belonging workplace environment.	Build workforce equity, diversity, and inclusion proficiency; continue to increase employee engagement.

Implementation Phase (in progress) – Building from each set of objectives, develop and propose strategies and key results for the four focus areas identified during the concept phase. This year (2024) the EDI Office will collaborate with equity leaders and influencers, and other agency staff to finalize and approve at least three strategies and corresponding key results for implementation.

OSKRs are intended to be SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) and responsive to the results of GDEIB staff and community surveys and will be implemented alongside the agency's new strategic plan, in development, and to be launched in 2024.

Based on our ongoing and current work to center racial justice and equity and in effort to keep momentum moving while centering accountability, we believe our four areas of operational focus represent the core work for our agency to ensure we are truly living our values.

-the pages to follow include OSKRs for each of our four focus areas-

Focus Area (A): Community Engagement & Tribal Engagement	
Objectives: • develop a coordinated community engagement strategy. • a system to better track engagement with community partners. • development of Tribal Consultation Policy.	
Strategies	**Key Results**
1. Collaborate internally and join existing efforts to develop strategies. 2. Collect data/info on what existing engagement looks like and understand the impact on community. 3. Seek to cocreate with community and tribal partners whenever possible in a way that centers and values their participation and voice.	A set of strategies is created, and staff has utilized them in 1-2 outreach campaigns in 2024. A working prototype (digital solution) for tracking engagement activities, ready for internal use. A policy for tribal consultation is drafted and ready for approval. **All KRs due by 12/31/24** **Next update on 9/30/24**

Focus Area (B): Inclusive Communication & Language Accessibility	
Objectives: • identify and invest in translation, interpretation, promotion, and other access strategies. • update Language Access Plan.	
Strategies	**Key Results**
1. Hire and onboard a primary staff member to work on inclusive communication and language accessibility initiatives and serve as contract administrator for service entity. 2. Conduct outreach to agency staff to help identify needs and challenges unique to various departments. 3. Collaborate with agency staff and other external advisors regarding necessary changes and unique improvements to OHCS's Language Access Plan.	A completed contract for language and translation support services. An updated Language Access Plan in draft form (internal target date for a completed plan is June 2025). Language access information and resources are readily available for all staff and all agency divisions (homeownership, affordable rental housing, housing stabilization, and disaster recovery and resilience) have developed strategies for implementing changes to the Language Access Plan. **All KRs due by 12/31/24** **Next update on 9/30/24**

Focus Area (C): Decision-Making & Budgets	
Objectives: • fully incorporate Racial Equity Impact Statement (REIS) Process into Agency Request Budget (ARB) build. • fully implement OHCS Racial Equity Analysis Tool (REAT) into agency policymaking and program-building process.	
Strategies	**Key Results**
1. Identify and train primary staff member to work on the REIS initiative. 2. Use the 2024 legislative session to conduct an operational impact study and create a standard set of metrics at the outset before the REIS process begins. 3. Implement REAT across the agency cognizant of agency priorities and fluctuations in staff capacity.	Review and provide feedback for 100% of the Racial Equity Impact Statements produced. Complete operational impact study which will determine level of sustainability going forward and lead to process improvement. REAT information and resources are readily available for all staff and all agency divisions (homeownership, affordable rental housing, housing stabilization, and disaster recovery and resilience) have utilized the REAT for 2-3 existing programs and/or new funding sources. **All KRs due by 12/31/24** **Next update on 9/30/24**

BUDGET NARRATIVE

Focus Area (D): Diversity Workforce & Building Internal Culture	
Objectives: • build workforce equity, diversity, and inclusion proficiency. • continue to increase employee engagement.	
Strategies	**Key Results**
1. Collaborate internally and outreach to agency staff to better understand what is and what is not working about the formal equity-based trainings available (includes mandatory and optional trainings). 2. Based on data/info collected, identify solutions to address training barriers and fill in learning gaps. 3. Develop content focused on the aspects of building culture and community at OHCS.	Solutions to address training barriers and learning gaps is completed and shared with agency leadership. Agency leadership has agreed to endorse solutions and finds ways to fund and/or resource them for implementation. A working draft Practitioner's Guide to Building Culture and Community at OHCS. **All KRs due by 12/31/24** **Next update on 9/30/24**

Part Three – On the Horizon

Next Steps

In the coming months we will focus on these activities:

- Follow our GDEIB timeline which includes cycles of staff survey, analysis, and community engagement.
- We will recruit for and onboard new members to our EDI Community Organization. A well-sourced group of equity leaders and influencers is essential to the success and progress of our OHCS DEI Action Plan.
- We will work to finalize, approve, and implement our objectives, strategies, and key results (OSKRs).
- We will continue to work with professional consultants involved in developing our new OHCS strategic plan to help ensure cohesion between it and our OHCS DEI Action Plan.

Our **EDI Implementation Plan will be updated on 9/30/24** with an eye on the target completion date for all OSKRs (12/31/24). The next edition of our OHCS DEI Action Plan will include these resources:

- EDI Implementation Plan Report (9/30/24 update)
    - GDEIB Survey Report
    - REIS Summary Report
    - OSKR Progress Report
- REAT User Guide

Closing Remarks. As our focus on equity and racial justice has deepened over the last five years, we continue to see our staff lean into their own learning and

curiosity and we anticipate this growth to continue because of the current structure of support we are providing; our staff are eager to continue their learning and consciousness raising.

As this desire deepens, we see our main challenge being that organizationally we are unpracticed with clearly and confidently identifying and articulating our "why" for centering race equity as a housing institution in every bit of our work. It does not come as easily as articulating the need for housing affordability, safe and stable housing, or the need to invest in homeownership opportunities.

While we have made great strides, there is more culture building and shifting work to be done to build our organizational confidence. We consider our OHCS DEI Action Plan as a prime driver to build this confidence and clarity over time.

Attachments

1. 2024 Edition GDEIB Groups & Benchmarks
2. 2022 Edition of the OHCS Racial Equity Analysis Toolkit

Weblinks

2019-2023 Statewide Housing Plan *– OHCS origin of equity and racial justice*

~~Center for Equity & Inclusion (Portland, OR)~~ *– Equity training and consultation*

~~Courageous Conversations~~ *– Equity practice of six agreements*

~~Cultural events calendar~~ *– Canva page from EDI Café*

EDI Community Organization *– Canva presentation for staff*

Government Alliance on Race and Equity (GARE) *– Membership network*

Weblinks continued…

GARE's approach *– Centering race equity in government*

Oregon State DEI Action Plan *– Resource document for state agencies*

Othering & Belonging Institute, UC Berkeley *– Affiliate partner*

Paradigm REACH (D&I Training) *– Equity training and consultation*

Partners in Diversity, Portland, OR *– Membership network*

Race Forward *– Affiliate partner*

State of Oregon Library *– Resource for state agencies*

Black in Oregon, OR Secretary of State historical archives *– OHCS core "why"*

Workday Learning *– Resource for state agencies*

THE FOUNDATION GROUP

Drive the Strategy

The three foundational categories build a strong DEI initiative. They are necessary for the effective operation of all other categories. The authors and Expert Panellists believe that it is difficult to have an impactful DEI program without being at least a Level 3 in all of the categories in the Foundation group.

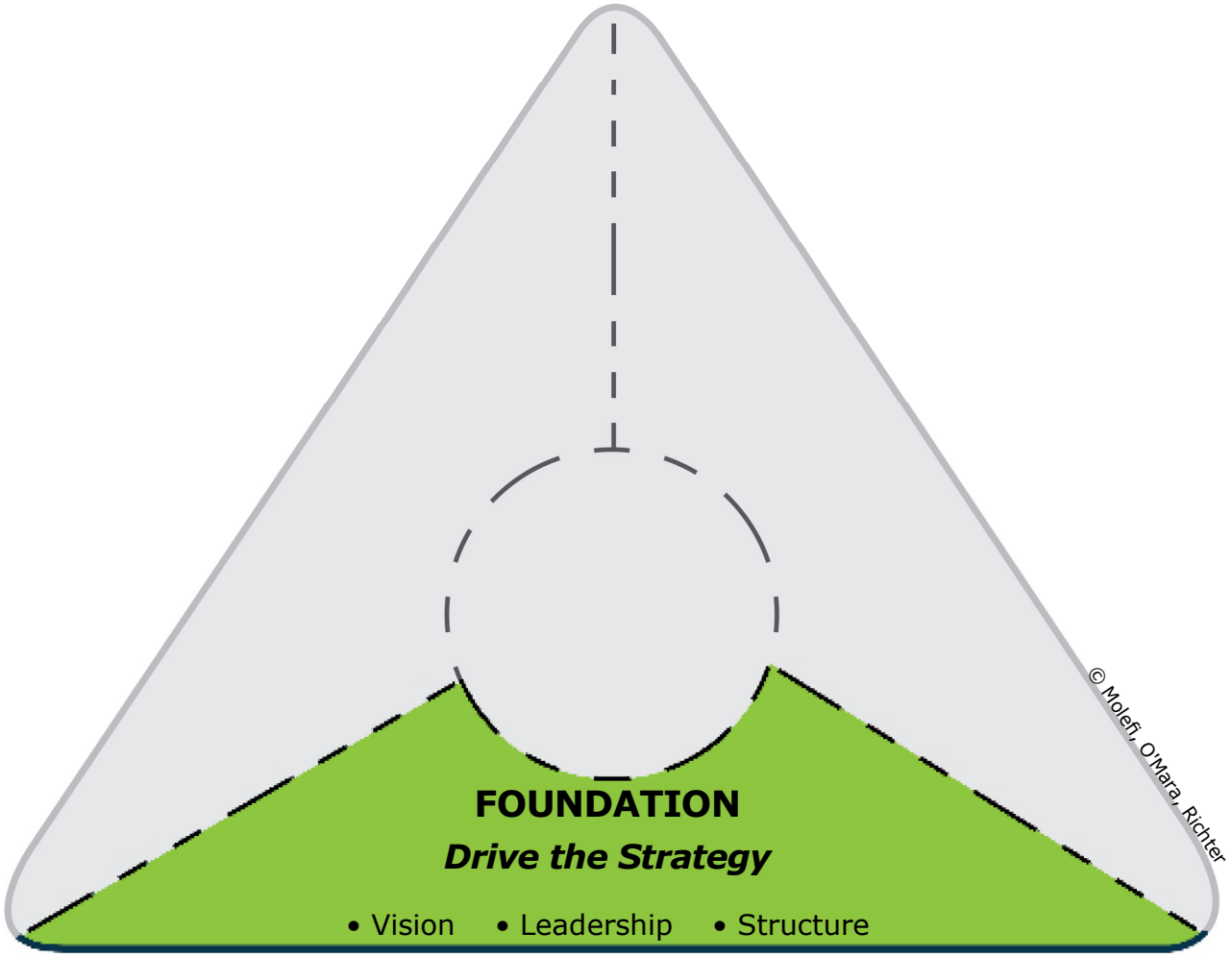
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Drive the Strategy

▶Develop a strong rationale for DEI vision, mission, and strategy and align it to organizational goals.

▶ Hold leaders accountable for implementing the organization's DEI vision, setting goals, achieving results, and being role models.

▶Provide visible, dedicated support and structure with authority and budget to effectively implement DEI.



Global Diversity, Equity & Inclusion Benchmarks

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CATEGORY 1: VISION, STRATEGY, AND BUSINESS IMPACT

Action: Develop a strong rationale for DEI vision and strategy and align it to organizational goals.

DEI is embedded in the values, mission, culture, and processes of the organization and plays an integral part in achieving organizational growth and success. There is a clear DEI vision and mission, and an explicit understanding of the business impact, which allows for the development of measurements to track progress towards meeting DEI goals. The organization's strategy includes numerical goals for equitable representation. It also includes goals that create inclusion and belonging. The organization is a known leader in DEI and is frequently benchmarked by other organizations.

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CATEGORY 1: VISION, STRATEGY, AND BUSINESS IMPACT

LEVEL 5: BEST PRACTICE

☐ **1.1** DEI strategy is an integral part of the overall organizational strategy and is reflected in vision, values, policies, and practices.

☐ **1.2** DEI is embedded in organizational culture as a core value, a source of innovation, and a means to belonging, sustainability and success.

☐ **1.3** The organization is frequently acknowledged, cited, and benchmarked by others for its DEI accomplishments.

☐ **1.4** The organization is proactive and responsive to DEI challenges that are faced by society, including but not limited to, political and economic trends, and recognizes that organizations are microcosms of the societies in which they operate.

☐ **1.5** The organization continues to strive for excellence and is known for its pioneering DEI initiatives that help change the patterns which perpetuate systemic oppression.

☐ **1.6** The organization's strategy includes numerical goals resulting in equitable representation of underrepresented groups across functions and levels.

LEVEL 4: PROGRESSIVE

☐ **1.7** The organization's DEI vision and goals to embed equity, prevent harassment, and reduce or eliminate discrimination and oppression are part of the organizational strategy.

☐ **1.8** The majority of stakeholders acknowledge that DEI is important to the success of the organization.

☐ **1.9** DEI competencies that help achieve the DEI strategy are demonstrated by most leaders and a majority of employees.

☐ **1.10** The organization has examined its organizational culture and created strategies to eliminate inequities and reduce barriers to inclusion.

☐ **1.11** DEI qualitative and quantitative goals are developed with the help of new technologies and algorithms that include input from a variety of stakeholders.

☐ **1.12** The organization invests in ethical artificial intelligence to ensure that barriers to inclusion and equity are minimized.

LEVEL 3: PROACTIVE

☐ **1.13** A DEI vision, mission, strategy, and business impact statement has been developed and communicated to all employees.

☐ **1.14** DEI is defined broadly to include visible, non-visible, inherent, and acquired dimensions.

☐ **1.15** DEI qualitative and quantitative goals that include input from a variety of internal and external stakeholders are being developed.

☐ **1.16** Compliance with legislation that protects human rights and ensures safe workplaces is included in the strategy.

LEVEL 2: REACTIVE

☐ **1.17** A basic DEI vision, mission, and strategy have been developed and communicated to all employees.

☐ **1.18** DEI is defined broadly to include some dimensions beyond gender, race, and ethnicity.

☐ **1.19** Compliance with basic legislation is in place.

LEVEL 1: INACTIVE

☐ **1.20** There is no DEI vision, mission, strategy, goals, policies, principles, or program.

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CATEGORY 2: LEADERSHIP AND ACCOUNTABILITY

Action: Hold leaders accountable for implementing the organization's DEI vision, setting goals, achieving results, and being role models.

Leaders and board members view the accomplishment of DEI goals and objectives as an important part of their management and oversight responsibilities. They publicly support internal and external diversity-related activities and are seen as DEI change agents. Leaders are held accountable for implementing the DEI strategy. They position DEI as a key component of their organization's sustainability agenda and provide DEI coaching to those they manage, creating both a psychologically and physically safe workplace. Leadership development includes DEI competency building and this is evaluated when determining succession pools for leadership.

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CATEGORY 2: LEADERSHIP AND ACCOUNTABILITY

LEVEL 5: BEST PRACTICE

☐ **2.1** Leaders are change agents and role models for DEI. They inspire others to take individual responsibility and become role models themselves.

☐ **2.2** A large majority of employees across a wide array of diversity dimensions rate their leaders as trustworthy, citing equitable and inclusive treatment.

☐ **2.3** Leaders and board members publicly support DEI-related initiatives, even if they are perceived to be controversial or come with personal risk.

☐ **2.4** Leaders ensure that DEI is systemic, sustainable, and involves cross-functional collaboration.

☐ **2.5** Leaders take accountability for DEI, help create both a psychologically and physically safe workplace, and accept consequences for their actions.

LEVEL 4: PROGRESSIVE

☐ **2.6** Leaders promote DEI initiatives, communicate the strategy, and provide recognition for DEI champions and advocates.

☐ **2.7** The leadership and board of directors are diverse, engaged in DEI issues, and accountable for achieving the DEI strategy.

☐ **2.8** Leaders are competent in applying conflict resolution skills to resolve DEI-related grievances and challenges.

☐ **2.9** Leaders are rewarded for demonstrating high competency in DEI.

LEVEL 3: PROACTIVE

☐ **2.10** DEI is an essential leadership competency and leaders are rated on it.

☐ **2.11** Leaders engage in DEI issues important to employees and prevalent in the societies in which they operate.

☐ **2.12** To increase their knowledge and competence, leaders seek coaching in DEI and provide coaching, sponsoring, and mentoring to others.

LEVEL 2: REACTIVE

☐ **2.13** Leaders are generally unfamiliar or uncomfortable with DEI.

☐ **2.14** Although leaders accept some responsibility for DEI, the focus is mainly on complying with regulations.

☐ **2.15** Leaders defer regularly to HR or Legal when concerns regarding DEI are observed or reported.

LEVEL 1: INACTIVE

☐ **2.16** There is no leadership involvement or accountability for DEI.

☐ **2.17** Leaders do not see differences as opportunities for enrichment, progress, and success.

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CATEGORY 3: DEI STRUCTURE AND IMPLEMENTATION

Action: Provide visible, dedicated support and structure with authority and budget to effectively implement DEI.

As a reflection of the importance of DEI, there is a dedicated person with DEI expertise on the executive management team and at the Board level. These leaders interact with and have full access to other leaders and the rest of the board, and, if the organization's size merits it, has a professional staff dedicated to DEI. In addition, there are teams, committees or networks within the organization that champion DEI initiatives. DEI professional staff have an adequate budget and resources to implement the strategy.

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CATEGORY 3: DEI STRUCTURE AND IMPLEMENTATION

Special Note for Category 3: If your organization chooses not to have diversity networks (see Terminology) or diversity councils/committees then just skip those benchmarks below. If you have those groups, then all the benchmarks apply.

LEVEL 5: BEST PRACTICE

☐ **3.1** The most senior person responsible for DEI is an equal and influential partner on the senior leadership team.

☐ **3.2** DEI is integrated into core organizational structures, policies, systems, and practices.

☐ **3.3** Diversity is reflected equitably in all levels and functions.

☐ **3.4** Inclusive/universal design of buildings, products, services, and emerging technologies helps ensure accessibility for all.

☐ **3.5** The organization's governance structure is supported by inclusive practices to mitigate concentrations of power and dominance.

☐ **3.6** The organization ensures that structures for elected positions (for example in unions and diversity networks, and community/political positions) are fair and equitable.

LEVEL 4: PROGRESSIVE

☐ **3.7** The board of directors has a committee dedicated to DEI.

☐ **3.8** The organization provides resources, staffing, and support to help ensure implementation of its DEI strategy.

☐ **3.9** The DEI function is headed by an influential leader who is knowledgeable about and committed to DEI.

☐ **3.10** An organization-wide DEI council/committee, which includes line and staff employees, is given visible and meaningful support by leaders.

☐ **3.11** Diversity networks are recognized as credible, influential, and valued resources to the organization. They sometimes coordinate in recognition of their intersectionality.

☐ **3.12** All departments/business units collaborate to ensure a holistic and integrated approach to DEI.

LEVEL 3: PROACTIVE

☐ **3.13** The organization has a DEI champion/leader with responsibility for DEI.

☐ **3.14** Departments have their own DEI councils/committees.

☐ **3.15** A budget has been allocated to cover DEI implementation, including support for diversity networks.

☐ **3.16** If the organization has labour unions or similar groups, they are engaged and included in DEI efforts.

☐ **3.17** Members of the DEI department or function are called upon for advice, counsel, and expertise.

LEVEL 2: REACTIVE

☐ **3.18** DEI is simply an additional duty of the human resources, legal, or other department.

☐ **3.19** Diversity networks and DEI committees may exist, but they have no real power, influence, or resources.

LEVEL 1: INACTIVE

☐ **3.20** There is no organizational structure, policy, or budget for DEI.

☐ **3.21** No one in the organization has formal responsibility for DEI.

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THE INTERNAL GROUP

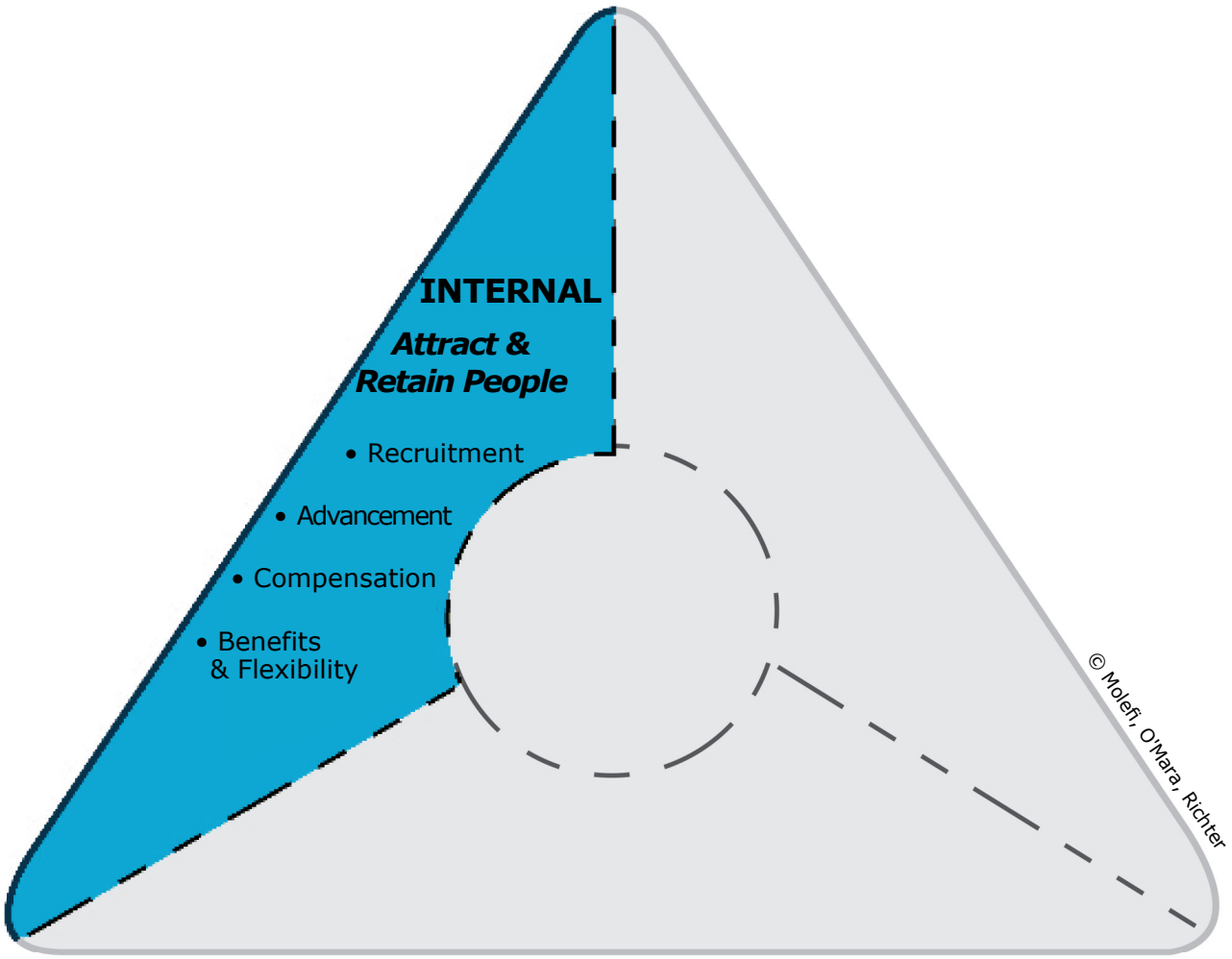
Attract & Retain People

The four categories in the Internal Group focus primarily on strengthening policies, systems and processes to advance DEI. Many DEI programmes have emphasized categories in the Internal Group. One reason is that this group is part of the Human Resources function, which is where DEI has traditionally been placed on the organization chart. Consideration should be made to position DEI where it can effectively work with all other functions and departments to facilitate change.

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Attract & Retain People

- Ensure that attraction, sourcing, and recruitment is done through the lens of DEI.
- Ensure that DEI is integrated into professional development, performance management, advancement, and retention.
- Ensure that job design and classification are evaluated for bias and that compensation is equitable across key dimensions of diversity.
- Achieve work-life integration, flexibility, and equitable benefits. Flexible work options are widely available and accessible.



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CATEGORY 4: RECRUITMENT

Action: Ensure that attraction, sourcing, and recruitment is done through the lens of DEI.

A conscious effort is made to attract applicants from diverse groups to achieve and maintain a workforce that is equitably representative across levels and functions. Advertising and recruitment are targeted to diverse communities. Diversity on interviewing panels is standard, and staffing/ hiring managers are educated on the impact of conscious and unconscious bias. The recruitment process is regularly reviewed to ensure it is equitable and fair. Hiring of underrepresented groups is roughly proportionate to their representation. There are clear DEI measures of success throughout the recruitment process.

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CATEGORY 4: RECRUITMENT

LEVEL 5: BEST PRACTICE

☐ **4.1** The organization's attraction and hiring processes result in measurable, transparent, and equitable recruitment.

☐ **4.2** The organization's reputation for quality DEI efforts enhances its ability to attract diverse and underrepresented employees.

☐ **4.3** When technological solutions are used for recruitment, the organization implements practices to minimize or remove algorithmic bias.

☐ **4.4** The organization conducts regular evaluations of recruiting practices to ensure that candidates from different groups and identities are given equitable opportunities.

☐ **4.5** There are clear measures of success throughout the recruitment process, such as the percentage of diverse and underrepresented applicants at each stage.

LEVEL 4: PROGRESSIVE

☐ **4.6** The organization effectively recruits from representative labour markets.

☐ **4.7** Recruitment includes advertising on DEI-focused websites and in a variety of other media.

☐ **4.8** Recruitment and selection panels are diverse and knowledgeable about recruiting processes and in mitigating biases.

LEVEL 3: PROACTIVE

☐ **4.9** Interviewers conduct culturally competent interviews.

☐ **4.10** Staff are hired for their competence and their ability to bring diverse perspectives to the work and not only because they are from an underrepresented identity group.

☐ **4.11** The organization's advertisements and/or diversity networks reach broad pools of diverse talent.

☐ **4.12** External search firms are selected based in part on their expertise in diversity recruiting.

LEVEL 2: REACTIVE

☐ **4.13** Recruitment is based primarily on representation to meet numerical goals or targets.

☐ **4.14** Recruitment practices do not include sourcing diverse candidates from underrepresented groups.

☐ **4.15** Interviewers do not consider how people from different cultures and backgrounds may respond to interview questions and methods.

LEVEL 1: INACTIVE

☐ **4.16** There is no effort to recruit employees from underrepresented groups.

☐ **4.17** Other than a short statement that the organization has an equal opportunity or similar policy, there is no mention of DEI in the organization's recruitment practices.

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CATEGORY 5: ADVANCEMENT AND RETENTION

Action: Ensure that DEI is integrated into talent development, performance management, advancement, and retention.

A conscious effort is made to maintain a workforce that is diverse across levels and functions. High-potential employees from underrepresented groups are provided with coaching, mentoring, and sponsorship opportunities to advance within the organization. The onboarding process results in all new employees feeling valued and included. Promotion and advancement of underrepresented groups is proportional to the representation of those groups in the organization. Performance reviews, involuntary and voluntary turnover of underrepresented groups are measured and analyzed using interviews, employee engagement surveys, and so forth.

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CATEGORY 5: ADVANCEMENT AND RETENTION

LEVEL 5: BEST PRACTICE

☐ **5.1** The organization's talent management, advancement, and retention processes result in equitable treatment of employees.

☐ **5.2** Diverse employees hold positions at all levels and functions to ensure equitable representation.

☐ **5.3** The organization's reputation for quality DEI initiatives enhances its ability to retain and advance diverse employees.

☐ **5.4** The pool of candidates in the organization's succession plan is diverse along multiple dimensions and prioritizes underrepresented groups.

☐ **5.5** Turnover is at an acceptable rate. Adverse impact, unfairness, and discrimination are not the primary cause of turnover.

☐ **5.6** The onboarding process results in all new employees feeling valued and included.

LEVEL 4: PROGRESSIVE

☐ **5.7** The organization's talent management plan emphasizes retention of underrepresented employees at most levels and in most functions.

☐ **5.8** All employees are encouraged to consider advancement opportunities and positions outside their current functional, technical, or professional area.

☐ **5.9** The organization counteracts bias in advancement and develops practices to overcome inequities.

☐ **5.10** The organization has established mentoring and/or coaching processes to help ensure advancement and retention.

☐ **5.11** The organization conducts regular stay and exit interviews to understand its culture of inclusion and belonging.

LEVEL 3: PROACTIVE

☐ **5.12** An onboarding process is beginning to show effectiveness at integrating underrepresented employees into the organization.

☐ **5.13** The workforce is beginning to reflect the diversity found in the organization's labour markets.

☐ **5.14** Turnover is actively and regularly tracked with exit interviews to understand DEI issues and remove barriers to retention.

☐ **5.15** The organization offers a variety of advancement opportunities responsive to diverse needs.

☐ **5.16** The organization addresses conscious and unconscious bias in its entire talent development processes.

LEVEL 2: REACTIVE

☐ **5.17** Advancement and promotion processes are based primarily on representation to meet numerical or equity goals or targets.

LEVEL 1: INACTIVE

☐ **5.18** There is no effort to advance or retain employees from underrepresented groups at any level.

☐ **5.19** The entire talent management process is not sensitive to cultural and other differences.

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CATEGORY 6: JOB DESIGN, CLASSIFICATION, AND COMPENSATION

Action: Ensure that job design and classification are evaluated for bias and that compensation is equitable across key dimensions of diversity.

The organization systematically reviews job requirements, classifications, technology and compensation for potential bias and adverse impact. Job descriptions and requirements are understandable and do not include non-job-related factors. The organization designs work to accommodate—as much as possible—individual needs as well as the organization's needs. Remuneration is based on job requirements and performance. The organization aspires to pay at minimum a living wage, in accordance with locally agreed upon standards. Compensation analyses are conducted regularly to ensure that biases based on race, ethnicity, age, gender, gender identity, gender expression, sexual orientation, function, and other potential areas of discrimination are significantly reduced.

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CATEGORY 6: JOB DESIGN, CLASSIFICATION, AND COMPENSATION

LEVEL 5: BEST PRACTICE

☐ **6.1** The organization maintains equitable job design, classification, and compensation practices.

☐ **6.2** Jobs are designed to ensure that roles and responsibilities support work/life integration and decent work for all.

☐ **6.3** Regular reviews of pay differentials are conducted and discrepancies between underrepresented groups and dominant groups are eliminated.

☐ **6.4** Performance, pay, bonuses, and promotions are tied to a variety of DEI measures.

LEVEL 4: PROGRESSIVE

☐ **6.5** Classification and compensation systems are regularly reviewed to address inequities.

☐ **6.6** There are measures in place to ensure that the role, authority, decision making, and benefits of a job do not change when a member of an underrepresented group is appointed.

☐ **6.7** Employees are paid for performance and outcomes rather than attendance.

☐ **6.8** Job requirements and descriptions are clear and not confused with non-job-related factors, especially those based on preferences and biases.

☐ **6.9** Job design accommodates employees' need for part time or flexible work, working non-standard hours, working remotely, and taking leave for personal or other reasons.

LEVEL 3: PROACTIVE

☐ **6.10** The organization pays wages that exceed the legal minimum for the local marketplace.

☐ **6.11** Work and job roles are designed to align individual talents and needs with organizational requirements.

☐ **6.12** Job classification and compensation systems are understood by most employees.

☐ **6.13** The organization has standardized job designs to minimize subjectivity and ensure equity.

LEVEL 2: REACTIVE

☐ **6.14** Some written procedures exist for classifying jobs and determining compensation, but these are frequently determined by supervisors' personal preferences.

☐ **6.15** Pay equity is measured and audited only if required by law.

☐ **6.16** The organization adheres to locally agreed upon minimum wage levels.

☐ **6.17** Based on stereotypes involving language, gender, age, race, culture or disability, some jobs are thought to be a "better fit" for members of certain groups.

LEVEL 1: INACTIVE

☐ **6.18** The organization lacks methods for classifying jobs, determining compensation, and assessing pay differences of underrepresented groups.

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CATEGORY 7: WORK-LIFE INTEGRATION, FLEXIBILITY, AND BENEFITS

Action: Achieve work-life integration, flexibility, and equitable benefits. Flexible work options are widely available and accessible.

Work-life integration, flexibility, and equitable benefits are encouraged, actively promoted, recognized as enhancements of productivity, and are not career limiting. To this end, the organization's performance management focusses on output, contribution, and impact. Benefits and services that are specific to the diverse needs of employees are provided based on ongoing assessments of employee needs. Some examples are: subsidized dependent-care, parental leave, extended family consideration, eldercare, emergency care, fitness programs, and paid leave. Accommodations for religious practices, persons with disabilities, and others are achieved with care and consideration and go beyond legal requirements. Organizations and their leaders prioritize psychological safety, security, and wellness within their employees' work environment.

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CATEGORY 7: WORK-LIFE INTEGRATION, FLEXIBILITY, AND BENEFITS

LEVEL 5: BEST PRACTICE

☐ **7.1** The organization's policies and practices regarding benefits, work-life integration and flexibility meet the organization's commitment to decent work, psychological safety, and respect for human rights.

☐ **7.2** A comprehensive range of flexible benefits and services, including education, counselling, and physical and mental health services are provided equitably to all employees whether permanent or temporary.

☐ **7.3** The organization gives benefits to part-time and temporary employees.

☐ **7.4** All leaders model and encourage work-life integration.

☐ **7.5** Working part-time, job sharing, working remotely, and other flexible work arrangements are available for all appropriate positions and levels.

☐ **7.6** Benefits and services are regularly adapted to changing conditions such as pandemics and natural disasters, and technological breakthroughs.

LEVEL 4: PROGRESSIVE

☐ **7.7** Policies and practices guard against favouritism and are communicated and applied equitably across the organization in a culturally sensitive way.

☐ **7.8** An inclusive concept of family that is multicultural and non-patriarchal guides family-friendly policies including childcare and eldercare, emergency care.

☐ **7.9** Paid leave beyond what is legally required is provided and used. The definition of family is inclusive. This may include caregiving for partners, children, and adult dependents or bereavement for extended families.

☐ **7.10** Using flexible work arrangements does not negatively impact employee performance, evaluation, advancement, or benefits.

☐ **7.11** Facilities and accommodations for meditation, religious practices, lactation, and other needs are provided.

☐ **7.12** Technology support for mobility, disabilities, mental health, and flexible work arrangements are available for employees.

LEVEL 3: PROACTIVE

☐ **7.13** The organizational culture equitably treats those who work flexible schedules.

☐ **7.14** Religious practices, cultural celebrations, and holidays are accommodated, even when they are not the practices of the dominant culture.

☐ **7.15** Flexibility in personal appearance and designing one's workspace are accepted if done in a non-offensive manner and under an agreed upon policy.

LEVEL 2: REACTIVE

☐ **7.16** Benefit programs generally are "one-size-fits-all" and their value or relevance to employees is not monitored.

☐ **7.17** Work schedules are generally traditional, inflexible, or compliance driven.

☐ **7.18** Flexibility may be applied inconsistently or perceived as favouritism.

LEVEL 1: INACTIVE

☐ **7.19** There is no provision for childcare and family needs, schedule flexibility, or work leave other than what is legally required.

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THE BRIDGING GROUP

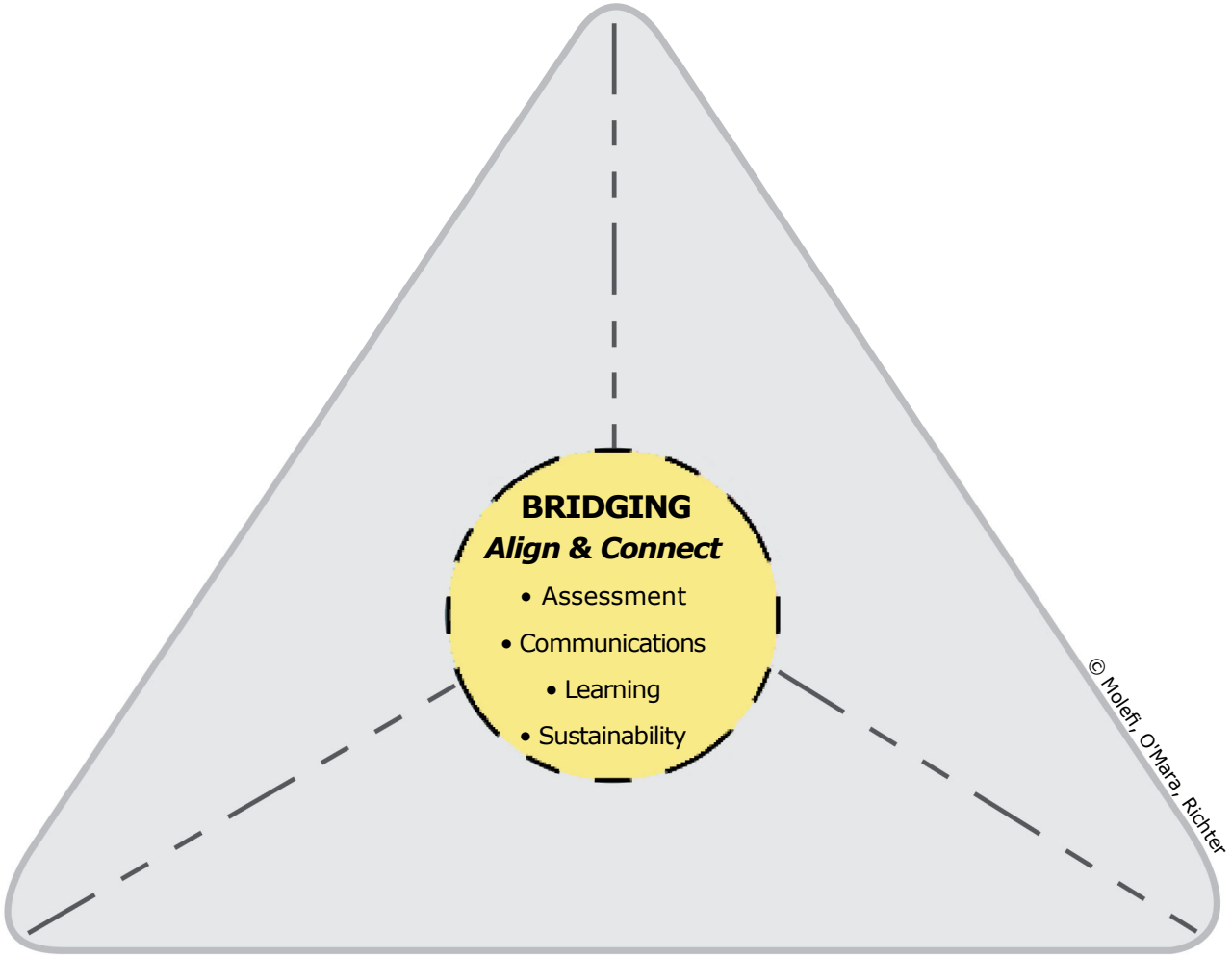
Align & Connect

The four categories in this group provide critical linkages that bridge foundational work with the internal and external focus of DEI in the organization. It would be difficult for any of the benchmarks in the other Groups to be achieved without effective work in the Bridging Group.

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Align & Connect

- Ensure that all assessments, measurement, and research guide DEI decisions.
- Make communication clear, simple to understand, and a crucial force in achieving the organization's DEI goals.
- Educate all to achieve the level of DEI competence and confidence needed to create a diverse, equitable, and inclusive organization.
- Connect the organization's DEI and Sustainability initiatives to increase the effectiveness of both.



Global Diversity, Equity & Inclusion Benchmarks

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CATEGORY 8: ASSESSMENT, MEASUREMENT, AND RESEARCH

Action: Ensure that assessments, measurement, and research guide DEI decisions.

DEI measures are explicitly linked to strategy and have an impact on leaders at all levels, including their performance appraisals, recognition, and rewards. The organization has a dashboard or scorecard for reputational risk assessment on DEI issues.

The views of stakeholders are an important factor in measuring DEI and sustainability performance for both the organization and individuals. The measurements include stakeholder opinions and experiences, and a mix of quantitative and qualitative measures. Information on all aspects of DEI is gathered and evaluated using practices such as 360-feedback and/or multifaceted, culturally sensitive, and linguistically appropriate feedback, focus groups, opinion and engagement surveys, and organizational audits.

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CATEGORY 8: ASSESSMENT, MEASUREMENT, AND RESEARCH

LEVEL 5: BEST PRACTICE

☐ **8.1** In-depth DEI assessments are regularly conducted on the overall organization and within departments, and the results are incorporated into strategy and implementation.

☐ **8.2** The organization regularly reports and reviews progress against benchmarks and has consistently demonstrated significant improvements in meeting DEI goals over several years.

☐ **8.3** The organization is known for its investment in DEI research and the impact of research on organizational performance.

☐ **8.4** A reputational risk assessment including several DEI issues, such as racism, sexism, homophobia, harassment, disability discrimination, and other forms of discrimination, is regularly conducted.

☐ **8.5** The organization ensures that the design of its assessment, measurement, and research incorporate DEI perspectives.

LEVEL 4: PROGRESSIVE

☐ **8.6** Integrated, multiple approaches to monitoring and evaluating DEI goals are implemented to track their impact, outcomes, and effectiveness.

☐ **8.7** The organization invests in research to study DEI for both internal and external purposes.

☐ **8.8** DEI measurement is integrated into assessment tools, such as engagement surveys or cultural audits.

☐ **8.9** All employees are measured on their performance, which includes DEI goals.

☐ **8.10** Information from all assessments from employees, former employees, and customers shape future DEI initiatives.

☐ **8.11** Culturally competent artificial intelligence is used to identify and minimize bias in assessment tools.

☐ **8.12** All organizational assessments have been reviewed from a DEI perspective and work to counteract bias.

LEVEL 3: PROACTIVE

☐ **8.13** Employees regard DEI measurements as credible and they participate willingly in assessment, measurement, and research.

☐ **8.14** Cultural audits, assessments, and surveys take into account such issues as language, education levels, complexity, and accessibility.

☐ **8.15** Data are sorted by self-identified characteristics and diversity dimensions to increase an organization's learnings about employee groups.

☐ **8.16** The organization regularly conducts a census of employee demographics and monitors representation throughout the organization.

☐ **8.17** The principles of self-identification for use in collection of employee information is clear, applied ethically, and agreed-upon by all impacted parties.

LEVEL 2: REACTIVE

☐ **8.18** Representation of groups of some diversity dimensions are monitored, but only if required by law.

☐ **8.19** Measurements are primarily based on past indicators, such as turnover, lawsuits, and complaints.

LEVEL 1: INACTIVE

☐ **8.20** There are no assessments to gather information about underrepresented employee or customer needs and concerns.

☐ **8.21** There is no effort to evaluate or monitor diversity-related issues or DEI progress.

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CATEGORY 9:
DEI COMMUNICATIONS

Action: Make communication clear, simple to understand, and a crucial force in achieving the organization's DEI goals.

Communications professionals are educated about DEI and its link with sustainability. All internal and external communication is fully accessible and available in multiple formats and, if applicable, in locally spoken languages. The organization has made and communicated a decision on the use of inclusive language to account for various diversity dimensions. The communication sent out both internally and externally does not prejudice or harm any group intentionally and where this occurs, it is corrected quickly and clearly. DEI topics are easy and quick to find on the organization's websites and social media platforms. DEI communication is frequent, ongoing, innovative, and contributes to an enhanced reputation for the organization. Progress on reaching DEI vision and goals is reported to the public regularly.

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CATEGORY 9: DEI COMMUNICATIONS

LEVEL 5: BEST PRACTICE

☐ **9.1** The organization is known for its high-quality DEI initiatives that are regularly communicated internally and externally enhancing the organization's reputation.

☐ **9.2** DEI content is easily and quickly located on the organization's websites. Information is thorough, regularly updated, and fully accessible.

☐ **9.3** The organization has made and communicated a policy on the use of inclusive language on race and ethnicity, gender, gender identity, and gender expression, sexual orientation, disability, and other dimensions.

☐ **9.4** The organization uses bold and transparent communication in naming and dealing with challenging issues such as racism, sexism, homophobia, privilege, toxic masculinity, and white supremacy.

☐ **9.5** The organization uses live and accurate translation services to ensure accessibility and linguistic inclusion.

LEVEL 4: PROGRESSIVE

☐ **9.6** The purposes of DEI initiatives are clearly stated, and communication strategies are adapted for different stakeholders.

☐ **9.7** Information on DEI is sent frequently and systematically through a variety of channels to employees and other stakeholders.

☐ **9.8** Communications professionals and speechwriters are knowledgeable about DEI and they include DEI messages in general communications.

☐ **9.9** The organization has an ethical framework to leverage social media in both internal and external communication platforms.

☐ **9.10** The organization proactively addresses socially-charged issues and events related to DEI internally and externally, including on social media.

LEVEL 3: PROACTIVE

☐ **9.11** The organization integrates DEI into many aspects of communication.

☐ **9.12** The organization encourages employees to discuss DEI and provide input to the organization's initiatives.

☐ **9.13** The organization enables employees to indicate gender pronouns, if desired, on email signatures and other written communication.

☐ **9.14** Translations and other accessible formats are provided when needed. Communication is location-sensitive across countries, dialects, and languages, including braille, sign language, and closed captioning.

LEVEL 2: REACTIVE

☐ **9.15** DEI communication is done solely to remind or educate employees about adhering to policy and compliance requirements.

☐ **9.16** Most DEI communication is disseminated by councils/ committees or diversity networks rather than through regular organizational channels and therefore is sometimes seen as not officially endorsed by the organization.

☐ **9.17** Language translations are only provided when legally required.

LEVEL 1: INACTIVE

☐ **9.18** There is no explicit communication about DEI.

☐ **9.19** Discussions on DEI are perceived to be risky and are avoided.

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CATEGORY 10: DEI LEARNING AND DEVELOPMENT

Action: Educate all to achieve a level of DEI competence and confidence needed to create a diverse, equitable, and inclusive organization.

Leaders and employees throughout the organization receive DEI training specific to their job and level geared to achieving the organization's goals. Learning and education is also offered to other stakeholders such as vendors, and the public at large. A DEI lens is used to integrate all learning and education programs. The organization uses blended DEI learning and continuously updates and customizes this to changing stakeholder needs. Programs may focus on general DEI and on specific issues such as systemic and structural racism, sexism, ageism, ableism, white supremacy, internalized oppression, classism, heterosexism, prejudice, discrimination (including harassment and bullying), privilege, micro-aggressions, and conscious and unconscious bias, all of which are addressed with sensitivity, conviction, and compassion, and in ways that enhance inclusion and equity.

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CATEGORY 10: DEI LEARNING AND DEVELOPMENT

LEVEL 5: BEST PRACTICE

☐ **10.1** DEI is integrated into all learning offered internally and externally.

☐ **10.2** DEI learning programs result in behaviour change that advances the organization's strategy and enhances inclusion and equity.

☐ **10.3** Learning and education addresses racism, anti-racism, sexism, white supremacy, privilege, internalized oppression, classism/casteism, homophobia, transphobia, religious bias, disabilities, mental health awareness, and other issues.

☐ **10.4** Development through involvement in high-profile projects is transparent and encouraged for underrepresented groups.

LEVEL 4: PROGRESSIVE

☐ **10.5** DEI professionals, experts in learning methods and intercultural education, members of diversity networks, and organizational leaders are involved in the design, development, delivery, workplace application, and evaluation of DEI learning and education.

☐ **10.6** DEI content is adapted and customized to the local environment, cultural nuances, languages, and social and political realities.

☐ **10.7** DEI learning and education involves ongoing, multi-year, developmental curricula.

☐ **10.8** All employees and key external stakeholders are educated on the importance of equity and ways to mitigate and remove discrimination and bias.

☐ **10.9** The organization provides training to both current and new suppliers on how to engage and access supplier opportunities.

☐ **10.10** A variety of innovative DEI tools including micro-learning, chatbots, gaming, social media, blended learning, coaching, physical classrooms and virtual platforms, and instructor-led learning, are accessible to all employees regardless of level, location, or function.

LEVEL 3: PROACTIVE

☐ **10.11** Employees are exposed to and actively seek engagement across organizational functions, as well as externally with diverse markets and stakeholders.

☐ **10.12** Experiential learning, including virtual reality and simulations, is used to help employees experience different identities and learn how to best respond to DEI situations.

☐ **10.13** The organization ensures that all staff are able to fully participate in virtual meetings, innovative learning methods, and the use of technology.

☐ **10.14** All employees and, if needed, their families, receive cultural awareness training when relocating internationally, and when working with international teams.

☐ **10.15** The organization encourages cultural celebrations and organization-wide activities that combine social interaction with DEI learning.

☐ **10.16** When possible all training sessions are populated with a diverse group of learners to offer an experience of working with others who represent different diversity dimensions.

LEVEL 2: REACTIVE

☐ **10.17** DEI learning is brief and focused only on educating employees about policies, meeting legal requirements, or addressing inappropriate language or labels.

☐ **10.18** DEI programs are primarily packaged and are not tailored for local and specific cultural needs and issues.

☐ **10.19** Learning programs may be offered in reaction to special dates such as women's or pride month, with no linkage to strategy.

LEVEL 1: INACTIVE

☐ **10.20** There are no formal DEI learning or educational activities.

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CATEGORY 11: CONNECTING DEI AND SUSTAINABILITY

Action: Connect the organization's DEI and Sustainability initiatives to increase the effectiveness of both.

The organization connects and aligns DEI and sustainability initiatives. There is a clear link between the organization's sustainability strategy (based on ESG - environmental, social, and governance – dimensions or factors) and the UN's Sustainable Development Goals. The strategies for each initiative support the other, and opportunities for collaboration make both initiatives stronger. Leaders and practitioners in sustainability participate in the DEI initiative and vice versa. Both work with diverse stakeholders and report progress to the public.

THE SUSTAINABILITY DEFINITION FOR THE GDEIB IS:

Sustainability is the process of simultaneously pursuing:

• societal equity • workplace inclusion
• economic prosperity & • long term environmental health.

Additional definitions and key factors of Sustainability:

For the purposes of the GDEIB, we view the values and desired outcomes of DEI work (See GDEIB page 2, The Ultimate Goals of DEI) as similar to the goals of Sustainability.

1. The definition of Sustainability adopted by the United Nations is "Meeting the needs of the present without compromising the ability of future generations to meet their own needs." To date, 193 world leaders agreed to achieve the United Nations 17 Sustainable Development Goals (SDG's) by 2030 as the framework to achieve sustainability. The 5 Ps that shape the SDGs are People, Planet, Prosperity, Peace, and Partnership.



2. Another definition comes from an African conference delegate: "Enough—for all—forever."
3. Another related term used by some corporations and the investor community in their advocacy for Sustainability is ESG – Environmental, Social, and Corporate Governance. This refers to the three central factors in measuring sustainability and social impact.

These factors embrace the UN concept of "leave no one behind" and invite us to consider this meaning of success: "I succeed when you succeed."

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CATEGORY 11: CONNECTING DEI AND SUSTAINABILITY

LEVEL 5: BEST PRACTICE

☐ **11.1** DEI is seen as integral to the sustainability of the organization and its stakeholders. Sustainability is fully integrated into DEI strategies/initiatives.

☐ **11.2** The organization has evidence that its sustainability and DEI initiatives benefit from their alignment with each other and show more meaningful impact than if they were separate and unconnected.

☐ **11.3** The organization takes a leadership role in influencing and supporting the connection of DEI and sustainability initiatives locally and globally including being a champion of ESG and the UN's Sustainable Development Goals.

☐ **11.4** The organization adapts its sustainability strategy, policies, and practices based on collaboration with diverse stakeholders.

☐ **11.5** The organization's public reporting on sustainability integrates its performance on DEI and includes an accurate assessment of its challenges.

LEVEL 4: PROGRESSIVE

☐ **11.6** Innovative digital technologies contribute to the organization's commitment to ESG and the UN's Sustainable Development Goals.

☐ **11.7** The organization has a sustainability strategy, which recognizes the link between DEI and sustainability.

☐ **11.8** DEI leaders partner with the organization's sustainability initiative. Likewise, sustainability leaders partner with the DEI initiative.

☐ **11.9** The organization's sustainability data are analyzed and sorted to enable reviewers to determine the impact on diverse groups.

☐ **11.10** The organization financially supports DEI and sustainability initiatives, whether global, regional, or local.

LEVEL 3: PROACTIVE

☐ **11.11** The sustainability strategy proactively and specifically calls for the integration of diverse voices and perspectives.

☐ **11.12** DEI and sustainability professionals receive learning and education to keep up to date with developments both in sustainability and DEI.

LEVEL 2: REACTIVE

☐ **11.13** There is a superficial effort to connect DEI and the organization's sustainability goals.

LEVEL 1: INACTIVE

☐ **11.14** There is no sustainability function or no organizational connection between DEI and sustainability.

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THE EXTERNAL GROUP

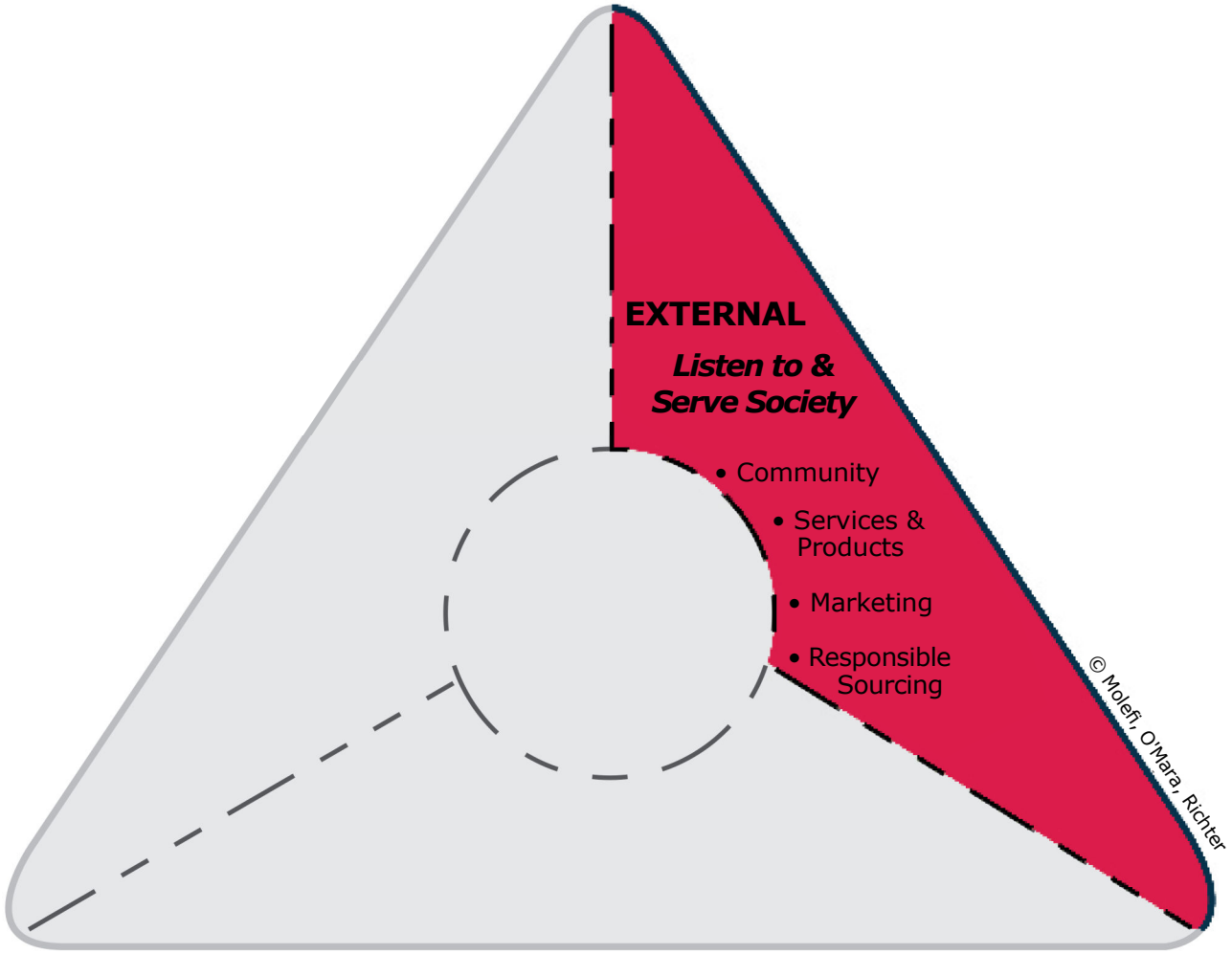
Listen to & Serve Society

The four categories in this group relate to how the organization offers its services and products to and interacts with its customers, clients, communities, and other stakeholders. The External Group is critically important because it is through an emphasis on these categories that the most direct results of the organization's DEI rationale/ business impact will be shown.

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Listen to & Serve Society

- Be proactive in working with community, public and private partnerships, government, society at large, and through philanthropy.
- Embed DEI in services and products development to serve diverse customers and clients.
- Integrate DEI into marketing and customer service.
- Practice responsible and ethical sourcing. Develop and nurture underrepresented suppliers.



Global Diversity, Equity & Inclusion Benchmarks

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CATEGORY 12: COMMUNITY, GOVERNMENT RELATIONS, AND PHILANTHROPY

Action: Be proactive in working with community, public and private partnerships, government, society at large, and through philanthropy.

The organization is a recognized leader for supporting and advocating for DEI interests in communities and society, and in working with government. The organization is socially responsible and leverages efforts with industry or sector peers. It is generous in partnering with or supporting other organizations in their DEI initiatives to advance DEI in the community.

Where appropriate, special efforts are made to acknowledge indigenous communities and to respect their territory and adhere to legal and cultural requirements when entering their space. Employees are encouraged to participate in and support various community projects, share DEI learning from such activities, and reinforce the organization's commitment to DEI. These efforts are explicitly linked to the organization's sustainability strategy.

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CATEGORY 12: COMMUNITY, GOVERNMENT RELATIONS, PHILANTHROPY

LEVEL 5: BEST PRACTICE

☐ **12.1** The organization is explicit in living its DEI values and actively supports, invests in, and advocates for DEI-related initiatives in the community, government, and society at large.

☐ **12.2** The organization takes bold stands in word and action on societal issues related to achieving equity and justice for marginalized people, such as #BlackLivesMatter, #MeToo, #Genderbasedviolence, #UnitedAgainstRacism, and #Standup4humanrights.

☐ **12.3** The organization has addressed and atoned for any past behaviours and policies with regard to the mistreatment of people.

☐ **12.4** The organization helps its community by promoting economic growth, addressing income inequality and groups that have been historically disadvantaged.

☐ **12.5** The organization encourages employee volunteerism in community projects by providing time off and/or compensation and rewards where appropriate.

LEVEL 4: PROGRESSIVE

☐ **12.6** The organization's philanthropy and social responsibility strategies promote DEI.

☐ **12.7** The organization's community investment supports those most in need.

☐ **12.8** The organization supports scholarship, paid internship programs and/or apprenticeships for underrepresented populations.

☐ **12.9** Employees are encouraged to volunteer in their community. In some cases, the organization "loans" them to work for community organizations or matches their volunteer hours with monetary contributions.

☐ **12.10** Community development plans are designed in collaboration with diverse groups, including those from underrepresented or marginalized groups.

☐ **12.11** The organization uses objective criteria to fund nonprofit organizations to ensure that bias in philanthropy is mitigated.

LEVEL 3: PROACTIVE

☐**12.12** The organization partners with other organizations that work to advance the rights of underrepresented groups in the community.

☐ **12.13** The organization supports DEI publicly when exclusionary and discriminatory actions occur in the community or society at large.

☐ **12.14** Individuals who have made a significant difference with DEI in their communities are recognized and honoured by their organization.

LEVEL 2: REACTIVE

☐ **12.15** There is some involvement in or support for societal DEI issues but only if considered non-controversial.

☐ **12.16** There is some support for the community, schools, and/or local government projects, primarily for public relations purposes.

LEVEL 1: INACTIVE

☐ **12.17** There is no involvement or support provided to community, government, and societal initiatives related to DEI.

☐ **12.18** The organization has no philanthropy.

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CATEGORY 13: SERVICES AND PRODUCTS DEVELOPMENT

Action: Embed DEI in services and products development to serve diverse customers and clients.

DEI considerations are integrated into the services and products development cycle to leverage the diversity of the communities they serve. The process contributes to social and economic progress and eliminates or reduces inequities. Service or product development teams are diverse and include customers, stakeholders, and community representatives. Recognition is also given to the value of DEI in innovation, and the organization consistently leverages the diversity of cultures, lived experiences, perspectives, and thought for product and service improvement.

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CATEGORY 13: SERVICES AND PRODUCTS DEVELOPMENT

The term customers may also refer to constituents, stakeholders, clients, students, educators, patients, and so forth—whoever is the intended beneficiary of the organization's work. Some other terms may need customizing for this category to be useable for all sectors.

LEVEL 5: BEST PRACTICE

☐ **13.1** The organization successfully leverages diverse teams, including diversity networks, customers, partners, the community, and other stakeholders, to improve its products and services.

☐ **13.2** The product and service development cycles prioritize diversity and accessibility from the start. The organization doesn't merely adapt products first developed for the dominant group or culture.

☐ **13.3** The organization contributes to equity by creating services and products that advance social and economic progress.

☐ **13.4** Humane and ethical technology is used to ensure access and equity, for example in inclusive facial recognition systems.

☐ **13.5** Voice and facial recognition software is sensitive to accents, dialects, gender, race/ethnicity, age, and other characteristics.

LEVEL 4: PROGRESSIVE

☐ **13.6** Changes in demographics, values, and consumer behaviours are researched, anticipated, and addressed.

☐ **13.7** Culturally responsive products and services, such as engaging a traditional healer in a hospital, Sharia-compliant financial products, and products for left-handed users, are accepted and provided.

☐ **13.8** The organization leverages diverse teams to improve the quality and innovation of products and services.

LEVEL 3: PROACTIVE

☐ **13.9** Products and services are analyzed for their value to current and potential customers and are tailored appropriately.

☐ **13.10** Staff and/or consultants with expertise in DEI are involved in products and services development.

☐ **13.11** Research and product testing help analyze how different customer/stakeholder groups and cultures may perceive, value, and use the organization's products and services.

☐ **13.12** Accessibility for persons with disabilities is routinely considered in the development and delivery of products and services.

LEVEL 2: REACTIVE

☐ **13.13** There is limited interest in developing or altering products and services based on customer preferences, needs, or demographics.

☐ **13.14** Only when required by law is there adaptation of services and products for accessibility.

LEVEL 1: INACTIVE

☐ **13.15** No effort is made to adapt products or services for diverse customers.

☐ **13.16** Development teams are mostly homogenous.

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CATEGORY 14: MARKETING AND CUSTOMER SERVICE

Action: Integrate DEI into marketing and customer service.

Marketing and customer service strategies meet the needs of diverse groups. Sophisticated market analysis techniques are deployed on an ongoing basis to understand the organization's diverse customer and stakeholder base. The organization uses DEI relevant marketing and customer service approaches within and across countries, regions, cultures, generations, and languages.

Marketing and advertising strategies are inclusive and challenge stereotypes. While outside DEI expertise may sometimes be sought, the organization leverages the expertise of its diverse staff. Accessibility and cultural sensitivity are incorporated into the process of design and development of all marketing materials and customer service strategies.

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CATEGORY 14: MARKETING AND CUSTOMER SERVICE

The term customers may also refer to constituents, stakeholders, clients, students, educators, patients, and so forth—whoever is the intended beneficiary of the organization's work. Some other terms may need customizing for this category to be useable to all sectors

LEVEL 5: BEST PRACTICE

☐ **14.1** The organization uses advanced and unbiased analysis techniques to understand and respond to the diversity of its customer base, including nuances of intersectionality.

☐ **14.2** Artificial intelligence-based customer service applications, such as personal assistants, are programmed to speak to people in ways they prefer and can understand, such as gender, language, accent, and dialect.

☐ **14.3** Marketing strategies developed for specific communities are tracked to ensure they are culturally relevant and valued.

☐ **14.4** While outside DEI expertise may also be sought, the organization leverages the marketing, sales, distribution, and customer service expertise of its diverse staff.

LEVEL 4: PROGRESSIVE

☐ **14.5** The organization successfully incorporates marketing, sales, and distribution strategies to meet the needs of diverse customers.

☐ **14.6** All marketing materials, including images and language, are reflective of the organization's commitment to DEI.

☐ **14.7** Marketing, advertising, public relations, and all customer contact methods promote positive role models and do not perpetuate stereotypes.

☐ **14.8** The marketing and sales force is interculturally competent and can adapt and work effectively with customers from many backgrounds.

☐ **14.9** All marketing and customer service processes are fully accessible.

LEVEL 3: PROACTIVE

☐ **14.10** Diverse groups of customers and potential customers are surveyed to help shape marketing, sales, distribution, and customer service strategies.

☐ **14.11** Market testing includes diverse groups.

☐ **14.12** Inclusion of various diversity dimensions is a strong consideration in staffing marketing and customer service.

☐ **14.13** Marketing collateral print and digital materials represent and reflect diverse markets.

LEVEL 2: REACTIVE

☐ **14.14** The organization only recognizes broad differences among its customers, such as young and old or men and women.

☐ **14.15** Even if products and services are marketed differently to different groups, the advertising is not culturally sensitive.

☐ **14.16** Customer service and marketing are accessible for persons with disabilities only where required by law.

LEVEL 1: INACTIVE

☐ **14.17** No oversight exists to ensure that advertising or public communications do not perpetuate stereotypes.

☐ **14.18** There are no marketing or customer service initiatives to serve the diverse needs of customers.

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CATEGORY 15: RESPONSIBLE SOURCING

Action: Practice responsible and ethical sourcing. Develop and nurture underrepresented suppliers.

Responsible and ethical sourcing refers to a commitment to purchase a significant percentage of goods and services from organizations committed to high standards in DEI, sustainability, ethical behaviour, and Fair Trade.

Further, the organization supports its current and potential suppliers in maintaining high standards through education and systems that enable them to compete equitably with other suppliers—the ultimate goal being to create sustainable, successful, and prosperous societies.

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CATEGORY 15: RESPONSIBLE SOURCING

Note: This category is impacted by legal regulations in many countries. In this category, underrepresented groups may include Fair Trade, Direct Trade, or other similar suppliers.

LEVEL 5: BEST PRACTICE

☐ **15.1** The organization has embedded DEI in its responsible and ethical sourcing as evidenced by its policies, systems, and inclusive practices.

☐ **15.2** The organization treats its suppliers with respect and dignity, pays them in a timely manner, and collaborates with them to make the supply process work for all.

☐ **15.3** The economic benefit of responsible sourcing to the community is measured and reported.

☐ **15.4** The organization's suppliers provide evidence that both they and their suppliers achieve their own DEI goals.

LEVEL 4: PROGRESSIVE

☐ **15.5** The organization allocates a specific amount of what it spends on essential and non-essential goods and services from under-represented suppliers.

☐ **15.6** The organization is proactive in seeking and attracting underrepresented groups by informing both potential and established suppliers about business opportunities.

☐ **15.7** DEI criteria are included in the supplier selection process and given weight in decision-making.

☐ **15.8** Checks and balances are built into the responsible and ethical sourcing process to counteract the impact of unconscious bias and discrimination.

☐ **15.9** Educational support and coaching is provided to underrepresented suppliers to help them be competitive.

☐ **15.10** The organization publishes information about its annual expenditures with underrepresented suppliers including progress against goals and successful contracting rates.

LEVEL 3: PROACTIVE

☐ **15.11** All staff responsible for sourcing are provided with DEI education and are held accountable for achieving responsible sourcing goals.

☐ **15.12** The organization's supplier database includes information about the diversity of owners and employees that supply goods or services.

☐ **15.13** The organization uses the services of organizations globally/nationally/locally that certify or accredit businesses owned by under-represented suppliers and that regulate Fair Trade.

☐ **15.14** The organization seeks opportunities to engage with and inform underrepresented suppliers that their business is welcomed.

LEVEL 2: REACTIVE

☐ **15.15** Engaging in DEI may be a supply proposal criterion, but it is given minimal importance.

☐ **15.16** There is some attempt to include a few underrepresented suppliers, but primarily for small, one-time, or low-fee contracts or because it is required by law.

LEVEL 1: INACTIVE

☐ **15.17** No consideration is given to DEI when determining suppliers.

☐ **15.18** There is no recognition of the value that underrepresented suppliers could bring to the organization.

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2022

OHCS Racial Equity Analysis Toolkit

OREGON HOUSING and COMMUNITY SERVICES

OHCS and Equity and Racial Justice Work: History and Context

The development of a customized Racial Equity Analysis Tool (REAT) is an incredibly important step and tool in **intentionally and diligently centering equity and racial justice in our work.** It ensures we are truly operationalizing our equity and racial justice work and ensures accountability to those most impacted by housing instability in Oregon. We are learning what it means to value the work, and more importantly, what it means for how we actually do our work differently.

As we were preparing to launch our first-ever 5-year strategic plan in 2017, the Statewide Housing Plan (SWHP), the data was so clear; Black, Indigenous, Latinx/a/o, Asian, Pacific Islander and Tribal communities, as well as LGBTQIA+ folks were experiencing disparity most deeply across the housing spectrum. It became clear that we needed to include approaches that directly and explicitly addressed the data we were seeing. Out of this understanding emerged our guiding principles and the priority of centering Equity and Racial Justice within the plan.

Centering ERJ as an agency was new for us. There were some efforts underway that elevated the importance of equity in our work, which included the previous iteration of our Equity Council, which focused mostly on monthly celebrations, optional but strongly encouraged staff training, and early callout of the need for a racial equity "tool" to help with decision-making. It was a huge step for us to call out ERJ as a priority in the SWHP and we knew we needed to build our organizational capacity around equity and racial justice but weren't totally sure how we were going to do it.

In 2019, as a way to try and build our capacity, a small group of staff participated in the Government Alliance on Racial Equity (GARE) Cohort. GARE is a national network of government jurisdictions working to achieve racial equity and advance opportunities for all within government institutions. Participation in this cohort allowed us to learn the common language and tools necessary to move the work, but more importantly, how and when to use those tools. While tools are great, we also saw a need to invest in staff capacity and accountability mechanisms – we knew it would be unsustainable to rely on a small group of staff to move the work forward alone.

NEXT

The GARE cohort wrapped up in January 2020, and shortly thereafter, we experienced unprecedented crises beginning with the Umatilla flooding in February 2020, the beginning of the COVID-19 pandemic in March 2020 and devastating wildfires in September. These crises catapulted us into new action. That same year, as we were trying to organize ourselves and our work, Tricia Tillman came on as a consultant and first-ever Equity, Diversity and Inclusion (EDI) Officer. With Tricia's leadership, we launched the next iteration of the Diversity, Equity and Inclusion council, formed to blend the previous iteration of the council and our GARE learning. We focused on building internal culture, structure and capacity to support our ERJ work. She began to gather a baseline understanding of where we were by using a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis with a group of 60 staff who all played a role in ERJ in some way, and completed our first ERJ Organizational Assessment.

Tricia's work also included the building out of our first-ever Equity, Diversity and Inclusion Office structure, our Equity Committee structure, and the beginnings of a path forward on how to build and structure our ERJ work. Over the last few years, there has been a lot of learning – we certainly have a long way to go. The crises of 2020 showed us the importance of both not staying in analysis paralysis, and the need to go slow in order to go fast – we are navigating generations of purposefully built systemic and institutional racism and oppression, and it takes time to turn a big ship in a different direction. We need to commit to this work and be explicit about it at every turn.

Centering ERJ takes a multi-pronged approach that includes building staff capacity, analyzing programs and policies with a racial justice framework, shifting agency culture, and leading behavioral change. Outputs are good, and centering outcomes is even better – the goal is to set a strong foundation for success and integration into our agency ERJ structure that will reverberate far into the future of the agency.

The use of this customized REAT will **support decision-makers in developing and taking actions that reduce racial inequities and put success within reach of all people** within all regions across the state of Oregon. If we do not meaningfully engage and consciously bring considerations of racial equity into our operations, policymaking, and service delivery, we are not truly working to advance racial equity. The impact will be felt internally in staff capacity, agency culture, and agency operations, and seen externally in program and policy development and implementation.

Sincerely,
Chelsea Bunch
Diversity, Equity, and Inclusion Office

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Instructions and Purpose

What is a Racial Equity Analysis Toolkit? (REAT)

According to the Government Alliance on Racial Equity, “Racial equity tools are designed to integrate explicit consideration of racial equity in decisions, including policies, practices, programs, and budgets. It is both a product and a process. Use of a racial equity tool can help to develop strategies and actions that reduce racial inequities and improve success for all groups. Too often, policies and programs are developed and implemented without thoughtful consideration of racial equity. When racial equity is not explicitly brought into operations and decision-making, racial inequities are likely to be perpetuated. Racial equity tools provide a structure for institutionalizing the consideration of racial equity.”

The Role of a Racial Equity Lens

The metaphor of a lens – a racial equity lens – allows us to see present day problems, such as gentrification and the marginalization of communities of color, in new ways. Viewing these issues through a racial equity lens reveals that disparities in Oregon are the result of **historic policies, practices and power dynamics** which disproportionately affect communities of color and are not the result of inherent racial differences based on skin color. To address past injustices and serve the residents of Oregon adequately, we need to acknowledge the historical root causes of racial disparities and a racial equity lens **serves as an effective tool for creating systemic solutions for change.**

As an initial step, decision makers can utilize a REAT to measure desired goals and challenges to avoid unintended consequences. A REAT is a systematic examination of how different racial and ethnic groups are likely to be affected by a proposed decision or action. In other words, a REAT helps to engage decision makers in a process that promotes intentional change and anticipates adverse consequences. The REAT provides clear options for **dismantling, reducing and preventing inequitable outcomes.**

Instructions and Purpose

Before You Begin

As you work through this tool, it is important to keep in mind that while work related to racial equity can often feel challenging and uncomfortable, there are a large number of existing resources that can help you perform more robust and equitable program or policy analysis. The appendix outlines data tools and sources, community engagement guides, and Oregon-specific reports and studies that can help facilitate conscious consideration of equity and examine how communities of color and low-income populations will be affected by a proposed program or policy.

This is a guiding framework, rather than a "checkbox" style document. This tool will help OHCS staff consider racial equity outcomes when shaping policies, practices, programs, and budgets by supporting efforts to:

1. Develop a common language and clear understanding of the terminology needed to have meaningful and honest dialogue around racial equity.
2. Understand and access internal and external data sources, visualize key trends, identify gaps in quantitative data, provide important qualitative narratives, and connect data to broader program and policy decisions and outcomes.
3. Identify clear goals, objectives and measurable outcomes for racial equity.
4. Purposefully and meaningfully engage stakeholders and community members to expand upon and enrich understanding of program impact beyond traditional data sources, as well as guide or advise program intent, direction, and implementation to lead to more positive outcomes through intentional involvement in the decision making process.
5. Measure progress in achieving racial equity goals and establish mechanisms for accountability.
6. Identify who will benefit and who will be burdened by a decision, and mitigate and/or avoid unintended negative consequences.

Instructions and Purpose



As you work through the tool, keep the following tips in mind:

1. Start early, allow for ample time, and remain flexible

- The REAT should be used at the start and throughout development of a new program or project, when a significant change is introduced, and periodically for existing programs.
- The REAT should be completed carefully and thoughtfully. There are feedback and review processes that will require additional time. Set aside enough time to work through the tool, and ensure that your timelines allow for check-ins and dialogue around your responses.
- This tool is not a rigid or static process. You'll identify new information as your program or policy develops and is implemented; applying the REAT at different phases of a project will reveal different opportunities to advance racial equity.
- For longer projects, revisit the tool regularly and consider whether your initial recommendations still stand.

2. Collaborate

- The analysis should not be done by one person. Collaborate with staff members of varying experiences, backgrounds and skills to include lived experience and racial diversity.
- Identify the groups or persons most relevant to the decision and involve them. Understand that individuals bring unique perspectives which are strengths that can be harnessed to further support the advancement of racial equity.
- Take time to understand the DEI structures at OHCS, and identify staff that can offer expertise and support.

3. Create a solid foundation of shared power that acknowledges and respects unique identity and intersectionality

- Ensure that all program staff working through the tool have a clear understanding of racial equity terminology and concepts. Create a climate of dialogue conducive to growth.
- Participants must recognize that the conversation will focus on race extensively but not exclusively, since the exploration of systemic advantage frequently leads to conversations that extend beyond race to other areas such as gender and class.
- Create a space for program staff and invited participants to work through discomfort, questions, and challenging discourse in a meaningful and productive way that incorporates trauma-informed practices.
- Acknowledge that there may be participants who are in managerial and supervisory roles. Managers and Supervisors can unintentionally or intentionally create a power dynamic where others participating may not feel as comfortable being transparent or engaging meaningfully. Ensure that the facilitator can help foster an environment in which all participants feel comfortable engaging in conversation.

Bigger Picture and Root Causes

Introduction

Part of racial equity analysis requires us to investigate the root causes for the inequitable outcomes we see in our programs. To do this we need to understand the historical and present context around the issues our work in Oregon is aiming to address. This involves research into past program design and how systems were constructed to give advantage to specific groups over others. If we hope to bring about substantial constructive change, we need to develop the habit and the capacity to think systemically in order to better understand how systems can create inequities.

Often, the government creates systems of advantage, which are structural and institutional systems that provide advantages for some and disadvantages for others inadvertently or deliberately. These systems contribute to ongoing inequity and are embedded in our history, culture, and identity. As program designers, it is our duty to disrupt these systems.

Root Causes

Local and national housing policies have long been a product of structural racism. To better understand current disparities in Oregon's housing markets, we must examine the lasting impacts of past discriminatory and exclusionary programs and policies. From the 1930s through the 1960s, Federal Housing Administration policies explicitly limited loans to neighborhoods of color based on race. Approximately 98% of FHA loans during this time went to white applicants. This practice, combined with others such as segregation in schools and a lack of access to housing for people of color through exclusionary brokering, illustrate how past practices that shaped residential segregation led to disproportionate generational wealth accumulation and racial inequities today.

There have been attempts to mitigate the pervasive harm caused by discriminatory housing policies, such as the Supreme Court outlawing of restrictive residential covenants in 1948 and the passing of the Fair Housing Act in 1968. This law expanded on previous acts and prohibited discrimination concerning the sale, rental, and financing of housing based on race, religion, national origin, sex, disability, and family status. Despite these efforts, people of color experience both active discrimination in the housing market, and are impacted by the lasting impacts of past exclusionary policies. It is important to understand these historic discriminatory policies and how well-intentioned laws have yet to address the disparities in order to design more equitable programs and policies that move toward eliminating these inequities. Studies show that intentional strategies that raise awareness of the root causes of systemic inequities strategically help to sustain long-term inclusive policies and practices.

Targeted Universalism & Positionality

What is Targeted Universalism?

While moving through the REAT, you should be establishing goals and outcomes for your program or policy. By doing this, you can measure the performance of your program and create accountability for reaching equity goals. One such strategy to develop equitable goals is Targeted Universalism.

Targeted universalism is a frame for designing policy that acknowledges our common goals while also addressing the sharp contrasts in access to opportunity between different communities by setting universal goals pursued by targeted processes and strategies to achieve these goals. Within a targeted universalism framework, universal goals are established for all groups concerned. The strategies developed to achieve those goals are targeted, meaning they are based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. This definition comes from the University of California Berkeley's Othering and Belonging Institute, and is supported by a 3 minute animated clip that further explains the concept. The following steps can help you employ targeted universalism as you design your program or policy:

STEP 1: Define a universal goal – i.e., 100% proficiency in eighth grade math.

STEP 2: Measure how the overall population fares relative to the universal goal – i.e., 80% of eighth graders are proficient.

STEP 3: Measure the performance of population segments relative to the universal goal – i.e., 70% of Latinxs are proficient.

STEP 4: Understand how structures and other factors support or impede group progress toward the universal goal – i.e., classroom instruction materials and lessons designed for English speakers may impede learning including math proficiency in Latinx students.

STEP 5: Implement targeted strategies so that each group can achieve the universal goal based upon their need and circumstances – i.e., ESL- specific math tutoring for Latinx students (another group may require a completely different strategy to achieve the same universal goal.)

The implementation of equity requires that we view inequities through a systemic lens, recognizing that cultural principles based on meritocracy, equal opportunity, and personal responsibility are often shaped and influenced by external factors that generate advantages for some and disadvantages for others. To create and implement equity, we must build into the decision-making process intentional steps designed to dismantle patterns of discrimination created by these systems of advantage. Remember that there is no universal or "one size fits all" approach to solving these problems.

Identifying Project Goals

It's important to identify and articulate the goals you have for your project, program, or policy. Referencing these goals throughout the course of your project planning, implementation, and evaluation can help maintain focus and improve outcomes.

All question sections in the REAT will be submitted through a word document, and then inputted into a spreadsheet. Please respond to these questions in the Word document sent to you.



1. What is the name of the project/program/policy the REAT is being performed on?

2. Is this a new project or the continuation or update of an existing one?

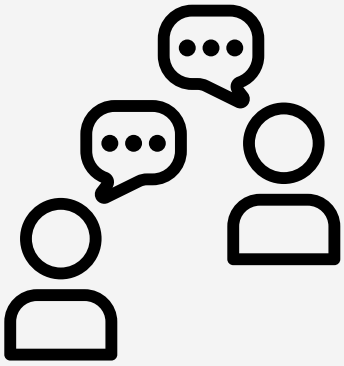
3. What are the intended outcomes/goals of this project? If there are multiple, please list.

4. Do you have specific equity-centered goals for your project?

Community Engagement & Access

Purpose

The purpose of Community Engagement as part of the REAT utilization is to create opportunities for communities and populations that that have typically been denied access and representation in the decision-making process to provide input to increase racial equity outcomes.



Assumptions

- Community Engagement at the staff and programmatic level is new for OHCS. The internal infrastructure has not been thoroughly established nor a clear process developed and vetted across the organization. That does not mitigate the responsibility of OHCS to engage partners and stakeholders in dialogue around program and policy decisions that have a potential impact on communities of color.

- There are some current efforts underway to provide a framework for community engagement efforts. Ideally, REAT community engagement efforts should be undertaken with these other State and OHCS community engagement plans in mind, including the State Equity Action Plan.

- Initial community engagement efforts around decisions utilizing the REAT should focus on organizational stakeholders, as opposed to individual recipients of OHCS services and resources. Once OHCS develops internal capacity and expertise for meaningful engagement with individual community members, efforts may be expanded accordingly.

Community Engagement & Access

Action Steps & Prompts: Word document

Clarify Intent

1. What exactly is the community being asked to respond to?
2. How much will community feedback be incorporated into the process?

Identify Stakeholders

3. What conversations with relevant stakeholders might already be happening?
4. Who are the stakeholders not typically engaged by OHCS that might be impacted by decision making?

a. How accessible are they? What relationships exist, if any?

3. Engage Intentionally

Provide adequate context and time for stakeholders to absorb and process the decision being considered.
Utilize existing Community Engagement Guides (Portland, Seattle, etc). for specific strategies on maximizing the ability and desire of communities to engage with OHCS.

Feedback should be structured to help answer the following questions:

5. Who are the most affected community members who are concerned with or have experience related to this proposal?
6. How have you involved these community members in the development of this proposal?
7. What has your engagement process told you about the factors that produce or perpetuate racial inequity related to this proposal?
8. What hurdles did you encounter using your engagement process and how might you adjust to improve it?

4. Document Input with Transparency

Include both stakeholders that actively provided feedback AND partners that were unable to respond or engage.
Provide information on final decision or product.
Provide rationale for decisions and how results from the engagement were or were not incorporated.
Clarify if there are additional opportunities for ongoing input or evaluation in the future.

Data

Introduction

Collecting demographic data to better understand disparate impacts can be an important step toward equity. However, when data is analyzed and meaning is derived from the results there can be a power imbalance between researchers, policymakers, and historically marginalized communities. Often the voice and analysis of those positioned as “experts” overshadows and diminishes the voice of communities that are not centered or given meaningful access points to direct policy that impacts them. Underserved and marginalized communities are typically not given the information necessary to meaningfully decide which questions are asked and why, what outcomes are the focus, and what data sources are used — or to give informed consent to participate in the first place. Acknowledging history, harm, and the potentially negative implications of data analysis for groups marginalized by inequitable systems is a key first step, but it is only a first step. To go beyond this, we must center the voices, stories, expertise, and knowledge of these communities in decision making, take collective action with them, and share power to improve outcomes and harness data for social good.

Incorporating a racial equity lens during data analysis includes incorporating individual, community, political, and historical contexts of race to inform analysis, conclusions, and recommendations. Measurement must take place at two levels — first, to measure the success of specific programmatic and policy changes, and second, to develop baselines, set goals, and measure progress towards those goals.

Given the complex series of decisions involved in the process of centering equity within data analysis, collaborative and iterative work with strong participation from a variety of stakeholders is critical.

Data

Collecting data on the outcomes of the policy or program helps develop better future strategies and promote racial equity. To have a clear idea about the impact of your program and/or policy, you will need both qualitative and quantitative data, as they can sometimes offer differing and even contradicting takeaways on how race interacts with outcomes in communities.



Quantitative Data - Measured Numerically

It may be presented as amounts, percentages/ratios or percent gains or losses. Quantitative variables can tell you "how much," "how many," or "how often."



Qualitative Data - Describes and Characterizes

It may be presented as anecdotes, personal experiences, opinions and perspectives. It's collected by observation, interviews, conversations, focus groups, and narrative analysis

When data are analyzed across quantitative and qualitative sources, we get a more holistic view of the experiences and outcomes of children, households, and families, supporting asset- (rather than deficit-) based approaches. In addition to collecting data from sources like the U.S. Census or HUD, consider developing and implementing a survey to measure attitudes and knowledge about disparate outcomes in your target geography.

Data

As you work through these prompts in the Word document, utilize the existing data tools and resources located in the appendix, and consult the "Positive and Problematic Practices of Data Analysis" table. These will help you understand and access internal and external data sources, visualize key trends, identify gaps in quantitative data, provide important qualitative narratives, and connect data to broader program and policy decisions and outcomes.

1. What do quantitative and qualitative data tell us about how communities of color and low-income communities are faring, and how will we measure progress in these communities?
2. How will we disaggregate data by race and income?
3. What data will tell you if you're successful?
4. Will you do any primary data collection (gathering data through surveys, interviews, or experiments?) If so, what data do you seek and from whom?
5. If performing qualitative data collection, are you compensating your participants fairly? What is your plan for fair compensation?
6. How will you present your data and analysis in an accessible way?
7. Are there provisions to ensure ongoing collection of data (that can be disaggregated by race/ethnicity) and public reporting of data?
8. Are there plans to review or share the analysis with members of the community to garner feedback?
9. What data are unavailable or missing? What will you do to address these gaps?

Missing data may be a sign that certain communities, issues or inequities have been historically overlooked. Sometimes datasets treat communities as a monolithic group without acknowledging different socioeconomic and cultural subgroups. If racially disaggregated data isn't available, there are existing resources available that detail the lived experiences and advocacy efforts of BIPOC communities in Oregon. These can be found in the appendix on page E-1.

Benefits, Burdens, Unintended Consequences & Outcomes

One of the most integral parts of the REAT process is to try and anticipate the potential unintended consequences of your work that could harm certain communities in the process of helping others. Examples of this are abundant, and include things like the construction of interstate highways through the heart of major cities, which resulted in more efficient and easier access to the city for mostly white people living in the suburbs while simultaneously displacing and destroying – through demolition as well as lingering health and safety risks – the predominately communities of color who lived in those neighborhoods where the roads were placed (Addressing Racial Inequities). Other examples include the War on Drugs, which was ostensibly to keep people from using dangerous substances, but has been enforced in such an inequitable way that nearly 80% of people in federal prison for drug offenses are Black or Latinx (Race and the Drug War), and Ban the Box, an attempt to reduce employer or landlord ability to discriminate against previously incarcerated individuals, that has shown to make racial disparities worse, likely due to more outright racial stereotyping and discrimination (Ban the Box).

In the planning process, it is important to attempt to anticipate these unintended consequences of your work and mitigate them if possible. Whatever the unintended consequence may be, it is your job as the champion of the strategic plan to articulate the importance of advancing racial equity in order to jettison deeply-held and often unconscious beliefs and structures that create and re-create systems of advantage. With the help of coworkers and, ideally, members of the communities that will be impacted, ensure that the potential consequence will not do a level of harm that is unable to be mitigated by early detection, other parallel policies, or program adjustment.

Remember that in the real world, there are no perfect solutions. Sometimes the best immediately attainable result is one that moves the ball forward significantly, but still leaves some issues to be addressed. Finding solutions to address all disparities will be an on-going process that is often easier said than done. Although you may not successfully provide solutions to all policy holes, if you are able to identify the issue areas with the help of the racial equity framework, it is easier to continue to monitor those policy holes and work on addressing them. In order to make the least imperfect policies, it is critical to systematically identify those who have been affected, those that are left out, and know that a lot of work still needs to get done. In this process there are always lessons learned, including solutions that could have been considered.

Benefits, Burdens, Unintended Consequences & Outcomes

The line between what is an acceptable issue area and what is a red flag that must be addressed is impossible for one person to unilaterally decide. Therefore, once you have identified the unintended consequence to your solution, bring in multiple voices and perspectives to reach that decision. Remember that inequity can manifest as a result of exclusion, and communities you may not have initially considered as connected to your work could be outside of that narrative for systemic and/or historical reasons outside of their control. The following are key questions to answer in the Word document as you decide who will benefit, who will be burdened, and what the potential unintended consequences of your work might be.

1. How might implementation play out differently in different communities? What identified community needs are being met or ignored in this issue or decision?

2. What do the data tell you about which communities might see their condition worsen or remain unchanged if you achieve the desired outcome?

3. What measurable outcomes are most important to our historically and currently underserved communities?

4. What adverse impacts, unintended consequences, or barriers for racial/geographic/ethnic groups could result from this policy and how will they be addressed?

5. Are there further ways to maximize equitable outcomes? Describe recommended strategies to address adverse impacts, prevent unintended negative consequences and advance racial equity.

Investment & Accountability

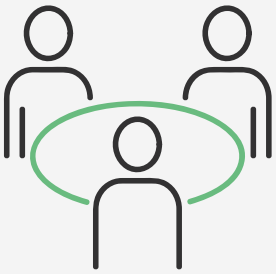
Looking ahead, think about how you'll measure the effect of your action.

What will tell you whether or not you're making progress, and whether or not you've succeeded? Define these benchmarks now. Clearly defined benchmarks will determine what progress and success will look like, and they will act as guideposts to help you stay on track as you execute the plan. As the project evolves and you uncover new information, the benchmarks may change, and that's fine — but clear goals will guide the team's work forward and will help to hold your team accountable towards the project's desired outcomes.

Remember to consider whether these benchmarks for your proposal or plan are:

- Realistic (can be tracked, reported, and/or followed up on with existing capacity or less)
- Meaningful (results necessitate a response if not meeting standards)
- Adequately funded
- Adequately resourced with personnel
- Adequately resourced with mechanisms (policy, systems) to ensure successful implementation and enforcement
- Adequately resourced with provisions to ensure ongoing data collection, public reporting, stakeholder participation and public accountability







Investment & Accountability



The following prompts in the Word document are designed to help you answer whether your established benchmarks and accountability mechanisms are sufficient to achieve your policy goals:

1. How will you ensure adequate capacity, including budgetary and staff needs, to implement strategies as outlined?
2. How will you operationalize equity and create accountability systems?
3. How do you collect and respond to internal and external feedback?
4. How do you use feedback and/or program results to continually reevaluate and improve your efforts?
5. What are the mechanisms you will utilize to ensure that goals are met?
6. How are you consistently communicating your efforts with your communities and demonstrating your results?
7. Are there provisions to ensure ongoing stakeholder participation and public accountability of policy implementers and enforcers?
8. What are you choosing to prioritize less by using these accountability mechanisms instead of other options?

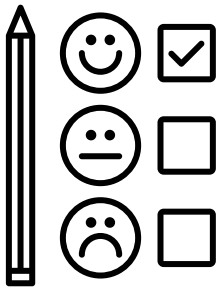
You've just completed the REAT!



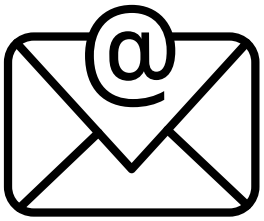
Thank you for taking the time to work through this tool. Including racial equity in your decision-making contributes to the goal of reducing racial inequities and improving success for all groups in Oregon.

What's Next?

This process is iterative. Revisit this tool as your program or policy progresses to consider whether your initial recommendations still stand. As we pilot the tool as an agency, we will continuously refine the content based on your feedback, so please take the time to be as thorough and thoughtful as possible as you work through this survey in Smartsheet. Through survey results and meetings with program staff, we will work to develop sustainable and effective process requirements for users as they work through the tool and once they have completed analysis. All that to say, more to come in 2022!



Questions? Comments?



If you have any questions, comments, or any other feedback on this tool, please email: Lee.Guekguezian@hcs.oregon.gov

Appendix

A Definitions

B Positive & Problematic Practices of Data Analysis

C Data Resources

D Community Engagement Guides

E Reports Specific to Communities of Color in Oregon

F Works Cited

Definitions

Diversity

The appreciation and prioritization of different backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for representation of communities that are systemically underrepresented. These differences are strengths that maximize the State's competitive advantage through innovation, effectiveness, and adaptability.

Inclusion

Inclusion is an intentional and consistent effort to create and sustain a state of belonging, where persons of different backgrounds, identities, and experiences are valued, integrated, and welcomed equitably as decision makers, collaborators, and colleagues. Inclusion includes programs and policies designed specifically to support historically marginalized communities.

Inclusion vs Diversity

You can have diversity without inclusion (e.g. tokenism, assimilation). You can't have inclusion without diversity. Focusing on inclusion gets you further than just focusing on diversity.

Race

Race is a social construct that has evolved over time and is frequently misunderstood. Race is often assumed to have a biological basis and ethnic groups are perceived as sharing genetic bloodlines – misconceptions that can lead to assumptions about the correlation between race and behavior, physical attributes, skin color and more. However, race, like ethnicity in general, is a cultural category rather than a biological reality. "Races" are defined through socially-constructed categories rather than from scientific classifications based on common genes.

Intersectionality

Originally coined by Dr. Kiimberlé Crenshaw, who defines intersectionality as "a lens, a prism, for seeing the way in which various forms of inequality often operate together and exacerbate each other." We tend to talk about race inequality as separate from inequality based on gender, class, sexuality or immigrant status. What's often missing is how some people are subject to all of these, and the experience is not just the sum of its parts.

Definitions

Racism

A system of advantage based on race – is pervasive, yet it can be dismantled through strategies that promote systemic change along with real conversations about shared values and principles. For instance, by reviewing racially discriminatory practices and policies that have led to the allocation of resources based on where we live, we can begin to understand why some communities have prospered while others have not. Too often we try to address these racial disparities through “color blind” and/or “race neutral” approaches that do not take into account the impact of unconscious biases influenced by racialized societal messages. Intentional strategies aimed at acknowledging the impact of structural marginalization and discrimination are needed to create meaningful and long-lasting change

Racial Equity

The condition that would be achieved if one’s race or ethnic origin was no longer a determining factor in one’s success. Racial equity is a process of eliminating racial disparities and improving outcomes for everyone. It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of people of color.

Racial Justice

Racial Justice is a vision and transformation of society to eliminate racial hierarchies and advance collective liberation, where Black, Indigenous, Latinx, Asian Americans, Native Hawaiians, and Pacific Islanders, in particular, have the dignity, resources, power, and self-determination to fully thrive.

Racial Justice vs. Racial Equity

Racial equity is the process for moving towards the vision of racial justice. Racial equity seeks measurable milestones and outcomes that can be achieved on the road to racial justice. Racial equity is necessary, but not sufficient, for racial justice

Definitions

Equity vs Equality

Equality uses the same strategies for everyone, but because people are situated differently, they are not likely to get to the same outcomes. Equity uses differentiated and targeted strategies to address different needs and to get to fair outcomes. Equality-focused strategies don't work for, or benefit, everyone – e.g. teaching everyone the same way does not work for different kinds of learners—each must be taught the appropriate way for them. Using targeted or differentiated strategies to achieve universal goals is referred to as "targeted universalism.

Racial Bias

Explicit Racial Bias / Conscious Bias - Conscious attitudes and beliefs about a person or group; also known as overt and intentional racial bias.

Implicit Racial Bias / Unconscious Bias - Attitudes or stereotypes that affect our understanding, decisions and actions in an unconscious manner.

Individual Racial Bias - Bias by individuals. But if the individual is acting in an institutional capacity (e.g. a teacher or a police officer) their individual bias is also a manifestation of institutional bias.

Institutional Racial Bias - Bias by institutions—such as patterns, practices, policies, or cultural norms that advantage or disadvantage people of color.

Types of Racism

Internalized racism lies within individuals

Interpersonal racism occurs between individuals

Institutional racism occurs within institutions

Structural racism is racial inequities across institutions, policies, social structures, history, and culture.

Positive & Problematic Practices of Data Analysis

Positive Practices	Problematic Practices
Using participatory research to bring multiple perspective to the interpretation of data	Describing outcomes without examining larger systems, policies, and social conditions that contribute to disparities in outcomes
Engaging domain experts and methods experts to ensure that the data model used is appropriate to examine the research questions in local context	Applying a “one size fits all” approach to analysis (what works in one place may not be appropriate elsewhere)
Correlating place to outcomes	Leaving out the role of historical policies in the interpretation of findings
Using appropriate comparison groups to contextualize findings	Making default comparisons to White outcomes (e.g., assuming White outcomes are normative)
Employing mixed methods approaches when developing the analytic plan, including purposefully seeking out qualitative data in conjunction with quantitative data to better understand lived experience	Using one-dimensional data to propel an agenda
Disaggregating data and analyzing intersectional experiences (e.g., looking at race by gender)	Disregarding the individual or community context
Empowering professionals and community members to use data to improve their work and inform policy/program decisions	Analyzing data with no intent to drive action or change that benefits those being served
Including qualitative stories and narratives to contextualize quantitative data	Allowing quantitative data to “speak for itself” without context or discussion

Data Resources



The following resources were compiled to help you better understand and access existing data sources and tools.

- **Master Data Inventory**: inventory internal (OHCS) and external data sources that identifies: subject matter expert, relevant OHCS divisions, relevant variables, geographic granularity, available dates, update frequency, reliability, limitations, access restrictions, format, and equity considerations.
- **Data Tool Inventory**: Inventory of OHCS data tools that identifies relevant OHCS divisions, tool format, tool owner, and tool purpose.
- **Data Owner/Expertise Inventory:** Inventory of data sources utilized by OHCS that identifies staff familiarity and level of expertise.
- **Data Subscription Inventory:** Inventory of OHCS data subscriptions that identifies point person, and contract timelines.
- **ACS Data Identification Key:** Table that helps users choose the appropriate table when pulling data from the American Community Survey (ACS).



Community Engagement Guides

Utilize these resources for examples of specific strategies on maximizing the ability and desire of communities to engage with OHCS.

City of Madison's Public Participation Resource Guide, Racial Equity & Social Justice Initiative

City of Madison Racial Equity and Social Justice Tool (p. 7)

City of Minneapolis Racial Equity Impact Analysis (p. 8-9)

City of Portland's Community Engagement Manual

City of Seattle Racial Equity Toolkit (p. 5)

Equitable Community Engagement Toolkit, Boston Public Health

The Greenlining Institute Racial Equity Toolkit (p. 7-9)

A Guide to Community-Centered Engagement in the District of Columbia

King County Community Engagement Guide

State of Michigan Racial Equity Toolkit (p. 19-27)

State of Oregon Equity Framework in COVID-19 Response and Recovery (p. 3-6)

Reports Specific to Communities of Color in Oregon

In 2020, the Oregon Water Futures Project co-conceptualized and facilitated a series of conversations with Native, Latinx, Black, and various migrant communities across the state – including Indigenous Latin American, Caribbean, Southeast Asian, Middle Eastern, Arab, Pacific Islander, and Somali communities.
Full report: https://www.oregonwaterfutures.org/report-20-21

Communities of Color in Multnomah County: An Unsettling Profile
Full Report: https://www.portlandoregon.gov/civic/article/505484

Coalition of Communities of Color, Leading With Race: Research Justice in Washington County.
Full Report: https://www.coalitioncommunitiescolor.org/research-and-publications/leadingwithrace

State of Black Oregon 2015
Full Report: https://ulpdx.org/sites/default/files/2020-03/State-Of-Black-Oregon-2015.pdf

Oregon's School-to-Prison Pipeline, ACLU
Full Report: https://www.aclu-or.org/sites/default/files/ACLU_STPP_FINAL.pdf

Latinos in Oregon: Trends and Opportunities in a Changing State
Full Report:
https://oregoncf.org/Templates/media/files/reports/latinos_in_oregon_report_2016.pdf

Works Cited

Racial Equity Toolkits:

- City of Madison Racial Equity and Social Justice Tool
- City of Minneapolis Racial Equity Impact Analysis
- State of Michigan Racial Equity Toolkit
- Race Forward: What is Racial Equity?
- City of Seattle Racial Equity Toolkit
- GARE Racial Equity Toolkit
- King County Equity Impact Review Tool
- COSA ODE Toolkit: Communicating about Racial Equity in a Charged Environment
- The Greenlining Institute: Racial Equity Toolkit
- Multnomah County Equity and Empowerment Lens
- AISP: A Toolkit for Centering Racial Equity Throughout Data Integration

Other Sources:

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- "Why Am I Always Being Researched?" Chicago Beyond, 13 May 2019, https://chicagobeyond.org/researchequity/.

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503-986-2000 | www.oregon.gov/OHCS

DATE: August 9, 2024

TO: Oregon Department of Administrative Services – Chief Financial Office
Oregon Department of Administrative Services – Office of Cultural Change

FROM: Joshua Fleming, Racial Equity & Inclusion Strategy Specialist
Chelsea Bunch, Director of Equity, Diversity & Inclusion

SUBJECT: OHCS Racial Equity Impact Statement Cover Memo

Oregon Housing and Community Services (OHCS) strives to positively impact all Oregonians through our programs by working to provide the opportunity for stable and affordable housing to the state. While we know that our programs do not directly benefit all Oregonians, we believe that an Oregon where our most vulnerable neighbors can access stable and affordable housing, where instances of homelessness are uncommon, short, non-traumatic and non-recurring, and where housing cost burden is also uncommon due to a sufficient supply of affordable housing is an Oregon that will benefit every Oregonian. When we are our best; our programs are proposed, designed, funded and executed towards this shared equitable and racially just vision.

In this way the majority of OHCS programs are designed to directly benefit Oregonians who make less than 30% AMI and are experiencing some level of housing insecurity, whether that be housing cost burden, energy insecurity, lack of access to affordable rental housing, or chronic houselessness. In serving low or no-income Oregonians through a consistently expanding budget of funding each year OHCS seeks to serve all people equitably. However, we must acknowledge past and present inequities in access to services, awareness of eligible services and outcomes of funded projects by our agency.

Five years ago, when OHCS created our first Statewide Housing Plan (SWHP) we reflected both on Oregon's history and the current data related to housing in our state and to the people who benefit from OHCS Funded programs. Oregon has a deeply racist history that continues to impact the racial demographics of the state to this day. As a state that began by intentionally instituting several exclusionary laws, specifically for African and Chinese American people, as well as land and business exclusion laws for Asian American and Native American communities, is directly tired to Oregon being one of the least diverse states in the country. According to the Oregon Office of Economic Analysis' on Racial Diversity in Oregon, the state is less diverse than the country overall, ranking about 30th across all states based on the 2020 Census data. And, while there is population growth for some communities, Asian American and Hispanic/Latiné

people, for example, Oregon continues to see a disproportionate number of Black, Indigenous and People of Color (BIPOC) experiencing deep housing disparity across the housing spectrum. Furthermore, through a history of significant federal, state, and local government policy, not only were Black and Brown individuals excluded from living in Oregon, but they were also systemically disadvantaged from participating in homeownership and developing generational wealth. In addition to the ongoing disadvantages created by past racist government policy and practice, current racial injustice continues to occur and create impact on the housing of Oregonians. Despite some improved laws and policies that have moved towards a race neutral or even anti-racist position, overt racist discrimination and institutional racist bias continues to persist in Oregon. These realities continue to be evident in the need for and impact of OHCS programs.

Black, Indigenous and People of Color have historically been pushed towards the middle and lower class and thus into a higher risk economic demographic to experience the exact things our programs seek to remedy. In fact, data shows clearly that BIPOC individuals in Oregon are disproportionately more likely to have lower income, have lower accrued wealth, lower rates of homeownership and thus more likely to experience housing cost burden and instances of houselessness. In the past five years OHCS has worked to be mindful of racial injustice in the design of our programs, partnerships and our overall budget. While this means BIPOC individuals should be overrepresented in the demographic data of those served by OHCS programs, this is still not always the case. Furthermore, there are still some impacts of OHCS programs that continue to lack data that can be tracked and analyzed to determine and address demographic inequity. This inequity of both the underrepresentation of vulnerable BIPOC individuals in the outcomes of OHCS Programs paired with the over representation of BIPOC individuals in the populations experiencing the hardships OHCS seeks to prevent are two primary reasons our agency continues to prioritize the centering or Diversity, Equity, Inclusion and Racial Justice (DEI & RJ) practice and development.

In addition to this clear, present, and historical racial inequity between Black Oregonians and White Oregonians specifically, OHCS also acknowledges similar inequities for both Indigenous and non-Black/Brown Oregonians. We have also seen a clear inequity to the access of our programs for people in rural Oregon, and non-English speaking Oregonians, especially those who may be immigrants and non-White, and thus impacted by the intersectional discrimination of racism, xenophobia and a lack of equitable language access. Finally, we see a lack of much needed services for Youth and members of the LGBTQIA2+ community, and especially members who intersect with multiple of the above listed Oregonian identities.

Beyond the people directly served by OHCS programs we also acknowledge that benefits are experienced by the communities, grantees and employees of grantees who receive OHCS funding. We acknowledge that access to and feasibility to compete for OHCS funding has not historically been equal nor equitable and continues to have inherit inequities that limit the

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distribution of OHCS funds to community partners made up of people representative of the very communities that are underserved by OHCS funding and outcomes.

Designing and distributing funds through programs that have not been analyzed through an equity lens with an eye on current and past data has led to and will continue to lead to the inequities we see both in the landscape of our grantees, funded partners, and end beneficiaries of OHCS funds. OHCS continues to analyze and redesign our internal and external practices to overcome these institutional barriers and the inequities they cause; however, we know that they persist and the "who" that we serve is still not fully equitable and just. For this reason and many others, we continue to seek to center all Oregonians by centering the least advantaged among our constituents through a focus on equity for all Oregonians.

This year we have focused internal work to fully implement the use of our agency's first-ever Racial Equity Analysis Toolkit (REAT) across all program divisions. By the end of this calendar year all divisions will have regular quarterly goals for reassessing new and historically established programs through the REAT process. Staff have worked to create more robust tools to help prioritize different focus areas to be assessed with the REAT, to ensure and track agency wide use of the REAT and to train and support staff before and during the use of the REAT. Finally, we have worked to build a system to document, store, memorialize, track and analyze the impacts spurred by the agency wide implementation of the REAT.

While our programs may always have unintended consequences, several of the new programs included in this agency request budget (ARB) have been explicitly designed with diversity, equity, inclusion and racial justice in mind to help address unintended consequences of some of our other programs. Through this ARB, OHCS intends to continue to improve the equitable outcomes of our programs and to increase the capacity of our partners who have historically been excluded and disadvantaged. We also intend to continue to make our programs more accessible for underserved populations on both the provider and end-client level through improved language access and by decreasing barriers for our partners to participate in our fund sources. These changes are just some examples of the outcomes of our agency's centering our values of equity and racial justice in action, such as our REAT and the REIS. In this ARB process we have continued to center our agency's values by implementing the use of Racial Equity Impact Statement (REIS) questions for each proposed policy option package.

A large part of the REAT and REIS work is the incorporation of many stakeholders and voices. This year our ARB continues to center feedback we have received in past years from partners. Including a focus on capacity building and training and technical assistance for smaller organizations and culturally specific organizations. This year we also executed a multifaceted engagement process to center the voices of our diverse partners and to continue to build report and relationships with our community of constituents. The process included six 90-minute virtual townhalls, 3 surveys designed to supplement the town halls and gather voices that were unable to attend the townhalls, and a collaborative budget analysis tool that engaged diverse

groups of partners at the local level in three out of four Oregon counties. This process engaged many key voices that have historically not been at the table including five federally recognized Tribes, direct services providers, local government partners and culturally specific organizations.

Through this engagement OHCS gained a wealth of valuable feedback including a continued broad call from community to focus on underserved populations, investing in culturally specific organizations, empowering cohesion and success for all partners across the state through valuing capacity building, consistent statewide training and consistent data processing and analysis statewide.

Through this engagement and our ongoing implementation of the REAT and REIS we have also clearly identified a continuing gap of capacity supporting incorporating and centering voices of people with lived experience from the communities that OHCS and our partners serve. OHCS continues to document the need for voices of people with lived experience to truly design and create a housing system that reaches our shared vision. We also acknowledge that engaging this critical stakeholder and community engagement without just compensation is counterintuitive to our values. We continue to find creative ways to work with our partners and collaborate with people with lived experience as justly as we can, but we acknowledge that our agency's capacity and the states' stance on the compensation of people with lived experience continues to under achieve what is necessary to accomplish our vision for all Oregonians.

Considering all of this, OHCS maintains a culture that believes all feedback, and especially constructive criticism, is a gift. Because feedback presents an opportunity for growth. All the opportunities for growth highlighted in this memo and in our DEI action plan have come from our proactive choice as an agency to prioritize discussing equity and racial justice both internally and externally. We do this with our REAT and REIS processes, and we only intend to further develop these tools. The following ARB and DEI Action Plan support and highlight our desire to continue this work, focusing on both the opportunities for growth that past feedback and equity lens use has given us, and to continue to improve on our ability to center equity and racial justice, engage our diverse partners and include their future feedback in our work. It is important and critical for us to do this work iteratively towards the accomplishment of our shared vision.

We believe an Oregon where our most vulnerable neighbors can access stable and affordable housing, where instances of homelessness are uncommon, short, non-traumatic and non-recurring, and where housing cost burden is also uncommon is a better Oregon for all.

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503-986-2000 | www.oregon.gov/OHCS

DATE: August 9, 2024

TO: Oregon Department of Administrative Services – Chief Financial Office
Oregon Department of Administrative Services – Office of Cultural Change

FROM: Chelsea Bunch, Director of Equity, Diversity & Inclusion

SUBJECT: OHCS 2023-25 Follow-Up Racial Equity Impact Statement Cover Memo for the Statewide Training and Technical Assistance Program

In the 2023-25 budget cycle the Agency's submitted a $23.7M policy package, Statewide Training and Technical Assistance Program, targeted to strengthening Oregon's social safety net by providing funds that would build the organizational capacity of our partners in housing, support their ability to move their mission-critical work forward, and ensure the ecosystem of housing providers, including OHCS, are effectively addressing the most pressing housing issues we face with community accessibility at the core. The funds would help to develop and fund agency-wide support for language access needs, training opportunities, and technical assistance. It would also allow the Agency to better serve Oregonians, by expanding partnerships with community-based organizations and Tribal entities to address the housing crisis facing Oregon effectively and responsively. The Agency received a portion of these funds, $1.7M, specifically for standing up the Agency's language access program.

At the time of this request, the Agency's did have a Language Access Plan (LAP), however it was incredibly out of date, with the most recent plan from 2015. The Agency also did not have a clearly outlined policy or process for programs to follow that clarifies when/how to translate content, including which documents were considered vital documents. There was a lack of clarity on what is required and limited resources committed for translation and interpretation.

With the infusion of these important resources from the 2023-25 budget, the Agency's has begun to develop its language services program and is currently implementing funding. The Agency is finalizing an Intergovernmental Agreement with Portland State University's Population Research Center and the Center for Public Services to launch our agencywide language access needs assessment and for development and implementation support for developing our Language Access Plan.

A key part of the assessment and subsequent Language Access Plan will be developing quantitative and qualitative metrics to help evaluate program outcomes over time that will come from focus groups within the needs assessment, and that will articulate the value of

ensuring inclusive communications as a part of our regular Agency practice. The assessment will include an evaluation of existing Agency data to identify the frequency with which people with Limited English Proficiency encounter Agency programs, and the points and types of contact the Agency and its staff may have with people with Limited English Proficiency, as well as an analysis of the frequency of contacts, the type of language assistance services needed, and the languages being requested. Lastly, the assessment will include outreach and focus groups with people with Limited English Proficiency to better understand specific needs and how the Agency's language services program might better reach and serve people with Limited English Proficiency.

The Agency has also brought on additional translation service providers for translations of important documents across all agency programs and has developed a "buyer's guide" for accessing those services. As we continue to build out our language services program, including providing staff training on the connection between language accessibility and meeting our housing mission, we anticipate a continued increase in the regular use of translation and interpretation services within the agency, ultimately leading to increasing equitable access to information and resources the Agency stewards.

Promoting and providing language access is essential to the Agency's commitment to advancing equity and racial justice. The Agency's language services program will create and broaden access to vital documents in multiple languages regarding OHCS programs and services, lifting language barriers for people with limited English proficiency.

According to the 2022 United States Census Bureau's American Community Survey, in Oregon, there are 40,114 households in which no one in the home over the age of 14 speaks English only or speaks English "very well". For people with limited English proficiency, the lack of well-thought-out language access can create significant barriers to both accessing and maintaining housing. These barriers may include not understanding program eligibility requirements, lease terms, service requirements, or mortgage and lending terms, among others, all which impact housing accessibility and stability. Deaf and hard of hearing individuals also face a variety of barriers when interacting with hearing people, often including discriminatory treatment by housing providers that hinder equal access to housing opportunities. Providing resources to fund and support language translation and interpretation, as well as support staff training and development on the connectedness of inclusive communications with increased housing stability is crucial in the advancement of equity and builds the Agency's culture of inclusivity. It allows the resources the Agency's stewards to reach deeper and more broadly into diverse communities ensuring everyone in Oregon can get and stay stably housed.

As noted above, the language access assessment will include outreach and focus groups with people with Limited English Proficiency to better understand specific needs and how the Agency's language services program might better reach and serve people with Limited English Proficiency. While a key goal of the assessment is to update our Language Access Plan (LAP), it

will also include a plan for how to sustain it and make regular updates. This includes opportunities for the Agency to regularly receive feedback on the impact of the program and policies driving the program, learning best practices from people with lived experience and expertise with language accessibility, and accuracy of translations, among others. The Agency will incorporate feedback over time to ensure our LAP is up-to-date, robust and aligned with our Agency's mission and values.

This policy package was the result of the feedback we had heard from community. At the time of development, the Agency created a Training and Technical Assistance survey to reach a diverse and wide array of partners to gather feedback on how we shape the ask. We had more focused, deeper engagement, via listening sessions, with the nine federally recognized Tribes, rural housing-focused stakeholders and housing-focused organizations led by and serving Black, Indigenous, Latinx, Asian-American and Pacific Islander communities to hear specific feedback about the needs they're seeing in their communities. These engagements were critical in ensuring the investment reflected the needs we were hearing.

As we launch the needs assessment in the next month, the focus groups with people with limited English proficiency will also play a critical role in how we develop our language services program. Valuable feedback that will help ensure we have diverse service providers providing translation services, that our translations are accurate and community-validated, that policies and program guides ensure accountability, and that we create consistent and regular opportunities to provide feedback on how we are doing.

The biggest challenge has been moving through the operational processes needed to begin the work, including navigating procurement timelines for the various contracts, and hiring staff, ensuring the appropriate classification and compensation level for the large body of work standing up a program like this will be. The Agency's remains committed to expanding and deepening this program in spite of the challenges.

In the 2025-27 ARB, the Agency is requesting an additional $1.3M to expand the ability to develop and implement a comprehensive language access program, ensuring more equitable access to the services and resources OHCS' funds in community. These resources will ensure we more equitably and inclusively provide services to people with limited English proficiency and people who are deaf or hard of hearing, ensuring we meet our housing goals through enhanced language accessibility. These resources will also support internal policy development, organizational improvements, and the deepened integration of language services into housing investments, while ensuring compliance with federal and state language access requirements.



Information Technology **2023 – 2027 Strategy**

How the IT Department will support Oregon Housing and Community Services' strategic objectives and initiatives.

Contents:

Executive Summary

IT Strategy Scope and Business Alignment

IT Strategy Key Initiatives and Roadmap

Appendix

Message from Liana Webb, CIO

What is the Oregon Housing and Community Services (OHCS) Information Technology FY23 - FY27 strategy?

This IT strategy document provides a holistic view of where our IT department will go over the next 48 months. It demonstrates how we will align our resources, efforts, goals and objectives to support OHCS's strategic direction and key initiatives. It is our roadmap and commitment to you.

To achieve this strategy, our IT teams will remain focused on the key IT initiatives outlined in this document. These initiatives are the tactics we will use to support our business partners in achieving their goals.

This strategy was developed in cooperation with many OHCS business contributors and the full IT leadership team. It is a combined effort we will use to ensure alignment and buy-in from our staff. Thank you to all those who have helped assess our current state, envision our future state, and identify the actions needed to achieve those goals.

The IT Team looks forward to working with all of you in helping achieve OHCS's strategic goals.

Executive Summary

Oregon Housing and Community Services' Information Technology team is pleased to introduce our inaugural agency technology strategic plan. This comprehensive plan was developed in collaboration with our agency's business partners across the organization, as well as the collective expertise of our IT team. We employed diagnostic surveys to assess the strengths and areas for improvement within the IT department.

Although the survey results indicated a commendable level of satisfaction with the services offered by our team, we have identified three key areas where our focus will be directed for ongoing enhancement. Our objective is to sustain the existing high service delivery ratings while concurrently demonstrating progress in the modernization of our business applications, enhancing our analytical capabilities, and contributing to the advancement of our outward-facing technological initiatives.

We organized our initiatives to align with three key CIOs mandates to *Support the Business*, *Run an Effective IT shop*, and *Drive and Support Innovation*.

These projects are at various stages, including planning, active implementation, and nearing completion, contributing to OHCS' overall strategic objectives. IT initiatives are designed to yield increased efficiencies for our business partners, bolster the security of our systems, and establish governance measures across various facets of our operations.

IT will deliver on key initiatives directly ***Supporting Business*** critical OHCS priorities.

- DRR System of Record (Neighborly) implementation
- Data Governance planning and implementation
- MS SharePoint initiative for externally sharing documents.
- Housing Development Solutions Upgrade Cloud-based
- Flex Lending: SQL database and FlexLIPS system for HO reporting information
- Data extraction from retiring applications including LCF and OERAP
- ARH Portfolio Compliance Management tool
- Racial Equity Analysis Toolkit Support
- Grants Management System
- Records Retention: ORMS solution implementation
- Data Governance
- IT Governance framework and implementation
- CRM system requirements, selection, implementation
- CRM- Expand use agency wide.
- ITSM Tool Implementation (Jira) for sections requesting ticketing systems
- *New* Budget and Financial Reporting System (BFRS)

IT identified four in-flight, planned, or new initiatives for improving ***IT operational excellence.*** These projects will increase IT process maturity and systematically improve IT operation performance.

- Mobile Device Management implementation
- Improve workforce web security.
- Agency workforce Training- (ongoing)
- Improve Engagement/Communications with business stakeholders- (ongoing)

Six IT key initiatives will help drive and support ***Technology Innovation***. The following projects will improve our future innovation capabilities and decrease risk by increasing our technology maturity.

- Legacy Applications Modernization, rewrite and move to cloud-based system
- Data Lake Azure implementation for reporting on internal data sources
- MS Teams Live Events implementation
- Mobile applications development/enablement
- Document storage in M365 to better stage the agency in Disaster recovery
- HMIS Data warehouse project

IT is committed to maintaining regular communication throughout the year to ensure alignment between the strategy team and stakeholders regarding updates or modifications to strategic IT initiatives. We eagerly anticipate collaborating with the Agency Strategic Planning team to enhance the precision of the IT plan as the agency evolves over the biennium. Our approach will involve frequent reviews of the strategic plan, allowing us to proactively address shifts in OHCS' strategy or direction.

Project Name	Planned Start	Planned End	CY2023	CY2024				CY2025				CY2026				CY2027	
	MM-YY	MM-YY	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
DRR System of Record (Neighborly) implementation	Jun-23	Apr-24															
Data Governance planning and implementation	Oct-23	Jun-24															
Housing Development Solutions Upgrade	Dec-24	Dec-25															
Flex Lending: SQL database for report information	Jun-23	Apr-25															
FlexLIPS – SoR for Finance/Accounting	Jun-23	May-24															
Data extraction from retiring applications	Dec-23	Feb-24															
Affordable rental housing portfolio management	Nov-23	Feb-24															
Sharepoint initiative for file storage/access/sharing	May-24	Jun-26															
Racial Equity Analysis Toolkit	Feb-23	Feb-24															
Grants Management System- Planning to Implementation	Jun-23	Jun-27															
Records Retention: ORMS solution implementation	Sep-23	Jun-26															
IT Governance framework and implementation	Nov-23	Apr-24															
CRM system requirements, selection, implementation	Jan-24	Jun-26															
Expand CRM agency wide	Jul-26	Jun-27															
Mobile Device Management implementation	Dec-23	Jun-27															
ITSM Tool Implementation (Jira)	May-23	Dec-24															
Workforce Training	Jun-23	Jun-27															
Improve workforce web security	Nov-23	Aug-24															
Legacy Applications Modernization	Jul-23	Jun-27															
Data Lake implementation Agency-wide	Jun-23	May-24															
MS Teams Live Events implementation	Mar-24	Jul-24															
Mobile applications development/enablement	Apr-24	Jun-25															
Native electronic document storage	May-24	Jun-25															

IT Strategy Scope and Business Alignment

These are the areas in which IT has responsibility and is accountable to take specific actions.

- **Service Desk**
  - Incident Management
  - Service Requests
  - Cloud Solutions
  - Project support

- **Business Application Support and Training**

- **Applications Development, Maintenance, Support**
  - DISH Modernization
  - OPUS Modernization and shift to cloud
  - **Business and Systems Analysis**
  - Project Support
  - Training
  - IT Procurement Support

- **SaaS Support and Training**

- **Data Management and Security (Custodial)**

- **Cybersecurity (CSS Consultation Partnership)**

- **IT Assets Management**

IT Mission, Vision, and Guiding Principles

The OHCS Mission, Vision and Values will guide IT on delivering on our FY23-27 strategy.

IT Mission

We deliver effective technology solutions enabling OHCS to provide housing opportunities and supportive services.

IT Vision

To be OHCS' trusted partner delivering high value information technology services.

IT Guiding Principles
Be Purposeful
Be Ethical
Be Excellent
Be Collaborative

IT Core Values
Integrity
Innovation
Reliability
Responsiveness (Customer Centric)

IT Overarching goal is to be the Technology "Partner of Choice" for OHCS

Five supporting strategic goals to ensure that the over-arching goal is achieved.

Advance IT Security Maturity	➢ Strengthen trust in our security practices that protect our data and information systems ➢ Adhere to all privacy and regulatory compliance requirements
Enhance Data Stewardship Maturity	➢ Pilot new practices, processes and solutions that transform information as a strategic asset ➢ Increase stakeholder satisfaction with data accessibility, integrity, and reporting
IT Governance	➢ Establish and implement IT Governance framework to blend with Information Governance and Project Management governance
Develop and Retain Staff	➢ Professional development, succession planning, career planning to reduce turnover / improve retention
Deliver Reliable & Resilient Solutions	➢ Provide reliable, resilient and sustainable technology solutions ➢ Strengthen maturity and tracking of our assets to identify any risks associated with them

Advance IT Security Maturity

- ARH Portfolio and Compliance Device security. IT, working alongside stakeholders, will support the move from legacy applications to HUD NSpire standardization. IT support the business move to a web-based inspection solution. Nov 2023-Apr 2024
- Mobile Device Management (MDM): Gives IT the ability to manage mobile assets. MDM implementation is scheduled by DAS to begin December 2023 through February 2024
- Web Security- Current solution does not capture the remote workforce leaving us vulnerable to malware. IT will procure web filtering software and implement after procurement which is anticipated to be May-July 2024

Enhance Data Stewardship Maturity

- Records Retention and Archiving. Complete the implementation agency wide of Oregon Records Management System (ORMS) Sept. 2024- Jun 2027
- Database instances for reporting for Flex Lending and other initiatives May 2023- Jun 2024
- Extracting data from retiring applications Dec 2023-Dec 2025
- Data Governance planning and implementation project with Research, Records and PMO Dec 2023-Nov 2024
- Data warehouse in Azure Cloud, in-house data sources making the process of data reporting more effective for the Agency. Gives Finance an opportunity to gather payment data from one place. Ongoing- June2026

Establish IT Governance

- Draft document has been developed. Working with stakeholders to determine the need for standalone committee or combine with another standing committee. Completed and approved IT Governance document produced by April 2024

Develop and Retain Staff

- Include funding in the IT budget for all IT staff Training resources (ongoing)
- Continue to develop succession for all positions in the IT section- (ongoing)

Deliver Reliable and Resilient Solutions

- SharePoint and Teams. These initiatives will broaden the ability of OHCS to collaboratively work with internal staff and external partners through systems designed to share documents. The IT team will develop systems with internal stakeholders, provide training and change management processes. This initiative will begin May 2024 and extend past the end of the biennium, Dec. 2025.
- Racial Equity Analysis Toolkit- IT will provide analysis and solutions to enable the REAT to be used agency wide on all programs developed by the agency. Ongoing through 2025
- HDS upgrade to cloud-based application for the HUD Compliance section. Dec 2024 - July 2025
- Grants Management solution agency wide is in planning and will continue through the 23-25 biennium. IT will support budget planning for implementation in the FY25-27
- Customer relationship Management solution pilot for Public Affairs. Will help agency be accountable in its interactions with its customers. FY23-25 planning phase with an anticipated implementation in FY25-27
- Assisting DRR with the implementation of the system of record, by providing analyst resources, consultation, and technical support. Ongoing 23-25
- FlexLIPS, In flight development for the Flex Lending program. Ongoing 23-25
- ITSM- Helpdesk ticket system implementation – Jira. Dec 23
    - IT will create helpdesk systems for HSS, ARH and DRR to support their solutions. Nov 23 - Dec 2024
- Modernization of all legacy applications. This will encompass a full rewrite into another language and hosting in Azure. Hire developer staff to assist in the effort and provide succession. July 1 23-Jun 30, 2027
- HMIS Data Warehouse solution October 2023 – December 2025 with ongoing support after implementation
- **New** Budget and Finance Reporting System (BFRS) Kickoff meeting Dec 2023

Appendix A

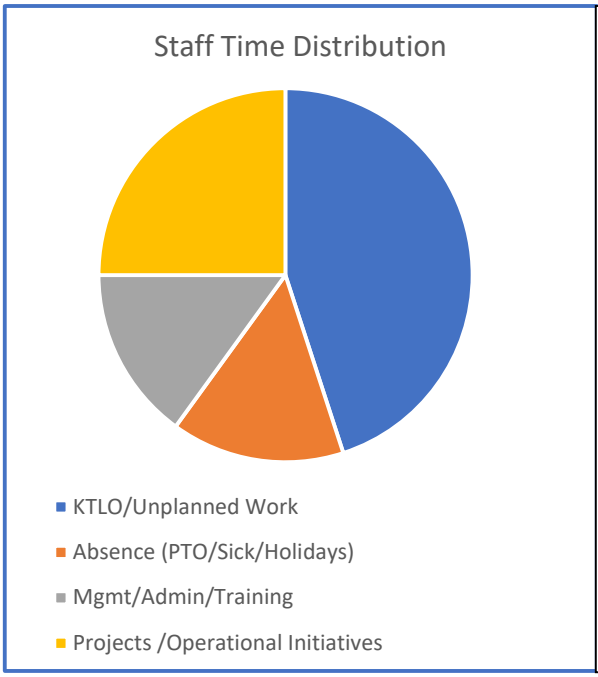
Communication Plan Outline

Audience	What	Mode	Owner	Timing
All IT staff feedback	Draft IT Strategy	Team emails within a week to comment Team meetings	CIO IT Leadership	June 2023
ASCIO	IT Strategy Presentation and written document	Send for feedback and approval	CIO	June/Final December
Executive Team	IT Strategy Presentation and written document	Agenda on weekly meeting	CIO	November
Managers Meeting	Presentation and documents	Meeting monthly then quarterly when agency plan is complete	CIO	December
Comm / DEI Review	IT Strategy Presentation and documents	Meet with or send for feedback	CIO	November
All Staff	IT Strategy Executive Summary	Publish to ECHO	CIO IT Team	January
Recurring Communication with Business	Change Summary Updated strategy documents	Periodic meetings with Business units	ITLT CIO	As Needed

Appendix B

Skill/ Resource Considerations

Core services / "Keep The Lights On" (KTLO) activities must be one of our top priorities; Resources must be monitored for balance between KTLO and Planned Initiatives and Project work.



- **IT is staffed to meet all current demands but recognizes that demand will continue to grow.**
- **The IT group currently has 2 vacant permanent positions**
- **~45% of staff time is consumed by KTLO activities and reactionary/unplanned work.**
- **Accounting for Absence (~15%) and Management/Admin/Training (~15%), this leaves ~25% of resource time for projects & initiatives.**
- **IT will need to reorganize/retool/reskill the IT workforce to best support the modernized architecture.**

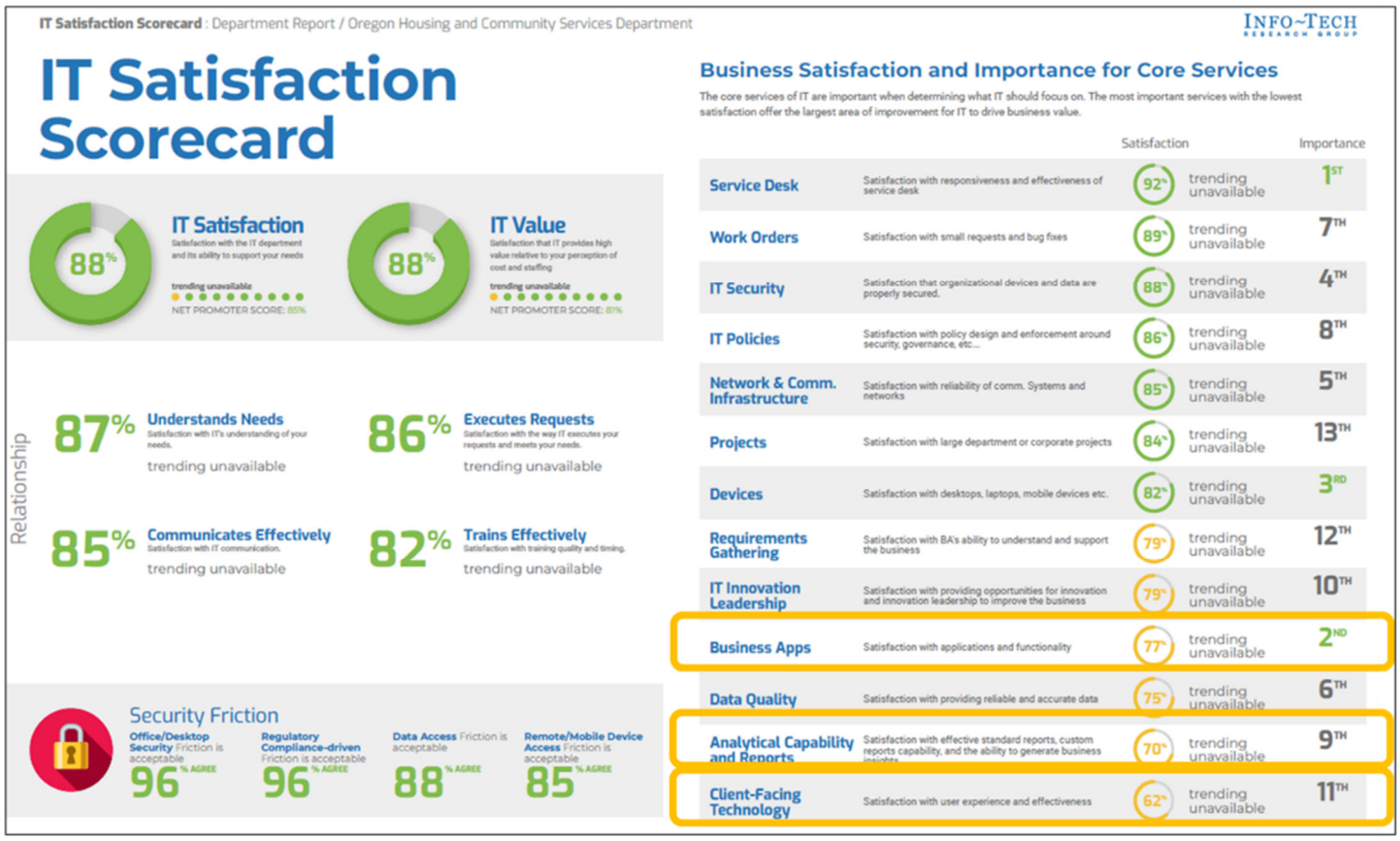
We will continually assess potential impacts on needed IT skills and resources.

	Considerations
Additional Skills/ Resources needed?	Skills • SharePoint specialist • Azure (infrastructure, data services) • ITSM/Jira skills • Additional/Expanded Data skills • MDM Solutions specialist
Budgetary Impacts	Budget needed for: • Oracle to Azure migration • Sharepoint training or workshop • Certifications (Microsoft, etc) • Travel for training • License and subscription costs for Azure • Systems (Web filtering) • Added capability for network monitoring (Security)
Other	Consultants/third party used for: • Implementation of Intranet ECHO • Data lake development • Oracle modernization and move to Azure • ITSM consulting

Appendix C

IT Diagnostics and Current State

Stakeholder satisfaction results highlight our strength in foundational IT elements and helped to prioritize core services needing attention. (highlighted in yellow)



IT will strive to maintain or improve stakeholder satisfaction and value perception across the board with a focus on the most important core services.

Appendix D

Prior Year IT Business Value Delivered

IT Excellence:

- MS Endpoint Configuration Manager-upgrade to our antivirus software
- Implemented Multi factor authentication (MFA)
- Implemented prerequisites for Mobile Device Management
- Successful RFQ for Information Technology Service Management system
- Records Retention: Grants/loans archiving/records retention
- Improved systems and data security through software risk analysis rigor

Business Support:

- Assisting with the PMO Portfolio Management tool solutions by providing analysis of available solutions. Complete Nov 2023
- Finance application support for the new GASB-96 requirements (leased equipment like copiers) Completed Aug 2023
- New Intranet cloud based ECHO Completed Sept 2023
- Received approvals for SharePoint intranet, began planning
- Successful RFQ for DRR SOR- through resource support
- Large scale building relocation (State Lands to NMOB)
- Automation of daily vendor data backups to local storage
- Approval for data lake implementation
- Business analysis and training for implementation of Oregon Buys
- Rewrote legacy systems to .NET, retired older versions.
- Provided IT resources to various enterprise initiatives and projects.
- Consolidated and documented data from retired systems for future use
- FlexLIPS – SoR for HO Finance/Accounting
- Transition from Oracle Hyperion financial query tool to Toad Data Point for the finance team

IT Innovation

- Rewrote legacy systems to .NET, retired older versions.

Enterprise IT Project Prioritization | 2025-27

			CRM
		TAL PROJECT SCORE (0-100)	65
CRITERIA	WEIGH	SCORING GUIDE	
Technology and Strategic Alignment	**35%**	**WEIGHTED SUBTOTAL**	**23**
Alignment to Strategic Plans • Does this investment adhere to the Governor's Strategic Plan (Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight)? • Does this investment align with and support the vision, goals, and guiding principles outlined in the EIS Strategic Framework, Cloud Forward: A Framework for Embracing the Cloud in Oregon, Oregon's Data Strategy: Unlocking Oregon's Potential, and the Modernization Playbook? • Does this investment align with and support the State of Oregon, Diversity, Equity, and Inclusion (DEI) Action Plan: A Roadmap to Racial Equity and Belonging, the sponsor's agency-specific Racial Equity Plan, and ethical use of date—investing in data justice and representation, visibility, and ethics to serve all Oregonians? • Does this investment optimize service delivery to the public and/or internally by modernizing agency-specific and cross-agency systems? • Does this investment align with and support the agency's IT and business strategic plans, including strategies for modernizing legacy systems? • Does this investment fulfill a legislative mandate, enable compliance with current State or Federal law, or address specific audit findings?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2

Technology Best Practices and Priorities • Does this investment align with and support the following enterprise information technology priorities? - ***Information Security*** **.** Improving the security and resilience of the state's systems - ***Modernization*** . Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformation - ***A Better Oregon Through Better Data*** **.** Leveraging data as a strategic asset—improving data analysis, data quality, information-sharing, decision-making, and ethical use. - ***Cloud Forward*** . Enabling Oregon to conduct 75% of its business via cloud-based services and infrastructure • Does this investment align with IT best practices (e.g., cloud-first, modular implementation, agile practices, configuration over customization, open systems, transparency and privacy by design, security principles, and other modern hosting technologies)? • For system modernizations that include data or data systems, has the agency evaluated the current data being collected, its overall quality, and a migration approach if relevant? • Has there been evaluation of the data contained within the system to see if changes need to be made to the data collection itself?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2
Business and People-Centered Approach	**25%**	**WEIGHTED SUBTOTAL**	**22**

People-Centered Approach • Does this investment put people first—the people who rely on essential services and those working to provide those services? • Does this investment help to eradicate racial and other forms of disparities in state government? • Does this investment improve equitable access to services, programs, and resources, or make the agency's overall service portfolio more accessible or usable for diverse populations? • Does the agency intend to strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities? • Does this investment reduce or eliminate administrative burdens* that have created barriers to access or reinforced existing inequalities for historically underserved and underrepresented communities? • Has the agency utilized the Racial Equity Toolkit within the DEI Action Plan in assessing and planning the project? • If the investment is for agency use, does it improve the agency users' experience?	**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3
Business Process Transformation • Does this investment contribute to business process improvement/transformation? • Does this investment improve service delivery to customers, partners, or other stakeholders? • Has the agency done public engagement, outreach, or an internal evaluation to identify which populations are most highly impacted (positively and negatively) by these business process changes (e.g., considering populations without home internet in creating a digital application process)? • Have measurable business outcomes and benefits been established, including the return on investment if applicable?	**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3

Investment Risk • Would inaction impact systems or solutions that support critical business functions? • Would inaction increase risk to continuity of services to customers, particularly vulnerable or underserved populations? • Are there community impacts of not undertaking this project? • Has the agency identified an inequity or imbalance in service provision that this initiative would resolve? • Is there increased risk if investment is not addressed during this budget cycle (e.g., security, safety, legal, funding source, or any other related risk)? • Does the investment address non-compliance of federal or state requirement, audit finding, or mandate? • Does this investment address an identified and documented highly probable agency risk?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2
gency Readiness and Solution Appropriatene	**40%**	**WEIGHTED SUBTOTAL**	**20**
Organizational Change Management (OCM) • Does the investment significantly impact operations throughout the organization? • Does the agency have, or intend to acquire, OCM resources with the skillsets and experience for the size and complexity of the project? • Does the agency plan to address and mitigate impact or adoption risks through a change management plan or intend to follow a formal OCM methodology? • Has the agency identified community engagement or community involvement as a component of the change management process? • Is external outreach or training planned to implement this change with constituents?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2

Summary of 2025-27 Biennium Budget

Housing & Community Svcs Dept **Governor's Rec. Pre-Audit**
Housing & Community Svcs Dept **Cross Reference Number: 91400-000-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2023-25 Leg Adopted Budget	470	459.99	3,424,984,072	618,327,930	30,569,883	1,306,192,861	401,941,943	882,849,056	185,102,399
2023-25 Emergency Boards	12	3.88	287,208,322	228,149,695	(862,853)	57,761,183	2,160,297	-	-
2023-25 Leg Approved Budget	**482**	**463.87**	**3,712,192,394**	**846,477,625**	**29,707,030**	**1,363,954,044**	404,102,240	**882,849,056**	**185,102,399**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(43)	(25.37)	8,641,317	3,602,273	-	10,656,811	(5,617,767)	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			(70,794,410)	104,262,667	10,793,962	(1,425,554)	-	(184,425,485)	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			(600,000,000)	-	-	(600,000,000)	-	-	-
Subtotal 2025-27 Base Budget	**439**	**438.50**	**3,050,039,301**	**954,342,565**	**40,500,992**	**773,185,301**	398,484,473	**698,423,571**	**185,102,399**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(3,466,868)	(347,647)	-	(2,634,041)	(485,180)	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(243,899)	64,021	-	(52,216)	(255,704)	-	-
Subtotal	**-**	**-**	**(3,710,767)**	**(283,626)**	**-**	**(2,686,257)**	(740,884)	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	32,397,775	6,897,775	-	25,500,000	-	-	-
022 - Phase-out Pgm & One-time Costs	(37)	(37.00)	(1,192,888,115)	(649,433,508)	-	(311,882,041)	(231,572,566)	-	-
Subtotal	**(37)**	**(37.00)**	**(1,160,490,340)**	**(642,535,733)**	**-**	**(286,382,041)**	(231,572,566)	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	25,531,366	2,628,071	-	16,558,512	6,344,783	-	-
State Gov"t & Services Charges Increase/(Decrease)			2,764,880	1,127,889	-	1,910,294	(273,303)	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal	**-**	**-**	**28,296,246**	**3,755,960**	**-**	**18,468,806**	6,071,480	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	4,161,355	-	1,188,850	(5,350,205)	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	**402**	**401.50**	**1,914,134,440**	**319,440,521**	**40,500,992**	**503,774,659**	166,892,298	**698,423,571**	**185,102,399**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2025-27 Current Service Level	**402**	**401.50**	**1,914,134,440**	**319,440,521**	**40,500,992**	**503,774,659**	166,892,298	**698,423,571**	**185,102,399**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**402**	**401.50**	**1,914,134,440**	**319,440,521**	**40,500,992**	**503,774,659**	166,892,298	**698,423,571**	**185,102,399**
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	(1)	(1.50)	3,068,337	2,119,257	-	949,080	-	-	-
092 - Statewide AG Adjustment	-	-	(249,526)	(7,101)	-	(229,914)	(2,748)	(9,763)	-
093 - Statewide Adjustment DAS Chgs	-	-	(667,729)	(92,778)	-	(507,048)	(67,903)	-	-
501 - HH Maintaining Shelters	-	-	217,918,652	217,918,652	-	-	-	-	-
502 - HH Sustaining Re-Housing	-	-	188,243,238	188,243,238	-	-	-	-	-
503 - HH Sustaining LTRA	-	-	210,382,320	105,191,160	-	105,191,160	-	-	-
504 - HH Continuing to Prevent Evictions - Infrastructure	-	-	63,535,520	63,535,520	-	-	-	-	-
505 - HH Continuing to Prevent Evictions - Financial Assistance	-	-	109,685,262	109,685,262	-	-	-	-	-
506 - HH Maintaining Tribal Homelessness Investments	-	-	12,767,376	12,767,376	-	-	-	-	-
507 - HH Predevelopment	-	-	-	-	-	-	-	-	-
508 - HH OHCS Operational Supports	46	42.74	13,238,784	10,015,716	-	2,547,614	675,454	-	-
509 - HH Information Technology Supports	2	1.76	2,033,307	308,399	-	1,685,738	39,170	-	-
510 - HH Disaster Recovery & Resiliency Limitation	29	29.00	170,820,491	-	-	7,309,722	163,510,769	-	-
511 - HH Homeownership Assistance Fund	5	5.00	7,763,877	-	-	-	7,763,877	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
512 - HH Preservation - Org Support and Sys Improvements	-	-	-	-	-	-	-	-	-
513 - HH PSH - CSL Program Improvements	-	-	8,550,000	8,550,000	-	-	-	-	-
514 - HH Supportive Housing	-	-	-	-	-	-	-	-	-
515 - HH Rental Development: XI-Q for LIFT and PSH	-	-	822,100,118	36,680,118	-	785,420,000	-	-	-
516 - HH PSH Expansion for Rent Assistance and Services	-	-	2,500,000	2,500,000	-	-	-	-	-
517 - HH PSH - Risk Mitigation	-	-	-	-	-	-	-	-	-
518 - HH Homeownership Development: LIFT and HDIP	1	0.88	139,077,117	21,567,117	-	117,510,000	-	-	-
519 - HH Preservation - Exp + Physical and Fin Needs	-	-	166,367,988	-	4,938,175	161,429,813	-	-	-
520 - HH Preservation - Manufactured Parks	-	-	26,527,220	-	1,236,467	25,290,753	-	-	-
521 - HH Down Paymnt Assist paired with OHCS Lending	-	-	15,000,000	7,500,000	-	7,500,000	-	-	-
522 - HH Down Payment Assistance for CROs	-	-	60,000,000	30,000,000	-	30,000,000	-	-	-
523 - HH Technical Assistance and Language Access	-	-	-	-	-	-	-	-	-
524 - HH Land Acquisition Program	-	-	-	-	-	-	-	-	-
525 - HH Foreclosure Avoidance Counseling	-	-	2,500,000	2,500,000	-	-	-	-	-
526 - HH CARE	-	-	-	-	-	-	-	-	-
527 - HH Manufactured Home Replace Program	-	-	5,000,000	2,500,000	-	2,500,000	-	-	-
528 - HH IDA Expansion	-	-	-	-	-	-	-	-	-
529 - HH Tribal Housing Block Grants	-	-	-	-	-	-	-	-	-
530 - HH Culturally Responsive Property Mgmt	-	-	3,000,000	3,000,000	-	-	-	-	-
Subtotal Policy Packages	**82**	**77.88**	**2,249,162,352**	**824,481,936**	**6,174,642**	**1,246,596,918**	171,918,619	**(9,763)**	**-**
Total 2025-27 Governor's Pre-Audit	**484**	**479.38**	**4,163,296,792**	**1,143,922,457**	**46,675,634**	**1,750,371,577**	338,810,917	**698,413,808**	**185,102,399**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	0.41%	3.34%	12.15%	35.14%	57.12%	28.33%	-16.16%	-20.89%	-
Percentage Change From 2025-27 Current Service Level	20.40%	19.40%	117.50%	258.10%	15.25%	247.45%	103.01%	-	-

Program Prioritization for 2025-27

Agency Name: **Housing and Community Services Department**

2025-27 Biennium **Agency Number: 91400**

Agency-wide

Program/Division Priorities for 2025-27 Biennium

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Legal Citation**	**Explain What is Mandatory (for C, FM, and FO Only)**	**Comments on Proposed Changes to CSL included in Agency Request**
Agcy	**Prgm/ Div**																				
1	1	OHCS	ARH	Affordable Rental Housing Programs	91400-03 91400-04 91400-05 91400-06	12	2,878,963	0	279,838,173	400,000	39,414,224	0	$ 322,531,360	92	92.00	Y	N	FO, S	ORS 317.097; ORS 446.515-446.547;ORS 456.502-456.725; ORS 458.380-458.740; ORS 566.340; 42 USC 12724; 2008 HERA; IRS Section 42;	Awarding Low Income Housing Tax Credits to developers; administering housing development grants and loans; ensuring compliance with program rules and laws, financial stability, and health and safety standards.	Resources for Predevelopment, Preservation, Rental Development for Lift. The Land Acquisition Program, CARE, Culturally Responsive Property Management and SDC's. Operational Support including Information Services Support.
2	1	OHCS	CC	Capital Construction	91400-03 91400-04 91400-05	12	0	0	0	0	0	0	$ -	0	0.00	Y	N	S	ORS 458.485		Requests additional XI-Q bond proceeds for Rental Development for LIFT and PSH. PSH Risk Mitigation, Homeownership Development, Preservation, for Expiring and Financial Needs. Preservation for Manufactured Parks. CARE and Manufactured Home Replacement Program.
3	1	OHCS	PSH	Permanent Supportive Housing Rent Assistance		12	23,696,977	0	0	0	0	0	$ 23,696,977	2	2.00	Y	N				Resources for PSH CSL Improvements. Expansion of PSH Rental Assistance & Services. PSH Risk Mitigation. Supportive Housing, Rental Development for PSH. Operational Support including Information Services Support.
4	1	OHCS	HSD	Homeless Services	91400-01	12	48,247,046	0	30,334,668	0	19,965,420	0	$ 98,547,134	29	29.00	Y	Y	FO, S	ORS 456.265; ORS 456.375-456.390; ORS 456.555; ORS 456.607-456.609; ORS 458.365-458.377; ORS 458.620, 458.650, 458.677, 458.700; 42 USC 7, 9901-9926, 11317-11378, 12725	Administering grants to alleviate poverty and homelessness.	Maintaining Shelters, Sustaining Re-Housing & Long Term Rental Assistance. Continuing to Prevent Evictions Infrastructure. Maintaining Tribal Homelessness Investments and Tribal Housing Block Grants. Operation Support including Information Technology support. Resources for Supportive Housing, Expanding Shelters, Transitional and Re-housing. Expansion of the IDA program.
5	1	OHCS	HO	Homeownership Programs	91400-07 91400-08	12	3,330,447	0	18,283,957	0	926,154	0	$ 22,540,558	21	21.00	Y	N	FO, S	ORS 456; P.L. 111-203	Administering grants to stabilize neighborhoods.	Requests funding for Homeownership Assistance Fund, LIFT and HDIP. Resources for Preservation Expiring + Physical and Financial Needs. Preservation. Down payment assistance for CROs, Down Payment Assistance paired with lending. Foreclosure Avoidance Counseling. Resources for SDC's. Operation support including support for information services.
6	2	OHCS	HSD	Energy Services	91400-02	12	336,381	0	95,765,916	0	95,214,311	0	$ 191,316,608	18	18.00	Y	Y	FO, S	ORS 456.594-456.599; ORS 469.421; ORS 757.612; 24 USC 6833, 8621-8630	Administering grants to alleviate energy expenses.	Package 508 includes 2 positions to support Federal Fund weatherization program.
7	2	OHCS	PBCA	Performance Based Contract Admin		12	0	0	5,839,862	0	1,120,571	185,102,399	$ 192,062,832	21	20.50	Y	N	FO	Title 42 Section 8 section 1437f	Rent subsidy payments to landlords/owners of Section 8 (Housing Choice) units.	Culturally Responsive Property Management.
8	2	OHCS	HO	Manufactured Homes and Parks Programs		12	761,380	0	1,754,541	0	0	0	$ 2,515,921	5	5.00	Y	N	S			Funding for preservation of manufactured parks.
9	1	OHCS	DRR	Disaster Recovery & Resiliency		12	1,075,072	0	690,278	0	3,872,294	0	$ 5,637,644	13	13.00	Y	N	FO			Limitation for Disaster Recovery & Resiliency Operation support including Information Service support.
10	3	OHCS	HO	TANF Programs			0	0	5,338,662	0	168,542	0	$ 5,507,204	1	1.00						
11	2	OHCS	ARH	Asset Management & Compliance			240		13,962,708	0	177,136		$ 14,140,084	47	47.00	Y					
N/A	N/A	OHCS	CSD	Central Services	91400-09	4	7,638,576	0	45,244,514	0	6,033,646	0	$ 58,916,736	143	143.00	N	N				Requesting additional positions support for the agency.
N/A	N/A	OHCS	DM	Bond Activities and Debt Service		4	231,475,439	40,500,992	6,721,380	698,023,568	0	0	$ 976,721,379	10	10.00	Y	N	D			Additional S&S, DS for issuing XI-Q bonds and lottery bonds.
							319,440,521	40,500,992	503,774,659	698,423,568	166,892,298	185,102,399	$ 1,914,134,437	402	401.50						

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

Self-Sustaining (weight = 20%) Program funds both direct and indirect admin costs

Scale:
1 = Not Effective

7. Primary Purpose Program/Activity Exists

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural

19. Legal Requirement Code

C Constitutional
D Debt Service
FM Federal - Mandatory
FO Federal - Optional (once you choose to participate, certain requirements exist)
S Statutory

Oregon Housing and Community Services (OHCS)

2025-27 Biennium

Detail of Reductions to 2025-27 Current Service Level Budget

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)		Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes
Dept	Prgm/ Div														
1	1	914	010 HSD	Eliminate standard inflation on several services & supplies line-items and reduced rates for DAS and DOJ.	(18,985)						$ (18,985)	0	0.00	Yes	Lower assessments and hourly rates paid for DAS and DOJ price list -- no impact to OHCS services. Elimination of inflation adjustment has indeterminate impact -- may reduce ability to make necessary purchases or increase the need to hold vacancies longer.
1	1	914	025 PSH	Eliminate standard inflation on several services & supplies line-items and reduced rates for DAS and DOJ.	(889)						$ (889)	0	0.00	Yes	Lower assessments and hourly rates paid for DAS and DOJ price list -- no impact to OHCS services. Elimination of inflation adjustment has indeterminate impact -- may reduce ability to make necessary purchases or increase the need to hold vacancies longer.
1	1	914	030 MF	Eliminate standard inflation on several services & supplies line-items and reduced rates for DAS and DOJ.	(2,861)						$ (2,861)	0	0.00	Yes	Lower assessments and hourly rates paid for DAS and DOJ price list -- no impact to OHCS services. Elimination of inflation adjustment has indeterminate impact -- may reduce ability to make necessary purchases or increase the need to hold vacancies longer.
1	1	914	040 HO	Eliminate standard inflation on several services & supplies line-items and reduced rates for DAS and DOJ.	(22,973)						$ (22,973)	0	0.00	Yes	Lower assessments and hourly rates paid for DAS and DOJ price list -- no impact to OHCS services. Elimination of inflation adjustment has indeterminate impact -- may reduce ability to make necessary purchases or increase the need to hold vacancies longer.
1	1	914	060 DRR	Eliminate standard inflation on several services & supplies line-items and reduced rates for DAS and DOJ.	(3,335)						$ (3,335)	0	0.00	Yes	Lower assessments and hourly rates paid for DAS and DOJ price list -- no impact to OHCS services. Elimination of inflation adjustment has indeterminate impact -- may reduce ability to make necessary purchases or increase the need to hold vacancies longer.
1	1	914	070 CSD	Eliminate standard inflation on several services & supplies line-items and reduced rates for DAS and DOJ.	(123,405)						$ (123,405)	0	0.00	Yes	Lower assessments and hourly rates paid for DAS and DOJ price list -- no impact to OHCS services. Elimination of inflation adjustment has indeterminate impact -- may reduce ability to make necessary purchases or increase the need to hold vacancies longer.

Oregon Housing and Community Services (OHCS)

2025-27 Biennium

Detail of Reductions to 2025-27 Current Service Level Budget

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)		Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes
Dept	Prgm/ Div														
1	1	914	080 Debt	Eliminate standard inflation on several services & supplies line-items and reduced rates for DAS and DOJ.	(192)						$ (192)	0	0.00	Yes	Lower assessments and hourly rates paid for DAS and DOJ price list -- no impact to OHCS services. Elimination of inflation adjustment has indeterminate impact -- may reduce ability to make necessary purchases or increase the need to hold vacancies longer.
2	2	914	010 HSD	Vacancy savings	(45,370)						$ (45,370)	0	0.00	Yes	Increase in assumed savings from holding vacancies. Impact to services is indeterminate at this time -- not certain which positions will become vacant and whether normal recruitment timeline would balance reduction. Might necessitate reductions/modifications to services & supplies purchases.
2	2	914	030 MF	Vacancy savings	(34,825)						$ (34,825)	0	0.00	Yes	Increase in assumed savings from holding vacancies. Impact to services is indeterminate at this time -- not certain which positions will become vacant and whether normal recruitment timeline would balance reduction. Might necessitate reductions/modifications to services & supplies purchases.
2	2	914	040 HO	Vacancy savings	(23,575)						$ (23,575)	0	0.00	Yes	Increase in assumed savings from holding vacancies. Impact to services is indeterminate at this time -- not certain which positions will become vacant and whether normal recruitment timeline would balance reduction. Might necessitate reductions/modifications to services & supplies purchases.
2	2	914	060 DRR	Vacancy savings	(13,244)						$ (13,244)	0	0.00	Yes	Increase in assumed savings from holding vacancies. Impact to services is indeterminate at this time -- not certain which positions will become vacant and whether normal recruitment timeline would balance reduction. Might necessitate reductions/modifications to services & supplies purchases.
2	2	914	070 CSD	Vacancy savings	(114,467)						$ (114,467)	0	0.00	Yes	Increase in assumed savings from holding vacancies. Impact to services is indeterminate at this time -- not certain which positions will become vacant and whether normal recruitment timeline would balance reduction. Might necessitate reductions/modifications to services & supplies purchases.

Oregon Housing and Community Services (OHCS)

2025-27 Biennium

Detail of Reductions to 2025-27 Current Service Level Budget

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)		Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes
Dept	Prgm/ Div														
2	2	914	080 Debt	Vacancy savings	(3,459)						$ (3,459)	0	0.00	Yes	Increase in assumed savings from holding vacancies. Impact to services is indeterminate at this time -- not certain which positions will become vacant and whether normal recruitment timeline would balance reduction. Might necessitate reductions/modifications to services & supplies purchases.
3	2	914	025 PSH	Permanent Supportive Housing (PSH) - Fund Shift	(627,722)		627,722				$ -	.	.	Yes	Shift two positions (#1610 & #1611) and associated services & supplies that support PSH administration to Other Funds. The shift may require an increase to charges on transactions.
4	3	914	040 HO	Housing Development Incubator Program (HDIP) - Fund Shift	(713,774)		661,197				$ (52,577)	0	0.00	Yes - Partial	Shift two positions (#1693 & #1843) and associated services & supplies that support HDIP administration to Other Funds, downward reclass #1843 to a Loan Specialist. Charges for LIFT-HO would need to be evaluated to ensure coverage of all program costs. Reclass is not in GRB.
5	3	914	010 HSD	Housing Choice Landlord Guarantee Program	(337,910)		(337,910)				$ (675,820)	0	0.00	Yes	This program commits to a guarantee for landlords renting to Housing Voucher holders. Without these funds, landlords who received a commitment from OHCS on the availability of funds may not be reimbursed for damages and integrity of the guarantee is compromised. The fund is projected to have a cash balance at the end of 23-25.
6	3	914	070 CSD	Central Services Division	(395,565)						$ (395,565)	(2)	(1.50)	Yes	Eliminate long-term vacancies - FA2 (#1934) and Economist 2 (#2004). #2004 was held for permanent financing to support organizational assessments. FA2 supports budget services within the organization.
7	4	914	040 HO	Homeownership - Language Access	(40,000)						$ (40,000)	0	0.00	No	Reduce language access budgeted directly in HO program. Based on current utilization, the agency does not anticipate a significant impact to services by this reduction. Special Payments to grantees are not effected by this proposal.
8	4	914	010 HSD	Elderly Rental Assistance Program	(1,621,451)		86,864				$ (1,534,587)	0	0.00	No	This program serves the Elderly population, specifically those over the age of 58. Approximately 76 households will receive vital assistance that would keep them in their homes which would foster vulnerabilities leading to homelessness.

Oregon Housing and Community Services (OHCS)

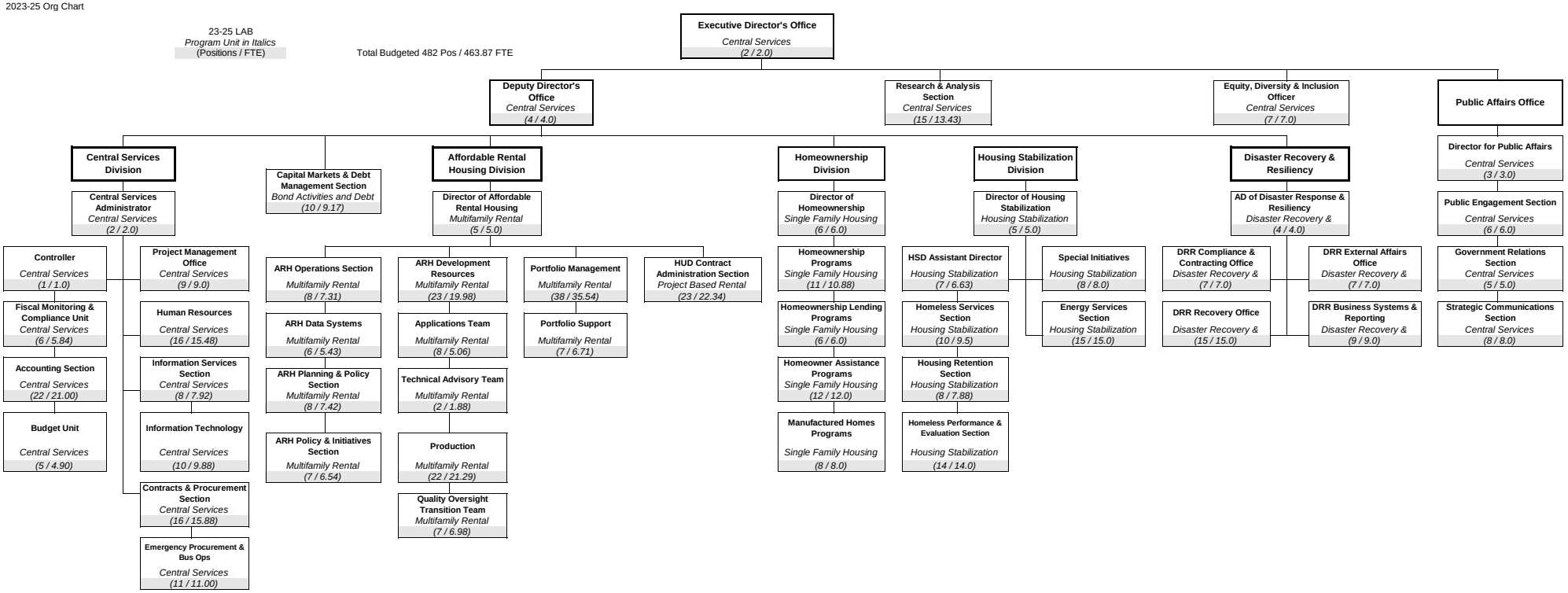
2025-27 Biennium

Detail of Reductions to 2025-27 Current Service Level Budget

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)		**Agency**	**SCR or Activity Initials**	**Program Unit/Activity Description**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**Used in Gov. Budget Yes / No**	**Impact of Reduction on Services and Outcomes**
Dept	**Prgm/ Div**														
9	5	914	010 HSD	Emergency Housing Assistance	(4,707,040)						$ (4,707,040)	0	0.00	No	This program serves those residing in Emergency Shelter, those households who are homeless/unsheltered and those who are unstably housed and at risk of homelessness. The reduction would leave approximately 2,200 households on the street or at risk of becoming homeless.
											$ -				
				TOTAL	**(8,851,042)**	**-**	**1,037,873**	**-**	**-**	**-**	**$ (7,813,169)**	**(2)**	**(1.50)**		

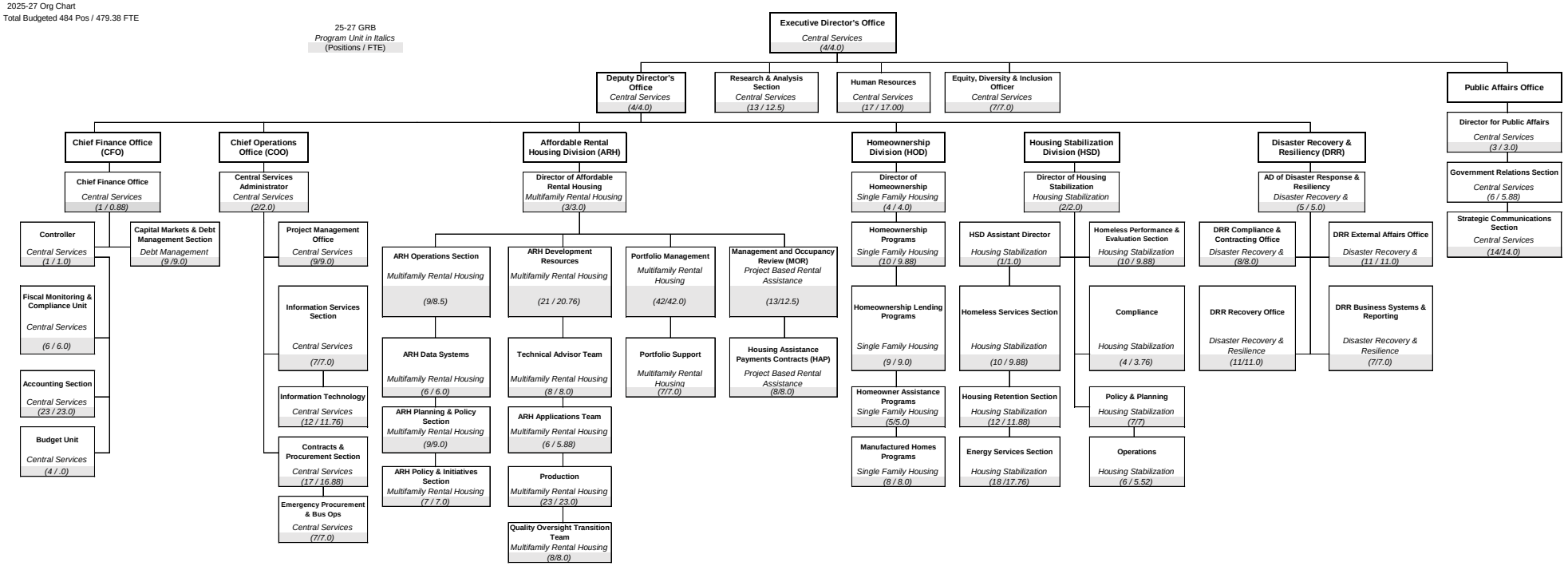
GF Target (10%)	$	8,851,042
Difference	$	0

2023-25 Org Chart



2025-27 Org Chart
Total Budgeted 484 Pos / 479.38 FTE

25-27 GRB
Program Unit in Italics
(Positions / FTE)



Revenues

Revenue Discussion

Lottery Funds

The Department's 2025-27 revenue for Lottery Funds is $61,450,352. This is debt service payments on bonds for the Community Incentive Fund, to build housing and provide services in the Housing PLUS Program; to build housing for tenants with mental health and addiction issues; and to preserve affordable rental housing and manufactured home parks.

Other Funds

The Department's 2025-27 Other Funds revenue is $1,946,886,029, including Limited and Non-Limited Funds. The funding is derived from a variety of sources, including bond sales, loan repayments, public utility charges, document recording fees, and manufactured home tax assessments. Some of the programs using Other Funds are homeless assistance and prevention; homeownership programs; multifamily housing development; energy bill payment and weatherization assistance; and manufactured home parks dispute resolution and preservation. For more specific information, see the Revenues table that follows.

Federal Funds

Limited and Non-Limited Federal Funds total $524,222,174 for 2025-27. Funds are received from the US Department of Housing and Urban Development (HUD), the US Department of Health and Human Services (DHHS), the US Department of Energy (DOE), the US Department of Treasury, and the Bonneville Power Administration (BPA). These funds aid with such things as rent, shelter, energy bill payments, weatherization activities, housing development & rehabilitation, and support for survivors of wildfires in 2020. For specific information on programs, match requirements, and limits on uses, see the Revenues table that follows.

Lottery Funds

080-00 Bond Activities and Debt Service

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Transfer from DAS			Community Incentive Fund, Housing PLUS Program, Mental Health Housing, and Preservation	Debt service for Lottery-backed bonds	DAS estimate		
N/A	Transfer in Lottery Proceeds			ARH Preservation & Manufactured Homes	Debt service for Lottery-backed bonds	Debt-service estimate (Pop 519 & 520)		

Other Funds

010-00 Housing Stabilization Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Public Utility Fees: Electricity Bill Payment Assistance			Oregon Energy Assistance Program	Energy assistance payments for low-income households	Straight-line FY24 Average		
N/A	Public Utility Fees: Weatherization			Weatherization programs	Weatherize houses occupied by eligible low-income families; energy conservation services to low-income households	Straight-line FY24 Average		
N/A	Public Purpose Charge: Assessments on petroleum distributors			State Home Oil Weatherization Program	Weatherize houses occupied by eligible families who use oil heat	Straight-line FY24 Average		
N/A	Program Application, Administration, and Financing Fees			Emergency Housing Assistance, Weatherization Programs	Recover administrative costs of the applicable program	Straight-line FY24 Average		
N/A	Interest Income			Homeless Services programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line FY24 Average		
N/A	Interest Income			Energy Bill Payment and Weatherization programs	Energy assistance payments to vendors; weatherize houses occupied by eligible low-income households	Straight-line FY24 Average		
N/A	Interest on security deposits			Emergency Housing Assistance	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line FY24 Average		
N/A	Payments for program			Individual Development Accounts	Carrying out the Purposes authorized in ORS 456.550	2021-23 revenues		

BUDGET NARRATIVE

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
	administration				to 456.725			
N/A	Housing Division Loan Repayments			Barclays Settlement	Energy bill payment assistance	Contracted amounts		
N/A	Transfer from General Fund			Housing Choice Landlord Guarantee Program & Long-Term Rental Assistance (LPGs & MAC)	Carrying out the Purposes authorized in ORS 456.550 to 456.725	AY27 Estimates for Personal Service costs (HCLG) & need-based (LTRA)		
N/A	Temporary Assistance to Needy Families (transfer from Dept. of Human Services)			Housing Stabilization Program	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Contract ceiling amount with DHS.		
N/A	Document Recording Fee (transfer from Dept. of Revenue)			Emergency Housing Assistance	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Estimate provided by DOR		
N/A	Transfer from Oregon Health Authority			1115 Waiver	Used to cover specific positions that provide assistant to the 1115 waiver program	AY27 Estimates for Personal Service costs for positions tied to program		

BUDGET NARRATIVE

025-00 Project-Based Rental Assistance Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Performance-Based Contract Administrative Fees			Project-Based Rental Assistance programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line FY24 Average		
N/A	Transfer from General Fund			Permanent Supportive Housing	Carrying out the Purposes authorized in ORS 456.550 to 456.725	AY27 Estimates for Personal Service costs (HCLG) & need-based (LTRA)		

030-00 Multifamily Rental Housing Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Public Utility Fees: Housing Development			Affordable Rental Housing Programs	Low- and very-low-income housing	Straight-line- FY22-24 Average		
N/A	Program Application, Administration, and Financing Fees			Affordable Rental Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Asset Management and Compliance Monitoring Fees			Affordable Rental Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Civil Penalties-BOLI			Agricultural workforce housing development	Agricultural workforce technical assistance & housing	23-25 LAB		
N/A	Lottery Bond proceeds			Affordable Rental Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Debt-service estimates		
N/A	Interest Income			Affordable Rental Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Loan Repayments			Affordable Rental Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Document Recording Fee (transfer from Dept. of Revenue)			Affordable Rental Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Estimate provided by DOR		
N/A	Rebates & Recoveries			Affordable Rental Housing programs	Match rebates & recoveries with original source of funds	AY25 Actuals		

040-00 Single Family Housing Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Construction Excise Taxes imposed by local jurisdictions			Down payment assistance	Down payment assistance to income-eligible homebuyers in jurisdiction imposing CET	Straight line- AY23 Average		
N/A	Manufactured Home Park Registration Fees			Manufactured Communities Resource Center	Assist Park owners, provide technical services, and maintain statistics. Carry out responsibilities under ORS 105.138, 446.515	Straight line- AY23 Average		
N/A	Manufactured Home Assessment Fees			Manufactured Communities Resource Center	Assist Park owners, provide technical services, and maintain statistics. Carry out responsibilities under ORS 105.138, 446.515	Straight line- AY23 Average		
N/A	Loan Commitment Fee			First-Time Home Buyer Programs (Resident Loan Program)	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Admin Charges			Homeowner Assistance Programs	Recover administrative costs of the applicable program	Straight-line- FY24 Average		
N/A	Interest Income			Manufactured Communities Resource Center	Assist Park owners, provide technical services, and maintain statistics. Carry out responsibilities under ORS 105.138, 446.515	Straight-line- FY24 Average		
N/A	Interest Income			Homeowner Assistance Programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	LRAPP/RAHAPP Loan Interest			Oregon Homeownership Stabilization Initiative	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		

BUDGET NARRATIVE

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Housing Division Loan Repayments			Homeowner Assistance Programs & Oregon Homeownership Stabilization Initiative	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Transfer in From General Fund			Homeownership & Manufactured homes programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725 & ORS 105.138, 446.515	Straight-line- FY24 Average		
N/A	Document Recording Fee (transfer from Dept. of Revenue)			Homeowner Assistance Programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Estimate provided by DOR		

BUDGET NARRATIVE

060-00 Disaster Resiliency & Planning

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Treasury Interest on LRB Proceeds			Housing programs	Restricted by federal tax law and bond indentures	Straight-line- FY24 Average		
N/A	Loan Principal Payments			Housing programs	Recover administrative costs of the applicable program	Estimates created from Loan Schedules		

070-00 Central Services

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Interest Income			Agency administration	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Transfer in from General Fund			Equity, Diversity & Inclusion POP 529 request	ARB request. No approval at this time.	Program-based need		
N/A	Transfer from OHA			1115 Waiver	Used to cover specific positions that provide assistant to the 1115 waiver program	AY27 Estimates for Personal Service costs for positions tied to program		

BUDGET NARRATIVE

080-00 Bond Activities and Debt Service

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
N/A	Sale of General Obligation Bonds			Housing programs	Costs of issuance for bonds	DAS estimate		
N/A	Sale of Lottery Revenue Bonds			Housing programs	Costs of issuance for bonds	DAS estimate		
N/A	Sale of Revenue Lottery Bonds			Housing programs	Restricted by federal tax law and bond indentures	Bond issuance schedules		
N/A	Interest Income			Housing programs	Carrying out the Purposes authorized in ORS 456.550 to 456.725	Straight-line- FY24 Average		
N/A	Loan Interest Payments			Housing programs	Recover costs of the applicable program	Straight-line- FY24 Average		
N/A	Loan Principal Repayments			Housing programs	Restricted by federal tax law and bond indentures	Straight-line- AY23 Average		
N/A	Income from Sale of Revenue Bonds			Housing programs	Restricted by federal tax law and bond indentures	Provided by Debt Service group		

Federal Funds

010-00 Housing Stabilization Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
Bonneville Power Administration	Low-Income Weatherization Assistance Grant			Low-Income Weatherization Programs	Weatherize houses occupied by eligible low-income families	Program estimates		
US Dept. of Energy	Low-Income Weatherization Assistance Grant			Low-Income Weatherization Programs	Weatherize houses occupied by eligible low-income families	Program estimates		
US Dept. of Health & Human Services (DHHS)	Community Services Block Grant			Homeless Assistance Programs	Block grant to tailor programs to needs of communities	Program estimates		
DHHS	Low Income Home Energy Assistance Block Grant			Energy Bill Payment Assistance and Weatherization Programs	Energy assistance payments to vendors; Weatherize houses occupied by eligible low-income families	Program estimates		
US Dept. of Housing & Urban Development (HUD)	Continuum of Care /Homeless Management Information System	Local	25%	Homeless Assistance Programs	Operations of the information system	Program estimates		
HUD	Emergency Solutions Grant Program	State cash	100%	Homeless Assistance Programs	Essential services, prevention activities, shelter operations	Program estimates		
HUD	HOME Investment Partnership Program	Non-federal	25%	Rental Assistance Programs	Tenant-based rental assistance	Program estimates		

025-00 Project-Based Rental Assistance Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
US Dept. of Housing & Urban Development (HUD)	Section 811 Project Rental Assistance			Section 811 Rent Subsidy program	Pass-through to landlords for low-income tenants' rent	Program estimates		
HUD	Section 8 Rent Subsidy program			Section 8 Rent Subsidy program	Pass-through to landlords for low-income tenants' rent	Program estimates		

030-00 Multifamily Rental Housing Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
Dept. of Housing & Urban Development (HUD)	HOME Investment Partnership Program	Non-federal	25%	Affordable Rental Housing Development	Housing rehab, home buyer assistance, multi-family development acquisition and construction	Program estimates		
HUD	National Housing Trust Fund	Non-federal	25%	Affordable Rental Housing Development	Same as HOME Investment Partnership Program	Program estimates		

BUDGET NARRATIVE

040-00 Single Family Housing Programs

Federal Agency	Source of Funds	Matching Funds		Agency Programs Funded	General Limits on Use of Funds	Basis for Estimate	Proposed Changes	
		Type	%				Revenue Sources or Fees	New Legislation
US Dept. of Housing & Urban Development (HUD)	Neighborhood Stabilization Program			Neighborhood Stabilization Program	Re-development of foreclosed and abandoned properties	Program estimates		
US Treasury	Homeowner Assistance Fund (HAF)			Homeowner Assistance Fund ARB request	POP 511 in ARB for positions needed to wind down HAF program	Program estimates		

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-000-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Interest Income	198,178	-	-	-	-	-
Transfer In - Intrafund	862,853	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	20,949,360	-	-
Tsfr From Administrative Svcs	25,144,423	30,406,918	29,544,065	40,500,992	46,675,634	-
Total Lottery Funds	**$26,205,454**	**$30,406,918**	**$29,544,065**	**$61,450,352**	**$46,675,634**	**-**
Other Funds						
Other Selective Taxes	2,578,432	1,923,474	1,923,474	2,640,000	2,640,000	-
Non-business Lic. and Fees	222,550	236,476	236,476	223,200	223,200	-
Public Utilities Fees	104,262,454	90,104,830	90,104,830	109,848,500	109,848,500	-
Charges for Services	1,220,133	1,707,666	1,707,666	2,640,000	2,640,000	-
Admin and Service Charges	50,345,308	53,475,824	53,475,824	49,565,203	49,565,203	-
Fines and Forfeitures	27,347	43,500	43,500	40,000	40,000	-
General Fund Obligation Bonds	411,685,000	604,280,000	604,280,000	685,100,000	886,330,000	-
Lottery Bonds	53,130,000	50,525,793	50,525,793	378,040,811	186,720,566	-
Interest Income	26,967,994	3,847,430	5,243,984	41,858,890	41,858,890	-
Donations	569,330	-	-	-	-	-
Housing Div Loan Repayments	8,163,689	6,589,367	6,589,367	20,820,536	20,820,536	-
Other Revenues	2,177,178	3,844,703	3,926,797	340,640	340,640	-
Transfer In - Intrafund	87,356,816	50,466,730	52,755,920	55,317,894	53,426,310	-
Transfer In Other	-	2,248,400	2,248,400	-	-	-
Transfer from General Fund	380,925,480	36,537,910	150,537,910	366,029,070	161,791,160	-
Tsfr From Human Svcs, Dept of	3,982,028	5,000,000	5,000,000	5,000,000	5,000,000	-
Tsfr From Administrative Svcs	105,033,216	-	-	-	-	-
Tsfr From Revenue, Dept of	74,685,560	89,000,000	89,000,000	68,849,000	68,849,000	-

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-000-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Tsfr From Oregon Health Authority	-	796,241	796,241	1,054,879	1,054,879	-
Tsfr From Education, Dept of	250,000	-	-	-	-	-
Transfer Out - Intrafund	(80,361,941)	(39,466,730)	(41,755,920)	(44,324,203)	(42,567,770)	-
Tsfr To Administrative Svcs	(3,278,724)	-	-	-	-	-
Total Other Funds	**$1,229,941,850**	**$961,161,614**	**$1,076,640,262**	**$1,743,044,420**	**$1,548,581,114**	**-**
Federal Funds						
Federal Funds	654,910,055	401,941,943	404,102,240	339,119,775	339,127,941	-
Transfer In - Intrafund	-	-	-	6,468,855	6,252,874	-
Transfer Out - Intrafund	-	-	-	(6,468,855)	(6,213,705)	-
Total Federal Funds	**$654,910,055**	**$401,941,943**	**$404,102,240**	**$339,119,775**	**$339,167,110**	**-**
Nonlimited Other Funds						
Admin and Service Charges	73,050	150,000	150,000	-	-	-
Fines and Forfeitures	1,465	-	-	-	-	-
Dedicated Fund Oblig Bonds	-	50,000,000	50,000,000	-	-	-
Revenue Bonds	295,925,000	500,000,000	500,000,000	-	-	-
Interest Income	71,320,295	89,673,818	89,673,818	89,862,600	89,862,600	-
Housing Div Loan Repayments	237,172,963	315,061,050	315,061,050	124,972,700	124,972,700	-
Other Revenues	4,911	5,000,000	5,000,000	-	-	-
Transfer In - Intrafund	378,782,833	324,175,922	324,175,922	139,750,437	139,750,437	-
Transfer from General Fund	10,000,000	-	-	-	-	-
Transfer Out - Intrafund	(386,640,561)	(335,175,922)	(335,175,922)	(150,744,128)	(150,648,146)	-
Total Nonlimited Other Funds	**$606,639,956**	**$948,884,868**	**$948,884,868**	**$203,841,609**	**$203,937,591**	**-**

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-000-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Nonlimited Federal Funds						
Federal Funds	166,409,347	185,102,399	185,102,399	185,102,399	185,102,399	-
Total Nonlimited Federal Funds	**$166,409,347**	**$185,102,399**	**$185,102,399**	**$185,102,399**	**$185,102,399**	**-**

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-010-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Public Utilities Fees	93,766,247	80,761,241	80,761,241	99,600,000	99,600,000	-
Admin and Service Charges	662,885	519,000	519,000	600,000	600,000	-
Interest Income	1,531,140	442,708	442,708	4,811,400	4,811,400	-
Housing Div Loan Repayments	22,000	24,000	24,000	24,000	24,000	-
Other Revenues	99,292	3,717,731	3,717,731	134,400	134,400	-
Transfer In - Intrafund	-	23,361	23,361	-	-	-
Transfer In Other	-	2,248,400	2,248,400	-	-	-
Transfer from General Fund	7,324,290	5,337,910	44,337,910	105,529,070	105,191,160	-
Tsfr From Human Svcs, Dept of	3,982,028	5,000,000	5,000,000	5,000,000	5,000,000	-
Tsfr From Administrative Svcs	105,000,000	-	-	-	-	-
Tsfr From Revenue, Dept of	7,468,556	8,900,000	8,900,000	6,884,900	6,884,900	-
Tsfr From Oregon Health Authority	-	449,665	449,665	577,579	577,579	-
Transfer Out - Intrafund	(21,878,085)	(7,534,734)	(7,847,332)	(5,818,739)	(5,582,840)	-
Tsfr To Administrative Svcs	(377,439)	-	-	-	-	-
Total Other Funds	**$197,600,914**	**$99,889,282**	**$138,576,684**	**$217,342,610**	**$217,240,599**	**-**
Federal Funds						
Federal Funds	604,875,899	144,392,238	144,614,731	118,538,335	118,380,751	-
Transfer Out - Intrafund	-	-	-	(2,578,751)	(2,378,190)	-
Total Federal Funds	**$604,875,899**	**$144,392,238**	**$144,614,731**	**$115,959,584**	**$116,002,561**	**-**

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-025-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Admin and Service Charges	6,547,671	7,142,652	7,142,652	7,920,000	7,920,000	-
Other Revenues	6	-	-	-	-	-
Transfer from General Fund	-	4,000,000	4,000,000	10,000,000	-	-
Transfer Out - Intrafund	-	(3,328,052)	(3,534,654)	(4,187,333)	(4,017,577)	-
Total Other Funds	**$6,547,677**	**$7,814,600**	**$7,607,998**	**$13,732,667**	**$3,902,423**	**-**
Federal Funds						
Federal Funds	514,937	1,066,976	1,071,891	1,103,552	1,403,050	-
Transfer Out - Intrafund	-	-	-	(76,670)	(153,361)	-
Total Federal Funds	**$514,937**	**$1,066,976**	**$1,071,891**	**$1,026,882**	**$1,249,689**	**-**
Nonlimited Federal Funds						
Federal Funds	166,409,347	185,102,399	185,102,399	185,102,399	185,102,399	-
Total Nonlimited Federal Funds	**$166,409,347**	**$185,102,399**	**$185,102,399**	**$185,102,399**	**$185,102,399**	**-**

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Public Utilities Fees	10,496,207	9,343,589	9,343,589	10,248,500	10,248,500	-
Charges for Services	-	30,000	30,000	-	-	-
Admin and Service Charges	39,943,853	37,677,200	37,677,200	37,356,625	37,356,625	-
Fines and Forfeitures	27,047	40,000	40,000	40,000	40,000	-
Lottery Bonds	-	50,000,000	50,000,000	375,000,000	185,000,000	-
Interest Income	9,799,660	2,810,670	2,810,670	25,105,090	25,105,090	-
Housing Div Loan Repayments	3,218,845	5,616,385	5,616,385	5,524,800	5,524,800	-
Other Revenues	27,038	55,000	55,000	200,000	200,000	-
Transfer In - Intrafund	3,039,633	4,892,045	4,892,045	2,165,756	2,165,756	-
Transfer from General Fund	295,000,000	9,700,000	84,700,000	98,000,000	-	-
Tsfr From Revenue, Dept of	56,761,026	67,640,000	67,640,000	52,325,240	52,325,240	-
Tsfr From Education, Dept of	250,000	-	-	-	-	-
Transfer Out - Intrafund	(2,107,735)	(24,076,077)	(25,536,585)	(29,167,635)	(27,986,493)	-
Total Other Funds	**$416,455,574**	**$163,728,812**	**$237,268,304**	**$576,798,376**	**$289,979,518**	**-**
Federal Funds						
Federal Funds	16,856,182	37,840,875	37,956,132	40,996,836	40,969,869	-
Transfer Out - Intrafund	-	-	-	(1,405,476)	(1,378,820)	-
Total Federal Funds	**$16,856,182**	**$37,840,875**	**$37,956,132**	**$39,591,360**	**$39,591,049**	**-**
Nonlimited Other Funds						
Admin and Service Charges	73,050	150,000	150,000	-	-	-
Interest Income	40,785	73,818	73,818	64,200	64,200	-
Housing Div Loan Repayments	1,927,451	61,050	61,050	52,700	52,700	-
Transfer In - Intrafund	1,044,881	-	-	-	-	-

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Nonlimited Other Funds						
Transfer Out - Intrafund	(2,705,167)	-	-	-	-	-
Total Nonlimited Other Funds	**$381,000**	**$284,868**	**$284,868**	**$116,900**	**$116,900**	**-**

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Other Selective Taxes	2,578,432	1,923,474	1,923,474	2,640,000	2,640,000	-
Non-business Lic. and Fees	222,550	236,476	236,476	223,200	223,200	-
Charges for Services	1,220,133	1,677,666	1,677,666	2,640,000	2,640,000	-
Admin and Service Charges	1,593,643	8,136,972	8,136,972	3,688,578	3,688,578	-
Fines and Forfeitures	300	3,500	3,500	-	-	-
Interest Income	1,043,233	402,497	402,497	5,335,200	5,335,200	-
Housing Div Loan Repayments	-	948,982	948,982	4,946,400	4,946,400	-
Other Revenues	217,764	65,000	65,000	-	-	-
Transfer In - Intrafund	139,637	897,084	897,084	-	-	-
Transfer from General Fund	51,500,000	17,500,000	17,500,000	122,500,000	56,600,000	-
Tsfr From Revenue, Dept of	10,455,978	12,460,000	12,460,000	9,638,860	9,638,860	-
Transfer Out - Intrafund	(139,637)	(3,973,468)	(4,256,454)	(4,608,363)	(4,460,706)	-
Total Other Funds	**$68,832,033**	**$40,278,183**	**$39,995,197**	**$147,003,875**	**$81,251,532**	**-**
Federal Funds						
Federal Funds	22,773,211	68,887,093	69,165,858	8,774,815	8,768,219	-
Transfer Out - Intrafund	-	-	-	(84,784)	(78,188)	-
Total Federal Funds	**$22,773,211**	**$68,887,093**	**$69,165,858**	**$8,690,031**	**$8,690,031**	**-**
Nonlimited Other Funds						
Interest Income	-	-	-	62,400	62,400	-
Transfer from General Fund	10,000,000	-	-	-	-	-
Total Nonlimited Other Funds	**$10,000,000**	**-**	**-**	**$62,400**	**$62,400**	**-**

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-050-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Admin and Service Charges	1,597,256	-	-	-	-	-
Interest Income	677,223	-	-	-	-	-
Housing Div Loan Repayments	4,922,844	-	-	-	-	-
Other Revenues	1,812,943	-	-	-	-	-
Total Other Funds	**$9,010,266**	**-**	**-**	**-**	**-**	**-**
Federal Funds						
Federal Funds	41,841	-	-	-	-	-
Total Federal Funds	**$41,841**	**-**	**-**	**-**	**-**	**-**

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-060-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Interest Income	-	-	-	3,600,000	3,600,000	-
Housing Div Loan Repayments	-	-	-	10,325,336	10,325,336	-
Other Revenues	-	-	82,094	-	-	-
Transfer In - Intrafund	53,114,461	552,125	552,125	-	-	-
Transfer Out - Intrafund	-	-	(26,496)	(542,133)	(520,154)	-
Total Other Funds	**$53,114,461**	**$552,125**	**$607,723**	**$13,383,203**	**$13,405,182**	**-**
Federal Funds						
Federal Funds	-	139,220,759	140,062,134	169,706,237	169,606,052	-
Transfer Out - Intrafund	-	-	-	(2,323,174)	(2,225,146)	-
Total Federal Funds	**-**	**$139,220,759**	**$140,062,134**	**$167,383,063**	**$167,380,906**	**-**

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Lottery Bonds	53,130,000	-	-	-	-	-
Interest Income	1,511,293	178,607	178,607	2,928,000	2,928,000	-
Donations	569,330	-	-	-	-	-
Other Revenues	20,055	6,972	6,972	6,240	6,240	-
Transfer In - Intrafund	21,878,085	35,725,586	38,014,776	46,658,798	44,767,214	-
Transfer from General Fund	27,101,190	-	-	30,000,000	-	-
Tsfr From Oregon Health Authority	-	346,576	346,576	477,300	477,300	-
Transfer Out - Intrafund	(53,114,461)	(206,937)	(206,937)	-	-	-
Tsfr To Administrative Svcs	(2,901,285)	-	-	-	-	-
Total Other Funds	**$48,194,207**	**$36,050,804**	**$38,339,994**	**$80,070,338**	**$48,178,754**	**-**
Federal Funds						
Federal Funds	9,844,821	10,534,002	11,231,494	-	-	-
Transfer In - Intrafund	-	-	-	6,468,855	6,252,874	-
Total Federal Funds	**$9,844,821**	**$10,534,002**	**$11,231,494**	**$6,468,855**	**$6,252,874**	**-**

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Interest Income	198,178	-	-	-	-	-
Transfer In - Intrafund	862,853	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	20,949,360	-	-
Tsfr From Administrative Svcs	25,144,423	30,406,918	29,544,065	40,500,992	46,675,634	-
Total Lottery Funds	**$26,205,454**	**$30,406,918**	**$29,544,065**	**$61,450,352**	**$46,675,634**	**-**
Other Funds						
General Fund Obligation Bonds	-	4,280,000	4,280,000	5,100,000	6,330,000	-
Lottery Bonds	-	525,793	525,793	3,040,811	1,720,566	-
Interest Income	56,345	12,948	1,409,502	79,200	79,200	-
Other Revenues	80	-	-	-	-	-
Transfer In - Intrafund	9,185,000	8,376,529	8,376,529	6,493,340	6,493,340	-
Tsfr From Administrative Svcs	33,216	-	-	-	-	-
Transfer Out - Intrafund	(1,437,023)	(347,462)	(347,462)	-	-	-
Total Other Funds	**$7,837,618**	**$12,847,808**	**$14,244,362**	**$14,713,351**	**$14,623,106**	**-**
Federal Funds						
Federal Funds	3,164	-	-	-	-	-
Total Federal Funds	**$3,164**	**-**	**-**	**-**	**-**	**-**
Nonlimited Other Funds						
Fines and Forfeitures	1,465	-	-	-	-	-
Dedicated Fund Oblig Bonds	-	50,000,000	50,000,000	-	-	-
Revenue Bonds	295,925,000	500,000,000	500,000,000	-	-	-
Interest Income	71,279,510	89,600,000	89,600,000	89,736,000	89,736,000	-
Housing Div Loan Repayments	235,245,512	315,000,000	315,000,000	124,920,000	124,920,000	-
Other Revenues	4,911	5,000,000	5,000,000	-	-	-

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Nonlimited Other Funds						
Transfer In - Intrafund	377,737,952	324,175,922	324,175,922	139,750,437	139,750,437	-
Transfer Out - Intrafund	(383,935,394)	(335,175,922)	(335,175,922)	(150,744,128)	(150,648,146)	-
Total Nonlimited Other Funds	**$596,258,956**	**$948,600,000**	**$948,600,000**	**$203,662,309**	**$203,758,291**	**-**

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

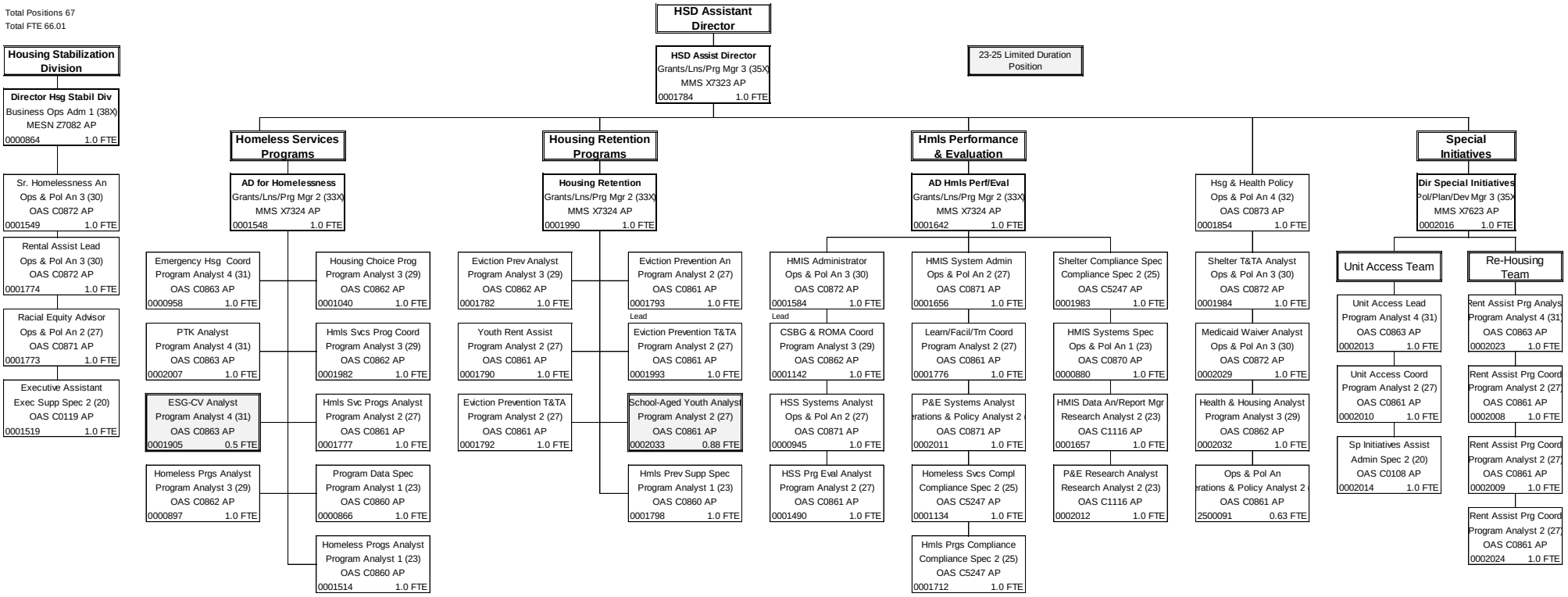
Housing & Community Svcs Dept **Agency Number: 91400**

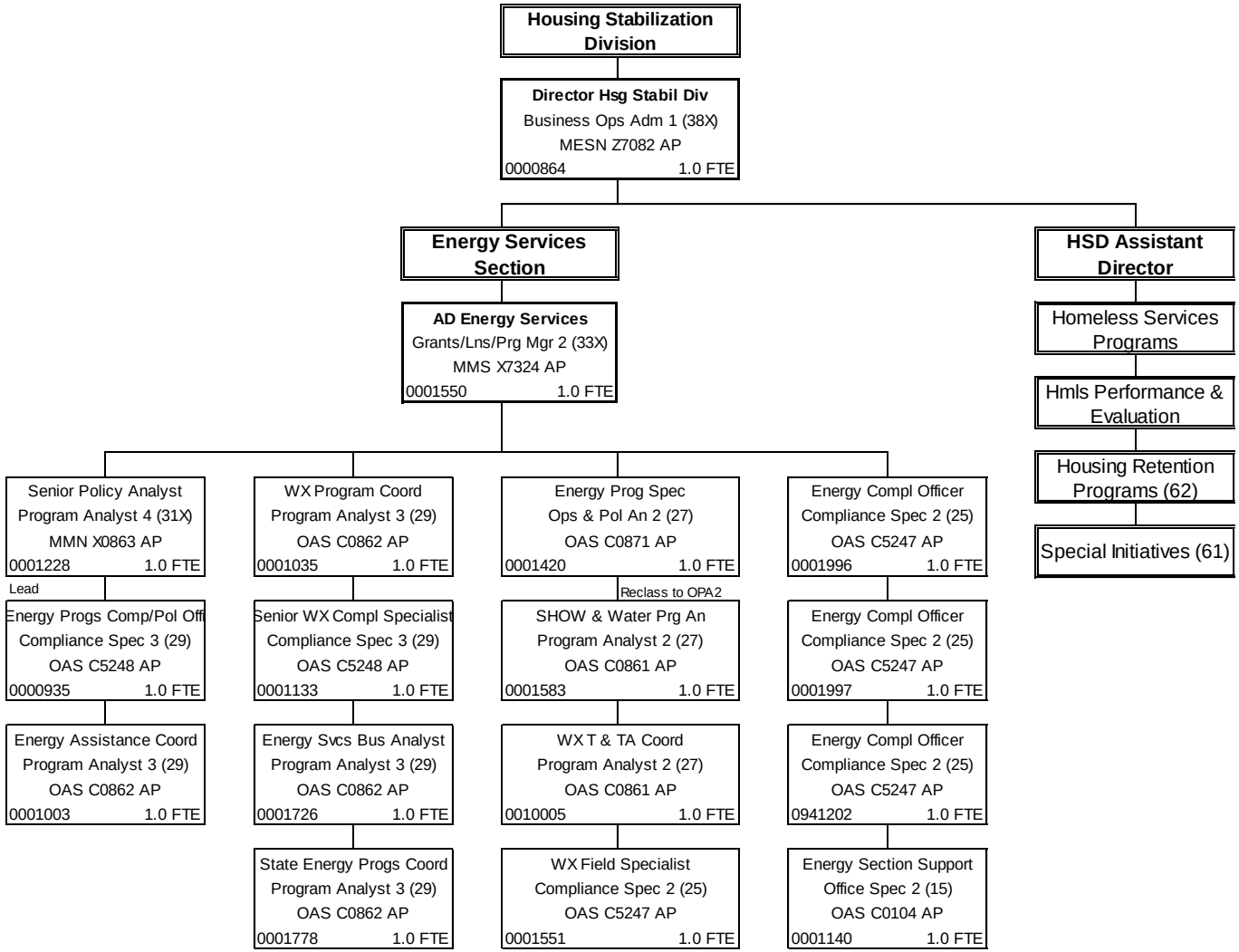
2025-27 Biennium **Cross Reference Number: 91400-089-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
General Fund Obligation Bonds	411,685,000	600,000,000	600,000,000	680,000,000	880,000,000	-
Interest Income	12,349,100	-	-	-	-	-
Transfer Out - Intrafund	(1,685,000)	-	-	-	-	-
Total Other Funds	**$422,349,100**	**$600,000,000**	**$600,000,000**	**$680,000,000**	**$880,000,000**	**-**

Housing Stabilization Programs

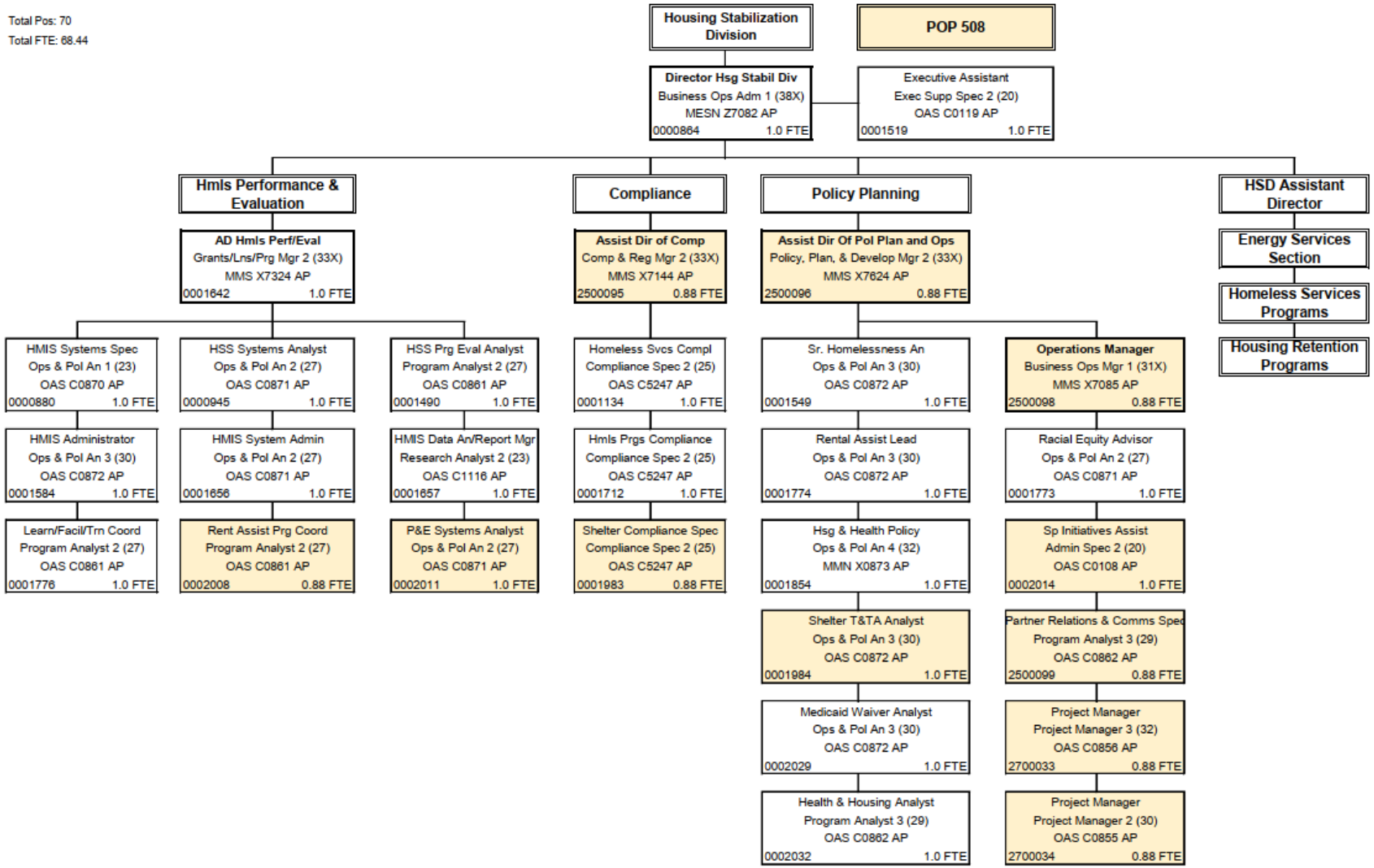
Housing Stabilization Programs 2023-25 LAB Organizational Chart



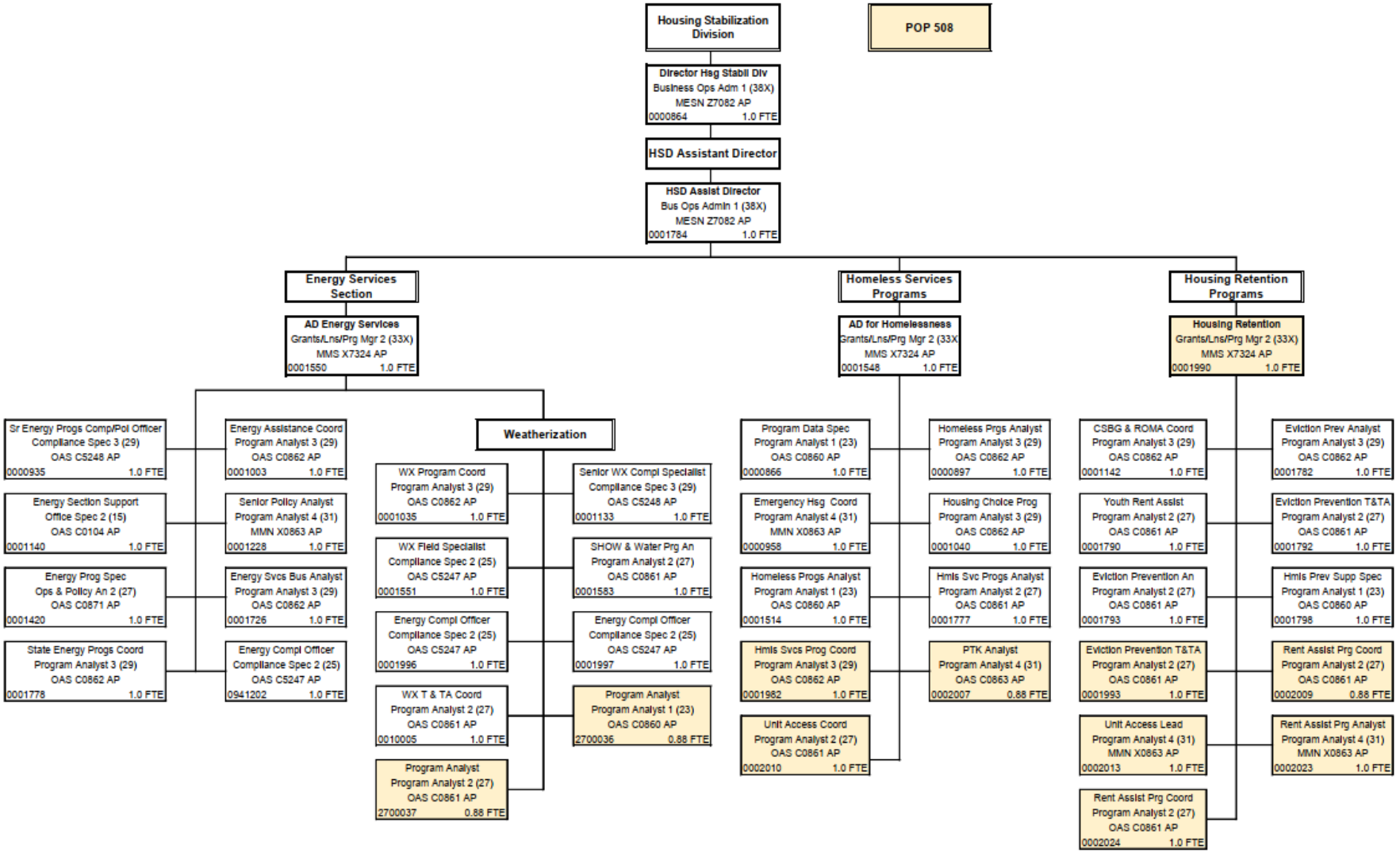

Housing Stabilization Division
Director Hsg Stabil Div
Business Ops Adm 1 (38X)
MESN Z7082 AP
0000864 1.0 FTE
Energy Services Section
AD Energy Services
Grants/Lns/Prg Mgr 2 (33X)
MMS X7324 AP
0001550 1.0 FTE
HSD Assistant Director
Homeless Services Programs
Hmls Performance & Evaluation
Housing Retention Programs (62)
Special Initiatives (61)
Senior Policy Analyst
Program Analyst 4 (31X)
MMN X0863 AP
0001228 1.0 FTE
Lead
Energy Progs Comp/Pol Offi
Compliance Spec 3 (29)
OAS C5248 AP
0000935 1.0 FTE
Energy Assistance Coord
Program Analyst 3 (29)
OAS C0862 AP
0001003 1.0 FTE
WX Program Coord
Program Analyst 3 (29)
OAS C0862 AP
0001035 1.0 FTE
Senior WX Compl Specialist
Compliance Spec 3 (29)
OAS C5248 AP
0001133 1.0 FTE
Energy Svcs Bus Analyst
Program Analyst 3 (29)
OAS C0862 AP
0001726 1.0 FTE
State Energy Progs Coord
Program Analyst 3 (29)
OAS C0862 AP
0001778 1.0 FTE
Energy Prog Spec
Ops & Pol An 2 (27)
OAS C0871 AP
0001420 1.0 FTE
Reclass to OPA2
SHOW & Water Prg An
Program Analyst 2 (27)
OAS C0861 AP
0001583 1.0 FTE
WX T & TA Coord
Program Analyst 2 (27)
OAS C0861 AP
0010005 1.0 FTE
WX Field Specialist
Compliance Spec 2 (25)
OAS C5247 AP
0001551 1.0 FTE
Energy Compl Officer
Compliance Spec 2 (25)
OAS C5247 AP
0001996 1.0 FTE
Energy Compl Officer
Compliance Spec 2 (25)
OAS C5247 AP
0001997 1.0 FTE
Energy Compl Officer
Compliance Spec 2 (25)
OAS C5247 AP
0941202 1.0 FTE
Energy Section Support
Office Spec 2 (15)
OAS C0104 AP
0001140 1.0 FTE

BUDGET NARRATIVE

Housing Stabilization Programs 2025-27 Governor's Recommended Organizational Chart



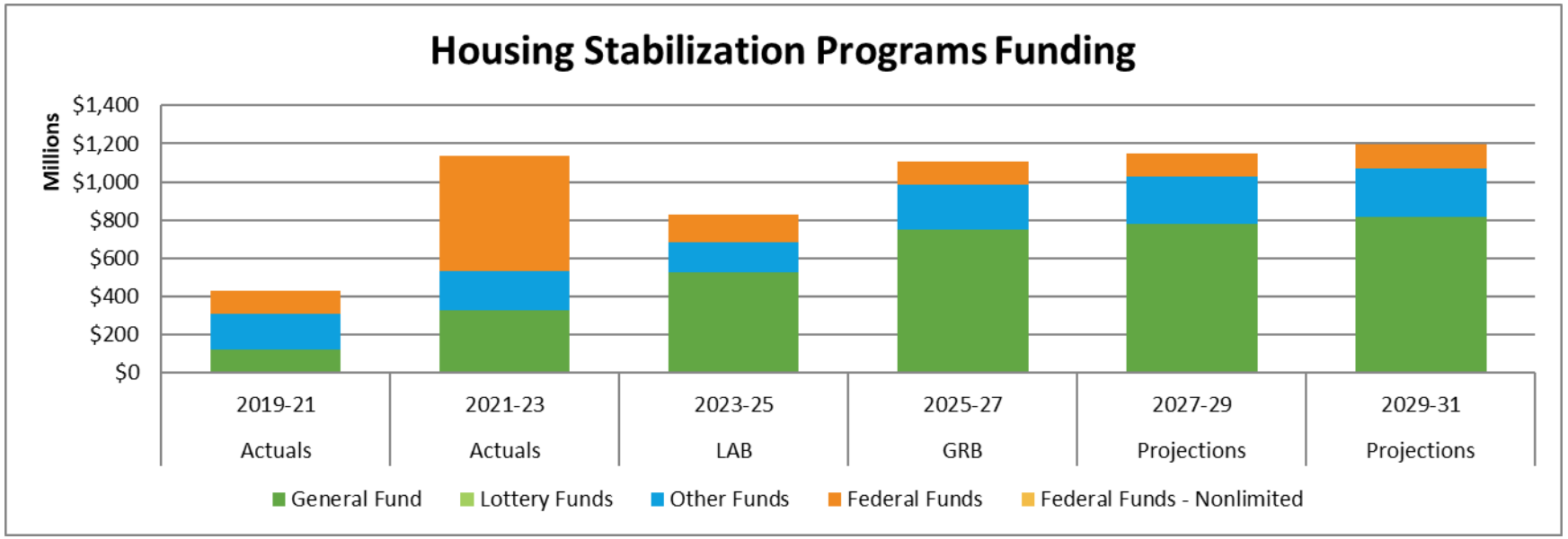
BUDGET NARRATIVE



BUDGET NARRATIVE

Housing Stabilization Executive Summary

Program Contact: Liz Weber, Housing Stabilization Assistant Director



Program Overview

Housing insecurity and homelessness continue to pose severe challenges for Oregon across multiple sectors and all parts of the state. Cities, large and small, continue to grapple with the challenges of providing enough shelter, services, and supports for people living outside. Both rural and urban areas of the state struggle to ensure families have heat and electricity, pay their rent and utility bills, and have warm, weatherized homes to live in during the increasingly harsh seasons Oregon has experienced in recent years. Investing in housing and homelessness prevention supports has multiple benefits for population health as well. For instance, through the lens of social determinants of health, homelessness is a key driver of poor health, while homelessness itself can result from accumulated adverse social

and economic conditions. Housing instability encompasses acceptable housing conditions, such as the lack of a clean environment and adequate heating and cooling, inadequate safety and structural soundness, exposure to allergens and pests, homelessness, living on the streets or in a shelter, rent and/or energy burden, and food insecurity.

The 2025-2027 Governor's Recommended Budget seeks to build upon the impactful and transformative work of the last few years. This must include changing the systems that helped create and exacerbate disproportionate impacts on Black, Indigenous, Latinx and other communities of color. System change will take time and many biennia, and OHCS is committed to this work. In order to seize this moment, the agency will seek to create new systems that are regenerative and healing and not solely premised on growth. We will emphasize collecting and analyzing program data, designing consistent system-wide outcomes, regularly evaluating the effectiveness of programs in advancing equity and racial justice, and our ongoing commitment to authentic, peer-led community engagement—as we often are reminded, "nothing for us, without us." These priorities are reflected in policy package requests and will continue in the agency's ongoing work connected to the implementation of Governor Kotek's Executive Order 24-02 and 24-03, which seek to respond to the rise in unsheltered homelessness through swift, decisive actions as well as establishing critical infrastructure across the enterprise focused on coordinating homeless services.

Responding to and preventing homelessness requires a range of strategies to meet the needs of Oregonians through an individualized, equity-based practice. One agency is not able to be everything for everyone. To that end, the Housing Stabilization Division's packages reflect a system of care. This approach uses interagency collaboration, individualized programming, racially equitable communications, race-explicit strategies, and community-based service provisions. The programs we administer provide critical services to the lowest-income Oregonians by addressing housing instability and helping them access safe, stable, and affordable housing options and services. The programs address many aspects of the needs of those we serve: affordable housing, energy bill payment assistance, weatherization assistance, and connections to other services such as health care, education, and nutritious food, to help Oregonians build financial independence and find pathways out of poverty. The division administers asset-building programs that help Oregonians save for financial goals while also learning skills to stabilize their households. It also distributes federal and state resources to the state's community action network, other key community-based organizations, local government entities, and continuums of care to ensure a system of care for each unique community across Oregon.

Program Funding Request

The Oregon Housing and Community Services (OHCS) funding for 2025-27 reflects the unprecedented challenges of:

- Continuing to invest in an equitable response that prioritizes eliminating racial disparities and other system-wide inequities.
- Increasing access to asset-building and other modes of ensuring wealth-building opportunities are available to Oregonians with lower incomes.

- Investing in the pre-existing and now exacerbated humanitarian crisis of homelessness that is visible across the streets of Oregon and is also at risk of worsening without concerted efforts to prevent involuntary displacement through eviction.
- Investing in strategies to stop the inflow of families and individuals into homelessness.
- Facing the challenges of rapid increases in unsheltered homelessness in our State by continuing to support the Executive Order 23-02 investments to increase year-round shelter beds and rehouse more households experiencing homelessness.

Housing Stabilization Programs						
	19-21 Actuals	**21-23 Actuals**	**23-25 LAB**	**25-27 GRB**	**27-29 Projections**	**29-31 Projections**
General Fund	$ 124,943,503	$ 329,258,315	$ 526,660,963	$ 751,011,611	$ 781,555,915	$ 814,048,219
Lottery Funds	$ -		$ -	$ -	$ 1	$ 2
Other Funds	$ 182,580,439	$ 204,268,142	$ 155,484,934	$ 236,375,477	$ 246,501,138	$ 257,081,802
Other Funds - Nonlimited	$ -		$ -	$ -	$ 1	$ 2
Federal Funds	$ 125,366,559	$ 604,875,899	$ 144,614,731	$ 115,993,632	$ 121,006,727	$ 126,249,897
Federal Funds - Nonlimited	$ -		$ -	$ -	$ 1	$ 2
Total Funds	**$ 432,890,501**	**$ 1,138,402,356**	**$ 826,760,628**	**$ 1,103,380,720**	**$ 1,149,063,783**	**$ 1,197,379,925**
Positions	39	65	67	70	69	69
FTE	32.9	54.52	66.01	69.26	68.26	68.26

Program Description

Housing Stabilization programs include three major program areas: Homeless Services, Housing Retention, and Energy Services. Eligibility varies depending on the funding source, but all programs serve low- and very-low-income Oregonians.

Homeless Services programs are delivered statewide by Oregon's community action network and their partner agencies, other networks of culturally specific organizations, community-based organizations that are culturally responsive, and tribal entities. During the 2023-2025 Biennium, OHCS also expanded to begin working with Continuums of Care (CoC) across the State under Governor Kotek's Executive Order 23-02 and Executive Order 24-02. Program services reduce and prevent homelessness, reduce poverty, and increase economic prosperity. Assistance includes outreach, shelter, rapid access to permanent housing, landlord incentives to house low-income persons, case management and other supportive services, direct financial and rental assistance, linkage to other basic needs programs, and program data collection and evaluation.

Housing Retention programs deliver eviction prevention funding, including specific set-asides for culturally specific organizations, youth and family focused stabilization programs, legal and tenant protection programs, and asset building through Individual Development Accounts. Programs are delivered by community-based organizations, culturally responsive organizations, and community action agencies.

Energy Services programs are also delivered by community action agencies. Clients of these programs are households earning either 60 percent or less of state median income or 200 percent or less of the federal poverty level, with priority given to seniors (60 years of age and older), people with disabilities, and households with children. The programs provide utility bill payment assistance, prevent disconnection, or restore home energy services, home health and safety improvements, heating system repair and replacement, energy conservation services, and base load measures (including replacement of inefficient appliances and lighting). In 2021-23, assistance with household water bills was provided by federal COVID response legislation.

Program Justification

OHCS' Housing Stabilization Programs provide services that assist vulnerable households to stabilize, moving as many as possible toward greater and sustainable self-sufficiency. These programs are designed to prevent and end homelessness, reduce the housing burden by lowering rents, help households maintain utility services, address home health and safety issues, and reduce high home energy costs for low-income Oregonians.

Program Performance

BUDGET NARRATIVE

	2013-15	2015-17	2017-19	2019-21	2021-23	2023-25	2025-27 (projected)	2027-29 (projected)
Six-month permanent housing retention rate (based on returns to homeless services within 6 months)	78%	84%	84%	86% ^^	91% ^^	91%	85%	85%
Unduplicated homeless households served in all homeless programs	12,516	32,962**	33,211**	28,451	55,854^*	**80,865^***	66,909	69,681
Unduplicated homeless persons served in all homeless programs	22,091	57,910**	58,451**	42,677	102,203^*	147,984^*	122,445	127,517
Households served in energy assistance programs	117,114	110,134	99,472	94,406	98,000	98,000	98,000	98,000
Households served in water assistance program ^	N/A	N/A	N/A	N/A	15,634	5,290	N/A	N/A
Households served in weatherization programs	3,597	4,037	414	3,317	4,816	5,100	3,800	3,800
Households receiving health and safety repair	2,416	2,652	2,721	1,954	1,829	1,381	1,480	1,480

**2013-14 statewide outcome data not available; 78% for 2014-15. 2015-17 is average of fiscal years 2016 and 2017.*

***Contains some level of duplication between fiscal years. In fiscal years 2018 and 2019 OHCS began collecting data differently and this data point was not available. Beginning in fiscal year 2020 it will be available again. For 17-19 actuals and projections, an assumed household size of 1.76 was used (based on 13-15 and 15-17 actuals).*

**** Contains some level of duplication between homeless programs. Projection is based on estimated size of households served.*

^^Methodology changed in 2023-25 and will be calculated on the total number who did not return to the Homeless Services System.

^ The Low-Income Household Water Assistance (LIHWA) Program is currently authorized as one-time funding with the federal award period from May 2021 to September 2023.

^ Numbers include traditional and Executive Order funded OHCS homeless and homeless prevention services*

Enabling Legislation and Program Authorization

BUDGET NARRATIVE

The table below outlines state and federal authorizing legislation for Housing Stabilization Programs:

Authority	Program	Legislation
State	Elderly Rental Assistance	ORS 458.365-458.377
State	Emergency Housing Assistance (including EHA for Youth)	ORS 458.620, 458.650
State	Energy Conservation Helping Oregonians	ORS 757.612
State	Housing Choice Landlord Guarantee Program	ORS 456.375-456.390
State	Individual Development Account Program	ORS 456.555, 456.265, 458.700
State	Long Term Rent Assistance	ORS 458.620, 458.650
State	Oregon Energy Assistance Program	ORS 757.612(7)
State	Rent Guarantee Program	ORS 456.607-456.609
State	Rent Assistance for Youth	ORS 458.390, 458.392
State	State Home Oil Weatherization Program	ORS 456.594-456.599, 469.421(8)
Federal	Community Services Block Grant	42 U.S.C. 9901-9926
Federal	Emergency Rental Assistance (CARES, ARPA)	Public Laws 116-260 and 117-2
Federal	Emergency Solutions Grant	42 U.S.C. 11371-11378
Federal	HOME Tenant-Based Rental Assistance	42 U.S.C. 12725
Federal	Low Income Home Energy Assistance Program	42 U.S.C. § 8621-8630
Federal	Low Income Household Water Assistance Program	Public Laws 116-260 and 117-2
Federal	TANF-Housing Stabilization Program	42 U.S.C. 7
Federal	Weatherization Assistance Program	42 USC Sec. 6833

Funding Streams

Housing Stabilization Programs are funded by General Fund, Other Funds, and Federal Funds. The division receives administration charges and interest earning from the various programs. Other funds for the Homeless Services Programs are derived from document recoding fees that are transferred in from Department of Revenue. Oregon Health Authority transfers funds supporting 1115 Medicaid Waiver program. Energy Services programs receives revenue from the public purpose charges from PGE and PAC customers. The division receives several federal grants to support its programs such as Weatherization grants, Community Services Block Grants and Emergency Shelter Grant programs.

Program Unit Narrative

Housing Stabilization Division (HSD) Programs Description

By addressing the economic and life stability of Oregonians, HSD programs assist in preventing and ending homelessness and ensure that Oregonians maintain access to affordable housing that meets their basic needs. National studies indicate that while a small portion of the homeless population needs intensive, long-term services, most people experiencing homelessness or who are at risk of homelessness can retain housing with rent assistance and other housing stabilization services, including employment assistance, and financial assistance programs.

Improving housing stability also impacts economic, safety, and education outcomes. Chronically homeless Oregonians who are provided permanent, supportive housing services see an average 50 percent rise in earned income, and a 40 percent rise in employment. Adults experiencing homelessness also face significantly higher rates of chronic illness, emotional distress, disability, and premature death than the general population. Homelessness is also linked to poor physical health in children including low birth weight, malnutrition, exposure to environmental toxins, and chronic illness. Children experiencing homelessness are also more likely to be mobile and/or experience barriers to attending school, thereby impacting educational trajectories and access to viable and stable employment. The impacts of being even temporarily homeless are significant.

HSD programs include homeless assistance, rental assistance, individual development accounts, low-income utility bill payment assistance, and weatherization assistance programs. These programs are delivered statewide by Oregon's community action network and their partner agencies. These providers create an extensive network that ensures coordination and leveraging of services for at-risk Oregonians.

Homeless Assistance Programs work to prevent and end homelessness. Homeless services are delivered through local providers to enable households that are homeless or at risk of homelessness to regain or maintain stable housing. Through a variety of state and federal funding sources, qualified Oregonians have access to services including emergency shelter, rapid re-housing, transitional or permanent supportive housing, rental assistance, case management, and other assistance needed to stabilize housing. Services also assist

low-income households to attain economic self-sufficiency and meet their basic needs. OHCS continues to improve the homeless management information system's ability to report on outcomes and services that are provided to clients through concerted investments in data capacity, systems architecture, and data governance with continuums of care.

Oregon Rehousing Initiative:

The Oregon Rehousing Initiative (ORI) is a statewide rehousing program to rehouse additional households experiencing homelessness. Funds are administered from OHCS to Multi-Agency Coordination (MAC) groups in Executive Area regions and Local Planning Groups (LPGs) throughout the Balance of State. Additionally, ORI includes a 25% set aside for Culturally Responsive Organizations. Rehousing programs are delivered through local providers to enable households that are homeless to regain stable housing. Household eligibility includes the following categories of homelessness: Category 1: Literally Homeless, Category 3: Homeless Under Other Federal Statues, Category 4: Fleeing/Attempting to Flee Domestic Violence, and Category 6: Unsheltered Homelessness. ORI programs include the use of progressive engagement to tailor services being offered to the individual needs of each household served. While some households may require the maximum amount of rental assistance allowable (up to 24 months), others may need shorter durations in order to stabilize. OHCS recognizes the critical importance of services such as housing navigation, housing counseling, intensive case management, retention supports, and other wraparound services to support the housing stability of a highly vulnerable population. These services are all allowable through ORI programming. The ORI program anticipates rehousing over 1,000 households by June 30, 2025.

Long Term Rental Assistance Program:

OHCS was tasked with creating a Long-Term Rent Assistance (LTRA) Program to ensure that households rehoused through EO 23-02, and HB 5019 rehousing investments have continued services and long-term rental assistance after Jan. 10, 2024, if needed.

The LTRA program will help with the cost of rent to increase housing access and long-term housing stability for people exiting homelessness. This type of assistance has proven to be a key strategy to support housing stability and, for some people, is vital to their ability to stay housed. Investing in LTRA resources is an avenue for fewer people living in shelters, motels, on the street, or doubled up in unstable arrangements. Fewer families, seniors, and people with disabilities would have to choose between paying the rent and buying needed medicine or food.

$39.7 million was appropriated for the 2023-2025 Biennium to OHCS for this program. OHCS funding allocation will utilize MAC Regions' EO 23-02 rehousing accomplishments as well as the identified need for ongoing assistance from those that were rehoused under the EO 23-02.

Emergency Order Shelter Capacity Expansion helps sustain investments made under HB5019 EO 23-02 for continuing the operational costs of managing shelters that were created using HB5019 resources. Under EO 23-02, Multi Agency Coordination (MAC) groups

created 1,047 new shelter beds by January 10th, 2024, investing approximately $20 million in HB 5019 funds- excluding administration costs. In the Balance of State, Local Planning Groups were allocated $7,913,156 to create 347 new shelter beds by June 30th, 2025.

To sustain efforts made under EO 23-02 for MAC groups in the designated EO region, of the $160.3 million in funding from Senate Bill 5511 to sustain the efforts funded by HB 5019, $45.8 million from SB 5511 was allocated to MACs to sustain HB 5019 shelters. An additional 1.5 million was allocated to two Balance of State Opt in MAC groups, in total, sustaining over 1100 beds until June 2025.

Under EO 23-02, and programmatic outcomes established under HB 5019 for the Balance of State, over 1300 new shelter beds have been created across the state. Sustaining these beds and investment in emergency shelter will allow regions to continue to focus on communities experiencing unsheltered homelessness.

Rental Assistance Programs are available to Oregonians earning at or below 80 percent of area median income (AMI). These programs offer rental assistance and refundable security deposits paid directly to property owners on the tenants' behalf. All households receiving rental assistance must participate in self-sufficiency planning to receive benefits. The Housing Choice Landlord Guarantee Program is designed to provide financial assistance to landlords to mitigate damages caused by tenants as a result of their occupancy under the HUD Housing Choice Voucher Program, also known as Section 8.

Rental Assistance for Youth and Families are available to youth and families with children who are interacting with the following systems: foster care, corrections, behavioral health or actively facing homelessness or housing instability. These programs offer rental assistance, move-in costs, case management services and other supportive services as determined by the case manager in conjunction with the family/individual being served.

Eviction Prevention programs are available to households that are at or below 80 percent AMI. These programs exist to provide rent and utility assistance, moving costs, mediation services, rapid rent assistance for eviction prevention, and a variety of other services to help families retain their homes.

The **Individual Development Account** program is available to households with incomes equal to or less than 80 percent of median income or 200 percent of federal poverty guidelines. Eligible participants and designated fiduciary organizations jointly develop personal development plans to support progress toward participant wealth building goals, with resources to provide account holders with financial and asset training, counseling, career or business planning, and other services. Participant-generated funds are matched with program funds to create a savings investment toward asset goals such as home ownership, small business start-up and growth, education, rent assistance, vehicles, and adaptive technologies. The program is funded through an Oregon tax credit that has a cap of $7.5 million per year. OHCS provides oversight of the contract administrator of the program and the fiduciary organizations that provide program services but does not receive tax credit revenues or make payments to participants.

BUDGET NARRATIVE

The **Low-Income Household Water Assistance (LIHWA) program** is a temporary, federally funded water assistance program for lower income households at or below 60% of state median income. Oregon's LIHWA program provides eligible households, who have high water burden, with on-time financial assistance paid directly to their water and sewer utilities to cover arrearages and current charges.

Energy Assistance Programs help ensure that low-income households can maintain heat in their homes during winter months. In warmer regions of the state, energy assistance can also help Oregonians keep cool during life-threatening heat waves. These services are especially critical among vulnerable households, such as the elderly, disabled, and families with young children, who are particularly sensitive to variations in temperature.

- In 2021, approximately 214,000 of Oregon's households lived with incomes below 100 percent of the federal poverty level. Oregon households with incomes below 50 percent of the federal poverty level paid 23 percent of their annual incomes simply for their home energy bills. A short-term lack of hot water, refrigeration, and cooking capacity can result in lost wages, evictions, and in some cases, homelessness.
- High energy burden and deferred home maintenance increase the likelihood that low-income families will experience unhealthy housing conditions, including lack of heat, water leaks, mold, and lead paint.

The impacts of energy assistance go well beyond staying warm or cool. Households that receive energy assistance are less likely to accumulate excessive arrearages or experience utility disconnection, thereby reducing the risk of eviction or homelessness. Studies from the Boston Medical Center also indicate that many low-income households are making dangerous trade-offs between food and energy, resulting in increased rates of food insecurity, lower weight, and decreased growth rates among children, particularly within families of color. Energy assistance has a proven protective effect against this "heat or eat" phenomenon, with recipients less likely to demonstrate food insecurity and slowed physical growth. The living environment itself is also a significant health driver.

Low Income Weatherization Programs provide a unique opportunity to address household health and safety. When weatherization crews visit a home to complete energy upgrades and repairs, they also perform important health and safety assessments. For example, lead safe work practices are utilized to prevent the spread of lead dust. All homes are visually inspected for mold. Ventilation systems are upgraded to ensure adequate airflow, improving indoor air quality and all homes receive carbon monoxide alarms. Additionally, repair and replacement of dysfunctional heating systems prevent health and safety risks associated with combustion by-products, lack of heat, and fire hazards. Air conditioning and heat pumps may be installed to ensure a home is left climate ready. Research indicates that every dollar invested in weatherization programs yields a return of four and a half dollars, including avoided costs associated with uninsured medical expenses and lost work.

As a result of weatherizing a home, the energy costs of the low-income Oregonians are also reduced. National research indicates that low-income households that receive weatherization services experience energy savings of $283 or more per year. These savings make it

easier for families to pay for other necessities such as rent, medical care and food, subsequently increasing their likelihood of maintaining stable housing.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services: This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package includes the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs: Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-Outs are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-Out's for the Housing Stabilization Division

- General Funds
    - Executive Order Continuum of Care
        - Eviction Prevention - $26.2M
        - Emergency Homeless Plans/Shelter - $172.7M
        - Homeless Prevention & Response – $476k
        - Long Term Rental Assistance - $39M
    - Shelters; Operations, Emergency Shelters, Project Turnkey, Navigation Centers - $85.3M
    - Emergency Housing Assistance for Youth Homelessness and Companion Pets - $6.2M
    - Eviction Diversion & Prevention - $55M
    - Housing Retention - $375k
    - Long-Term Rental Assistance for Youth - $249k
    - Rural Oregon Continuum of Care - $27.4M
    - Support for Tribes - $10M
    - Tenant Resources - $6M
    - Down Payment Assistance Programs - $41M
    - Matching funds for Individuals Development Accounts - $5M
    - HOME Tenant Based Assistance Seeding Justice - $1M
- Other Funds
    - Long Term Rent Assistance for Youth $4M
    - Oregon Energy Assistance $5M
    - Project Turnkey Support $2.5M

  - Executive Order Long Term Rental Assistance $11M
- Federal Funds
  - Department of Energy Low Income Weatherization COVID response - $14.9M
  - Emergency Solutions Grant Program COVID Response - $8.5M

030 Inflation and Price List Adjustments: This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift: This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(96,877)	-	-	-	-	-	(96,877)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($96,877)**	**-**	**-**	**-**	**-**	**-**	**($96,877)**
Personal Services							
Pension Obligation Bond	(5,018)	-	(3,040)	(3,700)	-	-	(11,758)
Mass Transit Tax	442	-	4,900	-	-	-	5,342
Vacancy Savings	(92,301)	-	(228,316)	(85,404)	-	-	(406,021)
Total Personal Services	**($96,877)**	**-**	**($226,456)**	**($89,104)**	**-**	**-**	**($412,437)**
Total Expenditures							
Total Expenditures	(96,877)	-	(226,456)	(89,104)	-	-	(412,437)
Total Expenditures	**($96,877)**	**-**	**($226,456)**	**($89,104)**	**-**	**-**	**($412,437)**
Ending Balance							
Ending Balance	-	-	226,456	89,104	-	-	315,560
Total Ending Balance	**-**	**-**	**$226,456**	**$89,104**	**-**	**-**	**$315,560**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(480,630,121)	-	-	-	-	-	(480,630,121)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($480,630,121)**	**-**	**-**	**-**	**-**	**-**	**($480,630,121)**
Personal Services							
Class/Unclass Sal. and Per Diem	(3,071,136)	-	-	-	-	-	(3,071,136)
Empl. Rel. Bd. Assessments	(1,152)	-	-	-	-	-	(1,152)
Public Employees' Retire Cont	(646,164)	-	-	-	-	-	(646,164)
Social Security Taxes	(234,943)	-	-	-	-	-	(234,943)
Paid Family Medical Leave Insurance	(12,287)	-	-	-	-	-	(12,287)
Worker's Comp. Assess. (WCD)	(672)	-	-	-	-	-	(672)
Mass Transit Tax	(15,792)	-	-	-	-	-	(15,792)
Flexible Benefits	(678,528)	-	-	-	-	-	(678,528)
Total Personal Services	**($4,660,674)**	**-**	**-**	**-**	**-**	**-**	**($4,660,674)**
Services & Supplies							
Instate Travel	(30,843)	-	-	(900)	-	-	(31,743)
Employee Training	(24,596)	-	-	(1,425)	-	-	(26,021)
Office Expenses	(55,517)	-	-	(1,620)	-	-	(57,137)
Telecommunications	(18,506)	-	-	(540)	-	-	(19,046)
Data Processing	(22,618)	-	-	(660)	-	-	(23,278)
Professional Services	(1,725,808)	-	-	-	-	-	(1,725,808)
Attorney General	(50,000)	-	-	-	-	-	(50,000)
Employee Recruitment and Develop	(3,711)	-	-	(215)	-	-	(3,926)

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	(83,674)	-	-	(4,900)	-	-	(88,574)
Expendable Prop 250 - 5000	(74,218)	-	-	(4,300)	-	-	(78,518)
IT Expendable Property	(44,050)	-	-	(2,500)	-	-	(46,550)
Total Services & Supplies	**($2,133,541)**	**-**	**-**	**($17,060)**	**-**	**-**	**($2,150,601)**
Special Payments							
Dist to Counties	-	-	-	(6,693,497)	-	-	(6,693,497)
Dist to Non-Gov Units	(77,787,732)	-	-	-	-	-	(77,787,732)
Dist to Non-Profit Organizations	(162,535,000)	-	(7,815,000)	(27,286,575)	-	-	(197,636,575)
Dist to Contract Svc Providers	(34,000,000)	-	-	-	-	-	(34,000,000)
Intra-Agency Gen Fund Transfer	(44,000,000)	-	-	-	-	-	(44,000,000)
Other Special Payments	(155,513,174)	-	(21,948,400)	-	-	-	(177,461,574)
Total Special Payments	**($473,835,906)**	**-**	**($29,763,400)**	**($33,980,072)**	**-**	**-**	**($537,579,378)**
Total Expenditures							
Total Expenditures	(480,630,121)	-	(29,763,400)	(33,997,132)	-	-	(544,390,653)
Total Expenditures	**($480,630,121)**	**-**	**($29,763,400)**	**($33,997,132)**	**-**	**-**	**($544,390,653)**
Ending Balance							
Ending Balance	-	-	29,763,400	33,997,132	-	-	63,760,532
Total Ending Balance	**-**	**-**	**$29,763,400**	**$33,997,132**	**-**	**-**	**$63,760,532**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							(16)
Total Positions	-	-	-	-	-	-	**(16)**
Total FTE							
Total FTE							(16.00)
Total FTE	-	-	-	-	-	-	**(16.00)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,836,950	-	-	-	-	-	1,836,950
Total Revenues	**$1,836,950**	**-**	**-**	**-**	**-**	**-**	**$1,836,950**
Services & Supplies							
Instate Travel	746	-	1,576	1,574	-	-	3,896
Out of State Travel	646	-	867	1,281	-	-	2,794
Employee Training	481	-	1,092	1,431	-	-	3,004
Office Expenses	2,358	-	1,700	2,487	-	-	6,545
Telecommunications	638	-	715	631	-	-	1,984
Data Processing	167	-	642	320	-	-	1,129
Publicity and Publications	151	-	562	119	-	-	832
Professional Services	4,427	-	104,736	188,026	-	-	297,189
IT Professional Services	79	-	27	41	-	-	147
Attorney General	15,291	-	2,333	339	-	-	17,963
Employee Recruitment and Develop	23	-	58	18	-	-	99
Dues and Subscriptions	193	-	79	844	-	-	1,116
Facilities Rental and Taxes	21,979	-	58,336	29,568	-	-	109,883
Facilities Maintenance	28	-	23	31	-	-	82
Agency Program Related S and S	-	-	91	-	-	-	91
Other Services and Supplies	3,127	-	2,107	1,238	-	-	6,472
Expendable Prop 250 - 5000	121	-	500	404	-	-	1,025
IT Expendable Property	552	-	1,496	683	-	-	2,731
Total Services & Supplies	**$51,007**	**-**	**$176,940**	**$229,035**	**-**	**-**	**$456,982**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Dist to Counties	744,903	-	1,160,983	1,253,206	-	-	3,159,092
Dist to Other Gov Unit	20,800	-	-	-	-	-	20,800
Dist to Non-Gov Units	-	-	10,375	-	-	-	10,375
Dist to Individuals	-	-	19,166	-	-	-	19,166
Dist to Non-Profit Organizations	1,020,240	-	3,105,231	3,138,946	-	-	7,264,417
Intra-Agency Gen Fund Transfer	-	-	-	-	-	-	-
Other Special Payments	-	-	603,844	-	-	-	603,844
Total Special Payments	**$1,785,943**	**-**	**$4,899,599**	**$4,392,152**	**-**	**-**	**$11,077,694**
Total Expenditures							
Total Expenditures	1,836,950	-	5,076,539	4,621,187	-	-	11,534,676
Total Expenditures	**$1,836,950**	**-**	**$5,076,539**	**$4,621,187**	**-**	**-**	**$11,534,676**
Ending Balance							
Ending Balance	-	-	(5,076,539)	(4,621,187)	-	-	(9,697,726)
Total Ending Balance	**-**	**-**	**($5,076,539)**	**($4,621,187)**	**-**	**-**	**($9,697,726)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(79,715)	-	-	-	-	-	(79,715)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($79,715)**	**-**	**-**	**-**	**-**	**-**	**($79,715)**
Services & Supplies							
Facilities Rental and Taxes	(79,715)	-	(211,580)	(107,242)	-	-	(398,537)
Total Services & Supplies	**($79,715)**	**-**	**($211,580)**	**($107,242)**	**-**	**-**	**($398,537)**
Total Expenditures							
Total Expenditures	(79,715)	-	(211,580)	(107,242)	-	-	(398,537)
Total Expenditures	**($79,715)**	**-**	**($211,580)**	**($107,242)**	**-**	**-**	**($398,537)**
Ending Balance							
Ending Balance	-	-	211,580	107,242	-	-	318,822
Total Ending Balance	**-**	**-**	**$211,580**	**$107,242**	**-**	**-**	**$318,822**

Policy Package 090 Analyst Adjustments

This package reduces General Fund by $0.4 million and reduces Other Funds expenditure limitation by $0.3 million by increasing vacancy savings by two percent, eliminating Inflation on certain services and supplies accounts, and eliminating Housing Choice Landlord Guarantee funds.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

General Funds: ($396,212)

Other Funds:

Transfer In: ($337,910)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(396,212)	-	-	-	-	-	(396,212)
Transfer from General Fund	-	-	(337,910)	-	-	-	(337,910)
Total Revenues	**($396,212)**	**-**	**($337,910)**	**-**	**-**	**-**	**($734,122)**
Personal Services							
Vacancy Savings	(45,370)	-	-	-	-	-	(45,370)
Total Personal Services	**($45,370)**	**-**	**-**	**-**	**-**	**-**	**($45,370)**
Services & Supplies							
Instate Travel	(746)	-	-	-	-	-	(746)
Out of State Travel	(646)	-	-	-	-	-	(646)
Employee Training	(481)	-	-	-	-	-	(481)
Office Expenses	(2,358)	-	-	-	-	-	(2,358)
Publicity and Publications	(151)	-	-	-	-	-	(151)
Professional Services	(4,427)	-	-	-	-	-	(4,427)
IT Professional Services	(79)	-	-	-	-	-	(79)
Employee Recruitment and Develop	(23)	-	-	-	-	-	(23)
Dues and Subscriptions	(193)	-	-	-	-	-	(193)
Facilities Maintenance	(28)	-	-	-	-	-	(28)
Other Services and Supplies	(3,127)	-	-	-	-	-	(3,127)
Expendable Prop 250 - 5000	(121)	-	-	-	-	-	(121)
IT Expendable Property	(552)	-	-	-	-	-	(552)
Total Services & Supplies	**($12,932)**	**-**	**-**	**-**	**-**	**-**	**($12,932)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Dist to Non-Gov Units	-	-	(196,388)	-	-	-	(196,388)
Dist to Individuals	-	-	(141,522)	-	-	-	(141,522)
Intra-Agency Gen Fund Transfer	(337,910)	-	-	-	-	-	(337,910)
Total Special Payments	**($337,910)**	**-**	**($337,910)**	**-**	**-**	**-**	**($675,820)**
Total Expenditures							
Total Expenditures	(396,212)	-	(337,910)	-	-	-	(734,122)
Total Expenditures	**($396,212)**	**-**	**($337,910)**	**-**	**-**	**-**	**($734,122)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Policy Package 092 Statewide Attorney General Adjustments

This package reduces Attorney General rates by 7.47 percent to reflect adjustments in the Governor's Recommended Budget.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

General Funds: ($6,053)

Federal Funds: ($134)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 092 - Statewide AG Adjustment

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(6,053)	-	-	-	-	-	(6,053)
Federal Funds	-	-	-	(134)	-	-	(134)
Total Revenues	**($6,053)**	**-**	**-**	**($134)**	**-**	**-**	**($6,187)**
Services & Supplies							
Attorney General	(6,053)	-	(923)	(134)	-	-	(7,110)
Total Services & Supplies	**($6,053)**	**-**	**($923)**	**($134)**	**-**	**-**	**($7,110)**
Total Expenditures							
Total Expenditures	(6,053)	-	(923)	(134)	-	-	(7,110)
Total Expenditures	**($6,053)**	**-**	**($923)**	**($134)**	**-**	**-**	**($7,110)**
Ending Balance							
Ending Balance	-	-	923	-	-	-	923
Total Ending Balance	**-**	**-**	**$923**	**-**	**-**	**-**	**$923**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package 093 Statewide DAS Charges Adjustment

This package reduces Federal Funds for a Statewide reduction of DAS Charges in the Governor's Recommended Budget.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

Federal Funds: ($27,068)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	(27,068)	-	-	(27,068)
Total Revenues	**-**	**-**	**-**	**($27,068)**	**-**	**-**	**($27,068)**
Transfers Out							
Transfer Out - Intrafund	-	-	-	27,068	-	-	27,068
Transfer Out - Indirect Cost	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**$27,068**	**-**	**-**	**$27,068**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
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Policy Package #501 Maintaining Shelters

Package Description

Policy Package (PP) #501 provides a crucial influx of funding in the amount of $217.9M to support a statewide network of emergency shelter projects, ensuring that state-funded shelter capacity across Oregon during the 25-27 biennium maintains at least the current number of beds created and/or supported during the 23-25 biennium. OHCS currently estimates that 4,884 beds will be supported with state resources during the 23-25 Biennium. Funding will be targeted to support shelter operations, housing-focused supportive activities, and necessary administrative costs. PP #501 also provides $375k to conduct a statewide shelter study. These investments represent a continued commitment from OHCS to collaborate with partners in building upon a homelessness response system that provides impactful interventions and supports Oregonians toward obtaining stable housing.

Purpose

This package represents the continuation and consolidation of multiple distinct funding sources from the 23-25 biennium. These funding sources included $24.1M from Senate Bill (SB) 5511 and $65M from SB1530, which provided funding for the continued operations, services, and administration of emergency shelters, Project Turnkey sites and Navigation Centers. The package also continues the work began under Executive Order 23-02 and 24-02 (EO) funding that additionally funded the creation of new shelter beds and included housing-focused services. Throughout June 2024, OHCS performed an analysis to examine cost projections for those shelter providers who received any funding from the above sources, developing an estimate of the costs to sustain these essential shelter projects, some of which opened their doors for the first time during the 23-25 biennium, through the 25-27 biennium. OHCS conducted outreach to the statewide network of shelter providers, including Multi-Agency Coordination (MAC) Group regions, the Balance of State (BoS) Local Planning Groups (LPGs), the Community Action Agencies (CAAs), and many community-based organizations to perform this analysis. The response rate for the information gathering phase was 90%. For regions that did not provide sufficient responses, OHCS used a combination of averages, historical data and the following assumptions to predict maintenance of shelter bed costs for 25-27:

- Housing-focused activities were added in at the same rate for shelters, whether EO-funded or otherwise
- Allocations for shelters in each region were based on the average costs observed throughout the state
- Accordingly, estimates were also made for programs that had not yet become operational, and
- A standard inflation rate of 4.2% for services and materials and 6.8% for staffing was determined appropriate, given the wide variation in inflation related figures from our partners

Regions have also identified the potential impact of not receiving funding in the 25-27 biennium. Without sustained OHCS funding, numerous shelters in rural and urban areas would be forced to close. Preliminary estimates show that Oregon could lose upwards of 1300 shelter beds almost immediately without sustained funding in the new Biennium, but the sustained risk for other shelters closing could prove to be much higher over time. Several regions in the Balance of State would lose their only emergency shelters, including many counties in Eastern Oregon, where people experiencing unsheltered homelessness would be exposed to hazardous winter conditions and high heat and smoke exposure due to wildfires, which can lead to chronic medical conditions or even death. Even small reductions in funding could lead to closure of shelters that serve our state's most vulnerable populations and their families. These regions also shared that supportive and wraparound services, at minimum, would be reduced and in some cases, eliminated if funding is not sustained. These regions identified that the supportive wrap-around services were critical for their ability to help households locate suitable housing and move out of the shelter, allowing the shelter bed to serve a new member of the community in need.

The June 2024 cost analysis identified a total estimated funding need of $217.5M to continue operating the 4,884 shelter beds supported with OHCS funds in the 23-25 biennium; however, OHCS will conduct additional process steps prior to deployment of funds under this Policy Package to ensure that funds are distributed based on the most accurate and up-to-date information. There are a variety of non-inflation factors also driving the need for ongoing shelter funding dedicated at the state level: many regions and shelters have experienced significant funding reductions throughout the 23-25 biennium, as major resources originating during the COVID-19 pandemic (CARES, ARPA, etc.) were phasing out. OHCS has heard from local governments across the state that they invested heavily in shelter systems during the pandemic period and do not have adequate resources to continue to sustain the shelters. This shelter funding package provides crucial funding to bridge these massive shelter operations budget gaps.

Homelessness imposes high costs on families and individuals. It is harder to find and keep a job, treat or manage medical and/or behavioral health conditions, and learn in school when experiencing homelessness. These challenges are particularly acute for children and veterans who are experiencing homelessness. Oregon has the highest rate of families experiencing unsheltered homelessness in the nation according to the 2023 Point in Time count, with 59% of families or 2,288 households experiencing homelessness were found to be unsheltered. People experiencing homelessness are also vulnerable to violence and abuse, especially women and members of the LGBTQ+ community. Partnerships and coordination across several intersecting economic, social, and health systems are critical to effectively address homelessness. OHCS is focusing an intentional commitment towards ensuring shelters remain open and operational in the 25-27 biennium, leveraging the 23-25 investments into a sustainable sheltering system that addresses Oregonians' basic need for a roof over their heads, a safe place to sleep, and somewhere they can access services to move out of shelters and into permanent housing. OHCS will use these funds to provide people with immediate access to shelter and crisis services with low barriers to entry when

homelessness occurs. Funds will also be used to quickly connect people experiencing homelessness to housing assistance and services tailored to their unique needs and strengths to help them achieve and maintain stable housing.

This effort aligns with OHCS and the Governor's priorities around ensuring continued access to shelters for those in need and providing the services needed to obtain permanent housing. Additionally, this funding package will be informed by the priorities and strategies that emerge from the newly formed Shelter Workgroup, convened by the Governor's Office and Representative Pam Marsh (Southern Jackson County). This workgroup held its first meeting on July 23rd, 2024, and represents a coalition of state, city, and county government agency representatives, legislators, direct service providers and shelter operators, culturally specific organizations, Community Action Agencies, and Continuums of Care. This collaboration will work toward defining and implementing a coherent, effective, and sustainable structure that will support the existing shelter system over the long term.

PP #501 also provides funding for a statewide shelter study that will be conducted via partnership with Portland State University's Homelessness Research & Action Collaborative (HRAC). OHCS commissioned a 2019 Statewide Shelter Study that helped to inform the shelter system's needs over the past 5 years and seeks to take stock of our progress and the needs for the system ahead. This study will formally begin in August 2025 and is expected to be completed within 18 months (approx. January 2027). One of the main areas of focus of this project will be to analyze the unmet need for shelter and transitional housing by geographical region and subpopulation. OHCS will also seek to utilize mixed methods approach to incorporate qualitative feedback and best practices analysis into the results; to truly understand the way the shelter system operates across the State from the ground up. When complete, this report will also serve as a useful tool in determining long-term funding and policy strategy for the statewide shelter network.

How Achieved

This shelter funding package will achieve the desired outcomes by:

- Providing necessary funding to ensure that previously funded shelters (Project Turnkey sites, Navigation Centers, EO-funded shelters, and other OHCS-funded shelters) can continue operating at full capacity, and that the statewide shelter network growth experienced in the 23-25 Biennium can be sustained.
- Aligning these funds with current, existing programs, minimizing the need to develop new or different programs. This will ensure that the investment focuses on strengthening a system in which readily accessible shelter beds will stay online and are available for those experiencing a housing crisis, leveraging previous investments into a sustainable system.
- Streamlining reporting and data collection so that OHCS maintains a comprehensive understanding of the shelter system, including, but not limited to: # of available and utilized state-funded beds in each community over time, and shelter outcomes

focused on exit destinations to permanent housing and other service interventions within the continuum of the homelessness response system.

- Providing well-documented guidance that includes, but is not limited to: standards on Confidentiality, Grievance and Appeal, Nondiscrimination, Limited English Proficiency, Lived Experience-informed Program Improvement, and Conflict of Interest. This will ensure that all grantees have policies that comply with basic state requirements that ensure the equitable and fair delivery of services.
- Ensuring through clear program guidance and monitoring follow-up that shelters meet low barrier standards and basic habitability standards for the safe and sanitary provision of shelter beds that meet guests' needs and provide a safer alternative than living on the street.

Operations funding will ensure that shelters have sufficient funding for: facility lease/rent payments, utilities, security and janitorial expenses, facility staffing to manage day-to-day operations, minor repairs and maintenance, furnishings and appliances, food and services for congregate meal delivery, in-shelter childcare when needed, and pet care/supplies for guests' pets and/or service animals to encourage guest participation and reduce barriers to entry.

Funding for housing-focused activities will ensure that shelters are able to support guests with connection to stabilizing resources. Housing-focused activities are different than the critical services provided in formal rehousing programs such as Rapid Rehousing or Long-Term Rental Assistance programs in that they are focused on the most immediate needs shelter residents have rather than ongoing months of assistance after the initial engagement. Many shelter residents just need a small intervention to connect them back to housing, employment or other support systems and these housing-focused services enable those connections. In many communities, these services will be deployed alongside one another as a cohesive strategy to match the right intervention with the right households. These activities, covering both service delivery and direct client financial assistance components, include:

- Rental housing costs such as rent payments (inclusive of first month, last month, pet rent/deposit, manufactured home rental space "lot rent" if used for primary housing, and forward rent if accepted by landlord as incentive), security deposit, and application fees
- Utility deposits, payments, and arrears (inclusive of water, sewer, garbage, gas, electricity, phone, and internet)
- Moving costs (inclusive of storage, van/truck rental, and one-time purchase of move-in necessity basics)
- Housing-focused transportation costs such as bus/train passes, gas vouchers, and rideshare/cab fares
- Housing-focused case management costs such as assessment, development of individualized housing service plans, housing search and placement, coordinating access to other resources essential to obtaining and retaining housing, and conducting follow-up and re-evaluation

By providing both housing-focused services and financial assistance, shelter guests will receive not only a safe and secure bed, but also access to the critical supports needed to transition out of shelters and into permanent housing. Additionally, supportive housing-focused activities are directly linked to effective shelter operations, as shorter shelter stays, and improved client housing outcomes lead to increased shelter bed availability and shorter wait lists for others in need of these services.

To best meet the ongoing need for a responsive and adaptable shelter system, a variety of factors will be considered when determining the funding formula and distribution for this package, including but not limited to:

- Effectiveness of previous direct grantee pools pertaining to shelter operations from the 21-23 and 23-25 biennia (i.e. individual shelter providers, MAC/LPG/CoC, CAA, etc.)
- Current and anticipated budget gaps and funding needs on an individual shelter and regional basis
- Regional data on housing burden, poverty rates, homelessness data such as PIT counts, and census data
- Regional and individual shelter bed capacity relative to population

Staffing Impact

No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Statewide Shelter Network Funding Outcomes

The $217.5 shelter funds package will achieve outcomes across two categories of fund utilization: Shelter Operations and Housing-focused Activities. These Key Performance Indicators (KPI's) will be monitored, tracked, and reported via the Homeless Management Information System (HMIS) utilized by each shelter provider and/or regional coordinating entity. The metrics will be compared against the 23-25 biennium's outcomes to ensure maintenance of or improvement upon the indicators described below:

1. *Shelter Operations Outcomes*
   - **Maximizing Capacity & Beds Available:** Maintaining full capacity at each shelter receiving funding throughout the grant performance period, as measured by the number of beds available for use per night compared to the number of beds shelter facility is capable of offering at full capacity per night.
   - **Maintaining Bed Utilization & Nightly Occupancy Rates:** Measure the number of beds utilized by individuals/families compared to the # of beds available for use.

2. *Housing-focused Activities Outcomes*
   - **Reducing Length of Stay:** Measure the average length of a household's shelter stay (in days).
   - **Improving Housing Outcomes for Shelter Guests:** Measure as percentage increase of shelter guests exiting shelter into a stable housing situation.
   - **Reducing Returns to Homelessness:** Measure as percentage increase of people who retain permanent housing for at least 6 months after exiting shelter.

Statewide Shelter Survey Outcomes

This study project will result in a final deliverable report that will include the following topics:

- Point-in-Time (PIT) Count analysis to better understand unmet need looking at geography and subpopulation
- Catalogue all existing shelters across the state using Housing Inventory Count (HIC) data and qualitative data collected from the region/CoC
- Best practices and emerging trends in the shelter system
- A mix of focus groups and feedback sessions with shelter staff and current/previous shelter guests from different regions to inform strategy planning
- Identification of shelters participating in HMIS and non-HMIS shelters
- Equity analysis around who is being served/not served within our shelter system
- Examination of feasibility and performance outcomes of different sheltering models (non-congregate vs congregate, low barrier vs high barrier)
- Analysis of statewide shelter funding approaches and options (regional awards by formula to Continuums of Care, individual shelter awards based on projected funding need/gaps, etc.)

Racial Equity Strategy

This Policy Package aims to address racial disparities within the populations served by prioritizing racial equity in program delivery. Oregon's homeless population exhibits significant racial disparities, particularly affecting communities of color who experience higher rates of homelessness and housing instability. Indigenous, Black, and Brown Oregonians are disproportionately impacted by systemic barriers that affect access to safe shelter and affordable housing. A recent report from Portland State University's HRAC utilizing Point-in-Time Count data from 2023 showed that communities of color in Oregon experienced homelessness at a significantly higher rate than

white communities/households (over 3x their share of the state population). OHCS understands that this is a result of historic and even present-day policies and practices by governments and institutions, including the state of Oregon, that disproportionately harm communities of color. This policy package aims to reduce and prevent inequitable outcomes through a shelter system with a strong racial equity strategy and lens.

For shelter operations under this policy package, OHCS will actively and intentionally monitor the racial and ethnic demographics of those being served in the shelters to identify where communities of color continue to be disproportionately impacted and represented in homelessness systems. OHCS will also actively and intentionally monitor the racial and ethnic demographics of those experiencing unsheltered homelessness, whether on a wait list for shelter or not actively utilizing the shelter system. In order to achieve this, OHCS will coordinate with regions/organizations who are receiving shelter funds to gain a strong understanding of demographics and disparities across all regions and communities. OHCS will seek to approach the analysis and monitoring from a regional system perspective, recognizing that shelters function as one part of a complex system of basic housing supports.

Under EO 23-02, Multi Agency Coordination (MAC) Groups and Local Planning Groups (LPGs) were required to utilize state and local data to identify what groups are over-represented within their homeless services systems as having a disproportionately high risk of experiencing homelessness. These groups were determined as priority populations and MACs/LPG's implemented strategies to ensure equitable service delivery. Some regions required further support and technical assistance to ensure they had adequate practices to reduce racial disparities in their communities. For many regions, this included offering tools for grantees to help build partnerships with culturally specific and culturally responsive organizations that serve those disproportionally impacted in their region. With shelter operations under this policy package, OHCS will ensure the same strategies are used to gain a clear understanding of overrepresented communities within homeless systems across the state, and that the demographics of guests served in shelters are aligned with the data identifying disproportionately affected communities of color within our homelessness system. This framework builds on prior evidence from the field of targeted universalism, which argues that prioritizing, or targeting, the needs of those with the greatest barriers will nonetheless produce universally beneficial outcomes. In short, designing homeless interventions that work for communities of color will produce a homeless response system that works better for all.

OHCS will coordinate with regions to implement policies/procedures that center shelter guests and services that are culturally responsive. This will be imperative in improving outcomes for communities of color across the state that are experiencing higher rates of homelessness. OHCS will request plans from regions receiving shelter funds that will demonstrate how they will work toward equitable outcomes through shelter operations and program structure. If a region needs additional assistance with their plans to meet racial equity outcomes, OHCS will deploy support including internal OHCS staff support and the utilization of technical assistance from an OHCS-contracted provider if necessary. OHCS believes that a combination of accountability for system leaders to achieve their goals and training and support for shelter operators to actualize the changes is most likely to yield the changes we need to see. Additionally,

recipients of this funding package will demonstrate how they collect and incorporate feedback from individuals and families with lived experience of homelessness as they seek to improve services and program delivery on an ongoing basis.

Accountability to Racially Equitable Outcomes

All shelter projects funded by OHCS are required to utilize HMIS to track demographics and outcomes on both a client and program level, which gives OHCS visibility in monitoring trends in shelter access and exit destination according to a client's race/ethnicity. With the extensive amount of shelter providers receiving funding through this package and utilizing HMIS accordingly, this package will increase the amount of available statewide homelessness data, resulting in more complete and accurate reporting to be used for gauging progress toward stated goals. Ultimately, we are working toward a long-term goal of reducing the specific racial disparities that exist in Oregon's homeless population.

Administration

Through this shelter funding package, OHCS will continue to invest in Culturally Specific Organizations (CSOs) and Culturally Responsive Organizations (CROs), with the understanding that it is crucial to have dedicated funds for people facing the highest rates of homelessness in Oregon. Investing in strong partnerships with culturally specific and culturally responsive community-based organizations works to create equity within housing stability and systems that address homelessness. These partnerships will help create an avenue to allocate shelter funds directly to communities of color- prioritizing racial equity in program delivery for those experiencing higher rates of homelessness across the state.

OHCS will continue to reinforce and build upon specific expectations of our partners as they deploy these resources. This includes ensuring that the local regional coordination groups have capacity, expertise and dedicated and actionable plans to reduce disparities in their communities while supporting the local homeless services system planning and deployment efforts.

Revenue Sources

General Fund: $217,918,652

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 501 - HH Maintaining Shelters

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	217,918,652	-	-	-	-	-	217,918,652
Total Revenues	**$217,918,652**	**-**	**-**	**-**	**-**	**-**	**$217,918,652**
Services & Supplies							
Professional Services	375,000	-	-	-	-	-	375,000
Total Services & Supplies	**$375,000**	**-**	**-**	**-**	**-**	**-**	**$375,000**
Special Payments							
Other Special Payments	217,543,652	-	-	-	-	-	217,543,652
Total Special Payments	**$217,543,652**	**-**	**-**	**-**	**-**	**-**	**$217,543,652**
Total Expenditures							
Total Expenditures	217,918,652	-	-	-	-	-	217,918,652
Total Expenditures	**$217,918,652**	**-**	**-**	**-**	**-**	**-**	**$217,918,652**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
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Policy Package # 502 Sustaining Re-Housing

Package Description

The sustaining rehousing initiative policy package is proposing a $188.2 million investment aimed at addressing homelessness and housing instability across our state for an estimated 2,870 households. This comprehensive package focuses on creating sustainable housing outcomes by continuing the development of a robust state rehousing program – the Oregon Rehousing Initiative – to rehouse more community members experiencing homelessness. This policy package represents a bold and necessary investment in our state's future by creating a more resilient and supportive housing and homelessness system. It aims to provide individuals and families with the stability they need to thrive, ultimately contributing to a healthier and more prosperous state, with long-term housing solutions for those experiencing homelessness.

Purpose

Oregon continues to face a profound and persistent homelessness crisis, with the state having the second highest rate of unsheltered homelessness in the nation. According to the most recent Point in Time Count (PIT), the number of people experiencing homelessness in Oregon has increased by 44% since 2017, with an estimated 20,100 individuals experiencing homelessness. The primary driver behind this alarming statistic is economic instability, underscoring the urgent need for targeted and sustainable rehousing solutions.

In response to this crisis, the state has demonstrated significant progress through the work accomplished under the Emergency Order (EO) 23-02 and continued through EO 24-02. This initiative successfully created 1,047 low-barrier shelter beds, rehoused 1,426 households, and prevented 9,024 households from becoming homeless in the first year. These achievements highlight the effectiveness of strategic intervention and the potential for even greater impact with a sustained and expanded effort.

From these efforts OHCS was allocated $39 million in a Special Purpose Appropriation via Senate Bill (SB) 5701 (2024). This funding is designated for a statewide rehousing program, the Oregon Rehousing Initiative (ORI), to help rehouse more community members experiencing homelessness, with 25% allocated to Culturally Specific Organizations (CSOs). The ORI program is intended to house 1,137 households experiencing homelessness, above and beyond the work initiated by EO 23-02 and House Bill (HB) 5019 (2023). ORI will support placement into permanent housing throughout the remainder of the 23-25 biennium, with rehousing placements taking place by June 30, 2025, ensuring that individuals and families in crisis have immediate access to safe and supportive housing environments. Rehousing efforts under this Package will be for new households being placed into housing, not the sustaining of those previously

rehoused during the 23-25 Biennium. The households being rehoused during the 23-25 Biennium will continue to receive assistance after June 2025 by moving already appropriated funding under SB 5701 (2024) into an Other Funds account.

The purpose of this policy package is to build on the momentum initiated in the 23-25 biennium under the ORI program by investing in rehousing an additional 2,870 new households in the 25-27 biennium. Efforts must be continued to rehouse additional households, ensuring pathways to safe, stable housing for Oregonians experiencing homelessness. This program will continue to be designed with a balanced approach to meet the diverse needs of Oregon communities, including urban and rural areas. The program will report out on measurable housing outcomes, ensuring that we maintain the added capacity to the state's housing system that will rapidly move households along the continuum from homelessness to permanent, stable, and safe housing.

Under Executive Order 23-02 with resources from HB 5019, OHCS and its partners used targeted rehousing investments in the EO 23-02 regions of the State and ultimately rehoused 1,426 households within 12 months of the origination of the EO 23-02. The current ORI rehousing program, as part of EO 24-02, aims to rehouse another 1,137 households before June 30, 2025, and then sustain those households during the 25-27 Biennium. Of note, OHCS has requested funding within Policy Option Package #503 to expand the Long-Term Rental Assistance program to support households whose subsidy will end as a result of one-time funding. These ORI households who are rehoused this biennium may not need additional Long-Term Rental Assistance supports until later in the Biennium when the 24 months of assistance under the ORI rehousing program ends. The services in Policy Option Package #503 are designed first to support those households rehoused under EO 23-02 and prior programs deployed in the 23-25 Biennium who will have no ongoing assistance after the 23-25 Biennium without additional allocations. These efforts demonstrate that with the right strategies and dedication, we can make a substantial difference. However, our work is far from complete. With 2023 PIT data reporting 20,100 Oregonians experiencing homelessness as of 2023, the goal of this Policy Package through the rehousing initiative to move 2,870 additional households into safe, stable housing will have a significant impact statewide. Committing $188.2 million to a sustained and structured rehousing program will not only help address the immediate needs of those experiencing homelessness, but also provide hope and stability to those most in need.

How Achieved

This request extends the statewide rehousing program – the Oregon Rehousing Initiative (ORI) – which was funded via Senate Bill 5701. The Oregon Rehousing Initiative built upon the infrastructure established as a result of Executive Order (EO) 23-02 and House Bill 5019 investments. On Jan. 9, 2024, Governor Kotek signed EO 24-02 to maintain the added capacity to the state's shelter system and expand goals to rehouse and prevent homelessness for additional households. ORI was established to serve as a statewide rehousing program in alignment with EO 24-02 and to serve as a continuation of the rehousing initiatives already in place.

OHCS is seeking ongoing funding to continue this momentum by investing in local communities statewide and continuing to rehouse more community members experiencing homelessness. Employing the existing Continuum of Care (CoC) framework, Multi-Agency Coordination (MAC) Groups and Local Planning Groups (LPGs) developed through EO 23-02, homeless systems infrastructure, and partnerships from recent legislative investments, the resources from this package will continue to support this work at a coordinated community level. The homeless services systems will foster deeper collaborations with key stakeholders, including local governments, nonprofit entities, and private sector partners, to create a cohesive and comprehensive support network.

Below is a detailed description of the rehousing investment OHCS hopes to build on into the coming biennium:

Oregon Rehousing Initiative (ORI) | $188.2 million

The Oregon Rehousing Initiative (ORI) is a statewide rehousing program that was initiated through SB 5701 in the 23-25 biennium. ORI is meant to provide local communities a pathway to move households experiencing homelessness off the streets or out of shelters and quickly into a permanent rental unit. The program provides robust supportive services alongside up to 24-months of rental assistance to ensure each household is offered the supports that they need to end their experience of homelessness and remain stably housed. The implementation of the program included engagement with communities to inform policy decisions as the program framework was developed. Aligning with the legislative intent of the program, these conversations and best practices have informed the following program elements of ORI:

- Oregon's homelessness crises reflect racially disparate and harmful outcomes. Targeted universalism is a strategy often utilized to implement rehousing programs to prioritize those communities disproportionately impacted by homelessness. In general, the targeted delivery of services to those communities disproportionately impacted by homelessness within regions has yielded positive results. Providers will utilize state and local data sources to identify over-representation of racial demographic groups in their homeless service system and will identify strategies to address inequities.
- Providers are encouraged to utilize progressive engagement to tailor services to the individual needs of each household served. The type, level, and duration of wraparound services; including rental assistance, and other supportive services will vary from household to household. Progressive engagement is an approach to helping households end their homelessness as rapidly as possible, despite barriers, with individually tailored financial and support resources. Through progressive engagement, assistance may be provided to households entering the homelessness system at a level needed by that unique household. In many cases, a household may need a small amount of assistance to stabilize, while others may need more resources and tailored assistance.
- Rehoused households are eligible for a maximum of 24 months of rental assistance.
- Household eligibility criteria has been expanded from HB 5019 rehousing programs to include the following categories of homelessness: Category 1: Literally Homeless, Category 3: Homeless Under Other Federal Statutes, Category 4: Fleeing/Attempting to Flee Domestic Violence, and Category 6: Unsheltered Homelessness. (Legislative intent of HB 5019

rehousing programs was to support unsheltered homelessness, and therefore, eligibility only included Category 6: Unsheltered Homelessness.)
- Performance measures will go beyond just the number of households rehoused. In addition to meeting their regional rehousing goal, regions will report on key performance indicators aligned with reducing the time participants spend homeless and increasing the housing stability of those rehoused.

In the 23-25 biennium, the Oregon Rehousing Initiative has a goal of rehousing a minimum of 1,137 households statewide, in addition to those previously rehoused through EO 23-02 and HB 5019 investments. ORI goals are broken down as follows: 665 households in the EO 24-02 designated regions; 277 households across the Balance of State (BoS); and 195 households by Culturally Specific Organizations (CSO). In recognition of local expertise, a collaborative process was utilized when determining regional rehousing goals. Regions submitted to OHCS plans detailing how they would implement the ORI program in their region based on the funding being allocated. These plans included identification of priority populations, strategies that would be implemented, and the total number of households that they would commit to rehousing through ORI programming. In the 25-27 biennium, a similar process will be followed to determine rehousing goals within each region to reach a collective total of 2,870 households. The percentage of households served by current EO regions, BoS regions, or CSOs may be consistent with the breakdown as reflected in the 23-25 biennium.

Staffing Impact

No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Outcomes

OHCS values the importance of data systems and the impact that outcomes have on program development. OHCS-funded program data is reported into a Homeless Management Information System (HMIS) implementation and then shared with OHCS monthly. Such data includes demographics, project and provider information, service transactions, and outcomes. This data is then visualized into dashboards that can be filtered by demographics, exit destinations, length of stay, etc. allowing for basic comparisons down to the provider and client level in HMIS.

The Oregon Rehousing Initiative has a goal of rehousing 1,137 households experiencing homelessness in the 23-25 biennium. While being a new program, the initiative is a continuation of rehousing efforts initiated through EO 23-02 and HB 5019 investments. Through HB 5019, 1,426 households were rehoused by MAC groups by January 2024, with BoS regions actively working to rehouse an additional

450 households by June 2025. With the continued funding of $188.2 million, we anticipate being able to serve an additional 2,870 households through ORI in the 25-27 biennium.

In addition to the outcome of rehousing those 2,870 households, the Oregon Rehousing Initiative includes the following performance indicators to measure success within programs:

- Reducing the length of time participants spend homeless as measured by the average length of time from participant identification and program enrollment to moving into housing being 45 days or less; and
- An increase in housing stability by ensuring 80% of all participants who exit the program either maintain their permanent housing or relocate to another permanent housing destination.

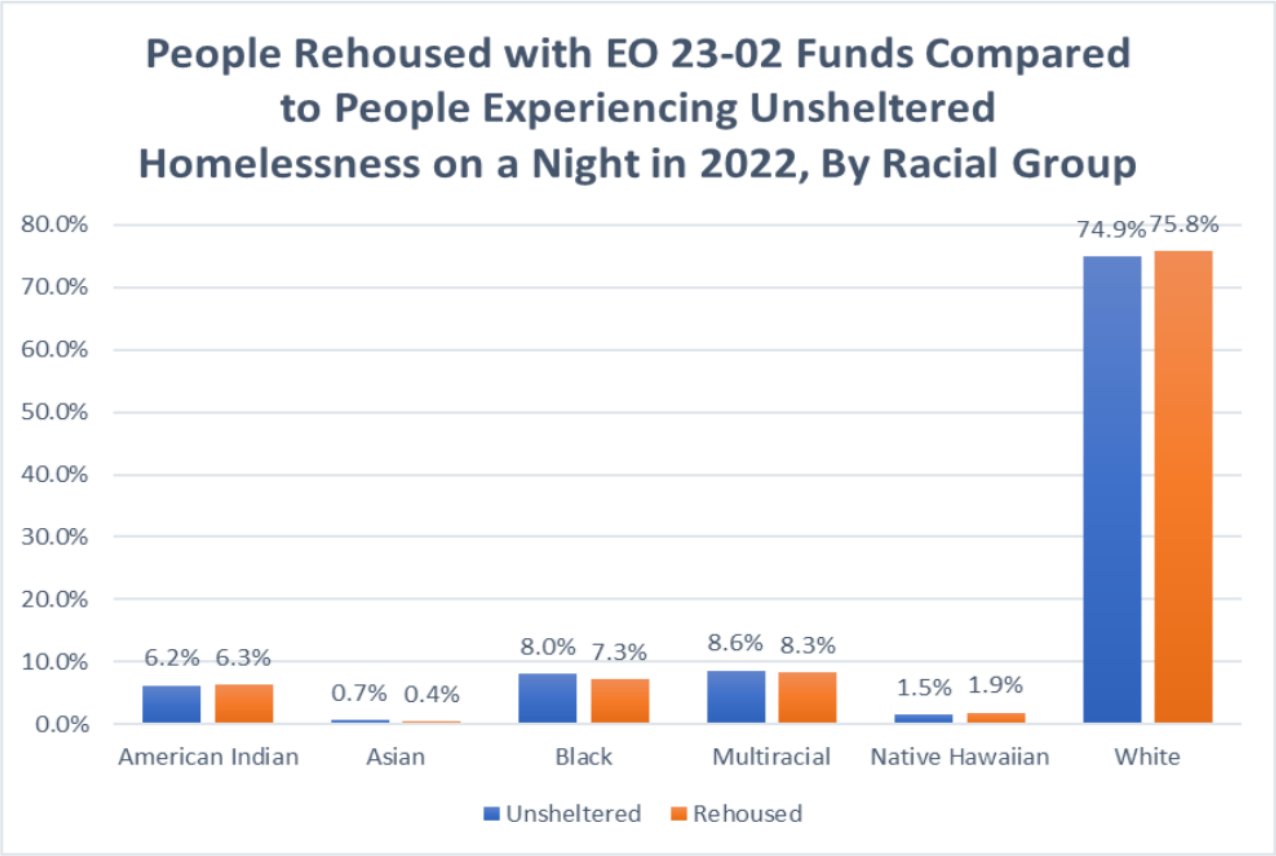
These indicators strive to align rehousing efforts with best practices towards long-term stability of household participants.

Racial Equity Strategy

The Oregon Rehousing Initiative aims to address racial disparities within the population served by prioritizing racial equity in policy implementation and program delivery. Oregon's population exhibits significant racial disparities, particularly affecting communities of color who experience higher rates of homelessness and housing instability. Indigenous, Black, and Brown Oregonians are disproportionately impacted by systemic barriers such as limited access to affordable housing and economic disparities. A recent report from Portland State University's Point-in-Time Count from 2023 showed that Native Hawaiian or Pacific Islander Oregonians experienced homelessness at a rate 3.58 times higher than their overall share of the state population. Black, African American, or African Oregonians experienced homelessness at a rate 3.27 times higher than their share of the population. American Indian, Alaska Native, or Indigenous Oregonians experienced homelessness at a rate 2.43 times higher than their share of the population.

MAC Groups and LPGs were required to utilize state and local data sources to identify what groups are being over-represented within their homeless services systems as having a disproportionately high risk of experiencing homelessness. Regions determined strategies to effectively address these inequities within regional rehousing programs to ensure equity and targeted universalism within service delivery, housing placements, and housing retention. OHCS will utilize data collection to analyze the effectiveness of programs statewide. In general, EO 23-02 and HB 5019 investments found that the targeted delivery of services to those communities disproportionately impacted by homelessness within regions yielded positive results. When provider networks committed to serving a specific group in their plans, they generally were able to provide more services to those demographics. The table below shows the data from EO 23-02 resources and demonstrates that in general, providers were able to serve the households who were most disproportionately impacted at similar rates as they show up in unsheltered counts across the State:

Figure 1: People Rehoused compared to People Experiencing Unsheltered Homelessness, by Racial Group



In addition to regional commitments to reduce local disparities, the Oregon Rehousing Initiative includes a commitment of continued investment in Culturally Specific Organizations (CSOs). This investment prioritizes the provision of culturally competent services and support tailored to the unique needs of diverse communities. This includes language access, culturally appropriate programming, and community driven solutions to housing challenges. ORI implementation utilizes an equity lens, by prioritizing the removal of barriers and the promotion of flexibility within how programs are executed through CSO partnerships.

This funding would commit to advancing racial equity by addressing the systemic barriers and disparities faced by communities of color. By integrating racial equity strategies into policy implementation and investing in Culturally Specific Organizations, ORI aims to ensure that all Oregonians, regardless of race or background, have equitable access to stable housing and supportive services. This funding promotes social justice but also contributes to building more inclusive and resilient communities across the state.

Accountability to Racially Equitable Outcomes
The Oregon Rehousing Initiative encourages subgrantees to proactively ensure that programs are designed and implemented with racial justice at the forefront of service delivery, which includes:

- Ensuring programs are accessible to all eligible individuals, regardless of protected class status;
- Engaging with communities that have been historically underserved or marginalized;
- Ensuring programs prioritize racial equity and justice; and
- Incorporating the lived experience of homelessness into program delivery.

Additionally, subgrantees may use funds provided through ORI to allow for data collection expenses, specifically through the Homeless Management Information System (HMIS), to support necessary expenses to collect and report participant services, demographic data, performance outcomes, and various other reporting requirements.

The reporting of this data to OHCS, especially as it relates to program outcomes disaggregated by race, ethnicity, and gender, helps the agency to make informed decisions in serving some of the most vulnerable populations in Oregon and helps to guard against potential disparate impacts. Future plans for a racial equity dashboard will emphasize demographics as the primary grouping for analysis, beginning with race and geo-location, percentage of the total population, percentage of those in poverty, and other data via census and PIT (Point-in-Time) counts to highlight disparities. The dashboard would offer multiselect capabilities for intersectionality with age, gender, veteran status, domestic violence, and disability and report out on conditions such as relationship to household, family type, prior living situation, and income level. It would track enrollment, service access, and outcomes like the length of time homeless, average length of stay in projects, exit destinations, employment, income growth, access to non-cash benefits, and successful placements or retentions. Moreover, it would track the ratio of a particular race/ethnicity group's share of poverty, homelessness, etc. to that group’s share of the total population, ensuring that disparities are accurately presented through ratios that account for disproportionate burdens and experiences faced by different racial and minority groups. Such longitudinal analyses are planned for recent investments into rehousing including the Oregon Rehousing Initiative.

Administration

BUDGET NARRATIVE

The Oregon Rehousing Initiative prioritizes the continued investment in Culturally Specific Organizations (CSOs). In the 23-25 biennium the program included a 25% set-aside to invest directly in CSOs. These organizations are in the process of implementing their rehousing programs through specialized and culturally specific services.
It is more important than ever to have focused funds to rehouse households facing the highest rates of homelessness in Oregon. The costs of these programs are offset by the extreme, well-documented, and continuing challenges faced by Indigenous, Black, and Brown households historically and in present day, as well as long-term benefits to the intentional supports for housing sustainability and equity over time.

CSO's rehousing and culturally specific services are necessary to correct long-standing wrongs and ensure that all Oregonians have access to an affordable place to call home. State funding should acknowledge and respect the value of these costs as justice-seeking investments in a more fair and equitable society for all Oregonians. By leading with equity outcomes (such as using targeted universalism or equity-based decision making as a racial equity framework for funding and policies), OHCS can ensure that investments lead to meaningful, lasting change that benefits all.

MAC and LPGs are required to identify priority populations within their regions based on disproportionate representation within homeless data, and as such, are encouraged to work directly with culturally specific providers in their local communities. In addition, ORI will continue to seek to provide pathways for culturally specific organizations to directly apply for set aside resources.

Regions reported to OHCS that statewide programs would be greatly impacted if current service levels are not maintained. It would significantly negatively impact the ability to move additional households from homelessness to housing and would impact staffing levels for housing navigation and case management affecting rehousing systems at large. Additional impacts include destabilization of wraparound services including behavioral health supports, disruption to data collection and reporting efforts, and support for higher needs households would become inaccessible without funding for ongoing intensive case management and stabilization, leading to individuals or households who are chronically homeless becoming deprioritized for services.

This policy package represents a critical investment in our state's future by providing individuals and families with the stability they need to thrive. Through an investment of $188.2M in the 25-27 biennium, an additional 2,870 households can be supported with long-term housing solutions. These rehousing efforts must be continued to ensure pathways to safe, stable housing for Oregonians experiencing homelessness, ultimately contributing to a healthier and more prosperous state.

Revenue Sources

General Fund: $188,243,238

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 502 - HH Sustaining Re-Housing

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	188,243,238	-	-	-	-	-	188,243,238
Total Revenues	**$188,243,238**	**-**	**-**	**-**	**-**	**-**	**$188,243,238**
Special Payments							
Other Special Payments	188,243,238	-	-	-	-	-	188,243,238
Total Special Payments	**$188,243,238**	**-**	**-**	**-**	**-**	**-**	**$188,243,238**
Total Expenditures							
Total Expenditures	188,243,238	-	-	-	-	-	188,243,238
Total Expenditures	**$188,243,238**	**-**	**-**	**-**	**-**	**-**	**$188,243,238**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request
2025-27 Biennium

_____ Governor's Budget
Page _____

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

Policy Package # 503 Sustaining Long Term Rental Assistance (LTRA)

Package Description

This policy package is in response to Oregon's ongoing need for a statewide Long-Term Rent Assistance (LTRA) program that includes access to longer-term rental subsidy and robust supportive services options to ensure those exiting homelessness have the tools they need to effectively end homelessness. To ensure Oregon does not lose ground on the achievements already made this biennium, by addressing homelessness through Governor Kotek's Executive Order 23-02 Homelessness State of Emergency through the associated investments of HB 5019 funds, OHCS has designed a long-term rent assistance program to support households who were rehoused under that work. This package requests funding to sustain that successful work with $105.2M toward continued stabilization of 2,069 households with long-term rent assistance and intentionally designed supports for the most vulnerable Oregonians.

Through a collaborative effort with statewide housing provider networks, OHCS received diverse and thoughtful input in the design of Oregon's first statewide Long-Term Rent Assistance Program funded through SB 5511 funds in the amount of $39.7 Million. The design process included community partners who represent the Continuums of Care (CoC) and Multi-Agency Coordination (MAC) Regions along with the expertise of Portland State University's Homeless Research & Action Collaborative (PSU), and with the lived experience provided through efforts from the Mental Health Addiction Association of Oregon's (MHAAO) platforms. The LTRA program (23-25 biennium) is currently implemented within the statewide framework of the CoC/MAC regions through June 30, 2025, in support of approximately 1,225 households who continue to require long-term rental assistance and comprehensive wrap-around supportive services. The current program is only being operated in the EO 23-02 Regions and this policy option package requests an expansion of funding into the 25-27 biennium, along with geographical areas to serve additional households across Oregon in the Balance of State regions. This expansion and continuation of the existing program ensures these individuals and families across Oregon continue to receive the supports they need to stay housed.

Purpose

The Long-Term Rental Assistance (LTRA) program was created to ensure that those rehoused through Executive Order 23-02 and HB 5019 rehousing investments have access to long-term rent assistance and services. The allocation of $105.2 million toward rehousing 2,069 households through the LTRA program is essential to maintain stability and dignity for low-income tenants and considers the cost inflation to support these households over the 25-27 biennium. These services are critical to continue the progress we have made during the 23-25 Biennium in providing pathways out of homelessness in Oregon and without ongoing investment, these households will be

vulnerable to losing their housing and falling back into homelessness. This funding provides significant opportunity to support the Oregon Rehousing Initiative (ORI), which is Rapid-Rehousing Program designed to support households exiting homelessness for up to 24 months and facilitate individuals transitions to the LTRA program. By reaching households through Local Planning Groups (LPGs) and Multi-Agency Coordination (MAC), OHCS can effectively collaborate across regions to implement comprehensive rehousing strategies and maximize efforts throughout the entire state. Critically, LPGs serve the Balance of State, which is a 26-county region across some of the most rural parts of Oregon. Of the 2,069 households served, 844 households receive support through LPGs, while 1,225 households benefit from assistance provided by MAC regions.

This coordinated assistance is a key element in our Agency strategy to address the needs of the 20,100 individuals experiencing homelessness, as identified in the point-in-time count data from 2023. The LTRA subsidizes rent for eligible tenants, enabling them to access apartments and homes at fair market rates. The LTRA program serves households who may initially earn up to 80% of Area Median Income (AMI) or below and those experiencing homelessness or those at risk of homelessness. This type of assistance has proven to be a key strategy to support housing stability and for some is vital to their ability to stay housed.

By continued investment in LTRA resources, fewer individuals and families will reside in shelters, motels, streets, and unstable living arrangements. This funding aims to alleviate the financial burdens of a rental market out of alignment with household budgets, ensuring that fewer households, including seniors and people with disabilities, face the dilemma of choosing between rent payments and essential needs like medicine and food.

It is critical to note that without this necessary funding, the 1,225 households supported through LTRA will lose their vouchers and 844 households will lose their benefits when their rehousing services expire. The reduction of rental assistance after this current Biennium could result in these households falling back into homelessness and being unable to pay the rent without state support.

Beyond immediate relief, these investments promise significant long-term benefits by mitigating economic hardships and reducing trauma experienced by low-income households. Moreover, this initiative preserves the state's investment in rehousing efforts under HB5019 (2023) and SB5511 (2023), thereby enhancing community stability and prosperity. Maintaining the LTRA program will ensure continuous rental assistance and support services, promote housing stability through locally coordinated regional administration, and foster sustainable community development and resilience.

How Achieved

LTRA is a tenant-based rental assistance program that enables households at risk of or exiting homelessness to afford market-rate rental units by providing supportive services and long-term rental subsidy. Program participants are responsible for finding suitable housing of their choice, but the property owner must also agree to rent under the program. Additionally, rental units must meet HUD-standard

health and safety inspections. Local program administrators in each region across the State pay the monthly housing assistance directly to the landlord on behalf of the participant, and the participant pays the difference directly to the landlord. Typically, tenants pay no more than 30% of their income toward rent. Additionally, this program is designed to provide on-going housing assistance, thus providing long-term stability to at-risk populations. The length of assistance varies but is generally available to a household as long as they continue to demonstrate need based on the local administrators' criteria, which looks at factors such as income or the availability of other sources of rental subsidy potentially through the federal government. By contrast, many state and federal emergency rental assistance programs offer assistance for a short period of time depending on funding availability, leaving many households without the needed ongoing assistance to stay in their housing once the initial subsidy runs out. OHCS is requesting that this program be funded as a current service level investment to ensure the stability of the households enrolled in the program between biennia.

OHCS received $39 million in General Funds during the 2023-2025 Biennium to launch the Long-Term Rental Assistance program. This investment was specifically for the second year of the Biennium to ensure ongoing rent assistance was available for households rehoused in the EO 23-02 regions under the first year of the Biennium. The funding being requested in this Package is to sustain the full two years of the program in the EO 23-02 regions as well as ensuring the expansion of the program throughout the entire state to the Balance of State regions, which represent 26 counties across much of the rural parts of Oregon. OHCS has also factored in cost inflation factors to ensure the rising costs of rent and services are factored into the investment moving forward.

The Core Program elements that are universal for a successful LTRA program will continue as the basis for on-going and sustaining program efforts and include:

- **Supportive services required as part of the intervention**
- **Leading with racial equity**
- **Flexible strategies for supporting tenants with rental needs**
- **Landlord engagement strategies to secure available units**
- **Inspection requirements to ensure high quality housing**

Multi Agency Coordination (MAC) Groups – Continuum of Care Regions

The LTRA program is designed to drive toward measurable outcomes by balancing standardization and local flexibility, mirroring the successful approach of services funded through HB 5019 under Executive Order 23-02. By aligning with these executive order strategies, the LTRA program ensures ongoing local adaptability. OHCS has engaged with Continuum of Care (CoC) Regions, which are the geographic basis for the organization of the MAC groups, empowering them to adapt their LTRA programs to meet their individual community needs while staying within designated budget limits and statewide program guidance requirements and expectations. The

program allows for a high level of decision-making at the local level while having key elements that are universal statewide. Additionally, the CoCs are responsible for ensuring rental assistance, supportive services, and other LTRA resources are deployed to prioritized households.

Local Planning Groups – Balance of State

Utilizing the existing continuum of care framework, including utilization of Multi-Agency Coordination (MAC) Groups as noted above and Local Planning Groups (LPGs), smaller, geographically or demographically similar subregions within the Balance of State , infrastructure, and partnerships from recent legislative investments, the resources from this package will expand LTRA programming to support LTRA work in the Balance of State.

Including LPGs in the LTRA program in efforts to address homelessness in our state is crucial to OHCS efforts to address homelessness across Oregon, thereby supporting some of the most rural areas of Oregon. LPGs play a pivotal role in understanding and responding to local housing needs, and dynamics. They have the local knowledge and connections necessary to tailor interventions to specific communities, ensuring that solutions are relevant and effective. By including LPGs in this funding, we can foster community-driven initiatives that are more likely to gain local support and participation. This involvement also enhances the coordination of resources and services, optimizing efforts to rehouse individuals experiencing homelessness. Ultimately, integrating LPGs into our strategy empowers communities to take ownership of homelessness solutions, leading to more sustainable outcomes and stronger community resilience statewide. Currently, the LPGs are rehousing community members experiencing homelessness using time-limited resources, but we know that many of these households will be unable to sustain their housing without the ongoing rental assistance proposed in this policy package by transitioning to the LTRA program.

Staffing Impact

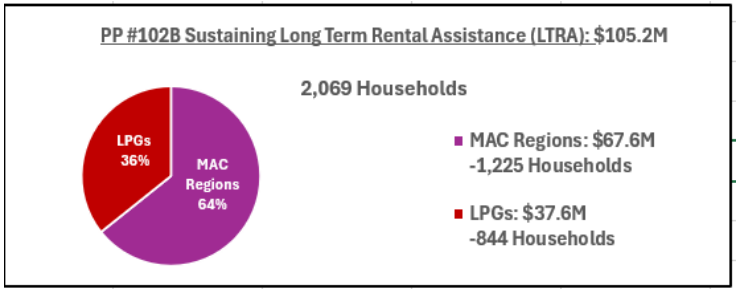
No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

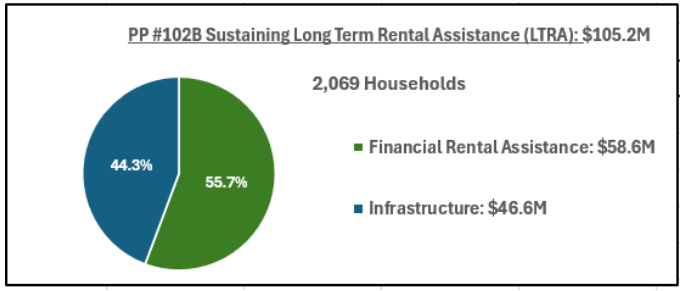
Quantifying Results

Outcomes

The Long-Term Rent Assistance (LTRA) package will provide stable housing for approximately 2,069 households, significantly contributing to reducing the number of unsheltered individuals. This number represents the 1,225 households who will be served in the EO 23-02 regions as well as an additional 844 households who are being served in the Balance of State (BoS) using the time limited rapid-rehousing funding allocated in the 23-25 Biennium. This program is a critical step in continuing to address the housing crisis,

currently affecting 20,100 unsheltered individuals in Oregon, as indicated by the point-in-time data from 2023. These funds will help maintain and expand the Long-Term Rent Assistance Program to ensure that approximately 2,069 households are able to continue to stay housed and have access to long-term rent assistance and services through the MAC Regions and LPGs.





The LTRA investment will enable us to increase access and prioritize households across the state effectively by identifying and focusing on those most in need, particularly individuals experiencing homelessness and those with low income. This funding can also ensure that households participating in the Oregon Rehousing Initiative (ORI) program will sustain a structured pathway to transition to LTRA. As participants progress in ORI, they are assessed for their ongoing needs after the ORI program. Since the ORI program is a time-limited program to a maximum of 24 months, OHCS recognizes that some households will need an option for an ongoing subsidy and supportive services, which is where households can transition from ORI into LTRA, which offers longer-term rental assistance to ensure sustainable housing solutions. Each local administrator is required to have a plan in place to determine their intake process for new households coming into LTRA, which allows the region to prioritize and establish a process for determining This transition empowers households to achieve long-term housing stability and independence and resources are allocated where they are most urgently required. The flexibility of this funding helps meet the diverse needs of households. This approach allows communities to adapt strategies to different circumstances and requirements, ensuring that assistance is both relevant and effective for each household.

LTRA prevents individuals from re-entering homelessness by maintaining their housing stability over the long-term. This is part of OHCS' commitment to build systems for addressing homelessness across the State. A critical part of any continuum of services is to have a range of services available, from street outreach and shelter to long term rental assistance for those that need it. The LTRA program supports this critical part of the system by ensuring that households who need the assistance to exit homelessness have the supports they need to stay housed.

Racial Equity Strategy

Long-Term Rent Assistance is a crucial program designed to provide sustainable housing solutions for Oregonians, a critical component of addressing the racial disparities that exist in housing and related services. This strategy outlines our commitment to ensuring racial equity within the LTRA program, aiming to sustain an inclusive, fair, and effective housing assistance system.

Racial disparities in Oregon are evident across various sectors, including housing, healthcare, education, and employment. Some key disparities are access to housing, substance use treatment, and economic opportunities.

According to findings from the Taskforce on Homelessness and Racial Disparities in Oregon created through House Bill 2100 the number of Individuals identifying as Black, African American or African experiencing homelessness decreased in sheltered locations by 2,246 people (or 3%) but this was offset by an increase in the number of unsheltered individuals who identified as Black (by 2,170 people or 4%). Asians and Asian Americans also experienced a large percentage increase in sheltered and unsheltered individual homelessness, both of which rose by 13 percent (or 768 people). Individuals who identified as American Indian, Alaska Native, or Indigenous experienced the largest percentage increase in sheltered homelessness, at just over 11 percent while 16% more people identifying as Hispanic or Latin(a)(o)(x) experienced homelessness as individuals in 2022 than in 2020 (12,410 more people). This overall increase reflects an 18 percent increase in unsheltered Hispanic individuals and an 11 percent increase in sheltered Hispanic individuals. It is important to state, due to systemic and long-standing barriers, racial minorities frequently experience higher unemployment rates and lower income levels, further limiting their ability to afford and maintain stable housing.

As with all state and federal program funding, LTRA is accessible to all individuals and organizations regardless of their protected classification. Further, the program requires grantees to proactively ensure that LTRA is accessible to all individuals and organizations, regardless of protected class. Additionally, grantees must proactively reach out to and engage with communities that have been historically underserved or marginalized. Lastly, program operators may use funds for expenses tied to accommodations and efforts to ensure the program is delivered equitably based on both quantitative and qualitative data. As part of the program design, OHCS will continue to require each local region to submit a community plan that identifies the underserved populations in their region and specific actions the region plans to take to reduce the rate of homelessness in those communities. OHCS has used this approach to deploying the resources under EO 23-02, to ensure an equitable response to homelessness.

Advancing racial equity and justice is part of OHCS' commitment as an agency, by building programs and advancing strategies that center those who are disparately impacted by the problems of housing affordability and homelessness. OHCS's racial equity work is informed by national promising practices and lived experience of communities of color. OHCS and its grantees commit to an intentional, data driven approach to reducing disparities in housing and social service provision. Additional guidance and information continue to be developed to further identify how OHCS and grantees can advance equity and racial justice within state and federally funded

programs. To achieve racial equity in the community, government (local, regional, and state) must be working in partnership with communities and other institutions.

Accountability to Racially Equitable Outcomes

The commitment to racial equity within the Long-Term Rent Assistance program is unwavering. We aim to create an equitable housing system in Oregon. Grantees must proactively consider steps to ensure the programs are designed and implemented in a representative fashion in the communities they serve with racial justice at the forefront of their service delivery plan. This ensures that the LTRA program is accessible to all eligible individuals and organizations, regardless of race, color, national origin, age, religion, gender, familial status, disability, victims of domestic violence, marital status, sexual orientation, gender identity, or sources of income.

The LTRA program is making a tangible difference in the lives of Oregon's most vulnerable residents. By increasing housing stability, improving financial conditions, ensuring long-term housing retention, and reducing recidivism to homelessness, the LTRA program proves its efficacy and necessity by these key performance measures:

1. Increase housing stability as measured by the percentage of total program participants who reside in permanent housing at time of their exit from the program: This measure underscores the program's effectiveness in moving individuals from temporary or unstable housing situations into secure long-term living arrangements.

2. Maintaining or increasing household income and benefits from all sources: Households enrolled in the LTRA program will work towards maintaining or increasing their household income and befits from all potential sources during their participation with the assistance of the Support Services available in conjunction with the rental subsidy. Increasing financial stability helps to prevent future homelessness and ultimately contributes to the overall well-being and self -sufficiency of program participants.

3. Number of households who have been enrolled in the LTRA program and successfully maintain their housing placement for 12 months: This metric highlights the programs' ability to provide sustainable housing solutions that endure beyond initial placement, offering long-term security for vulnerable populations. The assistance under this program can be provided longer than 12 months but this metric allows OHCS to understand the first-year retention rates, in alignment with best practices for rehousing support programs across the nation.

4. Percentage of households who do not re-enter into homelessness or request additional housing assistance withing 12 months of exiting the program: This indicates the program's success in offering permanent solutions rather than temporary fixes, leading to lasting housing stability for participants.

Reporting on these key performance measures will be disaggregated by race so that we can accurately assess racial equity impacts of this program. Further, OHCS will work with local administrators to understand and act when disparities in outcomes are present for specific subpopulations. This analysis and ongoing evaluation work is critical to an equitable implementation of the program.

Administration

LTRA program has established expectations in the guidance and contract for grantees to implement comprehensive outreach and engagement activities to ensure Culturally Responsive Organizations (CRO) are engaged in the EO efforts through their established relationships and programming capacities, to serve disproportionately impacted homeless population, including individuals and households who are covered by state and federal civil rights classifications including race, disability, sex/gender, income instability, family homelessness, homeless youth, and individuals fleeing or impacted by domestic violence or human trafficking. Several LTRA grantees have established informal and formal agreements with CROs to assist with engaging with disproportionally impacted homeless populations they have identified within their communities and shared their further commitment to grow their networks to include more providers who specialize in engaging with homeless veterans, transitioning youth and households fleeing domestic violence. Further, LTRA grantees have stated how their communities will partner with local organizations and community leaders to provide targeted support and resources, streamline access to services, and offer technical assistance to enhance capacity. This inclusive approach aims to address the unique barriers these populations face, ensuring equitable access to housing and support services.

Revenue Sources

General Fund: $105,191,160

Other Fund:

Transfer in from General Fund: $105,191,160

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 503 - HH Sustaining LTRA

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	105,191,160	-	-	-	-	-	105,191,160
Transfer from General Fund	-	-	105,191,160	-	-	-	105,191,160
Total Revenues	**$105,191,160**	**-**	**$105,191,160**	**-**	**-**	**-**	**$210,382,320**
Special Payments							
Intra-Agency Gen Fund Transfer	105,191,160	-	-	-	-	-	105,191,160
Other Special Payments	-	-	105,191,160	-	-	-	105,191,160
Total Special Payments	**$105,191,160**	**-**	**$105,191,160**	**-**	**-**	**-**	**$210,382,320**
Total Expenditures							
Total Expenditures	105,191,160	-	105,191,160	-	-	-	210,382,320
Total Expenditures	**$105,191,160**	**-**	**$105,191,160**	**-**	**-**	**-**	**$210,382,320**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 504 Continuing to Prevent Evictions (Prevention Infrastructure $63.5 million)

Package Description

This policy package requests $63.5 million in ongoing General Funds for homelessness prevention operations and staffing infrastructure to sustain eviction prevention efforts funded by the Oregon Legislature in the 23-25 biennium to build a more robust eviction prevention and housing retention system. This funding will be used to continue critical eviction prevention programs to maintain a safety net in the 25-27–biennium for the most vulnerable renters to ensure that more low-income Oregonians remain safely housed. This type of investment must be ongoing year over year to ensure community partners and providers can maintain the operations and staffing necessary to prevent evictions and the inflow of households into homelessness statewide.

Note: Policy Option Package #504 is only one portion of two corresponding funding packages. This Policy Option Package includes funding for the operations, staffing and infrastructure for preventing evictions and Policy Option Package #505 provides the client financial assistance portion of the overall package.

Purpose

Eviction impacts tens of thousands of Oregonians every year, putting families at risk of homelessness and an innumerable list of short-term traumas and longer-term hardships associated with displacement. While financial assistance in the form of rent payments is a critical intervention that can immediately prevent an eviction, the services and supports provided by staff across the Community Based Organizations (CBOs), Community Action Agencies (CAAs), Culturally Specific Organizations (CSOs), Legal Services and Tenant Services networks provide the necessary underpinnings to deliver this assistance and provide the services that can support longer-term stability in addition to immediate crisis intervention. These services support behavioral health needs, community building, landlord mediation, legal interventions and support, and are optimally tailored by community-based providers for the individual(s) facing housing instability. While these services are not funded or intended to be as intensive as those in permanent supportive housing or other supportive housing models, we depend on them to implement best practices to meet the holistic needs of individuals and families, not just the financial pieces.

Housing stability is essential to strong and healthy communities and necessary for people to address their challenges and pursue their goals. Substantial evidence indicates that when people experience homelessness or other forms of housing instability, their prospects for future educational attainment, employment growth, health stability, and family preservation are significantly reduced.

How Achieved

Funding in the amount of $63.5 million in the Eviction Prevention infrastructure package for the 25-27 biennium will provide operations and services to support and prevent evictions for 25,325 households statewide who we anticipate being served with financial assistance requested in Policy Option Package #505. The organizations that will be eligible for this funding include the Community Action Agency network (CAA) and their subgrantees, Culturally Specific Organizations (CSO), other community-based organizations, and tenant education and advocacy services organizations. To maintain the current level of eviction prevention services, funding will be allocated through five existing funding streams. These programs include the Oregon Eviction Diversion and Prevention Program (ORE-DAP), Eviction Prevention Rapid Response (EPRR), Culturally Specific Organization eviction prevention programs, Legal Services, and Tenant Services. OHCS engaged with current eviction prevention grantees in the 23-25 biennium to determine maintenance of efforts (MoE) in operations and staffing costs to serve the same number of households in the 25-27 biennium. The MoE analysis and the amount of funding requested is a result of the engagement and 23-25 outcomes to date. The deployment of these funds is intended to stem the inflow into the homelessness response systems and help households to self-actualize housing stability over the long term.

Please note that this Policy Option Package funds only the operations and administrative costs for providers of eviction prevention investments. The corresponding Policy Option Package #505 provides funding for the financial assistance portion of the package.

Oregon Eviction Diversion and Prevention Infrastructure (ORE-DAP) ($38.5M) – Supporting 17,201 Households (HHs)
ORE-DAP infrastructure funding, $38.5 million dollars, will allow for the continued successful implementation of programs around the state of Oregon that address the eviction crisis the state is currently experiencing. Dedicated funding will allow for continuation of services for operations, staffing and administration. Successful eviction prevention is comprised of more than just financial assistance for households in need. Appropriate infrastructure funding ensures organizations can continue to operate efficiently. The financial assistance to support the ORE-DAP program and those most at risk of homelessness are included separately in Policy Option Package #505.

Community Action agencies who received ORE-DAP funding for eviction prevention programs report that uncertainty about future funding impacted their planning process for disbursing relief. Half of the agencies OHCS spoke with reported being understaffed which impacted their ability to administer eviction prevention funding efficiently and effectively. There is a continued need for eviction prevention case management services that offer supportive services and referrals to additional resources that meet the often complicated set of needs people at risk of eviction face in a trauma informed and responsive way. Additionally, operations and administration funding

allow for continuity in service provision in support of achieving outcomes. Providing agencies the ability to plan for their services with infrastructure funding, is necessary to achieve the goal of 17,201 households receiving assistance.

Community Action Agencies have unique and established regional systems to successfully reach performance milestones. Agencies are aware of the best way to serve their communities and primarily employ people from their communities, some of whom have lived experience of housing instability. Providing sufficient and ongoing operational funding allows agencies to maintain the workforce need to deliver programming that is responsive to the individual needs, strengths, and challenges of their program participants to continue to build upon past success to serve Oregonians in need.

(CSO) Culturally Specific Organizations Infrastructure ($16.4M) – Supporting 4,592 Households (HHs)
Culturally specific providers are embedded in and center around the lived experience of their community members. These often-marginalized communities experience the compounding effects of over-representation in negative indicators like poverty and eviction filing rates while at the same time experiencing more barriers to services. These factors are a result of discriminatory practices, systemic racism and decades of government policy that has excluded and marginalized many communities of color across Oregon. While only about 3% of Oregon's population is Black (2020 Census), 20% of all renters are Black, and they make up 32.7% of all eviction filings in Oregon. Likewise, 14% of all Oregonians identify as Latinx, and 21% of all renters, but make up 19% of evictions filed.

In addition to the inherent instability associated with being a low-income renter, many people who are also members of non-dominant cultural group face additional challenges to maintaining housing stability and experience barriers to the services that can help. Language access barriers, eligibility limitations for immigrant and refugee communities, and lack of culturally relevant services can all prevent people from accessing supportive services and are key elements culturally specific service provision. It is critical that the staff of culturally specific organizations have the specialized language skills, familiarity with unique complexities of navigating systems as a refugee, and cultural background similarities to help mitigate these barriers. Ensuring this type of specialized staffing takes resources.

The types of programming and how that programming is offered and accessed is also important. Providing a deeper level of service connection beyond simple referrals is critical for success in employment and education programs that can positively impact the long-term stability of households. Providing additional services like childcare and transportation assistance and translation services to help facilitate program participation can be particularly important for some cultural groups who have less access to these resources.

The requested investment of $16.4 million in infrastructure funding will help ensure that the related financial services investments in Policy Option Package #505 are delivered in a way that truly can support the unique needs of different culturally specific communities within Oregon.

Eviction Prevention Rapid Response (EPRR) Infrastructure ($1.1M) – Supporting 3,532 Households (HHs)
The EPRR program prevents evictions by quickly issuing rent payments for people who have scheduled eviction court dates. Because OHCS does not provide direct services, we contract with a third-party financial organization to process the time-sensitive rent assistance checks. The $1.1 million requested in infrastructure funding to support the EPRR program includes paying for this processing, the associated expense tracking, regular reporting, and monitoring and other financial and system administration. The rent assistance available through the EPRR program is being requested through Policy Option Package #505.

Legal Assistance Infrastructure ($3.7M) – 11,200 Legal Assistance Touchpoints
The Oregon statewide eviction moratorium ended on June 30, 2021, and in the wake of the lifting of the moratorium, evictions have skyrocketed across the state of Oregon. In 2023, 24,860 eviction cases were filed in Oregon's circuit and justice courts, representing one in twenty-five renter-occupied households in Oregon. Only 8% of defendants had legal representation, while close to 40% of landlords and property owners had legal representation. In response to the high-need to avoid and stay evictions in Oregon to keep Oregonians in their homes and safe from houselessness, a legal services eviction defense program was established by OHCS. These efforts, in the 21-23 and 23-25 biennia, have helped stay over 70% of the evictions accepted by this program in the Oregon courts and in other negotiations.

Eviction defense includes representation in the courtroom but also requires more than just attorneys. Done well, it entails a continuum of services to meet a variety of tenant needs. Robust eviction defense services involve a range of coordinated legal and legal-adjacent services to support household stabilization, including direct legal services, early diversion programs, mediation services, community education and outreach, and ancillary services such as rental assistance. This range of services requires a diversity of system partners, such as non-profit legal services providers, private attorneys, landlord-tenant courts, community-based organizations, Community Action Agencies, tenant organizations, mediation providers, rental assistance providers, and landlords/housing providers. Engaging a diversity of partners enables the leveraging of each partner's expertise and resources to collectively and optimally address tenant needs.

The requested $3.7 million for Legal Services infrastructure funding will provide staffing and operations support for these critical services and partnerships to provide 11,200 touchpoint services including legal advice, limited scope representation, full scope representation, mediation, and referrals to community and other resources.

Tenant Services Infrastructure ($3.7M) supporting 8,940 Households (HHs)
Tenant Services organizations currently serve close to 9,000 Households (HH) through the Biennium, or 4500 HH per year through hotline calls, rent-well classes, legal assistance, referrals, workshops and hosting collaborative problem-solving meetings to provide

recommendations on the needs for eviction prevention strategies for low-income tenants and vulnerable communities. Outreach to communities most impacted include on-the-ground outreach efforts, engagement with culturally specific organizations, and virtual community organizing to get the word out about services and resources, as well as marketing and other forms of media to ensure high visibility and availability of services.

Tenant Service organizations provide an array of services that help support eviction prevention through landlord mediation, tenant advocacy and education, translation services, and managing hotlines to address tenant questions and emergencies.

Staffing Impact

No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Outcomes

This eviction prevention package represented by this Policy Option Package in conjunction with the financial assistance funding requested in Policy Option Package #505 will provide supportive services to over 25,000 Oregonians in the 25-27 Biennium, providing funding to stem the tide of households who are at risk of falling into homelessness. The funding of this network of statewide providers to provide these services a critical step in continuing to mitigate the crisis of homelessness on our streets. Eviction prevention services ensure that more people are not falling into homelessness at the same time as we make historic efforts to rehouse families. Supportive Services allow programs to ensure that program participants receive additional services that they want and need, such as but not limited to, referrals to physical and behavioral healthcare, support in reaching education goals, and accessing income attainment and/or increasing that income. The homeless services system does this by coordinating deeply with various other support systems to build pathways to long term stability.

In the current Biennium, ninety five percent (95%) of the grantees funded with housing retention dollars are utilizing the Homeless Management Information System (HMIS), to track and report on outcomes. Grantees that do not use this system report on their efforts to ensure an accountable and outcomes-oriented system. OHCS monitors types of services being provided, the cost of services and outcomes for each household assisted for most of the programs. We can see the efficacy of the programs by race, gender, age, and ethnicity. Currently, over 90% of Households being served are maintaining their permanent housing at the time of exit from the program. OHCS is focused on ensuring performance outcomes such as providing rapid responses for those facing eviction and improving the rate of people who exit the programs that are still housed. We are committed to working with partners across the State to ensure the resources are part of a cohesive and aligned strategy to prevent homelessness.

Racial Equity Strategy

Oregon's population is 80% White, 3% Black/African American/African and12% of Oregon's overall population experience poverty. However, of Oregon's White population, 11% experience poverty whereas in Oregon's Black/African American/African population, 24% experience poverty. Therefore, Black/African American/African Oregonians experience poverty at more than 2x the rate of White Oregonians. While only about 3% of Oregon's population is Black (2020 Census), 20% of all renters are Black, but they receive 32.7% of all eviction filings in Oregon. Likewise, 14% of all Oregonians identify as Latinx, and 21% of all renters, but make up 19% of evictions file and 17% of judgments on behalf of the landlord. Eviction prevention is fundamental to addressing housing equity and racial justice. Evictions disproportionately affect communities most affected by systemic oppression and households with lower incomes. Even within those groups, disproportionately, Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities experience disparities more acutely. OHCS is working to ensure that we are utilizing opportunities to build systems that center those most impacted by historic inequitable housing policies and investments. This includes the need to invest in organizations and initiatives that will work with people who have lived experience of homelessness, housing instability and the impacts of systemic racism while we ensure that this voice is elevated in policy decisions.

Accountability to Racially Equitable Outcomes

To evaluate and improve outcomes and racial equity through quantitative and qualitative data, central research questions must be developed and focus on the experiences of minority and vulnerable populations and how non-white/BIPOC communities are being served by OHCS programs. The goal is to identify degrees of disparities in services and outcomes among relevant client-level groups using outside (census and other) datasets.

In the 25-27 biennium, OHCS's Performance and Evaluation team, we will improve outcome and reporting capabilities, capturing long term housing retention for eviction prevention programs, as well as compare populations being served vs. the region's population, especially by race, gender, age, ethnicity and disabilities. In the past, we have looked at the demographics of the total population in poverty without comparing the share of a particular group in poverty to that group's share of the total population. This method shows whether a group is underrepresented or overrepresented in poverty, unsheltered homelessness, or experiencing rent burden, for example. We then compared this to demographics in certain programs or project types but did not examine the rate at which certain groups were served, enrolled, and achieved outcomes or the degree of disparities between white and BIPOC communities.

In addition to regional commitments to reduce local disparities, the Housing Prevention/Eviction Prevention work includes a commitment of continued investment in Culturally Specific Organizations and their subgrantees. One current CSO grantee funds 25+ Community Based Organizations across Oregon who provide language access, culturally appropriate programming, and community driven solutions to housing challenges. While OHCS continues to fund culturally specific organizations led by Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities, we must do more to further this critical work. Historically, eviction prevention work funded by the state has been through the Community Action Agency network. Currently, only one culturally specific organization is part of the CAA network.~~,~~ In the 25-27 biennium we will be developing an application process that will make more culturally specific organizations eligible for funding and we will continue to build relationships with regular meeting and program tours to grow our network of providers and to learn and provide flexible contracting based on their expertise on how best to serve the people reaching out to them for assistance.

OHCS is currently developing a racial equity dashboard will emphasize demographics as the primary grouping for analysis, beginning with race and geo-location, percentage of the total population, percentage of those in poverty, and other data via census and PIT (Point-in-Time) counts to highlight disparities. The dashboard would offer multiselect capabilities for intersectionality with age, gender, veteran status, domestic violence, and disability and report out on conditions such as relationship to household, family type, prior living situation, and income level. It would track enrollment, service access, and outcomes like the length of time homeless, average length of stay in projects, exit destinations, employment, income growth, access to non-cash benefits, and successful placements / retentions. Moreover, it would track the ratio of a particular race/ethnicity group's share of poverty, homelessness, etc. to that group’s share of the total population, ensuring that disparities are accurately presented through ratios that account for disproportionate burdens and experiences faced by different racial and minority groups.

Program disaggregated data will be used to compare outcomes to respective subpopulations, ensuring our outcomes reflect the needs in communities. Furthermore, publicly available qualitative research and qualitative data available through partnerships will be leveraged to provide direction for quantitative analysis, generate meaning and application of findings, verify results, and identify opportunities for training and policy changes.

Administration

It is crucial that those accessing the services and programs offered through this Policy Option Package reflect those who are disparately impacted. These partnerships will help create an avenue to allocate eviction prevention funds directly to communities of color, -prioritizing racial equity in program delivery for those experiencing higher rates of housing instability across the state.

Through current and requested eviction prevention funding OHCS contracts directly with culturally specific organizations, and through the CAA network directly and indirectly through subgrantees. Portions of the 25-27 biennium allocation will continue to support and expand on the network of CSOs in order to deepen the reach of funding to communities with the most disparate eviction outcomes.

Revenue Sources

General Fund: $63,535,520

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 504 - HH Continuing to Prevent Evictions - Infrastructure

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	63,535,520	-	-	-	-	-	63,535,520
Total Revenues	**$63,535,520**	-	-	-	-	-	**$63,535,520**
Special Payments							
Other Special Payments	63,535,520	-	-	-	-	-	63,535,520
Total Special Payments	**$63,535,520**	-	-	-	-	-	**$63,535,520**
Total Expenditures							
Total Expenditures	63,535,520	-	-	-	-	-	63,535,520
Total Expenditures	**$63,535,520**	-	-	-	-	-	**$63,535,520**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 505 Continuing to Prevent Evictions (Prevention Financial Assistance $109.7 million)

Package Description

This policy package requests $109.7 million in ongoing General Funds for homelessness prevention client assistance funding to sustain eviction prevention efforts funded by the Oregon Legislature in the 23-25 biennium to build a more robust eviction prevention and housing retention system. This funding will be used to continue critical eviction prevention assistance to maintain a safety net in the 25-27 biennium for the most vulnerable renters to ensure that more low-income Oregonians remain safely housed. This type of investment must be ongoing year over year to ensure community partners and providers can continue to provide flexible, responsive, short-term financial assistance to keep people in their homes and slow the inflow of households into homelessness statewide.

Note: Policy Option Package #505 is only one portion of two corresponding funding packages. Policy Option Package #504 includes funding for the operations, staffing, and infrastructure for preventing evictions and this Policy Option Package #505 provides the client financial assistance portion of the overall package.

Purpose

In 2023, 24,860 eviction cases were filed in Oregon's circuit and justice courts. One in twenty-five renter-occupied households in Oregon had eviction cases filed against them that year and approximately 85-90% of evictions in the state are filed for nonpayment of rent. The primary drivers of eviction are economic (e.g., rising rents, stagnant wages) and structural (e.g., insufficient affordable housing). In 2023, Oregon had the 14th highest housing wage in the country defined as the necessary wage a household must obtain to afford a 2-bedroom rental at $27.65 an hour. Half of Oregon Renters spent more than 30% of their income on rent and as rents continue to outpace wages, low-income renters remain at increased risk of eviction and longer-term housing instability. Clearly, too many Oregonians are one missed paycheck or one unexpected bill away from not being able to pay their rent or are faced with the choice of doing without food or utilities to keep a roof over their heads.

This is especially true for Black, Indigenous, and other People of Color (BIPOC) households whom national and state data shows are overrepresented in the population of renters facing eviction proceedings. While only about 3% of Oregon's population is Black (2020 Census), 20% of all renters are Black, and they make up 32.7% of all eviction filings in Oregon. Likewise, 14% of all Oregonians identify as Latinx, and 21% of all renters, but make up 19% of evictions filed.

The purpose of eviction prevention financial assistance is to provide one-time or short-term assistance to help households address an immediate shortfall in household income to avoid eviction. The majority of eviction prevention funding is utilized for rent payments, including current rent due and arrears. Other critical categories of assistance include utility assistance, food, move-in costs to maintain housing by moving into a new housing situation, and legal assistance for renters currently in an eviction process that can be stopped through providing back rent and court fees. Intervening with this limited duration assistance before someone loses housing avoids the human costs of the trauma of the experience of homelessness and prevents in-flow into an already overwhelmed and costly sheltering and homeless services system

How Achieved

Funding in the amount of $109.7 million in the Eviction Prevention financial assistance package for the 25-27 biennium will provide rental and other assistance to 25,325 households statewide. The organizations that will be eligible for this funding include the Community Action Agency network (CAA) and their subgrantees, Culturally Specific Organizations (CSO), other community-based organizations, and tenant education and advocacy services organizations. To maintain the current level of eviction prevention services, funding will be allocated through four existing funding streams in the same proportion as in the 23-25 biennium. These programs include the Oregon Eviction Diversion and Prevention Program (ORE-DAP), Eviction Prevention Rapid Response (EPRR), Culturally Specific Organization eviction prevention programs, and Tenant Services. OHCS engaged with current eviction prevention grantees in the 23-25 biennium to determine maintenance of efforts (MoE) in financial assistance and households to serve in the 25-27 biennium. The MoE analysis and the amount of funding requested is a result of the engagement and 23-25 outcomes to date.

Please note that this Policy Option Package funds only the financial assistance portion and Policy Option Package #504 provides funding for the infrastructure of the investments in the form of operations, staffing and administrative costs.

Oregon Eviction Diversion and Prevention (ORE-DAP) ($60M) Financial Assistance – Supporting 17,201 Households (HHS)

ORE-DAP funding is currently contracting statewide through the Community Action Agencies (CAAs) and their network of subgrantees. Their deep experience has been an effective conduit to help households avoid eviction. Based on a statewide analysis of 23-25 actual and projected outcomes through the Maintenance of Effort (MOE) research, a continuation of current service levels in ORE-DAP using fundamentally the same program design requires $60M to reach 17,201 households. It is important to state that this funding level is not adequate to serve the full eviction prevention need, even of those most urgently at risk of losing their homes. This represents OHCS and our partner's estimate of what it would take to sustain a similar level of service to the 23-25 Biennium. To extend available funding across the biennium, providers will often limit the acceptance of new applications at different periods during the year. It is ensured that some funding is available for each quarter and season of the year to best respond to emergency needs.

Allowable uses of ORE-DAP financial assistance include rental assistance payments, move-in deposits food, pet rent or security fees, and other services that increase long-term stability for renters.

The existing prioritization of program funds to deliver financial assistance to those most in need across a spectrum of vulnerable and marginalized communities will remain in place in the 25-27 biennium program. For the purposes of this program, priority will be given to households with active eviction notices and those with scheduled court appearances. Special outreach and advertising publicize the program to populations most at risk of experiencing houselessness such as those with low, very low, or no income, those who are aging and/or experiencing disabilities, and communities of color, as groups overrepresented in the landscape of homelessness in the state of Oregon. The staffing, infrastructure, and operations costs to support this outreach to those most at risk of homelessness are included separately in Policy Option Package #504.

Eviction Prevention Rapid Response (EPRR) ($28.3M) Financial Assistance for 3,532 Households (HHs)

The Eviction Prevention Rapid Response (EPRR) program is dedicated to directly preventing evictions that are pending on the court docket as civil cases in the state of Oregon. As we know from data reported through eviction research at Portland State University, 25,473 such eviction cases were filed in the state of Oregon in the twelve months between July 2023 and June 2024. The Eviction Prevention Rapid Response program is a final intervention point to financial assistance for many tenants facing the most imminent risk of eviction and, ultimately, imminent risk of entering temporary or chronic homelessness. OHCS will contract with a third-party financial organization to administer the rent assistance funds directly to the landlords for those households with eviction court dates. The infrastructure and operations costs to support the EPRR program are included separately in Policy Option Package #504.

To maintain efforts from the 23-25 biennium, OHCS is requesting $28.3 million in financial assistance to support EPRR in addressing and avoiding the non-payment evictions of 3,532 households throughout the state. Allowances within the EPRR program guidance include the ability to financially settle stipulated agreements and landlord supplied ledgers encompassing rent arrearages, forward rent within payment caps, security deposit, pet rent, utilities, storage and other fees tied to the rental ledger. However, for some households who are experiencing concurrent issues like unemployment, unmet behavioral healthcare needs, and other system involvement like with child welfare, one month of rent support may not be sufficient to avoid eviction in the long term. We are working to develop more robust referral network and access to other support networks for these households. Currently referrals to tenant resource organizations and the Community Action Agencies across Oregon are in place, though system capacity remains limited due to funding constraints.

Culturally Specific Organizations (CSO) ($21.3M) Financial Assistance, 4,592 Households (HHs)

For the 25-27 biennium, OHCS is requesting $21.3 million in direct financial assistance support to aid in maintaining and bolstering the housing stability gained by vulnerable communities during the current 23-25 biennium. Culturally Specific Organizations received allocations of OHCS' housing retention and eviction prevention funding in the 23-25 biennium and this package would continue to fund CSOs in the 25-27 biennium. Programming led by CSOs will serve 4,592 households with a variety of financial interventions, most commonly, rental assistance, but additionally with supportive services intended to build long-term stability. Working within communities of color, these eviction prevention efforts seek to meet people facing eviction where they are and provide responsive, flexible services that meet the unique needs of the community.

Culturally specific organizations funded in the 23-25 biennium provided services to Black, Latinx, agricultural worker, migrant worker, immigrant, refugee, and other communities of color. Financial assistance models designed by and for these communities provide immediate rental assistance but also consider holistic housing stability needs, highlighting the needs of the entire household both in the short term and by preparing for long term stability. Examples of financial assistance to support households on the journey to stability include employment and educational assistance and connection to financial literacy and home ownership education programs. The operations and staffing costs associated with the CSO financial assistance are included in Policy Option Package #504.

Tenant Services ($156,300) Financial Assistance – 11,200 Services Provided
Funding for tenant services declined in the 23-25 biennium, reducing the amount of financial assistance provided by tenant services organizations. Policy Option Package #504 requests funding to continue funding for operations for tenant services organizations providing landlord mediation, rent-well, tenant advocacy and education, and managing hotlines to address tenant questions and emergencies. Because these organizations are client-facing, they have the ability to intervene in emergency situations by providing food, hotel stays, and hygiene items, or able to provide rent or deposit assistance on a small scale to respond to an immediate opportunity to move into a new apartment or avoid eviction. This requested financial support would allow them to be able to continue these direct, meaningful interventions. The staffing, infrastructure, and operations costs to support tenant services to those most at risk of homelessness are included separately in Policy Option Package #504.

Staffing Impact

No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Outcomes
This eviction prevention package will provide financial assistance to over 25,000 Oregonians in the 25-27 Biennium, contributing significantly to reducing the number of households moving into homelessness. The funding of this network of statewide providers is a critical step in continuing to mitigate the crisis of homelessness on our streets. Eviction prevention services ensure that more people are not falling into homelessness at the same time as we make historic efforts to rehouse families. When families can stop worrying about the crisis of being evicted, they are able to focus on other needs and goals, such as but not limited to, their physical and behavioral health needs, education goals and possibly other programs to help increase their income.

In the current Biennium, ninety five percent (95%) of the grantees funded with housing retention dollars are utilizing the Homeless Management Information System (HMIS), to track and report on outcomes. Grantees that do not use this system report on their efforts to ensure an accountable and outcomes-oriented system. OHCS monitors types of services being provided, the cost of services and outcomes for each household assisted for most of the programs. We can see the efficacy of the programs by race, gender, age, and ethnicity. Currently, over 90% of Households being served are maintaining their permanent housing at the time of exit from the program. OHCS is focused on ensuring performance outcomes such as providing rapid responses for those facing eviction and improving the rate of people who exit the programs that are still housed. We are committed to working with partners across the State to ensure the resources are part of a cohesive and aligned strategy to prevent homelessness.

Racial Equity Strategy
Oregon's population is 80% White, 3% Black/African American/African, 12% of Oregon's overall population experience poverty. However, of Oregon's White population, 11% experience poverty whereas in Oregon's Black/African American/African population, 24% experience poverty.

Therefore, Black/African American/African Oregonians experience poverty at more than 2x the rate of White Oregonians. While only about 3% of Oregon's population is Black (2020 Census), 20% of all renters are Black, but they receive 32.7% of all eviction filings in Oregon. Likewise, 14% of all Oregonians identify as Latinx, and 21% of all renters, but make up 19% of evictions file and 17% of judgments on behalf of the landlord.

Eviction prevention is fundamental to addressing housing equity and racial justice. Evictions disproportionately affect communities most affected by systemic oppression and households with lower incomes. Even within those groups, disproportionately, Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities experience disparities more acutely. OHCS is working to ensure that we are utilizing opportunities to build systems that center those most impacted by historic inequitable housing policies and investments. This includes the need to invest in organizations and initiatives that will work with people who have lived experience of homelessness and housing instability and ensure that this voice is elevated in policy decisions.

Accountability to Racially Equitable Outcomes

To evaluate and improve outcomes and racial equity through quantitative and qualitative data, central research questions must be developed and focus on the experiences of minority and vulnerable populations and how non-white/BIPOC communities are being served by OHCS programs. The goal is to identify degrees of disparities in services and outcomes among relevant client-level groups using outside (census and other) datasets.

In the 25-27 biennium OHCS's Performance and Evaluation team, we will improve outcome and reporting capabilities, capturing long term housing retention for eviction prevention programs, as well as compare populations being served vs. the region's population, especially by race, gender, age, ethnicity and disabilities. In the past, we have looked at the demographics of the total population in poverty without comparing the share of a particular group in poverty to that group's share of the total population. This method shows whether a group is underrepresented or overrepresented in poverty, unsheltered homelessness, or experiencing rent burden, for example. We then compared this to demographics in certain programs or project types but did not examine the rate at which certain groups were served, enrolled, and achieved outcomes or the degree of disparities between white and BIPOC communities.

In addition to regional commitments to reduce local disparities, the Housing Prevention/Eviction Prevention work includes a commitment of continued investment in Culturally Specific Organizations and their subgrantees. One current CSO grantee funds 25+ Community Based Organizations across Oregon who provide language access, culturally appropriate programming, and community driven solutions to housing challenges. While OHCS continues to fund culturally specific organizations led by Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities, we must do more to further this critical work. Historically, eviction prevention work funded by the state has been through the Community Action Agency network. Currently, only one culturally specific organization is part of the CAA network. In the 25-27 biennium we will be developing an application process that will make more culturally specific organizations eligible for funding. and we will continue to build relationships with regular meeting and program tours to grow our network of providers and to learn and provide flexible contracting based on their expertise on how best to serve the people reaching out to them for assistance.

OHCS is currently developing a racial equity dashboard will emphasize demographics as the primary grouping for analysis, beginning with race and geo-location, percentage of the total population, percentage of those in poverty, and other data via census and PIT (Point-in-Time) counts to highlight disparities. The dashboard would offer multiselect capabilities for intersectionality with age, gender, veteran status, domestic violence, and disability and report out on conditions such as relationship to household, family type, prior living situation, and income level. It would track enrollment, service access, and outcomes like the length of time homeless, average length of stay in projects, exit destinations, employment, income growth, access to non-cash benefits, and successful placements / retentions. Moreover, it would track the ratio of a particular race/ethnicity group's share of poverty, homelessness, etc. to that group's share of the total population, ensuring that disparities are accurately presented through ratios that account for disproportionate burdens and experiences faced by different racial and minority groups.

Program disaggregated data will be used to compare outcomes to respective subpopulations, ensuring our outcomes reflect the needs in communities. Furthermore, publicly available qualitative research and qualitative data available through partnerships will be leveraged to provide direction for quantitative analysis, generate meaning and application of findings, verify results, and identify opportunities for training and policy changes.

Administration

It is crucial that those accessing the services and programs offered through this Policy Option Package reflect those who are disparately impacted. These partnerships will help create an avenue to allocate eviction prevention funds directly to communities of color, - prioritizing racial equity in program delivery for those experiencing higher rates of housing instability across the state.

OHCS contracts directly with culturally specific organizations and reaches these organizations through the CAA network via subgrantee relationships. As part of this package, OHCS will be developing an application process in the 25-27 biennium to expand our current network of CSO grantee partners. The services funding requested in this Policy Option Package are intended to work in conjunction with the infrastructure funding requested in Policy Option Package #504 to support ongoing operations of this critical culturally specific capacity.

Revenue Sources

General Fund: $109,685,262

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 505 - HH Continuing to Prevent Evictions - Financial Assistance

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	109,685,262	-	-	-	-	-	109,685,262
Total Revenues	**$109,685,262**	-	-	-	-	-	**$109,685,262**
Special Payments							
Other Special Payments	109,685,262	-	-	-	-	-	109,685,262
Total Special Payments	**$109,685,262**	-	-	-	-	-	**$109,685,262**
Total Expenditures							
Total Expenditures	109,685,262	-	-	-	-	-	109,685,262
Total Expenditures	**$109,685,262**	-	-	-	-	-	**$109,685,262**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 506 Maintaining Tribal Homelessness Investments

Package Description

This package will build upon and extend funding for the nine federally recognized tribes of Oregon through the current tribal investment: By and For Initiative, Native American Tribes of Oregon (BAFI-NATO). The BAFI-NATO program was funded in the 21-23 and 23-25 biennia; however, these funds were one-time in nature and lacked long-term investments dedicated to tribal homelessness and housing initiatives. Until recently, many Oregon Housing and Community Services (OHCS) programs like BAFI-NATO tended to be limited by the biennium, were incremental, did not include tribal preference or set asides, had limitations in scope, and insufficient resources to meet the ongoing housing needs of tribal communities in a way that honors tribal sovereignty. The current program allows for the grant to be utilized for homelessness response and prevention activities and the proposed expansion will include eligible activities in affordable rental housing and homeownership programs and would create a dedicated and on-going funding opportunity for the nine federally recognized tribes of Oregon

Purpose

Prior to 2019, only a few of the tribes of Oregon received nominal funding through various OHCS funding streams, even though our research and data shows that Native Americans in Oregon are 4x more likely to experience unsheltered homelessness than any other population within the state. In 2022, OHCS engaged with tribes to understand the unsheltered homelessness crisis happening in tribal communities and through intentional engagement, created a program and funding to specifically address the increase in Native American homelessness in Oregon. The By and For Initiative: Native American Tribes of Oregon (BAFI-NATO) was the first of its kind for the agency and was implemented in the 2021-2023 biennium to address tribal homelessness. The allocations were distributed by direct award to the Federally Recognized Tribes of Oregon through a non-competitive application process.

The BAFI-NATO program design process elicited the full participation of all nine of the federally recognized tribes of Oregon. However, tribal leaders have continually noted the challenges and barriers of utilizing state funded programs. In addition to the BAFI-NATO shelter and homelessness funding, most tribes also own and operate affordable housing units and have homeownership programs. Whether it is shelter beds, transitional housing, affordable rental housing or homeownership opportunities, tribes have been effectively dissuaded from applying for OHCS funding by way of exclusionary practices that include limitations on administrative costs and the inability to fund projects that are located on trust lands.

The continual funding and expansion of BAFI-NATO would be a comprehensive solution to addressing the breadth of housing needs within tribal communities. This concept aligns with recommendations from the Task Force on Homelessness and Racial Disparities created by House Bill 2100 and implemented through Senate Bill 893 in that this funding will directly allocate program funds to the nine federally recognized tribes of Oregon. The new BAFI-NATO program design would uplift tribal sovereignty, provide critical housing funding, and honor tribal self-governance by consolidating program funds to give tribes more flexibility. While similar in intent, it would not exclude tribes from current and on-going OHCS programs and opportunities.

The new BAFI-NATO structure would create a dedicated and on-going funding opportunity for the nine federally recognized tribes of Oregon with the intention that it will span across multiple biennia. A resource of this nature is critical to address tribal housing needs that encompass all areas of housing. This new program structure includes homelessness and prevention funding, affordable rental housing development and operations, and homeownership programs. This funding would allow for consistent and reliable long-term planning investments for projects and resources tailored to tribal community needs. It is essential that the state actively engages and supports tribal communities in a manner that respects tribal sovereignty and self-determination.

Housing Stabilization: Homeless Services and Housing Retention

Tribal Members are overrepresented in current homelessness counts by more than 4x their share of the state population. People who identify as American Indian or Alaska Native are more likely to experience unsheltered homelessness than other populations in Oregon. OHCS has also learned through consistent engagement with the nine federally recognized tribes that the data from Homeless Management Information System (HMIS), Point-in-Time counts (PITC), and Census Bureau surveys does not fully capture the extent of housing instability in tribal communities. Many of these data collecting efforts do not adequately coordinate with tribal communities to obtain the most accurate information. Overcrowded or substandard housing circumstances which put tribal members at significant risk of homelessness are often not reflected in these numbers. While the BAFI-NATO program has provided much-needed funding to create and/or support local programs designed to prevent and reduce homelessness and housing instability in tribal communities across Oregon, there is a greater need for ongoing, predictable, and flexible resources, so that tribes can plan for and implement sustainable programs that have the most long-term impact.

Affordable Rental Housing (ARH) and Permanent Supportive Housing (PSH)

Although Native Americans represent only 1.1% of the Oregon population, 5.1% of the homeless population in Oregon identify as American Indian or Alaska Native in the last Point-in-Time Count (PITC). It is important to note, that the PITC is just an estimate and can frequently result in undercounts while failing to capture overcrowded homes, temporary homelessness trends, and other factors that disproportionately impact Native Americans. This indicates the disproportionate need for safe, stable housing for the Native populations of the state. In recent years, several different attempts have been made by OHCS's Affordable Rental Housing Division to target resources to Tribal Nations, including a 10% set-aside in our 9% Low Income Housing Tax Credit allocation, access to capacity building

resources, and competitive priority across the affordable rental housing resource offerings through OHCS Notices of Funding Availability. Despite these efforts, very few tribal affordable or permanent supportive housing developments have been funded by OHCS. The need is there, but there is a disconnect between the way that OHCS' ARH Division traditionally funds ARH and PSH developments and what the Oregon tribes need from us to develop more housing. Through outreach, it has become clear that our programs are too full of bureaucracy, reliant on institutional knowledge, and carry too much upfront risk for tribes to feel comfortable applying.

Homeownership Programs
In Oregon, only 59% American Indians or Alaska Natives own homes compared to 67% for white Oregonians. Tribes and tribal members face multifaceted barriers when it comes to homeownership. Access to mortgage products can be difficult depending on the type of land the home sits on (tribal trust land, tribal fee land, fee simple, etc.). Limited savings for down payment and low credit scores also hinder mortgage access or make mortgages more expensive. Tribes seeking to build on their own land often face prohibitive infrastructure costs due to the geography and characteristics of the land. There is limited consistent funding for homeownership development year to year. OHCS' main homeownership development funding program currently excludes tribal participation since construction must be done on Oregon land and the state must maintain a lien on the land.

How Achieved

Tribal communities face substantial barriers to accessing housing stabilization, homeownership development, and affordable rental housing development funding. While not a comprehensive list, some of the barriers include: staff capacity, hiring difficulty, geographic barriers, time it takes to finalize contracts, biennial budget barriers, and the requirement to meet expenditure deadlines instead of spending on actual tribal goals. An expansion of our current funding eligibilities would address most of these barriers by establishing a long-term regular source of funding that can be spent on tribal housing priorities. Each of the nine federally recognized tribes of Oregon also have different housing priorities and flexible funding would allow for them to focus on their areas of greatest need.

Through targeted engagement with tribal grantees, OHCS has heard from tribal communities that the solution is not to provide more and more grants, but to consolidate our offerings into a singular, easy to report and use, program. This is due to several factors including capacity to apply for, monitor and report out programs, tribal planning needs, and lack of funds to help bridge tribal budgets. The new BAFI-NATO funding would streamline developments while reducing the administrative burden on tribal staff and partnering with tribes on their continuum of housing needs. Eligible activities under BAFI-NATO would be expanded to include affordable rental housing and homeownership activities and are designed to focus on areas of priority based on the needs of each individual tribe.

BAFI-NATO Program Structure

Application/Tribal Housing Plan
Applications will be non-competitive with direct awards to each of the nine federally recognized tribes of Oregon based on formula funding factors. At the beginning of every biennium, Tribes will be required to complete a Tribal Housing Plan which will include the proposed scope of work over the next two years. The application will largely focus on each individual tribe and their community housing needs. The application will state their housing plan and incorporate details such as their scope of work, budget, reporting metrics, and projected outcomes. Tribal Housing Plans will be approved by OHCS staff before the program and funding can be accessed by the grantee. For housing plans that involve capital development projects, additional requirements and documentation may be required.

Funding Formula/Allocations
Funds for BAFI-NATO will be renewed every biennium in the amount of $12.8 Million for the continual and ongoing investment to address tribal homelessness and housing production needs. Funding to grantees will be based on a formula method with input from each of the nine federally recognized tribes of Oregon. For example, in the 21-23 and 23-25 biennia, formula funding was allocated to tribes with a base amount with an additional factor of tribal enrollment numbers. OHCS will continue to engage with tribal grantees to achieve input on variables and formula calculations. The formula should be reassessed every biennium as to update tribal enrollment numbers or any other variables that are associated with the funding allocations. Negotiated Indirect Cost Rates (NICRAs) will be submitted as part of their Tribal Housing Plan and the primary way of calculating administrative costs for the tribes. Grantees can also choose the standard administrative rate of 15% in lieu of using their NICRAs.

Program Eligibilities
Eligible uses of the funding will include homeless services and housing retention allowances, affordable housing activities and homeownership programs. Each of the divisions within OHCS will outline eligible activities and use of funds in detail under each of these categories in a program manual.

Housing Stabilization activities can include, but are not limited to: Street outreach, shelter or transitional housing acquisition, renovation, rehabilitation, and conversion projects, operations and wrap-around services of shelter, transitional housing, and supportive housing sites, homelessness prevention programming, rehousing assistance, long term rental assistance, capacity building, and housing retention, and eviction prevention programs. All housing stabilization programs can provide financial assistance in the form of rent, utility payments, move in/out costs and deposits.

Affordable Rental Housing projects can include, but are not limited to: Capacity building, predevelopment activities, matching funds for current affordable housing projects that will be completed within the expenditure period (hard and soft costs), fees or charges, rental assistance, supportive services, operations of affordable rental housing sites, administration and acquisition of properties.

Homeownership programs can include but are not limited to: Pre-development and development of new homes for purchase (only for projects that will be completed in the expenditure period), mortgage assistance, downpayment assistance, home repairs, foreclosure avoidance support and resources, and education and counseling services.

Contract Management

The central point of contract administration within OHCS will be the Housing Stabilization Division in consultation with the Equity Diversion and Inclusion (EDI) Office, the Affordable Rental Housing Division and Homeownership Departments. The program analyst assigned to BAFI-NATO will oversee the coordination and implementation of the program including the application process, housing plan review, and will serve as the programmatic contact for the tribes and be responsible for the daily operations of the grant. The Tribal Liaison (EDI office) will serve as the primary in communicating any program updates, changes and facilitating the monthly OHCS Tribal Housing Work Group meetings. OHCS fiscal and compliance staff will play a critical role in monitoring the program, ensuring adherence to program guidance through regular reviews and compliance checks.

Staffing Impact

No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Outcomes

All tribal grantees are required to submit a comprehensive annual report at the end of each fiscal year. This report must detail the projects undertaken, goals set, and the extent to which these goals were achieved. The report will include quantitative and qualitative data including persons served in each of the project areas, successes, challenges, and lessons learned and other requested outcomes depending on funded project types. The report will demonstrate how funding was used to meet tribal housing needs, while reducing administrative burdens for the tribes and OHCS.

To ensure continuous progress and provide necessary support, individual tribes will meet with OHCS program staff for check ins on a quarterly basis or more frequently upon request of the grantee. These meetings will serve as a platform for tribal representatives to discuss ongoing projects, seek advice, and receive guidance on upcoming initiatives. Programmatic and fiscal compliance will be monitored bi-annually. This monitoring will involve a thorough review of both the programmatic elements of the tribal housing initiatives and their financial management. The aim is to ensure that all funded projects are aligned with the stipulated guidelines and ensure appropriate spend-down timelines.

Racial Equity Strategy

The intent of the enhanced BAFI-NATO funding is to address deep inequalities that the federally recognized tribes of Oregon face when it comes to housing and funding opportunities from OHCS. The premise of this ongoing funding stream is to ensure that OHCS meets its racial equity goals by providing a dedicated investment to a community that has been disproportionately affected by the homelessness and the unaffordability of housing within the state. OHCS will use tribal housing plans and annual reports to help measure and gauge success, while also being sensitive to the fact that tribes are unique, sovereign entities that prioritize tribal equity and supporting their members, families and communities.

Accountability to Racially Equitable Outcomes

The current BAFI-NATO program utilizes the Homelessness Management Information System (HMIS) to track and collect data on programs created with BAFI-NATO funds. In the 23-25 Biennium (one fiscal year as of this report FY 23-24), BAFI-NATO has served 926 individuals for a total of 427 households. Of these households, 82% are people that identify as American Indian, Alaska Native or Indigenous, 4% identify as white, 6% are multi-racial, and 1 % Black or African American. Household types served include Families with Children at a total of 53% of households, Families Without Children at a total of 44% of households, and 3% of household types are unknown.

The same demographic data sets will be tracked for the 25-27 Biennium and will expand with the additional included program areas of Affordable Rental Housing and Homeownership activities. OHCS will create a consolidated Annual Report that will encompass all project areas and activities disaggregated by race and ethnicity.

Administration

Tribes often face multiple barriers when it comes to contracting. This includes rural locations, hesitation from contractors to work on reservations, increased costs and limited number of contractors. A small number of Oregon tribes operate their own construction or maintenance teams, many do not. OHCS will continue to support tribes in following their own contracting rules and procurement

processes, which may include utilizing and allowing preferences for Native owned businesses. This is in alignment with federal positions on tribal housing work.

Revenue Sources

General Fund: $12,767,376

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 506 - HH Maintaining Tribal Homelessness Investments

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	12,767,376	-	-	-	-	-	12,767,376
Total Revenues	**$12,767,376**	**-**	**-**	**-**	**-**	**-**	**$12,767,376**
Special Payments							
Other Special Payments	12,767,376	-	-	-	-	-	12,767,376
Total Special Payments	**$12,767,376**	**-**	**-**	**-**	**-**	**-**	**$12,767,376**
Total Expenditures							
Total Expenditures	12,767,376	-	-	-	-	-	12,767,376
Total Expenditures	**$12,767,376**	**-**	**-**	**-**	**-**	**-**	**$12,767,376**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 508 HSD Portion of OHCS Operational Supports

Package Description

Agency-wide, this package reauthorizes three limited duration positions for additional months in the 2025-27 biennium; restores 24 positions that were authorized as permanent but were associated with the Governor's Executive Orders on Homelessness and received one-time funding; shifts funding for three positions to support manufactured housing; and requests 16 new positions to support affordable rental housing, energy services, housing stabilization, and central support services

Purpose

Provide essential staffing support for on-going priority affordable housing, homeownership, and homelessness prevention services.

How Achieved

For Housing Stabilization, this package restores 16 permanent full-time positions and transfers a half-time support position from another program unit to provide essential support for the proposed funding of shelter maintenance, rehousing, rental assistance and eviction prevention; plus reauthorizes a limited duration full-time position for youth homelessness; and adds two project management positions to support implementation of homeless services initiatives.

For Energy Services, this package establishes two permanent full-time positions supported by Federal Funds to meet increased workload and mitigate overtime.

The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an Intrafund transfers out to support a proportionate share of Pkg 508.

Staffing Impact

Administrative Specialist 2, Permanent Full Time
Business Operations Manager 1, Permanent Ful1 Time
Compliance and Regulatory Manager 2, Permanent Full Time

Compliance Specialist 2, Permanent Full Time
Grants Loans & Program Manager 2, Permanent Full Time
Operations & Policy Analyst 2, Permanent Full Time
Operations & Policy Analyst 3, Permanent Full Time
Policy, Planning, Dev Manager 2. Permanent Full Time
Program Analyst 1, Permanent Full Time
Program Analyst 2, Permanent Full Time (6X)
Program Analyst 3, Permanent Full Time (2X)
Program Analyst 4 (MMN), Permanent Full Time (2X)
Program Analyst 4 (OAS), Permanent Full Time
Project Manager 2, Permanent Full Time
Project Manager 3, Permanent Full Time

Quantifying Results

As OHCS works to be responsive to needs and to deliver resources and programs that ensure Oregonians are safely and stably housed, we know we cannot do so without right-sized staffing to meet the diverse needs we see and hear about. This package allows us to invest in our organizational health and ability to successfully meet the priorities of the Statewide Housing Plan (SWHP), particularly around centering racial justice and equity in policymaking, program design and implementation, community engagement, and service delivery, by ensuring we have the staff needed to operationalize our work.

Adequate staffing capacity across the agency allow equity goals to be achieved across agency work, including in central operations.

Revenue Sources

General Fund: $5,489,241
Federal Funds: $654,422

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	5,489,241	-	-	-	-	-	5,489,241
Federal Funds	-	-	-	654,422	-	-	654,422
Total Revenues	**$5,489,241**	**-**	**-**	**$654,422**	**-**	**-**	**$6,143,663**
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	3,356,514	-	49,091	339,122	-	-	3,744,727
Empl. Rel. Bd. Assessments	1,285	-	17	165	-	-	1,467
Public Employees' Retire Cont	706,210	-	10,329	71,352	-	-	787,891
Social Security Taxes	256,772	-	3,755	25,943	-	-	286,470
Paid Family Medical Leave Insurance	13,427	-	196	1,357	-	-	14,980
Worker's Comp. Assess. (WCD)	753	-	10	96	-	-	859
Mass Transit Tax	21,096	-	262	-	-	-	21,358
Flexible Benefits	757,194	-	10,019	96,850	-	-	864,063
Reconciliation Adjustment	(24,162)	-	10,225	59,103	-	-	45,166
Total Personal Services	**$5,089,089**	**-**	**$83,904**	**$593,988**	**-**	**-**	**$5,766,981**
Services & Supplies							
Instate Travel	33,876	-	-	4,392	-	-	38,268
Employee Training	27,788	-	-	3,563	-	-	31,351
Office Expenses	60,977	-	-	7,906	-	-	68,883

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Housing Stabilization Programs
Cross Reference Number: 91400-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Telecommunications	20,326	-	-	2,635	-	-	22,961
Data Processing	24,842	-	-	3,221	-	-	28,063
Employee Recruitment and Develop	4,193	-	-	538	-	-	4,731
Other Services and Supplies	95,550	-	-	12,250	-	-	107,800
Expendable Prop 250 - 5000	83,850	-	-	10,750	-	-	94,600
IT Expendable Property	48,750	-	-	6,250	-	-	55,000
Total Services & Supplies	**$400,152**	**-**	**-**	**$51,505**	**-**	**-**	**$451,657**
Total Expenditures							
Total Expenditures	5,489,241	-	83,904	645,493	-	-	6,218,638
Total Expenditures	**$5,489,241**	**-**	**$83,904**	**$645,493**	**-**	**-**	**$6,218,638**
Ending Balance							
Ending Balance	-	-	(83,904)	8,929	-	-	(74,975)
Total Ending Balance	**-**	**-**	**($83,904)**	**$8,929**	**-**	**-**	**($74,975)**
Total Positions							
Total Positions							22
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**22**
Total FTE							
Total FTE							20.44
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**20.44**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE							
Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request	2025-27 Governor's Recommended
Other Funds Limited							
Public Utility Fees							
Low-Income Electric Bill Pmt Assist Chg	3400	0240	$ 55,762,760	$ 42,734,414	$ 47,500,000	$ 57,600,000	$ 57,600,000
Public Purpose Charge (Weatherization)	3400	0240	$ 38,003,486	$ 38,026,827	$ 44,500,000	$ 42,000,000	$ 42,000,000
Admin & Service Charges							
EHA Real Estate Transactions	3400	0415		$ 15,000			$ -
OMEP Admin Charges	3400	0415		$ 4,000			$ -
IDA Administration Charges	3400	0415	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Petroleum Distributor Assessments (SHOW)	3400	0415	$ 462,885	$ 300,000	$ 225,000	$ 400,000	$ 400,000
Interest Income							
Interest - EHA	3400	0605	$ 285,778	$ 87,877	$ 770,000	$ 576,000	$ 576,000
Interest - ERA	3400	0605	$ 1,004			$ -	$ -
Interest - HCLGP	3400	0605	$ 9,289	$ 4,039	$ 136,000	$ 21,600	$ 21,600
Interest - RGP	3400	0605	$ 6,294	$ 792	$ 18,000	$ 17,400	$ 17,400
Interest - WF Rec	3400	0605	$ 17,701		$ 1,500		$ -
Interest - CRF	3400	0605	$ -			$ -	$ -
Interest - ECHO	3400	0605	$ 833,465	$ 240,213	$ 3,320,000	$ 2,904,000	$ 2,904,000
Interest - OMEP	3400	0605	$ 10,713			$ -	$ -
Interest - OEA	3400	0605	$ 355,278	$ 105,359	$ 1,284,000	$ 1,248,000	$ 1,248,000
Interest - SHOW	3400	0605	$ 11,616	$ 4,428	$ 46,000	$ 44,400	$ 44,400
Housing Div Loan Repayments							.
Barclay's	3400	0930	$ 22,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000
Other Revenues							
EHA	3400	0975	$ 64,583	$ 17,731	$ 134,400	$ 134,400	$ 134,400
Ray Misc. Rev	3400	0975		$ 3,700,000			
ECHO Misc. Rev	3400	0975	$ 519		$ 11,088		
CRF Misc. Rev	3400	0975	$ 34,190		$ 3,463		
HSP	3400	0975			$ 12,124		

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE							
Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request	2025-27 Governor's Recommended
OEA	3400	0975			$ 4,350		
OERAP	3400	0975			$ 724,887		
SSA	3400	0975			$ 2,000		
Transfer In - Intrafund	3400	1010	$ -	$ 23,361		$ -	$ -
Transfer In - Other							
(HCLGP) Transfer in from Other Funds	3400	1050	$ -	$ 2,248,400	$ -		$ -
Transfer In From General Fund							
Emergency Housing Assistance	3400	1060		$ 5,000,000	$ 5,000,000		$ -
EO EP	3400	1060		$ 39,000,000	$ 39,000,000		$ -
Youth Rental Assistance	3400	1060	$ 4,500,000				
Shelter Operations and Facilities	3400	1060	$ 2,500,000				
Housing Choice Landlord Guarantee Prg	3400	1060	$ 324,290	$ 337,910	$ 3,437,910	$ 337,910	$ -
LTRA - LPGs	3400	1060				$ 37,562,139	$ 37,562,139
LTRA - MAC	3400	1060				$ 67,629,021	$ 67,629,021
Transfer in From DAS							
Emergency Housing Assistance	3400	1107	$ 105,000,000				
Transfer in From DHS							
Housing Stabilization Program/Temporary Assistance to Needy Families	3400	1100	$ 3,982,028	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000
Doc Recording Fee (Emergency Housing Assistance)	3400	1150	$ 7,468,556	$ 8,900,000	$ 5,690,800	$ 6,884,900	$ 6,884,900
Transfer in From OHA (Oregon Health Authority)							
1115 Waiver - Housing Stabilization	3400	1443		$ 449,665	$ 449,665	$ 577,579	$ 577,579
Transfer Out - Intrafund	3400	2010	$ (21,878,085)	$ (7,847,332)	$ (229,494)	$ (5,818,739)	$ (5,582,840)
Transfer Out to DAS	3400	2107	$ (377,439)				
Total Other Funds Limited	**3400**		**$ 197,978,351**	**$ 138,576,684**	**$ 157,265,693**	**$ 217,342,610**	**$ 217,240,599**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE							
Source	Fund	ORBITS Revenue	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request	2025-27 Governor's
Federal Funds Revenue							
Bonneville Power Administration	6400	0995	$ 3,268,721	$ 3,603,861	$ 3,425,000	$ 3,264,895	$ 3,890,211
Department of Energy	6400	0995	$ 7,820,370	$ 21,137,596	$ 14,092,202	$ 18,679,964	$ 7,369,289
Department of Health & Human Services	6400	0995	$ 156,184,810	$ 93,853,322	$ 97,443,093	$ 89,229,589	$ 99,792,916
Department of Housing & Urban Development	6400	0995	$ 52,082,144	$ 15,252,734	$ 8,067,000	$ 7,363,887	$ 7,328,335
US Treasury	6400	0995	$ 385,519,854	$ 10,767,218	$ 2,368,318	$ -	
Transfer Out - Intrafund	6400	2010				$ (2,578,751)	$ (2,378,190)
Total Federal Funds Limited	**6400**		**$ 604,875,899**	**$ 144,614,731**	**$ 125,395,613**	**$ 115,959,584**	**$ 116,002,561**

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

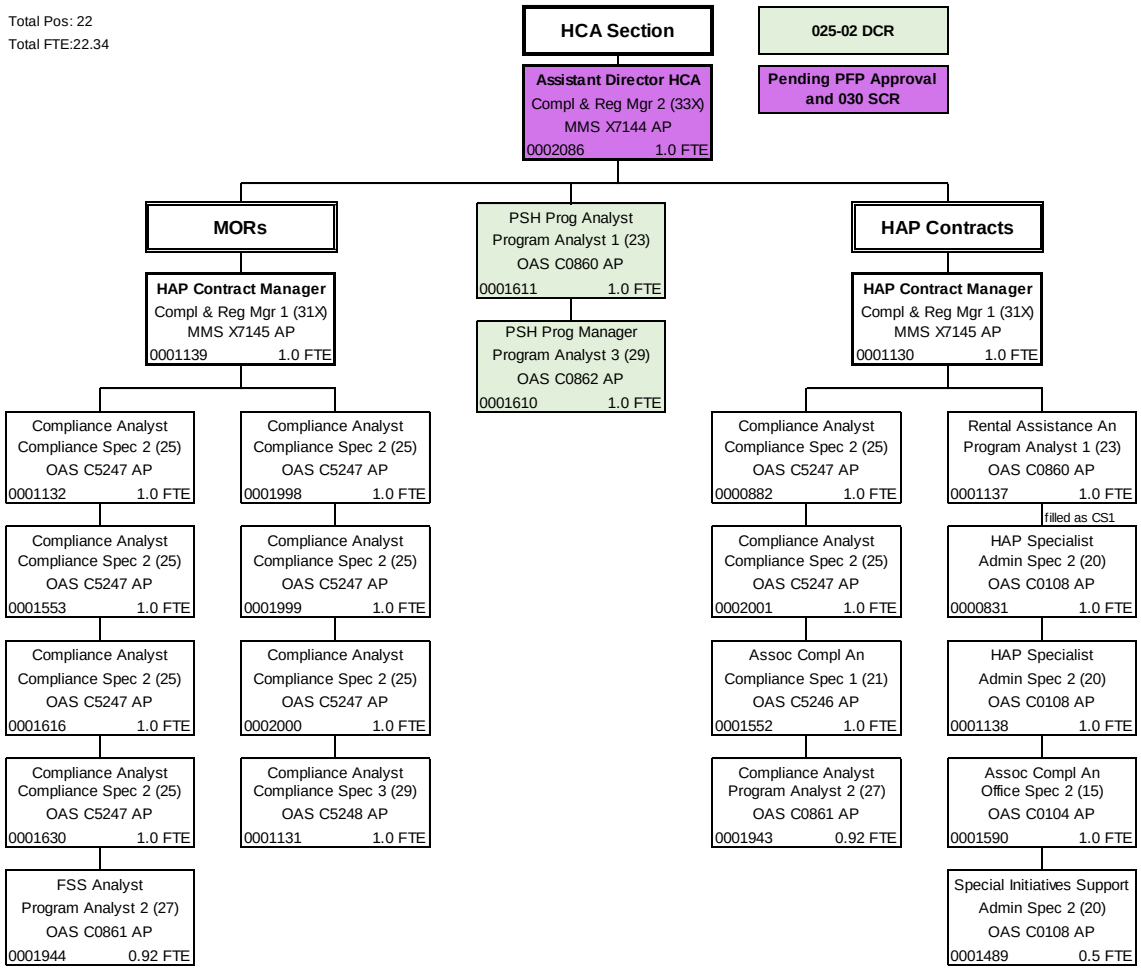
Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-010-00-00-00000**

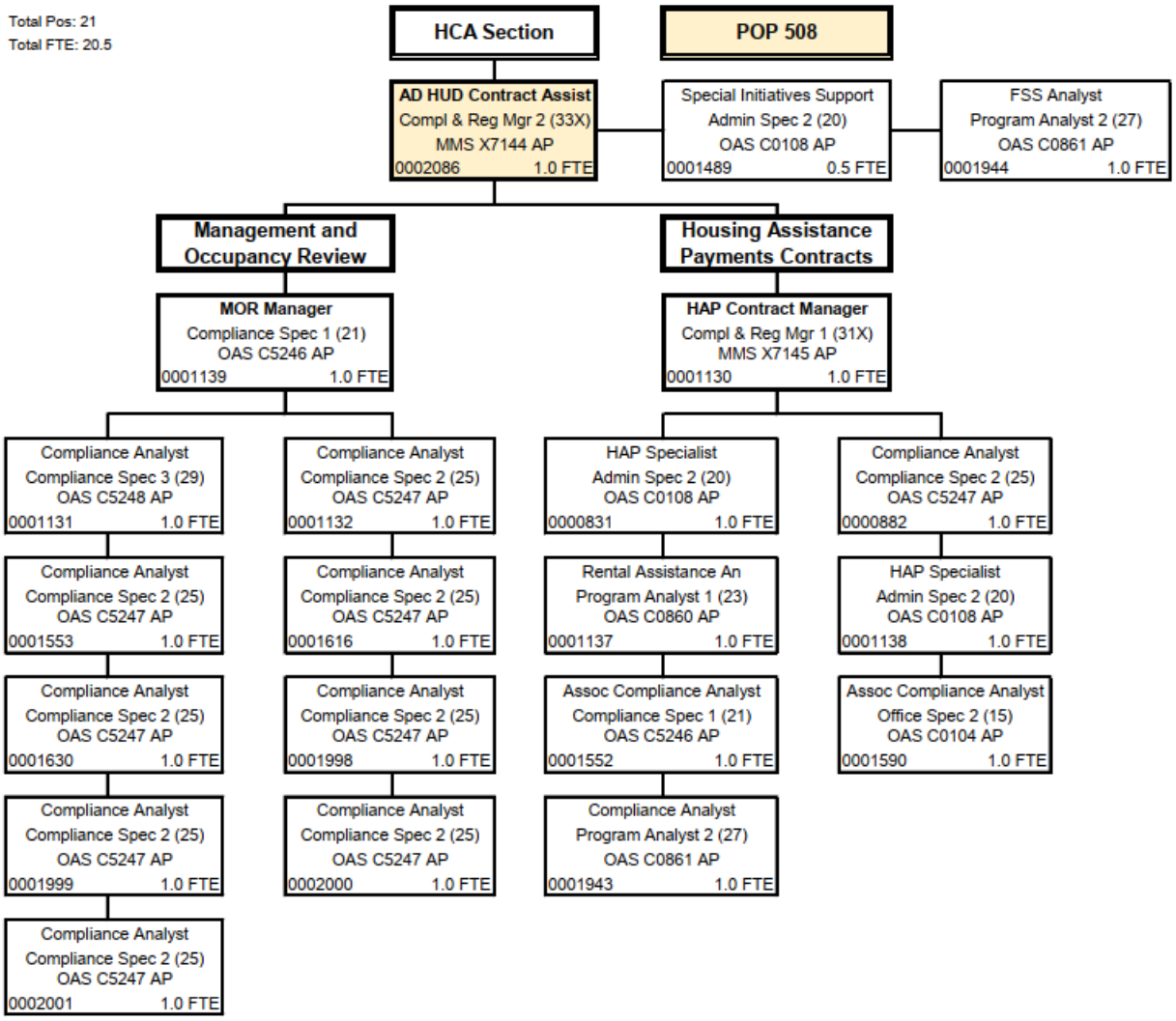
Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Public Utilities Fees	93,766,247	80,761,241	80,761,241	99,600,000	99,600,000	-
Admin and Service Charges	662,885	519,000	519,000	600,000	600,000	-
Interest Income	1,531,140	442,708	442,708	4,811,400	4,811,400	-
Housing Div Loan Repayments	22,000	24,000	24,000	24,000	24,000	-
Other Revenues	99,292	3,717,731	3,717,731	134,400	134,400	-
Transfer In - Intrafund	-	23,361	23,361	-	-	-
Transfer In Other	-	2,248,400	2,248,400	-	-	-
Transfer from General Fund	7,324,290	5,337,910	44,337,910	105,529,070	105,191,160	-
Tsfr From Human Svcs, Dept of	3,982,028	5,000,000	5,000,000	5,000,000	5,000,000	-
Tsfr From Administrative Svcs	105,000,000	-	-	-	-	-
Tsfr From Revenue, Dept of	7,468,556	8,900,000	8,900,000	6,884,900	6,884,900	-
Tsfr From Oregon Health Authority	-	449,665	449,665	577,579	577,579	-
Transfer Out - Intrafund	(21,878,085)	(7,534,734)	(7,847,332)	(5,818,739)	(5,582,840)	-
Tsfr To Administrative Svcs	(377,439)	-	-	-	-	-
Total Other Funds	**$197,600,914**	**$99,889,282**	**$138,576,684**	**$217,342,610**	**$217,240,599**	**-**
Federal Funds						
Federal Funds	604,875,899	144,392,238	144,614,731	118,538,335	118,380,751	-
Transfer Out - Intrafund	-	-	-	(2,578,751)	(2,378,190)	-
Total Federal Funds	**$604,875,899**	**$144,392,238**	**$144,614,731**	**$115,959,584**	**$116,002,561**	**-**

Project-Based Rent Assistance Programs

Project-Based Rental Assistance Programs 2023-25 Organizational Chart



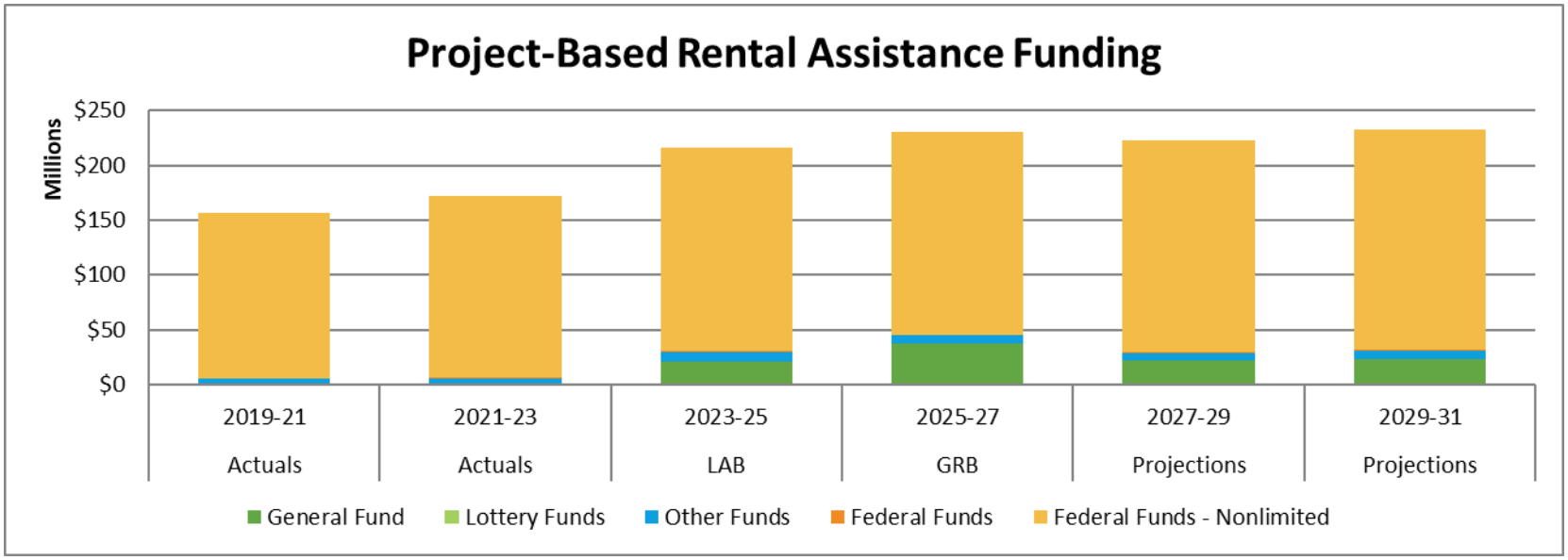
Project-Based Rental Assistance Programs 2025-27 Organizational Chart



BUDGET NARRATIVE

Project-Based Rental Assistance Programs Executive Summary

Long Term Focus Area: **Healthy and Safe Communities, A Thriving Statewide Economy**
Program Contact: **Natasha Detweiler-Daby, Affordable Rental Housing Division Director**



Program Overview

The Project-Based Rental Assistance (PBRA) program unit was created with the 2021-23 biennium Agency Request Budget. The PBRA programs provide rental assistance that is associated with specific housing units rather than awarded to a tenant regardless of where the person lives. The staff that implement these programs report up to the Director of Affordable Rental Housing.

Program Funding Request

This program unit includes ongoing support for the department's Permanent Supportive Housing (PSH) Initiative. The program was authorized in 2019-21 and is intentionally designed to serve those experiencing chronic homelessness with permanent housing through rental assistance and supportive services. Housing development is funded with state and federal affordable rental housing development funding, including those reflected in the Capital Construction program unit. In this program unit, General Fund is used for the rent and services, included in the ARB ask are operational staff role additions to scale with the work, continuing the current service levels with

incorporated increases necessary for changes in the market along with expansion of this work to add more permanent supportive housing units for those experiencing chronic homelessness. In the ARB ask, we are also including an investment package to expand supportive housing to work in partnership with the Oregon Health Authority and others to identify and implement strategies to provide supportive housing rent assistance and services to meet the needs of populations at broader acuity levels to support those existing state systems who may not be chronically homeless.

In addition to the PSH Initiative, OHCS Affordable Rental Housing Division also includes the HUD Contract Administration group, overseeing federal HUD contracts for project-based rent assisted projects, along with the federal HUD 811 program which provides resources to funded projects serving Oregon Health Authority and Department of Human Services clients. To support these programs, the department has also launched Risk Mitigation funds which serve to off-set the insurance impacts associated with serving permanent supportive housing populations; a 2025 policy package is proposed to expand this effort to a broader cross-section of affordable rental housing. Only Federal Funds Non-Limited for the HUD Contract Administration are shown in the chart below for the 13-15 and 15-17 biennia. PSH was established in 2019-21. The chart below projects rent and services costs (General Fund) from PSH investments through 2023-25 ARB but does not assume additional investments in construction.

Project-Based Rental Assistance Programs						
	19-21 Actuals	**21-23 Actuals**	**23-25 LAB**	**25-27 GRB**	**27-29 Projections**	**29-31 Projections**
General Fund	$ -	$ 1,218,328	$ 20,304,225	$ 37,865,716	$ 21,733,236	$ 22,637,407
Lottery Funds	$ -		$ -	$ -	$ -	$ -
Other Funds	$ 5,212,236	$ 4,262,358	$ 9,269,518	$ 6,642,542	$ 7,219,684	$ 7,848,020
Other Funds - Nonlimited	$ -		$ -	$ -	$ -	$ -
Federal Funds	$ 156,380	$ 514,937	$ 1,071,891	$ 1,026,736	$ 1,068,832	$ 1,112,654
Federal Funds - Nonlimited	$ 150,805,360	$ 166,409,347	$ 185,102,399	$185,102,399	$ 192,691,597	$ 200,591,953
Total Funds	**$ 156,173,976**	**$ 172,404,970**	**$ 215,748,033**	**$230,637,393**	**$ 222,713,350**	**$ 232,190,034**
Positions	17	21	23	25	23	23
FTE	15.09	18.02	22.34	24.26	22.88	22.88

Program Description

The Project-Based Rent Assistance efforts of OHCS are three-fold: HUD Contract Administration (HCA), HUD 811 PRA (HUD 811), and Permanent Supportive Housing Project-Based Rent Assistance (PSH PBRA). These three discrete efforts serve to provide rent assistance in connection with the provision of housing.

HCA serves as the state's Performance Based Contract Administrator (PBCA) for project-based Section 8 housing. Each Section 8 project has a Housing Assistance Payment (HAP) contract which provides the project-based subsidy. HCA performs contract administration activities for approximately 254 contracts in Oregon. Contract administration includes subsidy payments to owners (pass-through funds), tenant complaint resolution, HAP contract renewals, rent adjustments, on-site management reviews, and technical support to owners, managing agents, site staff, and residents.

HUD 811 program resources are awarded to OHCS in order to set aside units in affordable housing projects whose capital costs are funded through Federal Low-Income Housing Tax Credits, Federal HOME funds, or other state, Federal and local funding sources. OHCS partners with the Oregon Health Authority and Department of Human Services to identify and refer extremely low-income people with disabilities to HUD 811 units and ensure their access to long-term services and supports in the community.

PSH PBRA resources are programmed by OHCS into funded, publicly supported affordable housing in order to serve persons requiring rental assistance and tenancy support services to maintain housing, such as those experiencing chronic homelessness; the PSH initiative is currently focused on prioritizing PSH for those experiencing chronic homelessness that are referred through their local coordinated entry process. To support these programs, the department has also launched Risk Mitigation funds which serve to off-set the insurance impacts associated with serving permanent supportive housing populations; a 2025 policy package is proposed to expand this effort to a broader cross-section of affordable rental housing.

Program Justification

OHCS' Project-Based Rent Assistance Programs provide assistance to stabilize very low- and extremely low-income Oregonians to ensure housing stability. These community members would be unlikely to find housing affordable to them outside of project-based rental assistance. PSH rental assistance is a key element to successfully housing Oregonians experiencing chronic homelessness.

Program Performance

	2013-15	2015-17	2017-19	2019-21	2021-23 (projected)	2023-25 (projected)	2025-27 (projected)	2027-29 (projected)
Households Served in Project-Based Section 8 Program	9,714	9,708	9,704	9,704	9,720	9,720	9,720	9,720
Permanent Supportive Housing Rent Assistance	N/A	N/A	N/A	N/A	852	1,227	1,227	1,227

Enabling Legislation and Program Authorization

The table below outlines State and Federal authorizing legislation for Housing Stabilization Programs:

Authority	Program	Legislation
Federal	Section 8	Various USC statutes

Funding Streams

Project-Based Rental Assistance Programs are funded by General Fund, Other Funds, and Federal Funds. Other funds are derived from HUD Contract administration charges. Federal funds are for the HUD Contact Administration.

Comparison of 2025-27 Funding Proposal to 2023-25 Funding

OHCS's funding request for 2025-27 increases funding for the Permanent Supportive Housing program as more units become occupied and as programmatic policies need to update with market shifts in cost factors. In addition, Non-Limited Federal Funds are expected to increase above standard inflation rates as rental costs continue to rise faster than incomes. The payments subsidize the difference between market rate rents and 30 percent of the tenant's income.

Project-Based Rental Assistance Programs Description

The Project-Based Rental Assistance (PBRA) programs include HUD Contract Administration (HCA), HUD 811 PRA (HUD 811), and Permanent Supportive Housing Project-Based Rent Assistance (PSH PBRA). These three discrete efforts serve to provide rent assistance in connection with the provision of housing.

The HUD Contract Administration section monitors the physical condition, management, and tenant eligibility of projects that receive funding. A management review is conducted to ensure compliance with regulatory standards, federal regulations, and state rules. The section also follows up on health and safety issues that are documented through HUD Real Estate Assessment Center (REAC) physical inspections. Common areas, vacant units ready for occupancy, building exteriors, roofs and landscaping are inspected in conjunction with representatives from the property management firm responsible for the day-to-day management of the projects.

OHCS serves as the Performance Based Contract Administrator (PBCA) for project-based Section 8 housing in Oregon. OHCS performs contract administration activities for 252 contracts in HUD Section 8 properties across the state, which equates to 9,720 total units. Contract administration includes subsidy payments to owners (pass-through funds), tenant complaint resolution, HAP contract renewals, rent adjustments, on-site management reviews, and technical support to owners, managing agents, site staff, and residents. In addition, OHCS helps provide information to persons seeking housing who might already be living in Section 8 housing, or who may be experiencing housing problems.

OHCS receives federal HUD 811 program resources. Through this program, staff work to assign HUD 811 rent assistance to units, specifically set-aside for extremely low-income people living with disabilities. OHCS coordinates tenant referrals through the Department

of Human Services as well as the Oregon Health Authority. Staff negotiate and oversee applications for HUD 811 resources to ensure compliance with federal regulations.

PSH PBRA resources are awarded by OHCS in conjunction with development funds for publicly supported affordable housing. These resources serve those requiring rental assistance and tenancy support services to maintain housing, such as those experiencing chronic homelessness, which is the focus of the current PSH Initiative. This is a newer program for OHCS, established in the 2019-21 biennium. The program framework was established in collaboration with advisory groups and the Housing Stability Council. OHCS staff began making rent assistance payments during the 2021-23 biennium.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services: This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package includes the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs: Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-Outs are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-In for Project-Based Rental Assistant Division

- Permanent Supportive Housing (Rent Assistance) - $6.7M

Phase-Out's for the Project-Based Rental Assistance Division

- General Funds
  - Permanent Supportive Housing Risk Mitigation Fund - $4M
- Other Funds
  - Permanent Supportive Housing Risk Mitigation Fund - $4M

030 Inflation and Price List Adjustments: This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift: This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(17,581)	-	-	-	-	-	(17,581)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($17,581)**	-	-	-	-	-	**($17,581)**
Personal Services							
Pension Obligation Bond	(791)	-	3,831	(139)	-	-	2,901
Mass Transit Tax	197	-	2,970	-	-	-	3,167
Vacancy Savings	(16,987)	-	(154,294)	(2,322)	-	-	(173,603)
Total Personal Services	**($17,581)**	-	**($147,493)**	**($2,461)**	-	-	**($167,535)**
Services & Supplies							
Facilities Rental and Taxes	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	(17,581)	-	(147,493)	(2,461)	-	-	(167,535)
Total Expenditures	**($17,581)**	-	**($147,493)**	**($2,461)**	-	-	**($167,535)**
Ending Balance							
Ending Balance	-	-	147,493	2,461	-	-	149,954
Total Ending Balance	-	-	**$147,493**	**$2,461**	-	-	**$149,954**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 021 - Phase-in

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	6,713,450	-	-	-	-	-	6,713,450
Total Revenues	**$6,713,450**	-	-	-	-	-	**$6,713,450**
Special Payments							
Other Special Payments	6,713,450	-	-	-	-	-	6,713,450
Total Special Payments	**$6,713,450**	-	-	-	-	-	**$6,713,450**
Total Expenditures							
Total Expenditures	6,713,450	-	-	-	-	-	6,713,450
Total Expenditures	**$6,713,450**	-	-	-	-	-	**$6,713,450**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(4,000,000)	-	-	-	-	-	(4,000,000)
Transfer from General Fund	-	-	-	-	-	-	-
Total Revenues	**($4,000,000)**	**-**	**-**	**-**	**-**	**-**	**($4,000,000)**
Special Payments							
Intra-Agency Gen Fund Transfer	(4,000,000)	-	-	-	-	-	(4,000,000)
Other Special Payments	-	-	(4,000,000)	-	-	-	(4,000,000)
Total Special Payments	**($4,000,000)**	**-**	**($4,000,000)**	**-**	**-**	**-**	**($8,000,000)**
Total Expenditures							
Total Expenditures	(4,000,000)	-	(4,000,000)	-	-	-	(8,000,000)
Total Expenditures	**($4,000,000)**	**-**	**($4,000,000)**	**-**	**-**	**-**	**($8,000,000)**
Ending Balance							
Ending Balance	-	-	4,000,000	-	-	-	4,000,000
Total Ending Balance	**-**	**-**	**$4,000,000**	**-**	**-**	**-**	**$4,000,000**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	668,938	-	-	-	-	-	668,938
Total Revenues	**$668,938**	**-**	**-**	**-**	**-**	**-**	**$668,938**
Services & Supplies							
Instate Travel	224	-	1,674	24	-	-	1,922
Out of State Travel	-	-	663	71	-	-	734
Employee Training	77	-	947	14	-	-	1,038
Office Expenses	286	-	1,430	14	-	-	1,730
Telecommunications	65	-	710	24	-	-	799
Data Processing	26	-	2,206	24	-	-	2,256
Professional Services	-	-	6,148	-	-	-	6,148
IT Professional Services	-	-	7,334	-	-	-	7,334
Attorney General	-	-	1,127	370	-	-	1,497
Employee Recruitment and Develop	7	-	78	-	-	-	85
Dues and Subscriptions	-	-	15	-	-	-	15
Facilities Rental and Taxes	8,703	-	39,591	-	-	-	48,294
Facilities Maintenance	-	-	10	-	-	-	10
Other Services and Supplies	106	-	1,656	71	-	-	1,833
Expendable Prop 250 - 5000	2	-	1,103	24	-	-	1,129
IT Expendable Property	187	-	1,219	71	-	-	1,477
Total Services & Supplies	**$9,683**	**-**	**$65,911**	**$707**	**-**	**-**	**$76,301**
Special Payments							
Dist to Individuals	-	-	-	1,652	-	-	1,652

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Other Special Payments	659,255	-	-	39,324	-	-	698,579
Total Special Payments	**$659,255**	**-**	**-**	**$40,976**	**-**	**-**	**$700,231**
Total Expenditures							
Total Expenditures	668,938	-	65,911	41,683	-	-	776,532
Total Expenditures	**$668,938**	**-**	**$65,911**	**$41,683**	**-**	**-**	**$776,532**
Ending Balance							
Ending Balance	-	-	(65,911)	(41,683)	-	-	(107,594)
Total Ending Balance	**-**	**-**	**($65,911)**	**($41,683)**	**-**	**-**	**($107,594)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(31,566)	-	-	-	-	-	(31,566)
Total Revenues	**($31,566)**	**-**	**-**	**-**	**-**	**-**	**($31,566)**
Services & Supplies							
Facilities Rental and Taxes	(31,566)	-	(143,595)	-	-	-	(175,161)
Total Services & Supplies	**($31,566)**	**-**	**($143,595)**	**-**	**-**	**-**	**($175,161)**
Total Expenditures							
Total Expenditures	(31,566)	-	(143,595)	-	-	-	(175,161)
Total Expenditures	**($31,566)**	**-**	**($143,595)**	**-**	**-**	**-**	**($175,161)**
Ending Balance							
Ending Balance	-	-	143,595	-	-	-	143,595
Total Ending Balance	**-**	**-**	**$143,595**	**-**	**-**	**-**	**$143,595**

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Policy Package 090 Analyst Adjustments

Package Description

This package increases General Fund by $2.9 million and increases Other Funds expenditure limitation by $0.6 million by eliminating inflation on certain services and supplies accounts; shifting two positions (1610 and 1611) from General Fund to Other Fund; and shifting services and supplies for those positions from General Fund to Other Funds. The package also adds $3.5 million for Behavioral Health housing supports to address challenges related to the Oregon State Hospital Mink-Bowman Order.

Purpose

To support a balanced budget and Governor priorities.

How Achieved

Adjustments to vacancy savings and inflation on services and supplies were made in executive branch agencies statewide.

The Governor's Budget includes $3.5 million General Fund for behavioral health housing supports including rental assistance, application fees, eviction prevention, and utilities. The funding is intended to support aid and assist patients assist individuals with behavioral health issues to transition out of an acute care setting, making way for others in need of care through the Oregon State Hospital system.

Staffing Impact

Program Analyst 3, fund shift from General Fund to Other Funds

Program Analyst 1, fund shift from General Fund to Other Funds

Revenue Sources

General Funds: $2,873,318

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,873,318	-	-	-	-	-	2,873,318
Total Revenues	**$2,873,318**	**-**	**-**	**-**	**-**	**-**	**$2,873,318**
Personal Services							
Class/Unclass Sal. and Per Diem	(403,056)	-	403,056	-	-	-	-
Empl. Rel. Bd. Assessments	(144)	-	144	-	-	-	-
Public Employees' Retire Cont	(84,803)	-	84,803	-	-	-	-
Pension Obligation Bond	(15,806)	-	15,806	-	-	-	-
Social Security Taxes	(30,834)	-	30,834	-	-	-	-
Paid Family Medical Leave Insurance	(1,612)	-	1,612	-	-	-	-
Worker's Comp. Assess. (WCD)	(84)	-	84	-	-	-	-
Mass Transit Tax	(2,418)	-	2,418	-	-	-	-
Flexible Benefits	(84,816)	-	84,816	-	-	-	-
Vacancy Savings	20,153	-	(20,153)	-	-	-	-
Total Personal Services	**($603,420)**	**-**	**$603,420**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	(5,549)	-	5,325	-	-	-	(224)
Employee Training	(1,913)	-	1,836	-	-	-	(77)
Office Expenses	(7,100)	-	6,814	-	-	-	(286)
Telecommunications	(1,608)	-	1,608	-	-	-	-
Data Processing	(635)	-	635	-	-	-	-
Employee Recruitment and Develop	(170)	-	163	-	-	-	(7)
Other Services and Supplies	(2,628)	-	2,522	-	-	-	(106)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	(56)	-	54	-	-	-	(2)
IT Expendable Property	(3,603)	-	3,416	-	-	-	(187)
Total Services & Supplies	**($23,262)**	**-**	**$22,373**	**-**	**-**	**-**	**($889)**
Special Payments							
Other Special Payments	3,500,000	-	-	-	-	-	3,500,000
Total Special Payments	**$3,500,000**	**-**	**-**	**-**	**-**	**-**	**$3,500,000**
Total Expenditures							
Total Expenditures	2,873,318	-	625,793	-	-	-	3,499,111
Total Expenditures	**$2,873,318**	**-**	**$625,793**	**-**	**-**	**-**	**$3,499,111**
Ending Balance							
Ending Balance	-	-	(625,793)	-	-	-	(625,793)
Total Ending Balance	**-**	**-**	**($625,793)**	**-**	**-**	**-**	**($625,793)**

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Policy Package 092 Statewide Attorney General Adjustments

This package reduces Attorney General rates by 7.47 percent to reflect adjustments in the Governor's Recommended Budget.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

Federal Funds: ($146)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 092 - Statewide AG Adjustment

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	(146)	-	-	(146)
Total Revenues	**-**	**-**	**-**	**($146)**	**-**	**-**	**($146)**
Services & Supplies							
Attorney General	-	-	(446)	(146)	-	-	(592)
Total Services & Supplies	**-**	**-**	**($446)**	**($146)**	**-**	**-**	**($592)**
Total Expenditures							
Total Expenditures	-	-	(446)	(146)	-	-	(592)
Total Expenditures	**-**	**-**	**($446)**	**($146)**	**-**	**-**	**($592)**
Ending Balance							
Ending Balance	-	-	446	-	-	-	446
Total Ending Balance	**-**	**-**	**$446**	**-**	**-**	**-**	**$446**

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Policy Package 093 Statewide DAS Charges Adjustment

This package reduces Federal Funds for a Statewide reduction of DAS Charges in the Governor's Recommended Budget.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

Federal Funds: ($805)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	(805)	-	-	(805)
Total Revenues	**-**	**-**	**-**	**($805)**	**-**	**-**	**($805)**
Transfers Out							
Transfer Out - Intrafund	-	-	-	805	-	-	805
Total Transfers Out	**-**	**-**	**-**	**$805**	**-**	**-**	**$805**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package # 508 PBRA Portion of OHCS Operational Supports

Package Description

Agency-wide, this package reauthorizes three limited duration positions for additional months in the 2025-27 biennium; restores 24 positions that were authorized as permanent but were associated with the Governor's Executive Orders on Homelessness and received one-time funding; shifts funding for three positions to support manufactured housing; and requests 16 new positions to support affordable rental housing, energy services, housing stabilization, and central support services

Purpose

Provide essential staffing support for on-going priority affordable housing, homeownership, and homelessness prevention services.

How Achieved

For the Performance-Based Contract Administration program, adds a Program Analyst 1 moved from Affordable Rental Housing and funded with Other Funds resource to support Permanent Supportive Housing assistance as more projects come on-line.

Extends a Program Analyst 2 previously authorized to support administration of HB 3395 (2023) for agriculture housing and affordable homeownership loans. This position was shifted to Performance-Based Contract Administration program in error and should be in Affordable Rental Housing. The remaining part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an interfund transfer out to support a proportionate share of Pkg 508.

Staffing Impact

Program Analyst 2, Permanent Full Time
Program Analyst 1, Permanent Full Time

Quantifying Results

As OHCS works to be responsive to needs and to deliver resources and programs that ensure Oregonians are safely and stably housed, we know we cannot do so without right-sized staffing to meet the diverse needs we see and hear about. This package allows us to invest in our organizational health and ability to successfully meet the priorities of the Statewide Housing Plan (SWHP), particularly

around centering racial justice and equity in policymaking, program design and implementation, community engagement, and service delivery, by ensuring we have the staff needed to operationalize our work.

Adequate staffing capacity across the agency allow equity goals to be achieved across agency work, including in central operations.

Revenue Sources

General Funds: $245,421
Federal Fund: $211,918

Transfer Out: $82,654

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	245,421	-	-	-	-	-	245,421
Federal Funds	-	-	-	211,918	-	-	211,918
Total Revenues	**$245,421**	**-**	**-**	**$211,918**	**-**	**-**	**$457,339**
Transfers Out							
Transfer Out - Intrafund	-	-	-	(82,654)	-	-	(82,654)
Total Transfers Out	**-**	**-**	**-**	**($82,654)**	**-**	**-**	**($82,654)**
Personal Services							
Class/Unclass Sal. and Per Diem	137,529	-	108,549	-	-	-	246,078
Empl. Rel. Bd. Assessments	63	-	63	-	-	-	126
Public Employees' Retire Cont	28,936	-	22,839	-	-	-	51,775
Social Security Taxes	10,521	-	8,304	-	-	-	18,825
Paid Family Medical Leave Insurance	550	-	434	-	-	-	984
Worker's Comp. Assess. (WCD)	37	-	37	-	-	-	74
Flexible Benefits	37,107	-	37,107	-	-	-	74,214
Other OPE	-	-	-	610	-	-	610
Reconciliation Adjustment	30,678	-	-	(94,299)	-	-	(63,621)
Total Personal Services	**$245,421**	**-**	**$177,333**	**($93,689)**	**-**	**-**	**$329,065**
Total Expenditures							
Total Expenditures	245,421	-	177,333	(93,689)	-	-	329,065
Total Expenditures	**$245,421**	**-**	**$177,333**	**($93,689)**	**-**	**-**	**$329,065**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(177,333)	222,953	-	-	45,620
Total Ending Balance	**-**	**-**	**($177,333)**	**$222,953**	**-**	**-**	**$45,620**
Total Positions							
Total Positions							2
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**2**
Total FTE							
Total FTE							1.76
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.76**

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BUDGET NARRATIVE

Policy Package # 513 Permanent Supportive Housing – CSL Program Improvements

Package Description

This package addresses the complex needs of people experiencing chronic homelessness by proposing an increase to the services funding component of the PSH Program in OHCS's Affordable Rental Housing Division (ARH). The PSH program provides capital funding for development of permanent housing along with long term project-based rental assistance and supportive services for tenants, which enables housing providers to effectively serve Oregonians with histories of long-term homelessness and disabling conditions. This complex bundling of resources has proven to be effective and should continue to be delivered through a coordinated process at OHCS.

This package prioritizes the improvement of the PSH program by addressing an outstanding need of OHCS-funded PSH projects: insufficient resources for PSH-level services. The package proposes to increase the amount of services funding a PSH project can utilize in order to ensure that levels of funding are appropriate to project need.

Purpose

Through ongoing engagement with PSH stakeholders, including developers, investors, funders, and service providers, OHCS has identified that many PSH projects have insufficient resources for the ongoing operation of their PSH services program. Reports have been published identifying the rising costs of PSH operations and the critical importance of properly resourcing PSH properties. Since the inception of the PSH Program at OHCS in 2019, levels for services funding for PSH projects have not increased and projects continue to be funded at $10,000 per unit per year (the estimated required per unit per annum amount for PSH generated from studies conducted in 2016). Particularly for projects operating in the Metro region, PSH stakeholders are now reporting many PSH units require $15,000 per unit per year or more to ensure their programs maintain appropriate staffing levels and effectively serve PSH households who are in many cases presenting much higher acuity levels than eight years ago.

How Achieved

Increase total resource to support up to $15,000 per unit per year (PUPY) for services in OHCS-funded PSH Projects.

Services funding for PSH will continue to be awarded through the ARH ORCA process to eligible project sponsors. Increases in resources will be offered to all previously funded PSH projects along with projects to be awarded in 2025-27.

Staffing Impact

No staff proposed directly in this package, however the position requested in package 508 OHCS Operation Support are in response to the maintenance of effort staffing levels needed to support this work.

Quantifying Results

Outcomes

By increasing the CSL levels for PSH services funding, OHCS will be able to stabilize services for all currently funded and future funded PSH projects. Stabilization means the asset will be able to continue to deliver PSH for chronically homeless Oregonians for its affordability period. Stabilization means the PSH programs operating at the PSH sites will be able to hire and retain more qualified staff and offer more comprehensive services, resulting in more sustainable programming and increased housing retention and wellness for tenants. Currently 832 PSH units are funded with PSH resources, with another 460 anticipated over 2025-2027. We currently are seeing around an 82% retention rate. With increased resources, PSH projects can achieve more and increase the retention rate to between 85% and 90%.

OHCS has also heard from stakeholders that without increased resources for PSH operations, service providers and property managers are likely to stop signing on to these projects. By increasing funding, we can ensure PSH providers and managers continue to provide critical partnerships in PSH development and operation.

Both of these outcomes drive towards meeting the Governor's priorities of decreasing homelessness and increasing affordable housing development.

Racial Equity Strategy

Homelessness disproportionally impacts households of color compared to white households, and data shows that without intentionality in addressing racial issues in the homeless services sector, more white households are referred to PSH than BIPOC households. Much of the work needing to be done exists within the CoCs, however, funding requirements can drive to better outcomes for households of color in accessing PSH and achieving stability and wellness. Funding set-asides and priorities will continue to exist in the ORCA process for culturally specific organizations which can also drive to better outcomes for BIPOC households. Increasing funding for all PSH providers will benefit the funded CSOs and the households they serve, seeing increased funding for culturally specific services and better outcomes for households of color living in PSH.

The ORCA also has equity and racial justice requirements for outreach, design, and operation of developments that all funded projects must meet to ensure that developments are serving the needs of intended populations. This also serves to ensure that housing

developed is accessible to persons who have historically been least likely to apply, including persons of color. Projects must also discuss how specific project components are designed to maximize respect for and relevance to the beliefs, practices, and cultural needs of the communities being served as well as the project's capacity to ensure that tenant services are delivered in a culturally responsive way. In addition, PSH projects are required to incorporate culturally specific services in developments either through tenancy support services offered by the development's service provider or through referral.

Accountability to Racially Equitable Outcomes

PSH projects include accountability for racial equity approaches in the following ways:

- Projects developed with PSH resources are required to meet MWESB goals
- Culturally specific services and tenancy supports are included in the tenancy support services contract
- Developments submit an annual report to OHCS discussing the measures in place to ensure that persons of color and underserved communities have equitable access to PSH units and the barriers that exist in making this happen
- Annual onsite monitoring also tracks the actions being taken for equity in PSH units

All PSH projects funded by OHCS are required to utilize HMIS to track tenant retention, along with other outcomes such as exits, exit destinations, and income attainment. Households' racial and ethnicity information is collected in HMIS. Therefore, OHCS can continue to evaluate improvements to access and retention for PSH households of color.

Administration

The PSH Program conducts outreach to CSO partners to join the Supportive Housing Institute, facilitating their eligibility for PSH funding and increasing the level of CSO participation in the PSH Program. The PSH Program will continue to do this work and continue to prioritize projects partnering with CSOs and focusing on serving households of color and/or other marginalized communities.

OHCS has requirements in place for MWESB involvement in the construction of all units, including PSH units where services funding will be used. MWESB involvement is tracked through regular reporting during construction. OHCS uses this data to determine if developers are meeting requirements and if not, they are required to create a plan to meet requirements in future developments and in some cases will be required by OHCS to utilize a third-party consultant to meet requirements.

Revenue Sources

General Fund: $8,550,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 513 - HH PSH - CSL Program Improvements

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	8,550,000	-	-	-	-	-	8,550,000
Total Revenues	**$8,550,000**	**-**	**-**	**-**	**-**	**-**	**$8,550,000**
Special Payments							
Other Special Payments	8,550,000	-	-	-	-	-	8,550,000
Total Special Payments	**$8,550,000**	**-**	**-**	**-**	**-**	**-**	**$8,550,000**
Total Expenditures							
Total Expenditures	8,550,000	-	-	-	-	-	8,550,000
Total Expenditures	**$8,550,000**	**-**	**-**	**-**	**-**	**-**	**$8,550,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package # 516 Permanent Supportive Housing Expansion for Rent Assistance and Services

Package Description

This package proposes an expansion of the Permanent Supportive Housing (PSH) Program rent assistance and services funding components by adding an additional 400 slots to the PSH Program's current resources.

Purpose

PSH is affordable housing paired with comprehensive tenancy support services and rent assistance. It is designed to best serve households exiting chronic homelessness (long term homelessness with the presence of complex disabilities and needs). The PSH Program at OHCS provides development capital for PSH projects across Oregon, along with ongoing project-based rent assistance and tenancy support services funding. The PSH Program continues to be oversubscribed as housing providers around the state work to keep up with the need to support PSH-eligible populations. The call for more PSH has resulted in the increase of development capital for the PSH Program ($50M to $80M in the 25-27 biennium). An increase in rent assistance and service resources is needed to match the increase in units that come from more development funding to ensure all funded PSH projects have the resources needed to be viable and successful for the long-term.

How Achieved

Add another 400 slots to the current resources to be offered via the ARH ORCA process.

Staffing Impact

No additional staff requested in this package.

Quantifying Results

Outcomes

This policy package will serve an additional 400 PSH households through the PSH Program with project-based rent assistance and PSH-level tenancy support services. With increases in PSH resources for projects, we expect to see an 85%-90% retention rate (an increase from 82%) of permanent housing for PSH households, including for these additional 400 slots. Increasing the number of PSH

units brings the State closer to meeting the Governor's priorities and OHCS' goals of decreasing homelessness and increasing the number of affordable rental housing units.

Racial Equity Strategy

Homelessness disproportionally impacts households of color compared to white households, and data shows that without intentionality in addressing racial issues in the homeless services sector, more white households are referred to PSH than BIPOC households. Much of the work needing to be done exists at the local level within homeless Continuums of Care (CoCs), however, funding requirements can drive to better outcomes for households of color in accessing PSH and in achieving stability and wellness. Funding set-asides and priorities are part of the ORCA process for culturally specific organizations (CSOs), which is the path for accessing these resources. Increasing the amount of PSH resources will benefit the chronically homeless population, lead to reduced houselessness, is less costly than providing services to households when they are unhoused and is morally right and just.

The ORCA also has equity and racial justice requirements for outreach, design, and operation of developments that all funded projects must meet to ensure that developments are serving the needs of intended populations. This also serves to ensure that housing developed is accessible to persons who have historically been least likely to apply, including persons of color. Projects must also discuss how specific project components are designed to maximize respect for and relevance to the beliefs, practices, and cultural needs of the communities being served as well as the project's capacity to ensure that tenancy support services are delivered in a culturally responsive way. In addition, PSH projects are required to incorporate culturally specific services in developments either through tenancy support services offered by the development's service provider or through referral.

Accountability to Racially Equitable Outcomes

PSH projects include accountability for racial equity approaches in the following ways:

- Projects developed with PSH resources are required to meet MWESB goals
- Culturally specific services and tenancy supports are included in the tenancy support services contract
- Developments submit an annual report to OHCS discussing the measures in place to ensure that persons of color and underserved communities have equitable access to PSH units and the barriers that exist in making this happen
- Annual onsite monitoring also tracks the actions being taken for equity in PSH units

All PSH projects funded by OHCS are required to utilize HMIS to track tenant retention, along with other outcomes such as exits, exit destinations, and income attainment. Households' racial and ethnicity information is collected in HMIS. Therefore, OHCS can continue to evaluate improvements to access and retention for PSH households of color.

BUDGET NARRATIVE

Administration

The PSH Program conducts outreach to CSO partners to join the Supportive Housing Institute, facilitating their eligibility for PSH funding and increasing the level of CSO participation in the PSH Program. The PSH Program will continue to do this work and continue to prioritize projects partnering with CSOs and focusing on serving households of color and/or other marginalized communities.

OHCS has requirements in place for MWESB involvement in the construction of all units, including PSH units where these additional rent assistance and tenancy support services slots will be used. MWESB involvement is tracked through regular reporting during construction. OHCS uses this data to determine if developers are meeting requirements and if not, they are required to create a plan to meet requirements in future developments and in some cases will be required by OHCS to utilize a third-party consultant to meet requirements.

Revenue Sources

General Funds: $2,500,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 516 - HH PSH Expansion for Rent Assistance and Services

Cross Reference Name: Project-Based Rental Housing Assistance
Cross Reference Number: 91400-025-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,500,000	-	-	-	-	-	2,500,000
Total Revenues	**$2,500,000**	**-**	**-**	**-**	**-**	**-**	**$2,500,000**
Special Payments							
Other Special Payments	2,500,000	-	-	-	-	-	2,500,000
Total Special Payments	**$2,500,000**	**-**	**-**	**-**	**-**	**-**	**$2,500,000**
Total Expenditures							
Total Expenditures	2,500,000	-	-	-	-	-	2,500,000
Total Expenditures	**$2,500,000**	**-**	**-**	**-**	**-**	**-**	**$2,500,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

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

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Requested	2025-27 Governor's Recommended
Other Funds							
Admin & Service Charges							
HCA Section 8 Admin Service Contract	3400	0415	$ 6,547,671	$ 7,142,652	$ 7,920,000	$ 7,920,000	$ 7,920,000
Other Revenues							
PBRA Misc. Revenues	3400	0975	$ 6				
Transfer In From General Fund							
GHAP-PSH	3400	1060		$ 4,000,000	$ 4,000,000	$ 10,000,000	$ -
Transfer Out-Intrafund	3400	2010	$ -	$ (3,534,654)	$ -	$ (4,187,333)	$ (4,017,577)
Total Other Funds Limited	**3400**		**$ 6,547,677**	**$ 7,607,998**	**$ 11,920,000**	**$ 13,732,667**	**$ 3,902,423**
Federal Funds Limited							
Federal Funds Revenue							
Department of Housing & Urban Development	6400	0995	$ 514,937	$ 1,071,891	$ 1,066,976	$ 1,103,552	$ 1,403,050
Transfer Out - Intrafund	6400	2010				$ (76,670)	$ (153,361)
Total Federal Funds Limited	**6400**		**$ 514,937**	**$ 1,071,891**	**$ 1,066,976**	**$ 1,026,882**	**$ 1,249,689**
Total Federal Funds Non-limited							
Federal Funds Revenue		0995					
Department of Housing & Urban Development	6200	0995	$ 166,409,347	$ 185,102,399	$ 171,179,000	$ 185,102,399	$ 185,102,399.00
Total Federal Funds Non-limited	**6200**		**$ 166,409,347**	**$ 185,102,399**	**$ 171,179,000**	**$ 185,102,399**	**$ 185,102,399**

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

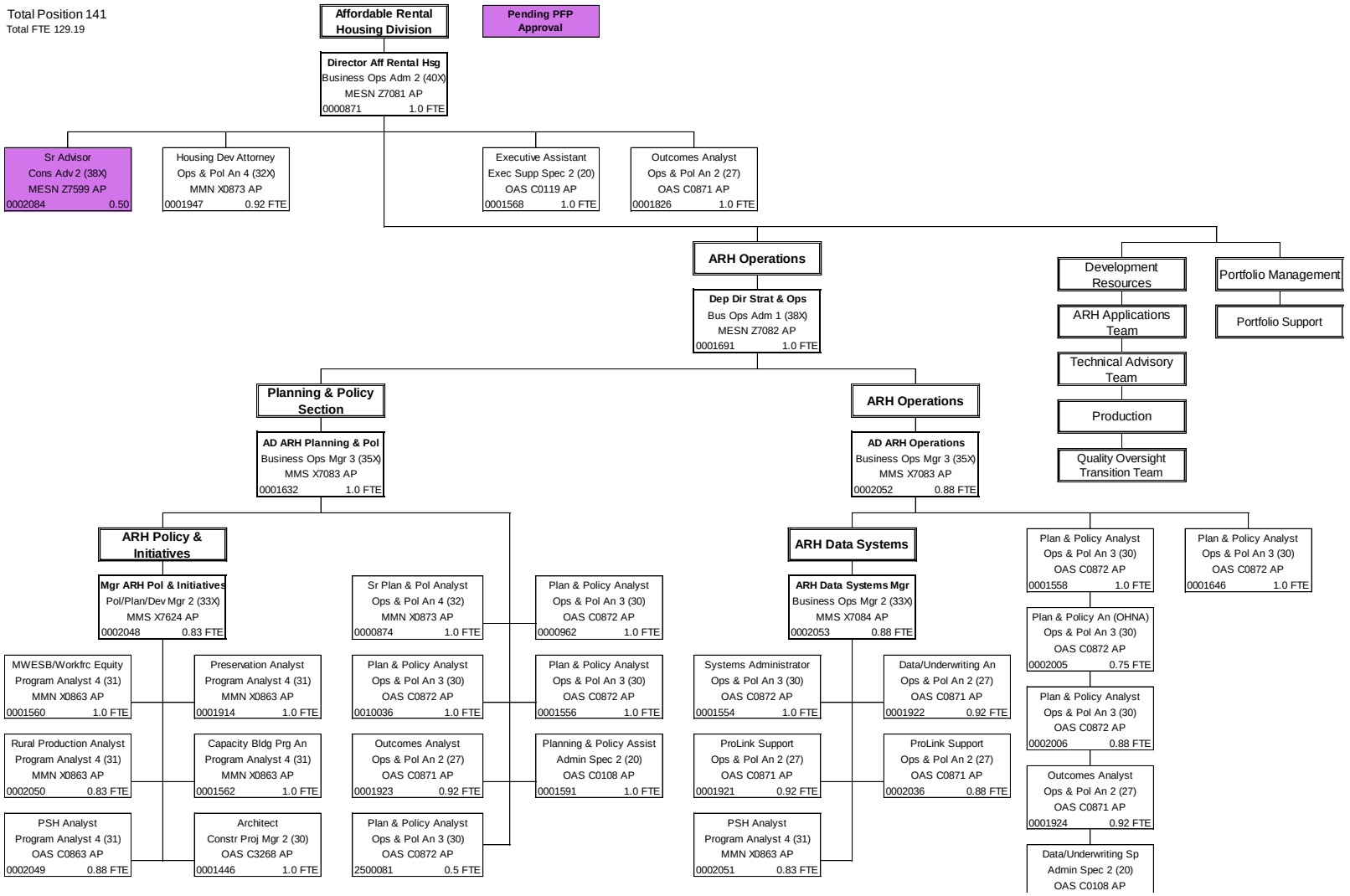
Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-025-00-00-00000**

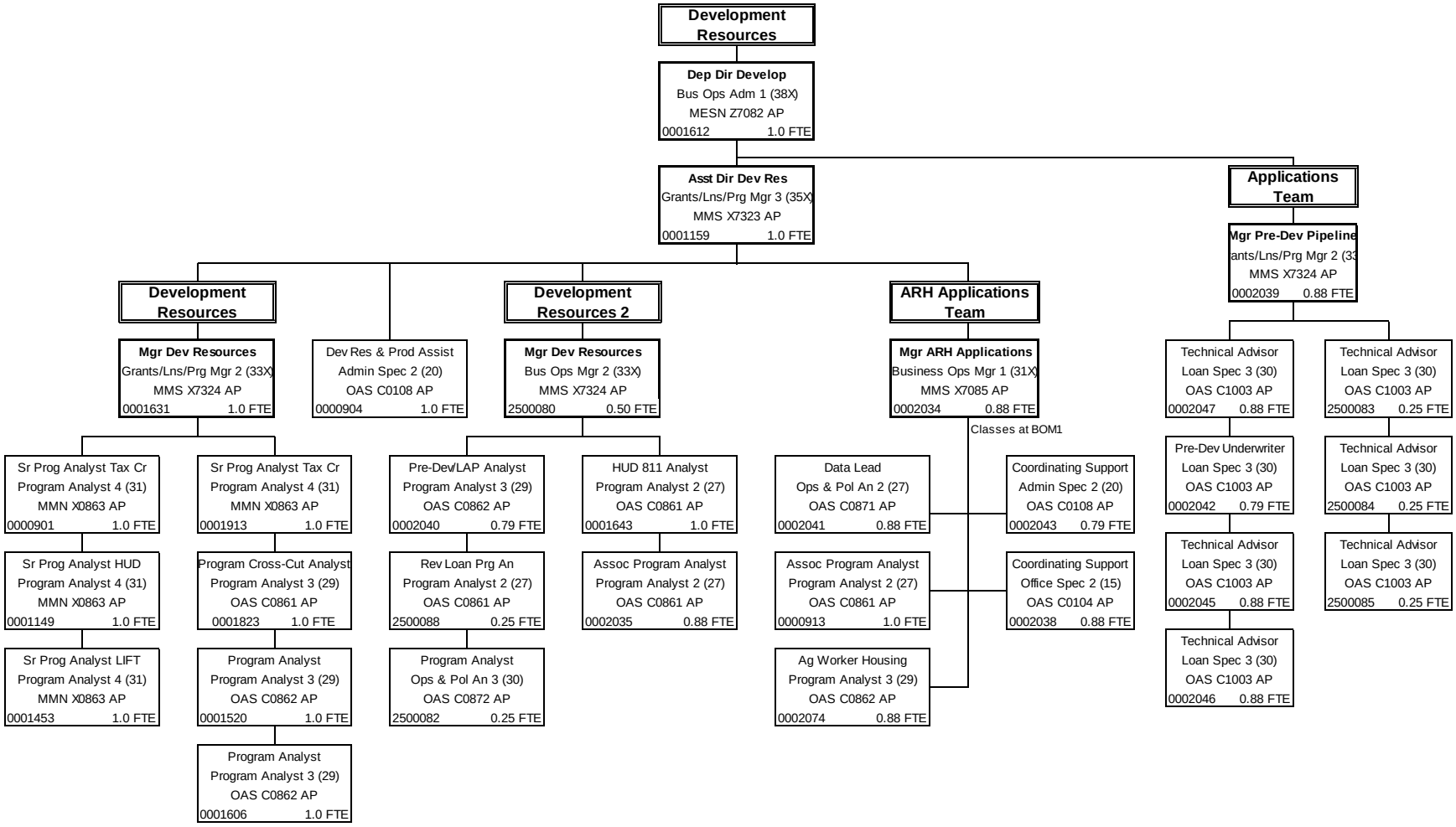
Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Admin and Service Charges	6,547,671	7,142,652	7,142,652	7,920,000	7,920,000	-
Other Revenues	6	-	-	-	-	-
Transfer from General Fund	-	4,000,000	4,000,000	10,000,000	-	-
Transfer Out - Intrafund	-	(3,328,052)	(3,534,654)	(4,187,333)	(4,017,577)	-
Total Other Funds	**$6,547,677**	**$7,814,600**	**$7,607,998**	**$13,732,667**	**$3,902,423**	**-**
Federal Funds						
Federal Funds	514,937	1,066,976	1,071,891	1,103,552	1,403,050	-
Transfer Out - Intrafund	-	-	-	(76,670)	(153,361)	-
Total Federal Funds	**$514,937**	**$1,066,976**	**$1,071,891**	**$1,026,882**	**$1,249,689**	**-**
Nonlimited Federal Funds						
Federal Funds	166,409,347	185,102,399	185,102,399	185,102,399	185,102,399	-
Total Nonlimited Federal Funds	**$166,409,347**	**$185,102,399**	**$185,102,399**	**$185,102,399**	**$185,102,399**	**-**

Multifamily Rental Housing Programs

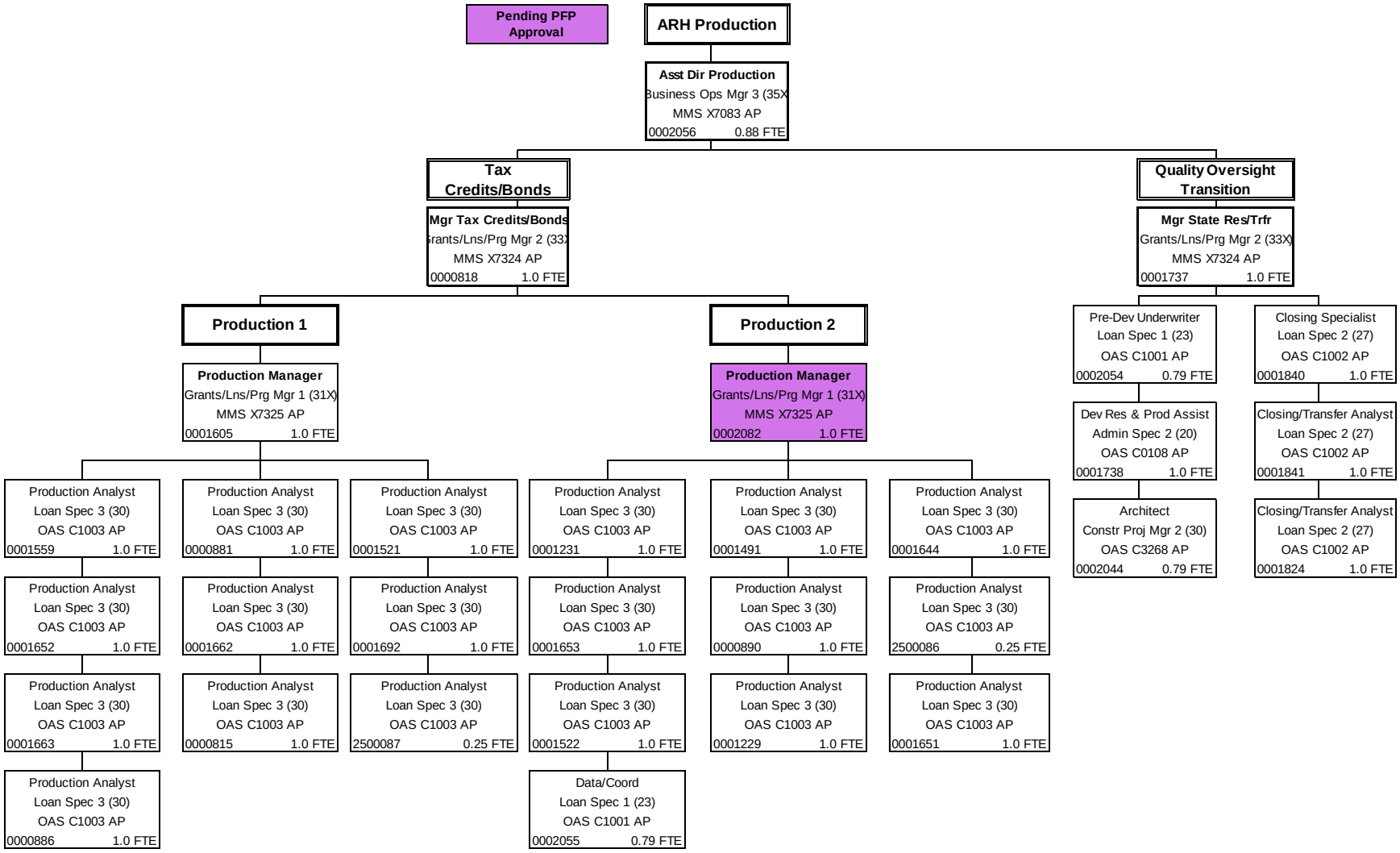
Multifamily Rental Housing Programs 2023-25 Organizational Chart



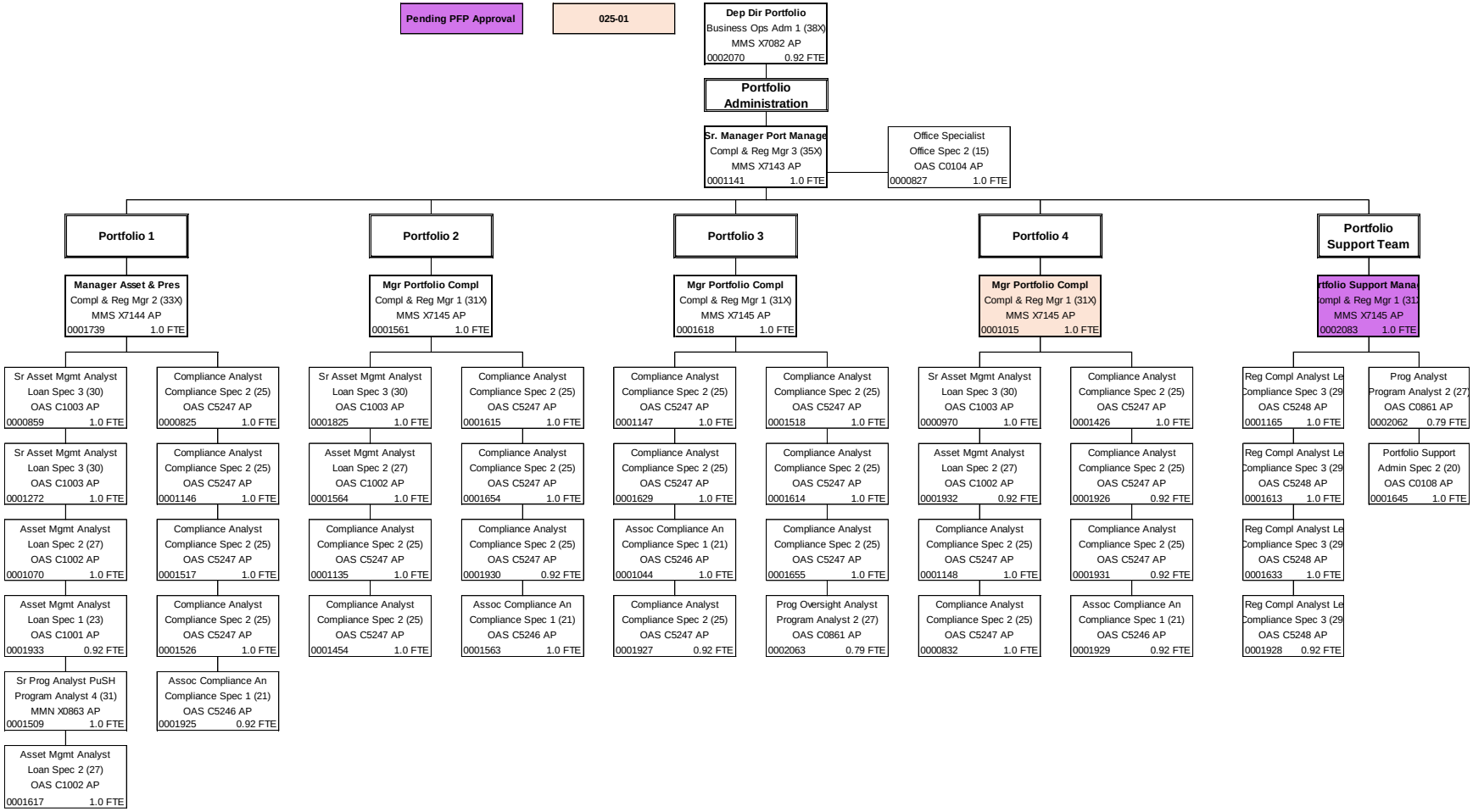
BUDGET NARRATIVE



BUDGET NARRATIVE

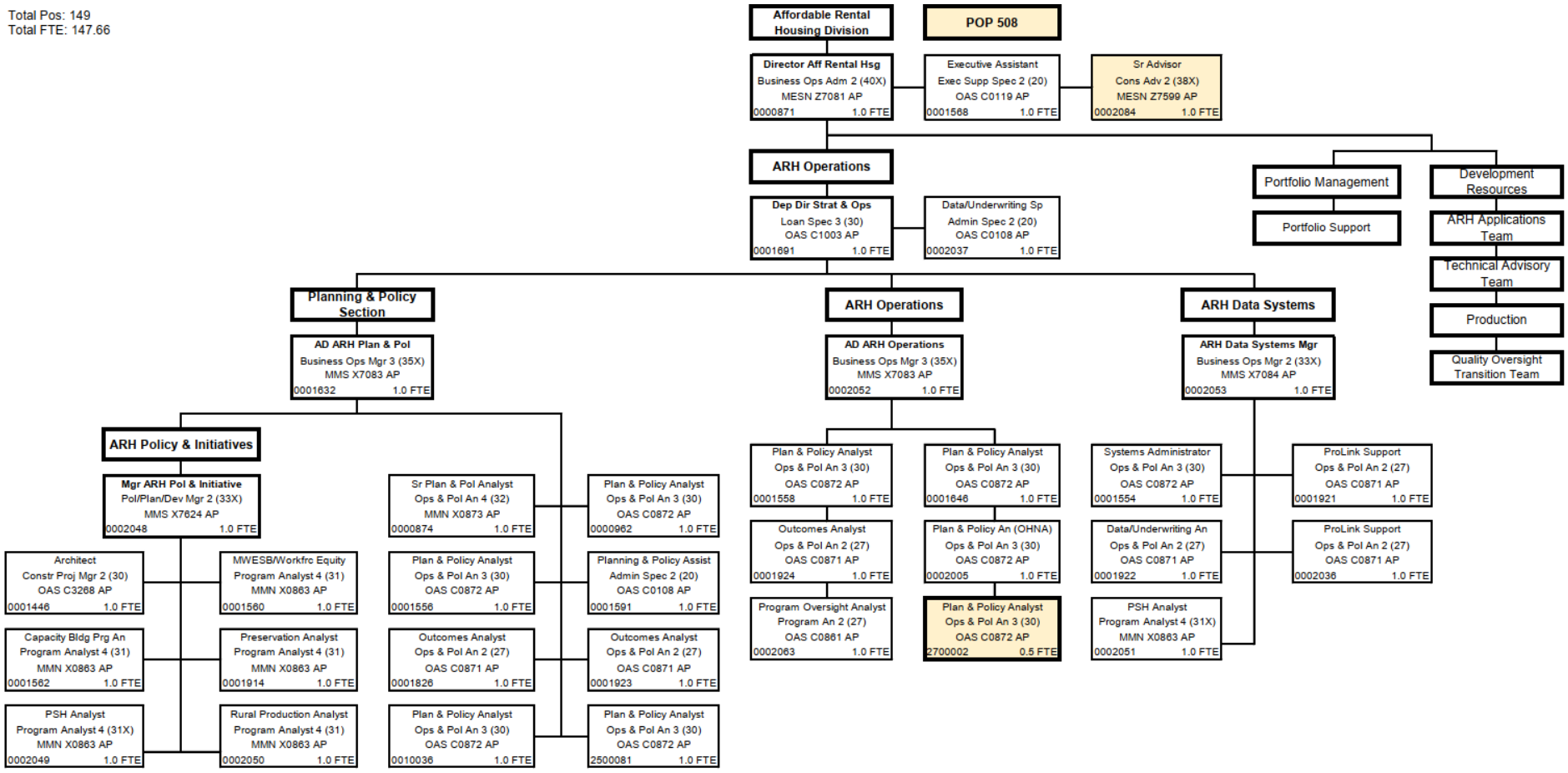


BUDGET NARRATIVE

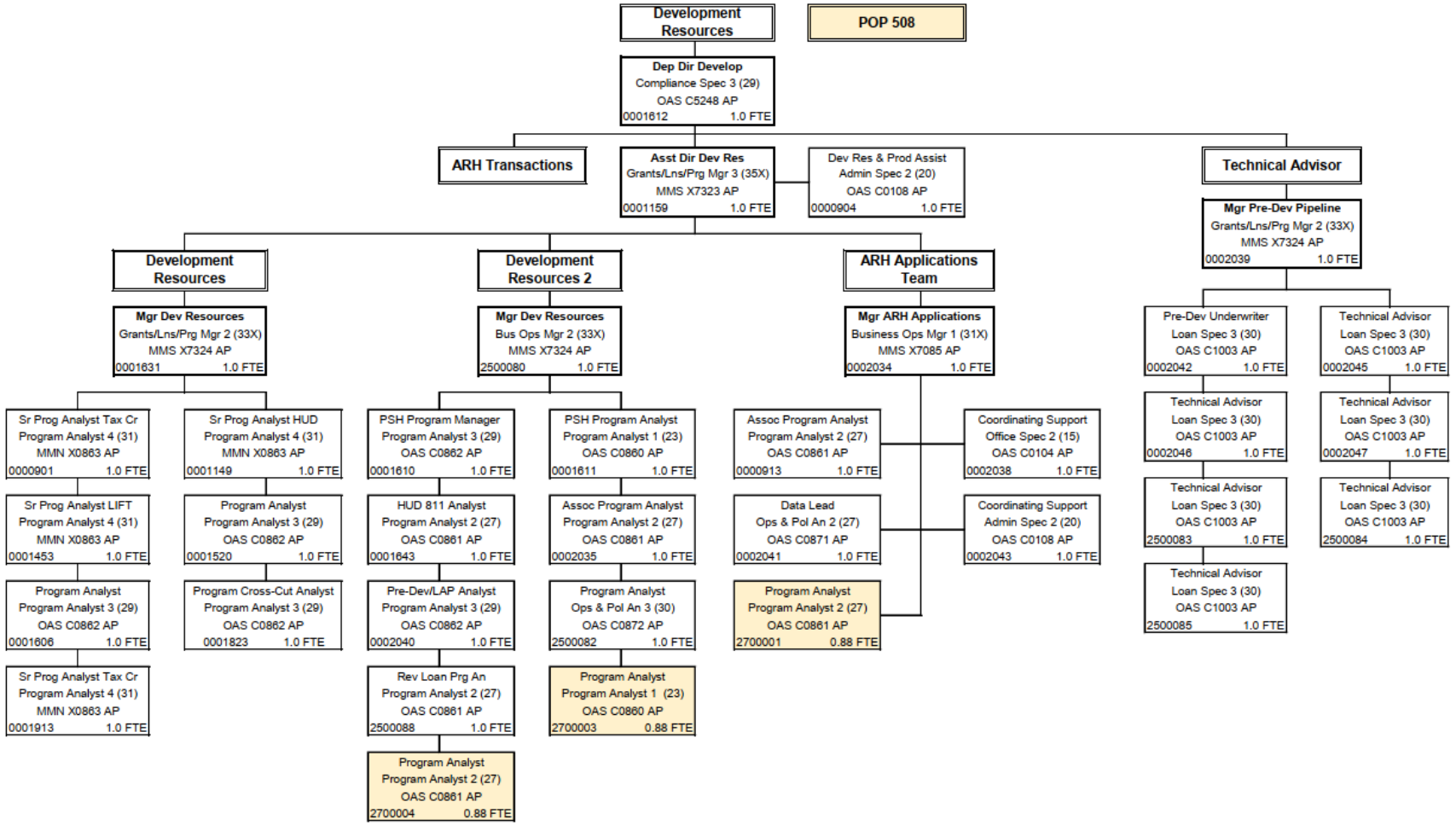


Multifamily Rental Housing Programs 2025-27 Organizational Chart

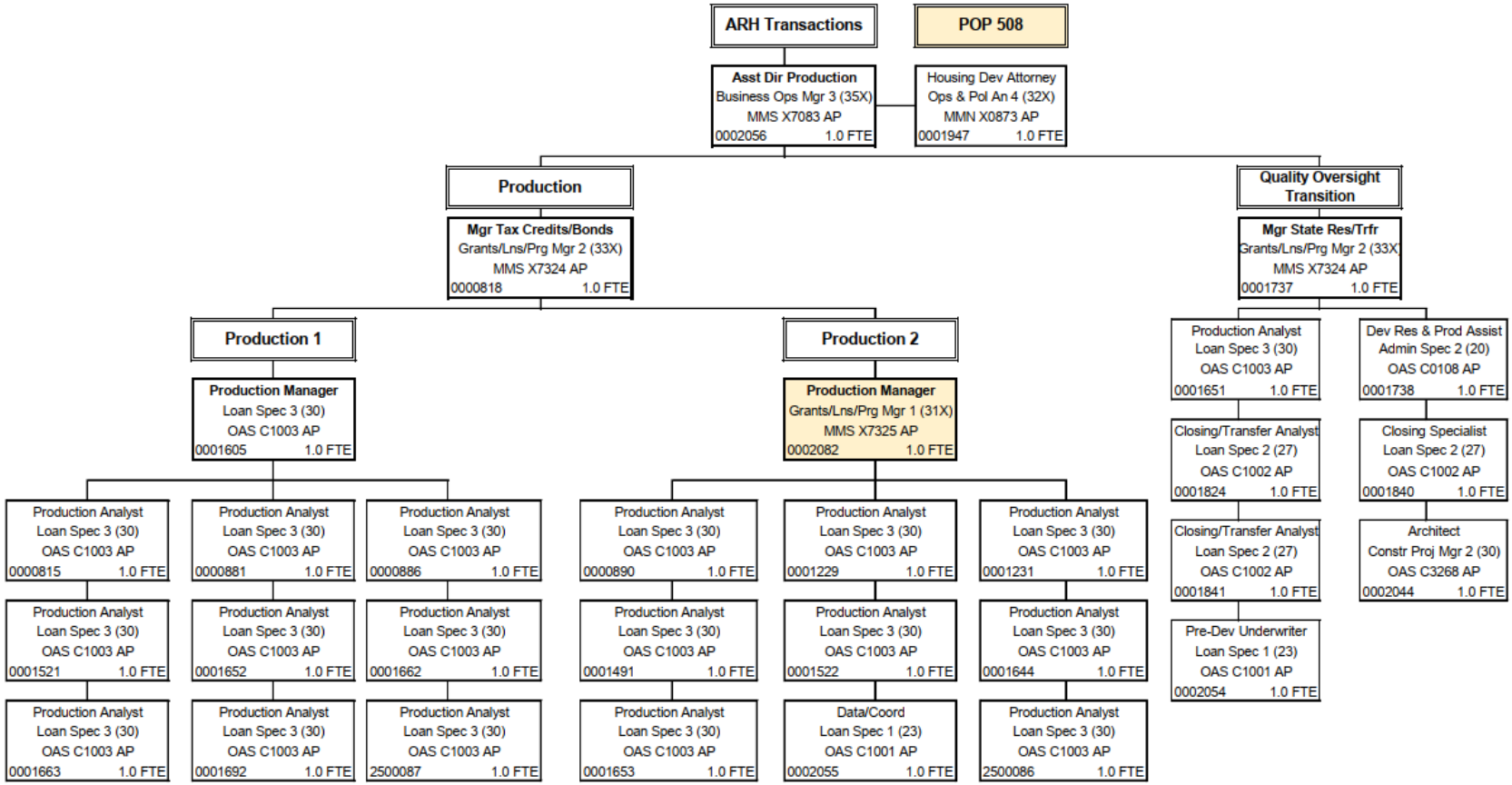
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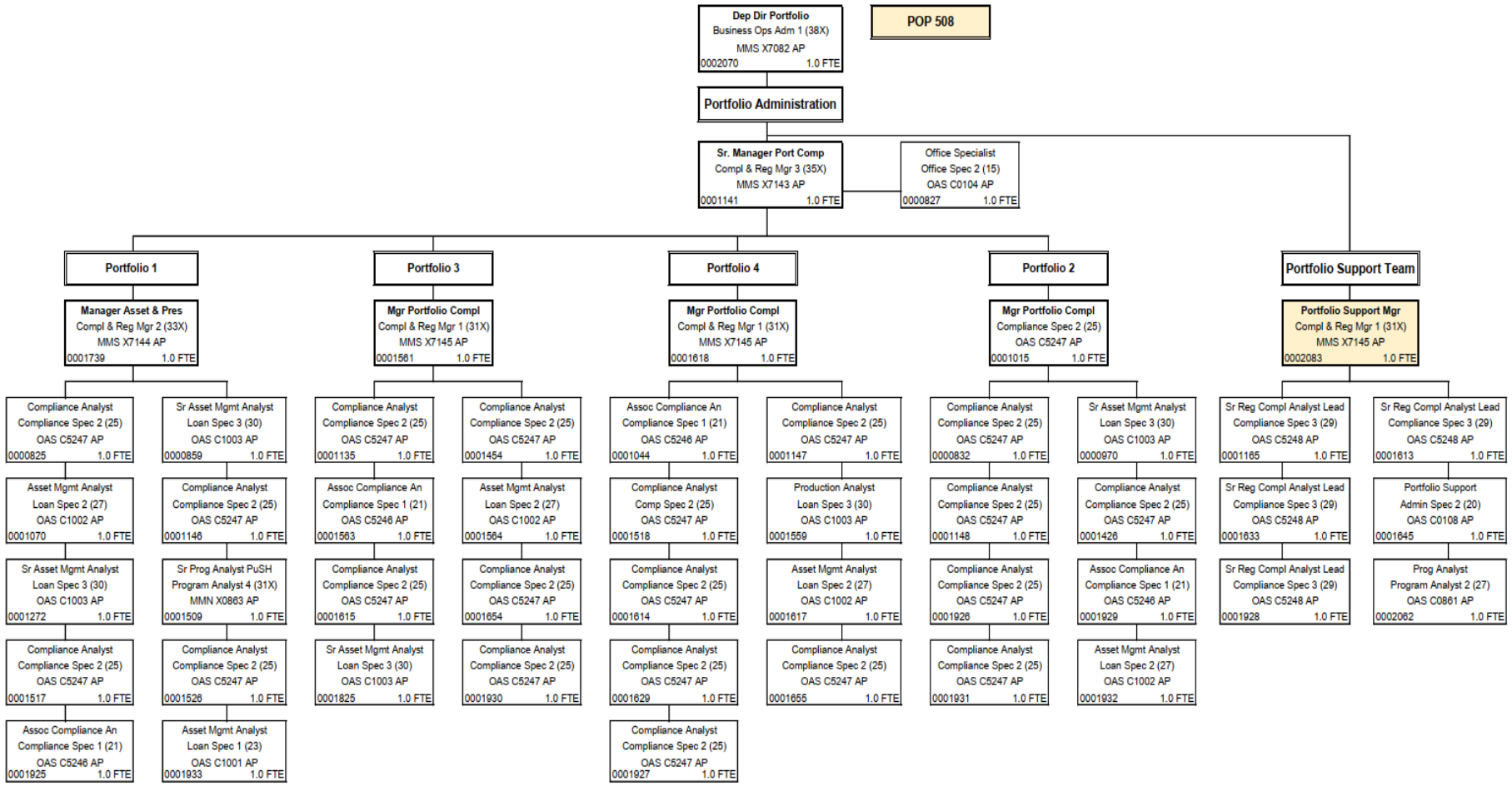


BUDGET NARRATIVE



BUDGET NARRATIVE





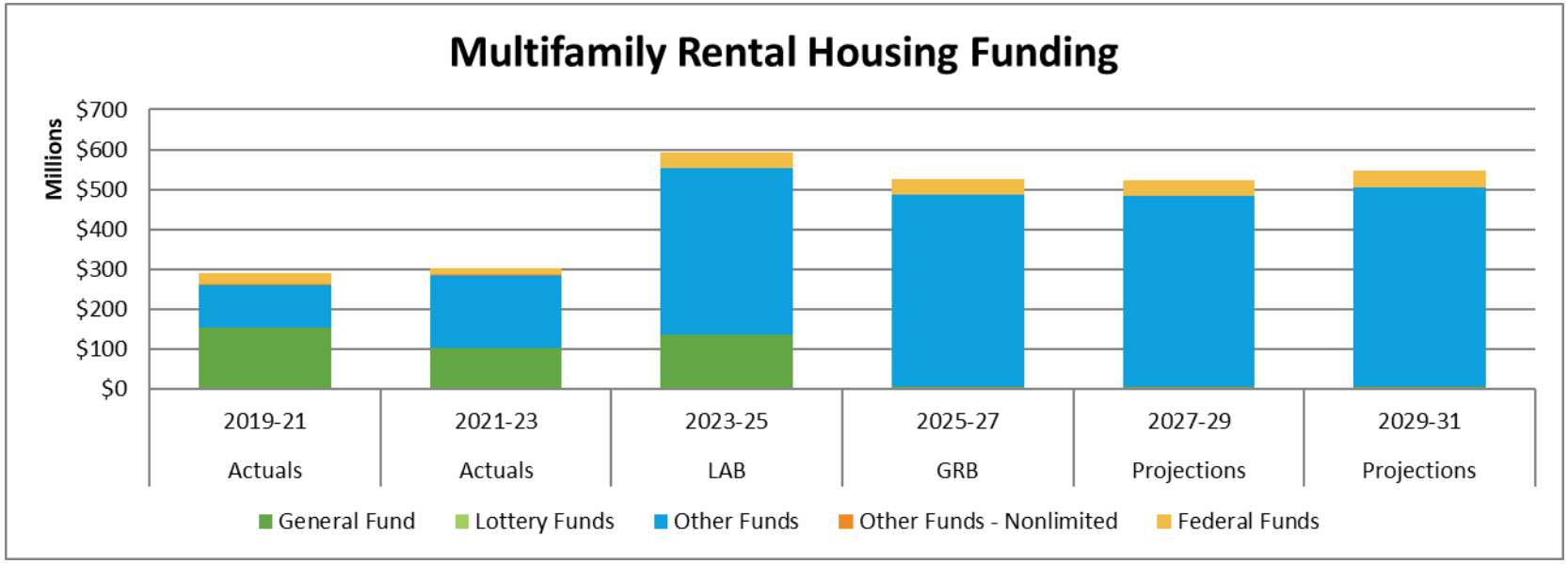
Affordable Rental Housing (a.k.a. Multifamily) Executive Summary

Long Term Focus Area: **Healthy and Safe Communities, Housing Access & Affordability for All Oregonians**
Program Contact: **Natasha Detweiler-Daby**

BUDGET NARRATIVE

Program Overview

OHCS finances affordable rental housing for low and moderate income and at-risk Oregonians through the administration of federal and state-funded affordable rental housing resources. The resources assist in the development of new affordable housing units, acquiring market rate housing and converting it to affordable, acquisition and rehabilitation of existing affordable housing units, and preserving affordable housing properties, including those with project-based federal rental subsidies.



Program Funding Request

Oregon Housing and Community Services' (OHCS) funding for 2025-27 reflects the continuation of strategic investments in demonstrated successes of the Article XI-Q bonds for capital construction, expansion and scaling of predevelopment investments and land acquisition programs to meet needs in alignment with statewide housing needs, resources to expand the predictability around and to respond to known demand for preservation resources to meet the need for expiring and at-risk properties, expansion of culturally responsive property management supports and training, and ensuring broader reach of the new Co-Location of Affordable Rental Housing with Early Learning and Day Care (CARE) Initiative.

BUDGET NARRATIVE

Affordable Rental Housing						
	19-21 Actuals	21-23 Actuals	23-25 LAB	25-27 GRB	27-29 Projections	29-31 Projections
General Fund	$ 155,437,828	$ 104,450,994	$ 136,158,854	$ 6,015,349	$ 6,289,125	$ 6,689,291
Lottery Funds	$ -			$ -	$ -	
Other Funds	$ 104,384,350	$ 180,461,522	$ 416,835,983	$ 481,297,425	$ 476,409,212	$ 498,040,146
Other Funds - Nonlimited	$ 3,365,971	$ 1,816,904	$ 400,000	$ 400,000	$ 416,400	$ 433,472
Federal Funds	$ 26,167,533	$ 16,856,182	$ 37,956,132	$ 39,591,049	$ 41,298,976	$ 43,084,561
Federal Funds - Nonlimited	$ -			$ -	$ -	
Total Funds	**$ 289,355,682**	**$ 303,585,602**	**$ 591,350,969**	**$ 527,303,823**	**$ 524,413,713**	**$ 548,247,471**
Positions	78	92	141	145	145	145
FTE	65.22	89.33	129.14	143.9	143.78	143.78

Program Description

OHCS facilitates the increased availability of safe, decent, affordable housing for low- and moderate-income Oregonians by administering federal and state-funded multifamily rental housing resources. These programs help fund the development of new affordable units, the preservation of current units within the affordable housing inventory but at risk of loss and the acquisition and rehabilitation of existing rental units; together these rental homes serve low- and moderate-income working families, formerly homeless, special needs populations, veterans, and many others in need of housing. Funding occurs by combining resources that may include low-income housing tax credits, low interest loans (including tax-exempt bond financing), grants, and tax incentives, which are almost always combined with private-financing tools.

Resources are provided through a newly established rolling centralized application process. The application process incorporates policy objectives including ensuring that funds are targeted for projects with strong affordability and linked to unique local community needs. Projects are required to meet standards that include but are not limited to: equity and racial justice strategies, statewide housing plan priorities, cost controls, and other policy and programmatic requirements as applicable. Funding is also tied to appropriate resident services that are designed to ensure housing stability and meet the needs of the most vulnerable residents. Examples of resident services include health care referral programs, after school activities, health care services, mental health, and meal programs.

Program Justification

Affordable rental housing programs help ensure that all Oregonians have access to housing at an affordable rent rate; housing stability has been proven to provide broad benefits to families and communities, including reducing stress and financial hardship, supporting educational achievement and job performance. In 2023 Governor Kotek declared a housing emergency and issued a series of Executive Orders to support housing needs. Governor Kotek also established a housing production goal of 36,000 units annually of which 18,000 should be affordable to households at or below 80% Area median Income OHCS' affordable rental housing programs serve to increase the supply of affordable rental housing for all Oregonians.

BUDGET NARRATIVE

Program Performance

The number of units developed, rehabilitated, preserved, or acquired each year is the primary performance measure for Multifamily Programs. The chart below outlines data from the biennium 2009-11 to present. In 2023, OHCS announced that it had met its five-year goal in the Statewide Housing Plan to increase the affordable rental housing pipeline to 25,000 units. Governor Kotek set a new Goal of 18,000 affordable housing units needed each year beginning in 2023 and OHCS has continued to work to streamline processes and increase production as the Legislature has made resources available to support affordable housing development.

	2009-11	2011-13	2013-15	2015-17	2017-19	2019-21	2021-23	2023-25 *(projected)*	2025-27 *(projected)*
Number of Affordable Units Produced or Rehabilitated	3,062	2,994	3,785	4,522	6,443	8,338	9,942	8,000	8,000

Even with the increases in resources over the past few biennia, the need for affordable rental housing units is significantly greater than the resources available through OHCS. This is demonstrated by the very low vacancy rates at the projects funded by OHCS, the oversubscription of funding requests in our offerings and by the long wait lists for subsidized housing and Section 8 project-based rental assistance.

Enabling Legislation and Program Authorization

The table below outlines State and Federal authorizing legislation for Affordable Rental Housing Programs:

Authority	Program	Legislation
Federal	HOME Investment Partnership Program	42 USC 12724
Federal	National Housing Trust Fund	2008 HERA
Federal	Low Income Housing Tax Credits	IRS Section 42
State	Oregon Affordable Housing Tax Credits	ORS 317.097
State	General Housing Assistance Program	ORS 456.550-725
State	Housing Development Grant Program	ORS 456.515-720
State	Agricultural Workforce Housing Tax Credit	ORS 458.620
State	Agricultural Workforce Housing Development Account	ORS 458.660
State	Community Incentive Fund	ORS 458.700-740
State	Oregon Rural Rehabilitation	ORS 566.340
State	Housing Preservation Fund Program	ORS 456.548; 456.555; 456.620-720

Authority	Program	Legislation
State	Elderly and Disabled Housing Program	ORS 456.535, 456.539
State	Risk Share Rental Housing Program	ORS 456.620; 456.625
State	Pass-through Revenue Bond Financing Program	ORS 456.620-456.720
State	HELP	ORS 456.555
State	Loan Guarantee Program	ORS 456.625
State	Predevelopment Loan Program	SB 5511 (2023)
State	Mobile Home Park Purchase Predevelopment Loan Program	ORS 456.579-456.581
State	Manufactured Communities Resources	ORS 446.515 – 446.547
State	Mental Health Housing	ORS 458.380
State	Local Innovation and Fast Track Housing	ORS 458.485
State	Land Acquisition Revolving Loan Program	ORS 456.502
State	PuSH Seller's Tax Credit	HB 2071 (2023)
State	Colocation of Affordable Rental Housing and ECE Facilities	HB 5011 (2021)
State	Construction Loan Guarantee Program	HB 3395 (2023)
State	In-Community Agriculture Grant	HB 3395 (2023)
State	Modular Housing Industry Expansion	HB 2889 (2023)
State	PSH Risk Mitigation Fund	SB 5511 (2023)
State	Housing Project Revolving Loan Program	HB 1537 (2024)

BUDGET NARRATIVE

Funding Streams

Revenue sources for the Multifamily Division (Affordable Rental Housing) is General Fund, Other Funds and Federal Funds. Other funds are derived from several funding sources. Including loan repayments from various programs; compliance, application, and administration charges. As well as public purpose charges paid by PGE and PAC for the Housing Development Guarantee - Pre-Development program. Revenue is received from document recording fees transferred in from Department of Revenue supports General Housing Account Program (GHAP). The division receives interest earning from its various programs. Federal funds consist of grants for National Housing Trust Fund and the Home Investment Partnership programs.

Comparison of Funding 2025 - 27 Proposal to 2023-25 Funding

OHCS' 2025-27 Governor's Recommended Budget increases funding above the Current Service Level for additional staffing, and one-time General Fund and Article XI-Q bond investments to support affordable housing preservation, permanent supportive housing, Local Innovation and Fast Track (LIFT) new unit development, and requests resources to support and sustain efforts for the co-location of affordable rental housing with early learning and day care centers (CARE initiative) , Predevelopment, and Land Acquisition Programs. Additionally, it seeks resources to expand the data and predictability for preservation resources along with capacity for expanding property management workforce and tools for a growing affordable rental housing supply.

Affordable Rental Housing Programs Description

The Affordable Rental Housing Programs provide housing options for low and moderate income and at-risk Oregonians through administration of federal and state-funded affordable rental housing resources. These resources assist in the development of new housing units, acquisition and rehabilitation of existing housing units, and preserving affordable housing properties, including those with project-based federal rental subsidies.

The need for affordable rental housing units is significantly greater than the resources available through OHCS. This is demonstrated by the very low vacancy rates at the projects funded by OHCS, the oversubscription of funding requests in our offerings and by the long wait lists for subsidized housing and Section 8 project-based rental assistance. The department's efforts in funding new construction, acquisition and rehabilitation, and preservation of affordable rental housing help address the significant need throughout the state.

OHCS may allocate multiple sources of federal and/or state resources to a given project that is seeking funds from the State, to maximize leverage and ensure project viability. In exchange for the public investment in the construction, preservation or rehabilitation of rental units, property owners are required to maintain long-term affordability of the units. This is documented through a regulatory agreement that is recorded against the real property. Through the allocation of Federal Low Income Housing Tax Credits (LIHTC), low-interest loan programs, grants, and other tax credits, OHCS works in cooperation with local partners and the private sector to invest resources necessary to successfully develop and preserve affordable housing throughout Oregon.

Reduced borrowing costs to developers, through various development tools including but not limited to: low interest loans, gap funding, equity leveraged through federal LIHTC, and other financing tools, can result in the ability to provide monthly rents lower than those available in the private sector for qualified, low- and moderate-income tenants. Affordable rent provides individuals and families with more residual income to cover critical household expenses. One prominent study found that "working families paying 30 percent or less of their income for housing were able to dedicate more than twice as much of their income to health care and insurance as those paying 50 percent or more for housing."

Given the regulatory compliance requirements that come with the federal and state resources, OHCS' Portfolio Administration section monitors the physical condition, management, and tenant eligibility of projects that have received funding. Properties provide reporting to OHCS annually and are inspected at least every one to three years. A review of management is also conducted to ensure compliance with regulatory standards, federal regulations, and state rules. Individual units, common areas, building exteriors, roofs and landscaping are inspected in conjunction with representatives from the property management firm responsible for the day-to-day management of the projects.

For affordable rental housing programs to be most effective, OHCS partners with individuals, community development corporations, housing authorities, financial institutions, and other entities. Associated cost drivers for administration of these programs include programmatic data tracking and reporting, compliance monitoring, financial review (both at the time of development and as asset management through the regulatory compliance period), underwriting, contract renewals, and tenant complaint resolution. Limitations

of federal Private Activity Bond also impact affordable housing development and have further complicated efficiently leveraging funds. Processes associated with affordable housing rental programs and policies are continuously under evaluation in an effort to identify more efficient delivery methods, improve performance, and realize meaningful outcomes, given the scarce resources and high demand.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services: This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package includes the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs: Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-Outs are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-In for Multifamily Rental Housing Programs

- General Funds
  - Oregon Housing Needs Analysis - $5k
- Other Funds
  - Housing Project Revolving Loan Fund - $25.5M

Phase-Out's for the Multifamily Rental Housing Programs Division

- General Funds
  - Child Care and Early Learning/Co-Location of Affordable Rental Housing & Early Care & Education – $10.2M
  - Loan Guarantee Program - $20M
  - Modular Housing - $20.2M
  - Predevelopment Funds - $9.7M
  - Housing Project Revolving Loan Fund - $74.9M

- Other Funds
  - Affordable Housing Preservation - $124.6M
  - Affordable Housing Small Projects - $17.5M
  - Gap funding for constructions cost increases in 2022 - $10M
  - Tax Credit & Misc Programs - $9.7M

030 Inflation and Price List Adjustments: This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift: This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(30,515)	-	-	-	-	-	(30,515)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($30,515)**	**-**	**-**	**-**	**-**	**-**	**($30,515)**
Personal Services							
All Other Differential	-	-	76	-	-	-	76
Public Employees' Retire Cont	-	-	16	-	-	-	16
Pension Obligation Bond	49,710	-	(12,650)	(2,825)	-	-	34,235
Social Security Taxes	-	-	6	-	-	-	6
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Mass Transit Tax	6,836	-	17,941	-	-	-	24,777
Vacancy Savings	(87,061)	-	(1,089,276)	(48,086)	-	-	(1,224,423)
Total Personal Services	**($30,515)**	**-**	**($1,083,887)**	**($50,911)**	**-**	**-**	**($1,165,313)**
Total Expenditures							
Total Expenditures	(30,515)	-	(1,083,887)	(50,911)	-	-	(1,165,313)
Total Expenditures	**($30,515)**	**-**	**($1,083,887)**	**($50,911)**	**-**	**-**	**($1,165,313)**
Ending Balance							
Ending Balance	-	-	1,083,887	50,911	-	-	1,134,798
Total Ending Balance	**-**	**-**	**$1,083,887**	**$50,911**	**-**	**-**	**$1,134,798**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 021 - Phase-in

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	135,070	-	-	-	-	-	135,070
Total Revenues	**$135,070**	-	-	-	-	-	**$135,070**
Services & Supplies							
Instate Travel	11,700	-	-	-	-	-	11,700
Employee Training	9,260	-	-	-	-	-	9,260
Office Expenses	21,060	-	-	-	-	-	21,060
Telecommunications	7,020	-	-	-	-	-	7,020
Data Processing	8,580	-	-	-	-	-	8,580
Employee Recruitment and Develop	1,400	-	-	-	-	-	1,400
Other Services and Supplies	31,850	-	-	-	-	-	31,850
Expendable Prop 250 - 5000	27,950	-	-	-	-	-	27,950
IT Expendable Property	16,250	-	-	-	-	-	16,250
Total Services & Supplies	**$135,070**	-	-	-	-	-	**$135,070**
Special Payments							
Dist to Other Gov Unit	-	-	25,500,000	-	-	-	25,500,000
Total Special Payments	-	-	**$25,500,000**	-	-	-	**$25,500,000**
Total Expenditures							
Total Expenditures	135,070	-	25,500,000	-	-	-	25,635,070
Total Expenditures	**$135,070**	-	**$25,500,000**	-	-	-	**$25,635,070**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 021 - Phase-in

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(25,500,000)	-	-	-	(25,500,000)
Total Ending Balance	**-**	**-**	**($25,500,000)**	**-**	**-**	**-**	**($25,500,000)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(134,765,959)	-	-	-	-	-	(134,765,959)
Total Revenues	**($134,765,959)**	**-**	**-**	**-**	**-**	**-**	**($134,765,959)**
Personal Services							
Mass Transit Tax	(1,562)	-	-	-	-	-	(1,562)
Total Personal Services	**($1,562)**	**-**	**-**	**-**	**-**	**-**	**($1,562)**
Services & Supplies							
Instate Travel	(3,150)	-	-	-	-	-	(3,150)
Employee Training	(2,850)	-	-	-	-	-	(2,850)
Office Expenses	(5,670)	-	-	-	-	-	(5,670)
Telecommunications	(1,890)	-	-	-	-	-	(1,890)
Data Processing	(2,310)	-	-	-	-	-	(2,310)
Attorney General	(23,767)	-	-	-	-	-	(23,767)
Employee Recruitment and Develop	(430)	-	-	-	-	-	(430)
Other Services and Supplies	(10,730)	-	-	-	-	-	(10,730)
Expendable Prop 250 - 5000	(8,600)	-	-	-	-	-	(8,600)
IT Expendable Property	(5,000)	-	-	-	-	-	(5,000)
Total Services & Supplies	**($64,397)**	**-**	**-**	**-**	**-**	**-**	**($64,397)**
Special Payments							
Intra-Agency Gen Fund Transfer	(84,700,000)	-	-	-	-	-	(84,700,000)
Loans Made - Other	-	-	(9,700,000)	-	-	-	(9,700,000)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Other Special Payments	(50,000,000)	-	(152,068,139)	-	-	-	(202,068,139)
Total Special Payments	**($134,700,000)**	**-**	**($161,768,139)**	**-**	**-**	**-**	**($296,468,139)**
Total Expenditures							
Total Expenditures	(134,765,959)	-	(161,768,139)	-	-	-	(296,534,098)
Total Expenditures	**($134,765,959)**	**-**	**($161,768,139)**	**-**	**-**	**-**	**($296,534,098)**
Ending Balance							
Ending Balance	-	-	161,768,139	-	-	-	161,768,139
Total Ending Balance	**-**	**-**	**$161,768,139**	**-**	**-**	**-**	**$161,768,139**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	3,241	-	-	-	-	-	3,241
Total Revenues	**$3,241**	-	-	-	-	-	**$3,241**
Services & Supplies							
Instate Travel	265	-	11,784	491	-	-	12,540
Out of State Travel	-	-	3,140	354	-	-	3,494
Employee Training	225	-	5,881	315	-	-	6,421
Office Expenses	476	-	9,064	229	-	-	9,769
Telecommunications	159	-	4,127	91	-	-	4,377
Data Processing	194	-	7,154	90	-	-	7,438
Publicity and Publications	-	-	802	-	-	-	802
Professional Services	-	-	25,168	1,373	-	-	26,541
IT Professional Services	-	-	757	-	-	-	757
Attorney General	45	-	528,565	785	-	-	529,395
Employee Recruitment and Develop	34	-	529	18	-	-	581
Dues and Subscriptions	-	-	78	-	-	-	78
Facilities Rental and Taxes	-	-	189,751	3,926	-	-	193,677
Facilities Maintenance	-	-	20	-	-	-	20
Agency Program Related S and S	-	-	46	-	-	-	46
Other Services and Supplies	772	-	23,077	422	-	-	24,271
Expendable Prop 250 - 5000	678	-	7,990	74	-	-	8,742
IT Expendable Property	393	-	8,069	208	-	-	8,670
Total Services & Supplies	**$3,241**	-	**$826,002**	**$8,376**	-	-	**$837,619**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Dist to Other Gov Unit	-	-	1,067,527	-	-	-	1,067,527
Dist to Non-Gov Units	-	-	2,724,485	-	-	-	2,724,485
Dist to Non-Profit Organizations	-	-	1,595,434	313,076	-	-	1,908,510
Loans Made - Other	-	-	1,742,308	-	-	-	1,742,308
Other Special Payments	-	-	1,978,367	1,210,183	-	-	3,188,550
Total Special Payments	**-**	**-**	**$9,108,121**	**$1,523,259**	**-**	**-**	**$10,631,380**
Total Expenditures							
Total Expenditures	3,241	-	9,934,123	1,531,635	-	-	11,468,999
Total Expenditures	**$3,241**	**-**	**$9,934,123**	**$1,531,635**	**-**	**-**	**$11,468,999**
Ending Balance							
Ending Balance	-	-	(9,934,123)	(1,531,635)	-	-	(11,465,758)
Total Ending Balance	**-**	**-**	**($9,934,123)**	**($1,531,635)**	**-**	**-**	**($11,465,758)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Facilities Rental and Taxes	-	-	(688,217)	(14,242)	-	-	(702,459)
Total Services & Supplies	**-**	**-**	**($688,217)**	**($14,242)**	**-**	**-**	**($702,459)**
Total Expenditures							
Total Expenditures	-	-	(688,217)	(14,242)	-	-	(702,459)
Total Expenditures	**-**	**-**	**($688,217)**	**($14,242)**	**-**	**-**	**($702,459)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	688,217	14,242	-	-	702,459
Total Ending Balance	**-**	**-**	**$688,217**	**$14,242**	**-**	**-**	**$702,459**

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Policy Package 090 Analyst Adjustments

This package reduces General Fund by ($37,668), through increasing vacancy savings by two percent and eliminating inflation on certain services and supplies accounts

Staffing Impact

No staffing impact in this division

Revenue Sources

General Funds: ($37,668)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(37,668)	-	-	-	-	-	(37,668)
Total Revenues	**($37,668)**	**-**	**-**	**-**	**-**	**-**	**($37,668)**
Personal Services							
Vacancy Savings	(34,825)	-	-	-	-	-	(34,825)
Total Personal Services	**($34,825)**	**-**	**-**	**-**	**-**	**-**	**($34,825)**
Services & Supplies							
Instate Travel	(265)	-	-	-	-	-	(265)
Employee Training	(225)	-	-	-	-	-	(225)
Office Expenses	(476)	-	-	-	-	-	(476)
Employee Recruitment and Develop	(34)	-	-	-	-	-	(34)
Other Services and Supplies	(772)	-	-	-	-	-	(772)
Expendable Prop 250 - 5000	(678)	-	-	-	-	-	(678)
IT Expendable Property	(393)	-	-	-	-	-	(393)
Total Services & Supplies	**($2,843)**	**-**	**-**	**-**	**-**	**-**	**($2,843)**
Total Expenditures							
Total Expenditures	(37,668)	-	-	-	-	-	(37,668)
Total Expenditures	**($37,668)**	**-**	**-**	**-**	**-**	**-**	**($37,668)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package 092 Statewide Attorney General Adjustments

This package reduces Attorney General rates by 7.47 percent to reflect adjustments in the Governor's Recommended Budget.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

General Funds: ($18)

Federal Funds: ($311)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 092 - Statewide AG Adjustment

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(18)	-	-	-	-	-	(18)
Federal Funds	-	-	-	(311)	-	-	(311)
Total Revenues	**($18)**	**-**	**-**	**($311)**	**-**	**-**	**($329)**
Services & Supplies							
Attorney General	(18)	-	(209,234)	(311)	-	-	(209,563)
Total Services & Supplies	**($18)**	**-**	**($209,234)**	**($311)**	**-**	**-**	**($209,563)**
Total Expenditures							
Total Expenditures	(18)	-	(209,234)	(311)	-	-	(209,563)
Total Expenditures	**($18)**	**-**	**($209,234)**	**($311)**	**-**	**-**	**($209,563)**
Ending Balance							
Ending Balance	-	-	209,234	-	-	-	209,234
Total Ending Balance	**-**	**-**	**$209,234**	**-**	**-**	**-**	**$209,234**

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Policy Package 093 Statewide DAS Charges Adjustment

This package reduces Federal Funds for a Statewide reduction of DAS Charges in the Governor's Recommended Budget

Staffing Impact

No Staffing Impact in this division

Revenue Sources

Federal Funds: ($14,753)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	(14,753)	-	-	(14,753)
Total Revenues	**-**	**-**	**-**	**($14,753)**	**-**	**-**	**($14,753)**
Transfers Out							
Transfer Out - Intrafund	-	-	-	14,753	-	-	14,753
Total Transfers Out	**-**	**-**	**-**	**$14,753**	**-**	**-**	**$14,753**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package # 508 ARH Portion of OHCS Operational Supports

Package Description

Agency-wide, this package reauthorizes three limited duration positions for additional months in the 2025-27 biennium; restores 24 positions that were authorized as permanent but were associated with the Governor's Executive Orders on Homelessness and received one-time funding; shifts funding for three positions to support manufactured housing; and requests 16 new positions to support affordable rental housing, energy services, housing stabilization, and central support services

Purpose

Provide essential staffing support for on-going priority affordable housing, homeownership, and homelessness prevention services.

How Achieved

For Affordable Rental Housing added six positions that were needed support the agency's programs are listed below. This package extends a Program Analyst 2 position previously authorized to support HB 3395 (2023) for Network for Oregon Affordable Housing (NOAH). This position was moved to Project Based Contract Administration in error. The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an interfund transfer out to support a proportionate share of Pkg 508.

Staffing Impact

Grants, Loans & Program Manager 1, Permanent Full Time
Compliance and Regulatory Manager 1, Permanent Full Time
Compliance and Regulatory Manager 2, Permanent Full Time
Consultant Advisor 2, Permanent Full Time
Operations & Policy Analyst 3, Limited Duration, Permanent Full Time
Program Analyst 2, Permanent Full Time

BUDGET NARRATIVE

Quantifying Results

As OHCS works to be responsive to needs and to deliver resources and programs that ensure Oregonians are safely and stably housed, we know we cannot do so without right-sized staffing to meet the diverse needs we see and hear about. This package allows us to invest in our organizational health and ability to successfully meet the priorities of the Statewide Housing Plan (SWHP), particularly around centering racial justice and equity in policymaking, program design and implementation, community engagement, and service delivery, by ensuring we have the staff needed to operationalize our work.

Adequate staffing capacity across the agency allow equity goals to be achieved across agency work, including in central operations.

Revenue Sources

General Fund: $173,832

Federal Fund:
- Federal Revenue: $82,654
- Intrafund Transfer Out: ($82,654)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	173,832	-	-	-	-	-	173,832
Federal Funds	-	-	-	82,654	-	-	82,654
Total Revenues	**$173,832**	**-**	**-**	**$82,654**	**-**	**-**	**$256,486**
Transfers Out							
Transfer Out - Intrafund	-	-	-	(82,654)	-	-	(82,654)
Total Transfers Out	**-**	**-**	**-**	**($82,654)**	**-**	**-**	**($82,654)**
Personal Services							
Class/Unclass Sal. and Per Diem	205,066	-	790,523	-	-	-	995,589
Empl. Rel. Bd. Assessments	63	-	288	-	-	-	351
Public Employees' Retire Cont	43,146	-	166,327	-	-	-	209,473
Social Security Taxes	15,688	-	60,475	-	-	-	76,163
Paid Family Medical Leave Insurance	820	-	3,161	-	-	-	3,981
Worker's Comp. Assess. (WCD)	39	-	167	-	-	-	206
Mass Transit Tax	3,106	-	-	-	-	-	3,106
Flexible Benefits	37,902	-	168,837	-	-	-	206,739
Reconciliation Adjustment	(209,612)	-	-	-	-	-	(209,612)
Total Personal Services	**$96,218**	**-**	**$1,189,778**	**-**	**-**	**-**	**$1,285,996**
Services & Supplies							
Instate Travel	5,868	-	-	-	-	-	5,868
Employee Training	5,700	-	-	-	-	-	5,700
Office Expenses	10,562	-	-	-	-	-	10,562

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Telecommunications	3,520	-	-	-	-	-	3,520
Data Processing	4,304	-	-	-	-	-	4,304
Employee Recruitment and Develop	860	-	-	-	-	-	860
Other Services and Supplies	19,600	-	-	-	-	-	19,600
Expendable Prop 250 - 5000	17,200	-	-	-	-	-	17,200
IT Expendable Property	10,000	-	-	-	-	-	10,000
Total Services & Supplies	**$77,614**	**-**	**-**	**-**	**-**	**-**	**$77,614**
Total Expenditures							
Total Expenditures	173,832	-	1,189,778	-	-	-	1,363,610
Total Expenditures	**$173,832**	**-**	**$1,189,778**	**-**	**-**	**-**	**$1,363,610**
Ending Balance							
Ending Balance	-	-	(1,189,778)	-	-	-	(1,189,778)
Total Ending Balance	**-**	**-**	**($1,189,778)**	**-**	**-**	**-**	**($1,189,778)**
Total Positions							
Total Positions							6
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**6**
Total FTE							
Total FTE							4.90
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**4.90**

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Policy Package # 509 Information Technology Support

Package Description -

This policy option package has two components - the Grant Management System and ProLink.

GMS: This policy option package will support modernization of grants management, improving the agency's ability to deliver funds, track and manage grants, and provide reports to track services and financial spending more effectively. A more comprehensive, modern grants management system would enable the agency to receive and deliver funds more effectively and efficiently, allowing us to provide service to our partners more easily. Current grant management processes are inconsistent and rely on a combination of complex spreadsheets and proprietary applications. . This package will allow OHCS to create and implement a system that addresses the challenges associated with delivering funds and ease our partners' burdens and challenges in reporting on their use of funds. The evolving scope and scale of grants management necessitate . the modernization of proprietary software solutions on a cloud-based platform leading to improved performance, better user experience, and enhanced security. **ProLink**: ProLink HFA is the established data system of record for the Affordable Rental Housing Division. The plan is to keep this system in full use while supporting improved functionality of ProLink HFA. This requires implementing needed system enhancements that will improve the user experience and data quality overall. This package will allow OHCS to continue the use of the ARH data systems and continue to address the challenges associated with delivering funds and monitoring partner performance while ensuring data integrity. The growing scale of funds delivery for affordable rental housing requires the maintenance and enhancement of our established data systems. This includes covering the known annual costs, intentional planning for known needed system enhancements and preparation for contingencies that may arise.

Purpose

GMS: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that using disjointed grant management systems and spreadsheets is not equitable for partners across programmatic divisions of the agency, and OHCS needs to invest in resources to remove the barriers by streamlining grant management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency. It is crucial that we invest in systems that can adequately manage the increasing number and complexity of grants for the long term. New programs, including the emergency response effort, rapid organizational growth rate, and an increasing number of partner organizations to deliver grants in alignment with legislative direction, have highlighted the need to modernize and enhance how we manage the entire grant process.

Investment in our proprietary software will allow us to implement a comprehensive system to ensure our efforts remain consistent and sustainable as we grow. We are fortunate to have skilled developers to provide much of our needs historically, but we must proactively mitigate risks associated with the use aging architecture by shifting to a cloud platform that will allow for greater flexibility in enhancements to the applications. This shift will allow for continuation of operations in the event of outages to the State Network during an emergency. Unprecedented emergency response efforts have illustrated the need to be agile and adaptive. This package will enable OHCS to build resiliency in such circumstances.

ProLink: Continued investment in the established data system will allow us to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have obtained ProLink HFA following direction from a Secretary of State audit finding to reduce the use of ad hoc data tracking tools and custom systems that use aging architecture. Unprecedented emergency response efforts in affordable rental housing production have illustrated the need to be agile and adaptive. This package will enable OHCS to maintain resiliency in such circumstances.

How Achieved

GMS: OHCS will use existing funds from flexible resources and administrative allowances from program funds, if available, to develop this system. Enterprise Information Services is aware of our decision to move from Oracle into the cloud platform This package will enable many improvements in delivering essential housing-related grants to Oregonians in this biennium (25-27) and beyond, including:

Outreach and engagement opportunities – Communication could be significantly streamlined, allowing more diverse stakeholders to participate in various points of the granting process. Configurable portals would allow OHCS to collaborate more efficiently, and marketing tools would enable us to reach more Oregonians in less time.

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems with APIs. Easily configurable permissions would give stakeholders appropriate views into relevant data and statuses. A modernized solution would provide more opportunities to track regulatory compliance obligations effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated with our core business processes.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more customer-focused and collaborative. Adoption of a modernized grants management system is aligned with the cloud-first approach to IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. Appropriate resource allocation for project management and project members. This includes the
    a. initial project planning to deliver a lift and shift minimum viable product
    b. stakeholder engagement,
    c. agile development schedules
    d. Testing plans, QA
2. Begin the process of enhancing the base software product in the final quarter of 2025. We will use the agile methodology to develop the software product with a heavy focus on user experience (UX) and functionality.

ProLink:
Identified Tasks to start as soon as possible:

- Continued, ongoing use of ProLink HFA-Maintenance of the system for ongoing and improved serviceability.
- Compliance Audit Module Improvements-This module is currently designed to enter information following a compliance audit and tenant file review and then generate a report to be sent to owner/agents. It is our intent to submit a CR to ProLink to re-build and enhance this module to be more dynamic in function. This will remove the need for compliance staff to write a Word Doc report to be sent and then also follow up with data entry into ProLink. Modifying the module will allow compliance staff to enter all compliance audit details and tenant file findings and then generate the report. This will improve the overall process and improve efficiencies. In turn, the modification will allow accurate data input to the ProLink system for ongoing

implementation of the risk assessment functions that are reliant on compliance and inspection data to be fully utilized. Currently waiting for budget and contract to move forward.

- Procorem Security Role Improvements – This correction will remove the bulk functionality from the Account Administrator role and add it to the appropriate business user role/s. Bulk functions such as template publishing and task management should be assigned to a "user role" and not an Account Admin. In the current state, users must be given Account Admin access in order to do this needed work. Account Administrator access should be reserved for system management and security, not for multiple end users. This modification to the roles-based architecture will provide a role with appropriate permissions to perform tasks at the correct level.
- Accounting-Loan functionality-ACH-NACHA Improvements – Accounting has expressed need for better functionality regarding loans and NACHA file processes. With the expected increase in ARH funding activity in the coming years, improved loan functionality and NAHCA file processes are greatly needed. We have a CR created for the work with all-in cost estimate provided from ProLink. We are currently waiting for budget and contract to move forward.
  Possible changes to the system include (TBD):
  - Add the following to loans menu
    - Draws / Disbursement
      - Track initial disbursement of loan amount
      - Date, check, wire info, etc.
      - Ideally coming from Dev Draws or PSH Activity Funding
    - Payments from borrower
      - Check, date paid, etc.
      - How payment was applied (principal / interest / late fees, etc.)
    - Amortization Schedule
      - Uses loan amount, term, rate, payment frequency, loan type, draws, and payments from borrower to calculate remaining schedule
      - Calc Balance Due, Period Accrued Interest, Interest Payment, Total Accrued Interest
      - Handle changes to decreased draw amounts, changed term, changed interest rate, changed ownership, prepayments, additional principal payments, early payoff, default, etc.
      - Track and handle forgivable loans
      - Track interest step rates (e.g. years 1-2 = 4%, years 3-5 = 5%, years 6+ = 7%)
    - Delinquent/Late fees
      - Calculation (e.g. after 15 days late, 5% late charge of delinquent amount, additional 1% for each late month thereafter)

  - Invoicing / Statements (optional since OHCS is currently using QuickBooks for AR billings)
    - Generate a report statement of due amount, current balance, etc.
  - Reports, Data Views, Workflow, SmartDox

- Compliance Physical Inspections Improvements (NSPIRE)- ProLink currently provides a fully functioning Inspection module with dynamic fields for conducting physical inspections of properties. The connection of the work in the field is less desirable as it utilizes the ProLink SmartDox functionality of excel spreadsheets and this process is cumbersome and adds labor to the inspectors work in the field. The compliance section inspectors need the use of an app- based, user friendly tool in the field. ProLink has not started the work of creating an app-based tool for inspections so far. However, since the April ProLink Conference and more HFAs including OHCS opting use the InspectCheck app for inspections, ProLink is actively thinking about collaborating with InspectCheck by implementing a direct connection between systems or creating their own app – whichever may be more cost effective. The internal ProLink data team will be working with the ProLink vendor to design the enhancements for the system.

We will make formal request to ProLink using the Change Request process for each improvement/enhancement needed. This will include scope research and costing estimates for each requested CR and project management by ProLink and Data Systems Team from start to implementation and ongoing system management.

Staffing Impact

No additional staff requested in this program.

Quantifying Results

GMS: A new grants management system will allow OHCS to integrate internal systems to better determine who we are serving, the services provided, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure grantee performance. In addition to internal efficiencies, the system will improve access to grants, uploading required documentation, and reporting for grantees.

ProLink: This data system will allow OHCS to maintain internal systems and data integrity to better determine who we are serving, the affordable rental housing needs, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will

enable us to evaluate and measure partner performance. In addition to internal efficiencies, the system will continue to improve informative data for all OHCS purposes associated with rental housing production and maintenance

Equity and Racial Justice Impact

GMS: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern grants management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. Our existing grants management solutions are not designed to facilitate these goals, especially in a manner that reflects their urgency and importance. We are not alone in these goals, and that is evidenced by the growing number of existing grants management software solutions which contain components specifically tooled to identify and address inequities among various demographics. Better grant monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

ProLink: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. Maintaining and enhancing ProLink HFA data systems will continue to improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. This data system will also continue to improve accountability measures for grantees, allowing OHCS to identify and intervene if delivery of funds for affordable rental housing trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give continue to provide OHCS the needed system with improvements to do just that.

Revenue Sources

Other Funds:

Beginning Balance: $1,516,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 509 - HH Information Technology Supports

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Professional Services	-	-	1,516,000	-	-	-	1,516,000
Total Services & Supplies	**-**	**-**	**$1,516,000**	**-**	**-**	**-**	**$1,516,000**
Total Expenditures							
Total Expenditures	-	-	1,516,000	-	-	-	1,516,000
Total Expenditures	**-**	**-**	**$1,516,000**	**-**	**-**	**-**	**$1,516,000**
Ending Balance							
Ending Balance	-	-	(1,516,000)	-	-	-	(1,516,000)
Total Ending Balance	**-**	**-**	**($1,516,000)**	**-**	**-**	**-**	**($1,516,000)**

Policy Package # 519 Preservation – Rental Risk of Loss, Expirations and Physical/Financial

Package Description

The State of Oregon is experiencing a housing crisis and has mobilized historic levels of state resources to address the profound, ongoing need for affordable rental housing. As we continue developing new affordable housing at an unprecedented pace, it is essential and cost-effective to ensure we preserve and maintain the current affordable housing stock.

Preserving existing rent-restricted housing that is affordable and well-maintained over the long term, is as important as building new affordable housing. This package request proposes an increase to the State's investment in preservation of affordable housing to better meet the scale of current preservation needs, keeping thousands of rental housing units affordable and well maintained for decades to come.

Purpose

This request is based on OHCS' best estimate of the known preservation need, based upon data about projects that could lose affordability restrictions or federal project-based rent assistance in the next few years, and the best information we have about projects at risk of loss for other reasons. The $160 million request does not include manufactured home park preservation, which is reflected in policy package #520.

How Achieved

OHCS' ongoing preservation strategy aims to help its partners plan for three distinct sets of challenges related to the affordability of subsidized multifamily rental properties, to match the growing demand for preservation resources throughout the state of Oregon:

- Projects with expiring federal rent assistance

Projects eligible under this category will require an extension or renewal of long-term project-based federal rent assistance contracts. Based upon the most recent estimation, there remain 47 relevant projects and 1,363 relevant units across the state, that are at risk of losing their federal rent assistance over the next 5 years. Federal rent assistance is one of the most valuable homeless prevention tools the federal government provides and losing these developments also results in losing the rent assistance forever.

- Portfolio Stabilization

In addition to affordable units under federal contract, there are additional affordable housing programs which currently support an estimated 33 projects and 2,289 estimated units, which are projected to expire in the next 5 years. The requested dedicated preservation funding prioritizes projects and units outside of federal project-based sources that are at risk of imminent loss.

- Affordable properties at risk of loss due to urgent physical or financial challenges

Eligible projects under this program are properties that require urgent repair needs or have experienced operational losses which can't be addressed through existing reserves or cash flow, and which often threatens the housing stability and/or health of tenant families. Known projects statewide with significant deferred rehab and/or operational challenges include but are not limited to:

- ✓ 30 known public housing authority-owned properties overdue for rehab, and/or planned for recapitalization as part of the HUD RAD program, totaling nearly 1,500 units.
- ✓ 90 known aging affordable properties owned by nonprofit partners with serious rehab needs, totaling nearly 5,000 units.

OHCS documents the range and extent of subsidized affordable housing in Oregon and maintains availability of such data through the updated preservation dashboard on the OHCS preservation website, and the Oregon Affordable Housing Inventory.

Staffing Impact

No additional staff requested in this package.

Quantifying Results

Outcomes
OHCS estimates that dedicating $142 million toward properties losing affordability restrictions between 2026 – 2029 will preserve roughly half of the for-profit owned properties: approximately $125,000/unit (1,150 units preserved).

With $38 million targeting properties that could lose federal project-based rent assistance, about 380 units PBRA will be preserved.

$170 million for PHA-owned and nonprofit-owned affordable properties with significant rehab needs is estimated to preserve 6,800 current units.

BUDGET NARRATIVE

Equity and Racial Justice (ERJ) is a core priority in all OHCS programs, as expressed in the Statewide Housing Plan, which directs OHCS to "Advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity." By its nature, Preservation focuses on protecting existing vulnerable tenants. Therefore, OHCS Preservation efforts will continue to incorporate sustained and thoughtful attention to ERJ as a high priority.

Accountability to Racially Equitable Outcomes

The 2024 Preservation Framework focuses resources on the most vulnerable tenants, including those with severe housing burdens, and those who identify as a racial or ethnic minority, disabled, or elderly. Baseline data around recent performance in these areas are now being tracked. With the advent of the ORCA process, comes a new "managed Queue" approach, which collects improved owner and tenant data to better understand the full range of potential preservation needs. In short, this new protocol collects more information on specific urgent rehabilitation needs, impact to vulnerable populations, and prioritizes stakeholders that meet the definition of OHCS culturally specific organizations (CSOs) and culturally responsive organizations (CROs).

1. Impact on tenants: measuring and tracking how Preservation efforts benefit the housing stability of BIPOC tenants.
2. Supporting and prioritizing CSOs and culturally responsive organizations CROs: making sure that organizations rooted in and serving BIPOC communities have equitable access to OHCS Preservation resources and are prioritized.

Administration

These additional resources will allow more projects to move through the ORCA process and receive OHCS capital resources, which have MWESB requirements that all projects must meet.

Revenue Sources

Other Funds:

Lottery Revenue Bonds: $160,000,000

Lottery Funds:

A corresponding policy package #519 in the Bond Activities and Debt Service program reflects the Lottery Funds needed to support debt service and cost of issuance payments associated with this bond request.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 519 - HH Preservation - Exp + Physical and Fin Needs

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Lottery Bonds	-	-	160,000,000	-	-	-	160,000,000
Total Revenues	**-**	**-**	**$160,000,000**	**-**	**-**	**-**	**$160,000,000**
Special Payments							
Other Special Payments	-	-	160,000,000	-	-	-	160,000,000
Total Special Payments	**-**	**-**	**$160,000,000**	**-**	**-**	**-**	**$160,000,000**
Total Expenditures							
Total Expenditures	-	-	160,000,000	-	-	-	160,000,000
Total Expenditures	**-**	**-**	**$160,000,000**	**-**	**-**	**-**	**$160,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package #520 Preservation - Manufactured Park

Package Description

Provide resources to Manufactured Parks at risk of loss. OHCS would work with a third party to support efforts to purchase parks through a mission-based nonprofit or a resident cooperative. Manufactured Parks are an important source of naturally occurring affordable housing and need to be preserved wherever possible.

Purpose

Manufactured home parks are one of the most prevalent sources of naturally occurring affordable housing in the state, but they are often unregulated and driven by market forces that can lead to sale and redevelopment without support. Manufactured home parks are particularly vulnerable as the homeowner does not own the land that their home is on, yet their home is generally not mobile. Therefore, if a park owner decides to sell the land, the homeowner is extremely vulnerable. These resources allow OHCS to support interventions that result in park cooperatives or sales to non-profit mission-based owners that seek to maintain the property for parks. Often interventions include infrastructure upgrades and other health and safety interventions.

How Achieved

OHCS has financed the acquisition of manufactured home parks by residents of the park through nonprofits that have worked through technical assistance and a cooperative model or ownership by a mission-based nonprofit that leads to longer term affordability with greater regulation and restrictions in place to ensure the park remains affordable. This POP would provide resources specifically for this purpose, ensuring expansion of this model and greater preservation of these critical assets statewide.

Staffing Impact

No additional staff requested in this package.

Quantifying Results

Outcomes

BUDGET NARRATIVE

This policy package will help expand OHCS's ability to fund the preservation of a critical and often overlooked affordable housing stock to ensure it remains available, accessible, and affordable to low-income families.

Staff project a total of 7-10 parks, representing roughly 20-70 spaces each, could be preserved with this level of resource. These estimates are based on past performance, total number of spaces in a given park, and infrastructure upgrade cost trends.

Racial Equity Strategy
By investing OHCS dollars into these properties that currently have no state regulation, oversight, or restrictions, we will be better able to track what disparities exist in these types of properties and require both the high level and specific requirements around equitable access that we do for all of our funding sources.

Accountability to Racially Equitable Outcomes
Our agency collects baseline demographic information for all of our programs that have affordability restrictions and compliance components. This includes a requirement to report race and ethnicity of tenants. By expanding our funding for MHPs, OHCS will better be able to understand, track, and evaluate outcomes related to tenant demographics in these communities to an extent that is challenging for this universe of property types given the lack of existing compliance or restrictions in place.

Administration

These dollars would be distributed through our general ORCA process, which incorporates standards around MWESB contracting and has standards and incentives around working with culturally specific and responsive organizations, as well as set aside resources for CSOs and nonprofits developing in rural areas.

Revenue Sources

Other Fund:
Lottery Revenue Bonds: $25,000,000

Lottery Funds:
A corresponding policy package #520 in the Bond Activities and Debt Service program reflects the Lottery Funds needed to support debt service and cost of issuance payments associated with this bond request.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 520 - HH Preservation - Manufactured Parks

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Lottery Bonds	-	-	25,000,000	-	-	-	25,000,000
Total Revenues	**-**	**-**	**$25,000,000**	**-**	**-**	**-**	**$25,000,000**
Special Payments							
Other Special Payments	-	-	25,000,000	-	-	-	25,000,000
Total Special Payments	**-**	**-**	**$25,000,000**	**-**	**-**	**-**	**$25,000,000**
Total Expenditures							
Total Expenditures	-	-	25,000,000	-	-	-	25,000,000
Total Expenditures	**-**	**-**	**$25,000,000**	**-**	**-**	**-**	**$25,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package #530 Culturally Responsive Property Management

Package Description

This request is for $3M in grant resources to better meet the needs of Oregonians by fostering the growth and availability of Culturally Responsive Property Management for affordable rental housing properties. The property management industry has navigated significant challenges in recent years with capacity and resources for supporting tenants. The industry needs specific and deliberate investment to build and support long term expansion in alignment with the Governor's production goals established in Executive Order 23-04. It is also critical that this expansion is done in a way that will center tenants and ensure responsive and supportive affordable rental housing developments that will reduce tenant eviction and displacement.

Purpose

Culturally responsive property management (CR PM) is vital to the long-term success of publicly subsidized housing development projects and the tenants who call them home. We know that renters belonging to BIPOC communities and Fair Housing protected classes are more likely to be evicted than white renters in Oregon.[1] We also know that many critical social determinants of health, including economic stability, education, physical and mental health are directly impacted by access to safe and stable housing. CR PM can help foster a sense of place and belonging for residents and strengthen relationships and understanding between tenants and property managers. Residents who feel respected and part of the community in publicly supported housing are more likely to remain in place, and property managers who feel supported with knowledge and tools may be more likely to seek to first understand rather than punish.[2]

Additionally, stable occupancy, limited vacancies, and satisfied tenants are significant factors in the long-term financial sustainability for publicly subsidized housing development projects. Excessive vacancies and Fair Housing violations can jeopardize the contractual relationship between the Developer or Sponsor and their state, federal, and private funders.

This culturally responsive property management policy option package seeks to clarify and elevate the standards for culturally responsive property management, facilitate the creation of CR PM training programs, increase available training opportunities, and

[1] https://evictionresearch.net/oregon/#:~:text=1%20in%2030%20renting%20households,42%20Latine%20households%20(2.4%25)
[2] https://pubmed.ncbi.nlm.nih.gov/30506937/

ultimately reduce the number of evictions and punitive actions experienced by households who identify as BIPOC and protected classes under Oregon and Federal fair housing rules.

The purpose of this policy option package:

- Increase capacity for property management statewide
- Reduce the number of evictions for people from BIPOC and other Fair Housing protected classes
- Increase placemaking, sense of place, understanding and belonging for tenants from diverse cultures - features known to support mental, emotional, social, economic well being
- Reduce tenant / property manager conflict and evictions stemming from cultural misunderstandings, biases, and miscommunication
- Educate and equip property managers with training resources so they can better support tenants, identify and develop CR policies and practices, and have confidence in interactions with tenants, reduce chances of FH complaints and violations.

Stakeholders:

- Developers of affordable housing, including culturally specific housing developers
- Owners of affordable housing, including culturally specific housing owners and operators
- Resident service providers including culturally specific service providers and culturally responsive service providers
- Property managers
- Consultants who focus on development of affordable rental housing and/or permanent supportive housing
- Communities of color and tribal organizations
- Interested legislators
- Asset Management
- EDI and HR/workforce (dev) stakeholders
- HUD/RD guidance and resources
- HUD FHEO (guidance/resources as we mention fair housing act protected classes).

Stakeholder engagement driving request:

- ORCA Design Engagement (ERJ Strategies Session, Resident Services & Operating Costs Session)
- CSO Development Partners Check-In (Regular meeting hosted by ARH Development Resources Section)
- GHAP Capacity Building program 1:1 meetings (2021-2023)
- Housing Equity Capacity Building Strategy project findings– Meyer Memorial Trust, HDC, OHCS partnership project (info TBD)
- Housing Stabilization Community Engagement – (info TBD)
- Property Managers Working Group (info TBD)

How Achieved

The resources provided through this policy option package will be used to resources for property management investment and capacity/technical assistance and training resources to create supports based on best practices, likely to include a live and on demand training curriculum to be used for expanding trained culturally responsive property management.

1. Identify best practices in CR PM
2. Build capacity for all PMs to provide culturally responsive services
3. Update state policies to better support CR PM
4. Develop internal policies to encourage and/or expect CR PM
5. Develop capacity so CSOs with PM arm can host/certify trainings?

Staffing Impact

No additional staff is being requested in this package.

Quantifying Results

Outcomes

Increase in available training for Culturally Responsive Property Management and potential streamlining of agency program options and resources. Internal policies revised and created, resulting in elevated importance and visibility of CR PM in rental housing development and portfolio management resource programs. Meet immediate need by expediting initial support to new CR PM training programs that are currently being built by nonprofit CSO Developer and Sponsor entities (eligible for GHAP CB) while legislative process proceeds.

Expected long-term outcomes: Reduction in number of evictions and punitive action experienced by BIPOC, Fair Housing protected classes, and tenants in Rural communities. Property managers are better equipped with education and training resources so they can better support tenants, identify and develop CR policies and practices, and have confidence in interactions with tenants, reduce chances of FH complaints and violations.

Racial Equity Strategy
Racial, Fair Housing group, geographic, economic, and entity type disparities exist in relation to CR PM. This policy package seeks to address them in the following ways:

- Reduce the disparity in, as well as the raw number of, evictions and punitive action taken by PMs against tenants from BIPOC, Fair Housing groups, and Rural communities by investing in CR PM training programs and developing policies to support adoption of CR PM practices
    - Work closely with subject matter experts and stakeholder groups to inform the project and program
- Increase workforce development opportunities and economic mobility for individuals from disproportionately impacted groups through intentional design of the CR PM grant investment
- Identify and increase knowledge, clarity, understanding of OHCS expectations and metrics related to CR PM and ensure that development and portfolio resource applicants have the information they need to meet expectations
- Increase internal understanding and analysis of evictions and punitive actions taken against tenants of publicly subsidized housing

Accountability to Racially Equitable Outcomes

- This POP would help expand our ability to define, track, and evaluate this type of
  Identify and increase knowledge, clarity, understanding of OHCS expectations and metrics related to CR PM and ensure that development and portfolio resource applicants have the information they need to meet expectations
- Increase internal understanding and analysis of evictions and punitive actions taken against tenants of publicly subsidized housing

Administration
This grant would seek to train or develop property management companies as more culturally responsive organizations and would be designed with the intention of supporting existing CR PMs through support of their training programs.

Revenue Sources

General Fund: $3,000,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 530 - HH Culturally Responsive Property Mgmt

Cross Reference Name: Multifamily Rental Housing Programs
Cross Reference Number: 91400-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	3,000,000	-	-	-	-	-	3,000,000
Total Revenues	**$3,000,000**	**-**	**-**	**-**	**-**	**-**	**$3,000,000**
Special Payments							
Other Special Payments	3,000,000	-	-	-	-	-	3,000,000
Total Special Payments	**$3,000,000**	**-**	**-**	**-**	**-**	**-**	**$3,000,000**
Total Expenditures							
Total Expenditures	3,000,000	-	-	-	-	-	3,000,000
Total Expenditures	**$3,000,000**	**-**	**-**	**-**	**-**	**-**	**$3,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE							
Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request	2025-27 Governor's Recommended
Other Funds Limited							
Public Utility Fees							
Public Purpose Charge (Housing Development)	3400	0240	$ 10,496,207	$ 9,343,589	$ 11,800,000	$ 10,248,500	$ 10,248,500
Charges for Services							
WA Reimbursement	3400	0410		$ 30,000			$ -
Admin & Service Charges							
Home Admin Charge (One Time)	3400	0415	$ 6,000	$ 14,400	$ 5,000		
OEA	3400	0415	$ 3,750				
Agriculture Worker Housing Development Application & Admin Fees	3400	0415	$ 2,000	$ 3,900	$ 3,200	$ 4,000	$ 4,000
Conduit Loan Admin Charges	3400	0415	$ 13,095,092	$ 12,090,411	$ 6,800,000	$ 11,403,800	$ 11,403,800
E&D Application & Admin Fees	3400	0415	$ 205,295	$ 342,996	$ 241,500	$ 241,125	$ 241,125
GHAP Admin Charges, Compliance Charges, & Application Fees	3400	0415	$ 1,279,325	$ 774,720	$ 2,433,500	$ 1,568,600	$ 1,568,600
LIFT R Compliance Charges, Application Fees, & Admin Charges	3400	0415	$ 3,341,212	$ 2,277,319	$ 3,546,100	$ 3,388,600	$ 3,388,600
LIFTC 4 Admin Charge, Compliance Charge, Loans Fees	3400	0415	$ 15,283,362	$ 15,909,458	$ 8,726,000	$ 14,265,100	$ 14,265,100
LIFTC 9 Admin Charge, Compliance Charge, Loans Fees	3400	0415	$ 4,820,561	$ 4,939,370	$ 3,323,000	$ 4,523,500	$ 4,523,500
Housing Development Guarantee application fees & admin charges	3400	0415	$ 23,082	$ 5,500	$ 190,000	$ 20,500	$ 20,500
HOME Application fees & admin charges	3400	0415	$ 15,621	$ 3,000	$ 11,700	$ 11,700	$ 11,700
Land Acquisition Program Application fees, admin charges, & loan admin charge	3400	0415	$ 82,735	$ 72,000	$ 238,100	$ 120,900	$ 120,900
OAHTC: Tax Credit Annual Fee & admin charges	3400	0415	$ 1,275,474	$ 623,959	$ 972,000	$ 972,000	$ 972,000
PSH application fee & admin charges	3400	0415	$ 281,698	$ 436,483	$ 1,183,000	$ 648,000	$ 648,000
HDGP Admin & Compliance Charge	3400	0415	$ 25,875	$ 31,500	$ 10,000	$ 21,000	$ 21,000
LRB - Pres Admin Charges	3400	0415	$ 750	$ 1,800		$ 1,800	$ 1,800
Multifamily Bonds Assumption/Assignment Charges	3400	0415	$ 179,682	$ 150,384	$ 37,250	$ 166,000	$ 166,000
Mental Health Housing	3400	0415	$ 1,500				
MF Weatherization	3400	0415	$ 20,840		$ 3,150		
Fines & Forfeitures							
Agriculture Worker Housing Development Civil Payments from BOLI	3400	0505	$ 27,047	$ 40,000	$ 40,000	$ 40,000	$ 40,000
Lottery Bonds							
Affordable Rental Housing Lottery Backed Revenue Bonds	3400	0565		$ 50,000,000	$ 50,000,000	$ 375,000,000	$ 375,000,000
Interest Income							
OEA	3400	0605	$ -				
AWHD	3400	0605	$ 453	$ 675	$ 1,000	$ 500	$ 500.00
CIF	3400	0605			$ 188,000		
GHAP	3400	0605	$ 6,843,885	$ 1,400,000	$ 25,466,000	$ 18,720,000	$ 18,720,000
GHAP Pres	3400	0605	$ -	$ -	$ -	$ 16,800	$ 16,800
HPRL	3400	0605			$ 900,000		
HDG/Pre/TF	3400	0605	$ 831,255	$ 1,388,642	$ 2,275,000	$ 2,144,400	$ 2,144,400

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE							
Source	Fund	ORBITS Revenue	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Ageny Requested	2025-27 Governor's Recommended
LAP	3400	0605	$ 839,218	$ 11,323	$ 2,633,200	$ 2,880,000	$ 2,880,000
LGF	3400	0605	$ 1,070,750		$ 1,125,000	$ 1,070,750	$ 1,070,750
LRB-Pres	3400	0605	$ 155,603	$ -	$ 563,000	$ 192,240	$ 192,240
MH Shig	3400	0605	$ 27,068				
Conduit	3400	0605		$ 10,030			
HAF	3400	0605	$ 31,429		$ -	$ 80,400	$ 80,400
Housing Div Loan Repayments							
GHAP	3400	0930	$ 34,346	$ 616,385	$ 238,000		
HDG/Pre/TF	3400	0930	$ 91,283				
LRB-Pres	3400	0930	$ 600,216		$ 200,000	$ 471,800	$ 471,800
LAP	3400	0930	$ 2,493,000	$ 5,000,000	$ 3,000,000	$ 5,053,000	$ 5,053,000
Other Revenues							
Conduit Misc. Rev	3400	0975	$ 8				
LRB-Pres Misc. Rev	3400	0975	$ 6				
HDG/Pre/TF Rebate & Recoveries	3400	0975	$ 27,023	$ 55,000	$ 226,668	$ 200,000	$ 200,000
Transfer In - Intrafund	3400	1010	$ 3,039,633	$ 4,892,045	$ 25,527	$ 2,165,756	$ 2,165,756
Transfer In From General Fund							
GHAP	3400	1060	$ 90,000,000				
GHAP - Preservation	3400	1060	$ 165,000,000			$ 63,000,000	$ 63,000,000
HPRL	3400	1060		$ 75,000,000	$ 75,000,000		
LAP	3400	1060	$ 40,000,000			$ 20,000,000	$ 20,000,000
Pre-Dev	3400	1060		$ 9,700,000	$ 9,700,000	$ 15,000,000	$ 15,000,000
Transfer in From DOR							
Doc Recording Fee (General Housing Account Programs)	3400	1150	$ 56,761,026	$ 67,640,000	$ 44,750,080	$ 52,325,240	$ 52,325,240
Transfer in From Department of Education							
Multifamily Rental Housing Transfer in From Education	3400	1581	$ 250,000	$ -	$ -	$ -	
Transfer Out - Intrafund	3400	2010	$ (2,107,735)	$ (25,536,585)	$ (382,872)	$ (29,167,635)	$ (29,167,635)
Total Other Funds Limited	**3400**		**$ 416,455,574**	**$ 237,268,304**	**$ 255,472,103**	**$ 576,798,376**	**$ 576,798,376**
Other Funds Non-Limited							
Admin & Service Charges							
Conduit Loan Admin Charges	3200	0415	$ 73,050	$ 150,000	$ 20,400		$ -
Interest Income							
Interest - ORR	3200	0605	$ 11,230	$ 30,000	$ -	$ 23,400	$ 23,400
Interest - LAP	3200	0605	$ 29,555	$ 43,818	$ 50,000	$ 40,800	$ 40,800
Housing Div Loan Repayments							

LAP	3200	0930	$ 1,870,000				
ORR	3200	0930	$ 57,451	$ 61,050	$ 900,000	$ 52,700	$ 52,700
Transfer In - Intrafund	3200	1010	$ 1,044,881		$ 396,902		
Transfer Out - Intrafund	3200	2010	$ (2,705,167)		$ (25,527)		
Total Other Funds Non-Limited Revenue	**3200**		**$ 381,000**	**$ 284,868**	**$ 1,341,775**	**$ 116,900**	**$ 116,900**
Federal Funds Limited							
Department of Health & Human Services	6400	0995	$ 16,856,182	$ 37,956,132	$ 15,867,555	$ 40,996,836	$ 40,996,836
Transfer Out - Intrafund	6400	2010				$ (1,405,476)	$ (1,405,476)
Total Federal Funds Limited	**6400**		**$ 16,856,182**	**$ 37,956,132**	**$ 15,867,555**	**$ 39,591,360**	**$ 39,591,360**

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

Housing & Community Svcs Dept **Agency Number: 91400**

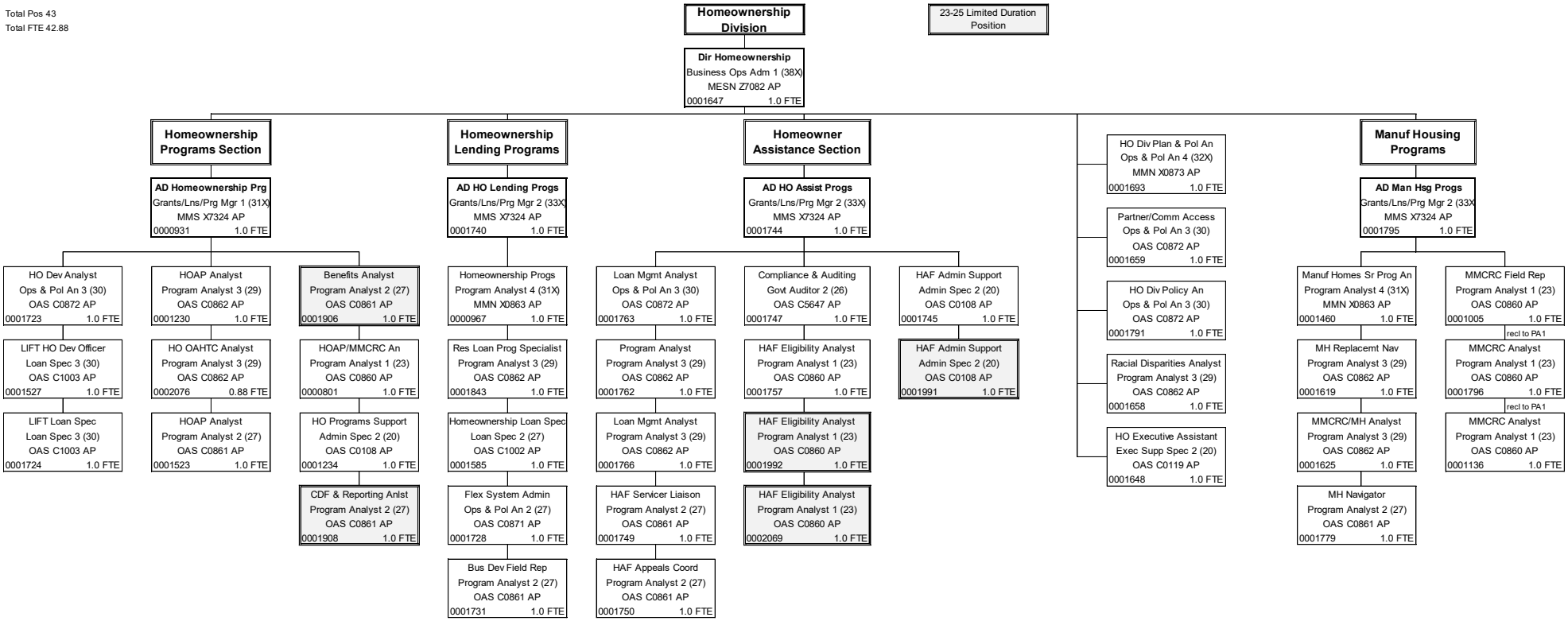
2025-27 Biennium **Cross Reference Number: 91400-030-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Public Utilities Fees	10,496,207	9,343,589	9,343,589	10,248,500	10,248,500	-
Charges for Services	-	30,000	30,000	-	-	-
Admin and Service Charges	39,943,853	37,677,200	37,677,200	37,356,625	37,356,625	-
Fines and Forfeitures	27,047	40,000	40,000	40,000	40,000	-
Lottery Bonds	-	50,000,000	50,000,000	375,000,000	185,000,000	-
Interest Income	9,799,660	2,810,670	2,810,670	25,105,090	25,105,090	-
Housing Div Loan Repayments	3,218,845	5,616,385	5,616,385	5,524,800	5,524,800	-
Other Revenues	27,038	55,000	55,000	200,000	200,000	-
Transfer In - Intrafund	3,039,633	4,892,045	4,892,045	2,165,756	2,165,756	-
Transfer from General Fund	295,000,000	9,700,000	84,700,000	98,000,000	-	-
Tsfr From Revenue, Dept of	56,761,026	67,640,000	67,640,000	52,325,240	52,325,240	-
Tsfr From Education, Dept of	250,000	-	-	-	-	-
Transfer Out - Intrafund	(2,107,735)	(24,076,077)	(25,536,585)	(29,167,635)	(27,986,493)	-
Total Other Funds	**$416,455,574**	**$163,728,812**	**$237,268,304**	**$576,798,376**	**$289,979,518**	**-**
Federal Funds						
Federal Funds	16,856,182	37,840,875	37,956,132	40,996,836	40,969,869	-
Transfer Out - Intrafund	-	-	-	(1,405,476)	(1,378,820)	-
Total Federal Funds	**$16,856,182**	**$37,840,875**	**$37,956,132**	**$39,591,360**	**$39,591,049**	**-**
Nonlimited Other Funds						
Admin and Service Charges	73,050	150,000	150,000	-	-	-
Interest Income	40,785	73,818	73,818	64,200	64,200	-
Housing Div Loan Repayments	1,927,451	61,050	61,050	52,700	52,700	-
Transfer In - Intrafund	1,044,881	-	-	-	-	-

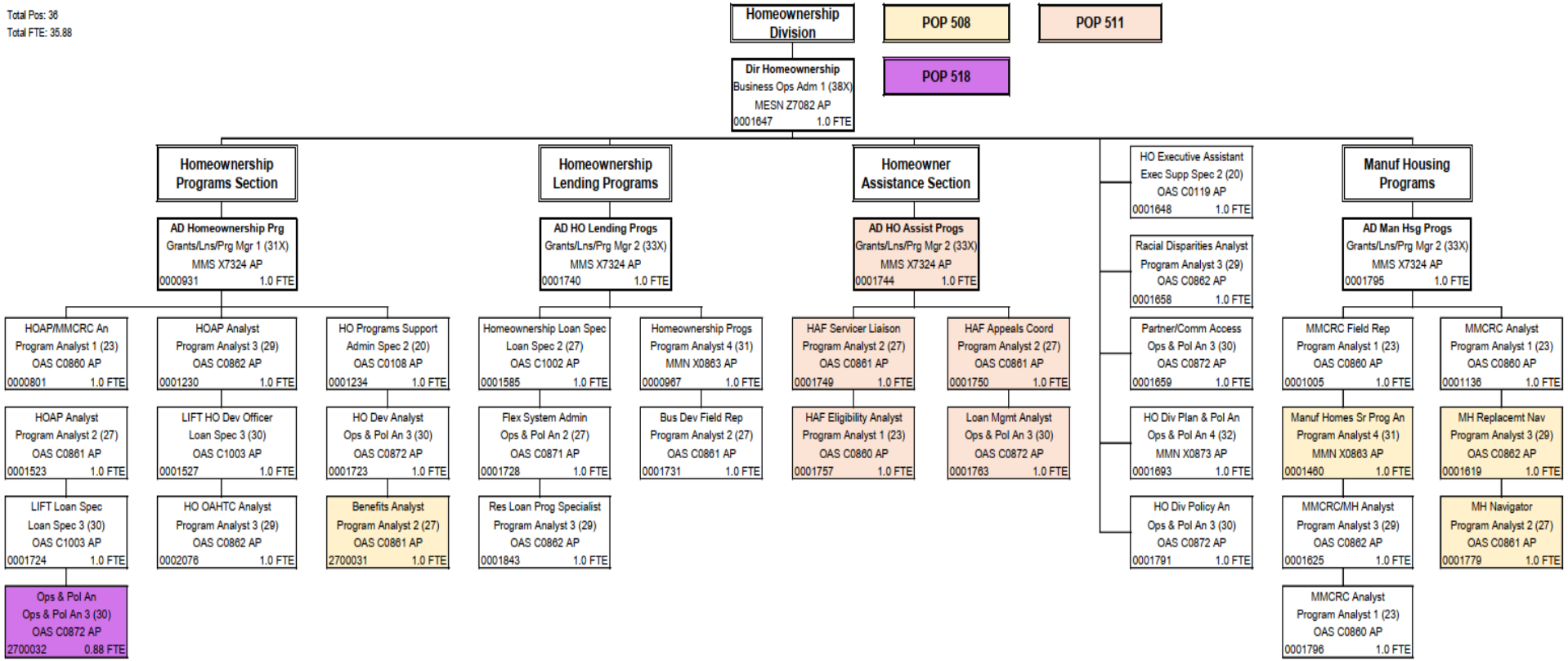
Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Nonlimited Other Funds						
Transfer Out - Intrafund	(2,705,167)	-	-	-	-	-
Total Nonlimited Other Funds	**$381,000**	**$284,868**	**$284,868**	**$116,900**	**$116,900**	**-**

Single Family Housing Programs

Single Family 2023-25 Organizational Chart

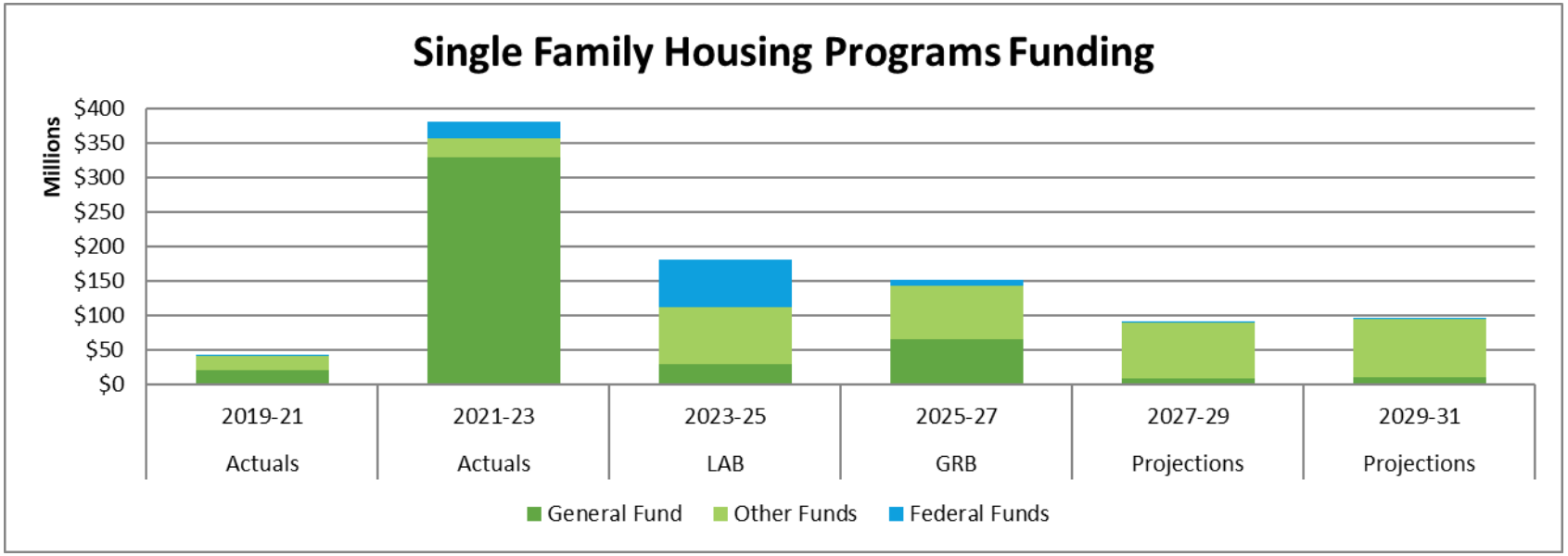


Single Family 2025-27 Organizational Chart



Single Family Executive Summary

Long Term Focus Area: Equitably supporting Oregonians to purchase, thrive and stay in their home
Program Contact: Keeble Giscombe



Program Overview

The Homeownership Division consists of four sections, each driven by the central goal of engaging low to moderate income Oregonians who wish to attain or retain homeownership: Homeownership Programs, Manufactured & Marina Communities, Homeowner Assistance, and Homeownership Lending. Collectively, these programs expand access to affordable homeownership through competitive market rate mortgages, down payment assistance, and pre-purchase education and counseling, and by assisting homeowners to retain their homes through education, foreclosure counseling, and health and safety repairs, including resources specific to manufactured housing. In addition, Homeownership Development Programs increase the supply of affordable homes for purchase, addressing a dearth in affordable homes available throughout the state. These programs benefit homebuyers and homeowners who are typically not served by traditional lenders, and who would not otherwise have access to the housing market and homeownership services.

BUDGET NARRATIVE

Program Funding Request

OHCS's funding for 2025-27 includes general fund requests to continue and expand Homeownership Programs. These include funds for the Homeownership Development Incubator Program to spur the construction of new affordable homes for purchase throughout the state including on Tribal land. OHCS is also requesting funds to continue replacing manufactured homes that are outdated and unsafe, and to continue the Foreclosure Avoidance Counseling program which keeps people housed and stable. Additional funding requests include two types of down payment assistance (DPA): DPA that is deployed by culturally responsive and rural organizations and DPA that is paired with OHCS lending products.

Single Family Housing Programs						
	19-21 Actuals	**21-23 Actuals**	**23-25 LAB**	**25-27 GRB**	**27-29 Projections**	**29-31 Projections**
General Fund	$ 20,454,792	$ 329,155,290	$ 29,083,695	$ 64,710,825	$ 8,578,164	$ 9,076,826
Lottery Funds	$ -		$ -	$ -	$ -	$ -
Other Funds	$ 19,949,050	$ 28,031,276	$ 81,704,726	$ 77,631,339	$ 81,153,643	$ 84,851,038
Other Funds - Nonlimited	$ -		$ -	$ -	$ -	$ -
Federal Funds	$ 151,036	$ 22,773,211	$ 69,165,858	$ 8,690,031	$ 969,234	$ 1,014,508
Federal Funds - Nonlimited	$ -		$ -	$ -	$ -	$ -
Total Funds	**$ 40,554,878**	**$ 379,959,777**	**$ 179,954,279**	**$ 151,032,195**	**$ 90,701,041**	**$ 94,942,372**
Positions	16	54	43	36	31	31
FTE	15	48.22	42.88	35.88	30.88	30.88

Program Description

To meet OHCS' Statewide Housing Plan goal of closing Oregon's racial homeownership gap, the Homeownership Division strives to leverage homeownership as a powerful tool that can create stability, promote equity, and build generational wealth. The Division consists of four sections, each driven by the central goal of supporting low- to moderate-income Oregonians to attain and retain homeownership. These sections expand access to homeownership through funding the construction of affordable homes for purchase, financial products such as competitive market rate mortgages, down payment assistance, and pre-purchase education and counseling. The Division assists homeowners to maintain and retain their homes through post-purchase education, foreclosure counseling, foreclosure assistance, health and safety repairs, and resources specific to manufactured housing. Using an equity and racial justice lens in all programming, policies, and operations, the Homeownership Division works to dismantle systemic housing barriers and create opportunities for those underrepresented as homeowners in Oregon.

Through the Homeownership Programs Section, the department contracts with nonprofit homeownership centers, local governments, public housing authorities, and nonprofit organizations that serve as a one stop shop for prospective homeowners and current homeowners. They provide down payment

assistance, homebuyer education, pre and post purchase counseling, foreclosure counseling, and health and safety repair funding. Our updated down payment assistance program is available to first-time and first-generation homebuyers as well as veterans.

The Homeownership Development Program seeks to increase the supply of affordable homes for purchase by funding the development of housing that is aligned with community needs. Through the Local Innovations and Fast Track program, Homeownership Development has funded nearly 1000 shared equity homes. Through its newer Homeownership Development Incubator Program, OHCS is able to fund homes on tribal land, pre-development work, and support new innovative models of affordable homeownership.

Within the Homeownership Lending Section, OHCS offers the development and oversight of two mortgage lending programs: the Oregon Bond Residential Loan Program and the Flex Lending Program. The Oregon Bond Residential Loan Program uses a network of lenders to finance residential loans under the program guidelines. OHCS invests in and purchases these loans from the lenders using mortgage revenue bonds (see description in the Bond Activities and Debt Service program unit). Economic conditions and financial markets affect the success of mortgage revenue bond financed loans. The recent housing market and program requirements have impacted program production. Higher home prices make it difficult for first time home buyers, the population served by this program, to purchase homes. OHCS' new Flex Lending program expands the reach of affordable homeownership lending activities by pairing a flexible mortgage product with down payment assistance by leveraging mortgage-backed security markets.

The Manufactured & Marina Communities Programs include the Manufactured Homes programs and the Manufactured and Marinas Communities Resource Center (MMCRC). The Manufactured Home Programs identify creative solutions to expand housing options by preserving and improving manufactured dwelling parks and collaborating with stakeholders to develop policies and resources that support manufactured housing residents. This also includes the Manufactured Home Replacement program which provides affordable gap financing for manufactured homeowners to replacing aging and inefficient manufactured homes. Mediation services are available for manufactured and marina community residents and owners through the Manufactured and Marinas Communities Resource Center (MMCRC). The program provides impartial assistance to resolve disputes between park owners and tenants outside of court by promoting cooperation, open communication, and a positive environment.

The Homeowner Assistance Section includes the Homeowner Assistance Fund (HAF), which provides financial assistance for low- to moderate-income Oregonians who experienced financial hardship related to the coronavirus pandemic, preserving homeownership through mortgage reinstatement by curing delinquent mortgage and/or assisting with future payments. HAF also connects struggling homeowners to housing counselors and legal aid services. HAF replaces the very successful mortgage assistance program funded by the Hardest Hit Funds after the last recession.

Program Justification

Homeownership is one of the primary means through which families build wealth and achieve financial stability. However, discriminatory practices such as redlining, predatory lending, and unequal access to credit have historically excluded many people of color from homeownership opportunities, leading to significant racial wealth gaps. Promoting affordable homeownership not only enables households to build equity and intergenerational wealth but also provides a stable and secure environment for raising families and participating in community life. By increasing homeownership rates among

all Oregonians, and in particular, people of color, OHCS' programs can help to stabilize neighborhoods, reduce crime rates, and enhance property values, leading to broader economic and social benefits.

Through these investments, OHCS expects to support over 12,000 Oregonians to achieve or maintain their dream of Homeownership. This investment addresses the gap in supply of affordable homes, and then provides the resources (loan products, DPA, education, counseling) to help people get into those homes and others in the communities that they want to live. Once they are in a home, OHCS foreclosure prevention resources, manufactured home resources, and health and safety repairs help them remain in a safe in their home for decades or generation to come. These programs represent key spokes of homeownership, and this biennium investment will keep the infrastructure that supports these programs going and allow OHCS to better keep pace with unmet demand across the state.

Program Performance

Key success measures for Homeownership Program performance are the affordable homes for purchase built, number of residential loans financed, the number of people accessing homeownership centers for homebuyer education, financial literacy counseling, receiving down payment assistance, and foreclosure counseling, and the ability of homeownership programs to help reduce the minority homeownership gap. Performance data for the last four biennia and current projections are outlined in the table below or OHCS key performance measures.

Homeownership Services	2015-17	2017-19	2019-21	2021-23	2023-25	2025-27	2027-29	2029-2031
Home Purchase (Oregon Bond Residential Loans and Flex Lending Program)	779	1,743	1,046	985	1,250	1,750	2,500	3,000
Homeownership Centers* (Households Served)	17,523*	13,334	6,980	5,022	6,000	6,100	6,200	6,400
Down Payment Assistance paired with lending products (Households Served)	N/A	N/A	N/A	N/A	1,000	1,250	2,000	2,500
Down Payment Assistance (HOAP , Culturally Responsive, Rural)- (Households served)	N/A	192	207	250	625	1,200	1,300	1,400
Foreclosure Counseling/ Oregon Foreclosure Avoidance (Persons Served)	3,259	1,232**	665	1,105	1,575	1,575	1,600	1,650
Homeowner Assistance Fund** (Households Funded)	N/A	N/A	N/A	726	1328	n/a	n/a	n/a
Manufactured Homes*** (Homes replaced)	N/A	N/A	N/A	10	19	50	70	100

Homeownership Development (New homes funded)	N/A	87	184	566	225	650	700	750

**Homeownership Center data reporting methods changed as of July 1, 2016. Previous data collection was based on the number of services provided, while the new method reports on households served, this what has caused a lower number as of the 2019-2021 biennium.*
*** The Homeowner Assistance Fund (HAF), launched November 30, 2021. In addition to the actual figures listed above, HAF projects to serve 650 additional households in 2023-25 before making final assistance payments in February 2025.*
****This is pilot program launched in 2022 and is now a permanent program.*

Enabling Legislation and Program Authorization

Neither federal law nor the Oregon Constitution mandates housing, homeownership, and/or homeownership retention. However, because housing and homeownership are indicators of healthy, vital, and stable communities, federal and state policies encourage, promote, finance, and protect housing and homeownership as follows:

Authority	Program	Legislation
State	Bond Financing—Residential Loan Program	ORS 456
State	Increasing Homeownership, Retention	ORS 456.550, 458.655
State	Marinas & Manufactured Communities	ORS 446.515 – 446.547
State	Manufactured Home Decommissioning and Replacement Program	ORS 458.356-458.358
State	Manufactured Dwelling Park Preservation Loan Program	ORS 458.352
State	Local Innovation & Fast Track	ORS 456.515 – 456.725 & ORS 458.480-458.490
State	Homeownership Development Incubator Program	ORS 456.555
Federal	Neighborhood Stabilization Program	Public Law 111-203
Federal	Homeowner Assistance Fund	American Rescue Plan Act, Public Law 117-2

Funding Streams

Homeownership Programs are funded by Other Funds and Federal Funds as outlined below: Funding for Single Family (Home Ownership) Division includes General Fund, Other Funds and Federal Funds. Other fund revenue includes Construction Excise Taxes and Manufactured Home Parks annual fees. The division receives revenue from loan repayments and interest earnings for the various programs. These programs also generate revenue from the administrative charges which include application, loan origination and administration charges. Federal funds consist of grant for the Neighborhood Stabilization program.

Comparison of 2025-27 Funding Proposal to 2023-25 Funding

OHCS's funding for 2025-27 increases above the Current Service Level for the manufactured home park replacement program, down payment funds tied to OHCS lending programs, down payment funds deployed by culturally responsive and rural organizations, funds to increase the supply of affordable homes for purchase through the Homeownership Development Incubator Program (HDIP) and LIFT, and foreclosure avoidance counseling. These programs all existed in the last biennium but will rely on additional allocation to keep them running. This budget request adds an OPA3 position for the HDIP program to provide outward facing technical assistance and internal operations and compliance support.

The Homeowner Assistance Fund (HAF) program anticipates making its final assistance payments in February 2025 and administratively winding up in 2025-27; no additional funds are expected but there will be a five-year monitoring period after approved closure. HAF positions may continue into 2025-27 to close the program but will all transition except for one shared lien management position.

Homeownership Programs Description

The Homeownership Division administers federal and state funds to create opportunities for lower income Oregonians to purchase and stay in a home. These programs expand access to affordable homeownership through competitive market rate residential loans as well as assisting homeowners in retaining their homes through education, foreclosure counseling and financial assistance services. These programs benefit homebuyers with lower incomes who might not otherwise have access to homeownership options and traditional mortgage services. Additional programs provide loans and grants for manufactured dwelling park preservation and replacing older manufactured homes with newer, energy-efficient models. The section manages the Oregon Bond Residential Loan Program, down payment assistance, homeownership education and counseling, health and safety repairs, and offers training and technical assistance resources.

Affordable single-family loans financed through the Oregon Bond Residential Loan Program provide qualified first-time homebuyers with the opportunity to move from being renters to homeowners. The program offers competitive market interest rates and cash assistance to help pay for closing costs. When people advance through the housing continuum into homeownership, it helps to free up existing rental housing stock, thereby potentially increasing affordable housing opportunities for Oregonians. Affordable, competitive market rate residential loans give homeowners the ability to build wealth and achieve household stability, with an affordable monthly housing payment. Flex Lending, a new lending program, requires no state or federal funds for baseline operation, but rather leverages OHCS' unique authorization to access federal homeownership tools. Through its many potential product offerings, it can reduce the cost of a mortgage or provide down payment assistance for homebuyers.

Access to affordable homeownership through new, energy-efficient manufactured homes provides Oregonians with opportunities for economic and housing stability and improved health outcomes. The Manufactured Home Replacement program offers subordinate loans and grants for decommissioning and disposal to low-income owners of manufactured homes who wish to replace their homes. In addition, short-term park preservation financing enables nonprofit organizations and resident-owned cooperatives to preserve manufactured dwelling parks when permanent financing options aren't readily available.

Additionally, the Manufactured and Marinas Communities Resource Center (MMCRC) provides impartial assistance to resolve disputes between park owners and tenants outside of court by promoting cooperation, open communication, and a positive environment. This support serves to create more stable communities.

Homeownership centers help homeowners seeking information and resources to assist with maintaining their current living environment. The centers assist prospective homeowners with homebuyer pre- and post-purchase education and down payment assistance, as well as financial literacy and financial coaching. Homeowners unable to afford the costs of home maintenance can access funding for health and safety repairs, allowing homeowners the opportunity to remain in a healthy and safe environment. Counselors within homeownership centers and other community organizations provide foreclosure prevention counseling services and support during foreclosure mediation through the Foreclosure Avoidance Counseling Program (FAC).

For those at severe risk of losing their home, the Homeowner Assistance Fund (HAF) offers financial assistance for low to moderate income Oregonians who experienced financial hardship related to the coronavirus pandemic. The program preserves homeownership through mortgage reinstatement by curing a delinquent mortgage and/or assisting with future payments. HAF also connects struggling homeowners to housing counselors and legal aid services. The HAF program replaces the successful mortgage assistance program, Oregon Homeownership Stabilization Initiative, which supported 17,200 homeowners and was funded by the Hardest Hit Funds after the last recession.

Lastly, OHCS programs not only provide a safety net of support for future and current homeowners but seeks to proactively increase the supply of affordable homes by providing funding and technical assistance to homeownership developers. Our forthcoming Homeownership Development Program will foster the creation of new and diverse types of affordable, energy efficient housing units for purchase that are aligned with local needs, particularly for first generation homebuyers, communities of color, tribal nations, and rural communities.

OHCS works with partners to keep the delivery of Homeownership Programs cost-effective. For example, awarding grant agreements or contracts to local providers is more affordable than creating an in-house method of delivery and ensures that resources are maximized to address unique community needs. And, in 2021, we shifted many of our contracts with community providers to a pay for performance model to ensure that they are meeting the desired funding outcomes.

Central to all Homeownership Programs is a goal of eliminating the racial homeownership gap in Oregon. In 2018, the Oregon Joint Interim Task Force on Addressing Racial Disparities in Home Ownership (JARDHO) found that “Oregon’s communities of color do not have equal, fair, or equitable access to homeownership.” Homeownership programs seek to change this by offering accessible and equitable programs, and by proactively funding and supporting organizations that are culturally responsive and culturally specific. As laid out in the State Housing Plan, all Homeownership programs aim to serve at least 30% Oregonians of color.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services: This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package includes the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs: Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-Out's are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-In for the Single-Family Housing Programs

- General Funds
  - Limited Equity Coops - $2.5k

Phase-Out's for the Single-Family Housing Programs

- General Funds
  - Affordable Homeowner Loan Fund - $7.5M
  - Down Payment Assistance - $7.5M
  - Homeownership Development Funds - $5M
  - Housing Counseling/Foreclosure Avoidance - $2.5M
  - Manufactured Dwelling Programs - $2.5M
- Other Funds
  - Down Payment Assistance with Flex Lending Programs - $17.5M
  - Homeowner Development - $20M
  - Local Innovation and Fast Track Homeownership - $20M
  - Manufactured Housing Programs 4.1M
  - Oregon Stabilization Initiative - $283k
- Federal Funds
  - Homeowners Assistance Fund - $67.5M

030 Inflation and Price List Adjustments: This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift: This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(72,409)	-	-	-	-	-	(72,409)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($72,409)**	**-**	**-**	**-**	**-**	**-**	**($72,409)**
Personal Services							
Pension Obligation Bond	(10,106)	-	(12,873)	(32,731)	-	-	(55,710)
Mass Transit Tax	(157)	-	2,872	-	-	-	2,715
Vacancy Savings	(62,146)	-	(158,410)	15,653	-	-	(204,903)
Total Personal Services	**($72,409)**	**-**	**($168,411)**	**($17,078)**	**-**	**-**	**($257,898)**
Total Expenditures							
Total Expenditures	(72,409)	-	(168,411)	(17,078)	-	-	(257,898)
Total Expenditures	**($72,409)**	**-**	**($168,411)**	**($17,078)**	**-**	**-**	**($257,898)**
Ending Balance							
Ending Balance	-	-	168,411	17,078	-	-	185,489
Total Ending Balance	**-**	**-**	**$168,411**	**$17,078**	**-**	**-**	**$185,489**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 021 - Phase-in

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,500	-	-	-	-	-	2,500
Total Revenues	**$2,500**	-	-	-	-	-	**$2,500**
Services & Supplies							
Instate Travel	215	-	-	-	-	-	215
Employee Training	175	-	-	-	-	-	175
Office Expenses	390	-	-	-	-	-	390
Telecommunications	130	-	-	-	-	-	130
Data Processing	160	-	-	-	-	-	160
Employee Recruitment and Develop	25	-	-	-	-	-	25
Other Services and Supplies	590	-	-	-	-	-	590
Expendable Prop 250 - 5000	515	-	-	-	-	-	515
IT Expendable Property	300	-	-	-	-	-	300
Total Services & Supplies	**$2,500**	-	-	-	-	-	**$2,500**
Total Expenditures							
Total Expenditures	2,500	-	-	-	-	-	2,500
Total Expenditures	**$2,500**	-	-	-	-	-	**$2,500**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(25,000,000)	-	-	-	-	-	(25,000,000)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($25,000,000)**	-	-	-	-	-	**($25,000,000)**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	(644,664)	(1,745,352)	-	-	(2,390,016)
Empl. Rel. Bd. Assessments	-	-	(216)	(648)	-	-	(864)
Public Employees' Retire Cont	-	-	(135,638)	(367,221)	-	-	(502,859)
Social Security Taxes	-	-	(49,317)	(133,521)	-	-	(182,838)
Paid Family Medical Leave Insurance	-	-	(2,579)	(6,981)	-	-	(9,560)
Worker's Comp. Assess. (WCD)	-	-	(126)	(378)	-	-	(504)
Mass Transit Tax	-	-	(4,923)	-	-	-	(4,923)
Flexible Benefits	-	-	(127,224)	(381,672)	-	-	(508,896)
Total Personal Services	-	-	**($964,687)**	**($2,635,773)**	-	-	**($3,600,460)**
Services & Supplies							
Instate Travel	-	-	(1,800)	(16,682)	-	-	(18,482)
Employee Training	-	-	(1,425)	(5,700)	-	-	(7,125)
Office Expenses	-	-	(3,240)	(26,506)	-	-	(29,746)
Telecommunications	-	-	(1,080)	(14,761)	-	-	(15,841)
Data Processing	-	-	(1,320)	(30,132)	-	-	(31,452)
Professional Services	-	-	-	(2,611,200)	-	-	(2,611,200)
Employee Recruitment and Develop	-	-	(215)	(860)	-	-	(1,075)
Other Services and Supplies	-	-	(4,900)	(132,240)	-	-	(137,140)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	(4,300)	(17,200)	-	-	(21,500)
IT Expendable Property	-	-	(2,500)	(10,000)	-	-	(12,500)
Total Services & Supplies	**-**	**-**	**($20,780)**	**($2,865,281)**	**-**	**-**	**($2,886,061)**
Special Payments							
Intra-Agency Gen Fund Transfer	(17,500,000)	-	-	-	-	-	(17,500,000)
Loans Made - Other	-	-	(18,333,600)	-	-	-	(18,333,600)
Other Special Payments	(7,500,000)	-	(43,234,902)	(62,049,927)	-	-	(112,784,829)
Total Special Payments	**($25,000,000)**	**-**	**($61,568,502)**	**($62,049,927)**	**-**	**-**	**($148,618,429)**
Total Expenditures							
Total Expenditures	(25,000,000)	-	(62,553,969)	(67,550,981)	-	-	(155,104,950)
Total Expenditures	**($25,000,000)**	**-**	**($62,553,969)**	**($67,550,981)**	**-**	**-**	**($155,104,950)**
Ending Balance							
Ending Balance	-	-	62,553,969	67,550,981	-	-	130,104,950
Total Ending Balance	**-**	**-**	**$62,553,969**	**$67,550,981**	**-**	**-**	**$130,104,950**
Total Positions							
Total Positions							(12)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(12)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							(12.00)
Total FTE	-	-	-	-	-	-	**(12.00)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	79,827	-	-	-	-	-	79,827
Total Revenues	**$79,827**	-	-	-	-	-	**$79,827**
Services & Supplies							
Instate Travel	755	-	1,222	-	-	-	1,977
Out of State Travel	-	-	649	-	-	-	649
Employee Training	525	-	1,129	-	-	-	1,654
Office Expenses	1,256	-	2,046	-	-	-	3,302
Telecommunications	365	-	801	-	-	-	1,166
Data Processing	430	-	602	-	-	-	1,032
Publicity and Publications	-	-	149	-	-	-	149
Professional Services	4,439	-	17,602	-	-	-	22,041
IT Professional Services	148	-	73	-	-	-	221
Attorney General	2,603	-	7,213	-	-	-	9,816
Employee Recruitment and Develop	78	-	66	-	-	-	144
Dues and Subscriptions	-	-	75	-	-	-	75
Facilities Rental and Taxes	-	-	42,934	-	-	-	42,934
Facilities Maintenance	-	-	26	-	-	-	26
Other Services and Supplies	13,733	-	8,708	-	-	-	22,441
Expendable Prop 250 - 5000	181	-	195	-	-	-	376
IT Expendable Property	828	-	1,546	-	-	-	2,374
Total Services & Supplies	**$25,341**	-	**$85,036**	-	-	-	**$110,377**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Dist to Cities	-	-	-	33,155	-	-	33,155
Dist to Counties	-	-	11,723	-	-	-	11,723
Dist to Non-Profit Organizations	54,486	-	520,699	-	-	-	575,185
Loans Made - Other	-	-	8,820	-	-	-	8,820
Total Special Payments	**$54,486**	**-**	**$541,242**	**$33,155**	**-**	**-**	**$628,883**
Total Expenditures							
Total Expenditures	79,827	-	626,278	33,155	-	-	739,260
Total Expenditures	**$79,827**	**-**	**$626,278**	**$33,155**	**-**	**-**	**$739,260**
Ending Balance							
Ending Balance	-	-	(626,278)	(33,155)	-	-	(659,433)
Total Ending Balance	**-**	**-**	**($626,278)**	**($33,155)**	**-**	**-**	**($659,433)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	(155,721)	-	-	-	(155,721)
Total Services & Supplies	**-**	**-**	**($155,721)**	**-**	**-**	**-**	**($155,721)**
Total Expenditures							
Total Expenditures	-	-	(155,721)	-	-	-	(155,721)
Total Expenditures	**-**	**-**	**($155,721)**	**-**	**-**	**-**	**($155,721)**
Ending Balance							
Ending Balance	-	-	155,721	-	-	-	155,721
Total Ending Balance	**-**	**-**	**$155,721**	**-**	**-**	**-**	**$155,721**

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Policy Package 090 Analyst Adjustments

This package increases General Funds by $0.24 million and increases Other Funds expenditure limitation by $0.7 million by: Increasing vacancy savings by nearly two percent; eliminating inflation on certain services and supplies accounts; shifting two positions (1693 and 1843) from General Fund to Other Fund; and shifting services and supplies for those positions from General Fund to Other Funds. General Fund is increased by $1.0 million to provide assistance for Homeownership Centers due to a shortfall in document recording fees.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

General Funds: $240,708

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	240,708	-	-	-	-	-	240,708
Total Revenues	**$240,708**	**-**	**-**	**-**	**-**	**-**	**$240,708**
Personal Services							
Class/Unclass Sal. and Per Diem	(442,656)	-	442,656	-	-	-	-
Empl. Rel. Bd. Assessments	(144)	-	144	-	-	-	-
Public Employees' Retire Cont	(93,135)	-	93,135	-	-	-	-
Social Security Taxes	(33,863)	-	33,863	-	-	-	-
Paid Family Medical Leave Insurance	(1,770)	-	1,770	-	-	-	-
Worker's Comp. Assess. (WCD)	(84)	-	84	-	-	-	-
Flexible Benefits	(84,816)	-	84,816	-	-	-	-
Vacancy Savings	(23,575)	-	-	-	-	-	(23,575)
Reconciliation Adjustment	-	-	(52,577)	-	-	-	(52,577)
Total Personal Services	**($680,043)**	**-**	**$603,891**	**-**	**-**	**-**	**($76,152)**
Services & Supplies							
Instate Travel	(755)	-	-	-	-	-	(755)
Employee Training	(525)	-	-	-	-	-	(525)
Office Expenses	(3,009)	-	1,753	-	-	-	(1,256)
Professional Services	(4,439)	-	-	-	-	-	(4,439)
IT Professional Services	(148)	-	-	-	-	-	(148)
Employee Recruitment and Develop	(78)	-	-	-	-	-	(78)
Other Services and Supplies	(64,598)	-	50,865	-	-	-	(13,733)
Expendable Prop 250 - 5000	(181)	-	-	-	-	-	(181)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	(5,516)	-	4,688	-	-	-	(828)
Total Services & Supplies	**($79,249)**	**-**	**$57,306**	**-**	**-**	**-**	**($21,943)**
Special Payments							
Other Special Payments	1,000,000	-	-	-	-	-	1,000,000
Total Special Payments	**$1,000,000**	**-**	**-**	**-**	**-**	**-**	**$1,000,000**
Total Expenditures							
Total Expenditures	240,708	-	661,197	-	-	-	901,905
Total Expenditures	**$240,708**	**-**	**$661,197**	**-**	**-**	**-**	**$901,905**
Ending Balance							
Ending Balance	-	-	(661,197)	-	-	-	(661,197)
Total Ending Balance	**-**	**-**	**($661,197)**	**-**	**-**	**-**	**($661,197)**

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Policy Package 092 Statewide Attorney General Adjustments

This package reduces Attorney General rates by 7.47 percent to reflect adjustments in the Governor's Recommended Budget.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

General Funds: ($1,030)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 092 - Statewide AG Adjustment

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(1,030)	-	-	-	-	-	(1,030)
Total Revenues	**($1,030)**	**-**	**-**	**-**	**-**	**-**	**($1,030)**
Services & Supplies							
Attorney General	(1,030)	-	(2,855)	-	-	-	(3,885)
Total Services & Supplies	**($1,030)**	**-**	**($2,855)**	**-**	**-**	**-**	**($3,885)**
Total Expenditures							
Total Expenditures	(1,030)	-	(2,855)	-	-	-	(3,885)
Total Expenditures	**($1,030)**	**-**	**($2,855)**	**-**	**-**	**-**	**($3,885)**
Ending Balance							
Ending Balance	-	-	2,855	-	-	-	2,855
Total Ending Balance	**-**	**-**	**$2,855**	**-**	**-**	**-**	**$2,855**

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Policy Package 093 Statewide DAS Charges Adjustment

This package reduces General Funds and Federal Funds for a Statewide reduction of DAS Charges in the Governor's Recommended Budget.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

Federal Funds: ($890)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	(890)	-	-	(890)
Total Revenues	**-**	**-**	**-**	**($890)**	**-**	**-**	**($890)**
Transfers Out							
Transfer Out - Intrafund	-	-	-	890	-	-	890
Total Transfers Out	**-**	**-**	**-**	**$890**	**-**	**-**	**$890**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package # 518 Homeownership Development: LIFT and HDIP

Package Description

This package supports two Homeownership Development programs that seek to increase the supply of affordable homes for purchase in Oregon: a) an allocation of $100M in Article XIQ Bonds for the Local Innovations and Fast Track (LIFT) Homeownership program; and b) an allocation of $50M in general funds for the Homeownership Development Incubator Program (HDIP). Collectively, we expect that these two programs will lead to the construction of nearly 1000 new affordable homes for purchase.

Purpose

According to the Oregon Housing Needs Analysis, Oregon needs to increase the housing supply by 550,000 units over the next 20 years to keep pace with housing needs. Affordable units for purchase are an essential component of a healthy housing stock. Affordable homeownership promotes community stability and continuity, as homeowners are more likely to stay in one place longer, fostering stronger, more cohesive neighborhoods. By offering a pathway to economic mobility and stability, affordable homeownership reduces the burden on rental markets and homelessness services, creating a more balanced and resilient housing ecosystem. Taking a multifaceted approach to tackling the state's housing shortage ensures that people at different stages of their housing journey have access to appropriate and sustainable housing options. Increasing the supply of affordable homeownership opportunities that are designed to meet community needs will reduce disparities in homeownership and wealth rates among people of color in Oregon.

Both LIFT and HDIP seek to spur greater density in urban areas, support development in rural areas, and increase housing stock in a way that is informed by local communities. LIFT Homeownership supports the construction of new housing that typically remains permanently affordable. Due to restrictions of Article XI-Q bonds used for LIFT Homeownership, a general fund resource is needed to ensure broader access to homeownership development opportunities. HDIP supports housing development on tribal land, encourages generational wealth building among communities that have been historically excluded from homeownership, and invests in new and innovative models of homeownership development.

How Achieved

LIFT Homeownership: The objective of the LIFT Homeownership Program is to build new affordable homes for low-income households. With a focus on increasing housing supply, LIFT funds can only be used for new construction and homes must be ready for sale within 36 months of receiving a funding reservation. Utilizing Article XI-Q bond funding as a source for housing development, LIFT requires the state to have an ownership or operational interest in any real property developed. For homeownership opportunities, this means that projects must use a shared equity model such as a community land trust (CLT), condo, or leasehold property.

Homeownership Development Incubator Program: HDIP increases the supply of affordable homes for purchase and supports homeownership among communities that have been underrepresented as homeowners in Oregon through the following funding tracks:

1. Grant Funds for Tribal and Sovereign Nations for the development of affordable homes for purchase and other homeownership-related projects.

2. Pre-development & Capacity Building (PDCB) grants to build the capacity of organizations that are seeking to establish or scale operations and increase the pipeline of developers receiving OHCS funding.

3. Development Subsidies to finance the affordability gap for new construction of affordable homes or the conversion of existing structures into new affordable homes for purchase. These awards fund innovative models of homeownership that don't qualify for LIFT, seek to build generational wealth, and serve households with incomes up to 120% AMI; and

4. LIFT Supplemental Grants to provide further subsidy for culturally specific, small, emerging and rural developers accessing LIFT funds.

Staffing Impact

Operations & Policy Analyst 3, Permanent Full Time

Quantifying Results

This investment package aligns with the Governor's housing production goals and contributes to long-term housing stability and homelessness prevention.

LIFT: Since 2018, OHCS has completed six LIFT Homeownership NOFA cycles. It's allocated nearly $90M in LIFT funds to support the construction of 59 projects that will result in 894 affordable homes that will house an estimated 2,235 low-income Oregonians. Of the LIFT homes that are complete and have homeowners, the majority are female-headed households with children.

Homeownership is currently redesigning LIFT HO in consultation with DOJ and a LIFT partner working group. We believe the upcoming restructure will reduce barriers for nonprofit developers and construction lenders and facilitate greater access to LIFT, setting the stage for larger program growth. With the assumption of an average per unit request of $150,000, we expect to subsidize the construction of 666 new affordable homes for purchase with $100M in LIFT. This will create homes for an estimated 1,665 Oregonians.

HDIP: Through $40M legislative funding for HDIP in the 2021-2023 biennium, OHCS funded five tribal homeownership projects, 17 non-tribal homeownership development projects, distributed 14 PDCB grants, and provided market cost offset funds to 11 LIFT projects that faced unexpected costs due to the COVID-19 pandemic. This prior HDIP funding will lead to 318 new affordable homes by 2026, and more down the line due to longer term efforts completed through the PDCB grants.

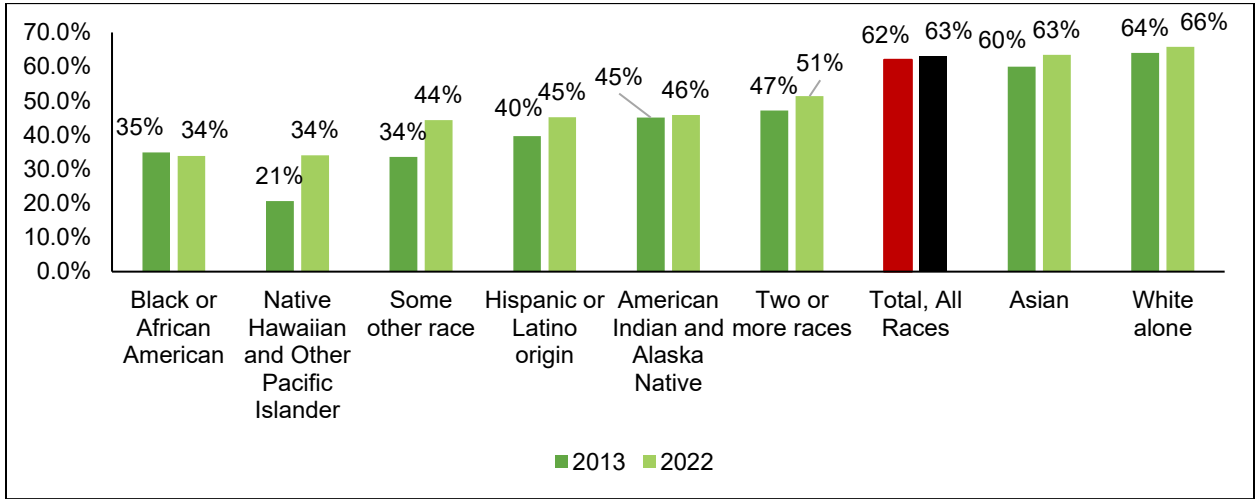
OHCS estimates that this general fund investment will lead to the development of over 300 new affordable homes within three years. At least 6 tribes will receive funding to create an estimated 31 new homes and support an additional 20 tribal members to become homeowners. Additionally, OHCS will fund 20 unique organizations to scale homeownership development operations and/or conduct pre-development work to start the process of getting shovel-ready so they qualify for development funding. This seed funding will broaden the state's network of culturally specific and emerging homeownership developers.

Together, this LIFT and HDIP investment will create nearly 1000 new affordable homes for purchase within three years, the majority of which will remain affordable in perpetuity.

Racial Equity Strategy

Racial disparities in homeownership rates across Oregon are vast. Since 2013, the gap between Black and American Indian and Alaskan Native homeownership rates and white homeownership rates has widened. Homeownership rates among other race and ethnicities remain far below white homeownership rates (see chart below).

Housing costs have steadily been on the rise in Oregon. In 2023, the typical home in Oregon costs around $528,000 which is 24% more than the US average, and 11% (or $52,000) higher than pre-pandemic sales prices. With interest rates at an all-time high, housing affordability is further out of reach for many Oregonians, particularly Oregonians of color.



OHCS' Homeownership Development programs—LIFT and HDIP—seek to eliminate gaps in homeownership rates in Oregon. Using a targeted universalism approach, our current goal is a 66% homeownership rate in Oregon across all races and ethnicities. OHCS' Homeownership Development programs work to achieve this through a multi-faceted approach:

- Set-asides for Culturally Specific Developers. Culturally Specific developers reflect the communities they seek to serve and have lived experience and expertise in the needs of these communities. While developers must comply with Fair Housing laws, developers that take a culturally specific approach are best positioned to reach and support communities that have been under-represented as homeowners in Oregon.
- HDIP Tribal Funding. With HDIP general funds, we will have a non-competitive set-aside for Tribal Homeownership projects. The parameters of this set aside were structured according to feedback from the tribes and will support development of homeownership opportunities for Tribal members.
- Technical Assistance: OHCS has received feedback from culturally specific, small, and rural developers that navigating OHCS funding is a barrier. Through this investment, we will have staff dedicated to supporting these developers to plan their homeownership pipeline, apply, and utilize OHCS Homeownership Development, making our programs more accessible and inclusive.
- Pre-development funding: Traditionally, by the time a developer is ready to apply for OHCS Homeownership Development funding, they have already invested substantial capital in the project to ensure that it is shovel-ready. This can be a barrier for culturally specific, small, and rural developers. Through HDIP general funds, OHCS will be able to offer resources to culturally specific, small, and rural developers to scale their capacity and cover the costs of pre-development needed before they can apply for LIFT or other development funding. This too will make our programs more accessible and inclusive.
- Minimum requirements for equity and community engagement: Homeownership Development projects must meet minimum criteria in six different categories, including equity and community engagement. In this category, applicants must demonstrate an active commitment to diversity equity and inclusion. The applicant also must detail plans to engage and support community members and potential homebuyers throughout every stage of the pre- and post-purchase process.

Accountability to Racially Equitable Outcomes

OHCS tracks Homeownership Development racial equity outcomes using the following data points:

- Number of culturally specific developers funded
- Number of projects that have been informed by and are centered around a culturally specific community
- Number of homes that have been informed by and are centered around a culturally specific community
- Racial and demographic make-up of homeowners
- MWESB contracting in terms of dollars spent and percentage of contractors on a project

With additional staff we will be able to expand our racial equity tracking. Additional data points may include (but aren't limited to):

- Culturally specific developers that received OHSC technical assistance and conversion to successful development applicants
- Family wealth created through the affordable homeownership opportunity
- Additional OHCS resources leveraged to reduce sales price and increase equity built in homes
- Overall progress in reducing racial disparities in homeownership in Oregon

There will be set asides for culturally specific developers as well as support and evaluation criteria to ensure that all development is done in a culturally responsive way. Additionally, developers are expected to meet MWESB goals for their region. They are evaluated on their MWESB strategy and OHCS collects data on MWESB contracting and spending.

Revenue Sources

General Fund: $16,853,348

Other Funds:
Transfer in from General Fund: $16,600,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 518 - HH Homeownership Development: LIFT and HDIP

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	16,853,348	-	-	-	-	-	16,853,348
Transfer from General Fund	-	-	16,600,000	-	-	-	16,600,000
Total Revenues	**$16,853,348**	**-**	**$16,600,000**	**-**	**-**	**-**	**$33,453,348**
Personal Services							
Class/Unclass Sal. and Per Diem	151,326	-	-	-	-	-	151,326
Empl. Rel. Bd. Assessments	63	-	-	-	-	-	63
Public Employees' Retire Cont	31,839	-	-	-	-	-	31,839
Social Security Taxes	11,576	-	-	-	-	-	11,576
Paid Family Medical Leave Insurance	605	-	-	-	-	-	605
Worker's Comp. Assess. (WCD)	37	-	-	-	-	-	37
Mass Transit Tax	908	-	-	-	-	-	908
Flexible Benefits	37,107	-	-	-	-	-	37,107
Total Personal Services	**$233,461**	**-**	**-**	**-**	**-**	**-**	**$233,461**
Services & Supplies							
Instate Travel	1,584	-	-	-	-	-	1,584
Employee Training	1,425	-	-	-	-	-	1,425
Office Expenses	2,851	-	-	-	-	-	2,851
Telecommunications	950	-	-	-	-	-	950
Data Processing	1,162	-	-	-	-	-	1,162
Employee Recruitment and Develop	215	-	-	-	-	-	215
Other Services and Supplies	4,900	-	-	-	-	-	4,900
Expendable Prop 250 - 5000	4,300	-	-	-	-	-	4,300

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 518 - HH Homeownership Development: LIFT and HDIP

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	2,500	-	-	-	-	-	2,500
Total Services & Supplies	**$19,887**	**-**	**-**	**-**	**-**	**-**	**$19,887**
Special Payments							
Intra-Agency Gen Fund Transfer	16,600,000	-	-	-	-	-	16,600,000
Other Special Payments	-	-	16,600,000	-	-	-	16,600,000
Total Special Payments	**$16,600,000**	**-**	**$16,600,000**	**-**	**-**	**-**	**$33,200,000**
Total Expenditures							
Total Expenditures	16,853,348	-	16,600,000	-	-	-	33,453,348
Total Expenditures	**$16,853,348**	**-**	**$16,600,000**	**-**	**-**	**-**	**$33,453,348**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**

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2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 518 - HH Homeownership Development: LIFT and HDIP

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							0.88
Total FTE	-	-	-	-	-	-	**0.88**

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2025-27 Biennium

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Page _____

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Essential and Policy Package Fiscal Impact Summary - BPR013

Policy Package # 511 Homeowner Assistance Fund

Package Description

This package continues four Homeowner Assistance Fund (HAF) positions into the next biennium to help wind down, report out, and successfully close the existing federal program.

Purpose

OHCS expects to make final homeowner assistance (program) payments in the 2023-2025 biennium but will need to administer program close out activities into the 2025-2027 biennium. OHCS is required to confirm and reconcile the application of all payments, complete a final data compilation, submit a close out request to U.S. Treasury, close out grants and agreements with local partners, vendors, and a network of national mortgage servicers, and prepare all electronic and paper files for monitoring, potential audits, and eventual archiving.

How Achieved

These are the key positions needed to complete the above work in the event that it is not all completed by June 30, 2024.

Staffing Impact

Grants Loans & Programs Manager 2, Permanent Full Time
Operations & Policy Analyst 3, Permanent Full Time
Program Analyst 1, Permanent Full Time
Program Analyst 2, Permanent Full Time (X2)

Quantifying Results

Outcomes include U.S. Treasury approval of the HAF program closure and preparation to monitor HAF loans secured to homeowner properties. This is the final phase of an existing program that has helped over 2,000 families avoid foreclosure and maintain homeownership.

Racial disparities exist in homeownership rates across Oregon. HAF attempted to address these disparities by preserving homeownership of all homeowners the most at risk of foreclosure and, as required by U.S. Treasury, targeting homeowners historically prejudiced or left out of housing and mortgage markets.

Revenue Sources

Federal Funds: $7,763,877

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 511 - HH Homeownership Assistance Fund

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	7,763,877	-	-	7,763,877
Total Revenues	**-**	**-**	**-**	**$7,763,877**	**-**	**-**	**$7,763,877**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	1,073,088	-	-	1,073,088
Empl. Rel. Bd. Assessments	-	-	-	360	-	-	360
Public Employees' Retire Cont	-	-	-	225,776	-	-	225,776
Social Security Taxes	-	-	-	82,092	-	-	82,092
Paid Family Medical Leave Insurance	-	-	-	4,292	-	-	4,292
Worker's Comp. Assess. (WCD)	-	-	-	210	-	-	210
Flexible Benefits	-	-	-	212,040	-	-	212,040
Total Personal Services	**-**	**-**	**-**	**$1,597,858**	**-**	**-**	**$1,597,858**
Services & Supplies							
Instate Travel	-	-	-	9,000	-	-	9,000
Employee Training	-	-	-	7,125	-	-	7,125
Office Expenses	-	-	-	16,200	-	-	16,200
Telecommunications	-	-	-	5,400	-	-	5,400
Data Processing	-	-	-	6,600	-	-	6,600
Employee Recruitment and Develop	-	-	-	1,075	-	-	1,075
Other Services and Supplies	-	-	-	24,500	-	-	24,500
Expendable Prop 250 - 5000	-	-	-	21,500	-	-	21,500

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 511 - HH Homeownership Assistance Fund

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	-	12,500	-	-	12,500
Total Services & Supplies	**-**	**-**	**-**	**$103,900**	**-**	**-**	**$103,900**
Special Payments							
Other Special Payments	-	-	-	6,062,119	-	-	6,062,119
Total Special Payments	**-**	**-**	**-**	**$6,062,119**	**-**	**-**	**$6,062,119**
Total Expenditures							
Total Expenditures	-	-	-	7,763,877	-	-	7,763,877
Total Expenditures	**-**	**-**	**-**	**$7,763,877**	**-**	**-**	**$7,763,877**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							5
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**5**
Total FTE							
Total FTE							5.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**5.00**

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Policy Package # 518 Homeownership Development: LIFT and HDIP

Package Description

This package supports two Homeownership Development programs that seek to increase the supply of affordable homes for purchase in Oregon: a) an allocation of $100M in Article XIQ Bonds for the Local Innovations and Fast Track (LIFT) Homeownership program; and b) an allocation of $50M in general funds for the Homeownership Development Incubator Program (HDIP). Collectively, we expect that these two programs will lead to the construction of nearly 1000 new affordable homes for purchase.

Purpose

According to the Oregon Housing Needs Analysis, Oregon needs to increase the housing supply by 550,000 units over the next 20 years to keep pace with housing needs. Affordable units for purchase are an essential component of a healthy housing stock. Affordable homeownership promotes community stability and continuity, as homeowners are more likely to stay in one place longer, fostering stronger, more cohesive neighborhoods. By offering a pathway to economic mobility and stability, affordable homeownership reduces the burden on rental markets and homelessness services, creating a more balanced and resilient housing ecosystem. Taking a multifaceted approach to tackling the state's housing shortage ensures that people at different stages of their housing journey have access to appropriate and sustainable housing options. Increasing the supply of affordable homeownership opportunities that are designed to meet community needs will reduce disparities in homeownership and wealth rates among people of color in Oregon.

Both LIFT and HDIP seek to spur greater density in urban areas, support development in rural areas, and increase housing stock in a way that is informed by local communities. LIFT Homeownership supports the construction of new housing that typically remains permanently affordable. Due to restrictions of Article XI-Q bonds used for LIFT Homeownership, a general fund resource is needed to ensure broader access to homeownership development opportunities. HDIP supports housing development on tribal land, encourages generational wealth building among communities that have been historically excluded from homeownership, and invests in new and innovative models of homeownership development.

How Achieved

LIFT Homeownership: The objective of the LIFT Homeownership Program is to build new affordable homes for low-income households. With a focus on increasing housing supply, LIFT funds can only be used for new construction and homes must be ready for sale within 36 months of receiving a funding reservation. Utilizing Article XI-Q bond funding as a source for housing development, LIFT requires the state to have an ownership or operational interest in any real property developed. For homeownership opportunities, this means that projects must use a shared equity model such as a community land trust (CLT), condo, or leasehold property.

Homeownership Development Incubator Program: HDIP increases the supply of affordable homes for purchase and supports homeownership among communities that have been underrepresented as homeowners in Oregon through the following funding tracks:

1. Grant Funds for Tribal and Sovereign Nations for the development of affordable homes for purchase and other homeownership-related projects.

2. Pre-development & Capacity Building (PDCB) grants to build the capacity of organizations that are seeking to establish or scale operations and increase the pipeline of developers receiving OHCS funding.

3. Development Subsidies to finance the affordability gap for new construction of affordable homes or the conversion of existing structures into new affordable homes for purchase. These awards fund innovative models of homeownership that don't qualify for LIFT, seek to build generational wealth, and serve households with incomes up to 120% AMI; and

4. LIFT Supplemental Grants to provide further subsidy for culturally specific, small, emerging and rural developers accessing LIFT funds.

Staffing Impact

Operations & Policy Analyst 3, Permanent Full Time

Quantifying Results

This investment package aligns with the Governor's housing production goals and contributes to long-term housing stability and homelessness prevention.

LIFT: Since 2018, OHCS has completed six LIFT Homeownership NOFA cycles. It's allocated nearly $90M in LIFT funds to support the construction of 59 projects that will result in 894 affordable homes that will house an estimated 2,235 low-income Oregonians. Of the LIFT homes that are complete and have homeowners, the majority are female-headed households with children.

Homeownership is currently redesigning LIFT HO in consultation with DOJ and a LIFT partner working group. We believe the upcoming restructure will reduce barriers for nonprofit developers and construction lenders and facilitate greater access to LIFT, setting the stage for larger program growth. With the assumption of an average per unit request of $150,000, we expect to subsidize the construction of 666 new affordable homes for purchase with $100M in LIFT. This will create homes for an estimated 1,665 Oregonians.

HDIP: Through $40M legislative funding for HDIP in the 2021-2023 biennium, OHCS funded five tribal homeownership projects, 17 non-tribal homeownership development projects, distributed 14 PDCB grants, and provided market cost offset funds to 11 LIFT projects that faced unexpected costs due to the COVID-19 pandemic. This prior HDIP funding will lead to 318 new affordable homes by 2026, and more down the line due to longer term efforts completed through the PDCB grants.

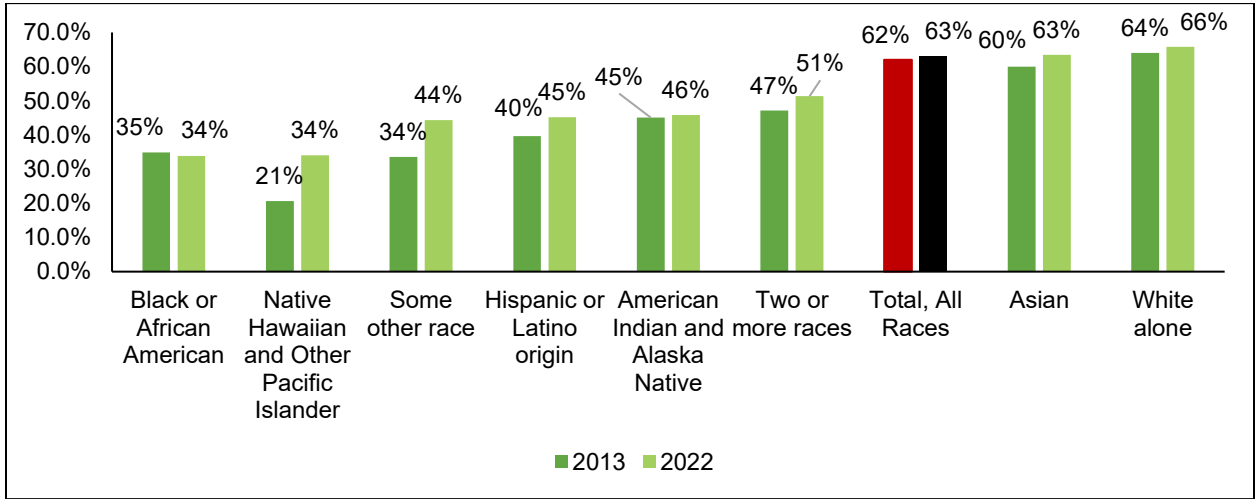
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- MWESB contracting in terms of dollars spent and percentage of contractors on a project

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- Culturally specific developers that received OHSC technical assistance and conversion to successful development applicants
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- Overall progress in reducing racial disparities in homeownership in Oregon

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Revenue Sources

General Fund: $16,853,348

Other Funds:
Transfer in from General Fund: $16,600,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 518 - HH Homeownership Development: LIFT and HDIP

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	16,853,348	-	-	-	-	-	16,853,348
Transfer from General Fund	-	-	16,600,000	-	-	-	16,600,000
Total Revenues	**$16,853,348**	**-**	**$16,600,000**	**-**	**-**	**-**	**$33,453,348**
Personal Services							
Class/Unclass Sal. and Per Diem	151,326	-	-	-	-	-	151,326
Empl. Rel. Bd. Assessments	63	-	-	-	-	-	63
Public Employees' Retire Cont	31,839	-	-	-	-	-	31,839
Social Security Taxes	11,576	-	-	-	-	-	11,576
Paid Family Medical Leave Insurance	605	-	-	-	-	-	605
Worker's Comp. Assess. (WCD)	37	-	-	-	-	-	37
Mass Transit Tax	908	-	-	-	-	-	908
Flexible Benefits	37,107	-	-	-	-	-	37,107
Total Personal Services	**$233,461**	**-**	**-**	**-**	**-**	**-**	**$233,461**
Services & Supplies							
Instate Travel	1,584	-	-	-	-	-	1,584
Employee Training	1,425	-	-	-	-	-	1,425
Office Expenses	2,851	-	-	-	-	-	2,851
Telecommunications	950	-	-	-	-	-	950
Data Processing	1,162	-	-	-	-	-	1,162
Employee Recruitment and Develop	215	-	-	-	-	-	215
Other Services and Supplies	4,900	-	-	-	-	-	4,900
Expendable Prop 250 - 5000	4,300	-	-	-	-	-	4,300

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 518 - HH Homeownership Development: LIFT and HDIP

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	2,500	-	-	-	-	-	2,500
Total Services & Supplies	**$19,887**	**-**	**-**	**-**	**-**	**-**	**$19,887**
Special Payments							
Intra-Agency Gen Fund Transfer	16,600,000	-	-	-	-	-	16,600,000
Other Special Payments	-	-	16,600,000	-	-	-	16,600,000
Total Special Payments	**$16,600,000**	**-**	**$16,600,000**	**-**	**-**	**-**	**$33,200,000**
Total Expenditures							
Total Expenditures	16,853,348	-	16,600,000	-	-	-	33,453,348
Total Expenditures	**$16,853,348**	**-**	**$16,600,000**	**-**	**-**	**-**	**$33,453,348**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**

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Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							0.88
Total FTE	-	-	-	-	-	-	**0.88**

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Policy Package # 521 Down Payment Assistance Paired with OHCS Lending

Package Description

This investment will provide $7.5 million as a recurring source of Down Payment Assistance (DPA) funding outside OHCS' current Home-Owner Assistance Program (HOAP). The DPA funds will be administered by OHCS and utilized in conjunction with OHCS's Lending programs. With OHCS administering this resource and combining it with our mortgage lending program, funds will assist more homebuyers by addressing a key barrier for mortgage ready Oregonians: capital for down payment assistance. Further, OHCS has developed its Focused Demographics DPA to help close the race and ethnicity homeownership gap in Oregon: American Indian or Alaska Natives represent just 0.73% of Oregon homeowners, African Americans represent only 0.89% of homeowners, and the Hispanic population represents 5.78% of homeowners (2015-19 ACS survey 5-year estimates). Achieving homeownership provides long-term stability, generational wealth building and the opportunity to help address past disparate treatment of some communities by the housing and lending industry.

Purpose

OHCS knows saving funds for the required down payment is the largest barrier to homeownership, especially for rent burdened first-time homebuyers. Home prices in Oregon have continually been increasing at a rate of 10%-14% annually, correspondingly increasing the down payment needed to buy a home. The DPA and Lending program parameters were developed by engaging stakeholders, experienced HFA's who have established lending programs, and analyzing the most recent HOAP DPA programmatic framework. DPA funds and a sustainable mortgage will assist homebuyers attain housing stability so they may build generational wealth.

OHCS is requesting funds to provide DPA to homebuyers who use the department's Lending programs. The DPA will be in the form of a repayable second mortgage loan recycled and loaned again to future homebuyers creating an ongoing, revolving source of assistance. 100% of appropriations and repayments are pledged for assistance to homeowners, no funding is needed for administration or program delivery due to the fact that it will be utilized in conjunction with our existing loan programs.

How Achieved

OHCS developed the program parameters and delivery methods in the 2021-23 biennium, incorporating a vetted design whose purpose is to better serve communities facing the most barriers to entry, those who wish to build generational wealth, yet lack DPA. These funds will provide continued funding for the DPA program and help create a more robust revolving loan fund to be paired with our Lending programs.

Administering DPA funding in tandem with our Lending programs through its existing network of more than 30 approved mortgage lenders, OHCS, as Oregon's Housing Finance Agency (HFA), brings benefits available exclusively to HFA's and without administrative or program delivery funding costs. OHCS has developed the terms of the loans based on guidance from stakeholders and the Oregon Housing Stability

Council. Stakeholder engagement has been used to ensure that the DPA program reflects the demographics of Oregon's racial and ethnic communities that have historically been prevented from homeownership.

DPA terms are based on income and demographics. Homebuyers whose income is at or below 80% receive a "silent second" mortgage which requires no payments, has no interest. Incomes over 80% receive an amortizing second mortgage repaid over time. Our Focused Demographics DPA product provides more DPA, more attractive terms, and is designed to capture homebuyers who have experienced the greatest barriers to homeownership, communities of color.

The goal of this funding is to increase the impact of taxpayer dollars while allowing families to build equity. By further financing a revolving DPA fund, OHCS can assist income-qualified homeowners to achieve their dreams now and in future years.

Staffing Impact

The DPA Funds in this request will be in conjunction with OHCS lending programs and will not require additional staffing or administrative costs.

Quantifying Results

This DPA package supports Governor Kotek's Housing and Homelessness priority of expanding access to homeownership.
$25 million in DPA based on previous loan data would provide DPA for 1,920 households over the biennium. It is estimated that 979 would be "silent" second DPA mortgages for borrowers at or below 80%AMI, and 941 would be amortizing second DPA mortgages. Monthly payments from the amortizing second mortgages will be $106,374/mo. These funds will be reinvested to support additional DPA loans, approximately 8/month. Repayment of silent second mortgages, not taken into account in the above calculations, would increase the number of DPA loans OHCS could provide.

Data provided by our research department shows a significant disparity in homeownership between communities of color and white Oregonians. For Oregonians between 50% & 100% Area Median Income the homeownership gap is 16% (44% vs. 60%).

% Homeownership		
AMI	**POC**	**White**
50-80%	41%	57%
80-100%	48%	65%
50-100%	44%	60%
>100%	68%	80%
Total	**57%**	**73%**

BUDGET NARRATIVE

OHCS developed our Focused Demographics DPA product with the help of our research group to ensure we are using solid data and DOJ in order to ensure compliance. The Focused Demographics DPA provides more DPA, more attractive terms, and is designed to capture homebuyers who have experienced the greatest barriers to homeownership, communities of color.

OHCS is aware that disparities are exceptionally acute in Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities with because of historic and current disinvestment, redlining policies, discriminatory lending practices, and neighborhood gentrification. These inequities result in Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities lacking the resources and generational wealth to become first-time homebuyers. The key to eliminating the racial homeownership gap is data. OHCS is consolidating systems and gathering more data on mortgage loans in order to better understand who we serve and how we are serving. We are collecting XML files which will be able to provide greater insight into borrowers. It is with the help of our research team, this data, Census data and American Community Survey data that we can identify and solve for gaps in underrepresented populations.

Revenue Sources

General Fund: $7,500,000
Other Funds:
Transfer in from General Fund: $7,500,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 521 - HH Down Paymnt Assist paired with OHCS Lending

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	7,500,000	-	-	-	-	-	7,500,000
Transfer from General Fund	-	-	7,500,000	-	-	-	7,500,000
Total Revenues	**$7,500,000**	**-**	**$7,500,000**	**-**	**-**	**-**	**$15,000,000**
Special Payments							
Intra-Agency Gen Fund Transfer	7,500,000	-	-	-	-	-	7,500,000
Loans Made - Other	-	-	7,500,000	-	-	-	7,500,000
Other Special Payments	-	-	-	-	-	-	-
Total Special Payments	**$7,500,000**	**-**	**$7,500,000**	**-**	**-**	**-**	**$15,000,000**
Total Expenditures							
Total Expenditures	7,500,000	-	7,500,000	-	-	-	15,000,000
Total Expenditures	**$7,500,000**	**-**	**$7,500,000**	**-**	**-**	**-**	**$15,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

BUDGET NARRATIVE

Policy Package # 522 Down Payment Assistance for Culturally Responsive and Rural Organizations

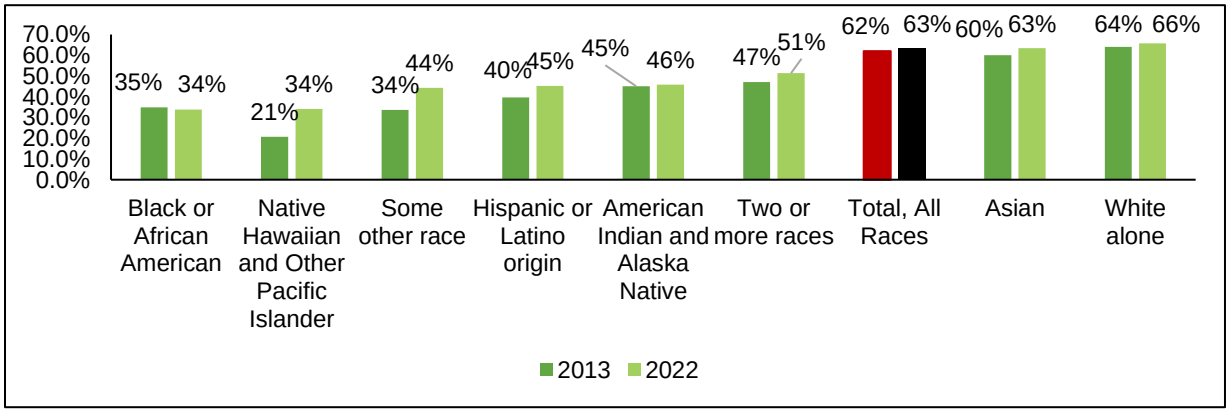
Package Description

As home prices continue to trend upward and interest rates rise, many Oregon families and their communities are missing out on the long-term stability and generational wealth building that homeownership provides. Down payment is the number one barrier to homeownership for low- and moderate-income households. Reaching a 20% down payment removes the additional cost of mortgage insurance, allowing funds to stretch further. This $30M investment will support Homeownership Centers and community-based organizations that are rural and/or culturally responsive to deploy down payment assistance (DPA) in their communities with an end goal of reducing the racial homeownership gap.

Purpose

Housing costs have steadily been on the rise in Oregon. In 2023, the typical home in Oregon costs around $528,000 which is 24% more than the US average, and 11% (or $52,000) higher than pre-pandemic sales prices. With interest rates at an all-time high, housing affordability is farther out of reach for many Oregonians. Additionally, due to the cost of living, tax rates, and wages, Oregon is ranked as the fourth most difficult state to save money. Having enough money for a downpayment, let alone 20% to cut down on mortgage insurance costs, is one of the top barriers to homeownership.

Racial disparities in homeownership rates across Oregon are vast. Since 2013, the gap between Black and American Indian and Alaskan Native homeownership rates and white homeownership rates has widened. Homeownership rates among other race and ethnicities remain far below white homeownership rates (see chart below). Sufficient and targeted down payment assistance resources will be key to eliminating the racial homeownership gap.



Source: American Community Survey, 5-Year Estimates S2502, 2018 – 2023; HUD, Median Family Income Limits, 2022

How Achieved

Revenue primarily from document recording fees (DRF), but also construction excise taxes (for applicable counties) and general funds for culturally responsive organizations have funded OHCS' DPA Program. OHCS releases a competitive request for applications and typically funds a broad network of community-based partners to provide DPA as part of a holistic suite of homebuyer services. This was the case in 2023, when, using DRF funds and general funds for culturally responsive partners, OHCS allocated $22M in DPA to 21 organizations across the state. This DPA was deployed quickly by grantees, some within months, showing a huge need for additional DPA resources across the state.

However, due to a slowed housing market, DRF revenue has decreased steadily since 2021 and OHCS will not have enough funds to continue funding partners' DPA programs. Partners' contracts with OHCS expire in May 2025, and additional funding is needed to keep these programs in operation. The included table shows HOAP DRF receipts from the past two biennia and projected forward.[1]

The DPA for culturally responsive organizations ("CRO DPA") will enable OHCS to continue funding organizations that are reaching homebuyers that represent demographics that have traditionally been excluded from homeownership, many of which have DPA waitlists, as well expand our CRO and rural DPA partners.

The CRO DPA is offered in the form of a grant of up to $30,000 for first time homebuyers or up to $60,000 for first-generation homebuyers or 20% of the purchase price (whatever is less). This DPA can be stacked with other sources such as construction excise tax funds, individual development account savings, or DPA from local jurisdictions. The funds requested through this investment will be similarly administered by OHCS, with potential changes to per homebuyer caps, and made available through culturally responsive homeownership partners and organizations serving rural communities to allow low-income Oregonians better access to homeownership and generational wealth building. OHCS will conduct extensive outreach to ensure that culturally responsive organizations throughout the state that are not yet part of our network have access to this opportunity. Additionally, OHCS will provides guidance and training to organizations new to offering DPA.

[1] While DRF receipts will cover OHCS' current commitments to DPA grantees and Homeownership Centers (HOCs), if the economy remains the same, we don't expect to start accumulating sufficient DRF revenue to provide funding for DPA until the 2027-2029 biennium. By the end of FY29 we expect our ending cash position for DPA to be $3.4M which, while insufficient to meet the demand, would be enough funding to forward allocate through a competitive process. Separately, but also through DRF revenue, OHCS funds HOCs to offer pre and post-purchase education and counseling, financial education, and other homebuyer services. These contracts typically last for five years. Given DRF estimates, OHCS does not foresee having enough DRF revenue to extend the HOC contracts beyond their 12/2026 expiration date. By FY29, OHCS projects having just under $2M in funds for HOCs which is enough to fund one year of services at the level at which they are currently funded. This leaves a two-year gap in funding for the network of 15 HOCs that serve homeowners across the state.

HOAP DRF Revenues	
19-21	$ 15,215,623
21-23	$ 10,455,978
23-25	$ 7,967,120
25-27	$ 9,638,860

Staffing Impact

No requesting additional positions in this package.

Quantifying Results

DPA will help working families, first time homebuyers, first generation homebuyers, and low-income Oregonians. To date, our CRO DPA has served over 100 homebuyers in less than a year. 63% of the funds went to people of color and 74% of the funds were to first generation homebuyers (74% of whom were people of color). The average amount of DPA was $32,982 per homebuyer. Taking into account rising home prices, we expect to serve 1100 homebuyers with this new funding.

Lack of sufficient savings to buy a home is exceptionally acute in Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities due to historic and current disinvestment, redlining policies, discriminatory lending practices, and neighborhood gentrification. These inequities result in Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities lacking the resources and generational wealth to become homebuyers. With this investment, OHCS can adapt and expand its DPA program to meet the increased needs of Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and Tribal communities, supporting them to thrive as homeowners in the communities they choose to live in.

This investment is targeted to rural and culturally specific organization to get more funds to community members experiencing systemic barriers to homeownership by offering the resources and wrap around culturally responsive support needed to buy a home. OHCS will work with these organizations to update and shape our DPA framework according to their community's needs.

OHCS does extensive outcome tracking of DPA funds through quarterly reporting from grantees. This data is shared publicly on our Homeownership Dashboard. We collect data on:

- Program outreach
- Number of clients served

- Homebuyer demographics including race, ethnicity, gender, income, first time or first generation homebuyer, veteran status, household size
- Home price
- Mortgage amount and type
- DPA amount received and fund source
- Types and amounts of other sources needed to close

With this investment, we will include more qualitative data collection to capture homebuyer stories.

This funding will only go to culturally specific and culturally responsive community-based organizations as well as rural organizations.

Revenue Sources

General Fund: $30,000,000

Other Funds:
Transfer-In from General Fund: $30,000,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 522 - HH Down Payment Assistance for CROs

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	30,000,000	-	-	-	-	-	30,000,000
Transfer from General Fund	-	-	30,000,000	-	-	-	30,000,000
Total Revenues	**$30,000,000**	**-**	**$30,000,000**	**-**	**-**	**-**	**$60,000,000**
Special Payments							
Intra-Agency Gen Fund Transfer	30,000,000	-	-	-	-	-	30,000,000
Loans Made - Other	-	-	30,000,000	-	-	-	30,000,000
Total Special Payments	**$30,000,000**	**-**	**$30,000,000**	**-**	**-**	**-**	**$60,000,000**
Total Expenditures							
Total Expenditures	30,000,000	-	30,000,000	-	-	-	60,000,000
Total Expenditures	**$30,000,000**	**-**	**$30,000,000**	**-**	**-**	**-**	**$60,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Policy Package # 525 Foreclosure Avoidance Counseling

Package Description

Foreclosure prevention is an essential tool for homelessness prevention. There is a strong need for sufficient funding to continue work to reduce homelessness, eliminate racial disparities in housing, and ensure that homeowners can remain stable in their homes. This package recommends $2.5 million in General Fund resources for OHCS' existing Foreclosure Avoidance Counseling (FAC) program to support homeowners across the State who are in danger of foreclosure. This investment will support a vast state-wide network of certified foreclosure avoidance counselors who work with clients in jeopardy of losing their homes. This investment ensures that this impactful work can continue.

Purpose

Having a counselor to navigate a scary and stressful process, explain bank and legal jargon, help homeowners avoid scams and understand their rights makes the difference between staying in one's home or losing it forever. Foreclosure is costly and disruptive for families, lenders, and communities. Foreclosure counseling is a proven, structured, and low-cost intervention that can help struggling homeowners avert the grave impact of foreclosure on their housing, economic, and mental health and get back on track with their mortgage payments. Additionally, keeping people in their own home reduces pressure on the rest of the housing ecosystem.

During the 2021 and 2023 Legislative Sessions, the Foreclosure Avoidance Counseling program was funded through a budget note to create more resources for homeownership centers to provide counseling to homeowners. This filled a gap in foreclosure prevention in Oregon and helped homeowners stay in their homes, creating the Foreclosure Avoidance Counseling (FAC) program. When economic times are good, the state disinvests in crisis programs like foreclosure prevention counseling due to a lack of need, depleting infrastructure, institutional knowledge, and staff. Then when the economy turns down, crisis resources are stood back up anew. It takes time to get the training and credentialing needed to do Foreclosure Avoidance Counseling. Stakeholders have highlighted the need to continue funding programs like FAC even when the economy is good to maintain the strength of this safety net and create a sustainable, right-sized system to support Oregon homeowners.

How Achieved

OHCS' existing Foreclosure Avoidance Counseling (FAC) program provides reimbursement to agencies with foreclosure counselors for each client who receives a series of in-depth counseling sessions. The program requires counselors to be certified to provide foreclosure counseling and help homeowners navigate their best resources to avoid foreclosure. Through counseling, homeowners

receive services that address default, foreclosure, forbearance, budget management. As a result, Oregonians can continue to live in their homes and preserve equity in their property.

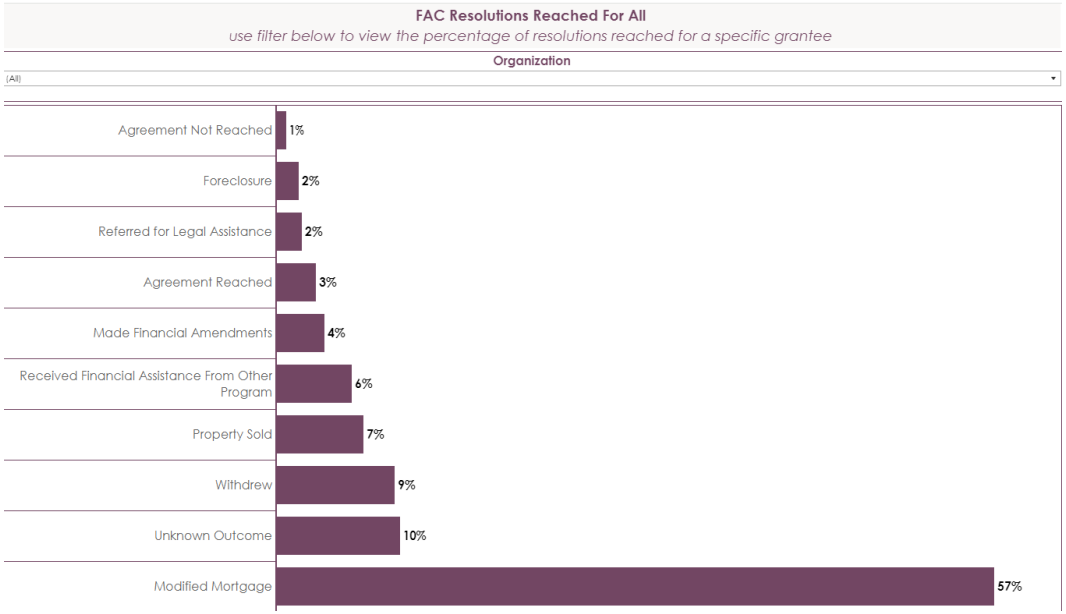
Staffing Impact

No additional staff are being requested in this package.

Quantifying Results

Outcomes
This program is expected to serve 1682 homeowners which is impactful, yet only a fraction of the need. According to data from OHCS' master servicer, foreclosure referrals have steadily increased since the two-year foreclosure moratorium was lifted in January 2022. In 2023, over 62,000 Oregonians were at severe risk of foreclosure (90+ day delinquencies) or faced foreclosure. If this rate holds steady, we will only be able to serve 3% of those at risk of foreclosure.

Of the 800 clients served by FAC from March 2021 to October 2023, 57% completed counseling with a modified mortgage and only 2% of clients counseled ended up with a reported foreclosure (see chart below).



BUDGET NARRATIVE

Racial Equity Strategy

Foreclosure counseling is a racial equity strategy as homeowners who are Black, Indigenous, Latino/a/x, Asian, Pacific Islander, or a member of a federally recognized Tribes typically lack savings and family wealth that are critical to buffering unexpected economic shocks and experience higher rates of foreclosure. 32% of clients served by FAC are people of color. OHCS expects to maintain or increase this percentage to ensure that Oregonians of color can stay in their homes, realize their home equity, and choose to pass it on to the next generation.

Accountability to Racially Equitable Outcomes

OHCS tracks program outcomes through the Homeownership dashboard here. This data includes:

- Number of new homeowners who received services
- Demographic information of homeowners including:
    i. Intake Date
    ii. County
    iii. Birthdate
    iv. Gender
    v. Veteran
    vi. Race
    vii. Ethnicity
    viii. Number in Household
    ix. Household Income
    x. Mortgage Balance
    xi. Mortgage Payment Amount
- Homeowner cases closed and outcome of services

OHCS will continue to track this data by organization.

Administration

OHCS currently contracts with 16 community-based organizations across the state that have certified foreclosure counselors. Five of these organizations are culturally specific. With this investment, we will seek to continue funding current grantees as well as broaden our network of culturally specific FAC grantees.

Revenue Sources

General Fund: $2,500,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 525 - HH Foreclosure Avoidance Counseling

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,500,000	-	-	-	-	-	2,500,000
Total Revenues	**$2,500,000**	**-**	**-**	**-**	**-**	**-**	**$2,500,000**
Special Payments							
Other Special Payments	2,500,000	-	-	-	-	-	2,500,000
Total Special Payments	**$2,500,000**	**-**	**-**	**-**	**-**	**-**	**$2,500,000**
Total Expenditures							
Total Expenditures	2,500,000	-	-	-	-	-	2,500,000
Total Expenditures	**$2,500,000**	**-**	**-**	**-**	**-**	**-**	**$2,500,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package # 527 Manufactured Home Replacement Program

Package Description

Tens of thousands of Oregonians with low-incomes living in manufactured housing are sliding deeper into poverty and closer to homelessness due to substandard and unsafe housing conditions. In 2019, the Oregon Legislature passed House Bill 2896 to preserve manufactured home parks in the state and create programs to provide loans to individuals to replace these inadequate and energy inefficient homes. This bill was supported by diverse community members and organizations and provides for the Oregon Housing and Community Services (OHCS) Manufactured Home Replacement Program (MHRP) that today can assist manufactured homeowners with replacing their homes constructed prior to current federal standards with safe, new, and energy-efficient ones. From this piece of legislation, OHCS created the Manufactured Home Replacement Program to incentivize manufactured homeowners, with grants and forgivable loans, to replace their old and energy inefficient homes. Over the last two biennium, this popular and cost-effective program has dramatically improved the lives and living condition of families across our state. MHRP request $2.5 million to continue this critical work in order to prevent homelessness before it happens.

Purpose

Manufactured homes constructed prior to 1995 are prone to severe physical problems that can make them inadequate and unsafe. This is especially problematic for Oregonians with low-income who have little choice other than to live in substandard housing overburdened by energy costs. Currently, there are approximately 60,000 manufactured homes in Oregon in need of replacement that are owned and occupied by individuals and families with low-incomes. There are 843 extreme cases of manufactured homes in 15 of the 38 state-supported preserved, non-profit/cooperative owned manufactured home parks that were built before the introduction of any federal HUD safety standards in 1976. The MHRP is a flexible program that works in conjunction with other grants and replacement incentives. By design, it will provide assistance with the disposal of a current owner-occupied manufactured home, the purchase of a new energy efficient manufactured home, and the addition work required to make a new manufactured home move-in-ready. OHCS will assign a manufactured home replacement navigator to help eligible applicants through the process of planning the project, identifying financial resources, and coordinating the different parts of the replacement process. This program is a guaranteed win in the efforts to reduce homelessness and increase affordable housing for Oregonians with low incomes as all MHRP participating households have income below 100% area median and 75% of program participants to date have had household incomes below 50% area median income.

How Achieved

This is a continuation of our existing Manufactured Home Replacement Program, which provides grants and loans for the decommission and replacement respectively of pre 1995 manufactured homes.

Staffing Impact

No additional staff is requested in this package.

Quantifying Results

This is plug and play program funds for a very popular and successful program that with $8.3M ($5.8 in 2019 & $2.5 in 2023) replaced 70 homes, 34 of which were lost due to natural disaster. With the $5.8M from 2019 the MHRP replaced 50 manufactured homes in 11 counties. Of those program participant: 22% were BIPOC households, 65% of were households under 60% AMI, 71% of homes were outside of city centers. This biennium (23-25), due to high demand, the Manufactured Home Replacement Program (MHRP) received over 100 applications and was fully allocated within 60 days. With the $2.5M from 2023 the program replaced 19 manufactured homes, throughout Oregon. The average cost of replacing a manufactured home is $131,000. An additional $2.5M would allow the program to provide and estimated 15–19 low-income households the ability to live in safe, permanently stable, affordable housing. Since program launch in 2019, 48% of MHRP homes replaced have been homes lost due to natural disaster and 22% of MHRP homes replaced have been in non-profit, preserved manufactured home parks where rent increases are controlled by tenants and any homes sold must be sold to a low-income buyer. Forty income eligible applications are currently waitlisted from 23-25 biennium. $2.5M would replace an estimated 15-19 homes statewide in 25-27.

Revenue Sources

General Fund: $2,500,000

Other Funds:

Transfer in from General Fund: $2,500,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 527 - HH Manufactured Home Replace Program

Cross Reference Name: Single Family Housing Programs
Cross Reference Number: 91400-040-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,500,000	-	-	-	-	-	2,500,000
Transfer from General Fund	-	-	2,500,000	-	-	-	2,500,000
Total Revenues	**$2,500,000**	**-**	**$2,500,000**	**-**	**-**	**-**	**$5,000,000**
Special Payments							
Intra-Agency Gen Fund Transfer	2,500,000	-	-	-	-	-	2,500,000
Other Special Payments	-	-	2,500,000	-	-	-	2,500,000
Total Special Payments	**$2,500,000**	**-**	**$2,500,000**	**-**	**-**	**-**	**$5,000,000**
Total Expenditures							
Total Expenditures	2,500,000	-	2,500,000	-	-	-	5,000,000
Total Expenditures	**$2,500,000**	**-**	**$2,500,000**	**-**	**-**	**-**	**$5,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Essential and Policy Package Fiscal Impact Summary - BPR013

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE							
Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Requested	2025-27 Governor's Recommended
Other Funds Limited							
Other Selective Taxes							
Construction Exercise Tax Receipts	3400	0190	$ 2,578,432	$ 1,923,474	$ 1,800,000	$ 2,640,000	$ 2,640,000
Non-business Lic & Fees							
Marinas & Manufactured Dwelling Park Reg	3400	0210	$ 222,550	$ 236,476	$ 200,000	$ 223,200	$ 223,200
Public Utilities Tax							
Marinas & Manufactured Assess (MMCRC)	3400	0240			$ 1,423,534		
Charges for Services							
Marinas & Manufactured Assess (MMCRC)	3400	0410	$ 1,220,133	$ 1,677,666	$ 3,355,000	$ 2,640,000	$ 2,640,000
Admin & Service Charges							
Flex Lending Program	3400	0415	$ 3,450	$ 6,507,564	$ 19,680	$ 19,680	$ 19,680
LIFT Homeownership Assumption/Assignment Charges	3400	0415	$ 131,012	$ 75,000	$ 1,283,000	$ 1,440,000	$ 1,440,000
Resident Loan Program Loan Originator Fees	3400	0415	$ 1,433,832	$ 1,554,408	$ 1,536,000	$ 1,536,000	$ 1,536,000
OHSI admin charges, loan pay-off charges	3400	0415	$ 12,581		$ 40,800	$ 40,800	$ 40,800
HDIP Assumption/Assignment charges	3400	0415	$ 12,675		$ 648,000	$ 648,000	$ 648,000
Homeownership Assistance Fund loan pay-off charges	3400	0415	$ 93		$ 6,500	$ 4,098	$ 4,098
Fines & Forfeitures							
MMCRC	3400	0505	$ 300	$ 3,500	$ 4,000		$ -
Interest Income							
Interest - Flex	3400	0605	$ 71,342		$ 1,542,000	$ 1,248,000	$ 1,248,000
Interest - HOAP	3400	0605	$ 778,385	$ 191,086	$ 1,806,000	$ 3,048,000	$ 3,048,000
Interest - MH Repl	3400	0605	$ 84,597	$ 40,542	$ 214,000	$ 211,200	$ 211,200
Interest - Parks Pres	3400	0605	$ 65,813		$ 79,000	$ 84,000	$ 84,000
Interest - MMCRC	3400	0605	$ 43,097	$ 33,773	$ 63,000	$ 72,000	$ 72,000
Interest - Oregon Housing Stabilization Initiative	3400	0605		$ 137,096		$ 672,000	$ 672,000
Housing Div Loan Repayments							
Flex	3400	0930			$ -	$ 26,400	$ 26,400
MH Pres	3400	0930			$ 42,000		
OHSI	3400	0930		$ 948,982			
Oregon Housing Stabilization Initiative	3400	0930			$ -	$ 4,920,000	$ 4,920,000

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE							
Source	Fund	ORBITS Revenue	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Requested	2025-27 Governor's
Other Revenues							
CET Misc. Rev	3400	0975	$ 115,280		$ 120,000		
HOME OWNERSHIP ASSISTANCE PAYOFF (HOAP)	3400	0975	$ 102,334	$ 65,000	$ 404,290		
MMCRC	3400	0975			$ 12,497		
NSP Misc. Rev	3400	0975	$ 150				
Transfer In - Intrafund	3400	1010	$ 139,637	$ 897,084	$ 3,771,345		
Transfer In From General Fund							
Counseling	3400	1060		$ 2,500,000			
DPA- CRO	3400	1060	$ 4,500,000			$ 45,000,000	$ 30,000,000
DPA-Flex	3400	1060		$ 7,500,000		$ 25,000,000	$ 7,500,000
HDIP	3400	1060	$ 40,000,000			$ 50,000,000	$ 16,600,000
LIFT HO	3400	1060		$ 5,000,000	$ 5,000,000		
MH Repl	3400	1060	$ 7,000,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000
Transfer in From DOR							
Doc Recording Fee (Home Owner Assist Prog)	3400	1150	$ 10,455,978	$ 12,460,000	$ 7,967,120	$ 9,638,860	$ 9,638,860.00
Transfer Out - Intrafund	3400	2010	$ (139,637)	$ (4,256,454)	$ (3,541,851)	$ (4,608,363)	$ (4,460,706.00)
Total Other Funds Limited	**3400**		**$ 68,832,034**	**$ 39,995,197**	**$ 30,295,915**	**$ 147,003,875**	**$ 81,251,532**
Other Funds Non-Limited							
Interest Income							
Interest - DPA Flex	3200	0605			$ 120,000	$ 62,400	$ 62,400.00
Housing Div Loan Repayments	3200	0930			$ 72,000		
Transfer In From General Fund							
Transfer In From General Fund	3200	1060	$ 10,000,000		$ 7,500,000		
Total Other Funds Non-Limited	**3200**		**$ 10,000,000**	**$ -**	**$ 7,692,000**	**$ 62,400**	**$ 62,400**
Federal Funds							
Federal Funds Revenue							
Department of Housing & Urban Development	6400	0995	$ 226,047	$ 823,852	$ 1,171,144	$ 87,099	
US Treasury	6400	0995	$ 22,547,164	$ 68,342,006	$ 2,007,739	$ 8,687,716	$ 8,768,219
Transfer Out - Intrafund	6400	2010				$ (84,784)	$ (78,188)
Total Federal Funds	**6400**		**$ 22,773,211**	**$ 69,165,858**	**$ 3,178,883**	**$ 8,690,031**	**$ 8,690,031**

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

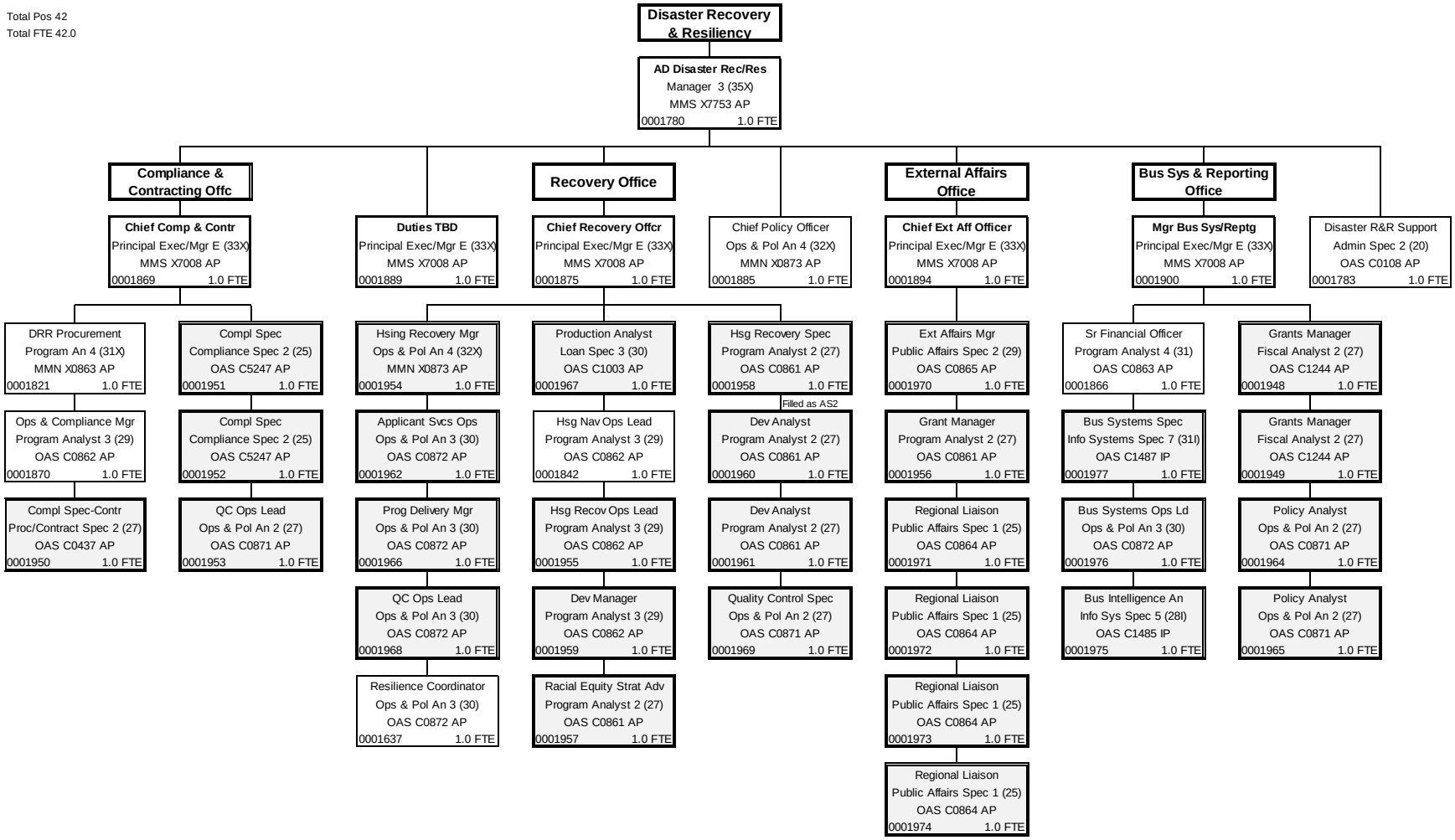
Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-040-00-00-00000**

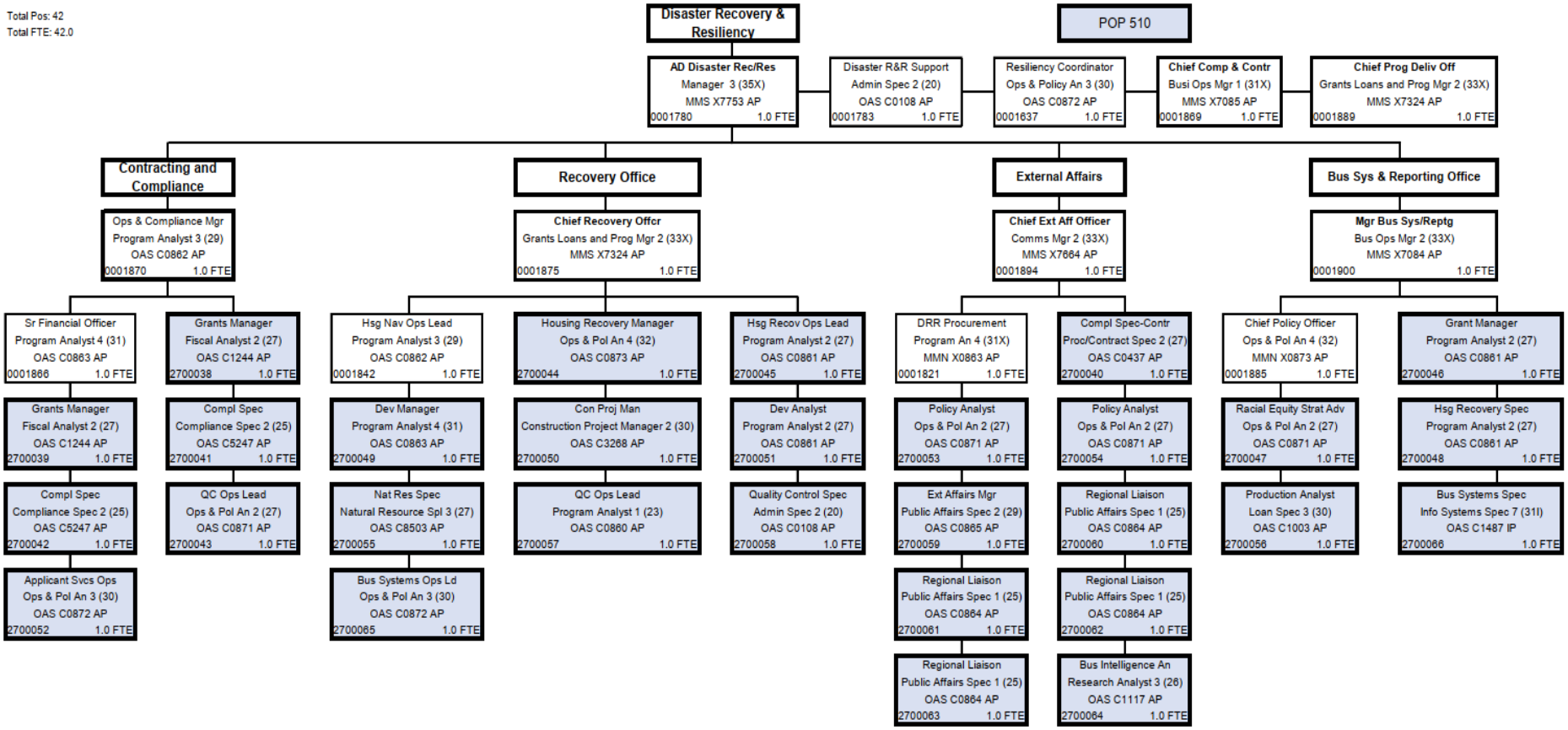
Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Other Selective Taxes	2,578,432	1,923,474	1,923,474	2,640,000	2,640,000	-
Non-business Lic. and Fees	222,550	236,476	236,476	223,200	223,200	-
Charges for Services	1,220,133	1,677,666	1,677,666	2,640,000	2,640,000	-
Admin and Service Charges	1,593,643	8,136,972	8,136,972	3,688,578	3,688,578	-
Fines and Forfeitures	300	3,500	3,500	-	-	-
Interest Income	1,043,233	402,497	402,497	5,335,200	5,335,200	-
Housing Div Loan Repayments	-	948,982	948,982	4,946,400	4,946,400	-
Other Revenues	217,764	65,000	65,000	-	-	-
Transfer In - Intrafund	139,637	897,084	897,084	-	-	-
Transfer from General Fund	51,500,000	17,500,000	17,500,000	122,500,000	56,600,000	-
Tsfr From Revenue, Dept of	10,455,978	12,460,000	12,460,000	9,638,860	9,638,860	-
Transfer Out - Intrafund	(139,637)	(3,973,468)	(4,256,454)	(4,608,363)	(4,460,706)	-
Total Other Funds	**$68,832,033**	**$40,278,183**	**$39,995,197**	**$147,003,875**	**$81,251,532**	**-**
Federal Funds						
Federal Funds	22,773,211	68,887,093	69,165,858	8,774,815	8,768,219	-
Transfer Out - Intrafund	-	-	-	(84,784)	(78,188)	-
Total Federal Funds	**$22,773,211**	**$68,887,093**	**$69,165,858**	**$8,690,031**	**$8,690,031**	**-**
Nonlimited Other Funds						
Interest Income	-	-	-	62,400	62,400	-
Transfer from General Fund	10,000,000	-	-	-	-	-
Total Nonlimited Other Funds	**$10,000,000**	**-**	**-**	**$62,400**	**$62,400**	**-**

Disaster Recovery and Resiliency

Disaster Recovery and Resilience 2023-25 Organizational Chart



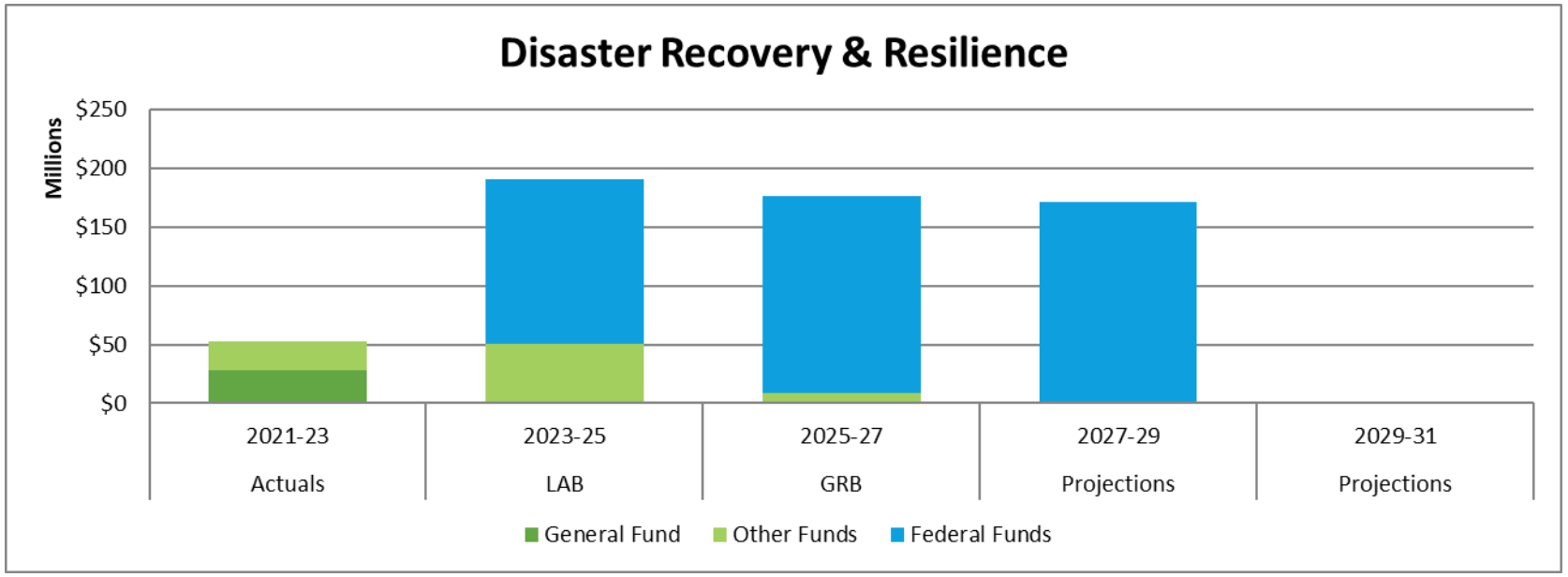
Disaster Recovery and Resilience 2025-27 Organizational Chart



BUDGET NARRATIVE

Disaster Recovery and Resilience Executive Summary

Long Term Focus Area: **Healthy and Safe Communities, A Thriving Statewide Economy**
Program Contact: **Natasha Detweiler-Daby, Interim Executive Leader for Disaster Recovery and Resilience (DRR)**



*For 2021-23, programs' actuals were recorded in Central Services. Displayed here for comparison purposes.

Program Overview

OHCS, through the Disaster Recovery and Resilience (DRR) division, was identified as the implementing agency for the $422M Community Development Block Grant – Disaster Recovery (CDBG-DR) grant appropriated by Congress and granted by the Department of Housing and Urban Development (HUD) in response to the 2020 Labor Day fires. The rules establishing the requirements to receive funding were not published until February 2022. The ReOregon Action Plan, which is a blueprint for the award implementation, was developed after undertaking extensive unmet needs and mitigation needs assessments, and through significant public engagement sessions. The Action Plan was submitted to HUD for approval in June 2022 and was approved by HUD in September 2022. HUD provided OHCS the $422M grant agreement in February 2023. In April 2023, OHCS executed a contract to build the system of record for ReOregon and in September 2023, the contract for ReOregon program management (to administer the centralized Homeowner

Assistance and Reconstruction Program) was executed. ReOregon serves impacted individuals, families and communities in eight counties - Clackamas, Douglas, Jackson, Klamath, Lane, Lincoln, Linn and Marion.

Program Funding Request

This package requests expenditure limitation for federal funds to complete staffing and carry out implementation of Community Development Block Grant Disaster Recovery (CDBG-DR) work (AKA, "ReOregon") in order to assist survivors of the 2020 Labor Day fires who have not yet been able to rebuild or find safe, affordable homes, and support community recovery and disaster mitigation efforts. Under certain circumstances, grantees can request an extension of the 6-year expenditure deadline. Core permanent staff for DRR division were approved in the 2022 short session, as were a number of limited term positions. This package requests that all budgeted limited duration positions be extended through the 2025-27 biennium to staff implementation of ReOregon programs and administration.

Disaster Recovery and Resilience					
	21-23 Actuals	23-25 LAB	25-27 GRB	27-29 Projections	29-31 Projections
General Fund	$ 28,184,869	$ 946,470	$ 1,058,493	$ 1,149,224	$ 1,247,934
Other Funds	$ 24,878,390	$ 49,598,463	$ 8,000,000		
Federal Funds	$ -	$ 140,062,134	$ 167,380,906	$ 170,404,188	
Total Funds	$ 53,063,259	$ 190,607,067	$ 176,439,399	$ 171,553,412	$ 1,247,934
Positions	0	42	42	13	13
FTE	0	42.00	42.00	13.00	13.00

*For 2021-23, programs' actuals were recorded in Central Services. Displayed here for comparison purposes.

Program Description

State-Funded Programs

During the 2021 session, the Oregon Legislature allocated $150.4 million, as part of House Bill 5006, to Oregon Housing and Community Services to assist fire survivors and their communities with recovery from the 2020 Labor Day fires. The appropriation included $100.4 million of General Fund and $50 million of Lottery-backed bond revenues. These funds were spent or committed to wildfire recovery efforts and housing developments before the end of the 2021-23 state biennium. As of April 30, 2024, OHCS has spent $98.0 million in what had been appropriated as General Fund and $24.7 million in Lottery Bond proceeds, for a total of $122.7 million spent.

Approximately $36 million of the $150.4 million was allocated to the Wildfire Recovery and Resilience Account (WRRA) program to fund local partners assisting fire-impacted households with recovery. The overarching goal of the program was to move participants into safe, affordable intermediate or permanent housing. WRRA supported impacted households with resources in two main categories – Rental assistance and related supports, and damaged housing replacement, rehabilitation and reconstruction. WRRA supported 450 households with intermediate/temporary housing over the life of the program and supported 867 households with permanent recovery. Over 65% of the households supported were at 80% area median income or below.

OHCS staff have provided Lane, Marion, and Lincoln counties suballocations, all of which are under contract, and funds have been disbursed to the counties. These funds, a total of $19 million across the three counties, are being granted for land acquisition, infrastructure development, and other recovery activities. Counties have a deep understanding of the needs of their communities and can move more nimbly to respond to new opportunities in recovery. Additionally, these suballocations were made to ensure rough geographic equity of resources.

With the support of state wildfire funding, more than 100 units are expected to be move-in ready by the end of September 2024 across Lincoln, Lane, and Jackson counties.

Federally-Funded Programs

ReOregon is a federally-funded program comprised of multiple, stand-alone programs that are outlined in the ReOregon Action Plan. These programs include the Homeowner Assistance and Reconstruction Program (HARP), the Planning, Infrastructure and Economic Revitalization (PIER) program, the Homeownership Opportunities Program (HOP), the Intermediate Housing Assistance (IHA) program, Legal Services, Housing Recovery Services (HRS), and the Resilience Planning Program (RPP). Each program will include a comprehensive policy manual. Each policy manual is tailored to the program, but, in general, will describe program eligibility, award determinations, and appeal processes, when applicable. The larger, more complex programs, such as HARP and HOP, will also incorporate Standard Operating Procedures that outline a detailed process for all steps of program implementation to ensure that service received is equitable and consistent for all applicants.

ReOregon includes a robust System of Record (SOR) that was developed to collect and track data and manage all program activity for the larger HARP, PIER and HOP programs, which will allow the measurement of progress towards milestones and key indicators. The SOR includes a reporting function that OHCS can use to aggregate data that subgrantees and subrecipients will be required to submit through the system. Within each key ReOregon program (PIER, HARP, HOP), the SOR will outline workflows and sections for documentation and information upload that require routine quality assurance checks before files can advance between each process step. HARP participants will be able to track the progress of their application through the SOR.

BUDGET NARRATIVE

Program Justification

As the designated lead agency for State Recovery Function 5: Disaster Housing, OHCS is responsible for addressing pre-and post-disaster housing issues, facilitating the delivery of state resources to assist local and tribal governments in the rehabilitation and reconstruction of destroyed and damaged housing, and developing new accessible, long-term housing options. Prior to the 2020 Labor Day fires, OHCS did not have a division dedicated to community recovery in the wake of devastating disasters. The Disaster Recovery and Resilience division was established to not only respond to the 2020 Labor Day fires, but to also look at ways to support community and housing resilience through planning resources and the incorporation of energy efficiency, fire hardening and other resilience measures into reconstruction efforts.

Program Performance

HARP: To better determine remaining needs and identify eligible applicants, OHCS launched an eligibility questionnaire on March 25, 2024. As of July 27, 2024, 890 questionnaires were completed and to date, over 10% of households who submitted questionnaires are primarily Spanish speakers. From the 890 questionnaires, 545 respondents were invited to apply when the application opened for Phase 1 (households at or under 80% area median income) on April 30, 2024. OHCS expects to complete review and processing of all eligible applicants under Phase 1 between the end of the 2023-25 biennium and the beginning of the 2025-27 biennium. Phase 2 was launched in June 2024. Under HARP, OHCS expects to provide awards during the 2023-25 biennium to reconstruct or replace 500 new homes, based on current results from the HARP eligibility questionnaire, program estimates as reported to HUD and an average unit cost of $250,000. OHCS expects that while the majority of awards for reconstruction/replacement of the 500 homes will be made in the 2023-25 biennium, due to construction/replacement timelines, many of those homes will be ready for occupancy in the 2025-27 biennium.

HOP: With feedback from county partners in the impacted regions, OHCS redesigned HOP to include a down payment assistance program, as well as incentives for the development/rehabilitation of multiple types of affordable housing, including single-family stick-built or pre-fabricated structures; resident/housing authority/nonprofit-owned manufactured housing parks; and/or condominiums for both homeownership and rental opportunities. In coordination with county representatives, OHCS has allocated funding for HOP amongst impacted counties based on their percentage of housing damage, with a multiplier to account for increased construction costs in rural areas. Depending on program design and based on an average unit cost of $300,000-$400,000, ReOregon expects to facilitate the construction or purchase/rehabilitation of 100 homes in the 2025-27 biennium.

PIER: ReOregon launched the PIER program in the current biennium and PIER selection committees have been formed in each county are currently reviewing and approving projects. To date, 16 projects have been selected by local selection committees and two of those

projects are ready for award. DRR staff have conducted detailed budget reviews, duplication of benefits reviews, capacity and risk assessments, and created training materials, standard operating procedures and an online toolkit for PIER subrecipients. Overall, OHCS anticipates funding approximately nine projects at the end of the current biennium. Recognizing that complex projects may take multiple years to complete, it is anticipated that the majority of project activities will take place in the 2025-27 biennium. Economic revitalization projects or any project that has direct, individual beneficiaries will also generate data on number of people served.

IHA: OHCS has entered into an agreement with Oregon Department of Human Services for the administration of Disaster Case Management services. The program provides assistance to those individuals and households who are awaiting permanent housing options that will be provided by HARP and HOP programs described above. For the IHA program, OHCS anticipates serving about 215 households, on average, each month. All of this information will be able to be reviewed by race and ethnicity, income level, and other demographic information. Currently, impacted households are being assisted with Oregon Emergency Rent Assistance Program funds, and IHA will be launched as those funds are depleted to ensure there is no gap in services. Since IHA has a maximum limit of 24 months, by leveraging additional funding sources, overall assistance to impacted households can be stretched across additional months. We expect the transition to IHA to take place during the current biennium (by January 2025), with services continuing into the 2025-27 biennium.

HRS: OHCS expects that the majority of activity under this program will take place during the current biennium and at the beginning of the 2025-27 biennium when the program is launched at the beginning of 2025. The program expects to serve approximately 150 households in the current biennium.

Legal Services: OHCS expects that the majority of activity under this program will take place during the current biennium when the program is launched at the beginning of 2025. The program expects to serve approximately 150 households, but the final number served will be based on the need for legal assistance.

RPP: This program will be designed and launched near the end of the current biennium/beginning of the 2025-27 biennium. OHCS expects to complete two projects under the program.

BUDGET NARRATIVE

Enabling Legislation and Program Authorization

The Disaster Relief Supplemental Appropriations Act, 2022 (Pub. L. 117– 43), approved September 30, 2021, makes available $5,000,000,000 in Community Development Block Grant Disaster Recovery (CDBG–DR) funds. These CDBG–DR funds are for necessary expenses for activities authorized under Title I of the Housing and Community Development Act of 1974 (42 U.S.C. 5301 et seq.) related to disaster relief, long-term recovery, restoration of infrastructure and housing, economic revitalization, and mitigation in the most impacted and distressed areas resulting from a qualifying major disaster in 2020 or 2021. The United States Department of Housing and Urban Development (HUD) allocated $422M in CDBG–DR funds from the Appropriations Act to OHCS-DRR to assist in long term recovery from the Labor Day Fires disaster occurring in 2020. HUD notified the public of the allocations in press releases and in a Federal Register notice, Allocations for Community Development Block Grant Disaster Recovery and Implementation of the CDBG–DR Consolidated Waivers and Alternative Requirements Notice, which was published at 87 Fed. Reg. 6364 on February 3, 2022. In October 2021, OHCS was named by Gov. Brown the administering agency for the State of Oregon. The grant to OHCS was executed on February 3, 2023.

Funding Streams

ReOregon programs are funded with General Fund and Federal Funds. The Community Development Block Grant – Disaster Recovery federal grant is the primary source of funding. We have some carry forward other funds associated with Lottery Bond Proceeds for Wildfire Recovery.

Comparison of 2025-27 Funding Proposal to 2023-25 Funding

ReOregon funding for the 2025-27 biennium remains the same as funding in the current biennium, as the CDBG-DR grant is a 6-year grant. One-time funds of $150M (general funds and lottery-backed bonds) granted in 2021 by the state legislature for recovery from the 2020 Labor Day fires are expected to be almost fully expended in the current biennium.

Disaster Recovery and Resilience Programs Description

Homeowner Assistance and Reconstruction Program (HARP)
HARP will provide assistance in the form of grants to eligible homeowners who experienced damage to their homes from the 2020 Wildfires and have remaining recovery needs after accounting for other duplicative benefits received.

The program will fund eligible rehabilitation, reconstruction, acquisition, and replacement costs, including additional costs to comply with federal, State, and local construction standards, such as replacing on-site residential infrastructure, complying with green building standards, and ensuring that homes are accessible for individuals living with disabilities and senior residents. Eligible costs also include elevation, fire hardening, and other program-required costs that will help protect homes from natural hazards faced in the fire-impacted communities.

Homeownership Opportunities Program (HOP)
HOP is designed to support survivors who were renters at the time of the disaster. HOP will consist of a Down Payment Assistance (DPA) program as well as Affordable Housing Development (AHD) with County options for homeownership and/or rental housing developments.

Planning, Infrastructure and Economic Revitalization (PIER)
PIER will provide direct county allocations for local governments, non-profit organizations, school districts, public housing authorities, and other public or quasi-public entities in the eight most impacted counties to address the unmet infrastructure, planning, and economic revitalization needs that fall within their counties. While budgetary allocations will be made at the county level, counties and organizations within the impacted areas will work together to define the specific projects or programs to be funded. Each infrastructure, economic revitalization, and planning activity must clearly have a tie to revitalizing disaster impacted communities by directly or indirectly supporting:

- New housing and/or replacement of damaged housing, and/or
- The mitigation of loss of life or property in the face of current and future natural hazards.

Intermediate Housing Assistance (IHA)
IHA provides assistance to eligible residents located in the 2020 Wildfire-impacted counties who lack the necessary resources or support networks to obtain affordable rental housing or need alternative housing until permanent housing solutions are secured.

OHCS will provide grants to eligible subrecipients to provide:

- Up to 24 months of rental, temporary relocation, and/or other intermediate housing assistance.
- Housing navigation, case management, and support services to disaster-impacted residents.

Housing Recovery Services (HRS)
OHCS may administer the Housing and Recovery Services Program directly or by awarding grants to homeownership centers, nonprofit organizations, or other qualified subrecipients to deliver housing and financial counseling and housing navigation services to impacted residents to help in their transition to more permanent housing. Services also may be provided to small rental property owners who provide affordable housing to income-qualified tenants. Services may include homeowner education, renter counseling, homebuyer education, financial literacy, credit rehabilitation, debt management, budgeting, homelessness counseling, avoiding fraud and scams, applying for public and private resources, foreclosure prevention strategies, and relocation counseling, among other services tailored to fit the participants' needs.

Legal Services
Through the Legal Services Program, OHCS will provide funding to qualified legal aid and/or legal services providers to deliver the assistance necessary to help impacted residents transition to more permanent housing.

Resilience Planning Program (RPP)
Through the Resilience Planning Program, the State will carry out regional and statewide recovery, resilience and mitigation planning, including, but not limited to, the following:

- Housing development strategies, including developing construction standards, facilitating the development of affordable housing and removing barriers to affordable housing
- Public land use and infrastructure policy and planning
- Public resilience and preparedness policy and planning
- Increasing resilience to the impacts of climate change
- Protecting public health
- Addressing environmental injustice
- Spurring economic growth and creating jobs

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services: This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package includes the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs: Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level. Phase-Out's are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-Out's for the Disaster Recovery Division

- Other Funds
  - Disaster Recovery & Resilience 21-23 Carry Forward- $27.1M
  - Lottery Revenue Bonds from 21-23 Carry Forward - $21.9M
- Federal Funds
  - Community Development Block Grant - $137M

030 Inflation and Price List Adjustments

This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift

This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(31,753)	-	-	-	-	-	(31,753)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($31,753)**	-	-	-	-	-	**($31,753)**
Personal Services							
Pension Obligation Bond	703	-	218	(191,639)	-	-	(190,718)
Mass Transit Tax	653	-	440	-	-	-	1,093
Vacancy Savings	(33,109)	-	(23,530)	(97,596)	-	-	(154,235)
Total Personal Services	**($31,753)**	-	**($22,872)**	**($289,235)**	-	-	**($343,860)**
Total Expenditures							
Total Expenditures	(31,753)	-	(22,872)	(289,235)	-	-	(343,860)
Total Expenditures	**($31,753)**	-	**($22,872)**	**($289,235)**	-	-	**($343,860)**
Ending Balance							
Ending Balance	-	-	22,872	289,235	-	-	312,107
Total Ending Balance	-	-	**$22,872**	**$289,235**	-	-	**$312,107**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Services & Supplies							
Instate Travel	-	-	-	(52,200)	-	-	(52,200)
Out of State Travel	-	-	-	(8,902)	-	-	(8,902)
Employee Training	-	-	-	(41,325)	-	-	(41,325)
Office Expenses	-	-	-	(93,960)	-	-	(93,960)
Telecommunications	-	-	-	(31,320)	-	-	(31,320)
Data Processing	-	-	-	(38,280)	-	-	(38,280)
Publicity and Publications	-	-	-	(90,000)	-	-	(90,000)
Professional Services	-	-	-	(600,000)	-	-	(600,000)
IT Professional Services	-	-	-	(1,419,000)	-	-	(1,419,000)
Attorney General	-	-	-	(358,394)	-	-	(358,394)
Employee Recruitment and Develop	-	-	-	(6,235)	-	-	(6,235)
Other Services and Supplies	-	-	-	(142,100)	-	-	(142,100)
Expendable Prop 250 - 5000	-	-	-	(124,700)	-	-	(124,700)
IT Expendable Property	-	-	-	(72,500)	-	-	(72,500)
Total Services & Supplies	-	-	-	**($3,078,916)**	-	-	**($3,078,916)**
Capital Outlay							
Other Capital Outlay	-	-	(27,101,190)	-	-	-	(27,101,190)
Total Capital Outlay	-	-	**($27,101,190)**	-	-	-	**($27,101,190)**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Other Special Payments	-	-	(21,889,550)	(126,883,817)	-	-	(148,773,367)
Total Special Payments	**-**	**-**	**($21,889,550)**	**($126,883,817)**	**-**	**-**	**($148,773,367)**
Total Expenditures							
Total Expenditures	-	-	(48,990,740)	(129,962,733)	-	-	(178,953,473)
Total Expenditures	**-**	**-**	**($48,990,740)**	**($129,962,733)**	**-**	**-**	**($178,953,473)**
Ending Balance							
Ending Balance	-	-	48,990,740	129,962,733	-	-	178,953,473
Total Ending Balance	**-**	**-**	**$48,990,740**	**$129,962,733**	**-**	**-**	**$178,953,473**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	7,489	-	-	-	-	-	7,489
Total Revenues	**$7,489**	**-**	**-**	**-**	**-**	**-**	**$7,489**
Services & Supplies							
Instate Travel	406	-	-	595	-	-	1,001
Employee Training	356	-	-	473	-	-	829
Office Expenses	727	-	-	1,064	-	-	1,791
Telecommunications	244	-	-	361	-	-	605
Data Processing	285	-	-	420	-	-	705
Professional Services	-	-	-	-	-	-	-
IT Professional Services	-	-	-	55,488	-	-	55,488
Attorney General	-	-	-	5,450	-	-	5,450
Employee Recruitment and Develop	53	-	-	70	-	-	123
Facilities Rental and Taxes	3,625	-	2,673	2,114	-	-	8,412
Other Services and Supplies	1,238	-	-	1,646	-	-	2,884
IT Expendable Property	555	-	-	735	-	-	1,290
Total Services & Supplies	**$7,489**	**-**	**$2,673**	**$68,416**	**-**	**-**	**$78,578**
Total Expenditures							
Total Expenditures	7,489	-	2,673	68,416	-	-	78,578
Total Expenditures	**$7,489**	**-**	**$2,673**	**$68,416**	**-**	**-**	**$78,578**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(2,673)	(68,416)	-	-	(71,089)
Total Ending Balance	**-**	**-**	**($2,673)**	**($68,416)**	**-**	**-**	**($71,089)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(13,147)	-	-	-	-	-	(13,147)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($13,147)**	-	-	-	-	-	**($13,147)**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-	-
Services & Supplies							
Facilities Rental and Taxes	(13,147)	-	(9,694)	(7,667)	-	-	(30,508)
Total Services & Supplies	**($13,147)**	-	**($9,694)**	**($7,667)**	-	-	**($30,508)**
Total Expenditures							
Total Expenditures	(13,147)	-	(9,694)	(7,667)	-	-	(30,508)
Total Expenditures	**($13,147)**	-	**($9,694)**	**($7,667)**	-	-	**($30,508)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	9,694	7,667	-	-	17,361
Total Ending Balance	**-**	**-**	**$9,694**	**$7,667**	**-**	**-**	**$17,361**

Policy Package 090 Analyst Adjustments

This package reduces General Fund by $16,579 by eliminating inflation on certain services and supplies accounts and increasing vacancy savings by two percent

Staffing Impact

No Staffing Impact in this division

Revenue Sources

General Funds: ($16,579)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(16,579)	-	-	-	-	-	(16,579)
Total Revenues	**($16,579)**	**-**	**-**	**-**	**-**	**-**	**($16,579)**
Personal Services							
Vacancy Savings	(13,244)	-	-	-	-	-	(13,244)
Total Personal Services	**($13,244)**	**-**	**-**	**-**	**-**	**-**	**($13,244)**
Services & Supplies							
Instate Travel	(406)	-	-	-	-	-	(406)
Employee Training	(356)	-	-	-	-	-	(356)
Office Expenses	(727)	-	-	-	-	-	(727)
Employee Recruitment and Develop	(53)	-	-	-	-	-	(53)
Other Services and Supplies	(1,238)	-	-	-	-	-	(1,238)
IT Expendable Property	(555)	-	-	-	-	-	(555)
Total Services & Supplies	**($3,335)**	**-**	**-**	**-**	**-**	**-**	**($3,335)**
Total Expenditures							
Total Expenditures	(16,579)	-	-	-	-	-	(16,579)
Total Expenditures	**($16,579)**	**-**	**-**	**-**	**-**	**-**	**($16,579)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package 092 Statewide Attorney General Adjustments

This package reduces Attorney General rates by 7.47 percent to reflect adjustments in the Governor's Recommended Budget.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

Federal Funds: ($2,157)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 092 - Statewide AG Adjustment

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	(2,157)	-	-	(2,157)
Total Revenues	**-**	**-**	**-**	**($2,157)**	**-**	**-**	**($2,157)**
Services & Supplies							
Attorney General	-	-	-	(2,157)	-	-	(2,157)
Total Services & Supplies	**-**	**-**	**-**	**($2,157)**	**-**	**-**	**($2,157)**
Total Expenditures							
Total Expenditures	-	-	-	(2,157)	-	-	(2,157)
Total Expenditures	**-**	**-**	**-**	**($2,157)**	**-**	**-**	**($2,157)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package 093 Statewide DAS Charges Adjustment

This package reduces Federal Funds for a Statewide reduction of DAS Charges in the Governor's Recommended Budget.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

Federal Funds: ($24,387)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	(24,387)	-	-	(24,387)
Total Revenues	**-**	**-**	**-**	**($24,387)**	**-**	**-**	**($24,387)**
Transfers Out							
Transfer Out - Intrafund	-	-	-	24,387	-	-	24,387
Total Transfers Out	**-**	**-**	**-**	**$24,387**	**-**	**-**	**$24,387**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package # 508 DRR Portion of OHCS Operational Supports

Package Description

Agency-wide, this package reauthorizes three limited duration positions for additional months in the 2025-27 biennium; restores 24 positions that were authorized as permanent but were associated with the Governor's Executive Orders on Homelessness and received one-time funding; shifts funding for three positions to support manufactured housing; and requests 16 new positions to support affordable rental housing, energy services, housing stabilization, and central support services

Purpose

Provide essential staffing support for on-going priority affordable housing, homeownership, and homelessness prevention services.

How Achieved

This program's portion of the agency-wide policy package is an intrafund transfer out to support a proportionate share of funding.

Staffing Impact

No additional positions in this program.

Quantifying Results

As OHCS works to be responsive to needs and to deliver resources and programs that ensure Oregonians are safely and stably housed, we know we cannot do so without right-sized staffing to meet the diverse needs we see and hear about. This package allows us to invest in our organizational health and ability to successfully meet the priorities of the Statewide Housing Plan (SWHP), particularly around centering racial justice and equity in policymaking, program design and implementation, community engagement, and service delivery, by ensuring we have the staff needed to operationalize our work.

Adequate staffing capacity across the agency allow equity goals to be achieved across agency work, including in central operations.

BUDGET NARRATIVE

Revenue Sources

Federal Funds:

Federal Revenue: $82,654

Intrafund Transfer Out: (82,654)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	82,654	-	-	82,654
Total Revenues	**-**	**-**	**-**	**$82,654**	**-**	**-**	**$82,654**
Transfers Out							
Transfer Out - Intrafund	-	-	-	(82,654)	-	-	(82,654)
Total Transfers Out	**-**	**-**	**-**	**($82,654)**	**-**	**-**	**($82,654)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package # 510 Disaster Recovery & Resiliency Limitation

Package Description

This package requests $163,510,769 in Federal Funds expenditure limitation for staffing and to carry out implementation of the Community Development Block Grant Disaster Recovery (CDBG-DR) work (aka "ReOregon"). The total awarded to Oregon is $422 million, and OHCS began expending funds in 2021-23. The state has six years to complete expenditure of the entire grant from the date of grant execution on February 3, 2023. Core permanent staff for the Disaster Recovery and Resilience (DRR) division were approved in the 2022 short session, as were a number of limited duration positions in DRR and support sections.

The package also included Other Funds limitation related to lottery bonds issued in 2021-23 for wildfire recovery. All funds were committed to projects, but some of the funds were expected to be unspent at the end of the biennium. OHCS is requesting $7,309,722 in Other Funds limitation to complete these activities.

Purpose

This package is for expenditure limitation to use federal funds to (a) assist impacted households from the 2020 Labor Day Fires who have not yet been able to rebuild or find safe, affordable homes, with a priority on low- and moderate-income households and (b) support community recovery and disaster mitigation efforts.

The federal government appropriated funds Community Development Block Grant - Disaster Recovery in the fall of 2021, but rules establishing the requirements to receive funding were not published until February 2022. A draft Action Plan outlining implementation and distribution of the grant was made available for public comment in May 2022. OHCS conducted five public hearings and received (and published responses to) nearly 200 comments from those hearings, focus groups, local government feedback, and an on-line survey. Revisions were made to the plan based on public comment, and the OHCS Housing Stability Council approved the ReOregon Action Plan on June 3, 2022. On June 8, 2022, OHCS submitted the plan to the U.S. Department of Housing and Urban Development (HUD) and received approval in September 2022.

The ReOregon Action Plan describes how the state will spend the funds to support recovery from the 2020 Labor Day Fires in Clackamas, Douglas, Jackson, Klamath, Lane, Lincoln, Linn, and Marion counties. The goal of ReOregon is to ensure that all fire-impacted individuals and households have equitable access to the resources necessary to be housed safely, sustainably, permanently, affordably, and in their housing of choice. There are no proof-of-citizenship or residency requirements, and OHCS will seek opportunities to partner with culturally specific, community-based organizations to support survivors through application and recovery processes.

ReOregon consists of the following seven programs:

Homeowner Assistance and Reconstruction Program (HARP) The Homeowner Assistance and Reconstruction Program will assist homeowners in replacing or reconstructing homes that were destroyed by the 2020 fires. For homeowners that have not yet begun to rebuild, OHCS will be providing resources to fund the Architectural & Engineering, Construction, and Construction Management services to expedite and fully support survivors in their recovery journey. To support this work, OHCS is working to implement a development program to finance the construction or manufactured home purchase, delivery, installation and finishing of homes for eligible homeowners.

OHCS has phased application processing to ensure that traditionally vulnerable populations are able to equitably access resources. Phase 1 will be open to low- and moderate-income applicants (defined as those with household income at or below 80% of area median income) to ensure this population's needs are prioritized. The program will fund eligible rehabilitation, reconstruction, acquisition, replacement, and temporary relocation costs. Homeowners who may have purchased sub-standard or unsafe housing or homes that remain vulnerable to the impacts of future disasters will also be eligible for assistance.

HARP was designed to include an Accessory Dwelling Unit (ADU) Pilot Program, which sets aside $4 million for the construction of ADUs on the property of reconstructed homes for the provision of affordable rental housing for low- and moderate-income (LMI) Oregonians. This program will be designed after the Phase 1 launch of HARP in the current biennium, with launch of the pilot in the 2025-27 biennium.

Homeownership Opportunities Program (HOP) To address the impact of the 2020 Labor Day fires on rental housing stock, the state has already invested heavily in new affordable housing projects in the impacted communities. To serve additional renters and expand available affordable housing stock, the ReOregon program dedicates significant funding for the development of new homeownership and affordable rental housing opportunities for renters displaced by the fires. Funding for the development of affordable housing developments is being made available to counties to administer so that they can support projects that meet the specific needs of their communities. The program also includes down payment assistance (DPA), which will be administered by DPA providers that serve the impacted counties.

Intermediate Housing Assistance (IHA) This program will provide assistance to 2020 Labor Day fire-impacted owners and renters who need intermediate housing until permanent, affordable housing solutions are secured. OHCS will provide grants to eligible subrecipients to provide up to 24 months of rental, temporary relocation, and/or other intermediate housing assistance, such as funding housing navigation, case management, and support services for disaster-impacted residents.

Planning, Infrastructure and Economic Revitalization (PIER) The program will provide direct grants to local governments and/or non-profits in the eight most-impacted counties to address unmet recovery and mitigation needs. Within budgetary sub-allocations made at the county level, counties, cities and recovery organizations within the impacted areas will work together to define the specific projects or programs to be funded. The program allows for a wide range of CDBG-DR-eligible infrastructure, economic revitalization, mitigation, and planning activities. Each activity must clearly have a tie to revitalizing disaster-impacted communities by directly or indirectly supporting new housing and replacement of damaged housing, and/or the mitigation of loss of life or property in the face of future natural hazards.

Housing and Recovery Services (HRS) OHCS will administer the Housing and Recovery Services Program by awarding grants to homeownership centers, nonprofit organizations, or other qualified subrecipients to deliver housing and financial counseling and housing navigation services to impacted residents to help in their transition to more permanent housing. Services will include homeowner education, renter counseling, homebuyer education, financial literacy, credit rehabilitation, debt management, budgeting, homelessness counseling, avoiding fraud and scams, applying for public and private resources, foreclosure prevention strategies, and relocation counseling, among other services tailored to fit the participants' needs. Disaster-impacted households are facing monumental challenges and are making life-changing decisions related to housing and their household finances.

Legal Services Through the Legal Services Program, OHCS will provide funding to qualified legal aid and/or legal services providers to deliver the assistance necessary to help impacted residents transition to more permanent housing. This will help survivors resolve legal challenges, including replacing identification papers, insurance claims, unlawful evictions and foreclosures, title issues, and other legal services related to recovery.

Resilience Planning Program (RPP) Through the Resilience Planning Program, the State will carry out regional and statewide recovery, resilience and mitigation planning, including, but not limited to, the following:

- Housing development strategies, including developing construction standards, facilitating the development of affordable housing and removing barriers to affordable housing
- Public land use and infrastructure policy and planning
- Public resilience and preparedness policy and planning, particularly in the areas of increasing resilience to the impacts of climate change, protecting public health, and addressing environmental injustice
- Spurring economic growth and creating jobs.

The planning and technical assistance process is intended to be inclusive and reflective of those with lived disaster experience, housing insecurity, and/or economic insecurity. The State will design and implement an inclusive planning process that incorporates feedback and input in a manner that is equitable and representative of the residents living in the impacted areas.

How Achieved

OHCS' ReOregon Action Plan was approved by HUD in September 2022 and the CDBG-DR grant was executed in February 2023. DRR staff have developed, or are in the process of developing, extensive policy manuals for each of the seven programs under ReOregon, as well as 89 (to date) Standard Operating Procedures (SOPs) for HARP. As of August 2024, DRR staff have launched PIER, HARP and a subsection of the Housing Recovery Services program administered by ODHS.

The remaining programs will be launched at the end of the 2023-25 biennium/beginning of the 2025-27 biennium.

Staffing Impact

Fiscal Analyst 2, Limited Duration (2x)
Procurement & Contract Specialist 2, Limited Duration
Compliance Specialist 2, Limited Duration (2x)
Operations & Policy Analyst 2, Limited Duration (4x)
Operations & Policy Analyst 3, Limited Duration (2X)
Operations & Policy Analyst 4, Limited Duration
Program Analyst 1, Limited Duration
Program Analyst 2, Limited Duration (4x)
Program Analyst 4, Limited Duration
Construction Project Manager 2, Limited Duration
Natural Resource Specialist 3, Limited Duration
Loan Specialist 3, Limited Duration
Administrative Specialist 2, Limited Duration
Public Affairs Specialist 2
Public Affairs Specialist 1 (4x)
Research Analyst 3, Limited Duration
Information Systems Specialist 7

Quantifying Results

OHCS adopted two guiding policy pillars for the ReOregon Action Plan - Equity and Resilience. These policy pillars were adopted because they respond directly to two ongoing crises in Oregon: an ongoing housing crisis, exacerbated by the disaster, that disproportionately affects BIPOC communities, and the climate crisis, making future disasters more and more likely.

OHCS has applied a Targeted Universalism approach to designing and implementing ReOregon programs. Within a Targeted Universalism framework, universal goals are established for all groups concerned. The framework then uses targeted processes and strategies to achieve those goals, based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. Targeted Universalism is a platform to operationalize programs that move all groups toward the universal policy goal, as well as a way of communicating and publicly marketing such programs in an inclusive, bridging manner. It is an approach that supports the needs of particular groups, including those in the majority, while reminding everyone that we are all part of the same social and civic fabric. OHCS developed specific solutions to address unmet needs, incorporating those solutions into a universal goal-oriented framework to equitably benefit all groups involved. In the case of the 2020 Labor Day fires, this means paying particular attention to the needs of the Latine (Latine) community of Southern Oregon.

This programmatic approach includes, at a minimum:

- Funding Culturally Specific Organizations (CSOs)
    - OHCS has set up partnerships with CSOs to enable these organizations to continue and expand their disaster recovery work. We know that success in recovery will require working with these organizations. Many survivors, particularly those with painful memories of racial and other injustices inflicted by government organizations, will prefer to work with a trusted, familiar organization. OHCS will work with CSOs to provide robust, comprehensive assistance to culturally specific populations (in particular, the Latine community impacted by the Almeda Fire) as a fundamental strategy to meet the universal goals in the ReOregon Action Plan.

- Phasing of Application Processing
    - A very common outcome of disaster recovery operations is that higher income applicants tend to move through the system and receive assistance faster. This frequently leaves the most vulnerable populations behind. OHCS has phased applicant intake to focus on lower-income populations first and has paired this strategy with the CSO partnerships outlined above. This strategy will significantly increase the number of lower-income, vulnerable, and BIPOC survivors who receive help through recovery programs.

- Robust Tracking
    - OHCS will use a custom "system of record" to manage all program activity. This system of record will securely house survivor data. Program applications will collect information on survivor race and ethnicity, among many other variables. By creating this robust system, OHCS will be able to track and report on benefits provided by race and ethnicity and will be able to track progress.

- Executing Agreements with ERJ Requirements
    - For any program that includes an implementation partner, subrecipient, or project sponsor, OHCS will include requirements around ERJ and Minority, Women, and Emerging Small Business (MWESB) practices in binding agreements. These requirements will include outreach and engagement criteria as well as reporting and performance tracking directions.

- Centering BIPOC, Latine, and Vulnerable Populations in Policy
    - OHCS will focus on establishing policies designed to ensure recovery programs center BIPOC, Latine, and Vulnerable Populations, and maximize benefits for low-income disaster survivors. Examples of this include, but are not limited to:
        - No citizenship requirements for program benefits
        - Prioritizing homeownership opportunities (helping renters become homeowners)
        - Providing zero-interest, forgivable, receding loans
        - Creating Accessory Dwelling Unit (ADU) opportunities for low-income families as a source of future revenue
        - Prioritizing resident-owned or co-op park models, and non-profit or governmental development partners to ensure long-term affordability at preserved parks.

Objectives and Performance Measures

OHCS is required to track and report on projected outcomes (e.g., number of units rehabilitated, etc.) as well as program expenditures for all CDBG-DR programs. In addition, OHCS must report on direct and indirect beneficiaries within HUD's system of record – Disaster Recovery Grants Reporting (DRGR) System. OHCS collects monthly reporting from subrecipients to inform the Quarterly Performance Reports that must be submitted to HUD – these reports include a narrative description of project/program progress, demographic information on beneficiaries, and expenditure reporting. For directly managed programs, OHCS will be collecting and tracking applicant demographic information, program pipeline and applicant status, which will all be used to report to HUD and will be used to measure progress against projected outcomes. The data from these reports and OHCS's System of Record (SOR) can be

aggregated to track and report out as needed, provided the reports do not include any personally identifiable or other sensitive information.

HARP is designed to achieve equity and resilience goals, which are measured by the number of wildfire-impacted owner occupants helped, with an initial priority given to low-income households who are not yet living in their permanent replacement/rehabilitated home. The program construction standards will increase the resilience of the housing stock to future disasters; the structure of the award (100% grant) helps homeowners return to affordable and sustainable housing situations. Within OHCS vendor and subrecipient agreements, there are contractual requirements around tracking, reporting, and timelines for completing specific tasks, all of which OHCS will use to track and analyze whether the programs are meeting the goals.

Data Analysis and Evaluation

For Subrecipient-managed programs (e.g., PIER, IHA, HOP) – OHCS will establish clear performance measures for each project/subrecipient agreement, which will be used as the basis for award. Subrecipients are required to report monthly on the status of their project or program, in line with the performance measures and beneficiary information included in their approved application and/or subrecipient agreement.

For HARP - Equitable recovery will be measured by the number of households assisted and through an analysis of the demographics information of those households assisted, to identify whether trends anywhere in the process that indicate whether we are or are not meeting the program equity and resilience goals. Some of the elements require OHCS vendors and subrecipients to track data on applicants include:

- Outreach Numbers
- Intake Numbers, with breakdown of the following types of information for program applicants:
    - Demographics
    - Income
    - Damaged housing type
    - Recovery status
    - Household composition
- Eligibility determination outcomes and timeline
- Award calculations and challenges resulting from duplication of benefits
- Grant agreement timelines and obstacles
- Timeline for completing construction/rehousing

- Assistance provided to tenants eligible under the Uniform Relocation Act

For all programs, OHCS will use the data and information collected from OHCS and vendor program implementers, the information in the SOR, and the OHCS monitoring team to determine whether program policies need to be updated/amended and/or if those amendments trigger a need for amending the ReOregon Action Plan.

Quantifying Results

State-Funded Programs: During the 2021 session, the Oregon Legislature allocated $150.4 million, as part of House Bill 5006, to Oregon Housing and Community Services to assist fire survivors and their communities with recovery from the 2020 Labor Day fires. As of April 30, 2024, OHCS has spent $98.0 million in what had been appropriated as General Fund and $24.7 million in Lottery Bond proceeds, for a total of $122.7 million spent. Approximately $36 million of the $150.4 million was allocated to the Wildfire Recovery and Resilience Account (WRRA) program, which supported 450 households with intermediate/temporary housing over the life of the program and supported 867 households with permanent recovery. Over 65% of the households supported were at 80% area median income or below.

With the support of state wildfire funding, more than 100 units are expected to be move-in ready by the end of 2024 across Lincoln, Lane, and Jackson counties.

ReOregon: Under the **Homeowner Assistance and Reconstruction Program** (HARP), OHCS expects to provide awards during the 2023-25 biennium to reconstruct or replace 500 new homes, based on current results from the HARP eligibility questionnaire, program estimates as reported to HUD and an average unit cost of $250,000. OHCS expects that while the majority of awards for reconstruction/replacement of the 500 homes will be made in the 2023-25 biennium, due to construction/replacement timelines, many of those homes will be ready for occupancy in the 2025-27 biennium.

OHCS will allocate $89 million in funding under the **Homeownership Opportunities Program** (HOP) directly to counties or county-approved subrecipients to support affordable housing development for fire-impacted renters. Depending on program design developed by each county and based on an average unit cost of $300,000-$400,000, OHCS expects to facilitate the construction or purchase/rehabilitation of 100 homes in the 2025-27 biennium.

To date, 16 **Planning, Infrastructure and Economic Revitalization** (PIER) projects have been selected by local selection committees and two of those projects are ready for award. OHCS anticipates funding approximately nine projects at the end of the current biennium. Recognizing that complex projects may take multiple years to complete, it is anticipated that the majority of project activities will take

place in the 2025-27 biennium. Economic revitalization projects or any project that has direct, individual beneficiaries will also generate data on number of people served.

OHCS anticipates serving about 215 households, on average, each month under the **Intermediate Housing Assistance** (IHA) program, beginning in January 2025 and continuing to provide services into the 2025-27 biennium.

OHCS expects that the majority of activity under the **Housing Recovery Services** (HRS) program will take place during the current biennium and at the beginning of the 2025-27 biennium when the program is launched at the beginning of 2025. The program expects to serve approximately 150 households in the current biennium.

The majority of activity under **Legal Services** will take place during the current biennium when the program is launched at the beginning of 2025. The program expects to serve approximately 150 households, but the final number served will be based on the need for legal assistance.

The **Resilience Planning Program** (RPP) is expected to be launched near the end of the current biennium/beginning of the 2025-27 biennium. OHCS expects to complete two projects under RPP.

Revenue Sources

Other Funds:
Beginning Balance: $7,309,722

Federal Funds: $163,510,769

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 510 - HH Disaster Recovery & Resiliency Limitation

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	163,510,769	-	-	163,510,769
Total Revenues	**-**	**-**	**-**	**$163,510,769**	**-**	**-**	**$163,510,769**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	4,880,928	-	-	4,880,928
Empl. Rel. Bd. Assessments	-	-	-	2,088	-	-	2,088
Public Employees' Retire Cont	-	-	-	1,026,946	-	-	1,026,946
Social Security Taxes	-	-	-	373,392	-	-	373,392
Paid Family Medical Leave Insurance	-	-	-	19,528	-	-	19,528
Worker's Comp. Assess. (WCD)	-	-	-	1,218	-	-	1,218
Flexible Benefits	-	-	-	1,229,832	-	-	1,229,832
Total Personal Services	**-**	**-**	**-**	**$7,533,932**	**-**	**-**	**$7,533,932**
Services & Supplies							
Instate Travel	-	-	-	41,784	-	-	41,784
Employee Training	-	-	-	50,913	-	-	50,913
Office Expenses	-	-	-	75,095	-	-	75,095
Telecommunications	-	-	-	27,303	-	-	27,303
Data Processing	-	-	-	37,427	-	-	37,427
Professional Services	-	-	-	10,000,000	-	-	10,000,000
IT Professional Services	-	-	-	628,512	-	-	628,512
Attorney General	-	-	-	371,121	-	-	371,121
Employee Recruitment and Develop	-	-	-	8,413	-	-	8,413
Dues and Subscriptions	-	-	-	18,850	-	-	18,850

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 510 - HH Disaster Recovery & Resiliency Limitation

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	-	134,850	-	-	134,850
IT Expendable Property	-	-	-	97,150	-	-	97,150
Total Services & Supplies	**-**	**-**	**-**	**$11,491,418**	**-**	**-**	**$11,491,418**
Special Payments							
Other Special Payments	-	-	7,309,722	144,485,419	-	-	151,795,141
Total Special Payments	**-**	**-**	**$7,309,722**	**$144,485,419**	**-**	**-**	**$151,795,141**
Total Expenditures							
Total Expenditures	-	-	7,309,722	163,510,769	-	-	170,820,491
Total Expenditures	**-**	**-**	**$7,309,722**	**$163,510,769**	**-**	**-**	**$170,820,491**
Ending Balance							
Ending Balance	-	-	(7,309,722)	-	-	-	(7,309,722)
Total Ending Balance	**-**	**-**	**($7,309,722)**	**-**	**-**	**-**	**($7,309,722)**
Total Positions							
Total Positions							29
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**29**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 510 - HH Disaster Recovery & Resiliency Limitation

Cross Reference Name: Disaster Recovery & Resiliency
Cross Reference Number: 91400-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							29.00
Total FTE	-	-	-	-	-	-	**29.00**

_____ **Agency Request**
2025-27 Biennium

_____ **Governor's Budget**
Page _____

_____ **Legislatively Adopted**
Essential and Policy Package Fiscal Impact Summary - BPR013

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

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request	2025-27 Governor's Recommended
Other Funds Limited							
Interest Income							
Interest - Disaster Recovery & Resiliency	3400	0605			$ 3,341,000	$ 3,600,000	$ 3,600,000
Housing Div Loan Repayments							
DRR housing Div Loan Repayments	3400	0930				$ 10,325,336	$ 10,325,336
Other Revenues							
Misc Revenues -Disaster Recovery & Resiliency	3400	0975		$ 82,094			$ -
Transfer In - Intrafund	3400	1010	$ 53,114,461	$ 552,125			$ -
Transfer Out - Intrafund	3400	2010	$ -	$ (26,496)		$ (542,133)	$ (520,154)
Total Other Funds Limited	**3400**		**$ 53,114,461**	**$ 607,723**	**$ 3,341,000**	**$ 13,383,203**	**$ 13,405,182**
Federal Funds Limited							
Federal Funds Revenue		0995					
Department of Housing & Urban Development	6400	0955	$ -	$ 140,062,134	$ 60,550,000	$ 169,706,237	$ 169,606,052
Transfer Out - Intrafund	6400	2010				$ (2,323,174)	$ (2,225,146)
Total Federal Funds Limited	**6400**		**$ -**	**$ 140,062,134**	**$ 60,550,000**	**$ 167,383,063**	**$ 167,380,906**

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

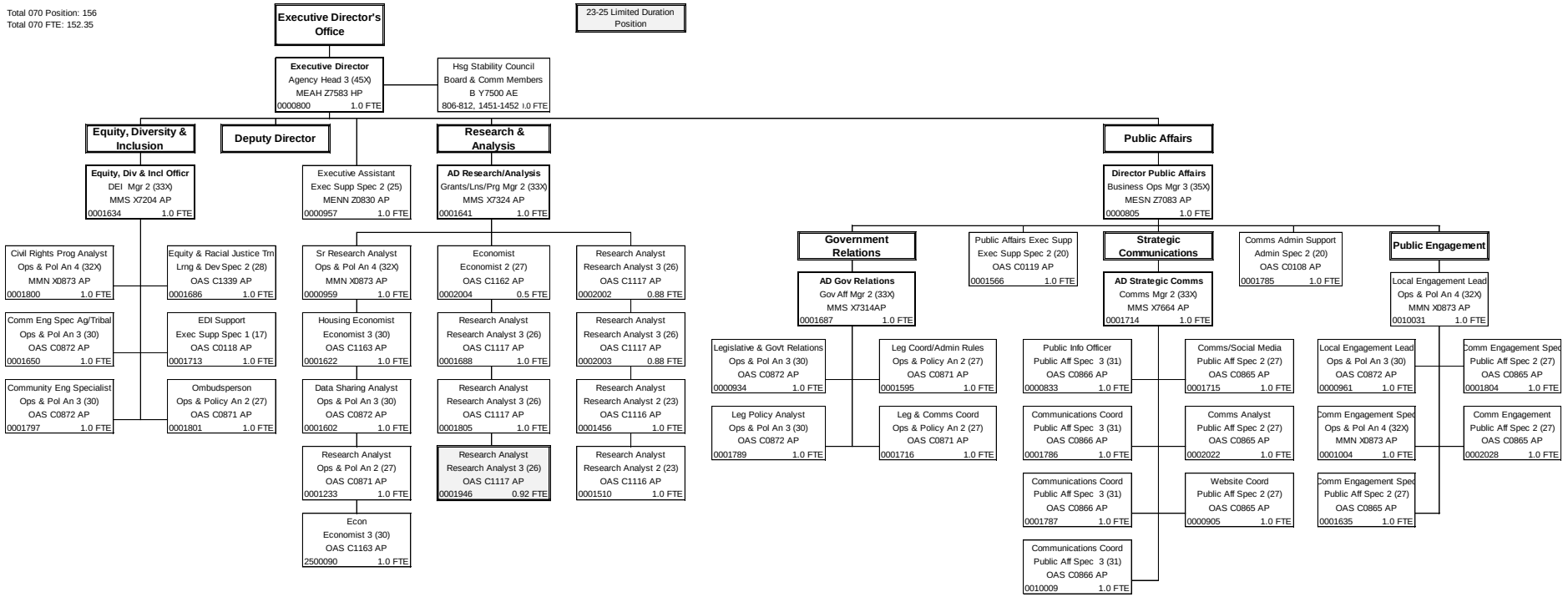
Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-060-00-00-00000**

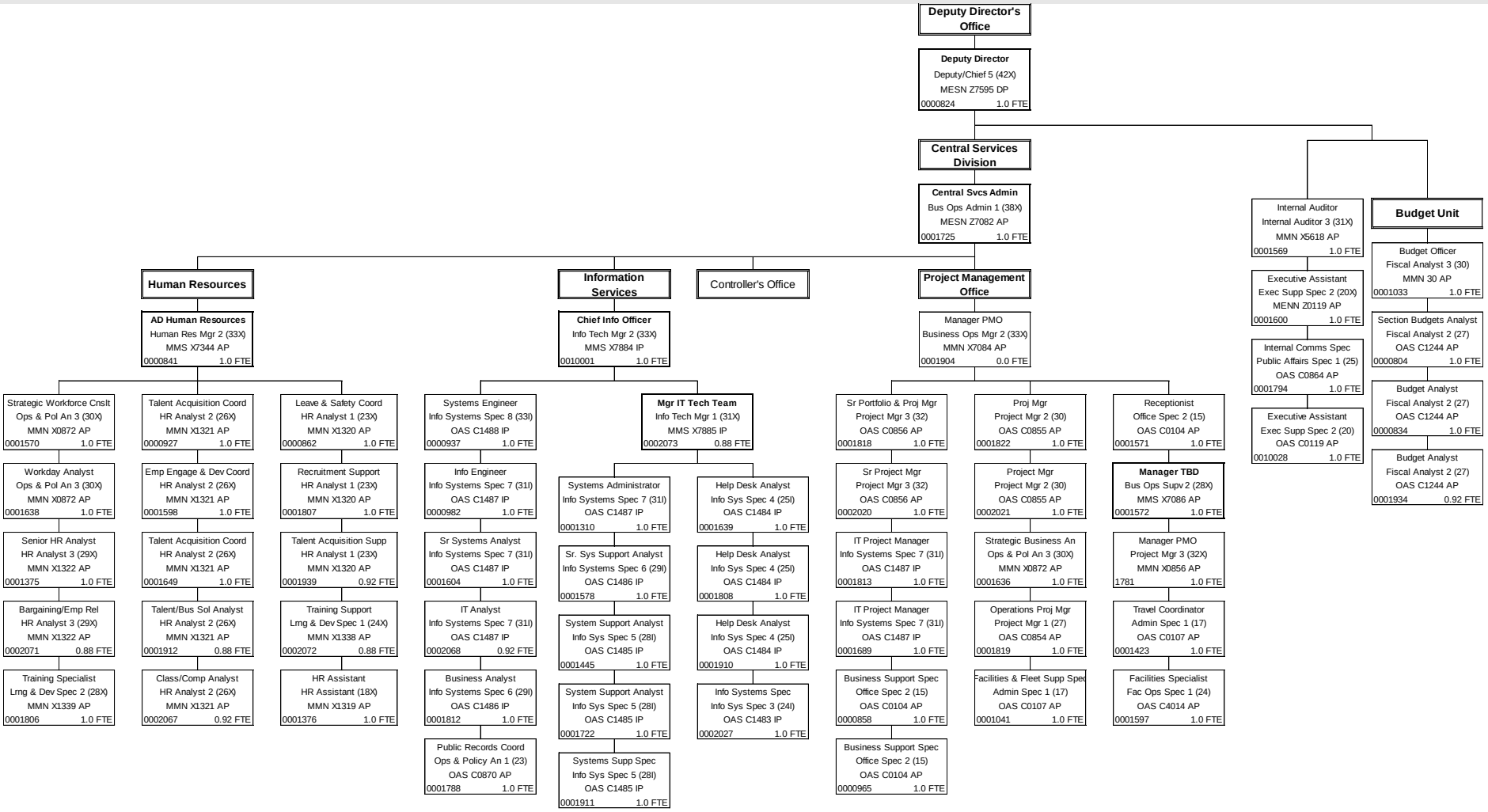
Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Interest Income	-	-	-	3,600,000	3,600,000	-
Housing Div Loan Repayments	-	-	-	10,325,336	10,325,336	-
Other Revenues	-	-	82,094	-	-	-
Transfer In - Intrafund	53,114,461	552,125	552,125	-	-	-
Transfer Out - Intrafund	-	-	(26,496)	(542,133)	(520,154)	-
Total Other Funds	**$53,114,461**	**$552,125**	**$607,723**	**$13,383,203**	**$13,405,182**	**-**
Federal Funds						
Federal Funds	-	139,220,759	140,062,134	169,706,237	169,606,052	-
Transfer Out - Intrafund	-	-	-	(2,323,174)	(2,225,146)	-
Total Federal Funds	**-**	**$139,220,759**	**$140,062,134**	**$167,383,063**	**$167,380,906**	**-**

Central Services

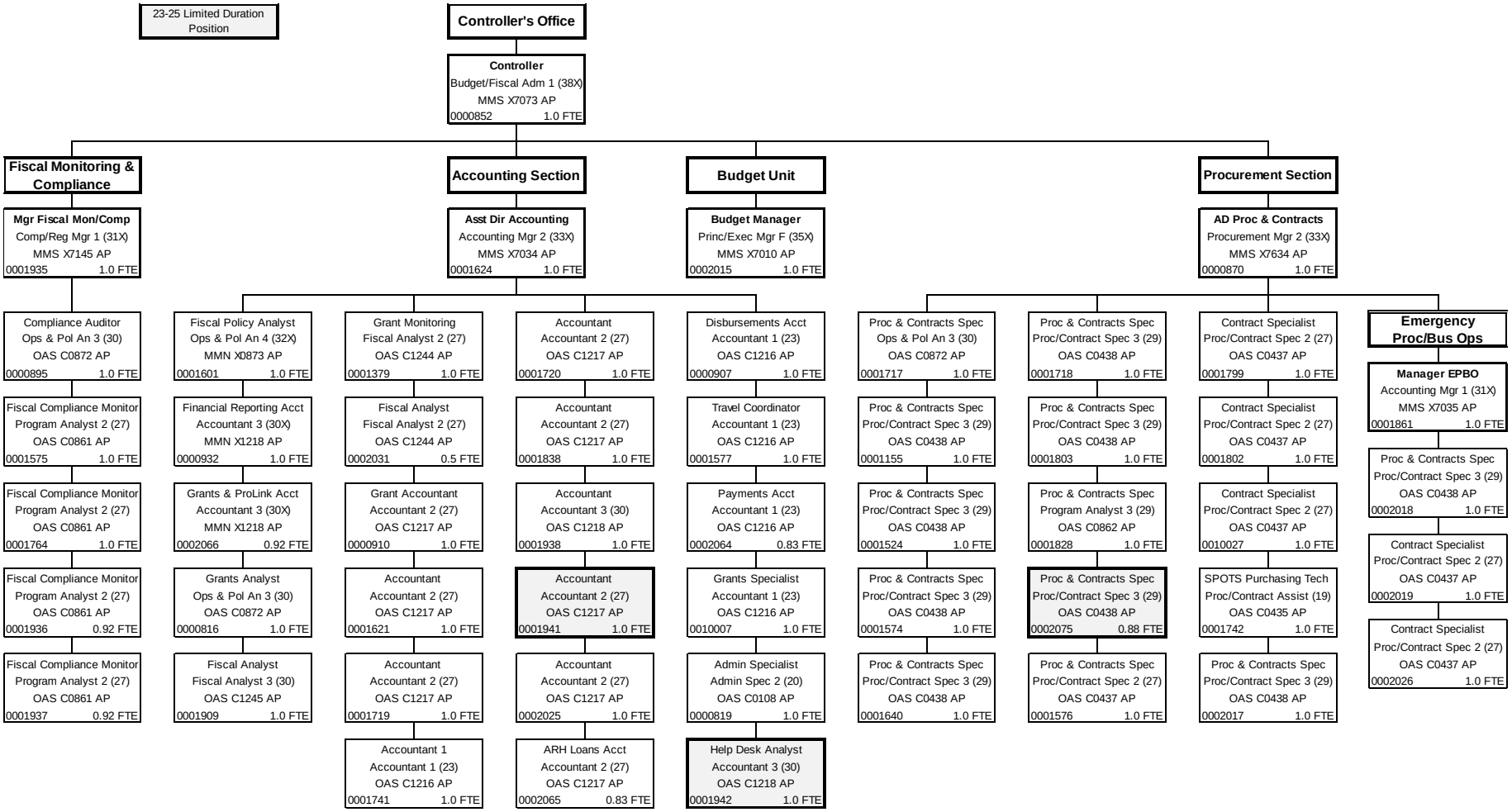
Central Services 2023-25 Organizational Charts



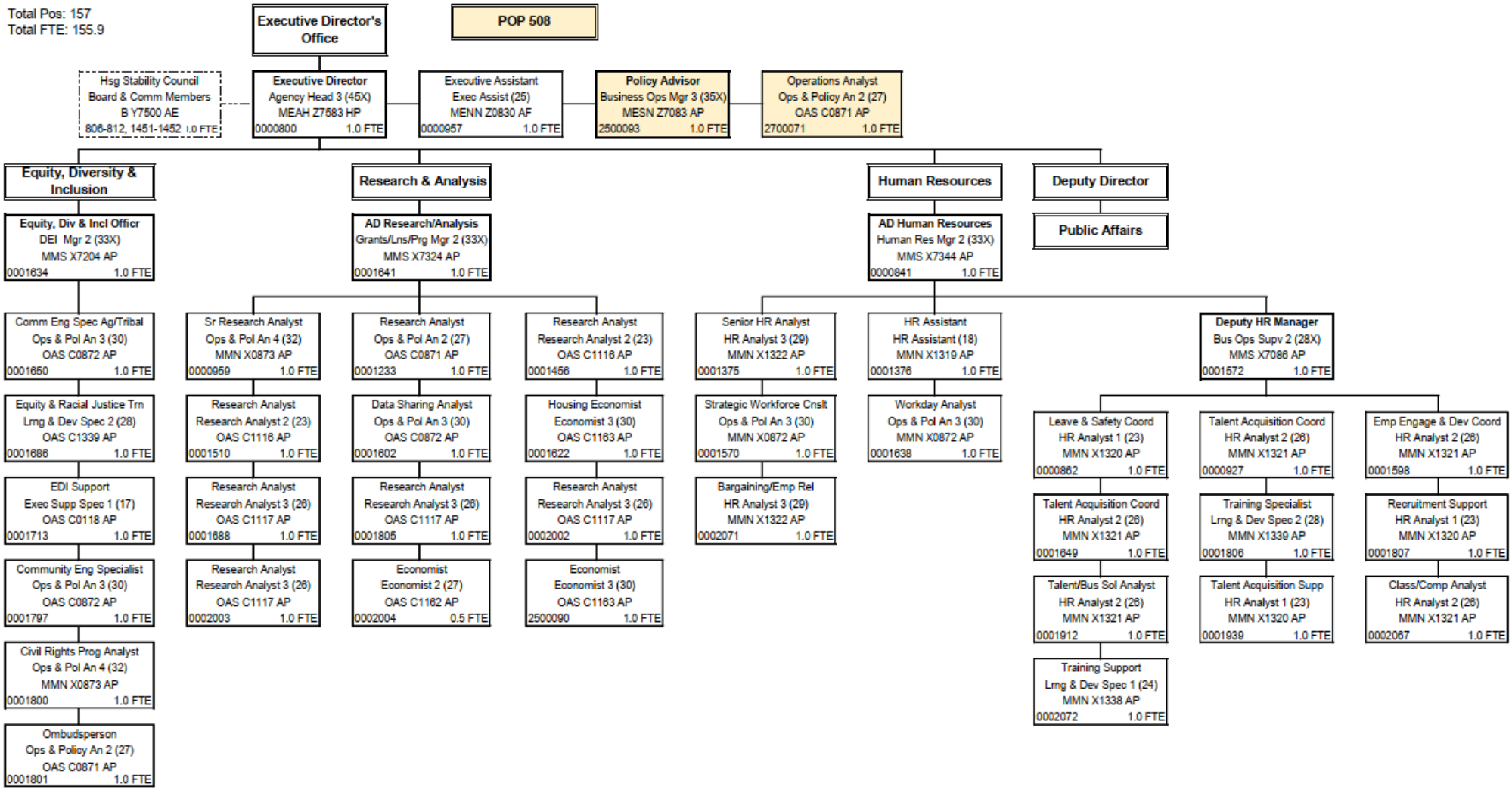
BUDGET NARRATIVE

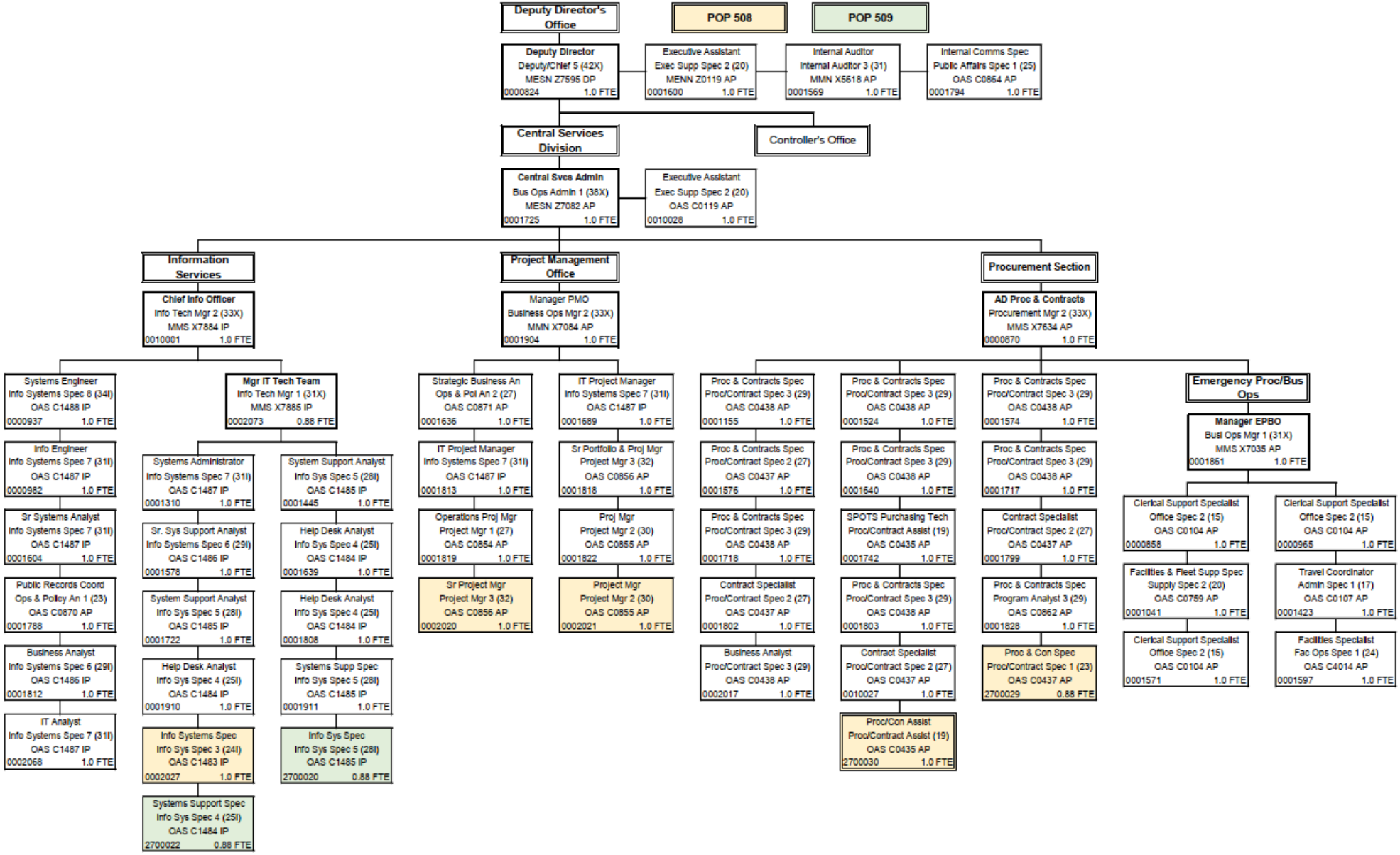


BUDGET NARRATIVE

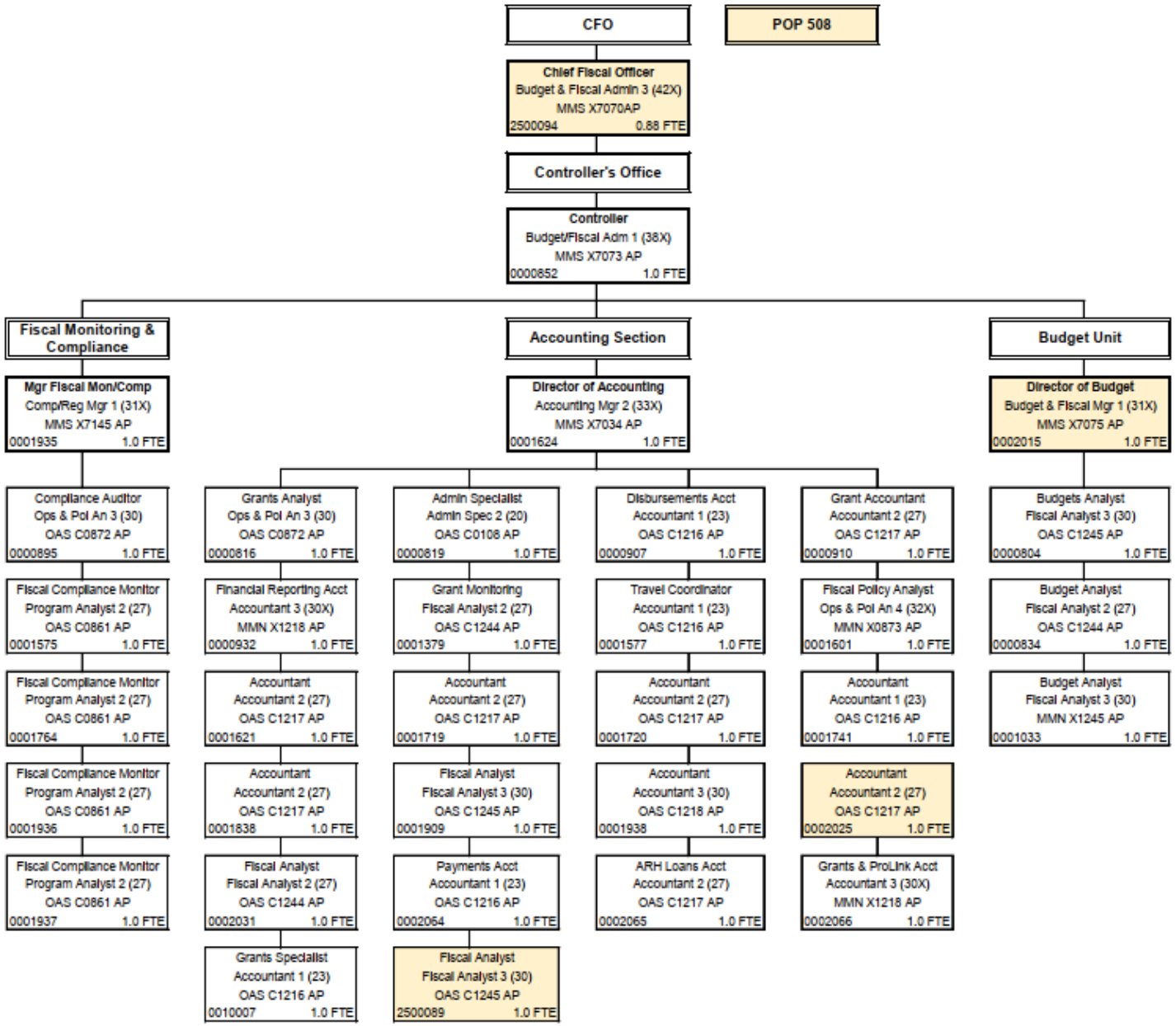


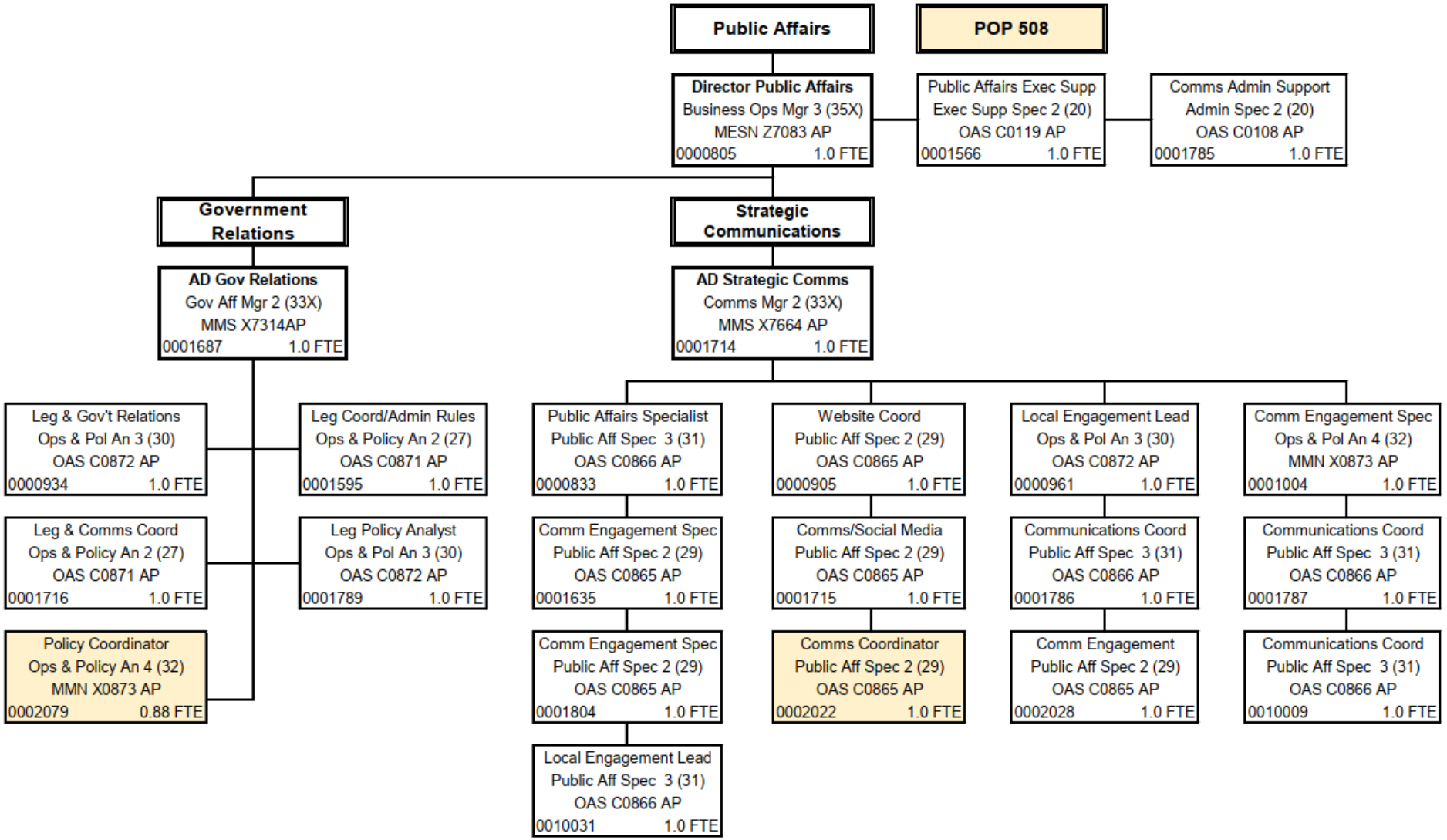
Central Services 2025-27 Organizational Charts




Deputy Director's Office
POP 508
POP 509
Deputy Director
Deputy/Chief 5 (42X)
MESN Z7595 DP
0000824 1.0 FTE
Executive Assistant
Exec Supp Spec 2 (20)
MENN Z0119 AP
0001600 1.0 FTE
Internal Auditor
Internal Auditor 3 (31)
MMN X5618 AP
0001569 1.0 FTE
Internal Comms Spec
Public Affairs Spec 1 (25)
OAS C0864 AP
0001794 1.0 FTE
Central Services Division
Controller's Office
Central Svcs Admin
Bus Ops Admin 1 (38X)
MESN Z7082 AP
0001725 1.0 FTE
Executive Assistant
Exec Supp Spec 2 (20)
OAS C0119 AP
0010028 1.0 FTE
Information Services
Project Management Office
Procurement Section
Chief Info Officer
Info Tech Mgr 2 (33X)
MMS X7884 IP
0010001 1.0 FTE
Manager PMO
Business Ops Mgr 2 (33X)
MMN X7084 AP
0001904 1.0 FTE
AD Proc & Contracts
Procurement Mgr 2 (33X)
MMS X7634 AP
0000870 1.0 FTE
Systems Engineer
Info Systems Spec 8 (34I)
OAS C1488 IP
0000937 1.0 FTE
Mgr IT Tech Team
Info Tech Mgr 1 (31X)
MMS X7885 IP
0002073 0.88 FTE
Strategic Business An
Ops & Pol An 2 (27)
OAS C0871 AP
0001636 1.0 FTE
IT Project Manager
Info Systems Spec 7 (31I)
OAS C1487 IP
0001689 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0001155 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0001524 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0001574 1.0 FTE
Emergency Proc/Bus Ops
Info Engineer
Info Systems Spec 7 (31I)
OAS C1487 IP
0000982 1.0 FTE
Systems Administrator
Info Systems Spec 7 (31I)
OAS C1487 IP
0001310 1.0 FTE
System Support Analyst
Info Sys Spec 5 (28I)
OAS C1485 IP
0001445 1.0 FTE
IT Project Manager
Info Systems Spec 7 (31I)
OAS C1487 IP
0001813 1.0 FTE
Sr Portfolio & Proj Mgr
Project Mgr 3 (32)
OAS C0856 AP
0001818 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 2 (27)
OAS C0437 AP
0001576 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0001640 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0001717 1.0 FTE
Manager EPBO
Busi Ops Mgr 1 (31X)
MMS X7035 AP
0001861 1.0 FTE
Sr Systems Analyst
Info Systems Spec 7 (31I)
OAS C1487 IP
0001604 1.0 FTE
Sr. Sys Support Analyst
Info Systems Spec 6 (29I)
OAS C1486 IP
0001578 1.0 FTE
Help Desk Analyst
Info Sys Spec 4 (25I)
OAS C1484 IP
0001639 1.0 FTE
Operations Proj Mgr
Project Mgr 1 (27)
OAS C0854 AP
0001819 1.0 FTE
Proj Mgr
Project Mgr 2 (30)
OAS C0855 AP
0001822 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0001718 1.0 FTE
SPOTS Purchasing Tech
Proc/Contract Assist (19)
OAS C0435 AP
0001742 1.0 FTE
Contract Specialist
Proc/Contract Spec 2 (27)
OAS C0437 AP
0001799 1.0 FTE
Clerical Support Specialist
Office Spec 2 (15)
OAS C0104 AP
0000858 1.0 FTE
Clerical Support Specialist
Office Spec 2 (15)
OAS C0104 AP
0000965 1.0 FTE
Public Records Coord
Ops & Policy An 1 (23)
OAS C0870 AP
0001788 1.0 FTE
System Support Analyst
Info Sys Spec 5 (28I)
OAS C1485 IP
0001722 1.0 FTE
Help Desk Analyst
Info Sys Spec 4 (25I)
OAS C1484 IP
0001808 1.0 FTE
Sr Project Mgr
Project Mgr 3 (32)
OAS C0856 AP
0002020 1.0 FTE
Project Mgr
Project Mgr 2 (30)
OAS C0855 AP
0002021 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 2 (27)
OAS C0437 AP
0001802 1.0 FTE
Proc & Contracts Spec
Proc/Contract Spec 3 (29)
OAS C0438 AP
0001803 1.0 FTE
Proc & Contracts Spec
Program Analyst 3 (29)
OAS C0862 AP
0001828 1.0 FTE
Facilities & Fleet Supp Spec
Supply Spec 2 (20)
OAS C0759 AP
0001041 1.0 FTE
Travel Coordinator
Admin Spec 1 (17)
OAS C0107 AP
0001423 1.0 FTE
Business Analyst
Info Systems Spec 6 (29I)
OAS C1486 IP
0001812 1.0 FTE
Help Desk Analyst
Info Sys Spec 4 (25I)
OAS C1484 IP
0001910 1.0 FTE
Systems Supp Spec
Info Sys Spec 5 (28I)
OAS C1485 IP
0001911 1.0 FTE
Business Analyst
Proc/Contract Spec 3 (29)
OAS C0438 AP
0002017 1.0 FTE
Contract Specialist
Proc/Contract Spec 2 (27)
OAS C0437 AP
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Proc & Con Spec
Proc/Contract Spec 1 (23)
OAS C0437 AP
2700029 0.88 FTE
Clerical Support Specialist
Office Spec 2 (15)
OAS C0104 AP
0001571 1.0 FTE
Facilities Specialist
Fac Ops Spec 1 (24)
OAS C4014 AP
0001597 1.0 FTE
IT Analyst
Info Systems Spec 7 (31I)
OAS C1487 IP
0002068 1.0 FTE
Info Systems Spec
Info Sys Spec 3 (24I)
OAS C1483 IP
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Info Sys Spec
Info Sys Spec 5 (28I)
OAS C1485 IP
2700020 0.88 FTE
Proc/Con Assist
Proc/Contract Assist (19)
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Systems Support Spec
Info Sys Spec 4 (25I)
OAS C1484 IP
2700022 0.88 FTE

BUDGET NARRATIVE

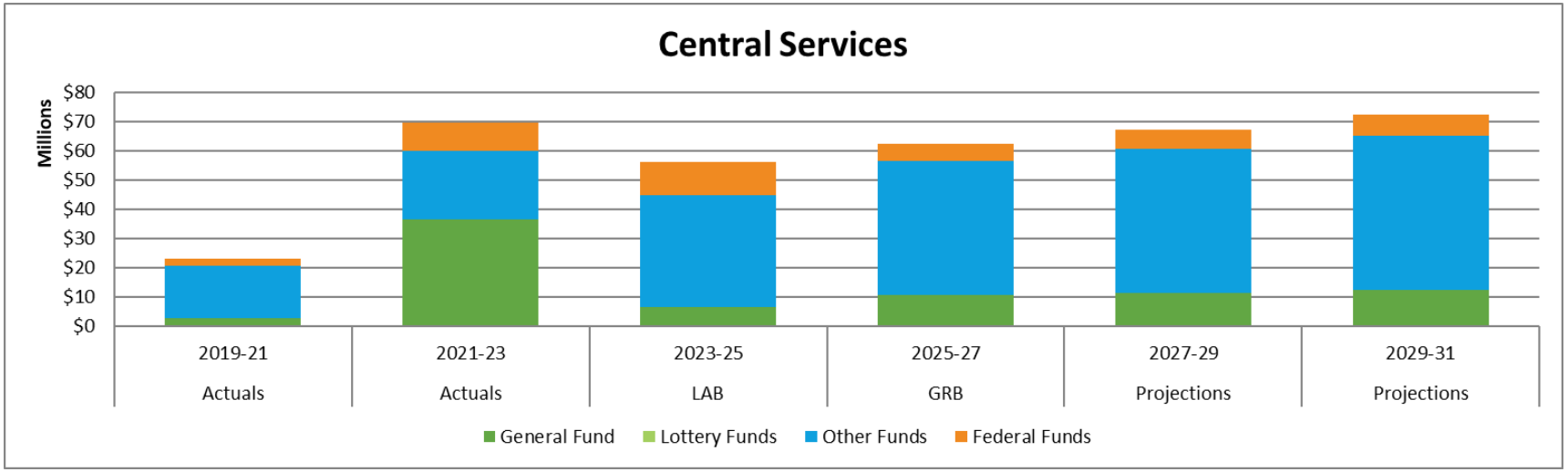



Public Affairs
POP 508
Director Public Affairs
Business Ops Mgr 3 (35X)
MESN Z7083 AP
0000805 1.0 FTE
Public Affairs Exec Supp
Exec Supp Spec 2 (20)
OAS C0119 AP
0001566 1.0 FTE
Comms Admin Support
Admin Spec 2 (20)
OAS C0108 AP
0001785 1.0 FTE
Government Relations
Strategic Communications
AD Gov Relations
Gov Aff Mgr 2 (33X)
MMS X7314AP
0001687 1.0 FTE
AD Strategic Comms
Comms Mgr 2 (33X)
MMS X7664 AP
0001714 1.0 FTE
Leg & Gov't Relations
Ops & Pol An 3 (30)
OAS C0872 AP
0000934 1.0 FTE
Leg Coord/Admin Rules
Ops & Policy An 2 (27)
OAS C0871 AP
0001595 1.0 FTE
Leg & Comms Coord
Ops & Policy An 2 (27)
OAS C0871 AP
0001716 1.0 FTE
Leg Policy Analyst
Ops & Pol An 3 (30)
OAS C0872 AP
0001789 1.0 FTE
Policy Coordinator
Ops & Policy An 4 (32)
MMN X0873 AP
0002079 0.88 FTE
Public Affairs Specialist
Public Aff Spec 3 (31)
OAS C0866 AP
0000833 1.0 FTE
Website Coord
Public Aff Spec 2 (29)
OAS C0865 AP
0000905 1.0 FTE
Local Engagement Lead
Ops & Pol An 3 (30)
OAS C0872 AP
0000961 1.0 FTE
Comm Engagement Spec
Ops & Pol An 4 (32)
MMN X0873 AP
0001004 1.0 FTE
Comm Engagement Spec
Public Aff Spec 2 (29)
OAS C0865 AP
0001635 1.0 FTE
Comms/Social Media
Public Aff Spec 2 (29)
OAS C0865 AP
0001715 1.0 FTE
Communications Coord
Public Aff Spec 3 (31)
OAS C0866 AP
0001786 1.0 FTE
Communications Coord
Public Aff Spec 3 (31)
OAS C0866 AP
0001787 1.0 FTE
Comm Engagement Spec
Public Aff Spec 2 (29)
OAS C0865 AP
0001804 1.0 FTE
Comms Coordinator
Public Aff Spec 2 (29)
OAS C0865 AP
0002022 1.0 FTE
Comm Engagement
Public Aff Spec 2 (29)
OAS C0865 AP
0002028 1.0 FTE
Communications Coord
Public Aff Spec 3 (31)
OAS C0866 AP
0010009 1.0 FTE
Local Engagement Lead
Public Aff Spec 3 (31)
OAS C0866 AP
0010031 1.0 FTE

BUDGET NARRATIVE

Central Services Executive Summary

Long Term Focus Area: **Healthy and Safe Communities, A Thriving Statewide Economy**
Program Contact: **Caleb Yant, Deputy Director**



*For 2021-23, Disaster Recovery & Resilience's actuals were recorded in Central Services, but have been removed from this display.

Program Overview

The Central Services program unit provides essential leadership and business support crucial to achieving the vision of the agency: *All Oregonians have the opportunity to pursue prosperity and live free from poverty*. Central Services includes the Director's Office, the Research Office, the Public Affairs Office, the Equity, Diversity and Inclusion Office, Human Resources Office, and the Central Services Division that consists of the Business Services Section, the Chief Finance Section, the Procurement and Grant Compliance Section, the Accounting Section, Project Management office, and Information Services.

Program Funding Request

OHCS added new positions to support operations in all program units, including creating a new Emergency Response and Resiliency Section. This section will provide a centralized agency response to disasters that impact housing for Oregonians, to include the ongoing COVID-19 health pandemic. In this biennium, the section will administer $90 million in General Fund and lottery bond proceeds to assist wildfire survivors.

BUDGET NARRATIVE

Central Services						
	19-21 Actuals	21-23 Actuals	23-25 LAB	25-27 GRB	27-29 Projections	29-31 Projections
General Fund	$ 2,700,217	$ 36,485,411	$ 6,438,880	$ 44,258,471	$ 11,280,935	$ 12,186,455
Lottery Funds	$ -		$ -	$ -	$ -	$ -
Other Funds	$ 17,772,970	$ 23,315,817	$ 38,339,994	$ 66,702,220	$ 49,200,503	$ 53,040,905
Other Funds - Nonlimited	$ -		$ -	$ -	$ -	$ -
Federal Funds	$ 2,672,506	$ 9,844,821	$ 11,231,494	$ 6,468,855	$ 6,604,664	$ 7,120,521
Federal Funds - Nonlimited	$ -		$ -	$ -	$ -	$ -
Total Funds	**$ 23,145,693**	**$ 69,646,049**	**$ 56,010,368**	**$ 117,429,546**	**$ 67,086,102**	**$ 72,347,881**
Positions	77	179	156	173	172	172
FTE	68.67	142.54	152.33	170.60	169.60	169.60

*For 2021-23, Disaster Recovery & Resilience's actuals were recorded in Central Services, but have been removed from this display.

Program Description

The Central Services program area represents the business support functions within the agency and includes 170.6 FTE. In order to provide clarity for internal and external readers, the budget format features the key responsibility areas of the agency: Housing Stabilization Programs, Affordable Rental Housing Programs, Homeownership Programs, the Homeownership Stabilization Initiative, and Bond Activities and Debt Service. Central Services supports all of these program areas. Centralizing the administrative and operational functions for all areas of the agency enables greater efficiency and facilitates better assessment of program delivery effectiveness. OHCS has leaned in and prioritized the emphasis of centering Diversity, Equity, and Inclusion practices and procedures, the Central Service support is instrumental to the success of these priorities.

Central Services provides essential business services that support the agency's leadership and workforce to achieve the Department's mission: *To provide stable and affordable housing and engage leaders to develop integrated statewide policy that addresses poverty and provides opportunity for Oregonians*.

Program Justification

The Central Services program unit provides support to the entire agency, contributing to the agency's work to support Oregonians through the housing continuum. The guidance and support to the other program units at OHCS sets the stage for OHCS to identify program outcomes that are equitable and effective, allowing for data driven policies, strategies, and decision-making. Central Services is responsible for ensuring the agency has sound business processes and principles, and well-trained workforce to deliver the services. Central Services also helps promote the work of the agency to key partners, ensure community needs are centered in programming and resources are leveraged with other public and private funds.

BUDGET NARRATIVE

Program Performance

Performance measures within Central Services vary across business function, however common drivers include compliance with rules and regulations, effective communication with stakeholders at all levels, effective business processes, and equitable distribution of resources to communities across Oregon grounded in a racial justice lens. Relatedly, OHCS actively participates in statewide efforts to centralize work across the enterprise and with other government entities to streamline administrative functions and be more efficient and effective.

Funding Streams

All funding sources in the agency contribute to Central Services program costs. Based on the agency's HUD-approved cost allocation plan, the relative benefit received by each program pays for the allocated share of costs that contribute toward the Central Services program area. The agency's flexible funding sources, derived mostly from self-supporting activities such as the bond-financed loan programs, administration of non-competitive federal tax credits, and contract duties performed for HUD, subsidize programs that do not provide sufficient revenue to cover costs.

Comparison of 2025-27 Funding Proposal to 2023-25 Funding

The Central Services funding includes additional staff required for deliver on Diversity Equity and Inclusion objectives, emergency management and strategic management requirements, data and research objectives, information technology support including project management efforts, HR support, capital market executions and contracts and procurement support. OHCS received significant funding increases over the past three biennia, however the increase in staff was proportionally less than the increase in funding. These positions are now required to effectively support the department's mission and goals at current service level funding.

BUDGET NARRATIVE

Central Services Programs Description

The Central Services program provides essential leadership and business support crucial to achieving the vision of the agency: *All Oregonians have the opportunity to pursue prosperity and live free from poverty*. Central Services includes the Director's and Deputy Director's Offices; the Research Office; the Public Affairs Division; the Equity, Diversity and Inclusion Office; Human Resources Office; and the Central Services Division that consists of Business Services, the Controller's Office (including Accounting, Budget, and Fiscal Monitoring & Compliance Sections), Procurement and Contracts Section, Project Management Office, and Information Services.

Director's & Deputy Director's Offices

The Director's and Deputy Director's Offices provide overall leadership, policy direction, and administrative oversight for the department. The Housing Stability Council consists of nine members who are appointed by the Governor. As established in statute, the role of the Council is summarized through six themes:

1. Helps establish strategic direction and policy framework for OHCS
2. Helps the Director to foster constructive partnerships with other state agencies and key partners engaged in housing and community services
3. Sets policy for and approves loans, grants, and funding awards
4. Advises policymakers
5. Informs the Director's annual operating plan and biennial budget, and oversees OHCS operations through regular reports from the Director
6. Advocates at all levels on behalf of the department and affordable housing

Research Division

The Research and Analysis section supports the entire agency and has team members focused on and embedded within specific program areas. The team consists of research analysts, operations and policy analysts, and an economist. The outcome of the quantitative and qualitative analysis performed by the research section serves as the basis for how a significant portion of OHCS's resources are allocated and/or awarded. Additionally, the research section leads efforts to share data across state agencies, with local governments, and with partner organizations, to enable better outcomes for vulnerable Oregonians.

Strategic planning includes the creation and implementation of the 5-year Statewide Housing Plan and establishing and monitoring annual goals. A key component of this planning is establishing outcomes and metrics by which the agency can measure the success of its programs.

Public Affairs Division

BUDGET NARRATIVE

The Public Affairs Division consists of three teams, the Government Relations Section, the Communications Section, and the Engagement Team. Public Affairs is the primary Division that engages with the public, elected officials and stakeholders to support legislative coordination, community outreach, communications, rules coordination, and records management.

Equity, Diversity and Inclusion Division

The Equity, Diversity & Inclusion (EDI) Office shepherds the agency's Equity and Racial Justice work by engaging, internally, with executive leadership, management, and staff to develop and implement plans designed to meet the agency's goal of a diverse and inclusive workforce and tracking agency wide progress toward meeting the Equity and Racial Justice goals of the agency's strategic plan, the Statewide Housing Plan (SWHP). The EDI Office also engages externally, with partners, stakeholders, and communities to ensure OHCS' efforts improve service equity to Oregonians. Lastly, the EDI Office provides vision, direction, counsel, and leadership to all employees in areas of equity, racial justice, diversity, and inclusion, in their daily work, and in the programs and activities of the agency.

Human Resources Office

The Human Resources Office supports the agency by providing services such as employee recruitment and retention, employee training activities, leadership development, and workforce planning.

Central Service Division

The Central Services Division is comprised of core sections that support the agency to achieve its mission. This includes accounting, finance, fiscal compliance, procurement and grants, budget, information systems, and project management. Work performed in this division ensures equity, accountability, transparency, stewardship, and security of state resources.

- The Business Services Section provides administrative and operational support activities such as facilities management, worksite safety/security, non-IT inventory, reception, travel coordination, and mail and shipping processing duties.
- The Controller's Office provides services to the agency that include budgeting, accounting, and grants and procurement. The primary objectives of the Controller's Office are effective stewardship of agency and federal funds, compliance with rules and regulations, and financial stability, including identification of opportunities to generate additional mission-driven funding.
- The Procurement and Contracts Section provides procurement and contract services for OHCS, an area of unique complexity given OHCS is statutorily provided with its own procurement authority.
- The Project Management Office (PMO) provides support for initiatives throughout OHCS. The office provides business analysts and project managers for both information technology projects and non-IT projects. This support provides efficiency and structure to usher projects from initiation to implementation. The PMO provides valuable services that ensure successful outcomes for agency initiatives.

- The Information Services Section supports the agency's information technology needs, including network administration, application development, and desktop support functions.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services: This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package includes the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs: Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-Out's are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-In for the Central Services Division

- General Funds
    - Research and Analysis section HPRL Economist - $16k

Phase-Out's for the Central Services Division

- General Funds
    - Oregon Housing Needs Assessment - $484k
    - Executive Oreder Administration Positions - $2.7
    - Administrative Services and Supplies - $119k
    - Technical Assistance & Language Access - $1.7M
- Federal Funds
    - Administrative costs related to CDBG - $682k

030 Inflation and Price List Adjustments: This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift: This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(33,421)	-	-	-	-	-	(33,421)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($33,421)**	**-**	**-**	**-**	**-**	**-**	**($33,421)**
Personal Services							
Temporary Appointments	-	-	3,347	29	-	-	3,376
All Other Differential	-	-	461	6	-	-	467
Public Employees' Retire Cont	-	-	97	1	-	-	98
Pension Obligation Bond	13,174	-	(61,402)	(24,709)	-	-	(72,937)
Social Security Taxes	-	-	291	2	-	-	293
Unemployment Assessments	-	-	181	1	-	-	182
Paid Family Medical Leave Insurance	-	-	2	-	-	-	2
Mass Transit Tax	801	-	7,006	-	-	-	7,807
Vacancy Savings	(47,396)	-	(894,521)	(267,425)	-	-	(1,209,342)
Total Personal Services	**($33,421)**	**-**	**($944,538)**	**($292,095)**	**-**	**-**	**($1,270,054)**
Total Expenditures							
Total Expenditures	(33,421)	-	(944,538)	(292,095)	-	-	(1,270,054)
Total Expenditures	**($33,421)**	**-**	**($944,538)**	**($292,095)**	**-**	**-**	**($1,270,054)**
Ending Balance							
Ending Balance	-	-	944,538	292,095	-	-	1,236,633
Total Ending Balance	**-**	**-**	**$944,538**	**$292,095**	**-**	**-**	**$1,236,633**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 021 - Phase-in

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	31,170	-	-	-	-	-	31,170
Total Revenues	**$31,170**	-	-	-	-	-	**$31,170**
Services & Supplies							
Instate Travel	2,700	-	-	-	-	-	2,700
Employee Training	2,140	-	-	-	-	-	2,140
Office Expenses	4,860	-	-	-	-	-	4,860
Telecommunications	1,620	-	-	-	-	-	1,620
Data Processing	1,980	-	-	-	-	-	1,980
Employee Recruitment and Develop	320	-	-	-	-	-	320
Other Services and Supplies	7,350	-	-	-	-	-	7,350
Expendable Prop 250 - 5000	6,450	-	-	-	-	-	6,450
IT Expendable Property	3,750	-	-	-	-	-	3,750
Total Services & Supplies	**$31,170**	-	-	-	-	-	**$31,170**
Total Expenditures							
Total Expenditures	31,170	-	-	-	-	-	31,170
Total Expenditures	**$31,170**	-	-	-	-	-	**$31,170**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(5,037,428)	-	-	-	-	-	(5,037,428)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($5,037,428)**	-	-	-	-	-	**($5,037,428)**
Personal Services							
Class/Unclass Sal. and Per Diem	(1,722,456)	-	-	-	-	-	(1,722,456)
Empl. Rel. Bd. Assessments	(648)	-	-	-	-	-	(648)
Public Employees' Retire Cont	(362,406)	-	-	-	-	-	(362,406)
Social Security Taxes	(131,768)	-	-	-	-	-	(131,768)
Paid Family Medical Leave Insurance	(6,890)	-	-	-	-	-	(6,890)
Worker's Comp. Assess. (WCD)	(378)	-	-	-	-	-	(378)
Mass Transit Tax	(7,769)	-	-	-	-	-	(7,769)
Flexible Benefits	(381,672)	-	-	-	-	-	(381,672)
Total Personal Services	**($2,613,987)**	-	-	-	-	-	**($2,613,987)**
Services & Supplies							
Instate Travel	(10,575)	-	-	(5,250)	-	-	(15,825)
Employee Training	(8,550)	-	-	(4,275)	-	-	(12,825)
Office Expenses	(19,035)	-	-	(9,450)	-	-	(28,485)
Telecommunications	(6,345)	-	-	(3,150)	-	-	(9,495)
Data Processing	(7,755)	-	-	(3,850)	-	-	(11,605)
Professional Services	(2,200,000)	-	-	-	-	-	(2,200,000)
Employee Recruitment and Develop	(1,291)	-	-	(645)	-	-	(1,936)
Other Services and Supplies	(129,090)	-	-	(14,700)	-	-	(143,790)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	(25,800)	-	-	(12,900)	-	-	(38,700)
IT Expendable Property	(15,000)	-	-	(7,500)	-	-	(22,500)
Total Services & Supplies	**($2,423,441)**	**-**	**-**	**($61,720)**	**-**	**-**	**($2,485,161)**
Total Expenditures							
Total Expenditures	(5,037,428)	-	-	(61,720)	-	-	(5,099,148)
Total Expenditures	**($5,037,428)**	**-**	**-**	**($61,720)**	**-**	**-**	**($5,099,148)**
Ending Balance							
Ending Balance	-	-	-	61,720	-	-	61,720
Total Ending Balance	**-**	**-**	**-**	**$61,720**	**-**	**-**	**$61,720**
Total Positions							
Total Positions							(9)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(9)**
Total FTE							
Total FTE							(9.00)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(9.00)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,050,531	-	-	-	-	-	1,050,531
Total Revenues	**$1,050,531**	-	-	-	-	-	**$1,050,531**
Services & Supplies							
Instate Travel	586	-	6,465	1,629	-	-	8,680
Out of State Travel	-	-	2,378	269	-	-	2,647
Employee Training	509	-	5,339	1,710	-	-	7,558
Office Expenses	1,054	-	14,168	2,620	-	-	17,842
Telecommunications	352	-	5,660	881	-	-	6,893
State Gov. Service Charges	1,019,122	-	1,969,534	(273,303)	-	-	2,715,353
Data Processing	430	-	29,071	1,040	-	-	30,541
Publicity and Publications	-	-	535	-	-	-	535
Professional Services	-	-	26,858	-	-	-	26,858
IT Professional Services	-	-	261	-	-	-	261
Attorney General	-	-	33,258	-	-	-	33,258
Employee Recruitment and Develop	76	-	571	190	-	-	837
Dues and Subscriptions	-	-	3,893	-	-	-	3,893
Facilities Rental and Taxes	-	-	440,578	34,520	-	-	475,098
Facilities Maintenance	-	-	590	98	-	-	688
Agency Program Related S and S	-	-	7,881	-	-	-	7,881
Other Services and Supplies	25,974	-	15,071	2,609	-	-	43,654
Expendable Prop 250 - 5000	1,536	-	6,730	634	-	-	8,900

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	892	-	15,528	2,507	-	-	18,927
Total Services & Supplies	**$1,050,531**	**-**	**$2,584,369**	**($224,596)**	**-**	**-**	**$3,410,304**
Capital Outlay							
Data Processing Software	-	-	4,366	-	-	-	4,366
Total Capital Outlay	**-**	**-**	**$4,366**	**-**	**-**	**-**	**$4,366**
Total Expenditures							
Total Expenditures	1,050,531	-	2,588,735	(224,596)	-	-	3,414,670
Total Expenditures	**$1,050,531**	**-**	**$2,588,735**	**($224,596)**	**-**	**-**	**$3,414,670**
Ending Balance							
Ending Balance	-	-	(2,588,735)	224,596	-	-	(2,364,139)
Total Ending Balance	**-**	**-**	**($2,588,735)**	**$224,596**	**-**	**-**	**($2,364,139)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	4,285,783	-	-	-	-	-	4,285,783
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**$4,285,783**	-	-	-	-	-	**$4,285,783**
Personal Services							
Class/Unclass Sal. and Per Diem	2,808,080	-	969,342	(3,777,424)	-	-	(2)
Empl. Rel. Bd. Assessments	936	-	464	(1,413)	-	-	(13)
Public Employees' Retire Cont	590,821	-	203,951	(794,768)	-	-	4
Pension Obligation Bond	-	-	-	1	-	-	1
Social Security Taxes	213,466	-	74,468	(287,929)	-	-	5
Paid Family Medical Leave Insurance	11,147	-	3,896	(15,042)	-	-	1
Worker's Comp. Assess. (WCD)	543	-	270	(825)	-	-	(12)
Flexible Benefits	553,846	-	277,349	(831,195)	-	-	-
Other OPE	-	-	-	16	-	-	16
Vacancy Savings	(101,057)	-	(75,879)	176,936	-	-	-
Total Personal Services	**$4,077,782**	-	**$1,453,861**	**($5,531,643)**	-	-	-
Services & Supplies							
Facilities Rental and Taxes	429,271	-	907,930	205,276	-	-	1,542,477
Other Services and Supplies	(235,351)	-	140,870	94,481	-	-	-
Total Services & Supplies	**$193,920**	-	**$1,048,800**	**$299,757**	-	-	**$1,542,477**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Data Processing Software	14,081	-	(24,913)	10,832	-	-	-
Total Capital Outlay	**$14,081**	**-**	**($24,913)**	**$10,832**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	4,285,783	-	2,477,748	(5,221,054)	-	-	1,542,477
Total Expenditures	**$4,285,783**	**-**	**$2,477,748**	**($5,221,054)**	**-**	**-**	**$1,542,477**
Ending Balance							
Ending Balance	-	-	(2,477,748)	5,221,054	-	-	2,743,306
Total Ending Balance	**-**	**-**	**($2,477,748)**	**$5,221,054**	**-**	**-**	**$2,743,306**

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POS116 - Net Package Fiscal Impact Report ***Central Services***

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**

Current Service Level **Package Number: 50**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
800	508380	46520	MEAH Z7583 H P	AGENCY HEAD 3	45X	PF	0	8	21,069	-1	0	-1	0	0.00
816	508530	19843	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	10	10,066	0	-1	-1	0	0.00
834	508670	15002	OAS C1244 A P	FISCAL ANALYST 2	27	PF	0	6	7,206	0	0	0	0	0.00
841	508740	29063	MMS X7344 A P	HUMAN RESOURCES MANAGER 2	33X	PF	0	3	8,658	0	-2	-2	0	0.00
852	508790	142	MMS X7072 A P	BUDGET AND FISCAL ADMINISTRA	38X	PF	0	7	13,392	0	-2	-2	0	0.00
895	543150	12259	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	9	9,588	0	0	0	0	0.00
907	564120	33494	OAS C1216 A P	ACCOUNTANT 1	23	PF	0	6	5,965	0	0	0	0	0.00
932	671650	12921	MMN X1218 A P	ACCOUNTANT 3	30	PF	0	9	10,512	0	-2	-2	0	0.00
961	755750	31123	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	10	10,066	0	0	0	0	0.00
982	756130	747	OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	0	10	10,800	0	-1	-1	0	0.00
1310	1162120	6297	OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	0	9	10,316	0	0	0	0	0.00
1375	1173740	23546	MMN X1322 A P	HUMAN RESOURCE ANALYST 3	29	PF	0	9	10,021	0	0	0	0	0.00
1379	1207600	28292	OAS C1244 A P	FISCAL ANALYST 2	27	PF	0	3	6,245	0	0	0	0	0.00
1569	1322340	107880	MMN X5618 A P	INTERNAL AUDITOR 3	31	PF	0	9	11,028	0	0	0	0	0.00
1570	1322400	60020	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	3	7,863	0	0	0	0	0.00
1572	1322450	100725	MMS X7086 A P	BUSINESS OPERATIONS SUPERVI	28X	PF	0	10	9,542	0	-2	-2	0	0.00
1601	1361230	104827	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	0	0	0	0	0.00
1624	1368400	107879	MMS X7034 A P	ACCOUNTING MANAGER 2	33X	PF	0	10	12,165	0	0	0	0	0.00
1634	1376792	122217	MMS X7204 A P	DIVERSITY EQUITY AND INCLUSIO	33X	PF	0	10	12,165	0	0	0	0	0.00
1636	1376794	53802	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	9	8,314	0	0	0	0	0.00
1641	1376799	127056	MMS X7324 A P	GRANTS LOANS AND PROGRAMS	33X	PF	0	10	12,165	0	0	0	0	0.00
1687	1384853	127302	MMS X7314 A P	GOVERNMENT AFFAIRS MANAGER	33X	PF	0	10	12,165	0	0	0	0	0.00
1689	1384855	119643	OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	0	10	10,800	0	0	0	0	0.00
1714	1400895	122931	MMS X7664 A P	COMMUNICATIONS MANAGER 2	33X	PF	0	7	10,512	-1	1	0	0	0.00
1715	1400896	122914	OAS C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	PF	0	4	7,206	0	0	0	0	0.00
1716	1400897	122915	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	5	6,866	0	0	0	0	0.00
1717	1400898	122917	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	10	9,588	0	0	0	0	0.00
1718	1400899	122919	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	6	7,923	0	2	2	0	0.00
1719	1400900	122921	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	0	0	0	0	0.00
1720	1400901	122920	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	5	6,866	0	-1	-1	0	0.00
1722	1400903	122923	OAS C1485 I P	INFORMATION SYSTEMS SPECIALI	28	PF	0	10	9,115	0	0	0	0	0.00
1725	1409291	139618	MESN Z7082 A P	BUSINESS OPERATIONS ADMINIST	38X	PF	0	3	11,028	0	-1	-1	0	0.00
1741	1402577	127298	OAS C1216 A P	ACCOUNTANT 1	23	PF	0	10	7,206	0	0	0	0	0.00

POS116 - Net Package Fiscal Impact Report ***Central Services***

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**
Current Service Level **Package Number: 50**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1742	1402578	127299	OAS C0435 A P	PROCUREMENT AND CONTRACT /	19	PF	0	10	5,965	0	0	0	0	0.00
1764	1402603	126877	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	10	8,713	0	0	0	0	0.00
1786	1402662	127306	OAS C0866 A P	PUBLIC AFFAIRS SPECIALIST 3	31	PF	0	10	10,545	0	0	0	0	0.00
1787	1402663	127305	OAS C0866 A P	PUBLIC AFFAIRS SPECIALIST 3	31	PF	0	10	10,545	0	0	0	0	0.00
1789	1402665	127307	OAS C0872 A P	OPERATIONS & POLICY ANALYST :	30	PF	0	6	8,314	0	0	0	0	0.00
1799	1409119	141457	OAS C0437 A P	PROCUREMENT & CONTRACT SPE	27	PF	0	10	8,713	0	0	0	0	0.00
1805	1409123	141462	OAS C1117 A P	RESEARCH ANALYST 3	26	PF	0	3	5,965	0	0	0	0	0.00
1806	1402613	127287	MMN X1339 A P	LEARNING & DEVELOPMENT SPEC	28	PF	0	6	8,254	0	0	0	0	0.00
1807	1402614	127288	MMN X1320 A P	HUMAN RESOURCE ANALYST 1	23	PF	0	6	6,469	0	0	0	0	0.00
1812	1402615	127294	OAS C1486 I P	INFORMATION SYSTEMS SPECIALI	29	PF	0	3	7,070	0	-2	-2	0	0.00
1813	1402616	127295	OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	0	10	10,800	0	-1	-1	0	0.00
1822	1402617	127293	OAS C0855 A P	PROJECT MANAGER 2	30	PF	0	5	7,923	0	1	1	0	0.00
1861	1410862	143533	MMS X7085 A P	BUSINESS OPERATIONS MANAGEI	31X	PF	0	10	11,028	0	0	0	0	0.00
1904	1439856	146347	MMS X7084 A P	BUSINESS OPERATIONS MANAGEI	33X	PF	0	3	8,658	0	-1	-1	0	0.00
1909	1427273	158126	OAS C1245 A P	FISCAL ANALYST 3	30	PF	0	10	10,066	0	-1	-1	0	0.00
1934	1427298	158147	OAS C1244 A P	FISCAL ANALYST 2	27	PF	0	3	6,245	0	0	0	0	0.00
1937	1427301	158124	OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	8	7,923	0	0	0	0	0.00
2067	1435768	158141	MMN X1321 A P	HUMAN RESOURCE ANALYST 2	26	PF	0	9	8,658	0	-2	-2	0	0.00
10007	516100	15578	OAS C1216 A P	ACCOUNTANT 1	23	PF	0	3	5,169	0	0	0	0	0.00
				General Funds						**0**	**1**	**1**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-2**	**-16**	**-18**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-2**	**-15**	**-17**	**0**	**0.00**

Policy Package 090 Analyst Adjustments

This package reduces General Fund by $0.5 million by increasing vacancy savings by two percent, eliminating Inflation on certain services and supplies accounts. Elimination of two position's (1934 and 2004).

Staffing Impact

Elimination of Fiscal Analyst 2, Permanent Full Time

Elimination of Economist 2 (.50 FTE), Permanent Full Time.

Revenue Sources

General Funds: ($540,659)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(540,659)	-	-	-	-	-	(540,659)
Total Revenues	**($540,659)**	**-**	**-**	**-**	**-**	**-**	**($540,659)**
Personal Services							
Class/Unclass Sal. and Per Diem	(224,820)	-	-	-	-	-	(224,820)
Empl. Rel. Bd. Assessments	(108)	-	-	-	-	-	(108)
Public Employees' Retire Cont	(47,303)	-	-	-	-	-	(47,303)
Social Security Taxes	(17,199)	-	-	-	-	-	(17,199)
Paid Family Medical Leave Insurance	(900)	-	-	-	-	-	(900)
Worker's Comp. Assess. (WCD)	(63)	-	-	-	-	-	(63)
Flexible Benefits	(63,612)	-	-	-	-	-	(63,612)
Vacancy Savings	(114,467)	-	-	-	-	-	(114,467)
Total Personal Services	**($468,472)**	**-**	**-**	**-**	**-**	**-**	**($468,472)**
Services & Supplies							
Instate Travel	(5,986)	-	-	-	-	-	(5,986)
Employee Training	(5,854)	-	-	-	-	-	(5,854)
Office Expenses	(10,774)	-	-	-	-	-	(10,774)
Employee Recruitment and Develop	(881)	-	-	-	-	-	(881)
Other Services and Supplies	(25,974)	-	-	-	-	-	(25,974)
Expendable Prop 250 - 5000	(12,451)	-	-	-	-	-	(12,451)
IT Expendable Property	(10,267)	-	-	-	-	-	(10,267)
Total Services & Supplies	**($72,187)**	**-**	**-**	**-**	**-**	**-**	**($72,187)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	(540,659)	-	-	-	-	-	(540,659)
Total Expenditures	**($540,659)**	**-**	**-**	**-**	**-**	**-**	**($540,659)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							(1)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(1)**
Total FTE							
Total FTE							(1.50)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(1.50)**

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Essential and Policy Package Fiscal Impact Summary - BPR013

Policy Package 092 Statewide Attorney General Adjustments

This package reduces Attorney General rates by 7.47 percent to reflect adjustments in the Governor's Recommended Budget.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

No revenue impact

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 092 - Statewide AG Adjustment

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Attorney General	-	-	(13,165)	-	-	-	(13,165)
Total Services & Supplies	**-**	**-**	**($13,165)**	**-**	**-**	**-**	**($13,165)**
Total Expenditures							
Total Expenditures	-	-	(13,165)	-	-	-	(13,165)
Total Expenditures	**-**	**-**	**($13,165)**	**-**	**-**	**-**	**($13,165)**
Ending Balance							
Ending Balance	-	-	13,165	-	-	-	13,165
Total Ending Balance	**-**	**-**	**$13,165**	**-**	**-**	**-**	**$13,165**

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2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package 093 Statewide DAS Charges Adjustment

This package reduces General Funds and Federal Funds for a Statewide reduction of DAS Charges in the Governor's Recommended Budget.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

General Funds: ($92,778)

Federal Funds: ($67,903)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(92,778)	-	-	-	-	-	(92,778)
Federal Funds	-	-	-	-	-	-	-
Transfer In - Intrafund	-	-	-	(67,903)	-	-	(67,903)
Total Revenues	**($92,778)**	**-**	**-**	**($67,903)**	**-**	**-**	**($160,681)**
Personal Services							
Vacancy Savings	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
State Gov. Service Charges	(52,929)	-	(308,972)	(40,747)	-	-	(402,648)
Facilities Rental and Taxes	(28,249)	-	(164,906)	(21,748)	-	-	(214,903)
Other Services and Supplies	(11,600)	-	(33,170)	(5,408)	-	-	(50,178)
Total Services & Supplies	**($92,778)**	**-**	**($507,048)**	**($67,903)**	**-**	**-**	**($667,729)**
Total Expenditures							
Total Expenditures	(92,778)	-	(507,048)	(67,903)	-	-	(667,729)
Total Expenditures	**($92,778)**	**-**	**($507,048)**	**($67,903)**	**-**	**-**	**($667,729)**
Ending Balance							
Ending Balance	-	-	507,048	-	-	-	507,048
Total Ending Balance	**-**	**-**	**$507,048**	**-**	**-**	**-**	**$507,048**

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2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 508 CSD Portion of OHCS Operational Supports

Package Description

Agency-wide, this package reauthorizes three limited duration positions for additional months in the 2025-27 biennium; restores 24 positions that were authorized as permanent but were associated with the Governor's Executive Orders on Homelessness and received one-time funding; shifts funding for three positions to support manufactured housing; and requests 16 new positions to support affordable rental housing, energy services, housing stabilization, and central support services

Purpose

Provide essential staffing support for on-going priority affordable housing, homeownership, and homelessness prevention services.

How Achieved

For Central Services, this package restores six permanent full-time positions to provide essential support for the proposed funding of shelter maintenance, rehousing, rental assistance and eviction prevention; reauthorizes a limited duration full-time position previously authorized to support HB 3395 for agriculture housing and affordable homeownership loans; and adds six positions to support workload in the Director's Office, finance, procurement, project management, and government relations. Moves on position from Bond and Debt programs to Central Services.

Staffing Impact

Accountant 2, Permanent Full Time
Budget and Fiscal Administrator 3, Permanent Full Time
Budget and Fiscal Manager 1, Permanent Full Time
Business Operations Manager 3, Permanent Full Time
Fiscal Analyst 3, Permanent Full Time
Information Systems Specialist 3, Permanent Full Time
Operations & Policy Analyst 2, Permanent Full Time
Operations & Policy Analyst 4, Permanent Full Time
Procurement & Contract Assistant, Limited Duration
Procurement & Contract Specialist 1, Permanent Full Time

Project Manager 2, Permanent Full Time
Project Manager 3, Permanent Full Time
Public Affairs Specialist 2, Permanent Full Time

Quantifying Results

As OHCS works to be responsive to needs and to deliver resources and programs that ensure Oregonians are safely and stably housed, we know we cannot do so without right-sized staffing to meet the diverse needs we see and hear about. This package allows us to invest in our organizational health and ability to successfully meet the priorities of the Statewide Housing Plan (SWHP), particularly around centering racial justice and equity in policymaking, program design and implementation, community engagement, and service delivery, by ensuring we have the staff needed to operationalize our work.

Adequate staffing capacity across the agency allow equity goals to be achieved across agency work, including in central operations.

Revenue Sources

General Fund: $3,342,739

Federal Funds
Intrafund Transfer: $247,961

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	3,342,739	-	-	-	-	-	3,342,739
Transfer In - Intrafund	-	-	-	247,961	-	-	247,961
Total Revenues	**$3,342,739**	**-**	**-**	**$247,961**	**-**	**-**	**$3,590,700**
Personal Services							
Class/Unclass Sal. and Per Diem	2,097,210	-	427,106	62,587	-	-	2,586,903
Empl. Rel. Bd. Assessments	749	-	139	21	-	-	909
Public Employees' Retire Cont	441,253	-	89,863	13,169	-	-	544,285
Pension Obligation Bond	6,782	-	-	-	-	-	6,782
Social Security Taxes	160,437	-	32,674	4,788	-	-	197,899
Paid Family Medical Leave Insurance	8,390	-	1,708	251	-	-	10,349
Worker's Comp. Assess. (WCD)	437	-	80	14	-	-	531
Mass Transit Tax	9,377	-	360	-	-	-	9,737
Flexible Benefits	441,149	-	81,264	12,988	-	-	535,401
Vacancy Savings	(8,647)	-	-	-	-	-	(8,647)
Reconciliation Adjustment	(61,971)	-	(361)	(2)	-	-	(62,334)
Total Personal Services	**$3,095,166**	**-**	**$632,833**	**$93,816**	**-**	**-**	**$3,821,815**
Services & Supplies							
Instate Travel	21,167	-	10,297	2,377	-	-	33,841
Employee Training	17,100	-	9,263	2,137	-	-	28,500
Office Expenses	38,103	-	18,533	4,277	-	-	60,913
Telecommunications	12,700	-	6,177	1,427	-	-	20,304
Data Processing	15,523	-	7,550	1,743	-	-	24,816

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Employee Recruitment and Develop	2,580	-	1,397	323	-	-	4,300
Other Services and Supplies	58,800	-	31,850	7,350	-	-	98,000
Expendable Prop 250 - 5000	51,600	-	27,950	6,450	-	-	86,000
IT Expendable Property	30,000	-	16,250	3,750	-	-	50,000
Total Services & Supplies	**$247,573**	**-**	**$129,267**	**$29,834**	**-**	**-**	**$406,674**
Total Expenditures							
Total Expenditures	3,342,739	-	762,100	123,650	-	-	4,228,489
Total Expenditures	**$3,342,739**	**-**	**$762,100**	**$123,650**	**-**	**-**	**$4,228,489**
Ending Balance							
Ending Balance	-	-	(762,100)	124,311	-	-	(637,789)
Total Ending Balance	**-**	**-**	**($762,100)**	**$124,311**	**-**	**-**	**($637,789)**
Total Positions							
Total Positions							13
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**13**
Total FTE							
Total FTE							12.64
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**12.64**

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Policy Package # 509 Information Technology Support

Package Description -

This policy option package has two components - the Grant Management System and ProLink.

GMS: This policy option package will support modernization of grants management, improving the agency's ability to deliver funds, track and manage grants, and provide reports to track services and financial spending more effectively. A more comprehensive, modern grants management system would enable the agency to receive and deliver funds more effectively and efficiently, allowing us to provide service to our partners more easily. Current grant management processes are inconsistent and rely on a combination of complex spreadsheets and proprietary applications. . This package will allow OHCS to create and implement a system that addresses the challenges associated with delivering funds and ease our partners' burdens and challenges in reporting on their use of funds. The evolving scope and scale of grants management necessitate . the modernization of proprietary software solutions on a cloud-based platform leading to improved performance, better user experience, and enhanced security. **ProLink**: ProLink HFA is the established data system of record for the Affordable Rental Housing Division. The plan is to keep this system in full use while supporting improved functionality of ProLink HFA. This requires implementing needed system enhancements that will improve the user experience and data quality overall. This package will allow OHCS to continue the use of the ARH data systems and continue to address the challenges associated with delivering funds and monitoring partner performance while ensuring data integrity. The growing scale of funds delivery for affordable rental housing requires the maintenance and enhancement of our established data systems. This includes covering the known annual costs, intentional planning for known needed system enhancements and preparation for contingencies that may arise.

Purpose

GMS: A priority in our Statewide Housing Plan is to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. We have determined that using disjointed grant management systems and spreadsheets is not equitable for partners across programmatic divisions of the agency, and OHCS needs to invest in resources to remove the barriers by streamlining grant management. OHCS is not only growing in agency staff, but also in the programs and dollars funneled through the agency. It is crucial that we invest in systems that can adequately manage the increasing number and complexity of grants for the long term. New programs, including the emergency response effort, rapid organizational growth rate, and an increasing number of partner organizations to deliver grants in alignment with legislative direction, have highlighted the need to modernize and enhance how we manage the entire grant process.

Investment in our proprietary software will allow us to implement a comprehensive system to ensure our efforts remain consistent and sustainable as we grow. We are fortunate to have skilled developers to provide much of our needs historically, but we must proactively mitigate risks associated with the use aging architecture by shifting to a cloud platform that will allow for greater flexibility in enhancements to the applications. This shift will allow for continuation of operations in the event of outages to the State Network during an emergency. Unprecedented emergency response efforts have illustrated the need to be agile and adaptive. This package will enable OHCS to build resiliency in such circumstances.

ProLink: Continued investment in the established data system will allow us to ensure our efforts remain consistent and sustainable as we grow. We have been fortunate to have obtained ProLink HFA following direction from a Secretary of State audit finding to reduce the use of ad hoc data tracking tools and custom systems that use aging architecture. Unprecedented emergency response efforts in affordable rental housing production have illustrated the need to be agile and adaptive. This package will enable OHCS to maintain resiliency in such circumstances.

How Achieved

GMS: OHCS will use existing funds from flexible resources and administrative allowances from program funds, if available, to develop this system. Enterprise Information Services is aware of our decision to move from Oracle into the cloud platform This package will enable many improvements in delivering essential housing-related grants to Oregonians in this biennium (25-27) and beyond, including:

Outreach and engagement opportunities – Communication could be significantly streamlined, allowing more diverse stakeholders to participate in various points of the granting process. Configurable portals would allow OHCS to collaborate more efficiently, and marketing tools would enable us to reach more Oregonians in less time.

Standardization and automation opportunities – Several tasks are currently done manually in various systems that could be standardized, which would reduce duplication of efforts and create a system of record, as well as reducing opportunities for errors. Automating processes can free up staff to spend more time delivering services and less time compiling disjointed information for review and analysis.

Increased compliance and transparency – Data could be more accessible via modern connections to other record systems with APIs. Easily configurable permissions would give stakeholders appropriate views into relevant data and statuses. A modernized solution would provide more opportunities to track regulatory compliance obligations effectively.

Improved planning capabilities – Better tools to manage resources, documents, and data would enable OHCS to better plan and act quickly. This investment would also help us to identify, monitor, and mitigate risks associated with our core business processes.

Alignment with broader State of Oregon Enterprise Information Services (EIS) goals, strategies, and values - Process overviews and reporting functionality will increase accountability, a core EIS value. Portals for internal and external users will make us more customer-focused and collaborative. Adoption of a modernized grants management system is aligned with the cloud-first approach to IT investments and will increase a data-informed culture.

Enhanced abilities to evaluate and measure grant performance – The desired solution would allow the ability to integrate desired outcomes into applications, reports, and dashboards that display progress toward goals.

OHCS has developed an implementation plan for the grant management modernization in this investment request. To achieve these goals, the following activities must take place:

1. Appropriate resource allocation for project management and project members. This includes the
    a. initial project planning to deliver a lift and shift minimum viable product
    b. stakeholder engagement,
    c. agile development schedules
    d. Testing plans, QA
2. Begin the process of enhancing the base software product in the final quarter of 2025. We will use the agile methodology to develop the software product with a heavy focus on user experience (UX) and functionality.

ProLink:
Identified Tasks to start as soon as possible:

- Continued, ongoing use of ProLink HFA-Maintenance of the system for ongoing and improved serviceability.
- Compliance Audit Module Improvements-This module is currently designed to enter information following a compliance audit and tenant file review and then generate a report to be sent to owner/agents. It is our intent to submit a CR to ProLink to re-build and enhance this module to be more dynamic in function. This will remove the need for compliance staff to write a Word Doc report to be sent and then also follow up with data entry into ProLink. Modifying the module will allow compliance staff to enter all compliance audit details and tenant file findings and then generate the report. This will improve the overall process and improve efficiencies. In turn, the modification will allow accurate data input to the ProLink system for ongoing

implementation of the risk assessment functions that are reliant on compliance and inspection data to be fully utilized. Currently waiting for budget and contract to move forward.

- Procorem Security Role Improvements – This correction will remove the bulk functionality from the Account Administrator role and add it to the appropriate business user role/s. Bulk functions such as template publishing and task management should be assigned to a "user role" and not an Account Admin. In the current state, users must be given Account Admin access in order to do this needed work. Account Administrator access should be reserved for system management and security, not for multiple end users. This modification to the roles-based architecture will provide a role with appropriate permissions to perform tasks at the correct level.
- Accounting-Loan functionality-ACH-NACHA Improvements – Accounting has expressed need for better functionality regarding loans and NACHA file processes. With the expected increase in ARH funding activity in the coming years, improved loan functionality and NAHCA file processes are greatly needed. We have a CR created for the work with all-in cost estimate provided from ProLink. We are currently waiting for budget and contract to move forward.
  Possible changes to the system include (TBD):
  - Add the following to loans menu
    - Draws / Disbursement
      - Track initial disbursement of loan amount
      - Date, check, wire info, etc.
      - Ideally coming from Dev Draws or PSH Activity Funding
    - Payments from borrower
      - Check, date paid, etc.
      - How payment was applied (principal / interest / late fees, etc.)
    - Amortization Schedule
      - Uses loan amount, term, rate, payment frequency, loan type, draws, and payments from borrower to calculate remaining schedule
      - Calc Balance Due, Period Accrued Interest, Interest Payment, Total Accrued Interest
      - Handle changes to decreased draw amounts, changed term, changed interest rate, changed ownership, prepayments, additional principal payments, early payoff, default, etc.
      - Track and handle forgivable loans
      - Track interest step rates (e.g. years 1-2 = 4%, years 3-5 = 5%, years 6+ = 7%)
    - Delinquent/Late fees
      - Calculation (e.g. after 15 days late, 5% late charge of delinquent amount, additional 1% for each late month thereafter)

  - Invoicing / Statements (optional since OHCS is currently using QuickBooks for AR billings)
    - Generate a report statement of due amount, current balance, etc.
  - Reports, Data Views, Workflow, SmartDox

- Compliance Physical Inspections Improvements (NSPIRE)- ProLink currently provides a fully functioning Inspection module with dynamic fields for conducting physical inspections of properties. The connection of the work in the field is less desirable as it utilizes the ProLink SmartDox functionality of excel spreadsheets and this process is cumbersome and adds labor to the inspectors work in the field. The compliance section inspectors need the use of an app- based, user friendly tool in the field. ProLink has not started the work of creating an app-based tool for inspections so far. However, since the April ProLink Conference and more HFAs including OHCS opting use the InspectCheck app for inspections, ProLink is actively thinking about collaborating with InspectCheck by implementing a direct connection between systems or creating their own app – whichever may be more cost effective. The internal ProLink data team will be working with the ProLink vendor to design the enhancements for the system.

We will make formal request to ProLink using the Change Request process for each improvement/enhancement needed. This will include scope research and costing estimates for each requested CR and project management by ProLink and Data Systems Team from start to implementation and ongoing system management.

Staffing Impact

Information Specialist 4, Permanent Full Time

Information Specialist 5, Permanent Full Time

Quantifying Results

GMS: A new grants management system will allow OHCS to integrate internal systems to better determine who we are serving, the services provided, and with what funding sources. This will allow OHCS to build the system infrastructure and improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure grantee performance. In addition to internal efficiencies, the system will improve access to grants, uploading required documentation, and reporting for grantees.

ProLink: This data system will allow OHCS to maintain internal systems and data integrity to better determine who we are serving, the affordable rental housing needs, and with what funding sources. This will allow OHCS to build the system infrastructure and

improve the efficacy of our programs. It will also provide the ability to track how quickly funds are disbursed to partners, which will enable us to evaluate and measure partner performance. In addition to internal efficiencies, the system will continue to improve informative data for all OHCS purposes associated with rental housing production and maintenance

Equity and Racial Justice Impact

GMS: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. A modern grants management system would improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. Our existing grants management solutions are not designed to facilitate these goals, especially in a manner that reflects their urgency and importance. We are not alone in these goals, and that is evidenced by the growing number of existing grants management software solutions which contain components specifically tooled to identify and address inequities among various demographics. Better grant monitoring will also improve accountability measures for grantees, allowing OHCS to identify and intervene if grantee service trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give us the needed system improvements to do just that.

ProLink: Equity and Racial Justice is a guiding principle of Oregon's Statewide Housing Plan. Maintaining and enhancing ProLink HFA data systems will continue to improve our ability to deliver on goals to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity. This data system will also continue to improve accountability measures for grantees, allowing OHCS to identify and intervene if delivery of funds for affordable rental housing trends indicate a barrier to delivery on these goals. We must have systems in place to collect appropriate information, track outcomes, and analyze deficiencies. This package will give continue to provide OHCS the needed system with improvements to do just that.

Revenue Sources

General Fund: $308,399

Federal Funds: $39,170

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 509 - HH Information Technology Supports

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	308,399	-	-	-	-	-	308,399
Transfer In - Intrafund	-	-	-	39,170	-	-	39,170
Total Revenues	**$308,399**	**-**	**-**	**$39,170**	**-**	**-**	**$347,569**
Personal Services							
Class/Unclass Sal. and Per Diem	167,341	-	92,724	21,398	-	-	281,463
Empl. Rel. Bd. Assessments	76	-	41	9	-	-	126
Public Employees' Retire Cont	35,209	-	19,509	4,502	-	-	59,220
Social Security Taxes	12,802	-	7,093	1,637	-	-	21,532
Paid Family Medical Leave Insurance	669	-	371	86	-	-	1,126
Worker's Comp. Assess. (WCD)	44	-	24	6	-	-	74
Mass Transit Tax	-	-	1	-	-	-	1
Flexible Benefits	44,528	-	24,120	5,566	-	-	74,214
Total Personal Services	**$260,669**	**-**	**$143,883**	**$33,204**	**-**	**-**	**$437,756**
Services & Supplies							
Instate Travel	3,802	-	2,059	475	-	-	6,336
Employee Training	3,420	-	1,853	428	-	-	5,701
Office Expenses	6,843	-	3,707	855	-	-	11,405
Telecommunications	2,281	-	1,236	285	-	-	3,802
Data Processing	2,788	-	1,510	348	-	-	4,646
IT Professional Services	-	-	-	-	-	-	-
Employee Recruitment and Develop	516	-	280	65	-	-	861
Other Services and Supplies	11,760	-	6,370	1,470	-	-	19,600

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 509 - HH Information Technology Supports

Cross Reference Name: Central Services
Cross Reference Number: 91400-070-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	10,320	-	5,590	1,290	-	-	17,200
IT Expendable Property	6,000	-	3,250	750	-	-	10,000
Total Services & Supplies	**$47,730**	**-**	**$25,855**	**$5,966**	**-**	**-**	**$79,551**
Total Expenditures							
Total Expenditures	308,399	-	169,738	39,170	-	-	517,307
Total Expenditures	**$308,399**	**-**	**$169,738**	**$39,170**	**-**	**-**	**$517,307**
Ending Balance							
Ending Balance	-	-	(169,738)	-	-	-	(169,738)
Total Ending Balance	**-**	**-**	**($169,738)**	**-**	**-**	**-**	**($169,738)**
Total Positions							
Total Positions							2
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**2**
Total FTE							
Total FTE							1.76
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.76**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE							
Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request	2025-27 Governor's Recommended
Other Funds Limited							
Lottery Bonds							
Disaster Recovery & Resiliency	3400	0565	$ 53,130,000			$ -	$ -
Interest Income							
Interest - Disaster Recovery & Resiliency	3400	0605	$ 600,781				
Interest-Central Services	3400	0605	$ 910,512	$ 178,607	$ 3,047,000	$ 2,928,000	$ 2,928,000
Donations		0905					
Oregon Housing Needs Assistance Donations	3400	0905	$ 569,330				
Other Revenues							
Misc OFOA-W	3400	0975	$ 6,251		$ -	$ 6,240	$ 6,240
R&A Misc Rev	3400	0975	$ 37				
Accounting & Procurement Misc Rev	3400	0975	$ 13,633				
Info Services Misc Rev	3400	0975	$ 134				
Public Affairs Misc Rev	3400	0975		$ 6,972	$ 2,500		
Transfer In - Intrafund	3400	1010	$ 21,878,085	$ 38,014,776		$ 46,658,798	$ 44,767,214
Transfer In From General Fund							
EDI: POP 529	3400	1060				$ 30,000,000	$ -
Wildfire Relief	3400	1060	$ 27,101,190				
Transfer in From OHA (Oregon Health Authority)		1443					
1115 Waiver - Admin (Central Service) Positions	3400	1443		$ 346,576	$ 346,576	$ 477,300	$ 477,300
Transfer Out - Intrafund	3400	2010	$ (53,114,461)	$ (206,937)			$ -
Transfer Out to DAS	3400	2107	$ (2,901,285)				
Total Other Funds Limited	**3400**		**$ 48,194,207**	**$ 38,339,994**	**$ 3,396,076**	**$ 80,070,338**	**$ 48,178,754**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE							
Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request	2025-27 Governor's Recommended
Department of Housing & Urban Development	6400	0995	$ 9,844,821	$ 11,231,494	$ 81,073	$ -	$ -
Transfer In - Intrafund	6400	1010			$ 45,000	$ 6,468,855	$ 6,252,874
Total Federal Funds Limited	**6400**		**$ 9,844,821**	**$ 11,231,494**	**$ 126,073**	**$ 6,468,855**	**$ 6,252,874**

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

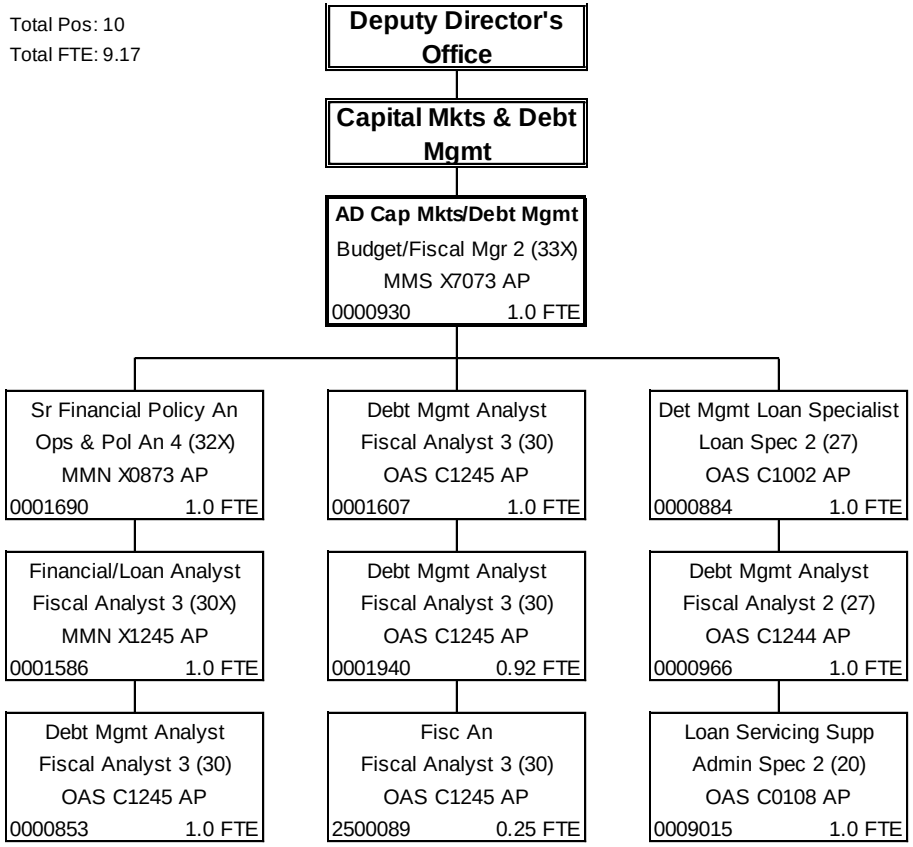
Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-070-00-00-00000**

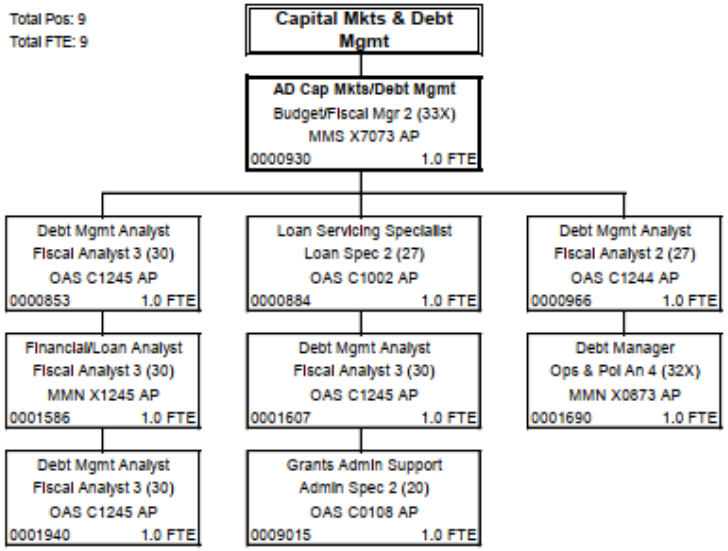
Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Lottery Bonds	53,130,000	-	-	-	-	-
Interest Income	1,511,293	178,607	178,607	2,928,000	2,928,000	-
Donations	569,330	-	-	-	-	-
Other Revenues	20,055	6,972	6,972	6,240	6,240	-
Transfer In - Intrafund	21,878,085	35,725,586	38,014,776	46,658,798	44,767,214	-
Transfer from General Fund	27,101,190	-	-	30,000,000	-	-
Tsfr From Oregon Health Authority	-	346,576	346,576	477,300	477,300	-
Transfer Out - Intrafund	(53,114,461)	(206,937)	(206,937)	-	-	-
Tsfr To Administrative Svcs	(2,901,285)	-	-	-	-	-
Total Other Funds	**$48,194,207**	**$36,050,804**	**$38,339,994**	**$80,070,338**	**$48,178,754**	**-**
Federal Funds						
Federal Funds	9,844,821	10,534,002	11,231,494	-	-	-
Transfer In - Intrafund	-	-	-	6,468,855	6,252,874	-
Total Federal Funds	**$9,844,821**	**$10,534,002**	**$11,231,494**	**$6,468,855**	**$6,252,874**	**-**

Bond Activities and Debt Service

Bond Activities and Debt Service 2023-25 Organizational Chart



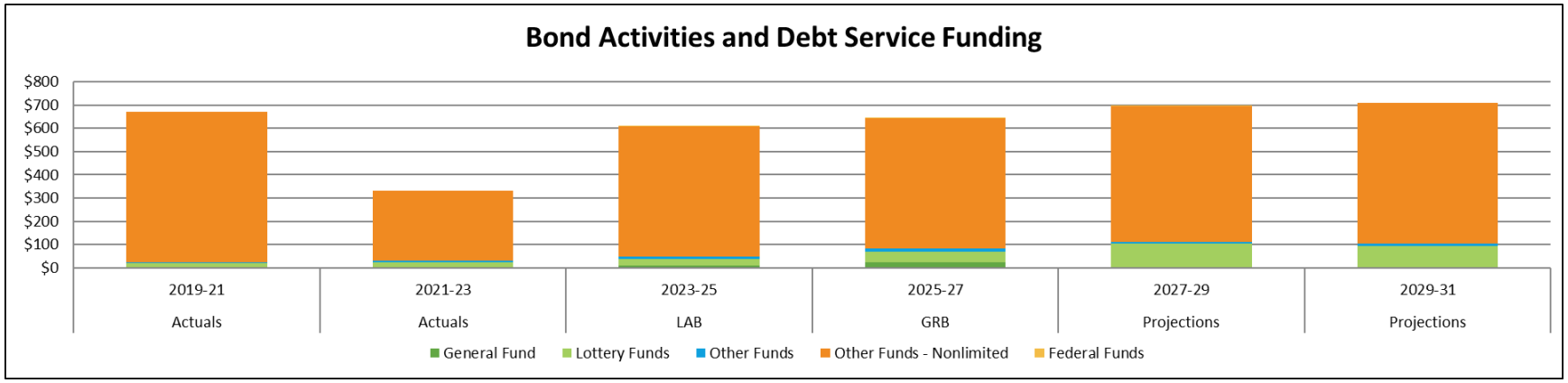
Bond Activities and Debt Service 2025-27 Organizational Chart



Bond Activities and Debt Service Executive Summary

Long Term Focus Area: **Healthy and Safe Communities, A Thriving Statewide Economy**
Program Contact: **Matthew Harris, Caleb Yant**

BUDGET NARRATIVE



Program Overview

Oregon Housing and Community Services' (OHCS) bond-financed loan programs provide safe and affordable rental housing to low-income Oregonians and provide opportunities for first-time homebuyers to finance their mortgages at below-market interest rates. Bond related activities include disbursement of bond proceeds to finance multifamily and single-family mortgage loans, bond issuance costs, administrative expenses related to outstanding debt, and asset-protection costs associated with foreclosures and acquired properties. OHCS Debt Service activities represent expenditures that repay investors and other parties' obligations owed on the outstanding debt issued by the agency to finance various loan program activities.

Program Funding Request

The funding for 2025-27 includes eight positions (8.0 FTE) and related Services and Supplies, non-limited Other Funds for program and debt service costs, General Fund and Lottery Funds for debt service on bonds issued in prior biennia, and costs of issuance for additional General Obligation and Lottery bonds requested in policy packages.

BUDGET NARRATIVE

Bond Activities and Debt Service						
	19-21 Actuals	21-23 Actuals	23-25 LAB	25-27 GRB	27-29 Projections	29-31 Projections
General Fund	$ 23,047,217	$ 3,008	$ 217,107	$ 280,201	$ 291,689	$ 303,648
General Fund Debt Service		$ 66,822,093	$ 126,667,431	$ 272,323,985	$ 315,199,570	$ 309,786,072
Lottery Funds	$ 21,752,234	$ 25,217,808	$ 29,707,030	$ 46,675,634	$ 105,522,920	$ 95,359,093
Other Funds	$ 3,402,461	$ 5,090,016	$ 11,294,872	$ 14,768,655	$ 7,183,021	$ 7,722,880
Other Funds - Nonlimited	$ 646,515,631	$ 300,450,015	$ 558,273,134	$ 558,263,371	$ 581,380,334	$ 605,469,879
Other Funds Nonlimited Debt Service		$ 352,875,542	$ 324,175,922	$ 139,750,437	$ 144,627,940	$ 144,624,166
Other Funds Debt Svc Ltd		$ 33,223	$ 1,425,554		$ 30,000	$ 30,000
Federal Funds	$ 2,588	$ 3,164		$ -	$ -	$ -
Total Funds	**$ 694,720,131**	**$ 750,494,869**	**$ 1,051,761,050**	**$ 1,032,062,283**	**$ 1,154,235,473**	**$ 1,163,295,738**
Positions	7	8	10	9	9	9
FTE	6.50	8.00	9.17	9.00	9.00	9.00

Program Description

OHCS' Debt Management Team is responsible for all activities related to the debt issuance and on-going administration of the department's various bond programs. This includes ensuring compliance with all federal tax regulations, state laws, bond covenants and other contractual requirements related to the tax-exempt bonds issued by OHCS, including all reporting and continuing disclosure requirements related to these bonds. The Debt Management Team is also responsible for investment activities related to all funds in these various bond programs and oversees all loan servicing activities, including loan payment processing, foreclosure, mortgage insurance claims processing and disposition of acquired properties for the mortgage loans financed by the department's various bond programs.

Bond-Related Activities provide the mechanism to expend funds related to OHCS bond financed loan programs. OHCS sells tax-exempt bonds to investors and uses the proceeds to finance multifamily and single-family mortgage loans.

For multifamily housing bonds, projects financed with tax-exempt bonds must meet either of the following requirements: 1) 40 percent of the project's units at rents that would be affordable to persons at 60 percent of area-median income or less; or 2) 20 percent of the project's unit at rents that would be affordable to persons at 50 percent of area-median income or less. For single-family housing bonds, this includes borrower eligibility requirements that generally restrict the program to owner-occupied properties, first-time homebuyers with incomes that do not exceed area median income, and purchase price limits established by the federal government.

OHCS' residential (single-family) loan program utilizes a network of local banks and mortgage companies located throughout Oregon to reserve, underwrite and originate mortgage loans for eligible borrowers. Participation by these lenders is critical to the success of the residential loan program. OHCS uses bond proceeds to purchase loans from these lenders which remain in OHCS' single-family loan portfolio.

Debt Service expenditures represent the repayment of amounts borrowed from investors, the proceeds from which provide the funding for OHCS' Bond-Related Activities. These expenditures represent the largest portion of OHCS's budget each biennium.

OHCS sells tax-exempt bonds to investors and uses the proceeds to finance multifamily and residential (single-family) mortgage loans. Investors play a key role in the success of this program. Since interest earned from these bonds is generally exempt from federal income tax, investors are willing to accept lower interest yields on these investments. This results in reduced borrowing costs, which are passed on to borrowers in the form of below-market interest rates on their loans.

As of July 15, 2024, OHCS had the following amounts of direct revenue bonds and Elderly and Disabled Housing Bonds outstanding:

Indenture	Outstanding Bonds (as of July 15, 2024)
Mortgage Revenue Bonds (Single-Family Mortgage Program)	$1,002,445,000
Housing Revenue Bonds (Single-Family Mortgage Program)	$0
Multifamily Housing Revenue Bonds	$18,060,000
Total Direct Revenue Bonds	$1,020,505,000
Elderly and Disabled Housing Bonds	$19,030,000
Total State of Oregon General Obligation Bonds	$19,030,000
Total Outstanding Bonds (excluding Pass Through Revenue Bonds)	**$1,039,535,000**

Program Justification

OHCS bond activities help ensure all Oregonians have access to decent housing which meets their basic needs and allows them to reach their full potential by providing the funding mechanism that creates affordable housing for low to median income Oregonians. The program unit also protects OHCS bond programs and the reputation of all State of Oregon bond programs by managing the agency's debt service obligations. A default on OHCS' debt service obligations would likely result in an immediate ratings downgrade, which not only would preclude the agency from being able to issue future debt, but more importantly, would potentially cause the agency to violate various covenants in bond documents and other related agreements, creating additional liability and other serious financial conditions or result in costly litigation for these bond programs and the agency.

BUDGET NARRATIVE

Program Performance

The primary performance measure for Bond Related Activities is the number of affordable housing units financed for multifamily and single-family housing. The following table illustrates performance for the past ten fiscal years:

	2008	2009	2010	2011	2012	2013	2014	2015	2017-19	2019-21	2021-23	2023-25 Projected
Single Family Units	1,850	836	171	383	520	360	394	334	1,743	1,046	985	1,374
Multifamily Units *	79	323	0	144	239	0	0	0	0	0	0	0
Total	1,929	1,159	171	527	759	360	394	334	1,743	1,300	1,300	1,374

**Excludes multifamily units financed with proceeds of pass-through revenue ("conduit") bonds.*

For single-family housing, the data above is based on the number of loans purchased from program lenders. For multifamily housing, figures are based on loans closed in each fiscal year.

Enabling Legislation and Program Authorization

OHCS' bond-financed loan programs are authorized throughout ORS Chapter 456. In addition, Article XI-I (2) of the Oregon Constitution authorizes that bonds used to finance multifamily housing for elderly and disabled persons be issued as general obligation bonds of the State of Oregon, and establishes a limit of Elderly and Disabled Housing Bonds that may be outstanding at any given time in an amount equal to or not to exceed 0.5 percent of true cash value of all taxable property in the State (as of January 1, 2023, this amount is about $5.116 billion).

ORS 456.661 establishes a limit for all outstanding direct revenue bonds issued by OHCS in an amount not to exceed $2.5 billion. ORS 456.692 exempts pass-through revenue bonds issued by OHCS from the outstanding debt limitation established by ORS 456.661. Specific legislation passed each biennium establishes OHCS' biennial new issuance limits by debt category and allocates federal "private activity bond" authority to the agency for the following two calendar years. Debt service payments related to OHCS bond-financed loan programs are considered Other Funds – Non-Limited for budgetary purposes.

BUDGET NARRATIVE

Funding Streams

Proceeds from the sale of OHCS bonds provide the funding stream for purchasing or financing loans and funding bond indenture required reserves. All of OHCS' bond-financed loan programs are self-supporting activities; as such, all debt service expenditures are funded solely from borrower's payments received on loans financed under each indenture, interest earnings on invested indenture funds and reserves, proceeds from the sale of acquired properties and any recoveries from mortgage insurance related to these foreclosed properties. No other state or federal revenues are received to support the debt service payments or other costs of these programs. Although restricted by federal tax law and bond indenture restrictions, income earned over and above amounts needed to cover debt service and program administrative expenses can be used to pay the general operating expenses of the agency. Loan purchases/financing, bond issuance costs and asset protection are Other Funds (Non-Limited) expenditures and administrative expenses are Other Funds (Limited) in the OHCS budget.

Successful financing of multifamily housing projects with tax-exempt bond proceeds usually requires the leveraging of multiple sources of capital. In addition to the proceeds of tax-exempt bonds, most multifamily housing projects utilize other funding sources such as 4% housing tax credits, state and federal grants, federal housing subsidies, local property tax abatement, subordinated debt or other funding sources from local governments, deferred developer's fees, and other capital contributions. For conduit bond issues, lenders are also often able to take advantage of the Oregon Affordable Housing Tax Credit (OAHTC), a lenders tax credit, which helps them effectively lower the interest offered to borrowers.

This program unit also has limitation for costs of issuance and debt service on general obligation and lottery bonds issued on OHCS' behalf by the Department of Administrative Services. OHCS receives the proceeds from these bonds but does not perform any of the work to manage these debts other than as required by the Department of Administrative Services.

Comparison of 2025-27 Funding Proposal to 2023-25 Funding

The Other Funds budget, including Limited, Non-Limited, and Debt Service, is stable compared to the 2023-25 budget. One additional position is requested in 2025-27 due to capacity constraints as OHCS continues to issue high levels of conduit bonds and potentially new multifamily direct revenue bonds. Lottery Funds Debt Service and General Fund Debt Service are adjusted for bonds issued in previous biennia and additional bonds proposed in 2025-27.

Bond Activities and Debt Service Description

The Capital Markets and Debt Management section supports the organization by executing on a variety of municipal bond and secondary capital market financial transactions. This section ensures OHCS retains its bond indenture ratings while providing critical funding to agency programs on top of state and federal appropriations.

Investors play a key role in the success of this program. Since interest earned from these bonds is generally exempt from federal income tax, investors are willing to accept lower interest yields on these investments. This results in reduced borrowing costs, which are passed on to borrowers in the form of below-market interest rates on their loans.

OHCS uses two different approaches to finance multifamily housing projects with revenue bond loan programs. One approach involves the issuance of direct revenue bonds in which OHCS underwrites multifamily housing projects and directly finances these projects with bond proceeds. These loans remain in OHCS' multifamily loan portfolio.

The other approach involves the issuance of pass-through ("conduit") revenue bonds. These bonds are issued as "no obligation" debt of OHCS and the State of Oregon, who are simply providing borrowers with access to lower financing rates in the tax-exempt market. Most conduit revenue bonds are sold as private placements to large commercial banks. As the bond purchaser, these banks underwrite the projects and negotiate specific transaction terms with the borrower. The success of this program is largely dependent upon the capacity of commercial banks that operate in Oregon to participate as lenders.

Expenditures related to OHCS' bond-financed loan programs include the following:

- Disbursement of lendable bond proceeds to purchase single-family loans and finance multifamily housing loans from non-conduit bond issues, as well as amounts disbursed to borrowers as down payment assistance generated from certain single-family bond structures.
- Bond issuance costs that include all charges for professional services (bond underwriters, attorneys, financial advisors, trustees, etc.) incurred when bonds are issued to assure compliance with all state, federal and investor requirements.
- Administrative expenses related to outstanding debt (trustee fees, State Treasury assessments, legal and financial advisory services, bond liquidity and remarketing fees, etc.) that are necessary to assure compliance with all covenants to bond holders and federal tax law requirements for the entire period that bonds remain outstanding.
- Asset protection expenses that include all costs associated with acquiring and maintaining foreclosed properties necessary to preserve OHCS' claims to mortgage insurance proceeds, keep properties in marketable condition and prevent properties from becoming blights on the communities in which they are located.

The success of new loan production in tax-exempt bond financed programs is largely affected by general economic conditions, and current financial markets. The extended period of historically low conventional mortgage interest rates has continued to make financing affordable housing at below-market rates with tax-exempt bond programs difficult.

For multifamily housing projects financed through OHCS bond programs, reduced borrowing costs to developers and federal tax law affordability requirements result in decreased monthly rents for qualified tenants, as well as affordable housing opportunities for vulnerable populations, such as elderly and disabled persons.

Single-family loans financed through OHCS bond programs provide qualified first-time homebuyers the opportunity to move from being renters to homeowners. When persons advance through the housing continuum into home ownership, it helps to free up existing multifamily housing stock, thereby increasing affordable housing opportunities for all Oregonians.

Both multifamily and single-family loan production also stimulates economic activity in communities and statewide. Some economic models suggest that for every $1 million of bond proceeds used to finance multifamily or single-family loans, between 8.6 and 14.6 direct and indirect jobs are created or saved statewide. This includes jobs in construction, banking, real estate, and other related services.

Current market conditions require more complexity in bond structures that often impact the size and timing of issuance. Even with the housing crisis and Great Recession, OHCS has continuously accepted single family loan reservations since November 20213.

Multifamily loan production had increased substantially during the 2019-21 biennium. Since the inception of OHCS' multifamily housing pass-through revenue bond ("conduit") program in 2000, the program has continued to be a popular financing tool for borrowers who might have otherwise used one of OHCS' non-conduit multifamily bond programs. This is presently the financing tool of choice for most borrowers who finance multifamily housing through OHCS.

Bond Debt Service

These loan programs provide safe and affordable rental housing to low-income Oregonians and provide opportunities for first-time homebuyers to finance their mortgages at below-market interest rates.

To qualify for federal tax-exemption, these bonds are subject to various federal requirements. For multifamily housing bonds, projects financed with tax-exempt bonds must meet either of the following requirements: 1) 40% of the project's units at rents that would be affordable to persons at 60% of area-median income or less; or 2) 20% of the project's units at rents that would be affordable to persons at 50% of area-median income or less. For single-family housing bonds, this includes borrower eligibility requirements that generally restrict the program to owner-occupied properties, first-time homebuyers with incomes that don't exceed area median income, and purchase price limits established by the federal government. These federal tax requirements also include many provisions that affect the structure of bonds and can impact the timing and amount of debt service payments.

Expenditures related to OHCS' Debt Service activities include the following:

- Regular scheduled principal and interest payments on all of the OHCS' outstanding direct revenue bonds and Elderly and Disabled Housing Bonds (which are self-supporting State of Oregon general obligation bonds). This does not include any debt service payments for any of OHCS' outstanding pass-through revenue bonds ("conduits"), as these represent "no-obligation" debt of OHCS and the State of Oregon, the debt service from which is paid to investors directly from program borrowers.
- Payments of principal and related accrued interest related to early redemption of OHCS' outstanding direct revenue bonds and Elderly and Disabled Housing Bonds. These early redemptions of bonds can occur as the result of the refunding of current outstanding debt, prepayment of mortgage loans, excess bond-financed reserve (which occurs when outstanding bonds are paid down) and unexpended bond proceeds. Federal tax law related to housing bonds also has various restrictions which require bonds to be redeemed prior to maturity; these relate primarily to single-family loan prepayments received after ten years from the date of the original bond issue.
- Net interest payments owed to counterparties pursuant to interest-rate exchange agreements ("swaps"). Swaps are used by OHCS to effectively hedge interest rate risk related to the variable rate portion of the agency's outstanding debt. These agreements comply with strict swap policies of the State Treasury and OHCS, both of which closely monitor these swap activities on an on-going basis. These net interest payments are processed and made in conjunction with the regularly scheduled principal and interest payments for certain OHCS bonds issued under the indentures for Mortgage Revenue Bonds (Single-Family Mortgage Program).
- Arbitrage rebate or yield reduction payments owed to the federal government. Federal tax law generally requires that any investments earnings related to proceeds of tax-exempt bonds that exceed the federal tax bond yield of a specific bond issue be repaid to the U.S. Treasury. For investment earnings related to proceeds of tax-exempt bonds in specific funds and accounts not subject to arbitrage rebate requirements, other federal restrictions may still require payments to the U.S. Treasury notwithstanding the absence of an arbitrage liability.

OHCS Debt Service expenditures can vary greatly between years and are largely affected by general economic conditions and current financial markets. Debt service expenditures are impacted by both new bond issuance and early redemption of existing debt. During periods of low interest rates, economic refunding opportunities can result in higher debt service expenditures as existing debt is paid off and replaced with new, lower rate debt. Interest rate environments in which tax-exempt bond financing is favorable relative to conventional market rate financing can result in increased tax-exempt debt issuance, which increases debt service expenditures in current and future periods.

While Debt Service activities support OHCS' Bond Related Activities, it is important to note that debt service expenditures extend up to 40 years after the period in which units of affordable housing are financed.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services: This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package includes the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs: Phased-In programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-Out's are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-In for Bonds & Debt

- HPRL Analyst - $16k

Phase-Out's for the Bonds & Debt Division

- Other Funds
    - Capital Construction Bonds Cost of Issuance for Local Innovation & Fast Track & Permanent Supportive Housing - $4.3M
    - Lottery Backed Bonds Cost of Issuance - $526k

030 Inflation and Price List Adjustments: This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift: This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(1,070)	-	-	-	-	-	(1,070)
Total Revenues	**($1,070)**	**-**	**-**	**-**	**-**	**-**	**($1,070)**
Personal Services							
Pension Obligation Bond	6,782	-	(7,563)	-	-	-	(781)
Mass Transit Tax	795	-	657	-	-	-	1,452
Vacancy Savings	(8,647)	-	(85,694)	-	-	-	(94,341)
Total Personal Services	**($1,070)**	**-**	**($92,600)**	**-**	**-**	**-**	**($93,670)**
Total Expenditures							
Total Expenditures	(1,070)	-	(92,600)	-	-	-	(93,670)
Total Expenditures	**($1,070)**	**-**	**($92,600)**	**-**	**-**	**-**	**($93,670)**
Ending Balance							
Ending Balance	-	-	92,600	-	-	-	92,600
Total Ending Balance	**-**	**-**	**$92,600**	**-**	**-**	**-**	**$92,600**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 021 - Phase-in

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	15,585	-	-	-	-	-	15,585
Total Revenues	**$15,585**	-	-	-	-	-	**$15,585**
Services & Supplies							
Instate Travel	1,350	-	-	-	-	-	1,350
Employee Training	1,070	-	-	-	-	-	1,070
Office Expenses	2,430	-	-	-	-	-	2,430
Telecommunications	810	-	-	-	-	-	810
Data Processing	990	-	-	-	-	-	990
Employee Recruitment and Develop	160	-	-	-	-	-	160
Other Services and Supplies	3,675	-	-	-	-	-	3,675
Expendable Prop 250 - 5000	3,225	-	-	-	-	-	3,225
IT Expendable Property	1,875	-	-	-	-	-	1,875
Total Services & Supplies	**$15,585**	-	-	-	-	-	**$15,585**
Total Expenditures							
Total Expenditures	15,585	-	-	-	-	-	15,585
Total Expenditures	**$15,585**	-	-	-	-	-	**$15,585**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	-	-	(4,805,793)	-	-	-	(4,805,793)
Total Services & Supplies	**-**	**-**	**($4,805,793)**	**-**	**-**	**-**	**($4,805,793)**
Total Expenditures							
Total Expenditures	-	-	(4,805,793)	-	-	-	(4,805,793)
Total Expenditures	**-**	**-**	**($4,805,793)**	**-**	**-**	**-**	**($4,805,793)**
Ending Balance							
Ending Balance	-	-	4,805,793	-	-	-	4,805,793
Total Ending Balance	**-**	**-**	**$4,805,793**	**-**	**-**	**-**	**$4,805,793**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	108,984	-	-	-	-	-	108,984
Total Revenues	**$108,984**	**-**	**-**	**-**	**-**	**-**	**$108,984**
Services & Supplies							
Instate Travel	19	-	272	-	-	-	291
Out of State Travel	-	-	663	-	-	-	663
Employee Training	15	-	600	-	-	-	615
Office Expenses	34	-	665	-	-	-	699
Telecommunications	11	-	333	-	-	-	344
State Gov. Service Charges	108,767	-	(59,240)	-	-	-	49,527
Data Processing	14	-	1,540	-	-	-	1,554
Professional Services	-	-	193,771	-	-	-	193,771
Attorney General	-	-	8,314	-	-	-	8,314
Employee Recruitment and Develop	2	-	21	-	-	-	23
Dues and Subscriptions	-	-	39	-	-	-	39
Facilities Rental and Taxes	-	-	22,082	-	-	-	22,082
Agency Program Related S and S	-	-	49	-	-	-	49
Other Services and Supplies	51	-	4,819	-	-	-	4,870
Expendable Prop 250 - 5000	45	-	206	-	-	-	251
IT Expendable Property	26	-	413	-	-	-	439
Total Services & Supplies	**$108,984**	**-**	**$174,547**	**-**	**-**	**-**	**$283,531**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 031 - Standard Inflation

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	108,984	-	174,547	-	-	-	283,531
Total Expenditures	**$108,984**	**-**	**$174,547**	**-**	**-**	**-**	**$283,531**
Ending Balance							
Ending Balance	-	-	(174,547)	-	-	-	(174,547)
Total Ending Balance	**-**	**-**	**($174,547)**	**-**	**-**	**-**	**($174,547)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 050 - Fundshifts

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	(80,091)	-	-	-	(80,091)
Total Services & Supplies	**-**	**-**	**($80,091)**	**-**	**-**	**-**	**($80,091)**
Total Expenditures							
Total Expenditures	-	-	(80,091)	-	-	-	(80,091)
Total Expenditures	**-**	**-**	**($80,091)**	**-**	**-**	**-**	**($80,091)**
Ending Balance							
Ending Balance	-	-	80,091	-	-	-	80,091
Total Ending Balance	**-**	**-**	**$80,091**	**-**	**-**	**-**	**$80,091**

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Policy Package 090 Analyst Adjustments

This package reduces General Fund by ($3,651) by increasing vacancy savings by two percent and eliminating inflation on certain services and supplies accounts.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

General Funds: ($3,651)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(3,651)	-	-	-	-	-	(3,651)
Total Revenues	**($3,651)**	**-**	**-**	**-**	**-**	**-**	**($3,651)**
Personal Services							
Vacancy Savings	(3,459)	-	-	-	-	-	(3,459)
Total Personal Services	**($3,459)**	**-**	**-**	**-**	**-**	**-**	**($3,459)**
Services & Supplies							
Instate Travel	(19)	-	-	-	-	-	(19)
Employee Training	(15)	-	-	-	-	-	(15)
Office Expenses	(34)	-	-	-	-	-	(34)
Employee Recruitment and Develop	(2)	-	-	-	-	-	(2)
Other Services and Supplies	(51)	-	-	-	-	-	(51)
Expendable Prop 250 - 5000	(45)	-	-	-	-	-	(45)
IT Expendable Property	(26)	-	-	-	-	-	(26)
Total Services & Supplies	**($192)**	**-**	**-**	**-**	**-**	**-**	**($192)**
Total Expenditures							
Total Expenditures	(3,651)	-	-	-	-	-	(3,651)
Total Expenditures	**($3,651)**	**-**	**-**	**-**	**-**	**-**	**($3,651)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package 092 Statewide Attorney General Adjustments

This package reduces Attorney General rates by 7.47 percent to reflect adjustments in the Governor's Recommended Budget.

Staffing Impact

No Staffing Impact in this division

Revenue Sources

No Revenue Impact

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 092 - Statewide AG Adjustment

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Attorney General	-	-	(3,291)	-	(9,763)	-	(13,054)
Total Services & Supplies	**-**	**-**	**($3,291)**	**-**	**($9,763)**	**-**	**($13,054)**
Total Expenditures							
Total Expenditures	-	-	(3,291)	-	(9,763)	-	(13,054)
Total Expenditures	**-**	**-**	**($3,291)**	**-**	**($9,763)**	**-**	**($13,054)**
Ending Balance							
Ending Balance	-	-	3,291	-	9,763	-	13,054
Total Ending Balance	**-**	**-**	**$3,291**	**-**	**$9,763**	**-**	**$13,054**

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Policy Package # 508 Bond & Debt Programs Portion of OHCS Operational Supports

Package Description

Agency-wide, this package reauthorizes three limited duration positions for additional months in the 2025-27 biennium; restores 24 positions that were authorized as permanent but were associated with the Governor's Executive Orders on Homelessness and received one-time funding; shifts funding for three positions to support manufactured housing; and requests 16 new positions to support affordable rental housing, energy services, housing stabilization, and central support services.

Purpose

Provide essential staffing support for on-going priority affordable housing, homeownership, and homelessness prevention services.

How Achieved

Moves 2500089 Fiscal Analyst 3 to Central Services. The second part of this policy package provides funding for costs allocated to support the Central Services Division. This program's portion is represented as an intrafund transfer out to support a proportionate share of Pkg 508.

Staffing Impact

Moves position 2500089 Fiscal Analyst 3 to Central Services.

Quantifying Results

As OHCS works to be responsive to needs and to deliver resources and programs that ensure Oregonians are safely and stably housed, we know we cannot do so without right-sized staffing to meet the diverse needs we see and hear about. This package allows us to invest in our organizational health and ability to successfully meet the priorities of the Statewide Housing Plan (SWHP), particularly around centering racial justice and equity in policymaking, program design and implementation, community engagement, and service delivery, by ensuring we have the staff needed to operationalize our work.

Adequate staffing capacity across the agency allow equity goals to be achieved across agency work, including in central operations.

BUDGET NARRATIVE

Revenue Sources

General Fund: ($261,489)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(261,489)	-	-	-	-	-	(261,489)
Total Revenues	**($261,489)**	**-**	**-**	**-**	**-**	**-**	**($261,489)**
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	(172,944)	-	-	-	-	-	(172,944)
Empl. Rel. Bd. Assessments	(72)	-	-	-	-	-	(72)
Public Employees' Retire Cont	(36,387)	-	-	-	-	-	(36,387)
Social Security Taxes	(13,230)	-	-	-	-	-	(13,230)
Paid Family Medical Leave Insurance	(692)	-	-	-	-	-	(692)
Worker's Comp. Assess. (WCD)	(42)	-	-	-	-	-	(42)
Mass Transit Tax	(1,038)	-	-	-	-	-	(1,038)
Flexible Benefits	(42,408)	-	-	-	-	-	(42,408)
Vacancy Savings	8,647	-	-	-	-	-	8,647
Reconciliation Adjustment	(3,323)	-	-	-	-	-	(3,323)
Total Personal Services	**($261,489)**	**-**	**-**	**-**	**-**	**-**	**($261,489)**
Total Expenditures							
Total Expenditures	(261,489)	-	-	-	-	-	(261,489)
Total Expenditures	**($261,489)**	**-**	**-**	**-**	**-**	**-**	**($261,489)**

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 508 - HH OHCS Operational Supports

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							(1)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(1)**
Total FTE							
Total FTE							(1.00)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(1.00)**

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Policy Package #515: Rental Development: XI-Q for LIFT and PSH

Package Description

This package proposes to continue funding the development of affordable rental housing and permanent supportive housing through Article XI-Q Bond investment. The Governor's recommended budget includes $780 million total Article XI-Q bonds, of which $700 million will be allocated to the Local Innovation Fast Track (LIFT) program for affordable rental housing development and $80 million of which will be used for development funding through the Permanent Supportive Housing (PSH) program. Debt service payment for Article XI-Q bonds are paid with General Fund resources.

Purpose

The need for housing and the capacity among affordable developing providers is high, so this package proposes to expand available funding. The Article XI-Q Bond investment for affordable rental housing production proposed in this package aligns with Pillar 5 of the Governor's Housing Production Framework: "Funding and Programs Supporting Housing Production, Ongoing Funding for Housing Development: A. Continue to maximize LIFT funding, low-income housing tax credits, and private activity bond allocations for affordable rental and homeownership development." LIFT program funding will continue to be the single most critical piece of the agency's efforts to quickly distribute resources for the development of more housing to meet the goals laid out in this framework as well as the existing goals laid out in Executive Order 23-04.

Additionally, the Article XI-Q Bond investment for PSH development, coupled with proposals for services and rent assistance funding, comprise a package that addresses the complex needs of unhoused persons who are unable to remain stably housed without these supports. This program and the resources for it help to house some of the most challenging to house Oregonians through a nationally recognized, evidence-based model. The State delivers this complex bundling of resources through a coordinated process at OHCS. This package of proposals aligns with Pillar 2 of the Governor's Housing Production Framework: "Core Program Improvements, Permanent Supportive Housing."

How Achieved

All funding for affordable rental housing is provided through the Oregon Centralized Application (ORCA), which makes OHCS' funding process more efficient for both the agency and our development partners. In addition, the availability of Private Activity

Bonds in the 2025-27 biennium means OHCS will once again have access to 4% LIHTC, which is often paired with XI-Q Bond funding to maximize the impact of Federal resources that the state receives.

The XI-Q Bond investment for PSH development will be delivered in coordination with the funding for supportive services and rent assistance that OHCS offers to ensure that tenants are being served in the holistic manner that the model calls for with as much fidelity as possible.

For the Bond Activities and Debt Service program unit this reflects funds need for cost of issuance and debt service payments associated with this bond request.

Staffing Impact

No additional staff requested in this package.

Quantifying Results

Outcomes

From 2016 through 2023, OHCS delivered a total of $717,347,755 in LIFT funding across 6,723 units of affordable rental housing, for an average of $106,701 in LIFT per unit.[1] With a major caveat that costs are increasing across the board and that it will likely impact per unit projections, the proposed $700 million in LIFT for rental housing and projecting the same average cost per unit forward OHCS could support the development of approximately 4,500 total units of housing in the biennium. With the $80 million proposed Article XI-Q Bond resources dedicated to PSH development which have higher per unit costs in general, OHCS anticipates that approximately 500 units of PSH could be developed.

Racial Equity Strategy

This package will help address disparities in housing outcomes, including housing cost burden and homelessness, that exist for most communities of color in Oregon.

Applicants seeking funding for rental development, including the funding proposed in this package, will do so through the ORCA, which includes requirements and questions related to the Affirmative Fair Housing Marketing Plan; Diversity, Equity, and Inclusion Agreement; equity and racial justice strategies; MWESB strategies; and engagement and community needs. This means all projects seeking this funding will need to meet these racial equity-related requirements.

[1] Affordable Rental Housing Dashboard | Tableau Public

Additionally, the ORCA involves funding set-asides and technical assistance for culturally specific organizations and Tribes, as well as rural development by nonprofits. The ORCA prioritizes these entities because they have not received an equitable percentage of resources from OHCS and other funders in the past, and they often must create projects with less capital, thinner margins, and greater risks due to the needs in their tenant communities.

Accountability to Racially Equitable Outcomes
The ORCA collects more data on race and ethnicity for all funding applicants compared to previous funding rounds in several ways: a clearer process to identify as a culturally specific organization; an option for applicants to note whether their project is owned by a culturally specific organization or BIPOC-led entity; clear MWESB requirements; an enhanced Diversity, Equity, and Inclusion Agreement; a question that asks about racial equity-specific organizational development; and an Affirmative Fair Housing Marketing Plan that asks applicants to identify communities of color and other populations least likely to apply for housing and create strategies to ensure people from those communities apply to live in their housing.

Additionally, the Affordable Rental Housing Division will be collecting continuous feedback on all aspects of the ORCA and will iterate the ORCA as OHCS, and development teams continue to gain experience with it.

Administration
All applicants seeking capital funding through the ORCA will be required to meet regional MWESB requirements for percentage of contracted work to these types of entities, as well as answer a set of questions about their strategies to ensure they do so. If applicants have failed to meet MWESB requirements in the past, they will be required to work with an MWESB consultant. Additionally, applicants must answer a set of questions relating to equity and racial justice strategies, and one of the strategies they can select from a list of options relates to ownership by a culturally specific organization or BIPOC-led organization.

Revenue Sources

General Fund: $36,680,118

Other Funds:
General Obligation Bonds: $5,420,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 515 - HH Rental Development: XI-Q for LIFT and PSH

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	36,680,118	-	-	-	-	-	36,680,118
General Fund Obligation Bonds	-	-	5,420,000	-	-	-	5,420,000
Total Revenues	**$36,680,118**	**-**	**$5,420,000**	**-**	**-**	**-**	**$42,100,118**
Services & Supplies							
Other Services and Supplies	-	-	5,420,000	-	-	-	5,420,000
Total Services & Supplies	**-**	**-**	**$5,420,000**	**-**	**-**	**-**	**$5,420,000**
Debt Service							
Principal - Bonds	9,915,000	-	-	-	-	-	9,915,000
Interest - Bonds	26,765,118	-	-	-	-	-	26,765,118
Total Debt Service	**$36,680,118**	**-**	**-**	**-**	**-**	**-**	**$36,680,118**
Total Expenditures							
Total Expenditures	36,680,118	-	5,420,000	-	-	-	42,100,118
Total Expenditures	**$36,680,118**	**-**	**$5,420,000**	**-**	**-**	**-**	**$42,100,118**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 518 Homeownership Development: LIFT and HDIP

Package Description

This package supports two Homeownership Development programs that seek to increase the supply of affordable homes for purchase in Oregon: a) an allocation of $100M in Article XIQ Bonds for the Local Innovations and Fast Track (LIFT) Homeownership program; and b) an allocation of $50M in general funds for the Homeownership Development Incubator Program (HDIP). Collectively, we expect that these two programs will lead to the construction of nearly 1000 new affordable homes for purchase.

Purpose

According to the Oregon Housing Needs Analysis, Oregon needs to increase the housing supply by 550,000 units over the next 20 years to keep pace with housing needs. Affordable units for purchase are an essential component of a healthy housing stock. Affordable homeownership promotes community stability and continuity, as homeowners are more likely to stay in one place longer, fostering stronger, more cohesive neighborhoods. By offering a pathway to economic mobility and stability, affordable homeownership reduces the burden on rental markets and homelessness services, creating a more balanced and resilient housing ecosystem. Taking a multifaceted approach to tackling the state's housing shortage ensures that people at different stages of their housing journey have access to appropriate and sustainable housing options. Increasing the supply of affordable homeownership opportunities that are designed to meet community needs will reduce disparities in homeownership and wealth rates among people of color in Oregon.

Both LIFT and HDIP seek to spur greater density in urban areas, support development in rural areas, and increase housing stock in a way that is informed by local communities. LIFT Homeownership supports the construction of new housing that typically remains permanently affordable. Due to restrictions of Article XI-Q bonds used for LIFT Homeownership, a general fund resource is needed to ensure broader access to homeownership development opportunities. HDIP supports housing development on tribal land, encourages generational wealth building among communities that have been historically excluded from homeownership, and invests in new and innovative models of homeownership development.

How Achieved

LIFT Homeownership: The objective of the LIFT Homeownership Program is to build new affordable homes for low-income households. With a focus on increasing housing supply, LIFT funds can only be used for new construction and homes must be ready for sale within 36 months of receiving a funding reservation. Utilizing Article XI-Q bond funding as a source for housing development, LIFT requires the state to have an ownership or operational interest in any real property developed. For homeownership opportunities, this means that projects must use a shared equity model such as a community land trust (CLT), condo, or leasehold property.

Homeownership Development Incubator Program: HDIP increases the supply of affordable homes for purchase and supports homeownership among communities that have been underrepresented as homeowners in Oregon through the following funding tracks:

1. Grant Funds for Tribal and Sovereign Nations for the development of affordable homes for purchase and other homeownership-related projects;
2. Pre-development & Capacity Building (PDCB) grants to build the capacity of organizations that are seeking to establish or scale operations and increase the pipeline of developers receiving OHCS funding;
3. Development Subsidies to finance the affordability gap for new construction of affordable homes or the conversion of existing structures into new affordable homes for purchase. These awards fund innovative models of homeownership that don't qualify for LIFT, seek to build generational wealth, and serve households with incomes up to 120% AMI; and
4. LIFT Supplemental Grants to provide further subsidy for culturally specific, small, emerging and rural developers accessing LIFT funds.

For the Bond Activities and Debt Service program unit this reflects funds need for cost of issuance and debt service payments associated with this bond request.

Staffing Impact

OHCS is requesting a Homeownership Development Technical Assistance & Operations Analyst (OPA3) to provide high-touch technical assistance and support to applicants and potential applicants- particularly culturally specific and tribal developers- to increase access to OHCS Homeownership Development programs. This position will develop the process for technical assistance and support the development and maintenance of key operational systems and processes for Homeownership Development.

Operations & Policy Analyst 3, Permanent Full Time

Quantifying Results

Outcomes

This investment package aligns with the Governor's housing production goals and contributes to long-term housing stability and homelessness prevention.

LIFT: Since 2018, OHCS has completed six LIFT Homeownership NOFA cycles. It's allocated nearly $90M in LIFT funds to support the construction of 59 projects that will result in 894 affordable homes that will house an estimated 2,235 low-income Oregonians. Of the LIFT homes that are complete and have homeowners, the majority are female-headed households with children.

Homeownership is currently redesigning LIFT HO in consultation with DOJ and a LIFT partner working group. We believe the upcoming restructure will reduce barriers for nonprofit developers and construction lenders and facilitate greater access to LIFT, setting the stage for larger program growth. With the assumption of an average per unit request of $150,000, we expect to subsidize the construction of 666 new affordable homes for purchase with $100M in LIFT. This will create homes for an estimated 1,665 Oregonians.

HDIP: Through $40M legislative funding for HDIP in the 2021-2023 biennium, OHCS funded five tribal homeownership projects, 17 non-tribal homeownership development projects, distributed 14 PDCB grants, and provided market cost offset funds to 11 LIFT projects that faced unexpected costs due to the COVID-19 pandemic. This prior HDIP funding will lead to 318 new affordable homes by 2026, and more down the line due to longer term efforts completed through the PDCB grants.

OHCS estimates that this general fund investment will lead to the development of over 300 new affordable homes within three years. At least 6 tribes will receive funding to create an estimated 31 new homes and support an additional 20 tribal members to become homeowners. Additionally, OHCS will fund 20 unique organizations to scale homeownership development operations and/or conduct pre-development work to start the process of getting shovel-ready so they qualify for development funding. This seed funding will broaden the state's network of culturally specific and emerging homeownership developers.

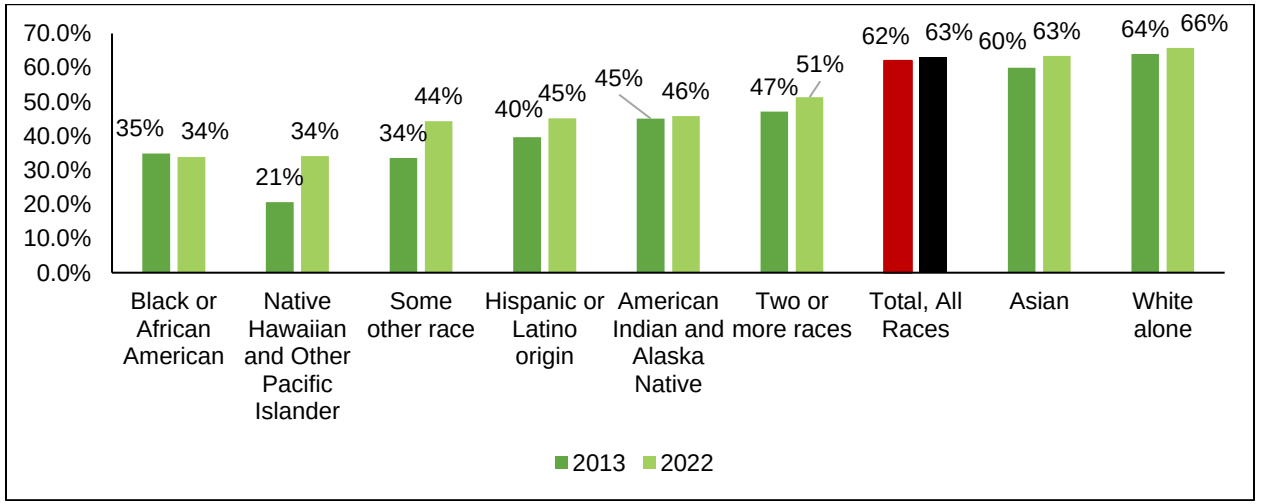
Together, this LIFT and HDIP investment will create nearly 1000 new affordable homes for purchase within three years, the majority of which will remain affordable in perpetuity.

Racial Equity Strategy

What are the racial disparities in the population that are intended to be served through this program (e.g., racial disparities in substance use treatment access). How will this policy package, including the implementation of the policy package, address these disparities and equitably serve Oregonians?

Racial disparities in homeownership rates across Oregon are vast. Since 2013, the gap between Black and American Indian and Alaskan Native homeownership rates and white homeownership rates has widened. Homeownership rates among other race and ethnicities remain far below white homeownership rates (see chart below).

Housing costs have steadily been on the rise in Oregon. In 2023, the typical home in Oregon costs around $528,000 which is 24% more than the US average, and 11% (or $52,000) higher than pre-pandemic sales prices. With interest rates at an all-time high, housing affordability is further out of reach for many Oregonians, particularly Oregonians of color.



OHCS' Homeownership Development programs—LIFT and HDIP—seek to eliminate gaps in homeownership rates in Oregon. Using a targeted universalism approach, our current goal is a 66% homeownership rate in Oregon across all races and ethnicities. OHCS' Homeownership Development programs work to achieve this through a multi-faceted approach:

- Set-asides for Culturally Specific Developers. Culturally Specific developers reflect the communities they seek to serve and have lived experience and expertise in the needs of these communities. While developers must comply with Fair Housing laws, developers that take a culturally specific approach are best positioned to reach and support communities that have been under-represented as homeowners in Oregon.
- HDIP Tribal Funding. With HDIP general funds, we will have a non-competitive set-aside for Tribal Homeownership projects. The parameters of this set aside were structured according to feedback from the tribes and will support development of homeownership opportunities for Tribal members.

- Technical Assistance: OHCS has received feedback from culturally specific, small, and rural developers that navigating OHCS funding is a barrier. Through this investment, we will have staff dedicated to supporting these developers to plan their homeownership pipeline, apply, and utilize OHCS Homeownership Development, making our programs more accessible and inclusive.
- Pre-development funding: Traditionally, by the time a developer is ready to apply for OHCS Homeownership Development funding, they have already invested substantial capital in the project to ensure that it is shovel-ready. This can be a barrier for culturally specific, small, and rural developers. Through HDIP general funds, OHCS will be able to offer resources to culturally specific, small, and rural developers to scale their capacity and cover the costs of pre-development needed before they can apply for LIFT or other development funding. This too will make our programs more accessible and inclusive.
- Minimum requirements for equity and community engagement: Homeownership Development projects must meet minimum criteria in six different categories, including equity and community engagement. In this category, applicants must demonstrate an active commitment to diversity equity and inclusion. The applicant also must detail plans to engage and support community members and potential homebuyers throughout every stage of the pre- and post-purchase process.

Accountability to Racially Equitable Outcomes

OHCS tracks Homeownership Development racial equity outcomes using the following data points:

- Number of culturally specific developers funded
- Number of projects that have been informed by and are centered around a culturally specific community
- Number of homes that have been informed by and are centered around a culturally specific community
- Racial and demographic make-up of homeowners
- MWESB contracting in terms of dollars spent and percentage of contractors on a project

With additional staff we will be able to expand our racial equity tracking. Additional data points may include (but aren't limited to):

- Culturally specific developers that received OHSC technical assistance and conversion to successful development applicants
- Family wealth created through the affordable homeownership opportunity
- Additional OHCS resources leveraged to reduce sales price and increase equity built in homes
- Overall progress in reducing racial disparities in homeownership in Oregon

Administration

As mentioned above, there will be set asides for culturally specific developers as well as support and evaluation criteria to ensure that all development is done in a culturally responsive way. Additionally, developers are expected to meet MWESB goals for their region. They are evaluated on their MWESB strategy and OHCS collects data on MWESB contracting and spending.

Revenue Sources

General Fund Debt Service: $4,713,769

Other Funds:

General Obligation Bonds: $910,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 518 - HH Homeownership Development: LIFT and HDIP

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	4,713,769	-	-	-	-	-	4,713,769
General Fund Obligation Bonds	-	-	910,000	-	-	-	910,000
Total Revenues	**$4,713,769**	**-**	**$910,000**	**-**	**-**	**-**	**$5,623,769**
Services & Supplies							
Other Services and Supplies	-	-	910,000	-	-	-	910,000
Total Services & Supplies	**-**	**-**	**$910,000**	**-**	**-**	**-**	**$910,000**
Debt Service							
Principal - Bonds	1,275,000	-	-	-	-	-	1,275,000
Interest - Bonds	3,438,769	-	-	-	-	-	3,438,769
Total Debt Service	**$4,713,769**	**-**	**-**	**-**	**-**	**-**	**$4,713,769**
Total Expenditures							
Total Expenditures	4,713,769	-	910,000	-	-	-	5,623,769
Total Expenditures	**$4,713,769**	**-**	**$910,000**	**-**	**-**	**-**	**$5,623,769**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package # 519 Preservation – Rental Risk of Loss, Expirations and Physical/Financial

Package Description

The State of Oregon is experiencing a housing crisis and has mobilized historic levels of state resources to address the profound, ongoing need for affordable rental housing. As we continue developing new affordable housing at an unprecedented pace, it is essential and cost-effective to ensure we preserve and maintain the current affordable housing stock.

Preserving existing rent-restricted housing that is affordable and well-maintained over the long term, is as important as building new affordable housing. This package request proposes an increase to the State's investment in preservation of affordable housing to better meet the scale of current preservation needs, keeping thousands of rental housing units affordable and well maintained for decades to come.

Purpose

This request is based on OHCS' best estimate of the known preservation need, based upon data about projects that could lose affordability restrictions or federal project-based rent assistance in the next few years, and the best information we have about projects at risk of loss for other reasons. The $160 million recommended does not include manufactured home park preservation, which is reflected in a separate package.

How Achieved

OHCS' ongoing preservation strategy aims to help its partners plan for three distinct sets of challenges related to the affordability of subsidized multifamily rental properties, to match the growing demand for preservation resources throughout the state of Oregon:

- Projects with expiring federal rent assistance

Projects eligible under this category will require an extension or renewal of long-term project-based federal rent assistance contracts. Based upon the most recent estimation, there remain 47 relevant projects and 1,363 relevant units across the state, that are at risk of losing their federal rent assistance over the next 5 years. Federal rent assistance is one of the most valuable homeless prevention tools the federal government provides and losing these developments also results in losing the rent assistance forever.

- Portfolio Stabilization

In addition to affordable units under federal contract, there are additional affordable housing programs which currently support an estimated 33 projects and 2,289 estimated units, which are projected to expire in the next 5 years. The requested dedicated preservation funding prioritizes projects and units outside of federal project-based sources that are at risk of imminent loss.

- Affordable properties at risk of loss due to urgent physical or financial challenges

Eligible projects under this program are properties that require urgent repair needs or have experienced operational losses which can't be addressed through existing reserves or cash flow, and which often threatens the housing stability and/or health of tenant families. Known projects statewide with significant deferred rehab and/or operational challenges include but are not limited to:

- ✓ 30 known public housing authority-owned properties overdue for rehab, and/or planned for recapitalization as part of the HUD RAD program, totaling nearly 1,500 units.
- ✓ 90 known aging affordable properties owned by nonprofit partners with serious rehab needs, totaling nearly 5,000 units.

OHCS documents the range and extent of subsidized affordable housing in Oregon and maintains availability of such data through the updated preservation dashboard on the OHCS preservation website, and the Oregon Affordable Housing Inventory.

For the Bond Activities and Debt Service program unit this reflects funds needed for cost of issuance and debt service payments associated with this bond request.

Staffing Impact

No additional staff requested in this package.

Quantifying Results

Outcomes

Equity and Racial Justice (ERJ) is a core priority in all OHCS programs, as expressed in the Statewide Housing Plan, which directs OHCS to "Advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity." By its nature, Preservation focuses on protecting existing vulnerable tenants. Therefore, OHCS Preservation efforts will continue to incorporate sustained and thoughtful attention to ERJ as a high priority.

Accountability to Racially Equitable Outcomes

The 2024 Preservation Framework focuses resources on the most vulnerable tenants, including those with severe housing burdens, and those who identify as a racial or ethnic minority, disabled, or elderly. Baseline data around recent performance in these areas are now being tracked. With the advent of the ORCA process, comes a new "managed Queue" approach, which collects improved owner and tenant data to better understand the full range of potential preservation needs. In short, this new protocol collects more information on specific urgent rehabilitation needs, impact to vulnerable populations, and prioritizes stakeholders that meet the definition of OHCS culturally specific organizations (CSOs) and culturally responsive organizations (CROs).

1. Impact on tenants: measuring and tracking how Preservation efforts benefit the housing stability of BIPOC tenants.
2. Supporting and prioritizing CSOs and culturally responsive organizations CROs: making sure that organizations rooted in and serving BIPOC communities have equitable access to OHCS Preservation resources and are prioritized.

Administration

These additional resources will allow more projects to move through the ORCA process and receive OHCS capital resources, which have MWESB requirements that all projects must meet.

Revenue Sources

Lottery Fund Debt Service: $4,938,175

Other Funds:

Lottery Revenue Bonds: $1,429,813

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 519 - HH Preservation - Exp + Physical and Fin Needs

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Lottery Bonds	-	-	1,429,813	-	-	-	1,429,813
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	4,938,175	-	-	-	-	4,938,175
Total Revenues	**-**	**$4,938,175**	**$1,429,813**	**-**	**-**	**-**	**$6,367,988**
Services & Supplies							
Other Services and Supplies	-	-	1,429,813	-	-	-	1,429,813
Total Services & Supplies	**-**	**-**	**$1,429,813**	**-**	**-**	**-**	**$1,429,813**
Debt Service							
Principal - Bonds	-	1,240,000	-	-	-	-	1,240,000
Interest - Bonds	-	3,698,175	-	-	-	-	3,698,175
Total Debt Service	**-**	**$4,938,175**	**-**	**-**	**-**	**-**	**$4,938,175**
Total Expenditures							
Total Expenditures	-	4,938,175	1,429,813	-	-	-	6,367,988
Total Expenditures	**-**	**$4,938,175**	**$1,429,813**	**-**	**-**	**-**	**$6,367,988**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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Policy Package #520 Preservation - Manufactured Park

Package Description

Provide resources to Manufactured Parks at risk of loss. OHCS would work with a third party to support efforts to purchase parks through a mission-based nonprofit or a resident cooperative. Manufactured Parks are an important source of naturally occurring affordable housing and need to be preserved wherever possible.

Purpose

Manufactured home parks are one of the most prevalent sources of naturally occurring affordable housing in the state, but they are often unregulated and driven by market forces that can lead to sale and redevelopment without support. Manufactured home parks are particularly vulnerable as the homeowner does not own the land that their home is on, yet their home is generally not mobile. Therefore, if a park owner decides to sell the land, the homeowner is extremely vulnerable. These resources allow OHCS to support interventions that result in park cooperatives or sales to non-profit mission-based owners that seek to maintain the property for parks. Often interventions include infrastructure upgrades and other health and safety interventions.

How Achieved

OHCS has financed the acquisition of manufactured home parks by residents of the park through nonprofits that have worked through technical assistance and a cooperative model or ownership by a mission-based nonprofit that leads to longer term affordability with greater regulation and restrictions in place to ensure the park remains affordable. This policy option package would provide resources specifically for this purpose, ensuring expansion of this model and greater preservation of these critical assets statewide.

For the Bond Activities and Debt Service program unit this reflects funds need for cost of issuance and debt service payments associated with this bond request.

Staffing Impact

No additional staff requested in this package.

BUDGET NARRATIVE

Quantifying Results

Outcomes
This package will help expand OHCS's ability to fund the preservation of a critical and often overlooked affordable housing stock to ensure it remains available, accessible, and affordable to low-income families.

Racial Equity Strategy
By investing OHCS dollars into these properties that currently have no state regulation, oversight, or restrictions, we will be better able to track what disparities exist in these types of properties and require both the high level and specific requirements around equitable access that we do for all of our funding sources.

Accountability to Racially Equitable Outcomes
Our agency collects baseline demographic information for all of our programs that have affordability restrictions and compliance components. This includes a requirement to report race and ethnicity of tenants. By expanding our funding for MHPs, OHCS will better be able to understand, track, and evaluate outcomes related to tenant demographics in these communities to an extent that is challenging for this universe of property types given the lack of existing compliance or restrictions in place.

Administration
These dollars would be distributed through our general ORCA process, which incorporates standards around MWESB contracting and has standards and incentives around working with culturally specific and responsive organizations, as well as set aside resources for CSOs and nonprofits developing in rural areas.

Revenue Sources

Lottery Fund Debt Service: $1,236,467

Other Fund:
Lottery Revenue Bonds: $290,753

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 520 - HH Preservation - Manufactured Parks

Cross Reference Name: Bond Activities and Debt Service
Cross Reference Number: 91400-080-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Lottery Bonds	-	-	290,753	-	-	-	290,753
Transfer In Lottery Proceeds	-	1,236,467	-	-	-	-	1,236,467
Total Revenues	**-**	**$1,236,467**	**$290,753**	**-**	**-**	**-**	**$1,527,220**
Services & Supplies							
Other Services and Supplies	-	-	290,753	-	-	-	290,753
Total Services & Supplies	**-**	**-**	**$290,753**	**-**	**-**	**-**	**$290,753**
Debt Service							
Principal - Bonds	-	310,000	-	-	-	-	310,000
Interest - Bonds	-	926,467	-	-	-	-	926,467
Total Debt Service	**-**	**$1,236,467**	**-**	**-**	**-**	**-**	**$1,236,467**
Total Expenditures							
Total Expenditures	-	1,236,467	290,753	-	-	-	1,527,220
Total Expenditures	**-**	**$1,236,467**	**$290,753**	**-**	**-**	**-**	**$1,527,220**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE							
Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request	2025-27 Governor's Recommended
Lottery Funds							
Interest Income (Investment Income)	4430	0605	$ 198,178				
Transfer from Department of Admin Services (DAS)	4430	1107	$ 25,144,423	$ 29,544,065	$ 29,544,065	$ 40,500,992	$ 40,500,992.00
Transfer in from Intrafund	4430	1010	$ 862,853				
Transfer in Lottery Proceeds: POP 519	4430	1040				$ 19,712,893	$ 4,938,175.00
Transfer in Lottery Proceeds: POP 520	4430	1040				$ 1,236,467	$ 1,236,467.00
Total Lottery Funds	**4430**		**$ 26,205,454**	**$ 29,544,065**	**$ 29,544,065**	**$ 61,450,352**	**$ 46,675,634.00**
Other Funds							
Fines & Forfeitures							
Multifamily Housing Revenue Bond Fees	3400	0505					
General Fund Obligation Bonds		0555					
ARTICLE XI-Q GF Obligations Bonds: LIFT & PSH	3400	0555		$ 4,280,000	$ 4,280,000	$ 5,100,000	$ 6,330,000
Lottery Bonds							
Debt Management Lottery Backed Revenue Bonds	3400	0565		$ 525,793	$ 525,793	$ 3,040,811	$ 1,720,566
Interest Income		0605					
Interest- E&D	3400	0605	$ 56,338	$ 12,948	$ 74,000	$ 79,200	$ 79,200
Other Revenues		0975					
E&D Misc. Rev	3400	0975	$ 66				
MF Misc. Rev	3400	0975	$ 14				
Transfer In - Intrafund	3400	1010	$ 9,185,000	$ 8,376,529	$ 5,466,697	$ 6,493,340	$ 6,493,340
Transfer Out - Intrafund	3400	2010	$ (1,437,023)	$ (347,462.00)	$ (1,073,167.00)		$ -
Total Other Funds Limited	**3400**		**$ 7,804,395**	**$ 12,847,808**	**$ 9,273,323**	**$ 14,713,351**	**$ 14,623,106**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE							
Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request	2025-27 Governor's Recommended
Other Funds Debt Service							
Interest - Bond Activities & Debt Service	3430	0605	$ 7	$ 1,396,554	$ 12,850		
Transfer In - Intrafund	3400	1010			$ 465,583		
Transfer in From DAS	3430	1107	$ 33,216		$ 61,880		
Total Other Funds Debt Service Limited	**3430**		**$ 33,223**	**$ 1,396,554**	**$ 540,313**	**$ -**	**$ -**
Other Funds Non-Limited							
Fines & Forfeitures							
Marinas & Manufactured Community Fines	3200	0505	$ 335				
Single Family Mortgage Revenue Bond Fees	3200	0505	$ 1,130		$ 2,500.00		
Lottery Bonds							
23-25 Pres	3200	0565		$ 50,000,000	$ 50,000,000		
Revenue Bonds		0570					
Single Family Mortgage Revenue Bonds	3200	0570	$ 295,925,000	$ 500,000,000	$ 500,000,000		
Advanced Refunding Bonds	3200	0575					
Advanced Refunding Bonds	3200	0575		$ 1,798			
Interest Income							
Interest- E&D	3200	0605	$ 5,744,091	$ 12,000,000	$ 10,405,850	$ 10,500,000	$ 10,500,000.00

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE							
Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request	2025-27 Governor's Recommended
Interest- Multifamily Housing Mortgage Revenue Bonds	3200	0605	$ 4,130,600	$ 12,600,000	$ 3,984,000	$ 3,984,000	$ 3,984,000.00
Interest- Single Family Mortgage Revenue Bonds	3200	0605	$ 61,404,819	$ 65,000,000	$ 76,352,000	$ 75,252,000	$ 75,252,000.00
E&D Bonds	3200	0930	$ 8,124,988	$ 25,000,000	$ 4,605,000	$ 8,160,000	$ 8,160,000
Multifamily Bonds	3200	0930	$ 7,568,458	$ 60,000,000	$ 3,222,000	$ 7,560,000	$ 7,560,000
Single Family Bonds	3200	0930	$ 219,552,066	$ 230,000,000	$ 113,800,000	$ 109,200,000	$ 109,200,000
Other Revenues							
MF Housing Revenue Bond Misc. Rev	3200	0975	$ 2,572				
SF Mortgage Revenue Bond Misc. Rev	3200	0975	$ 2,339	$ 5,000,000	$ 75,000		
Transfer In - Intrafund	3200	1010	$ 24,862,410		$ 5,710,204		
Transfer Out - Intrafund	3200	2010	$ (383,935,394)	$ (335,175,922)	$ (330,374,433)	$ (150,744,128)	$ (150,648,146)
Total Other Funds Non-Limited Revenue	**3200**		**$ 243,383,414**	**$ 624,425,876**	**$ 437,782,121**	**$ 63,911,872**	**$ 64,007,854**
Advanced Refunding Bonds	3230	0575			$ 355,000		
Transfer In - Intrafund	3230	1010	$ 352,875,542	$ 324,572,577	$ 323,283,147	$ 139,750,437	$ 139,750,437
Transfer In from Department of Admin Services	3230	1107			$ 38,637		
Transfer Out - Intrafund	3230	2010			$ (1,746,245)		
Total Other Funds Debt Service Non-Limited	**3230**		**$ 352,875,542**	**$ 324,572,577**	**$ 321,930,539**	**$ 139,750,437**	**$ 139,750,437**
Federal Funds Limited							
Federal Funds Revenue	6400	0995	$ 3,164				
Total Federal Funds Limited	**6400**		**$ 3,164**	**$ -**	**$ -**	**$ -**	**$ -**

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-080-00-00-00000**

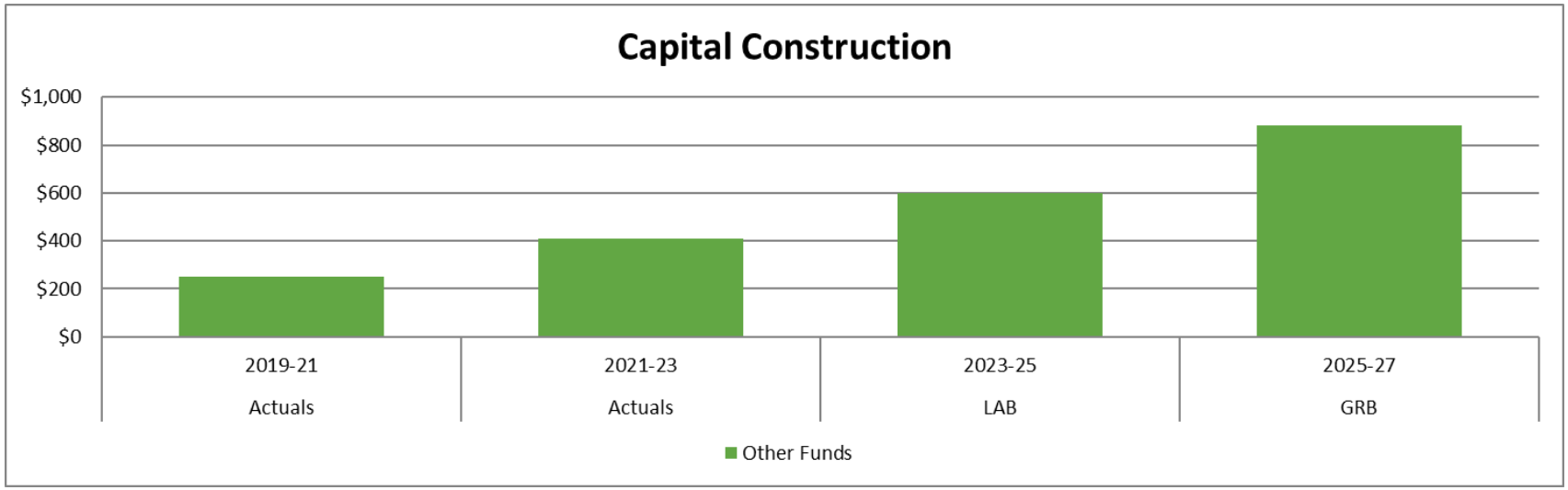
Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Interest Income	198,178	-	-	-	-	-
Transfer In - Intrafund	862,853	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	20,949,360	-	-
Tsfr From Administrative Svcs	25,144,423	30,406,918	29,544,065	40,500,992	46,675,634	-
Total Lottery Funds	**$26,205,454**	**$30,406,918**	**$29,544,065**	**$61,450,352**	**$46,675,634**	**-**
Other Funds						
General Fund Obligation Bonds	-	4,280,000	4,280,000	5,100,000	6,330,000	-
Lottery Bonds	-	525,793	525,793	3,040,811	1,720,566	-
Interest Income	56,345	12,948	1,409,502	79,200	79,200	-
Other Revenues	80	-	-	-	-	-
Transfer In - Intrafund	9,185,000	8,376,529	8,376,529	6,493,340	6,493,340	-
Tsfr From Administrative Svcs	33,216	-	-	-	-	-
Transfer Out - Intrafund	(1,437,023)	(347,462)	(347,462)	-	-	-
Total Other Funds	**$7,837,618**	**$12,847,808**	**$14,244,362**	**$14,713,351**	**$14,623,106**	**-**
Federal Funds						
Federal Funds	3,164	-	-	-	-	-
Total Federal Funds	**$3,164**	**-**	**-**	**-**	**-**	**-**
Nonlimited Other Funds						
Fines and Forfeitures	1,465	-	-	-	-	-
Dedicated Fund Oblig Bonds	-	50,000,000	50,000,000	-	-	-
Revenue Bonds	295,925,000	500,000,000	500,000,000	-	-	-
Interest Income	71,279,510	89,600,000	89,600,000	89,736,000	89,736,000	-
Housing Div Loan Repayments	235,245,512	315,000,000	315,000,000	124,920,000	124,920,000	-
Other Revenues	4,911	5,000,000	5,000,000	-	-	-

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Nonlimited Other Funds						
Transfer In - Intrafund	377,737,952	324,175,922	324,175,922	139,750,437	139,750,437	-
Transfer Out - Intrafund	(383,935,394)	(335,175,922)	(335,175,922)	(150,744,128)	(150,648,146)	-
Total Nonlimited Other Funds	**$596,258,956**	**$948,600,000**	**$948,600,000**	**$203,662,309**	**$203,758,291**	**-**

Capital Construction

Capital Construction Executive Summary

Long Term Focus Area: **Healthy and Safe Communities, A Thriving Statewide Economy**
Program Contact: **Caleb Yant, Deputy Director**



Program Overview

The Capital Construction program unit was created in 2015 to receive $40 million in proceeds from Article XI-Q bonds to create the Local Innovation and Fast Track (LIFT) housing program. This was subsequently added to in 2017 with $80 million, and then expanded in 2019 to fund both LIFT Affordable Rental and Homeownership development along with and the Permanent Supportive Housing (PSH) affordable rental housing initiative for those experiencing chronic homelessness. Both programs were funded in 2019-21, 2021-23, 2023-25 and additional investments are requested in 2025-27.

The LIFT Program's objective is to build new affordable housing and homeownership opportunities for low-income households, especially families. LIFT Affordable Rental Housing resources are offered as loans to finance the creation of new affordable rental housing units through the Affordable Rental Housing Divisions new Centralized Application process. The resources to develop PSH units are also offered through this Centralized Application with a focus on serving those experiencing chronic homelessness by providing

a housing unit, rent assistance and tenant support services to ensure ongoing housing affordability and tenancy. Affordable Homeownership development is funded with LIFT resources along with the more flexible Homeownership Development Incubator Program (HDIP) aiming to increase the supply of affordable homes for purchase by Oregonians with low to moderate incomes across the state.

Program Funding Request

The 2025-27 Governor's Recommended Budget includes $800 million in General Obligation bonds to continue the LIFT program and $80 million in the PSH program.

Capital Construction				
	19-21 Actuals	21-23 Actuals	23-25 LAB	25-27 GRB
Other Funds	$ 250,000,000	$ 410,000,000	$ 600,000,000	$ 880,000,000
All Funds	**$ 250,000,000**	**$ 410,000,000**	**$ 600,000,000**	**$ 880,000,000**
Positions	0	0	0	0
FTE	0.00	0.00	0.00	0.00

Program Description

LIFT allows Oregon Housing and Community Services (OHCS) and its partners to add to the supply of affordable housing, especially for historically underserved communities. At a time when Oregon has a significant shortage of affordable housing across the state, this additional source of housing funds is a significant investment in response to the need. Permanent Supportive Housing provides rent-assisted housing with tenancy supports to vulnerable households experiencing chronic homelessness.

Key to these programs is leveraging the use of the Article XI-Q bond funding for housing development; these funds require the state meet constitutional requirements related to the ownership or operations of the property. OHCS has found success in strategies that invest these funds as loans with corresponding operating controls in conjunction with distinct operational oversight authorities.

Program Justification

Development of affordable rental housing and homeownership programs helps ensure that all Oregonians have access to decent housing which meets their basic needs. It allows them to reach their full potential by increasing the availability of affordable rental housing and ensuring existing affordable rental housing stock is safe and decent, as well as reducing the housing cost burden for qualified tenants.

Program Performance

LIFT program results will be measured and assessed for performance. Currently identified outcome metrics for the LIFT program are:

- Increase in affordable housing inventory; measured by the number of new units built.
- More affordable rental housing units available in rural communities.

- More affordable rental housing units available that serve communities of color.
- More affordable homeownership units available in rural communities
- More affordable homeownership units available that serve communities of color
- Implement innovative and replicable cost containment strategies; measured through comparison of projects funded with LIFT proceeds to traditional multifamily housing costs, such as RS Means.

Permanent Supportive Housing will be measured by the number of new PSH units available to those experiencing chronic homelessness, as referred through local coordinated entry systems. This collaboration will ensure that the state's most vulnerable people, living without housing, are provided safe, decent, and sanitary housing. Fundamental to all program efforts is a lens toward equity and racial justice, ensuring that housing opportunities reflect the populations that have been historically under-represented in our public system supports.

Enabling Legislation and Program Authorization

ORS 458.485 – Local Innovation and Fast Track Housing

Funding Streams

Proceeds from the sale of Article XI-Q General Obligation bonds provide the funding for the LIFT program and the Permanent Supportive Housing initiative. General Fund is appropriated to OHCS in order to make regular debt service payments on outstanding bonds, shown in the Bond Activities and Debt Service program unit.

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments for vacancy savings. In 2025-27 budget development a new method was implemented to bring the vacancy savings for an agency to 5 percent of the current service level for salaries and wages. The non-ORPICS generated personal services inflation adjustment will be 4.2 percent. This package include the Pension Obligation Bonds adjustment provided by the Department of Administrative Services Chief Financial Office.

020 Phase-In/Phase-Out Programs and One Time Costs

Phased-in programs include new programs and expansions programs funded for less than 24 months during the prior biennium but require a full 24 months in the next biennium and reflect the added cost of the program above the 2025-27 base budget level.

Phase-outs are the result of decreased costs from the elimination of pilot or other programs and other one-time costs not funded in the 2025-27 biennium.

Phase-Out's for the Capital Construction Division

- Other Funds
  - Local Innovation Fast-Track Housing Programs - $440M
  - Permanent Supportive Housing - $160M

030 Inflation and Price List Adjustments

This package contains adjustments for inflation and other price list adjustments including State Government Service Charges and Usage Based Charges as directed by Department of Administrative Services. Examples below.

- Standard Inflation 4.2%
- Professional Services 6.8%
- Attorney General 23.26%
- State Government Service Charges 33%

050 Fund Shift

This package contains adjustments to fund shift. This package was used to better align funding in the Central Services division to match to the agency funding splits for cost allocation purposes. This package also contains the fund shift for lease payments to align funding with the agency funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Capital Construction
Cross Reference Number: 91400-089-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Other Capital Outlay	-	-	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

_____ Agency Request
2025-27 Biennium

_____ Governor's Budget
Page _____

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

Policy Package #515: Rental Development: XI-Q for LIFT and PSH

Package Description

This policy package proposes to continue funding the development of affordable rental housing and permanent supportive housing through Article XI-Q Bond investment. The Governor's recommended budget includes requests $780 million total Article XI-Q bonds, of which $700 million will be allocated to the Local Innovation Fast Track (LIFT) program for affordable rental housing development and $80 million of which will be used for development funding through the Permanent Supportive Housing (PSH) program. Debt service payments for Article XI-Q bonds are paid with General Fund resources.

Purpose

The need for housing and the capacity among affordable developing providers are high, so this policy package proposes to expand available funding. The Article XI-Q Bond investment for affordable rental housing production proposed in this policy package aligns with Pillar 5 of the Governor's Housing Production Framework: "Funding and Programs Supporting Housing Production, Ongoing Funding for Housing Development: A. Continue to maximize LIFT funding, low-income housing tax credits, and private activity bond allocations for affordable rental and homeownership development." LIFT program funding will continue to be the single most critical piece of the agency's efforts to quickly distribute resources for the development of more housing to meet the goals laid out in this framework as well as the existing goals laid out in Executive Order 23-04.

Additionally, the Article XI-Q Bond investment for PSH development, coupled with proposals for services and rent assistance funding, comprise a package that addresses the complex needs of unhoused persons who are unable to remain stably housed without these supports. This program and the resources for it help to house some of the most challenging to house Oregonians through a nationally recognized, evidence-based model. The State delivers this complex bundling of resources through a coordinated process at OHCS. This package of proposals aligns with Pillar 2 of the Governor's Housing Production Framework: "Core Program Improvements, Permanent Supportive Housing."

How Achieved

All funding for affordable rental housing is provided through the Oregon Centralized Application (ORCA), which makes OHCS' funding process more efficient for both the agency and our development partners. In addition, the availability of Private Activity Bonds in the 2025-27 biennium means OHCS will once again have access to 4% LIHTC, which is often paired with XI-Q Bond funding to maximize the impact of Federal resources that the state receives.

The XI-Q Bond investment for PSH development will be delivered in coordination with the funding for supportive services and rent assistance that OHCS offers to ensure that tenants are being served in the holistic manner that the model calls for with as much fidelity as possible.

Staffing Impact

No additional staff requested in this package.

Quantifying Results

Outcomes

From 2016 through 2023, OHCS delivered a total of $717,347,755 in LIFT funding across 6,723 units of affordable rental housing, for an average of $106,701 in LIFT per unit.[1] With a major caveat that costs are increasing across the board and that it will likely impact per unit projections, the proposed $700 million in LIFT for rental housing and projecting the same average cost per unit forward OHCS could support the development of approximately 4,500 total units of housing in the biennium. With the $80 million proposed Article XI-Q Bond resources dedicated to PSH development which have higher per unit costs in general, OHCS anticipates that approximately 500 units of PSH could be developed.

Racial Equity Strategy

This policy package will help address disparities in housing outcomes, including housing cost burden and homelessness, that exist for most communities of color in Oregon.

Applicants seeking funding for rental development, including the funding proposed in this policy package, will do so through the ORCA, which includes requirements and questions related to the Affirmative Fair Housing Marketing Plan; Diversity, Equity, and Inclusion Agreement; equity and racial justice strategies; MWESB strategies; and engagement and community needs. This means all projects seeking this funding will need to meet these racial equity-related requirements.

Additionally, the ORCA involves funding set-asides and technical assistance for culturally specific organizations and Tribes, as well as rural development by nonprofits. The ORCA prioritizes these entities because they have not received an equitable percentage of

[1] Affordable Rental Housing Dashboard | Tableau Public

resources from OHCS and other funders in the past, and they often must create projects with less capital, thinner margins, and greater risks due to the needs in their tenant communities.

Accountability to Racially Equitable Outcomes
The ORCA collects more data on race and ethnicity for all funding applicants compared to previous funding rounds in several ways: a clearer process to identify as a culturally specific organization; an option for applicants to note whether their project is owned by a culturally specific organization or BIPOC-led entity; clear MWESB requirements; an enhanced Diversity, Equity, and Inclusion Agreement; a question that asks about racial equity-specific organizational development; and an Affirmative Fair Housing Marketing Plan that asks applicants to identify communities of color and other populations least likely to apply for housing and create strategies to ensure people from those communities apply to live in their housing.

Additionally, the Affordable Rental Housing Division will be collecting continuous feedback on all aspects of the ORCA and will iterate the ORCA as OHCS, and development teams continue to gain experience with it.

Administration
All applicants seeking capital funding through the ORCA will be required to meet regional MWESB requirements for percentage of contracted work to these types of entities, as well as answer a set of questions about their strategies to ensure they do so. If applicants have failed to meet MWESB requirements in the past, they will be required to work with an MWESB consultant. Additionally, applicants must answer a set of questions relating to equity and racial justice strategies, and one of the strategies they can select from a list of options relates to ownership by a culturally specific organization or BIPOC-led organization.

Revenue Sources

Other Fund Capital Construction:
General Obligation Bonds: $780,000,000

A corresponding policy package #515 in the Bond Activities and Debt Service program reflects the General Funds needed to support debt service payments associated with this bond request.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept
Pkg: 515 - HH Rental Development: XI-Q for LIFT and PSH

Cross Reference Name: Capital Construction
Cross Reference Number: 91400-089-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	780,000,000	-	-	-	780,000,000
Total Revenues	**-**	**-**	**$780,000,000**	**-**	**-**	**-**	**$780,000,000**
Capital Outlay							
Other Capital Outlay	-	-	780,000,000	-	-	-	780,000,000
Total Capital Outlay	**-**	**-**	**$780,000,000**	**-**	**-**	**-**	**$780,000,000**
Total Expenditures							
Total Expenditures	-	-	780,000,000	-	-	-	780,000,000
Total Expenditures	**-**	**-**	**$780,000,000**	**-**	**-**	**-**	**$780,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Policy Package # 518 Homeownership Development: LIFT and HDIP

Package Description

This package supports two Homeownership Development programs that seek to increase the supply of affordable homes for purchase in Oregon: a) an allocation of $100M in Article XIQ Bonds for the Local Innovations and Fast Track (LIFT) Homeownership program; and b) an allocation of $50M in general funds for the Homeownership Development Incubator Program (HDIP). Collectively, we expect that these two programs will lead to the construction of nearly 1000 new affordable homes for purchase.

Purpose

According to the Oregon Housing Needs Analysis, Oregon needs to increase the housing supply by 550,000 units over the next 20 years to keep pace with housing needs. Affordable units for purchase are an essential component of a healthy housing stock. Affordable homeownership promotes community stability and continuity, as homeowners are more likely to stay in one place longer, fostering stronger, more cohesive neighborhoods. By offering a pathway to economic mobility and stability, affordable homeownership reduces the burden on rental markets and homelessness services, creating a more balanced and resilient housing ecosystem. Taking a multifaceted approach to tackling the state's housing shortage ensures that people at different stages of their housing journey have access to appropriate and sustainable housing options. Increasing the supply of affordable homeownership opportunities that are designed to meet community needs will reduce disparities in homeownership and wealth rates among people of color in Oregon.

Both LIFT and HDIP seek to spur greater density in urban areas, support development in rural areas, and increase housing stock in a way that is informed by local communities. LIFT Homeownership supports the construction of new housing that typically remains permanently affordable. Due to restrictions of Article XI-Q bonds used for LIFT Homeownership, a general fund resource is needed to ensure broader access to homeownership development opportunities. HDIP supports housing development on tribal land, encourages generational wealth building among communities that have been historically excluded from homeownership, and invests in new and innovative models of homeownership development.

How Achieved

LIFT Homeownership: The objective of the LIFT Homeownership Program is to build new affordable homes for low-income households. With a focus on increasing housing supply, LIFT funds can only be used for new construction and homes must be ready for sale within 36 months of receiving a funding reservation. Utilizing Article XI-Q bond funding as a source for housing development, LIFT requires the state to have an ownership or operational interest in any real property developed. For homeownership opportunities, this means that projects must use a shared equity model such as a community land trust (CLT), condo, or leasehold property.

Homeownership Development Incubator Program: HDIP increases the supply of affordable homes for purchase and supports homeownership among communities that have been underrepresented as homeowners in Oregon through the following funding tracks:

1. Grant Funds for Tribal and Sovereign Nations for the development of affordable homes for purchase and other homeownership-related projects;

2. Pre-development & Capacity Building (PDCB) grants to build the capacity of organizations that are seeking to establish or scale operations and increase the pipeline of developers receiving OHCS funding;

3. Development Subsidies to finance the affordability gap for new construction of affordable homes or the conversion of existing structures into new affordable homes for purchase. These awards fund innovative models of homeownership that don't qualify for LIFT, seek to build generational wealth, and serve households with incomes up to 120% AMI; and

4. LIFT Supplemental Grants to provide further subsidy for culturally specific, small, emerging and rural developers accessing LIFT funds.

Staffing Impact

OHCS is requesting a Homeownership Development Technical Assistance & Operations Analyst (OPA3) to provide high-touch technical assistance and support to applicants and potential applicants- particularly culturally specific and tribal developers- to increase access to OHCS Homeownership Development programs. This position will develop the process for technical assistance and support the development and maintenance of key operational systems and processes for Homeownership Development.

Operations & Policy Analyst 3, Permanent Full Time

Quantifying Results

Outcomes

This investment package aligns with the Governor's housing production goals and contributes to long-term housing stability and homelessness prevention.

LIFT: Since 2018, OHCS has completed six LIFT Homeownership NOFA cycles. It's allocated nearly $90M in LIFT funds to support the construction of 59 projects that will result in 894 affordable homes that will house an estimated 2,235 low-income Oregonians. Of the LIFT homes that are complete and have homeowners, the majority are female-headed households with children.

Homeownership is currently redesigning LIFT HO in consultation with DOJ and a LIFT partner working group. We believe the upcoming restructure will reduce barriers for nonprofit developers and construction lenders and facilitate greater access to LIFT, setting the stage for larger program growth. With the assumption of an average per unit request of $150,000, we expect to subsidize the construction of 666 new affordable homes for purchase with $100M in LIFT. This will create homes for an estimated 1,665 Oregonians.

HDIP: Through $40M legislative funding for HDIP in the 2021-2023 biennium, OHCS funded five tribal homeownership projects, 17 non-tribal homeownership development projects, distributed 14 PDCB grants, and provided market cost offset funds to 11 LIFT projects that faced unexpected costs due to the COVID-19 pandemic. This prior HDIP funding will lead to 318 new affordable homes by 2026, and more down the line due to longer term efforts completed through the PDCB grants.

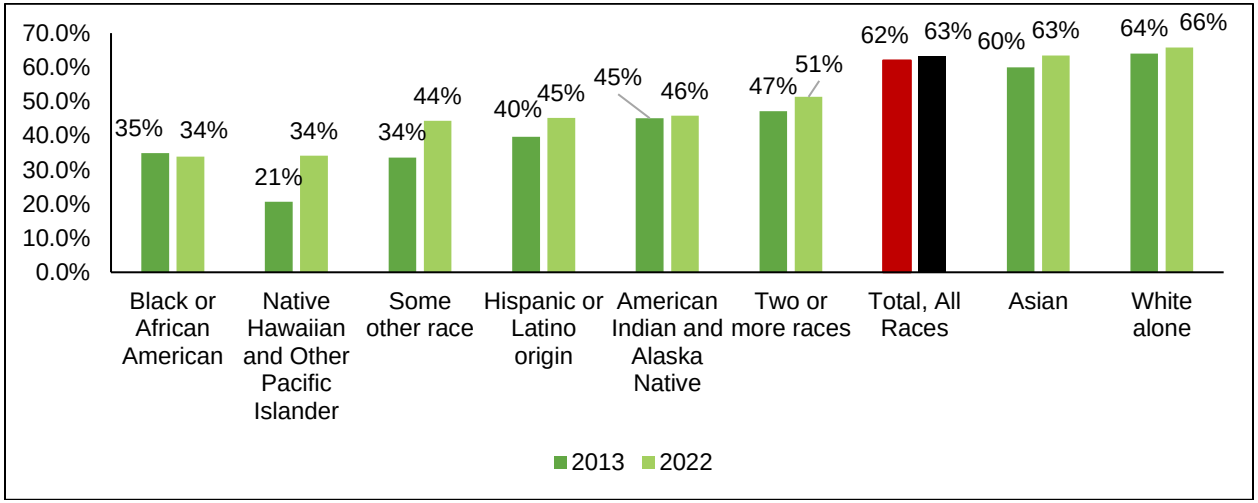
OHCS estimates that this general fund investment will lead to the development of over 300 new affordable homes within three years. At least 6 tribes will receive funding to create an estimated 31 new homes and support an additional 20 tribal members to become homeowners. Additionally, OHCS will fund 20 unique organizations to scale homeownership development operations and/or conduct pre-development work to start the process of getting shovel-ready so they qualify for development funding. This seed funding will broaden the state's network of culturally specific and emerging homeownership developers.

Together, this LIFT and HDIP investment will create nearly 1000 new affordable homes for purchase within three years, the majority of which will remain affordable in perpetuity.

Racial Equity Strategy

Racial disparities in homeownership rates across Oregon are vast. Since 2013, the gap between Black and American Indian and Alaskan Native homeownership rates and white homeownership rates has widened. Homeownership rates among other race and ethnicities remain far below white homeownership rates (see chart below).

Housing costs have steadily been on the rise in Oregon. In 2023, the typical home in Oregon costs around $528,000 which is 24% more than the US average, and 11% (or $52,000) higher than pre-pandemic sales prices. With interest rates at an all-time high, housing affordability is further out of reach for many Oregonians, particularly Oregonians of color.



OHCS' Homeownership Development programs—LIFT and HDIP—seek to eliminate gaps in homeownership rates in Oregon. Using a targeted universalism approach, our current goal is a 66% homeownership rate in Oregon across all races and ethnicities. OHCS' Homeownership Development programs work to achieve this through a multi-faceted approach:

- Set-asides for Culturally Specific Developers. Culturally Specific developers reflect the communities they seek to serve and have lived experience and expertise in the needs of these communities. While developers must comply with Fair Housing laws, developers that take a culturally specific approach are best positioned to reach and support communities that have been under-represented as homeowners in Oregon.
- HDIP Tribal Funding. With HDIP general funds, we will have a non-competitive set-aside for Tribal Homeownership projects. The parameters of this set aside were structured according to feedback from the tribes and will support development of homeownership opportunities for Tribal members.
- Technical Assistance: OHCS has received feedback from culturally specific, small, and rural developers that navigating OHCS funding is a barrier. Through this investment, we will have staff dedicated to supporting these developers to plan their homeownership pipeline, apply, and utilize OHCS Homeownership Development, making our programs more accessible and inclusive.

- Pre-development funding: Traditionally, by the time a developer is ready to apply for OHCS Homeownership Development funding, they have already invested substantial capital in the project to ensure that it is shovel-ready. This can be a barrier for culturally specific, small, and rural developers. Through HDIP general funds, OHCS will be able to offer resources to culturally specific, small, and rural developers to scale their capacity and cover the costs of pre-development needed before they can apply for LIFT or other development funding. This too will make our programs more accessible and inclusive.
- Minimum requirements for equity and community engagement: Homeownership Development projects must meet minimum criteria in six different categories, including equity and community engagement. In this category, applicants must demonstrate an active commitment to diversity equity and inclusion. The applicant also must detail plans to engage and support community members and potential homebuyers throughout every stage of the pre- and post-purchase process.

Accountability to Racially Equitable Outcomes

OHCS tracks Homeownership Development racial equity outcomes using the following data points:

- Number of culturally specific developers funded
- Number of projects that have been informed by and are centered around a culturally specific community
- Number of homes that have been informed by and are centered around a culturally specific community
- Racial and demographic make-up of homeowners
- MWESB contracting in terms of dollars spent and percentage of contractors on a project

With additional staff we will be able to expand our racial equity tracking. Additional data points may include (but aren't limited to):

- Culturally specific developers that received OHSC technical assistance and conversion to successful development applicants
- Family wealth created through the affordable homeownership opportunity
- Additional OHCS resources leveraged to reduce sales price and increase equity built in homes
- Overall progress in reducing racial disparities in homeownership in Oregon

Administration

As mentioned above, there will be set asides for culturally specific developers as well as support and evaluation criteria to ensure that all development is done in a culturally responsive way. Additionally, developers are expected to meet MWESB goals for their region. They are evaluated on their MWESB strategy and OHCS collects data on MWESB contracting and spending.

BUDGET NARRATIVE

Revenue Sources

Other Funds Capital Construction:
General Obligation Bond: $100,000,000

A corresponding policy package #518 in the Bond Activities and Debt Service program reflects the General Funds needed to support debt service payments and cost of issuance associated with this bond request.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Housing & Community Svcs Dept | **Cross Reference Name: Capital Construction**

Pkg: 518 - HH Homeownership Development: LIFT and HDIP | **Cross Reference Number: 91400-089-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	100,000,000	-	-	-	100,000,000
Total Revenues	**-**	**-**	**$100,000,000**	**-**	**-**	**-**	**$100,000,000**
Capital Outlay							
Other Capital Outlay	-	-	100,000,000	-	-	-	100,000,000
Total Capital Outlay	**-**	**-**	**$100,000,000**	**-**	**-**	**-**	**$100,000,000**
Total Expenditures							
Total Expenditures	-	-	100,000,000	-	-	-	100,000,000
Total Expenditures	**-**	**-**	**$100,000,000**	**-**	**-**	**-**	**$100,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**

2025-27 Biennium **Page _____** **Essential and Policy Package Fiscal Impact Summary - BPR013**

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

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-25 Leg Adopted	2023-25 Estimates	2025-27 Agency Request	2025-27 Governor's Recommended
Other Funds Capital Construction							
General Fund Obligation Bonds							
Capital Construction	3020	0555	$ 411,685,000	$ 600,000,000	$ 600,000,000	$ 680,000,000	$ 880,000,000
Interest Income							
Interest - LIFT	3020	0605	$ 11,468,916		$ 37,200,200		
Interest - PSH	3020	0605	$ 880,183		$ 1,230,000		
Transfer Out - Intrafund	3020	2010	$ (1,685,000)		$ (1,965,583)		
Total Other Funds Capital Construction	**3020**		**$ 422,349,100**	**$ 600,000,000**	**$ 636,464,617**	**$ 680,000,000**	**$ 880,000,000**

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

Housing & Community Svcs Dept **Agency Number: 91400**

2025-27 Biennium **Cross Reference Number: 91400-089-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
General Fund Obligation Bonds	411,685,000	600,000,000	600,000,000	680,000,000	880,000,000	-
Interest Income	12,349,100	-	-	-	-	-
Transfer Out - Intrafund	(1,685,000)	-	-	-	-	-
Total Other Funds	**$422,349,100**	**$600,000,000**	**$600,000,000**	**$680,000,000**	**$880,000,000**	**-**

Capital Budgeting

Capital Financing Six-Year Forecast Summary 2025-27

Agency: 914000
Agency #: Oregon Housing & Community Services

Provide amounts of agency financing needs for the 2025-27 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ -	$ -	$ -	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ -	$ -	$ -	
Debt Issuance for Loans and Grants				
General Fund Repayment	$ 880,000,000	$	$ 880,000,000	GF
Lottery Funds Repayment		185,000,000	185,000,000	LF
Other Funds Repayment		50,000,000	50,000,000	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ 880,000,000	$ 235,000,000	$ 1,115,000,000	
Total All Debt Issuance				
General Fund Repayment	$ 880,000,000	$ -	$ 880,000,000	GF
Lottery Funds Repayment	-	185,000,000	185,000,000	LF
Other Funds Repayment	-	50,000,000	50,000,000	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2025-27	$ 880,000,000	$ 235,000,000	$ 1,115,000,000	

Capital Financing Six-Year Forecast Summary 2027-29

Agency: 914000
Agency #: Oregon Housing & Community Services

Provide amounts of agency financing needs for the 2027-29 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ -	$ -	$ -	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ -	$ -	$ -	
Debt Issuance for Loans and Grants				
General Fund Repayment	$ 680,000,000	$	$ 680,000,000	GF
Lottery Funds Repayment		375,000,000	375,000,000	LF
Other Funds Repayment		50,000,000	50,000,000	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ 680,000,000	$ 425,000,000	$ 1,105,000,000	
Total All Debt Issuance				
General Fund Repayment	$ 680,000,000	$ -	$ 680,000,000	GF
Lottery Funds Repayment	-	375,000,000	375,000,000	LF
Other Funds Repayment	-	50,000,000	50,000,000	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2027-29	$ 680,000,000	$ 425,000,000	$ 1,105,000,000	

Capital Financing Six-Year Forecast Summary 2029-31

Agency: 914000

Agency #: Oregon Housing & Community Services

Provide amounts of agency financing needs for the 2029-31 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ -	$ -	$ -	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ -	$ -	$ -	
Debt Issuance for Loans and Grants				
General Fund Repayment	$ 680,000,000	$	$ 680,000,000	GF
Lottery Funds Repayment		375,000,000	375,000,000	LF
Other Funds Repayment		50,000,000	50,000,000	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ 680,000,000	$ 425,000,000	$ 1,105,000,000	
Total All Debt Issuance				
General Fund Repayment	$ 680,000,000	$ -	$ 680,000,000	GF
Lottery Funds Repayment	-	375,000,000	375,000,000	LF
Other Funds Repayment	-	50,000,000	50,000,000	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2029-31	$ 680,000,000	$ 425,000,000	$ 1,105,000,000	

Special Reports

Enterprise IT Project Prioritization | 2025-27

CRM

TAL PROJECT SCORE (0-100) 65

CRITERIA	WEIGH	SCORING GUIDE	
Alignment to Strategic Plans • Does this investment adhere to the Governor's Strategic Plan (Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight)? • Does this investment align with and support the vision, goals, and guiding principles outlined in the EIS Strategic Framework, Cloud Forward: A Framework for Embracing the Cloud in Oregon, Oregon's Data Strategy: Unlocking Oregon's Potential, and the Modernization Playbook? • Does this investment align with and support the State of Oregon, Diversity, Equity, and Inclusion (DEI) Action Plan: A Roadmap to Racial Equity and Belonging, the sponsor's agency-specific Racial Equity Plan, and ethical use of date—investing in data justice and representation, visibility, and ethics to serve all Oregonians? • Does this investment optimize service delivery to the public and/or internally by modernizing agency-specific and cross-agency systems? • Does this investment align with and support the agency's IT and business strategic plans, including strategies for modernizing legacy systems? • Does this investment fulfill a legislative mandate, enable compliance with current State or Federal law, or address specific audit findings?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2

Technology Best Practices and Priorities

• Does this investment align with and support the following enterprise information technology priorities?

- ***Information Security*** **.** Improving the security and resilience of the state's systems

- ***Modernization*** . Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformation

- ***A Better Oregon Through Better Data*** **.** Leveraging data as a strategic asset—improving data analysis, data quality, information-sharing, decision-making, and ethical use.

- ***Cloud Forward*** . Enabling Oregon to conduct 75% of its business via cloud-based services and infrastructure

• Does this investment align with IT best practices (e.g., cloud-first, modular implementation, agile practices, configuration over customization, open systems, transparency and privacy by design, security principles, and other modern hosting technologies)?

• For system modernizations that include data or data systems, has the agency evaluated the current data being collected, its overall quality, and a migration approach if relevant?

• Has there been evaluation of the data contained within the system to see if changes need to be made to the data collection itself?

3 - Fully Aligned (all applicable criteria addressed)

2 - Mostly Aligned (most applicable criteria addressed)

2

1 - Partially Aligned (some applicable criteria addressed)

0 - Not Aligned (no or very few applicable criteria addressed)

People-Centered Approach

• Does this investment put people first—the people who rely on essential services and those working to provide those services?
• Does this investment help to eradicate racial and other forms of disparities in state government?
• Does this investment improve equitable access to services, programs, and resources, or make the agency's overall service portfolio more accessible or usable for diverse populations?
• Does the agency intend to strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities?
• Does this investment reduce or eliminate administrative burdens* that have created barriers to access or reinforced existing inequalities for historically underserved and underrepresented communities?
• Has the agency utilized the Racial Equity Toolkit within the DEI Action Plan in assessing and planning the project?
• If the investment is for agency use, does it improve the agency users' experience?

3 - Fully Aligned (all applicable criteria addressed)

2 - Mostly Aligned (most applicable criteria addressed)

1 - Partially Aligned (some applicable criteria addressed)

0 - Not Aligned (no or very few applicable criteria addressed)

3

Business Process Transformation

• Does this investment contribute to business process improvement/transformation?
• Does this investment improve service delivery to customers, partners, or other stakeholders?
• Has the agency done public engagement, outreach, or an internal evaluation to identify which populations are most highly impacted (positively and negatively) by these business process changes (e.g., considering populations without home internet in creating a digital application process)?
• Have measurable business outcomes and benefits been established, including the return on investment if applicable?

3 - Fully Aligned (all applicable criteria addressed)

2 - Mostly Aligned (most applicable criteria addressed)

1 - Partially Aligned (some applicable criteria addressed)

0 - Not Aligned (no or very few applicable criteria addressed)

3

Investment Risk

- Would inaction impact systems or solutions that support critical business functions?
- Would inaction increase risk to continuity of services to customers, particularly vulnerable or underserved populations?
- Are there community impacts of not undertaking this project?
- Has the agency identified an inequity or imbalance in service provision that this initiative would resolve?
- Is there increased risk if investment is not addressed during this budget cycle (e.g., security, safety, legal, funding source, or any other related risk)?
- Does the investment address non-compliance of federal or state requirement, audit finding, or mandate?
- Does this investment address an identified and documented highly probable agency risk?

3 - Fully Aligned (all applicable criteria addressed)

2 - Mostly Aligned (most applicable criteria addressed)

1 - Partially Aligned (some applicable criteria addressed)

0 - Not Aligned (no or very few applicable criteria addressed)

2

Organizational Change Management (OCM)

- Does the investment significantly impact operations throughout the organization?
- Does the agency have, or intend to acquire, OCM resources with the skillsets and experience for the size and complexity of the project?
- Does the agency plan to address and mitigate impact or adoption risks through a change management plan or intend to follow a formal OCM methodology?
- Has the agency identified community engagement or community involvement as a component of the change management process?
- Is external outreach or training planned to implement this change with constituents?

3 - Fully Aligned (all applicable criteria addressed)

2 - Mostly Aligned (most applicable criteria addressed)

1 - Partially Aligned (some applicable criteria addressed)

0 - Not Aligned (no or very few applicable criteria addressed)

2

Solution Scale and Approach

• Has the agency engaged customers, partners, and communities to understand and structure the business problem, benefits, and outcomes?
• Does the investment fully address the agency's business problem, benefits and outcomes?
• Is the solution of the appropriate size and scale?
• Does this investment adhere to principles in *EIS Cloud Forward* (p.4) or *Modernization Playbook* (p.6), etc.?
• Will the agency continue to engage customers and communities to inform design, approach, and usability of the solution?

3 - Fully Aligned (all applicable criteria addressed)

2 - Mostly Aligned (most applicable criteria addressed)

1 - Partially Aligned (some applicable criteria addressed)

0 - Not Aligned (no or very few applicable criteria addressed)

2

Capacity

• Has the agency considered skillsets and capacity requirements needed to effectively resource this initiative?
• Does the agency have resources with the necessary skillsets and knowledge, or can the agency acquire the resources?
• Will this investment impact the agency's ability to deliver on its core business functions?
• Has the agency considered capacity for various non-technical resources, including organizational change management, project management, business analysis, testing, communication and community engagement activities?
• Does the agency or project environment foster an inclusive workplace culture and promote equitable hiring, retention, and promotion practices?

3 - Fully Aligned (all applicable criteria addressed)

2 - Mostly Aligned (most applicable criteria addressed)

1 - Partially Aligned (some applicable criteria addressed)

0 - Not Aligned (no or very few applicable criteria addressed)

1

Governance and Project Management Processes

• Does the agency have formal IT governance in place that will oversee this investment?
• Does the investment have executive sponsorship and steering committee in place?
• Does the agency employ adequate project governance structure and practices to oversee vendor/contract management, change control, quality control and quality assurance, and data management and usage?
• For projects that impact data or data systems, is there a data governance body or other body responsible for data management that is engaged in the process? Is there an agency data lead who is engaged as part of the project?
• Are agency DEI staff involved in the IT Governance and prioritization process?
• Does the agency intend to involve customer or partner representation on project forums (i.e. steering committees, advisory boards, etc.)?
• Has the agency established processes for community outreach, feedback, engagement, or advice in accordance with the Racial Equity Framework and DEI Action Plan?
• Does the agency have, or intend to acquire, project management resources with the skillsets and experience for the size and complexity of the project?
• Does the agency use mature project management

3 - Fully Aligned (all applicable criteria addressed)

2 - Mostly Aligned (most applicable criteria addressed)

1

1 - Partially Aligned (some applicable criteria addressed)

0 - Not Aligned (no or very few applicable criteria addressed)

References:

*Administrative burdens include learning costs, such as finding out whether one is eligible for a program; compliance costs, such as burdensome paperwork and documentation; and psychological costs, such as the stress and stigma that people feel when interacting with government programs. Health Affairs, Herd, P., Moynihan, D. (2020, October 2). *How*

3
2
1
0

Business Case for
Grants Management System

Oregon Housing & Community Services,

Agency Wide

May 30, 2024

Authorizing Signatures

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

Agency Head or Designee	
Caleb Yant	**(Date)**
Signature	
Agency Executive Sponsor	
	(Date)
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Liana Webb	**(Date)**
Signature	

Revision History

Author	Date	Version	Comments
Timothy Ryen & Geoff Hilgemann	5/25/2022	0.1	Original draft
Jennifer Grentz	5/17/2024	0.2	Resolved comments and updated for 25-27 Leg Session
Jennifer Grentz	5/21/2024	0.3	Updated from internal review; prepared for sponsor review
Jennifer Grentz	5/22/2024	1.0	Final version for signature

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Executive Summary

The mission of Oregon Housing and Community Services (OHCS) is to provide stable and affordable housing and engage leaders, to develop an integrated statewide policy that addresses poverty and provides opportunity for Oregonians. This mission is accomplished through the administration of programs that provide housing stabilization – from preventing and ending homelessness, assisting with utilities to keep someone stable, to financing multifamily affordable housing, to encouraging homeownership. These programs are delivered primarily through grants with community-based service providers, mainly local government and nonprofit entities, which sets the foundation for the Grants Management System (GMS) project.

The GMS project will provide OHCS with a solution to the various technological challenges and risks currently facing the agency. The goal of the project is to provide a single solution to administer grants throughout the agency from application to review to award and reporting. This modern platform will facilitate better data for analysis, improved productivity and reliability, and a unified user experience for both staff and applicants.

The current fractured grants processes are not adequate to address the needs of the agency, applicants, and grantees; processes are decentralized with a lack of standardization, and interagency communication is insufficient. These current processes put OHCS at risk. There is no single source of truth, transparency is limited, and reporting is a manual process, making compliance, flexibility, and customer service tedious and inefficient. Implementing a modern grants management solution and unifying business processes will allow OHCS to improve its use of technology and mitigate these risks, while achieving operational and organizational goals. It will help reduce administrative burden on staff, improve data accuracy, and ensure compliance with funding guidelines as well as:

- Manage the very complex and administratively burdensome process of integrating both grantee and grantor requirements into a seamless process, including managing subrecipients.
- Ensure accountability and alignment of grant activities relative to organizational priorities, with reliable tracking of grant goals and performance metrics.
- Standardize data collection and reporting processes across OHCS, helping drive transparency, producing more timely and accurate reporting, and helping comply with federal grant requirements, such as the Uniform Guidance (2 CFR 200), DATA Act, GONE Act and GREAT Act.
- Provide early warnings and timely responses to relevant funding opportunities with configurable real-time email alerts.

As Oregon's housing finance agency, grants management will continue to be the core of much of OHCS' operations. This business case demonstrates and provides the context for the challenges OHCS faces in the absence of a technology solution to automate processes and standardize the grants management administration.

Start and End Estimate: April 2024 – June 2027
Project Duration: 3 years

Budget: Current estimates for project costs for the total project budget are:

Table 1 Budget estimates

Software Licensing	$1,500,000
Contracts/Services	$1,000,000
Implementation/Training	$2,500,000
Support Agreement	$200,000
Total	$5,200,000

1.0 Overview and Background

1.1 Background

The grants management processes at OHCS are disjointed, cumbersome, and provide a non-intuitive experience for staff, who depend on these systems for their daily work. The current business processes often rely on manual spreadsheet management (i.e., Excel, Smartsheet) or inhouse developed systems and require staff to spend substantial time and attention manually re-entering data into several systems that do not sync. This is an impediment to productivity and customer service. These current processes place OHCS at a disadvantage when administering grants, and current standards for data integrity and reporting are behind today's standards. Access to data and reporting on statistics, tracking, and reporting on Key Performance Metrics, and ensuring reporting requirements from awardees are completed is limited and often requires manual processing.

1.2 Scope Statement

The OHCS mission to provide stable and affordable housing and engage leaders and develop an integrated statewide policy that addresses poverty and provide opportunities for Oregonians. This project will replace and modernize the existing systems and processes used across OHCS for grants administration. The Grants Management System project covers all the processes included in the procurement, configuration, testing, training and change management of a new grants management solution. This will include the following activities and deliverables:

- Implementation of the new solution(s).
- All activities related to the release of the Request for Proposal/Request for Quote to procure the solution(s) and select an implementation vendor.
- Performing all verification testing for the new system – business functions, user acceptance, integration, regression, and security.
- Project specific change management.

- Technology and business process training for OHCS staff.
- Grants management system guidelines and policies.
- Project related communications.

The scope of the project does not include:

- Change management and business process support for employees external to OHCS.
- Business process training for processes outside of OHCS or the grants management system.
- Implementation of any tools not related to OHCS' grants management workflows.

1.3 Roles and Responsibilities

This section lists and defines the core project team.

Table 2 Roles and Responsibilities

Role	Resource	Summary
Project Sponsor	TBD	Controls project funds and is the final decision maker.
Project Lead/Chief Information Officer	Liana Webb	Primary business representative; contributes to daily strategic direction; provides technology management oversight.
IT Project Manager	TBD	
Project Manager	Jennifer Grentz	Supports the ITPM in planning, executing, monitoring, and controlling the project.
Organizational Change Manager*	TBD	Leads efforts to work with all affected users and leadership to support culture change and ensure they are prepared for the significant impact any new processes will make on their day-to-day work and facilitate the adoption of new systems and solutions.
Business Analysts	Tim Ryen Mariah Acton	Primarily responsible for the requirements gathering process and participating in implementation activities to ensure the chosen solution fully meets the designated requirements.
Systems Analyst	Sheridan Bailey	Assists in requirements gathering process for system and technical requirements. Can assist in effort for SOW and project artifact generation. Participates in implementation activities to ensure the chosen solution fully meets the designated requirements, including testing, training, and

		deliverable review. Analyzes and defines current tools and technology to aid in the solution selection.

**Funding for an OCM consultant was requested in the 23-25 full session.*

1.4 Services for Procurement

OHCS is requesting funds for independent quality management services and organizational change management and will contract with iQMS and OCM vendors in spring of 2025. An overview of their roles and responsibilities is detailed below:

- Independent Quality Management Services (iQMS) This vendor will provide planning and quality control deliverables, and continuous periodic reports throughout the lifetime of the project. Key deliverables include:
    - Initial Risk Assessment
    - Quality Standards Report
    - Quality Control Checklists
    - Quality Management Plan
    - Baseline Quality Management Services Work Plan
    - Lessons Learned Report
    - Quality Control Review Report
    - Periodic Quality Status Reports
    - Quarterly Quality Assurance (QA) Status Reports
- Organizational Change Management: Leads efforts to work with all affected users and leadership to support culture change and ensure they are prepared for the significant impact any new processes will make on their day-to-day work and facilitate the adoption of new systems and solutions. Key deliverables will include:
    - Organizational Change Management Plan
    - Change Readiness Assessment
    - Change Impact Assessment
    - Quarterly Readiness Assessment Reports
    - Communication Plan
    - Training Plan

2.0 Overview and Objectives

2.1 Current State

To assist in identifying the current state of grants management and reporting, the project team created and executed an information gathering survey and met with several divisions across the agency. This initial work helped provide a deeper understanding of the business users current processes and needs as they relate to the lifecycle of grants management and administration.

An initial survey was sent to selected staff. This information, combined with the GMS team's continued efforts to review documentation, interview stakeholders, and identify requirements has produced the information in the table below. This information supports the need for a modern technology solution.

Table 3 Survey Observations

Area	Observations
Technology	• 23 different systems are used across divisions and roles to complete day-to-day grants management and administration work. • Lack of an application portal. • No integration between current systems.
Process Automations	• There are many manual processes. • Automation for data entry, workflow triggers, and communication with applicants and grantees are priorities for users.
Modernization	• Survey respondents noted pain points with current workflows, including lack of functionality and inconsistent user experience. • Reporting and dashboarding capabilities are needed.
Trainings and Process Documentation	• Consistent training across the agency for grants administration

2.2.1 Current Systems

The software tools used by OHCS' grants administration divisions and staff range from inhouse developed applications to spreadsheets and tables. There are limitations to all these solutions, and they have created the disjointed, cumbersome, and an often-unproductive experience for users. Many processes are manual, which increases costs, and reduces productivity, performance, efficiency, and the quality of service provided to Oregon agencies, applicants, and grantees. An overview of the systems is included below[1]:

Table 4 OHCS Grants Systems In Use

System	Functionality	Supportability	Security	Performance	Stability
OPUS	🟡	🟡	🟡	🔴	🟡
DISH	🟡	🟡	🟡	🔴	🟡
Smartsheet	🟡	🟢	🔴	🔴	🟢
Excel	🟡	🟢	🔴	🔴	🟢
Word	🟡	🟢	🔴	🔴	🟢
IDIS	🟡	🟡	🟡	🔴	🟡
Procorem	🟡	🟢	🟡	🔴	🟢

[1] Functionality: is the system meeting business needs?
Supportability: is OHCS able to support the system and/or receive adequate vendor support?
Security: can the system meet OHCS' level of security requirements?
Performance: how does the system help staff complete their work quickly and efficiently?
Stability: how susceptible is the system to downtime and failures?
Red: high risk | **Amber**: medium risk | **Green**: low or no risk

2.2 Opportunity for Change

As illustrated above, OHCS employees use several systems to perform their normal day-to-day job functions. Because these systems are not inter-related, staff are required to take multiple steps to complete simple or routine tasks. With increasing workloads, including the expansion of resources, growth and diversification of grantees, and rise in programmatic offerings, the lack of a modern solution exponentially reduces efficiencies and increases the potential for errors. In addition, applicants must submit multiple applications for grants and experience inconsistent processes from OHCS divisions. This creates inefficiencies and productivity issues that can be addressed and resolved.

We have an opportunity to make a difference in how OHCS administers grants and handles some case management work through the successful execution of this project. Merely replacing current systems is not a viable solution. This modernization involves the adoption of new technologies, and upgrading systems and software to meet the modern day needs of the business. This project will involve developing new capabilities as well as taking the opportunity to redefine and reevaluate organizational processes. To maximize this effort, OHCS' requirements must be defined and developed with the experience of the core project team.

Upon the successful execution of this project, OHCS will implement a new solution that includes an applicant portal, case management, reporting and communication workflows by using a modern, streamlined, cloud-based system. This will not only increase staff satisfaction with new and improved technology to complete

their work but will also lead to improved business processes, enhanced productivity, and better customer service.

2.3 Future State

As envisioned by OHCS leadership and the GMS team, this project will contribute to agency goals by:

- Delivering a comprehensive solution that supports the OHCS mission and needs.
- Streamlining or modifying business processes and improving efficiencies.
- Improving the user experience by providing an integrated solution that is easy to use.
- Reducing data silos, manual processes and increasing collaboration across divisions.
- Ensuring stakeholder participation from planning through roll out, empowering them to be a part of and ready for the solution.
- Having a training plan in place so staff will know how to use the new solution to do their work.

OHCS intends to develop a formal RFP or RFQ with clearly defined requirements that will fulfill the current and foreseeable future grants administration needs at OHCS. OHCS will implement a technology solution that unifies the user experience, provides the agency with a suite of reports and data analytics, and equips OHCS for continued success. The selected solution will significantly enhance interactions with grantee organizations, such as Community Action Agencies, Continuums of Care, and community development organizations. It will allow for greater collaboration internally and externally, improve the ability to measure grantee performance, and better fulfill reporting obligations.

3.0 Measurable Business Benefits

A successful implementation requires a solution that delivers a modern system to support all aspects of the grants administration lifecycle and improve access to reports and data. The table below identifies benefits that will be achieved and their measurement for success.

Table 5 Measurable Benefits

Benefit	Measurement
Improved user experience by providing an integrated solution for OHCS' grants technology tools and an interface that is intuitive and easy to use	• Increase in number of grants administration staff reporting satisfaction with the technology tools. • Reduction in information request and response time between divisions.
Improved applicant interface	• Improvement in the ability to apply for grants across the agency. • Application processes with agency divisions are consistent.

Increased process automations	• Increase in the number of grants administration staff reporting agreement with the statement "I can automate most of our routine activities using current tools". • Reduction in the number of grants administration staff reporting agreement with the statement "I spend a significant amount of time performing administrative tasks manually".
Improved data transparency and auditing capabilities	• Reduction in time required for review and retrieval of audit information. • Increase in the number of automated reminders. • Creation of a single source of truth as the need to store duplicate data in multiple systems is reduced.
More efficient and robust reporting capabilities and metrics	• Increased visibility into workloads, grant outcomes, and trends. • Increase in the ability to configure and run reports.
Streamlined, standardized end-to-end business processes	• Reduction in manual processes. • Increase in the ability to create custom tasks and assign them internally or externally. • Increase in productivity through the ability to monitor workflow processes.
Advance equity and racial justice	• Increased ability to capture demographics to analyze potential disparities. • Increase in data analytics to monitor key indicators of disparities in funding. • Ability to focus on both the demographics of the grantees, leadership, and the demographics of the populations served.
Improved communication across divisions through a solution with communication capabilities to support shared workflows	• Decrease in system processing time as queries and functions will be housed in one solution. • Reduction in data storage as duplicate data will be stored in a single location. • Increase in automated processes provides real-time coordination between divisions and staff.
Integrations with partner systems	• Increase in integrations with partner systems.

Smaller digital footprint	• Combine eight (8) systems into one.
Data integrity	• Data is consolidated into one central system. • Reduction in duplicate records/information. • Standardized naming conventions.
Increased stakeholder satisfaction	• Increase in overall satisfaction from staff with the new solution over previous processes. • Increase in satisfaction from external partners with new solution.
Successful Organizational Change Management	• Increase in enthusiasm to adopt the new solution. • Staff report confidence in their ability to translate knowledge and skills from training into their day-to-day use of the solution. • Staff know where to access training materials.

4.0 Assumptions and Constraints

4.1 Assumptions

- The quantity of grants administered and awarded will increase based on historical data and current trends.
- OHCS will continue to use Microsoft products (Outlook, Word, Teams, PowerPoint, Excel, and SharePoint).
- OHCS leadership maintains an active interest and engagement with the project, its objectives, and success.
- The project will obtain full funding as requested to meet project objectives.
- OHCS stakeholders will be engaged and participate fully throughout the project's lifecycle.
- This is a Stage Gate project and will follow the Enterprise Information Services (EIS) Stage Gate process.
- The selected system(s) will meet current and future business and IT security requirements.
- Business processes will change to avoid customizations and reduce system complexity.
- There will be an annual subscription for the solution.

- Subscription for the solution will contain sufficient Service Level Agreements and allow for negotiated future configurations.
- There may not be one solution that meets all the agency's requirements.
- The selected solution will replace (in part or in whole) some existing systems, such as DISH and FPS, which are developed in-house at OHCS.

4.2 Constraints

- The system solution must be compatible with existing OHCS, Federal and State government systems.
- Ancillary systems must be considered during selection and implementation, potentially constraining the project schedule and resources.
- Current ancillary systems may require upgrades, or some ancillary systems may no longer be necessary following the implementation of the system.
- Business processes will need to adapt to fit the solution.
- OHCS may be unable to find a single solution that meets all its requirements and, instead, may have to adopt individual systems to meet the business need.

4.3 Requirements

The requirements stated below are a partial set of high-level requirements and apply to all potential systems or solutions that might be selected for this project. The requirements below are mandatory. These represent the project team's current understanding of the requirements. These will be updated and managed through the formal requirements management process.

- View and print reports.
- Identify trends.
- Flexible and intuitive system.
- Consistent navigation through system.
- Supports current web browser versions and window sizes.
- Role-based permissions.
- Event driven triggers/notifications.
- Applicant portal.
- Support administrators and staff.
- Compliant with state & federal accessibility laws.
- Redundant servers & systems located in the United States.
- Complies with State or Oregon data security standards.

- Compatible with MS Office and SharePoint Online.
- Compatible with Microsoft Edge, Google Chrome & Firefox.
- 24/7 support availability.
- Education & training for onboarding & after implementation.
- Support storage and indexing of applicant records.
- Workflow management.
- Auto-schedule deadlines.
- Contac information management.
- Filter/sort by custom fields.
- Automated/customizable reminders.
- Autofill forms.
- Create/use document templates.

5.0 Alternatives

The objective of the project is to procure an integrated solution that satisfies the agency's grants administration needs. The following are possible alternatives, including the recommended approach.

Table 6 Alternatives Summary

Alternative	Cost	Benefit	Risk	Schedule
Commercial Off the Shelf Solution (COTS)	$	Most beneficial	Low risk	Medium timeline
Expand Existing Tools	$$	Not beneficial	Medium risk	Medium timeline
In-House Custom-Built Solution	$$$	Medium benefit	High risk	Long timeline
Do Nothing	$$$	Not beneficial	High risk	Short timeline

5.1 Alternative #1: Commercial Off the Shelf Solution (COTS)

Through conducted market research, OHCS is confident that a single solution or unified toolset exists that will meet the needs of the grants administration process. Funding for the resources necessary to prepare for implementation was requested and received as part of the 2023-25 Legislative Session, and the GMS project is initiating the Stage Gate process with Enterprise Information Services (EIS) by submitting an Information Technology Investment (ITI) form, Initial Complexity Assessment, Charter, and a Business Case for the project. The team will work closely with procurement to post a Request for Information and determine the procurement approach.

The project managers for the GMS project are in the process of developing a detailed project schedule with a start date of April 2024 and an end date of June 2027.

Implementation considerations of cost, benefit, risk, and schedule make this the preferred alternative for OHCS. A COTS solution brings a ready-made cloud-based solution which requires minimal configuration, is scalable, and offers increased security. This solution offers a low-code/no-code burden on the agency for continued configuration and development. Because there are existing examples of COTS solutions that have been implemented in the grants administration industry, risk of a solution not meeting the needs of OHCS is mitigated. A COTS solution avoids cost-uncertainty and accelerates the overall project schedule. These factors demonstrate to OHCS there is a reliable solution that will meet or exceed the needs of the project, while spending less money to implement a dependable solution in less time.

5.2 Alternative #2: Expand Existing Tools

OHCS could consider expanding the existing in-house tools. However, this alternative would not create a seamless user experience. The user would continue to have to use multiple systems to accomplish daily tasks, even if the platforms are improved. This approach does not reduce the number of systems needing IT support nor does it solve the existing problem of manual tasks and duplicative data entry.

OHCS believes any potential benefits under Alternative #2 are substantially outweighed by the opportunity cost of Alternative #1. Expanding existing tools would miss the opportunity to achieve efficiencies possible with a single solution.

Implementation considerations of cost, benefit, risk, and schedule lead this to be an unacceptable alternative for OHCS. Expanding existing tools would likely increase costs due to staff time, the need for new infrastructure, and management of multiple projects, and would most certainly extend the schedule. However, expanding existing tools would allow for tailoring to the unique needs of each division and section. This siloed approach runs a substantially higher risk of failing to achieve the Agency's vision of procuring technology that will create a simpler, more intuitive experience through a truly integrated system.

5.3 Alternative #3: In-House Custom-Built Solution

OHCS does not believe the In-House Custom-Built Solution is feasible. A complex enterprise-level solution is needed, and the cost and timeline would be prohibitive to develop it in house. Developing software in-house at reasonable cost with the limited OHCS IT development staff would entail multiple years of development time. An accelerated schedule would require substantially scaled-up IT staff, along with hardware, etc.

Implementation considerations of cost, benefit, risk, and schedule lead this to be a disfavored alternative for OHCS. A custom-built solution would theoretically allow OHCS maximum flexibility in building a solution exactly to their needs. However, it would be the costliest, most time-intensive, and the scale required would expose the agency to the most cost risk and technical risk. Additionally, there would be tremendous efforts to build in back-end functionality that is not mission focused. In other words, an in-house custom-build presents the greatest risk, most unpredictable cost landscape, longest timeline, while imposing permanent IT staffing increases.

5.4. Alternative #4: Do Nothing

OHCS does not recommend the do nothing alternative. Interviews with end users expressed dissatisfaction with the current tools and frustration with the number of manual and repetitive processes, the need to switch between systems to complete tasks, and a lack of interconnection and data sharing among current tools.

Implementation considerations of cost, benefit, risk, and schedule lead this to be the least acceptable alternative. Maintaining the status quo would expose the Agency to an extremely high level of known and unknown risks. If the current systems become temporarily or permanently inoperable, business processes would be forced into a completely manual mode, with an immediate and massive adverse impact on delivery of grant services. The do-nothing solution presents by far the greatest risk, and virtually guarantees the worst outcome: an expensive, non-integrated siloed system or set of systems.

6.0 Conclusion

As detailed above, OHCS' current grants management tools are not meeting the needs of the agency. OHCS requires a solution with broad and configurable functionality, suited for a large, diverse set of grants with varying requirements and accounting methodologies.

There are several grant management software solutions in the marketplace. These range from free, open-source applications suited to small philanthropic organizations, to bespoke enterprise-scaled systems for complex organizations with greater than one thousand users. Some grant management software is meant to be turn-key for specific use cases, while others are designed to be highly configurable and require more systems administration. Solutions based on a Customer Relationship Management (CRM) platform may provide more opportunities than a traditional grants management software to build out the system in a highly configurable way. However, this flexibility may come with increased developer skills requirements for implementation and for configuration when changes are required, even when the solutions are low or no-code.

OHCS' requires a solution with a variety of essential functions to support the entire lifecycle of a grant and the ability to integrate with systems for email, accounting, document storage, Customer Relationship Management (CRM) software, business intelligence or data visualization software, and possibly existing in-house developed applications.

This project aligns with the State of Oregon Diversity Equity and Inclusion Plan's racial equity goal to "Improve equitable access to services, programs and resources, including education, health, housing, human services, environmental justice, criminal justice and economic opportunities," by ensuring OHCS' technology systems are modern, secure, accessible, and serve the needs of those who serve on behalf of all Oregonians. It also aligns with the State Enterprise Information Services' (EIS) strategies on Cloud computing, data security, enhanced governance, and utilization of data as a strategic decision-making tool, by showing clear intent to procure or reconfigure system replacements that meet these requirements.

Based on the cost, benefits, risks, and schedule detailed above, OHCS recommends approval of alternative 1, COTS solution, to be funded through General Funds at an estimated program cost of $5,200,000. The project

team is ready to launch the Grants Management System Project with next steps that include a formal procurement process during the 25/27 biennium to acquire the solution.

Glossary

Term	Definition
Department Information System for Housing (DISH)	The database for housing development including multifamily grants, tax credits, and loans. Single family projects such as CDBG Housing Rehabilitation, Housing Centers, HOME ADDI Downpayment Assistance and HOME Homeowner Rehabilitation are also stored in DISH, as well as the Community Incentive Fund projects.
iQMS	Independent Quality Management Service: An assurance system to meet stakeholders' needs which is: systems-based; people-based; process-based with emphasis and continuous improvements in all spheres to ensure and sustain educational quality and value efficiencies and effectiveness.
Modernization	The practice of leveraging technology to meet expanding business needs and goals to exist and compete in today's digital environment.
OPUS	An internally designed and maintained data collection system.
Procorem	Cloud-based collaboration tool.
Prolink	The company that provides and supports the Procorem solution.
Solution	A system or collection of systems that satisfies the overall objective(s) of the project.
System	A collection of software and/or application functionalities working together to produce an outcome. This may be a Commercial Off the Shelf (COTS) System, or an integrated custom system. For example, a system may be comprised of a single COTS technology or many COTS technologies working together to produce a set of functionalities.



Business Case for
Customer Relationship Management System

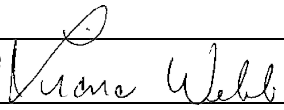
Oregon Housing & Community Services,

Agency Wide

May 21, 2024

Authorizing Signatures

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

Agency Head or Designee	
Caleb Yant	**(Date)**
Signature	
Agency Executive Sponsor	
Amy Nehl	**(Date)**
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Liana Webb	**(Date)**
Signature 	31 May 2024

Revision History

Author	Date	Version	Comments
Tim Ryen & Aleia Fletcher	5/23/2024	0.1	Original draft

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Executive Summary

The mission of Oregon Housing and Community Services (OHCS) is to provide stable and affordable housing and engage leaders to develop an integrated statewide policy that addresses poverty and provides opportunity for Oregonians. This mission is accomplished through the administration of programs that provide housing stabilization – from preventing and ending homelessness, assisting with utilities to keep someone stable, to financing multifamily affordable housing, to encouraging homeownership. These programs are delivered primarily through grants with community-based service providers, mainly local government and nonprofit entities.

In addition to funding critical nonprofit services, constituents regularly engage with OHCS staff, who must be knowledgeable about available statewide resources, with an imperative need to deliver timely and accurate information.

Due to significant increase in staffing and available resources without the infrastructure and technology to support these, the Customer Relationship Management (CRM) project seeks to provide OHCS with a solution to the various technological challenges and risks currently facing the agency. The goal of this project is to centralize recordkeeping and communication for agency staff, modernizing data collection and increasing efficiency, accuracy, and quality of customer service. This modern platform will facilitate better data for analysis, improved productivity and reliability, and a unified user experience for staff, stakeholders, grantees, and community members.

The current fractured communication process, involving siloed individual emails and phone calls, do not adequately address the needs of agency staff, grantees, and community. Communication and recordkeeping are decentralized and inaccessible by agency staff to make informed decisions and provide efficient customer service. Current interagency communication is severely insufficient to meet the needs of the community and grantees, leading to increased agency risk. As communication is not centralized and with significant increases in new agency staff, staff cannot refer to institutional knowledge and has challenges providing accurate and timely information to grantees and constituents alike. There is no single source of record, transparency is limited, and reporting is a manual process, all of which makes compliance, flexibility, and customer service tedious and inefficient. Implementing a modern CRM solution and unifying business processes will allow OHCS to improve its use of technology and mitigate these risks, while achieving operational and organizational goals. It will help reduce administrative burden on staff, improve data accuracy, and ensure compliance with funding guidelines as well as:

- Manage communication with grantees, stakeholders, and community members.
- Ensure accountability and alignment of communication relative to organizational priorities, with reliable, efficient, and timely customer service.
- Standardize recordkeeping across OHCS, helping drive transparency, ensuring compliance across programs, producing more timely and accurate communication, increasing access to informed communication, and helping comply with federal grant requirements, such as the Uniform Guidance (2 CFR 200), DATA Act, GONE Act and GREAT Act.
- Provide staff reminders via configurable real-time email alerts to respond to inquiries/requests.

As Oregon's housing finance agency, communication is essential to upholding and maintaining a strong, credible reputation to best serve the needs of Oregonians. will continue to be the core of much of OHCS' operations. This business case demonstrates and provides the context for the challenges OHCS faces in the absence of a technology solution to centralize communication and recordkeeping in day-to-day administration.

Start and End Estimate: July 2025 – June 2027
Project Duration: 2 years

Budget: Current estimates for project costs for the total project budget are:

Software Licensing	$1.25M (5-year total)
Implementation/Training	$750K
Total	$2M

Preliminary budget estimates are derived from market research from a previous project that reviewed the CRM, Microsoft Dynamics. Further market research and a formal solicitation will provide more clarity on budgetary figures, following potential legislative approval.

1.0 Overview and Background

1.1 Background

According to Kotler and Keller (2016), customer relationship management (CRM) software consists of managing and personalizing customer data, encompassing all aspects of customer and business interactions to increase customer loyalty and provide quality customer service. Within government, federal, state, and local government partners, Continuums of Care (CoCs), nonprofit entities, Community Action Agencies (CAAs), and more may constitute as customers. As discussed by Pang and Norris (2002), government has launched efforts to improve serving the public and increase customer service efficiency, particularly for operations with proximity to the public. Through CRM tools, government may leverage technology by utilizing automated phone systems with support for transferring calls and inquiries; implementing websites, portals, and payment systems to allow customers to address needs; utilizing business intelligence and data analytics to garner insights and patterns on customers; and overall ensure customization of goods and services (Pang & Norris, 2002).

Unfortunately, a centralized Customer Relationship Management (CRM) platform does not currently exist at OHCS. Communication at OHCS is disjointed, siloed, cumbersome, and inconsistent between grantees, agency partners, community members, teams, and departments. Without a centralized system of record for communication combined with extensive agency growth of over 50% since 2019, staff lacks access to informed systems of record, losing critical agency institutional knowledge regarding grantees, agency partners, staff, and the community. Without access to a CRM, all parties have suffered via decreased quality customer service, due to the lack of internal coordination, collaboration, and efficiency.

Existing business processes rely on individual emails and phone calls; if recordkeeping exists, these may include manual spreadsheet management (i.e., Excel, Smartsheet) or other inefficient in-house tracking systems,

requiring substantial staff time and attention to upkeep and operating within siloes agencywide. Without a CRM to manage and coordinate customer relationships and case management, OHCS experiences increased risk and decreased credibility, due to the lack of a system of communication record. The lack of a CRM impedes productivity and quality customer service while increasing agency risk. The successful implementation of a CRM will require significant process engineering that is currently not in place. The current lack of processes places OHCS at a significant disadvantage and high risk, in stark contrast with current business standards.

1.2 Scope Statement

This project will modernize communication systems to reflect current business standards, increase consistency of agency messaging by staff to agencies/grantees and the public, increase agencywide collaboration, and decrease agency risk by maintaining an accessible record of communication and institutional knowledge.

The CRM project covers all the processes involved in procurement, configuration, testing, training, and change management of implementing a CRM solution. This will include the following activities and deliverables:

- Implementation of the new solution(s).
- All activities related to the release of the Request for Proposal/Request for Quote to procure the solution(s) and select an implementation vendor.
- Performing all verification testing for the new system – business functions, user acceptance, integration, regression, and security.
- Project specific change management.
- Technology and business process training.
- Customer relationship management system guidelines, policies, and procedures.
- Project-related communication.
- Business process reengineering

The scope of the project does not include:

- Change management and business process support for employees external to OHCS.
- Implementation of any tools not related to OHCS' customer relationship/case management workflows.

1.3 Requirements

The requirements stated below are a partial set of high-level requirements and apply to all potential systems or solutions that might be selected for this project. These represent the project team's current understanding of the requirements. These will be updated and managed through the formal requirements management process.

- Provide case management tools,
- Document and track customer inquiries (calls, emails, inquiries, etc.) and current customer contact information into a singular contact file,
- Triage cases, prioritizing and categorizing time-sensitive issues (e.g., eviction, foreclosure, etc.),

- Assign inquiries to staff based on subject matter expertise/role via request type,
- Ability to search for customers in database,
- Control access to confidential information via role-based access control (RBAC) permissions,
- View and print reports,
- Identify trends,
- Flexible and intuitive system,
- Consistent navigation through system,
- Supports current web browser versions and window sizes,
- Event driven triggers/notifications,
- Customer portal,
- Support administrators and agencywide staff,
- Compliant with state & federal accessibility laws,
- Redundant servers & systems located in the United States,
- Complies with State or Oregon data security standards,
- Compatible with MS Office (including Outlook), SharePoint Online, and grant management solution (preferred),
- Compatible with Microsoft Edge, Google Chrome & Firefox,
- 24/7 support availability,
- Education & training for onboarding & after implementation,
- Support storage and indexing of applicant records,
- Workflow management,
- Auto-schedule deadlines,
- Contact information management,
- Filter/sort by custom fields/categories,
- Automated/customizable reminders,
- Autofill forms, and
- Create/use document/correspondence templates.

2.0 Overview and Objectives

2.1 Current State

To assist in identifying the current state of customer relationship management, the project team has initially worked with Public Affairs and Ombudsperson staff to elicit the business requirements for an agencywide CRM to enhance communication, coordination, and collaboration while improving overall customer experience. This initial work helped provide a deeper understanding of the business users' current processes and needs as they relate to the communication among staff, agencies/grantees, and the community. Additional elicitation work is required to ensure all impacted business areas are represented in the requirements. At present, the subsections below provide a current state description that illustrates the need for an agencywide CRM.

Area	Observations
Technology	• Lack of centralized communication leads to duplicative efforts by staff. • Inability to access communication records increases agency risk.
Process Automations	• Most processes are manual and siloed. • Records are currently not being centrally created or maintained. • Communication records are not immediately accessible to all agency staff to make informed decisions, decreasing staff's efficiency. • Automation for data entry, workflow triggers, and communication with grantees, the public, and amongst staff are priorities for users.
Modernization	Noted pain points with current workflows include: • Moving from manual disparate tracking systems to a centralized solution. • Lack of incidence tracking and resolution. • Lack of workflow management. • Undefined escalation paths. • Lack of coordination in communication, • Lack of knowledge agencywide/inability to communicate risk regarding community partners, • Inconsistent user experience, • Inefficiencies due to customers contacting more than one agency staff member. • Reporting and dashboarding capabilities may be helpful to perform case management and highlight trends in communication.

Area	Observations
	• Capabilities to track communication and send automated reminders would increase efficiency for staff and quality customer service.
Trainings and Process Documentation	• Consistent training across the agency for CRM. • Develop policies and procedures for CRM use.

2.1.2 Current Systems & Processes

OHCS staff utilizes individual emails and phone calls, tracking these on occasion through siloed, inhouse developed applications like spreadsheets. Limitations exist to these current systems, lacking in staff accessibility and creating information silos, resulting in a disjointed, cumbersome, and inefficient experience for staff and customers alike. Processes are primarily manual, increasing cost while reducing productivity, performance, efficiency, and the quality of service provided to Oregon agencies, applicants, and grantees.

Figure 1 below illustrates the current state, in which a customer may raise a concern to a variety of initial contact points, all of which are siloed in their downstream processes.

Figure 1

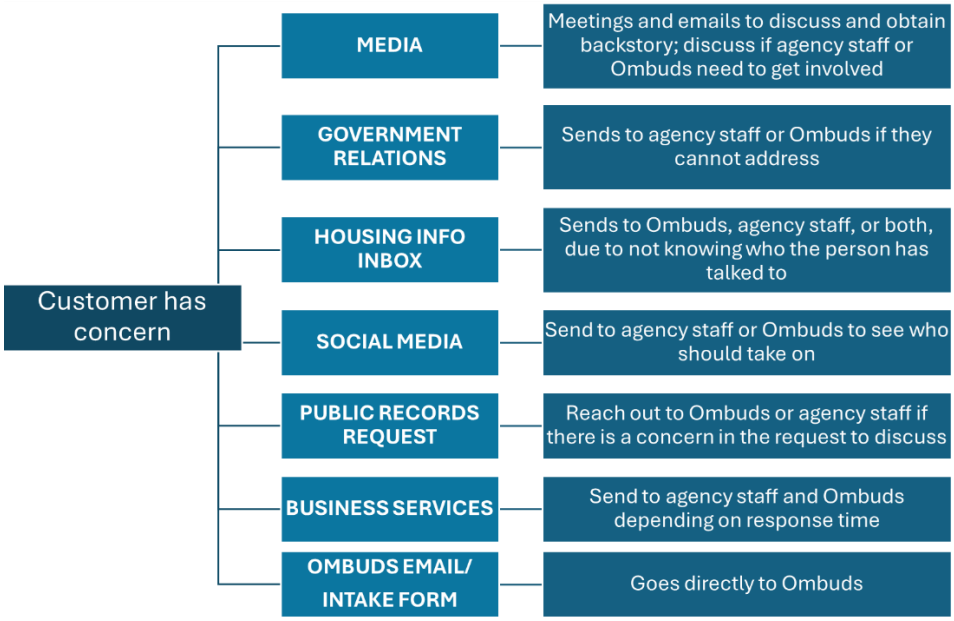


Figure 2 and Figure 3 represent recurring chaotic and disjointed real world scenarios, resulting in decreased quality customer service, customer satisfaction, and overall efficiency, which could be improved through the implementation of a CRM. As described in detail in Figure 2 and Figure 3, the current state is insufficient to handle customer inquiries, provide quality customer service, maintain and refer to critical records, and allow staff the ability to perform duties effectively, increasing risk of damaging agency reputation.

Figure 2

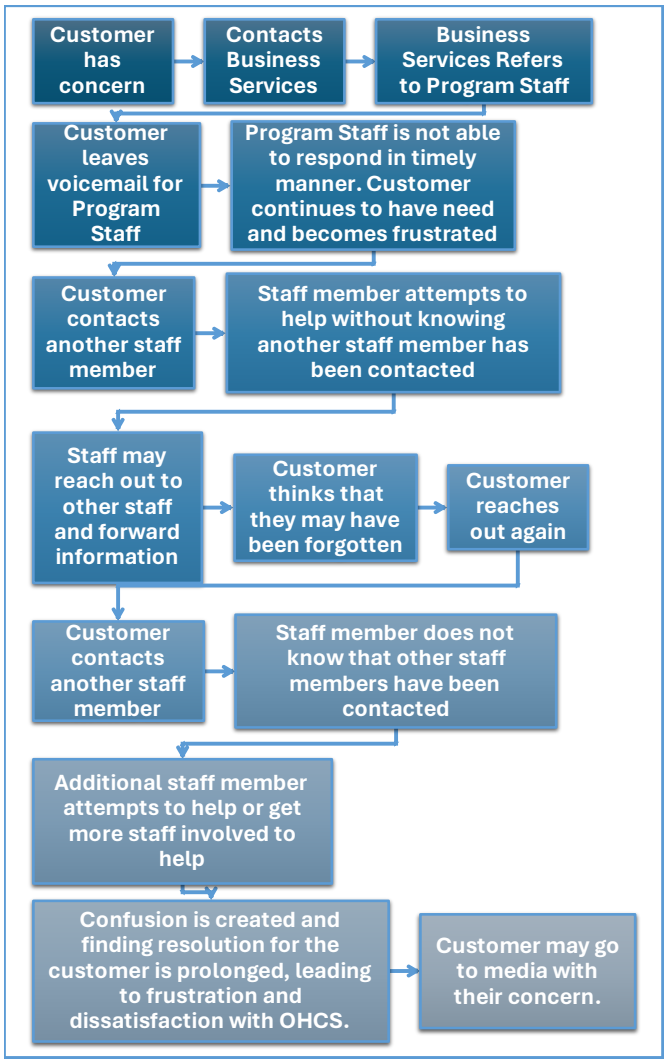
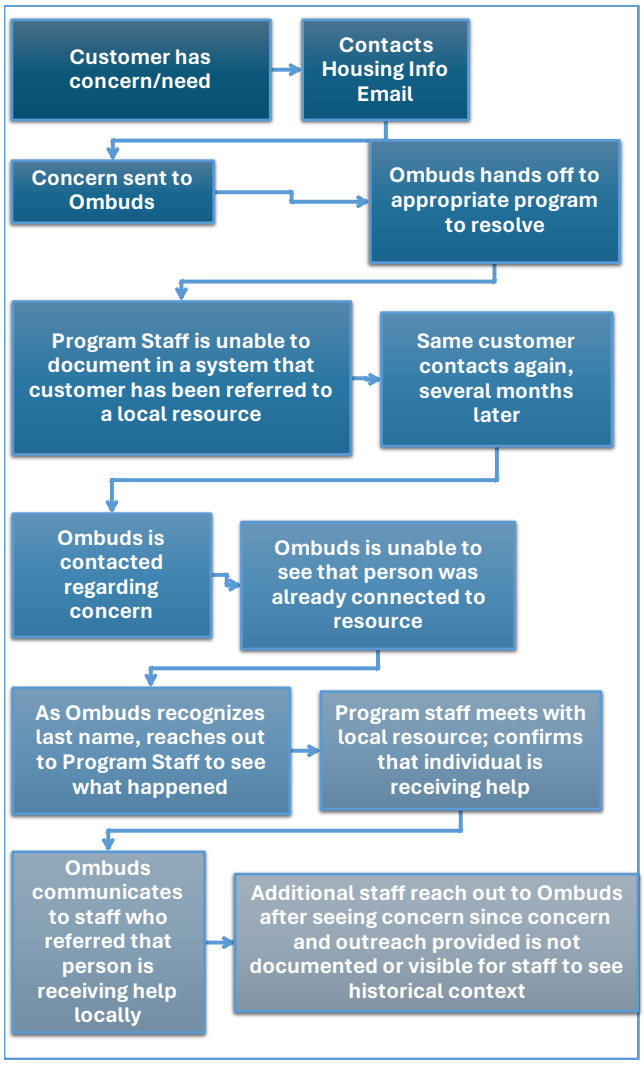


Figure 3



2.2 Opportunity for Change & Business Drivers

As discussed above, OHCS employees do not have access to a centralized CRM to record, track, and monitor communication. Because communication is not centralized and without access to a historical record, staff lack the ability to make informed decisions. With increasing workloads, the lack of a modern solution exponentially reduces efficiencies, decreases staff agency to efficiently perform their duties, and increases the potential for errors. In addition, a lack of centralized communication inhibits customer service, as a customer may have to contact multiple personnel to resolve an inquiry. A lack of a CRM also results in the potential of staff providing inconsistent, unreliable information. A CRM would address and resolve existing inefficiencies and productivity issues through centralizing communication and recordkeeping throughout the agency, aligning with industry best practices for government to ensure customers accuracy and timely delivery of services (Kumar, 2009).

We have an opportunity to make a difference in how OHCS communicates with stakeholders and the public. A CRM will enable staff to more effectively handle communication and case management, breaking existing silos within the agency by increasing the accessibility of information via the successful execution of this project. As no current system is presently in place to allow the accessibility of information, a CRM must be considered as a viable opportunity to improve communication, increase efficiency, and reduce agency risk. This modernization involves the adoption of new technologies, upgrading systems and software to meet the modern day needs and standards of the business. This project will involve developing new capabilities as well as taking the opportunity to redefine and reevaluate organizational processes. To maximize this effort, OHCS' requirements must be defined and developed with the experience of the core project team.

Table 1 - Business Drivers

Business Driver	Description
Business Driver 1: New Ombudsperson role	• The ombudsperson needs the ability to offer confidential case management for those that are eligible to apply for and/or are receiving services through OHCS. This will require that the ombuds review interactions and documentation of other employees to conduct an accurate and fair review. • The ombudsperson may also need to be able to quickly produce reports on findings and recommendations to the Governor's office each quarter as stated in ORS 182.500.
Business Driver 2: Need for optimized customer service to meet agency KPM	• OHCS has set a Key Performance Measure (KPM) for itself regarding Agency Customer Service: 80% of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall. This KPM was not met in 2022. • A CRM would help make customer interactions much more efficient and effective, and aid in the internal alignment of staff.

Business Driver	Description
Business Driver 3: Increased direct contact with constituents/citizens	• Due to increase in direct services, emergency/disaster response, and Governor's priorities, we are seeing an increase in complaints, issues, public records requests, and general housing resource requests.
Business Driver 4: Disparate processes and systems need unification	• Multiple staff members may be working with the same person on the same issue, and we lack insight into issues and relationships as a whole. Unification is needed to ensure continuity of communication, efficient customer service.

2.3 Future State

As envisioned by OHCS leadership, this project will contribute to agency goals by:

- Delivering a comprehensive solution that supports the OHCS mission and needs,
- Streamlining or modifying business processes and improving efficiencies,
- Improving the user experience by providing an integrated solution that is easy to use,
- Reducing information and data silos, manual processes, and increasing collaboration and access to information across divisions,
- Ensuring stakeholder participation from planning through roll out, empowering them to be a part of and ready for the solution, and
- Having a training plan in place so staff will know how to use the new solution to do their work.

OHCS intends to develop a formal RFP or RFQ with clearly defined requirements that will fulfill the current and foreseeable future CRM needs at OHCS. OHCS will implement a technology solution that unifies the user experience, provides the agency with a suite of reports and data analytics, and equips OHCS for continued success.

The selected solution will significantly enhance interactions with grantee organizations, such as Community Action Agencies, Continuums of Care, and community development organizations, along with the community at-large. It will allow for greater collaboration internally and externally, increase access to information sharing, improve the ability to provide quality customer service, and better serve constituents and grantees alike.

3.0 Measurable Business Benefits

A successful implementation requires a solution that delivers a modern system to support all aspects of the communication lifecycle, enabling information sharing agencywide and also allowing access to reports and data. The table below identifies benefits that will be achieved and their measurement for success.

Benefit	Measurement
Improved user experience by providing an integrated solution for OHCS' communication tools and an interface that is intuitive and easy to use	• Increase in accessible information agencywide and staff reporting satisfaction with the technology tools. • Reduction in information request, communication redundancy, and response time between divisions.
Improved information sharing	• Increase staff's access to historical communication, ensuring agency does not lose institutional knowledge. • Increase staff's efficiency to provide reliable customer service.
Increased process automations	• Increase in the number of agency staff reporting agreement with the statement "I can automate most of our routine activities using current tools". • Reduce the number of agency staff reporting agreement with the statement "I spend a significant amount of time performing administrative tasks manually".
Improved data transparency and auditing capabilities	• Reduce time required for review and retrieval of audit information. • Increase in the number of automated reminders. • Create a centralized recordkeeping system, decreasing the need to store duplicate data in multiple systems.
More efficient and robust reporting capabilities and metrics	• Increase visibility into workloads, communication, and trends. • Increase in the ability to configure and run reports.
Streamlined, standardized end-to-end business processes	• Reduce manual processes and duplicative efforts by staff. • Increase in the ability to efficiently create custom tasks and assign them internally or externally. • Increase in productivity through the ability to monitor workflow processes.
Advance equity and racial justice	• Increase equity through improved information-sharing, leading to enhanced customer service to best serve those in need. • Increase in data analytics to monitor potential communication gaps and identify trends. • Analyze demographics to ensure equity, evaluating the time from response to completion.

Benefit	Measurement
Improved communication across divisions through a solution with communication capabilities to support shared workflows	• Decrease in system processing time as communication will be housed in one solution. • Reduce data storage as duplicate data will be stored in a single location. • Increase in automated processes provides real-time coordination between divisions and staff. • Increase recordkeeping, ensuring historical/institutional knowledge is maintained and leveraged. • Increase the sharing of consistent, reliable information to grantees and the community.
Data integrity	• Data is consolidated into one central system. • Reduce duplicate records/information.
Increased stakeholder satisfaction	• Increase in overall satisfaction from staff with the new solution over previous processes. • Increase in satisfaction from external partners and the community with new solution.
Successful Organizational Change Management	• 100% adoption by agency staff. All customer interactions will be entered, tracked, and managed within the solution. End users report confidence in their ability to process contacts, improving the access and reliability of information agencywide via day-to-day use of the solution. • Business users know where to access training materials and maintain historical knowledge.

4.0 Assumptions and Constraints

4.1 Assumptions

- The quality of communication will improve based on increased access to recordkeeping.
- OHCS will continue to use Microsoft products (Outlook, Word, Teams, PowerPoint, Excel, and SharePoint). There is potential for integration or interface between these products and the desired solution.
- The need for an agencywide Grants Management System does not negate the need for a standalone CRM. Not all Customer Relationship Mgmt. activities would be captured inside a Grants Management System. However, there may be value in having an interface between these two systems to share contact record information and associated data.

- OHCS leadership maintains an active interest and engagement with the project, its objectives, and success.
- The project will obtain full funding as requested to meet project objectives.
- OHCS stakeholders will be engaged and participate fully throughout the project's lifecycle.
- This is a Stage Gate project and will follow the Enterprise Information Services (EIS) Stage Gate process.
- The selected system(s) will meet current and future business and IT security requirements.
- Business processes will change to avoid customizations and reduce system complexity.
- There will be annual ongoing maintenance costs for the solution.
- Subscription for the solution will contain sufficient Service Level Agreements and allow for negotiated future configurations.
- There may not be one solution that meets all the agency's requirements.
- The selected solution will replace (in part or in whole) some existing systems, such as spreadsheets currently used to manage customer relationships.

4.2 Constraints

- The system solution must be compatible with existing OHCS, Federal and State government systems.
- Existing customer relationship data is not formatted or standardized in a way that would lend itself to ingestion into a new system easily. If ingestion of existing data is desired, the cost would need to be compared against the potential value.
- Business processes will need to adapt to fit the solution.

5.0 Alternatives

The objective of the project is to procure an integrated solution that satisfies the agency's customer relationship management needs. The following are possible alternatives, including the recommended approach.

Alternative	Cost	Benefit	Risk	Schedule
Commercial Off the Shelf Solution (COTS)	$	High potential Benefit	Low risk	Medium timeline
Commercial Off the Shelf Solution (COTS) with Case Management Services	$$	High potential Benefit	High risk	Medium timeline
In-House Custom-Built Solution	$$$	Medium benefit	High risk	Long timeline
Do Nothing	$$$	Not beneficial	High risk	Short timeline

5.1 Alternative #1: Commercial Off the Shelf Solution (COTS)

Through conducted market research, OHCS is confident that a single solution or unified toolset exists that will meet the recordkeeping needs of staff. Funding for the resources necessary to prepare for implementation is being requested as part of the 2025-27 Legislative Session. Pending funding approval, this project will initiate the Stage Gate process with Enterprise Information Services (EIS) by submitting an Information Technology Investment (ITI) form, Initial Complexity Assessment, Charter, and solidified Business Case for the project. The team will work closely with procurement to post a Request for Information and determine the procurement approach.

Implementation considerations of cost, benefit, risk, and schedule make this the preferred alternative for OHCS. A COTS solution brings a ready-made cloud-based solution which requires minimal configuration, is scalable, and offers increased security. This solution offers a low-code/no-code burden on the agency for continued configuration and development. Because there are existing examples of COTS solutions that have been implemented in the industry, risk of a solution not meeting the needs of OHCS is mitigated. A COTS solution avoids cost-uncertainty and accelerates the overall project schedule. These factors demonstrate to OHCS there is a reliable solution that will meet or exceed the needs of the project, while spending less money to implement a dependable solution in less time.

5.2 Alternative #2: COTS with Case Management Services

OHCS could consider a COTS included with a third-party providing case management services. While this would reduce the demand on agency staff, the reliance on a third-party to provide case management could lead to potentially unreliable communication. However, this alternative would not create a seamless user experience, as there are instances (such as working directly with grantees) where staff is required to interact and provide responses to ensure accuracy with program regulations and compliance. While this approach would assist with incoming customer contact from the community, it would not assist with day-to-day grantee management and relationship.

OHCS believes any potential benefits under Alternative #2 are substantially outweighed by increased risk, in contrast to Alternative #1. Relying on a third party to provide case management would increase agency risk and be non-advisable.

Implementation considerations of cost, benefit, risk, and schedule lead this to be an unacceptable alternative for OHCS. Relying on a third party for general inquiries and case management would likely increase costs and would most certainly extend the schedule, to ensure the third party provides accurate and reliable information. However, this would increase staff capacity through managing general inquiries. This approach runs a substantially higher risk of failing to achieve the Agency's vision through engaging with a third party to provide general case management and potential of risking agency reputation, if incorrect resources are provided.

5.3 Alternative #3: In-House Custom-Built Solution

OHCS does not believe the In-House Custom-Built Solution is feasible. A complex enterprise-level solution is needed, and the cost and timeline would be prohibitive to develop it in house. Developing software in-house at a reasonable cost with the limited OHCS IT development staff would entail multiple years of development time. An accelerated schedule would require substantially scaled-up IT staff, along with hardware, etc.

Implementation considerations of cost, benefit, risk, and schedule lead this to be a disfavored alternative for OHCS. A custom-built solution would theoretically allow OHCS maximum flexibility in building a solution exactly to their needs. However, it would be the costliest, most time-intensive, and the scale required would expose the agency to the most cost risk and technical risk. Additionally, there would be tremendous efforts to build in back-end functionality that is not mission focused. An in-house custom-build presents the greatest risk, most unpredictable cost landscape, longest timeline, while imposing permanent IT staffing increases to maintain the solution.

5.4. Alternative #4: Do Nothing

OHCS does not recommend the do nothing alternative. Interviews with end users expressed severe dissatisfaction with the current tools, frustration due to the lack of accessible recordkeeping (resulting in the loss of institutional knowledge), challenge with providing consistent and reliable customer service, and risk increased by increasing agency personnel.

Implementation considerations of cost, benefit, risk, and schedule lead this to be the least acceptable alternative. Maintaining the status quo would continue to exponentially expose the Agency to an extremely high level of known and unknown risks with new staff lacking reliable recordkeeping as a reference. Business processes continue to be siloed by forced into being solely individual, with an immediate and massive adverse impact on delivery of customer service. The do-nothing solution presents by far the greatest risk, and virtually guarantees the worst outcome: an expensive, continually non-integrated siloed system or set of systems that threatens the success of OHCS' mission.

6.0 Conclusion

As detailed above, OHCS does not currently meet industry standards or business needs by utilizing a CRM, which would modernize and improve the experience for customers and staff. OHCS requires a solution with broad and configurable functionality, suited for a large, diverse set of divisions with varying requirements, yet enabling staff to exercise personal agency to serve grantee, stakeholders, and the community.

Improving customer experience by CRM may also assist with increasing government reputation, strengthening relationships with constituents, and increasing loyalty, further solidifying credibility and trust while encouraging organizations/businesses and citizens to stay within the region instead of migrating (Da Silva & Batista, 2007).

There are several CRM solutions in the marketplace. These range from free, open-source applications suited to small philanthropic organizations, to bespoke enterprise-scaled systems for complex organizations with greater than one thousand users. Some CRM software is meant to be turn-key for specific use cases (i.e., healthcare, ensuring compliance with HIPA (Health Insurance Portability and Accountability Act) requirements), while others are designed to be highly configurable and require more systems administration. If a CRM platform allows build out the system in a highly configurable way, this flexibility may come with increased cost via developer skills requirements for implementation and for configuration when changes are required, even when the solutions are low or no-code.

OHCS requires a solution with a variety of essential functions to support customer care and the ability to integrate with systems such as email (if available), business intelligence or data visualization software, and possibly other existing in-house developed applications.

This project aligns with the State of Oregon Diversity Equity and Inclusion Plan's racial equity goal to "Improve equitable access to services, programs and resources, including education, health, housing, human services, environmental justice, criminal justice and economic opportunities," by ensuring OHCS' technology systems are modern, secure, accessible, and serve the needs of those who serve on behalf of all Oregonians. It also aligns with the State Enterprise Information Services' (EIS) strategies on Cloud computing, data security, enhanced governance, and utilization of data as a strategic decision-making tool, by showing clear intent to procure or reconfigure system replacements that meet these requirements.

Based on the cost, benefits, risks, and schedule detailed above, OHCS recommends approval of alternative 1, COTS solution, to be funded through General Funds at an estimated program cost of $2,000,000. Pending funding approval, the project team is ready to launch the CRM Project with next steps that include a formal procurement process during the 25/27 biennium to acquire the solution.

Upon the successful execution of this project, OHCS will implement a new solution that potentially includes an applicant portal, case management, reporting and communication workflows by using a modern, streamlined, cloud-based system. This will increase not only staff satisfaction but customer satisfaction, assisting with building and maintaining critical relationships, with new and improved technology to complete their work leading to improved business processes, enhanced productivity, increased access to information, and better customer service.

References

Da Silva, R., & Batista, L. (2007). Boosting government reputation through CRM. *International Journal of Public Sector Management*, *20*(7), 588-607. https://doi.org/10.1108/09513550710823506

Kotler, P., & Keller, K. L. (2016). A framework for marketing management (6th ed.). Pearson Education.

Kumar, M. (2009). Integrating E-business Models for Government Solutions: Citizen-centric Service Oriented Methodologies and Processes. Ukraine: Information Science Reference.

Glossary

Term	Definition
Customer Relationship Management (CRM)	Software that consists of managing and personalizing customer data, encompassing all aspects of customer and business interactions to increase customer loyalty and provide quality customer service.
Modernization	The practice of leveraging technology to meet expanding business needs and goals to exist and compete in today's digital environment.
Solution	A system or collection of systems that satisfies the overall objective(s) of the project.
System	A collection of software and/or application functionalities working together to produce an outcome. This may be a Commercial Off the Shelf (COTS) System, or an integrated custom system. For example, a system may be comprised of a single COTS technology or many COTS technologies working together to produce a set of functionalities.

Policy Group	Agency Name	IT Project Name	PPM Idea/ Project ID	PPM Idea/Project Name	Mandate	Short Description	Start Date	End Date	Policy Option Package Request (Y/N)	POP #	Total Budget $ (PPM)	Total Cost	Previous Biennium (2023 -2025) GF Cost	Previous Biennium (2023 -2025) OF Cost	Previous Biennium (2023 -2025) LF Cost	Previous Biennium (2023 -2025) FF Cost	Current Biennium (2025-2027) GF Cost	Current Biennium (2025-2027) OF Cost	Current Biennium (2025-2027) LF Cost	Current Biennium (2025-2027) FF Cost	Future Biennia (2027 - and ongoing) GF Cost	Future Biennia (2027 - and ongoing) OF Cost	Future Biennia (2027 - and ongoing) LF Cost	Future Biennia (2027 - and ongoing) FF Cost
Transportation and Economic Development	OHCS	Grants Management	Transportation and Economic Development	OHCS	Grants Management	This project will provide a single solution to administer grants from application to review and award; it will improve reporting and facilitate better data for analysis, increase productivity and reliability, and result in a unified user experience for both staff and applicants.	2024-03-01	2025-05-01	Yes	509	$ 1,015,000	$ 1,015,000	$ -	$ -	$ -	$ -	$ 115,000	$ -	$ -	$ -	$ 900,000	$ -	$ -	$ -
Transportation and Economic Development	OHCS	Customer Relationship Management	Transportation and Economic Development	OHCS	Customer Relationship Management	Implementation of a Customer Relationship Management system allowing for: Improved engagement with partners, unified recordkeeping and service for staff, and data for continous improvement efforts; culminating enhanced service to the community and constituents of OHCS.	2024-05-01	2027-12-31	Yes	509	$ 2,000,000	$ 1,250,000					$ 1,250,000							
Transportation and Economic Development	OHCS	ProLink HFA	Transportation and Economic Development	OHCS	ProLink HFA	ProLink HFA is the established data system of record for the Affordable Rental Housing Division. The plan is to keep this system in full use while supporting improved functionality of ProLink HFA. This requires implementing needed system enhancements that will improve the user experience and data quality overall. This package will allow OHCS to continue the use of the ARH data systems and continue to address the challenges associated with delivering funds and monitoring partner performance while ensuring data integrity. The growing scale of funds delivery for affordable rental housing requires the maintenance and enhancement of our established data systems. This includes covering the known annual costs, intentional planning for known needed system enhancements and preparation for contingencies that may arise.	2025-01-01	2027-12-31	Yes	509		$ 3,415,690						$ 2,184,476				$ 1,231,214	

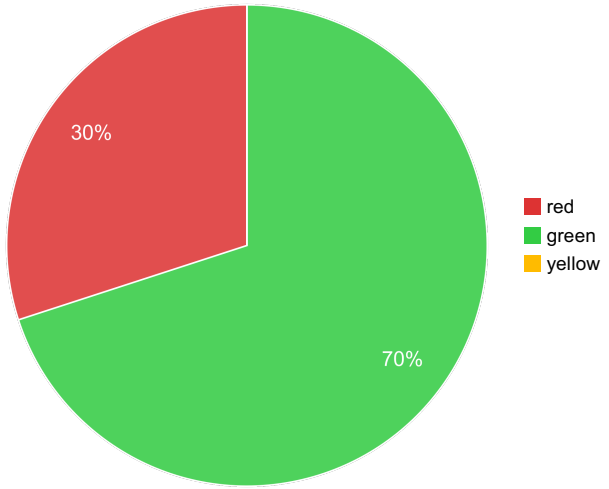
Housing and Community Services Department

Annual Performance Progress Report

Reporting Year 2024

Published: 10/1/2024 3:48:10 PM

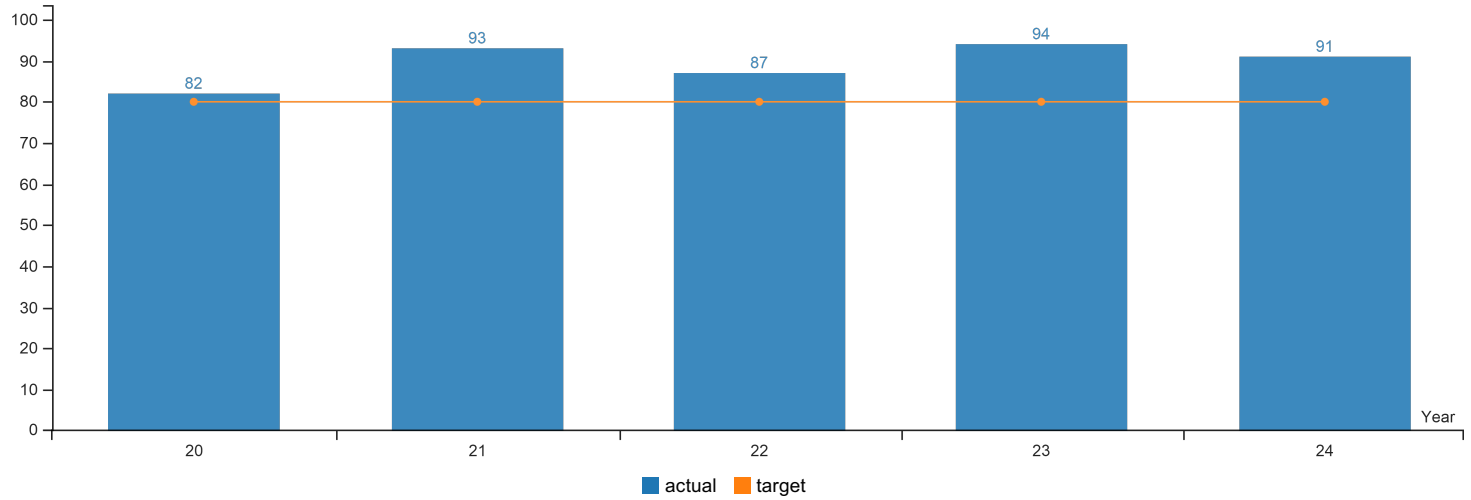
KPM #	Approved Key Performance Measures (KPMs)
1	Reducing Homelessness - Percentage of homeless households who exited into permanent housing and retained that housing for six months or longer.
2	Energy Assistance - Of all crisis energy payments, the percentage of payments made to prevent power disconnections. Crisis payments include those for preventing disconnection of service or restoring service which was shut off.
3	Affordable Rental Housing - Percentage of regulated multifamily housing units funded with grants, tax credits, and bonds, that will be affordable to households earning at or below 50% of the area median income.
4	Affordable Rental Housing for People with Disabilities - Percentage of affordable rental housing units funded that provide rental opportunities for low-income individuals with physical or mental disabilities.
5	Affordable Rental Housing (Construction Costs) - Construction costs per square foot for: newly constructed housing units developed through grant and tax credit programs; and construction costs per square foot for rehabilitated housing units developed through grant and tax credit programs, as compared to national RS Means data.
6	Affordable Rental Housing (Areas of Opportunity) - Percentage of affordable rental housing units funded with 9% Low Income Housing Tax Credits or HOME program funds that will be developed in high opportunity areas. High opportunity areas are defined as census tracts that meet two of the following three criteria: low poverty rate, below average unemployment rate, high ratio of jobs to labor force.
7	Affordable Rental Housing in Rural Areas - Percent increase in the number of affordable rental housing units that will be developed in rural areas. Rural areas are defined as: communities with population 15,000 or less outside of the Portland Urban Growth Boundary in counties within Metropolitan Statistical Areas (Benton, Clackamas, Columbia, Deschutes, Jackson, Josephine, Lane, Marion, Multnomah, Polk, Washington and Yamhill Counties) and communities with 40,000 population or less in the balance of the state.
8	Homeownership - Percentage of households at or below the county median family income served by the Oregon Bond Residential Loan program.
9	Homeownership Services to People of Color - Percentage of people served by all OHCS homeownership programs who identify as people of color.
10	Agency Customer Service - Percentage of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	70%	0%	30%

KPM #1	Reducing Homelessness - Percentage of homeless households who exited into permanent housing and retained that housing for six months or longer.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2020	2021	2022	2023	2024
Percentage of homeless Oregonians remaining in permanent housing six months or longer					
Actual	82%	93%	87%	94%	91%
Target	80%	80%	80%	80%	80%

How Are We Doing

From July 1, 2023 through June 30, 2024, 91% of households who exited into permanent housing after receiving state homeless assistance funds had retained their housing for six months. There were a total of 10,347 households who exited to permanent housing and 9,437 of them retained housing after six months. This is above the target of 80%.

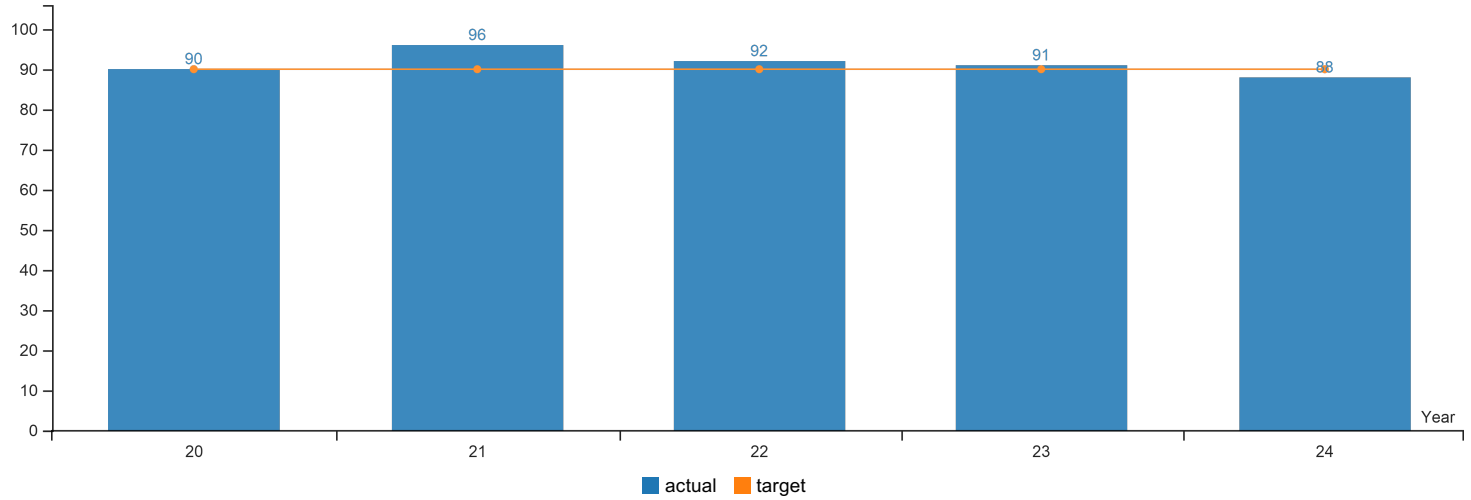
Factors Affecting Results

Executive Order 23-02 and the related investments in the Balance of State for Emergency Shelter, Rehousing, and Homelessness Prevention led to a concerted effort across the state on Rehousing previously unsheltered households into permanent housing situations and ensuring they can retain that housing. Even before the EO and related investments, OHCS had been prioritizing its rehousing and homeless retention efforts. These efforts have all contributed to OHCS meeting the target for this KPM.

In 2022 OHCS shifted the methodology to measure this KPM to improve the data. Prior to 2022, Community Action Agencies used data collected from 6-month follow-up client contacts. In 2022 the method shifted to measuring “return to homeless” data reported in Homeless Management Information Systems (HMIS). The 2022 method queries all clients who exit into Permanent Housing from a Street Outreach, Emergency Shelter, Transitional Housing, Safe Haven, or a Permanent Housing program in the date range, 6-months prior to the report date range. Of those clients, the measure reports on how many of them did not return to homelessness as indicated in the HMIS system. A return is an entry into a Street Outreach, Emergency Shelter, Transitional Housing, Safe Haven or a new entry into a Permanent Housing program. This method matches the HUD System Performance Measure 2. The results indicated that only 9% of the households that were enrolled and exited into permanent housing returned less than 6 months after exiting the program. This leads us to infer that the remainder of households who did not re-enter the system have remained stably housed.

KPM #2	Energy Assistance - Of all crisis energy payments, the percentage of payments made to prevent power disconnections. Crisis payments include those for preventing disconnection of service or restoring service which was shut off.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2020	2021	2022	2023	2024
Energy Assistance					
Actual	90%	96%	92%	91%	88%
Target	90%	90%	90%	90%	90%

How Are We Doing

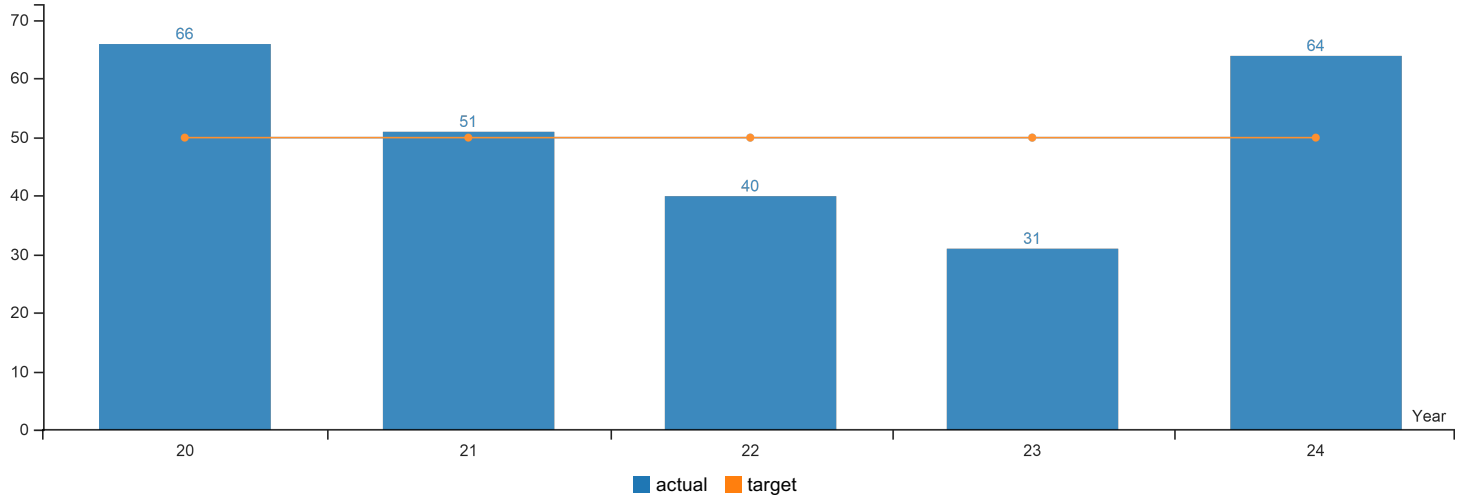
From July 1, 2023 through June 30, 2024, 88% of households receiving crisis energy assistance received payment for the prevention of power disconnections. This is below the target of 90%.

Factors Affecting Results

There has been a concerted long-term effort by the state and our community action partners to reduce the need for crisis interventions, focusing instead on the prevention of service disconnection. Restoration of service results in increased costs for families, for utility companies, and less efficiency for energy assistance programs. These efforts have been successful, with prevention services going from 82% of crisis payments in FY11 up to a high point of 96% in FY21. While the target of 90% was not met this year, we are pleased to see our prevention efforts are working and fewer households have sought assistance for restoration of services due to disconnections.

KPM #3	Affordable Rental Housing - Percentage of regulated multifamily housing units funded with grants, tax credits, and bonds, that will be affordable to households earning at or below 50% of the area median income.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2020	2021	2022	2023	2024
Affordable Rental Housing					
Actual	66%	51%	40%	31%	64%
Target	50%	50%	50%	50%	50%

How Are We Doing

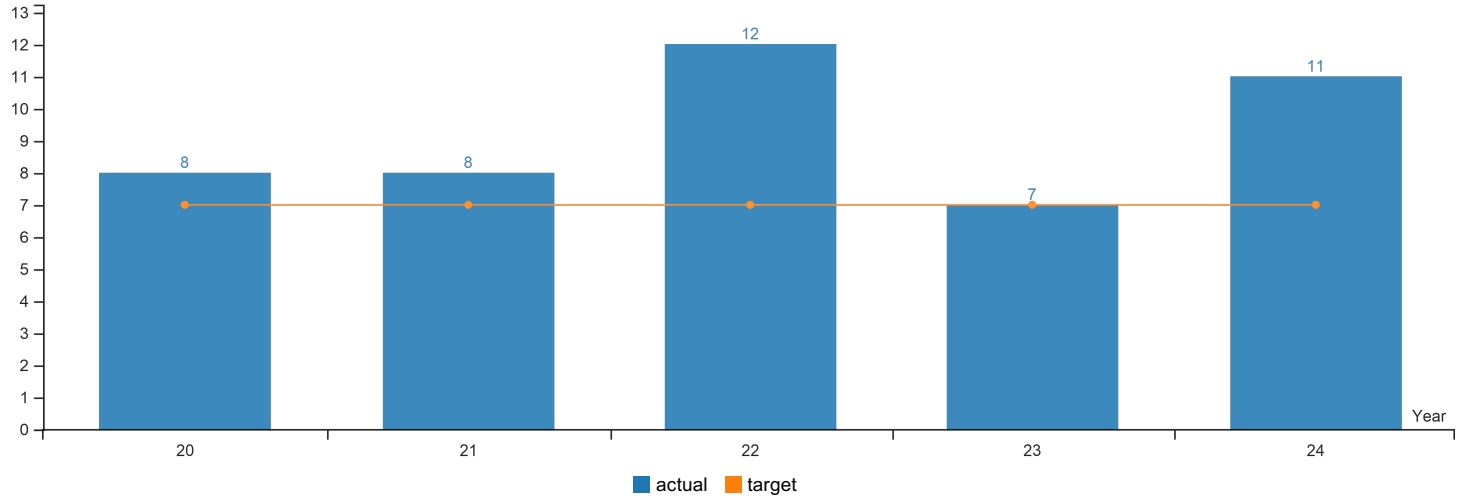
From July 1, 2023 through June 30, 2024, 1,557 units, or 64% of rental units approved for funding, will be affordable to households with income at or below 50% of the area median income. This is above our goal of 50%.

Factors Affecting Results

Most of our funding sources serve households earning at or below 60% of AMI, and in fiscal year 2024 several programmatic policies, including points in competitive LIFT and 9% LIHTC funding and continued investment in Permanent Supportive Housing (PSH) development for chronically homeless individuals gave further preference to serving lower incomes. As a result, we approved many projects that focused on housing for people with income at or below 50% of AMI. These figures include the rehabilitation and preservation of public housing properties in addition to other preservation and new construction of projects that include project-based rent assistance, which ensure that households only pay 30% of their income towards rent. This fiscal year half of all units funded either preserved or created project-based assistance, which is well above the 16% of units with project-based rental assistance (PBRA) approved last fiscal year.

KPM #4	Affordable Rental Housing for People with Disabilities - Percentage of affordable rental housing units funded that provide rental opportunities for low-income individuals with physical or mental disabilities.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2020	2021	2022	2023	2024
Affordable Rental Housing					
Actual	8%	8%	12%	7%	11%
Target	7%	7%	7%	7%	7%

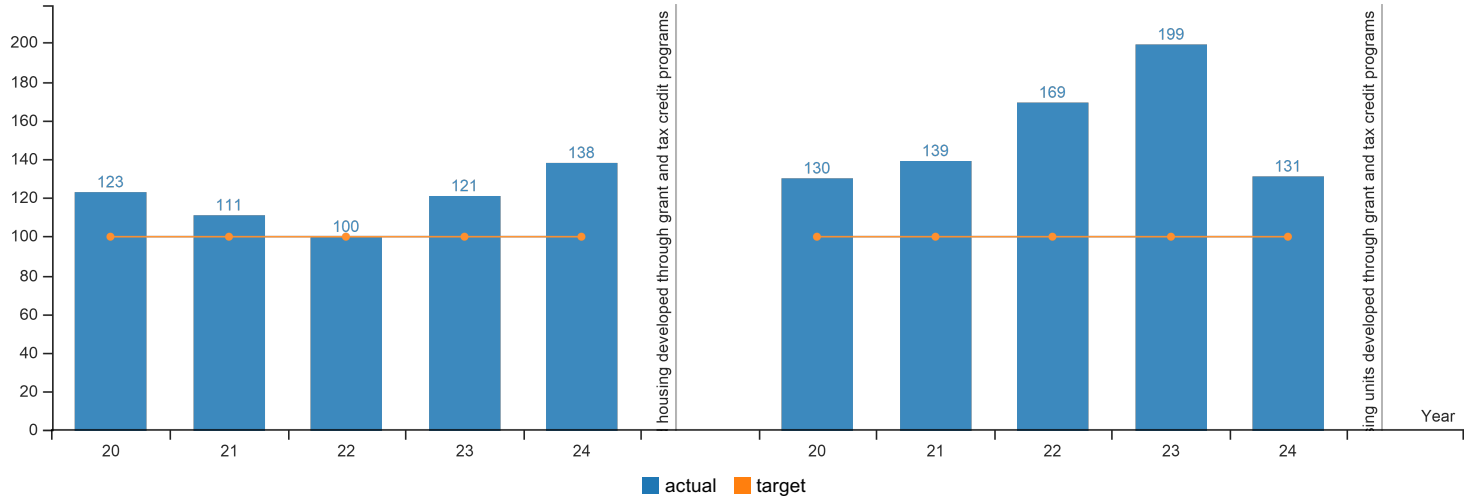
How Are We Doing

From July 1, 2023 through June 30, 2024, 265 units, or 11% of rental units approved for funding, will be set-aside for individuals with physical, developmental, or mental disabilities. This is above our goal of 7%.

Factors Affecting Results

There were several properties approved this fiscal year that set-aside units for those with mental, developmental, or physical disabilities. Not reflected in these numbers are 197 additional units that will be Permanent Supportive Housing (PSH). While these units are not directly set-aside for persons with disabilities, the populations they are designed to target do also have co-occurring disabilities. Everyone who is served with our Permanent Supportive Housing resources must be chronically homeless – which is a population defined both by the duration and recurrence of homelessness in addition to having co-occurring disabilities. Housing for those with disabilities like these requires intensive supportive services be provided in order to make the projects successful and ensure tenants remain stable within their housing. These specifically dedicated PSH resources allow us to serve these populations with more acute needs and challenges far more successfully through the use of the PSH model. In addition, we work with our partners at Oregon Health Authority (OHA) and Oregon Department of Human Services (ODHS) for the HUD 811 Project-based Rent Assistance (PRA) program. This program is funded through a grant from the US Dept. of Housing and Urban Development (HUD) and pays project-based rent assistance for persons who are living with a mental illness or an intellectual/developmental disability. The rent assistance is matched with services through OHA and ODHS, who are also responsible for the referral of prospective program participants.

KPM #5	Affordable Rental Housing (Construction Costs) - Construction costs per square foot for: newly constructed housing units developed through grant and tax credit programs; and construction costs per square foot for rehabilitated housing units developed through grant and tax credit programs, as compared to national RS Means data.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2020	2021	2022	2023	2024
a. Cost per square foot of newly constructed housing developed through grant and tax credit programs					
Actual	123%	111%	100%	121%	138%
Target	100%	100%	100%	100%	100%
b. Cost per square foot for rehabilitated housing units developed through grant and tax credit programs					
Actual	130%	139%	169%	199%	131%
Target	100%	100%	100%	100%	100%

How Are We Doing

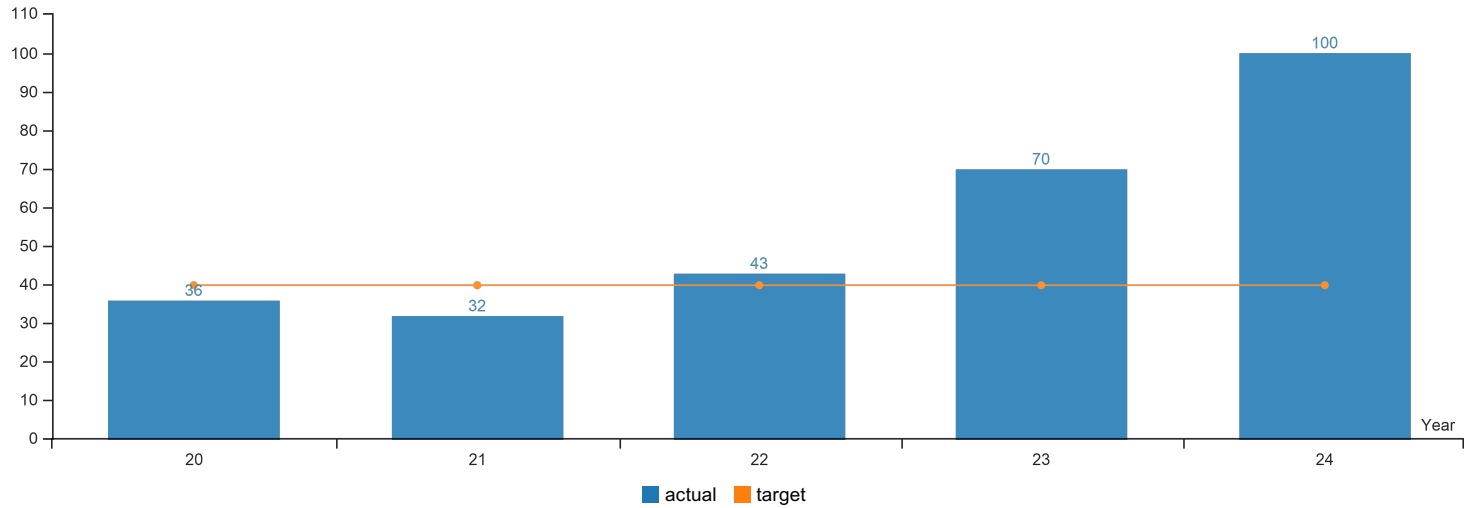
From July 1, 2023 through June 30, 2024, the average cost per square foot of new construction properties that completed construction during that period was $328.73, or 138% of the combined 2023 and 2024 national average construction costs per square foot as reported by RS Means data ($238.53). This is above the target of 100%, which is a negative result. For properties that were preserved and went through significant rehabilitation, the average cost per square foot of that rehabilitation was $146.21, which is 131% of the combined 2023 and 2024 national average rehabilitation costs per square foot as reported by RS Means data ($111.88). This is above the target of 100%, which is a negative result.

Factors Affecting Results

Many requirements can increase costs in the development or rehabilitation of affordable housing, including but not limited to: paying workers prevailing wages, building to LEED standards, site work, design standards, the fluctuating costs and availability of materials, and locational factors. In addition, for many of our older projects needing rehabilitation, namely preservation properties, we are finding the need to invest in large systems upgrades necessary for tenant health and safety that would be less likely to have seen reflected in a normal market rehab that would be more aligned with the national average rehabilitation costs from RS Means. Furthermore, we are using national RS Means data because statewide data is not available, but Oregon construction costs tend to be higher than the national average, especially in urban areas.

KPM #6	Affordable Rental Housing (Areas of Opportunity) - Percentage of affordable rental housing units funded with 9% Low Income Housing Tax Credits or HOME program funds that will be developed in high opportunity areas. High opportunity areas are defined as census tracts that meet two of the following three criteria: low poverty rate, below average unemployment rate, high ratio of jobs to labor force.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2020	2021	2022	2023	2024
Affordable Rental Housing					
Actual	36%	32%	43%	70%	100%
Target	40%	40%	40%	40%	40%

How Are We Doing

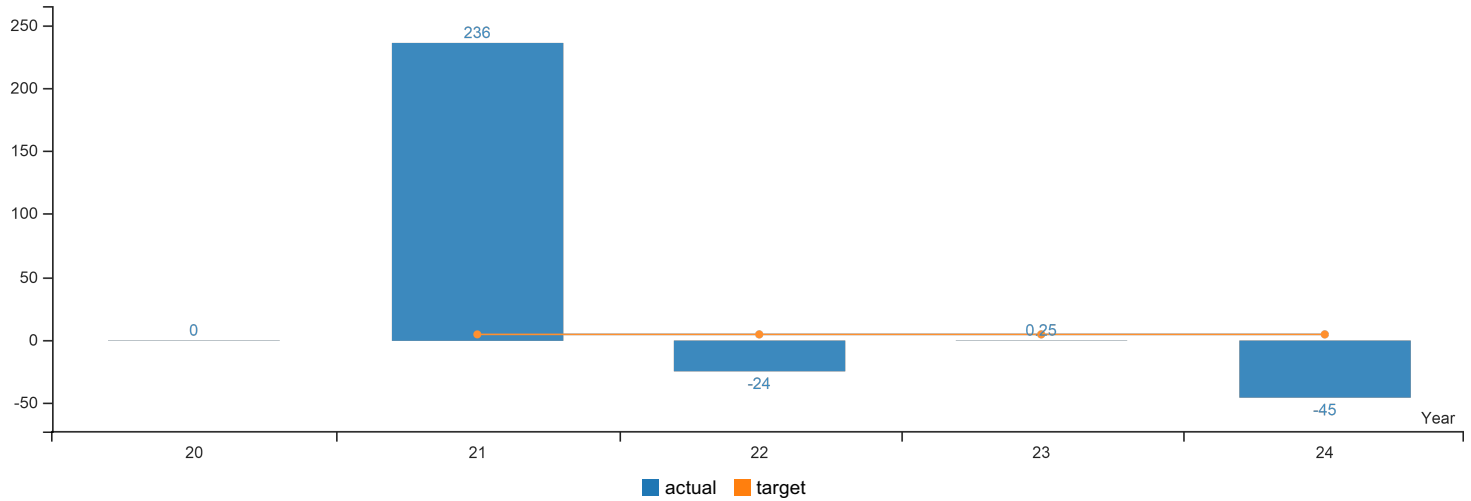
From July 1, 2023 through June 30, 2024, 100% of units funded with 9% Low Income Housing Tax Credits or HOME program funds through a competitive process scored at least 3 out of 5 points in the updated location opportunity and environmental factors section of OHCS's 2022 Qualified Allocation Plan. This is above the target of 40%.

Factors Affecting Results

The definition of high opportunity areas provided in this KPM is no longer being used or tracked by OHCS. In 2022 the Agency's Qualified Allocation Plan was updated after robust stakeholder engagement and approval by our Housing Stability Council. New construction developments can now receive up to five points in the Location Opportunity & Environmental Factors section which includes the following criteria: 1 point if Project is not in a USDA food desert; 1 point if Project has access to Parks & Public Space; 1 point if Project is in a census tract where 50% or more of households earned more than 100% of the area median income and the poverty rate is less than or equal to 20%; 1 point for access to School/Education/Library/Workforce Training; 1 point for projects in urban areas if in a Transit-Oriented Development or within a half mile of fixed transit stop OR 1 point for projects in rural areas with access to transit options. There is also a maximum of negative 2 points for Projects sited in Balance of State – Urban and Rural and negative 3 points for Projects sited in Metro and Non-Metro HOME PJs that are in tracts with greater health risks due to environmental factors compared to the rest of the State, as defined by the Environmental Protection Agency's Environmental Justice Screening and Mapping Tool.

KPM #7	Affordable Rental Housing in Rural Areas - Percent increase in the number of affordable rental housing units that will be developed in rural areas. Rural areas are defined as: communities with population 15,000 or less outside of the Portland Urban Growth Boundary in counties within Metropolitan Statistical Areas (Benton, Clackamas, Columbia, Deschutes, Jackson, Josephine, Lane, Marion, Multnomah, Polk, Washington and Yamhill Counties) and communities with 40,000 population or less in the balance of the state.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2020	2021	2022	2023	2024
Affordable Rental Housing in Rural Areas					
Actual		236%	-24%	0.25%	-45%
Target		5%	5%	5%	5%

How Are We Doing

From July 1, 2023 through June 30, 2024, 25% of rental units approved for funding were in rural areas. The number of units funded in rural areas was 1,156 in FY 2023 and decreased 45% to 631 in FY 2024. This is below the target of a 5% increase, but meets the target of 25% of approved units being in rural areas.

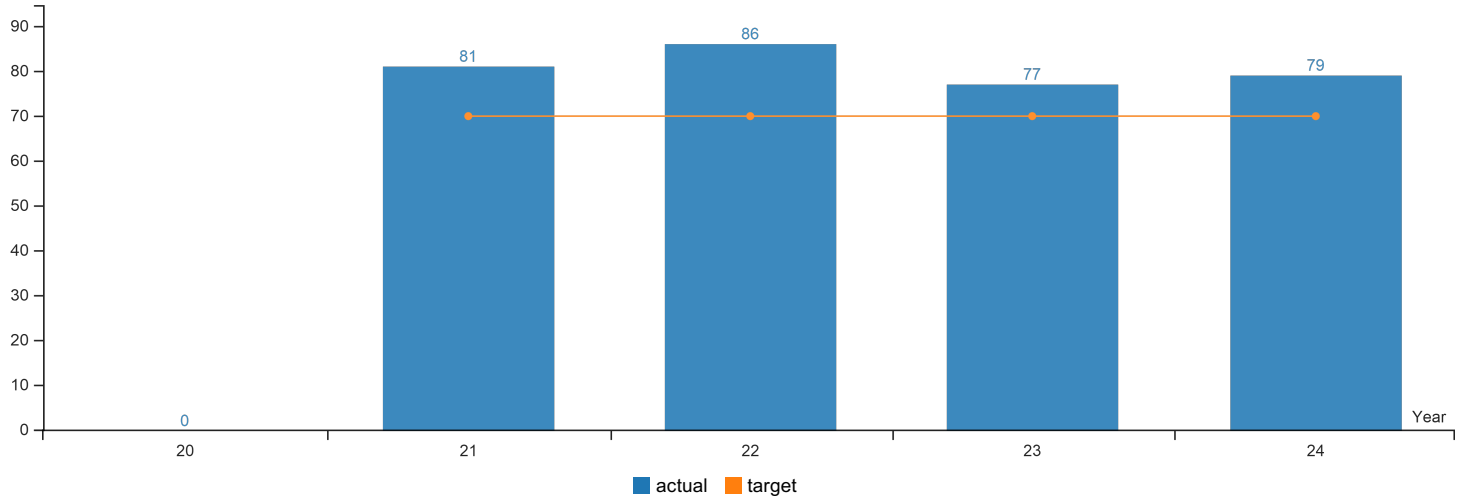
Factors Affecting Results

While we did not meet our target of a 5% increase of units funded in rural areas of the state this year, we have met our Statewide Housing Plan goal of increasing OHCS-funded housing in Oregon's rural areas by 75%. From July 1, 2014 through June 30, 2019 we had only funded 1,454 units in rural areas. The five year period of the Statewide Housing Plan ended on June 30, 2024 and OHCS funded 5,058 units in rural areas over that time period, for an increase of 248% over the prior five year period. This shows a real commitment to reaching more rural communities throughout the state. The overall number of units funded this fiscal year decreased by 53% from the previous fiscal year, which is why the number of rural units also decreased. This decrease is primarily due to the roll out of the new application system for all OHCS funds – the Oregon Centralized Application (ORCA) – which delayed the release of funds that typically would have been awarded in the first half of 2024 to later in the year.

The percentage of all units funded in rural areas does remain above what it was in FY 2020 (19%), at 25%. We recommend re-establishing the target for this KPM to align with the percentage of overall units that are located in rural areas. The percent of units funded in rural areas as a percent of total units funded was 19% in FY 2020, 30% in FY 2021, 24% in FY 2022, 21% in FY 2023 and now is 25% in FY 2024. Using these data points as a baseline, we would like to continue using this measurement, with a target that 25% of the funded units be located in rural areas of the state.

KPM #8	Homeownership - Percentage of households at or below the county median family income served by the Oregon Bond Residential Loan program.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2020	2021	2022	2023	2024
Homeownership					
Actual		81%	86%	77%	79%
Target		70%	70%	70%	70%

How Are We Doing

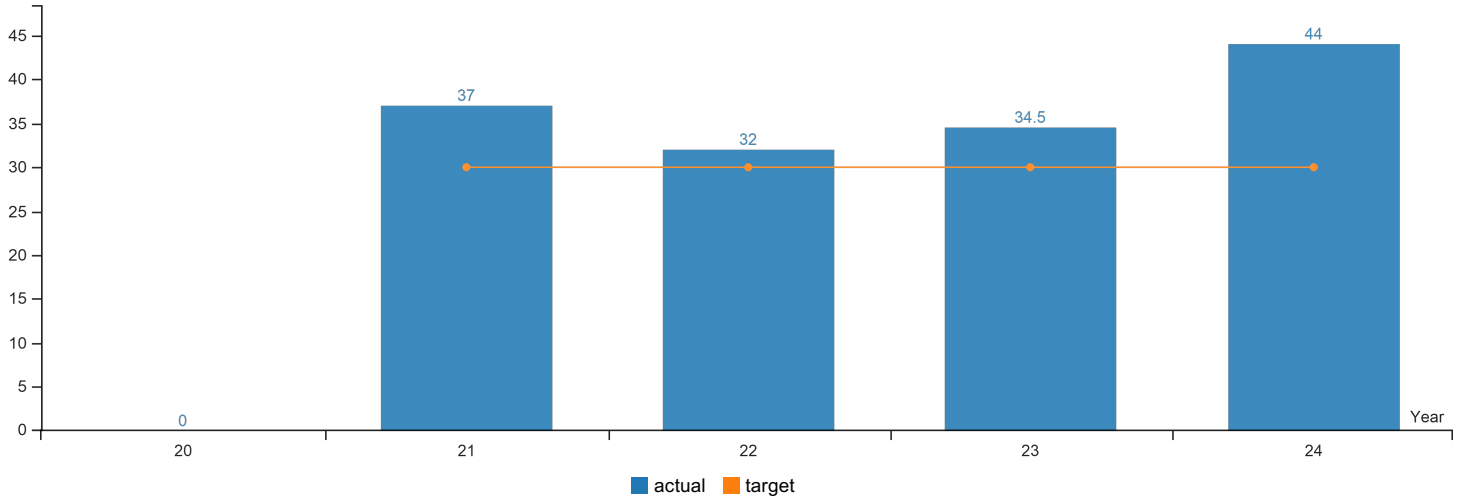
From July 1, 2023 through June 30, 2024, 79% of loans made through the Oregon Bond Residential Loan Program went to households at or below the county median family income. This is above our target of 70%.

Factors Affecting Results

The lowest income limits OHCS uses for the residential loan program is 100% of statewide median family income. The statewide median family income for 2024 was $99,200 while the county median family income ranges from $65,800 in Malheur County up to $116,900 in the Portland Metropolitan Area. The highest limit for a larger size household is 140% of statewide MFI or 140% of county MFI, whichever is greater.

KPM #9	Homeownership Services to People of Color - Percentage of people served by all OHCS homeownership programs who identify as people of color.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2020	2021	2022	2023	2024
Homeownership Services to People of Color					
Actual		37%	32%	34.50%	44%
Target		30%	30%	30%	30%

How Are We Doing

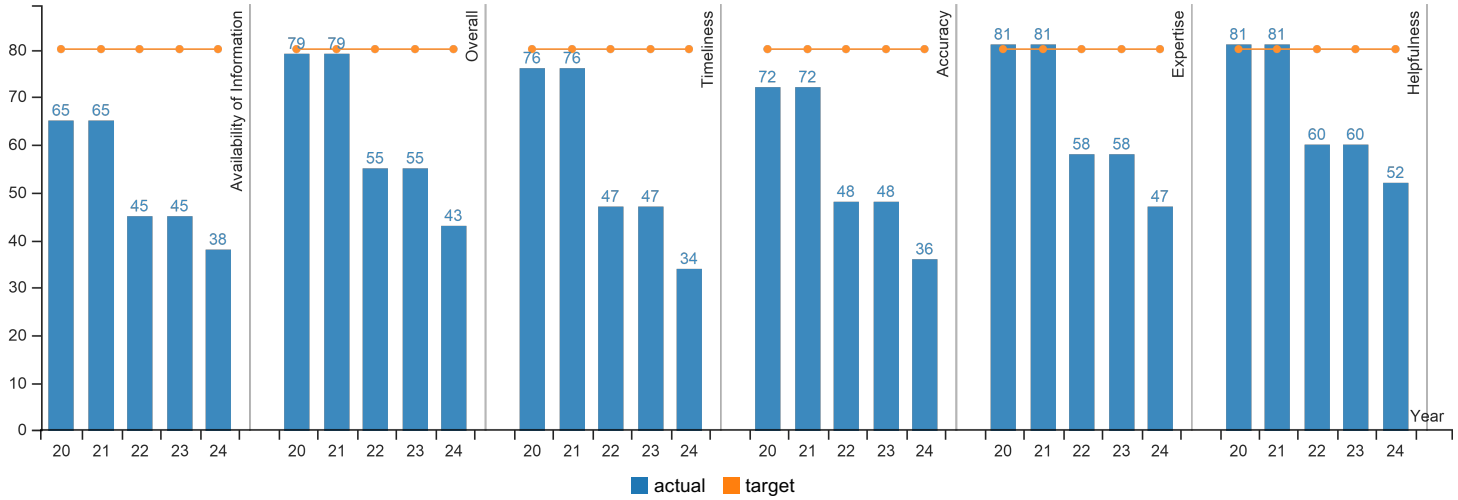
From July 1, 2023 through June 30, 2024, 44% of clients served by our homeownership programs were Black, Indigenous, and People of Color (BIPOC). This is above our target of 30%.

Factors Affecting Results

Programs such as the Home Ownership Assistance Program (HOAP), the Down Payment Assistance (DPA), and the Oregon Bond Residential Loan (OBRL) program represent a substantial proportion of our results. There were 3206 new clients served by the HOAP program, and 49% of them identified as BIPOC. With the DPA program 319 clients became new homeowners and 55% where People of Color. In the OBRL program, 127 of the 479 loans (27%) went to first-time homebuyers who were People of Color.

For the Homeowner Assistance Fund (HAF), 452 clients approved for assistance were BIPOC, which is 39% of the 1148 total clients approved in the fiscal year. And lastly, in the 2024 fiscal year FAC served 236 new clients, and 25% of them were BIPOC (59 clients).

KPM #10	Agency Customer Service - Percentage of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2020	2021	2022	2023	2024
Availability of Information					
Actual	65%	65%	45%	45%	38%
Target	80%	80%	80%	80%	80%
Overall					
Actual	79%	79%	55%	55%	43%
Target	80%	80%	80%	80%	80%
Timeliness					
Actual	76%	76%	47%	47%	34%
Target	80%	80%	80%	80%	80%
Accuracy					
Actual	72%	72%	48%	48%	36%
Target	80%	80%	80%	80%	80%
Expertise					
Actual	81%	81%	58%	58%	47%
Target	80%	80%	80%	80%	80%
Helpfulness					
Actual	81%	81%	60%	60%	52%
Target	80%	80%	80%	80%	80%

Our tenth customer service survey, conducted in 2024, received 132 complete responses. While 43% of respondents rated the overall quality of service positively (“excellent” or “good”), this fell below our 80% target. We conduct this survey every other year.

Factors Affecting Results

The 2024 Customer Service Survey results were lower than the 2022 results when 55% of 77 respondents rated OHCS’ overall quality of service as “excellent” or “good,” and lower than the 2020 results when 79% of respondents rated us favorably. Many of the “poor” or “fair” ratings were attributed to a lack of satisfaction with the agency’s response to the 2020 wildfires.

OHCS works with hundreds of partners across Oregon’s housing continuum. This year, 59% of survey respondents were individual members of the public and 41% were organizations. That’s up from 28% of individuals who responded in 2022 and 10% in 2020. Although we are not a direct service provider, OHCS’ expanded role in meeting Oregon’s housing needs through implementing historic investments with new programs and initiatives has increased our visibility, attracting a broader range of respondents. Given our evolving role, we anticipate identifying new trends in customer service.

OHCS received its highest ratings for employe helpfulness (52%) and expertise (47%). The timeliness of services (34%) is the factor the survey shows OHCS needs to focus on improving the most.

We added questions to this year’s survey about communication methods to better understand stakeholder needs and improve our practices. OHCS is also currently implementing internal strategic operation changes, including a focused effort to better define our customer base and enhance our operations to ensure greater accountability in meeting the diverse needs of our customers.

OHCS values stakeholder feedback as an essential component of government accountability and transparency. We are committed to providing excellent service and will continue to focus on improving timeliness of services, enhancing communication and outreach efforts, and strengthening community partnerships.

Audit	Audit #	Finding	Finding #	Corrective Action	Date Completed	Note from Management	Status to Report	Required
2021 LIHEAP	93.568 Low-Income Home Energy Assistance Program	Ensure documentation is maintained to support amounts reported and review of reports	2021 -	The OHCS Assistant Director of Energy Services will work with the OHCS Energy Assistance Coordinator to ensure that our reporting procedures and controls include manager review of completed reports before submission and that all report support documentation is maintained	6/30/2022	The department continues to review all Federal reports internally and approved by Management for final submission. The department's control process requires a review of all Federal reports prior to submission and maintenance of documentation. Program staff submit reports to be reviewed by a manager prior to submittal by OHCS Energy Assistance Coordinator which will be supported by a LIHEAP report. Adequate controls are in place to ensure documentation is maintained to support amounts reported and reports are reviewed prior to submission.	Corrective action taken	Program and Fiscal have submitted the reports. HHS had an issue on their end and their system reporting upload was down at he time of submission. We had the information but could not submit it. They were notified we had them and they were submitted when HHS was back on-line. 11/2022.

2021 LIHEAP	93.568 Low-Income Home Energy Assistance Program	Establish controls to ensure information is readily available to assist in monitoring compliance requirements		OHCS will work with IT support to ensure critical system reports are generated timely. Additional staff are also being hired to ensure capacity exists to dedicate the necessary time to preparing GMR's	8/23/2023	Complete. Additional staff have been added and cross trained, and coordination on IT generated downloads has improved to data is obtained timely.	Corrective action taken	Additional staff have been added and cross trained, and coordination on IT generated downloads has improved to data is obtained timely.
2022 LIHEAP	914-2022-04-01	Ensure subrecipient risk assessments and fiscal monitoring are performed and required grant information is communicated timely to subrecipients.	2022-32	OHCS lost critical fiscal monitoring staff and was unable to complete all risk assessments and fiscal monitoring due to this. OHCS is on track to complete fiscal monitoring and risk assessments for all subrecipients of LIHEAP in FY23. Additionally, OHCS has established vendor relationships to perform fiscal monitoring as a backup for when staff vacancies exist.		This has been completed from a fiscal compliance standpoint. Fiscal Compliance is currently in the process of hiring for an OPA3 that was recently vacated and for 23-25 LAB recruiting for a section manager and 2 more PA2's. Fiscal Compliance has also extended the Moss-Adams contract into 23-25 for continued monitoring, operational review of processes and back up as needed.	Corrective action was taken	Fiscal Compliance is currently in the process of hiring for an OPA3 that was recently vacated and for 23-25 LAB recruiting for a section manager and 2 more PA2's. Fiscal Compliance has also extended the Moss-Adams contract into 23-25 for continued monitoring, operational review of processes and back up as needed.

2022 LIHEAP	914-2022-04-01	Ensure review of subrecipient request for funds verifies immediate cash needs are supported	2022-34	Strong internal controls exist and costs were eventually substantiated and allowable, however OHCS had significant staff turnover and newer staff processing these advance requests did not gather the level of detail required by OHCS to substantiate draws in a timely manner. Training has been completed for FY23.	6/30/2023	Complete. Staff have been retrained, communication has gone out to program staff and grantees to reset expectations. A monthly report is being ran to also identify if any supporting documentation is missed through the year instead at the end of the year.	corrective action was taken	Staff have been retrained, communication has gone out to program staff and grantees to reset expectations. A monthly report is being ran to also identify if any supporting documentation is missed through the year instead at the end of the year

2022 ESG	914-2023-06-01	Controls are needed to ensure program expenditures are allowable.	2022-18	OHCS had significant staff turnover in FY22, and that coupled with the substantively increased number of subrecipients, lead to a lack of monitoring. OHCS has subsequently hired staff and established vendor relationships to perform fiscal monitoring as a backup for when staff vacancies exist. Additionally, OHCS is on track to complete fiscal and program monitoring for all subrecipients of ESG funds in FY23	Fiscal has entered into contractual agreement with Moss-Adams to complete ALL monitoring of ESG funded programs for FY22 within the CAA network and FY22/FY23 for those 26 outside of the CAA network by 12/31/2023. Inhouse staff will complete FY23 Fiscal Monitoring for all within the CAA network as normally scheduled during FY24.	corrective action was taken	Fiscal has entered into contractual agreement with Moss-Adams to complete ALL monitoring of ESG funded programs for FY22 within the CAA network and FY22/FY23 for those 26 outside of the CAA network by 12/31/2023. Inhouse staff will complete FY23 Fiscal Monitoring for all within the CAA network as normally scheduled during FY24.
2022 ESG	914-2023-06-01	Documentation verifying subrecipients have not been suspended or debarred needs to be retained	2022-22	Procurement will ensure documentation demonstrating subrecipients have not been suspended or debarred will be saved in the procurement file.	Procurement staff have been retrained on the requirement of saving documentation verifying suspension/debarment. All electronic files will have saved documentation.	corrective action was taken	Procurement staff have been retrained on the requirement of saving documentation verifying suspension/debarment. All electronic files will have saved documentation.

2022 ESG	914-2023-06-01	Subrecipients need to be monitored to ensure compliance with procurement standards	2022-24	OHCS had significant staff turnover in FY22, and that coupled with the substantively increased number of subrecipients, lead to a lack of monitoring. OHCS has subsequently hired staff and established vendor relationships to perform fiscal monitoring as a backup for when staff vacancies exist. Additionally, OHCS is on track to complete fiscal and program monitoring for all subrecipients of ESG funds in FY23.	Fiscal has entered into contractual agreement with Moss-Adams to complete ALL monitoring of ESG funded programs for FY22 within the CAA network and FY22/FY23 for those 26 outside of the CAA network by 12/31/2023. Inhouse staff will complete FY23 Fiscal Monitoring for all within the CAA network as normally scheduled during FY24.	corrective action was taken	Fiscal has entered into contractual agreement with Moss-Adams to complete ALL monitoring of ESG funded programs for FY22 within the CAA network and FY22/FY23 for those 26 outside of the CAA network by 12/31/2023. Inhouse staff will complete FY23 Fiscal Monitoring for all within the CAA network as normally scheduled during FY24.

2022 ERA	914-2023-06-02	Perform fiscal monitoring for subrecipients administrative expenditures to ensure compliance.	2022-25	OHCS had significant compliance monitoring staff turnover in FY22 which led to a lack of monitoring. OHCS has subsequently hired a contractor to perform fiscal monitoring of all ESG funded grantees. OHCS also hired staff to pre-FY22 levels, fully trained all staff and began developing internal working relationships with program staff to assure operational efficiencies. This includes an annual workshop with all grantees, internal training, and standardizations of monitoring processes.	Fiscal has entered into contractual agreement with Moss-Adams to complete ALL monitoring of ESG funded programs for FY22 within the CAA network and FY22/FY23 for those 26 outside of the CAA network by 12/31/2023. Inhouse staff will complete FY23 Fiscal Monitoring for all within the CAA network as normally scheduled during FY24.	corrective action was taken	Fiscal has entered into contractual agreement with Moss-Adams to complete ALL monitoring of ESG funded programs for FY22 within the CAA network and FY22/FY23 for those 26 outside of the CAA network by 12/31/2023. Inhouse staff will complete FY23 Fiscal Monitoring for all within the CAA network as normally scheduled during FY24.

2022 ERA	914-2023-06-02	Ensure Monthly and Quarterly reports are accurate and adequately supported	2022-27	While OHCS submitted monthly and quarterly reports since program inception that include program and fiscal information, we acknowledge that there were some discrepancies between systems when one file was overridden with new information and one other file contained an error. We have taken steps to ensure data integrity and records retention moving forward and future compilations of the application tracking system data will be stored to support the point in time reconciliations and figures reported to US Treasury. One quarterly report will also be refiled if allowable by US Treasury to ensure quarterly figures reported are accurate. Data integrity	This is in progress. US Treasury has not reopened the portal to refile the quarterly report in question. Additional due diligence is being performed to ensure data files provided by Research are preserved and align with the figures on any reports filed with US Treasury.	corrective action was taken

2022 ESG	914-2023-06-01	Controls are needed to ensure subrecipients' compliance with equipment and real property requirements.	2022-19	OHCS has instituted a procedure for State FY23 which is on track to be completed for all ESG recipients; this procedure currently includes a notification and approval process for the tracking of the acquisition, rehabilitation, renovation, or conversion of property and separately a vehicle purchase and equipment purchase. We are in the process of refining a control system to ensure adequate safeguards are in place to prevent loss, damage, or theft. Additionally, we are reviewing our maintenance procedures to ensure properties are in good condition	Program Compliance Team has added questions to agency questionnaire verify agency's policy and procedures for the security, maintenance, and accountability for assets, and specifically asks for the documentation surrounding any items in excess of $5,000 purchased during the monitoring period. This questionnaire is sent out to agencies during monitoring and is used as part of the desk review process.	Partial corrective action was taken	Vehicle Purchase Request, Equipment Purchase Request, and Equipment/Vehicle Disposition Request Forms have been created. We are in the process of updating our guidance to enforce this requirement.

2022 ESG	914-2023-06-01	Controls are needed to ensure buildings renovated for use as emergency homeless shelters are maintained as shelters for the period required.	2022-20	Program monitoring for all ESG recipients is on track to be completed for State FY23. Our program manuals state the restrictive use period requirements for any rehabilitation, renovation, conversion, or maintenance of real property. OHCS' program manuals clearly define and outline the requirements for approval of acquisition-renovation-rehabilitation, expectations regarding restrictive use periods based on project type, as well as a requirement for an annual certificate of continuing program compliance. The continuing program compliance requirement allows subrecipients to self-certify that a property is meeting the required restrictive use	6/30/2023	Program Compliance Team has added questions to agency questionnaire determine whether or not a property was purchased or renovated using program funds during the monitoring period. Agencies using program funds to operate a shelter or day center are expected to provide fire safety, security, and health inspection documentation as applicable. Program compliance team is currently working with a contractor to develop more robust policies and procedures for monitoring for future monitoring.	Corrective action was taken	Monitoring has added this to the Program Compliance Checklist to ensure restrictive use period is being adhered to based on program guidance.

2022 ESG	914-2023-06-01	Controls are needed to ensure compliance with level of effort requirements	2022-21	Level of Effort monitoring is part of program monitoring for State FY23 which is on track to be completed for all ESG recipients. OHCS is in the process of designing a self-certification form for subrecipients to acknowledge and agree to the compliance requirements in which funds may not be used to replace funds the local government provided for street outreach and emergency shelter services.		Add this to the Program Compliance Check-list. Program compliance doesn't review budgets. If there is a self-certification form required, then Program can see if they submitted this information.	Partial corrective action was taken	Monitoring has added this to the Program Compliance Checklist to ensure adherence to self-certification. Self-certification form is entering final stages of review.

2022 Coronavirus State and Local Fiscal Recovery Funds	914-2023-05-01	Comply with subrecipient monitoring requirements	2022-31	OHCS performed appropriate due diligence in determining whether organization was a subrecipient or vendor. Internally OHCS identified the issue of how to classify the organization and used all resources available to make the determination. The result of the due diligence and discussion was that OHCS determined the organization should be classified as a vendor, not a subrecipient. OHCS will review and strengthen the current process for determination.	4/5/2024	OHCS Central Services Division will develop a process on internal roles/responsibilities of determining subrecipient vs. vendor relationship.	Corrective action was taken	OHCS Central Services Division will develop a process on internal roles/responsibilities of determining subrecipient vs. vendor relationship.

2022 LIHEAP	914-2022-04-01	Ensure financial reports are submitted.	2022-33	OHCS submitted 2 of the 4 required reports but was unable to submit the remainder due to technical issues with the federal reporting system. OHCS compiled all requisite reporting information timely and is in correspondence with the federal funder to enable report submission.	This is still in progress. Efforts continue for staff to obtain the correct access to file older reports.	Partial corrective action was taken

2022 ESG	914-2023-06-01	Controls need to be strengthened to ensure the required expenditures are spent timely	2022-23	OHCS did reach out to HUD and requested an extension of the obligation deadline, however, did not receive direct approval. Going forward, OHCS will ensure grant management reports and time-bound expenditure plans are consistently maintained and followed for all OHCS grants and grantees. In addition, OHCS will perform due diligence and ensure follow-up occurs when needed and documentation is retained to support our efforts.	This is in progress. Additional positions are being filled to expand capacity to support timely tracking. We're also working with program to ensure spenddown plans exist and are supported/followed, and resources exist within programmatic areas as well to support this effort.	No further action warranted

2022 ERA	914-2023-06-02	Ensure accessible documentation to evidence compliance with program requirements	2022-29	OHCS had significant compliance monitoring staff turnover in FY22 leading to incomplete subrecipient monitoring reviews. OHCS completing these reviews would've ensured subrecipients had adequate time to produce necessary documentation to evaluate compliance, or if not, subrecipients would've been required to take corrective actions. For fiscal compliance, OHCS hired a contractor to perform fiscal monitoring of federal funded Grantees. OHCS also hired fiscal staff to pre-FY22 levels, fully trained them, conducted coordinated working sessions, and reached out to the CAA network for discussions on improving processes. OHCS continues to work with the		corrective action was taken

2022 ERA	914-2023-06-02	Implement program monitoring over client assistance payments to ensure compliance	Lack of staff significantly limited our ability to perform the necessary monitoring. An additional contractor was brought on to monitor the work of our vendor in February of 2022. The contractor continued to provide program compliance support to OHCS through the end of January 2023. This contractor was also engaged in other projects and activities as needed during their contract term. The largest workload was investigating payments or cases that were identified as potentially non-compliant. All these cases were researched extensively, and findings were identified, and corrective action and collection activities were started if needed. Out of	was implemented in the spring of 2023 and our documented policies and procedures continue to be updated and improved. Each review requires a 30 day notice and sample size is dependent on the total number of processed and paid applications. Initially, the CAA programs were to be reviewed and finalized. Multiple reviews were scheduled but unfortunately had to be suspended or rescheduled due to the nearing contract end date for PPL. To date, the four required federal reports for PPL have been completed (OERAP 1 and 2, FY 22 and FY23 each). It is important to note, each review has not yet been closed as the PPL response time is still open. A payment recapture process specific to program compliance	Corrective Action was taken

2022 ERA	914-2023-06-02	Ensure Federal Funding Accountability and Transparency Act reporting is completed	2022-28	OHCS has attempted multiple times to submit the FFATA, however the award was never made available to report on within the system. OHCS has also reached out to US Treasury multiple times to confirm that we were not required to report but have yet to hear directly from US Treasury. OHCS was able to confirm and received a response from US Treasury that went to another state that grantees were not required to complete the FFATA on the federal reporting website as US Treasury was doing that on behalf of the recipient, and OHCS did share that correspondence with SOS. Although US Treasury has been nonresponsive, OHCS will continue to attempt to	Still in progress.	Partial corrective action was taken	Update 7/12/24: US Treasury is not responding to our requests. SOS wants a letter directly to us, and not another state agency which is what we have. Waiting to see if this will fall off the FY24 report.

2022 ERA	914-2023-06-02	Ensure controls over administrative expenditure limits are properly designed and sufficiently detailed to ensure compliance	2022-30	This was a very fast-paced, complex award with multiple layers of funding. OHCS did have and continues to have a pulse on administrative costs from the various admin funding sources and has not exceeded those allowable limits. Reporting was routinely compiled to show the various allocations and expenditures to date, which included administrative costs. Reporting was not provided in a consistent manner as information from multiple systems was needed, however program and fiscal staff met regularly to review. OHCS is taking careful steps to design a system that will consistently track awards while ensuring spending is	This is in progress. A budget to actuals tool is in development to provide sustainable tracking and reporting on administrative expenditures for all programs.	corrective action was taken	This is in progress. A budget to actuals tool is in development to provide sustainable tracking and reporting on administrative expenditures for all programs.

2023 LIHEAP	914-2024-04-01	Ensure review of federal cash draws are adequately documented to support the draws are for the immediate cash needs of the program	2023-17	Additional training has been provided to new team members, to ensure adequate documentation exists to support immediate cash needs. Two-step verification of all draws is also required. Refresher training has been provided to staff to ensure oversight is in place at all times. The funds inadvertently drawn were corrected the first week of March 2024.	Corrective action was taken. AW240940	Staff have been retrained, and reconciliations are completed timely to ensure accuracy and oversight of draws.
2023 LIHEAP	914-2024-04-01	Ensure the Grant Management Report control is performed and documented	2023-18		Corrective action was taken.	A dedicated staff resource has been trained and has brought grant reconciliations and reporting current. Additional training has been provided for awareness of the earmarking and obligation requirements as well.

2023 LIHEAP	914-2024-04-01	Ensure documentation is retained to support amounts reported	2023-19		Corrective action was taken.	Staff have received training and documentation is now retained consistently to support reported figures.
2023 ESG	914-2024-04-03	Fully implement controls to ensure subrecipients are in compliance with program requirements	2023-15	OHCS has hired an outside contractor to complete the requested work. Contractor was not in place in time to complete action prior to end of audit work, however work will be finalized prior to the end of the current fiscal year.	Corrective action was taken.	

2023 ESG	914-2024-04-03	Verification that subrecipients have not been suspended or debarred needs to be retained	2023-16	Since the original findings in 2022, we have added the SAM check as a mandatory review activity in our agreement trackers, and have provided training and guidance as to the retention of the screenshots of the SAM check as of 6/30/2023. As we have experienced some additional staff turnover since then, we will reiterate that guidance; document the requirement in a team procedure; and provide a refresher as to the necessity of this document retention on a recurring basis. This will currently be in the Procurement Administrative files but is subject to change as there is a project in motion at OHCS for a Grant Management System that	corrective action was taken

2023 ERA	914-2024-04-02	Obtain documentation to support expenditures or pursue cost recovery	OHCS is in the process of coordinating with agencies and contractor to resolve any outstanding compliance concerns. Expenses may be considered mitigated if documentation to support the questioned cost is obtained, or if agency is able to clarify policy and procedure to support existing documentation. If expenditure is not resolved and is identified as non-compliant with federal requirements, OHCS may pursue cost recovery. Anticipated completion date is 90 days. *NOTE for OHCS only :This is considering response and review times for open reports and if we need to issue a notice to cure, creating that invoice and sending it with standard	Partial corrective action was taken

Oregon
Governor Tina Kotek

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May 24, 2023

Affirmative Action Manager
Diversity, Equity and Inclusion Office of the Governor
900 Court St. NE, Ste. 254
Salem, OR 97301

Submitted via email affirmative.action@oregon.gov, rosa.klein@das.oregon.gov.

Dear Rosa,

I am pleased to provide you with the Oregon Housing and Community Services (OHCS) Affirmative Action Plan for the 2023-2025 biennium. The agency will continue with our initiatives for our agency and as a service provider for state government.

OHCS is committed to having a workforce that reflects the diversity of our customers and ensures our workplace is a welcoming, inclusive, and respectful place to work. Our agency fully supports the inclusion of all protected groups into our workforce. We are committed to recruiting, hiring, training, and promoting persons in all job classifications regardless of race, color, religion, national origin, age, sex, sexual orientation, marital status or a physical or mental disability.

OHCS is committed to creating and maintaining a work environment and culture which values and utilizes diversity and that is free from harassment based on protected class.

If you have any questions, please contact me at 503-986-0971 or Laura Deleon, HR Director, at 503-986-7228.

Sincerely,

Andrea Bell
Director
Oregon Housing and Community Services

OHCS Affirmative Action Plan 2023-2025



OREGON HOUSING and COMMUNITY SERVICES

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Agency Overview

Oregon Housing and Community Services (OHCS) is the state's affordable housing finance agency and community services program administrator. OHCS administers federal and state programs that fund multifamily affordable housing development, fund residential mortgages for first-time homebuyers, fund foreclosure prevention, and support antipoverty programs, people experiencing homelessness, energy assistance, and community services.

Mission

We provide stable and affordable housing and engage leaders to develop integrated statewide policy that addresses poverty and provides opportunity for residents of Oregon.

Vision

All Oregonians have the opportunity to pursue prosperity and live free from poverty.

Values

- Compassion
- Collaboration
- Dedication
- Equity
- Integrity
- Leadership

Key Contacts

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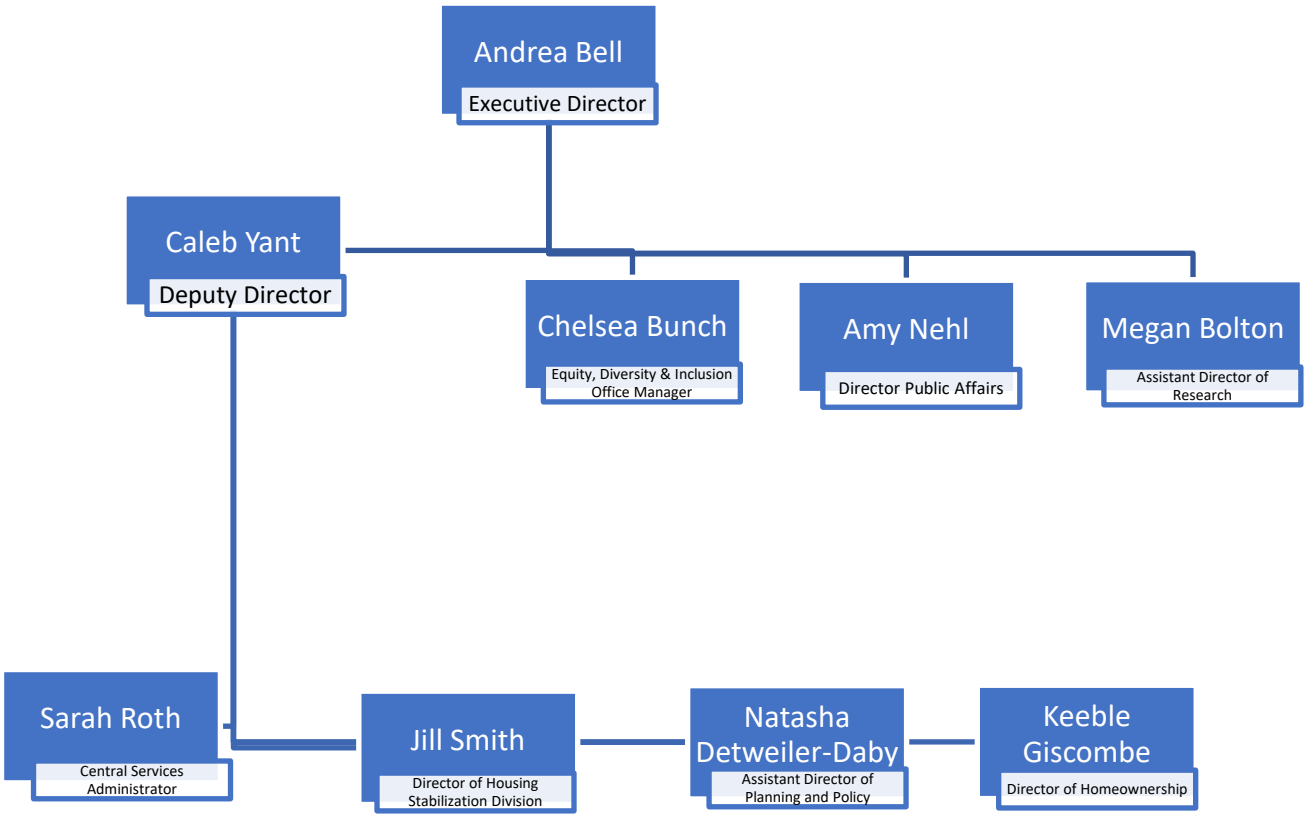
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OHCS Organizational Chart



Affirmative Action Policies

Agency Polices

Applicable OHCS Affirmative Action Policies are accessible to all employees via the OHCS internal website with links listed below:

OHCS Equal Employment Opportunity/Affirmative Action Policy 20.010.02

OHCS Reasonable Accommodations Policy 20.010.01

State Employment Resources

Statewide Affirmative Action Policies are accessible to all employees and partners via the DAS webpage and the links listed below:

ADA and Reasonable Accommodation Policy *(Statewide Policy 50.020.10)*

Discrimination and Harassment Free Workplace - *(Statewide Policy No. 50.010.01)*

Veterans Preference in Employment (*40-055-03*)

Equal Opportunity and Affirmative Action Rule *(105-040-0001)*

Executive Order 17-11: Relating to Affirmative Action and Diversity and Inclusion

Current Employee Relocation *(Statewide Policy 40-055-10)*

Employment of Returning Retirees *(Statewide Policy 40-090-01)*

Limited duration appointments *(Statewide Policy 40-025-02)*

Recruitment and Selection *(Statewide Policy 40-010-02)*

Reemployment *(Statewide Policy 40-080-01)*

Temporary Appointments *(Statewide Policy 40-025-01)*

Transfers *(Statewide Policy 40-045-01)*

Unclassified Service Employment and Termination *(Statewide Policy 40-035-01)*

Federal Employment Law Resources

The Federal Affirmative Action Title VII Resource Guide provides links and detailed information for the following federal employment laws:

Age Discrimination in Employment Act of 1967 (ADEA)

Disability Discrimination Title I of the Americans with Disability Act of 1990

Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964

Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)

National Origin Discrimination Title VII of the Civil Rights Act of 1964

Pregnancy Discrimination Title VII of the Civil Rights Act of 1964

Race/Color Discrimination Title VII of the Civil Rights Act of 1964

Religious Discrimination Title VII of the Civil Rights Act of 1964

Retaliation Title VII of the Civil Agency Affirmative Action Policy

Sex-Based Discrimination Title VII of the Civil Rights Act of 1964

Sexual Harassment Title VII of the Civil Rights Act of 1964

Executive Order 11246 elaborates on Equal Employment Opportunity law as it applies to government contractors.

Complaint Process

The State of Oregon is committed to maintaining a discrimination and harassment free workplace. It is the policy of the State of Oregon to create and maintain a work environment that is respectful, professional, and free from inappropriate workplace conduct. OHCS has established procedures in place to receive, investigate, and act upon internal complaints involving OHCS employees. The purpose of this procedure is to promptly address concerns regarding potential violations of the DAS Discrimination and Harassment Free Workplace Policy, 50.010.01, the DAS Maintaining a Professional Workplace Policy, 50.010.03, and alleged violations of state and federal law.

Documentation. A complaint may be made orally or in writing. An oral or written complaint should contain the following:

- The name of the complainant and the name of the person that was subjected to the alleged discrimination, workplace harassment, sexual harassment, workplace intimidation, or sexual assault if they are not the same person.
- The names of all parties involved, including witnesses.

Official Complaint Form

Other Reporting Options

Filing a complaint with the Office of Human Resources does not prevent an employee from filing a complaint with the Bureau of Labor and Industries (BOLI), or the United States Equal Employment Opportunity Commission (EEOC).

Penalties. Employees found to have engaged in inappropriate workplace behavior, will be counseled, or depending on the severity of the behavior, may be subject to discipline, up to, and including dismissal.

Retaliation. OHCS does not tolerate any form of retaliation against individuals who file a complaint, participate in an investigation, or report discrimination, workplace harassment, or inappropriate workplace conduct.

OHCS Contact for Complaints

Senior HR Business Partner
Denise Kraxberger
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Denise.Kraxberger@hcs.oregon.gov

Roles for Implementation

All OHCS employees are required to complete the online DAS-CHRO training – Preventing Discrimination and Harassment in The Workplace. New employees must complete this training within two weeks of their start date. Each employee will complete the training annually.

OHCS Executive Director, Andrea Bell

The Executive Director commits OHCS to a policy of equal employment opportunity and is active in the attainment of the Agency's Affirmative Action goals, objectives, and initiatives. They hold OHCS administrators and management staff accountable for understanding and articulating the Affirmative Action Policy, commitment, and goals, and producing the Affirmative Action plan. This is assessed during the annual performance evaluation cycle. They are held accountable through their annual evaluation from the Governor. They will ensure compliance with all applicable federal and state laws, rules, and regulations regarding equal employment opportunity. They will deal directly with reported actions that are contrary to the policies and procedures outlined in the Affirmative Action Plan.

OHCS Executive Team

The Executive Team includes the Executive Director, Deputy Director, Director of Homeownership, Director of Affordable Housing, Director of Housing Stabilization, Equity, Diversity & Inclusion Officer, Central Services Administrator, and Director of Public Affairs.

Executive team members are responsible for the full implementation of the Affirmative Action Plan within their area of responsibility, including:

- Establish a positive climate for program success.
- Make a place where employees can thrive, succeed, and look forward to coming to work each day knowing they have a safe and respectful place to work, free from discrimination and harassment.
- Review personnel practices and procedures including training programs, recruitment, hiring and promotion patterns to identify possible roadblocks to equal employment opportunity and upward mobility; and then take appropriate remedial action to support the OHCS workforce philosophy.
- Directly engage with culturally and socially diverse organizations, OHCS partners and other local community stakeholders to promote OHCS employment opportunities. Conduct specific outreach with Black, Indigenous, and Persons of Color (BIPOC) organizations and communities. This should include BIPOC, women, and emerging small businesses, Veterans groups and organizations of the LGBTQIA2S+ community.
- Hold regular discussions with managers, supervisors, and employees to be certain that the Affirmative Action Plan is understood and implemented.
- Ensure the evaluation of manager and supervisor performance considers their commitment to Affirmative Action efforts and results.

OHCS Managers and Supervisors

The OHCS managers and supervisors have primary responsibility for the success of the Affirmative Action Plan through their direct supervisory role. Managers and supervisors are responsible for implementing the Agency's Affirmative Action Plan including:

- Becoming familiar with the details of the Affirmative Action Plan as they apply to the programs, sections, or units within their area of responsibility.
- Monitoring progress of hiring and promotions in relation to the Affirmative Action goals:
    - Brief all new employees on the plan
    - Ensure readily available access of the plan for reference
    - Discuss the plan and progress achieved at staff meetings
    - Provide information, resources and training regarding the plan, Equal Employment Opportunity (EEO) and the prohibition of discrimination and harassment
    - Periodically review hiring and promotion patterns, training opportunities, and work assignment in order to work collaboratively with the Office of Human Resource Solutions to ensure freedom from stereotyping persons with protected class status that could limit their access to jobs for which they are qualified.
    - Take steps to become involved in outreach programs to encourage and develop diverse applicant pools for current and future vacancies.
- Attend and encourage employees to attend diversity, inclusion and service equity trainings, presentations, and Equity Council meetings.
- Create a working environment, which encourages all employees to achieve their full potential. Address career development opportunities by establishing consistent Performance & Accountability check-ins on a regular basis and reviewing employee training and career plans.
- Maintain a professional attitude and an inclusive work environment, free of harassment and other forms of discrimination.
- Take responsible action to prevent harassment and discrimination of employees.
- Work collaboratively with the Office of Human Resource Solutions to provide reasonable accommodations for qualified employees with disabilities through the engagement of the interactive process.

Human Resources Solutions

The Human Resource Solutions (HRS) Director serves as, designates, and works in collaboration with the HRS team members to fulfill the role of the Agency Affirmative Action Officer as defined in compliance with the spirit of the Governor's Affirmative Action Office. The HRS Director is responsible for partnering with OHCS leadership on the implementation of the Affirmative Action Plan.

The OHCS HRS team provides human resources consultation and support to all the various work units/sections of the agency and includes the responsibility to investigate all discrimination and

harassment claims and complaints that employees file with their supervisor, manager, DAS CHRO or the Office of Human Resources. Further, OHCS HRS:

- Leads the development and monitoring of the OHCS biennial Affirmative Action Plan.
- Publicize, distribute, and train managers and supervisors on the expectations for implementing the plan.
- Assists the agency in identifying problems or improvement areas.
- Works in collaboration with the Equity, Diversity & Inclusion Office, the Equity Council and equity committees to develop affirmative action programs. This includes internal and external communication programs about the Affirmative Action Plan according to the Governor's Equity Office recommendations.
- Maintain statistical information of race, gender, and disabilities obtained through analysis of state personnel data. Provide analysis and recommend goals with timelines and develop programs to achieve those goals.
- Monitor goals initiated to remedy areas of underutilization.
- Provide feedback to executives, managers, and supervisors on affirmative action progress.
- Ensure investigations and resolutions of all discrimination and harassment complaints are conducted in compliance with OHCS procedure in a timely manner.
- Report to and update the Deputy Director and/or Director on all complaints.

2021-2023 AFFIRMATIVE ACTION PROGRESS REPORT

This section indicates progress towards program goals and strategies presented in the 2019-2021 Affirmative Action Plan.

Goal #1: Increase Employee Engagement

Strategy

HR will administer an Employee Engagement Survey by July 2021 and achieve an 80% response rate from employees. A follow-up pulse survey will be conducted and will monitor the changes to the initial survey. These results will serve as a means to measure progress of engagement strategies administered by the agency.

HR will utilize monthly reports from the Workday system to track and report trends in employee turnover rates by July 2021. HR will develop an effective agency-wide offboarding procedure and administer an exit survey for each separating employee. Identify the number of times separating employees report “manager” and/or “poor leadership” as their reason for leaving OHCS in the exit survey.

By January 2022, managers and supervisors will meet one-on-one with employees in trial service every two weeks, and regular service employees every quarter (every three months) to document structured check-ins in Workday.

By January 2022, managers and supervisors will meet one-on-one with employees annually to review and maintain Individual Development Plans (IDP) that capture job performance, acknowledge achievements, identify professional advancement opportunities, and document training and career plans.

OHCS will sponsor the creation of a Veterans Employee Resource Group by January 2022 to create a safe space for Veterans to meaningfully connect, collaborate, and network around military and Veteran culture. OHCS is also interested in creating Employee Resource Groups for employees who identify as Black, Indigenous and People of Color (BIPOC) in an effort to ensure an inclusive and supportive workplace for BIPOC staff.

Progress

HR administered a baseline Employee Engagement Survey in March 2021 using Gallup Access, which was a contract that was secured through a small procurement process. The response rate was 80%.

We issued a pulse survey in November 2021 to monitor the effectiveness of our change management efforts and ongoing agency-wide education around the Gallup Q12 philosophy and guidance. We saw an increase in overall engagement of .28% from the initial survey to the second one and maintained a similar response rate.

Because we saw a significant change, a Gallup contract for 3 additional years was purchased to consistently monitor engagement on a continuous basis.

HR has been exploring exit interview data in Workday to review trends in employee turnover. The information shared with our executive leaders in the form of raw data. We have yet to analyze the results and predict trends within specific supervisory structures.

HR has formalized an effective offboarding procedure and administers the Workday exit interview. We have not analyzed the number of times employee's select "manager" or "poor leadership" as their reason for exiting the agency because of our current HRS team's capacity restraints.

Managers are required to complete their quarterly Performance & Accountability check-ins with their staff. The agency has completed 57% of their check-ins as of 8/1/2022. We are now requiring quarterly check-ins, so annual check-ins are no longer a requirement.

OHCS has created Affinity Groups for Asian American Pacific Islander, which was expanded in 2022 to include BIPOC employees, and a White Learning space. At this time, there are no active Veterans Employee Resource Groups. We plan to continue coordinating with the Equity Diversity & Inclusion (EDI) office to continue with these efforts.

Goal #2: Build Workforce Equity, Diversity & Inclusion Proficiency

Strategy

OHCS has chartered a new Equity Committee Structure, which includes the Equity Council, Diversity & Inclusion (D&I) Best Practices, Professional Equity, Growth and Empowerment (PEGE), Equity Lab, and the Data Equity Workgroup (DEW). Part of PEGE's work, specifically, is to curate a training series on equity, racial justice, diversity and inclusion. This will create a safe and professional environment where people of all backgrounds and cultures can thrive.

Goals for training and education may include:

- Increase cultural responsiveness among co-workers, partners and service recipients.
- Educate and inform co-workers and partners about historical and present-day racial, cultural, and social oppression that was and still is practiced in the State of Oregon.
- Offer pathways for improving awareness and skills for employees and managers at all levels to promote equity and interrupt racial injustice; and
- Inform and transform employee development, training, programs and policies.

Progress

The Equity Committees meet regularly, and the committee leaders are currently developing a process for the third recruitment cycle to add more agency staff into the committees. However, we are still developing the process in which new employees can apply to be a part of the

committee, what the process looks like when a co-chair steps down and becomes a regular committee member and determining what the process will be when someone wants to move from one committee to another.

In addition to the Equity Committees, OHCS has begun leadership training for equity committee chairs and supervising managers provided by a group of consultants with the Center for Equity & Inclusion. A few select staff members, chosen by the EDI Office, have been charged with being the planning team for this cohort. The goal is to gain a cohesive understanding amongst agency leadership and to build capacity on equity concepts to be able to clearly communicate and establish racial justice and equity goals within the agency and program areas. We have not created a consistent feedback process to determine how leadership is responding to the training curriculum but anticipate doing so over the next year.

Goal #3: Expand Results-Based Monitoring & Evaluation

Strategy

Create and maintain a system to analyze OHCS programs and practices and remove identified barriers to access opportunity within OHCS programs to ensure equitable outcomes. This includes improving OHCS's ability to track, analyze, and measure performance and progress towards equity goals through standardization of data collection and enhancing data analysis of program utilization.

OHCS plans to hire a contractor in 2021 to develop a Results-Based Monitoring & Evaluation system to tie program investments and staff activities to long-term outcomes and impacts. "M&E Champions" will be selected from each section to help codify outcome metrics in order to ground the agency's work and ensure staff activities support Oregonian's long-term needs. Specific training for M&E Champions will be administered in 2021, and staff will begin working in cross-functional teams to drive this project forward starting July 2021. The Equity Committees will also be available for consult, provision of feedback and support the centering of equity and racial justice within the process and outcomes.

OHCS Staff (Executive Team, EDI Officer, HR, and Equity Council & Committees) will begin auditing the goals set forth in this Affirmative Action Plan by September 2022. They will also collaboratively draft and approve future Affirmative Action Plans starting September 2022.

Progress

The M&E Core Team meetings were initially scheduled and a M&E Steering Committee was in development. However, this work was put on hold in deference to projects deemed mission critical during Operation Follow-Through. Operation Follow Through (where, as agency leadership assessed initiatives and made difficult choices on what had to be postponed/cancelled to ensure our mission critical initiatives were achieved), M&E was postponed and eventually cancelled. No consultant was ever hired, at this point in time there are no plans to restart that initiative. It remained on hold while the initiative to improve project management coordination was moved forward.

We are planning for Results-Based Monitoring strategy in our next Statewide Housing Plan, considering our focus on community engagement, however that effort will be led by Public Affairs Division and that work plan hasn't yet been created.

Demographic Analysis

Supervisors

The tables below include the demographic analysis [1]of all supervisory personnel within OHCS. All data is this analysis is effective as of June 30, 2022.

Table 1: Supervisors by Ethnicity

Race/Ethnicity	**Percentage**	**Count**
Asian	5.13%	2
Black/African American	5.13%	2
Hispanic/Latino	10.26%	4
White	71.79%	28
American Indian or Alaska Native	2.56%	1
Two or more Races	5.13%	2
Grand Total	**100.00%**	**39**

The majority of Supervisory Managers at OHCS primarily identify as White. There are a total of nine (9) BIPOC managers.

Table 2: Supervisors by Gender

Gender	**Percentage**	**Count**
Female	64.10%	25
Male	35.90%	14
Grand Total	**100.00%**	**39**

Individuals who identify as Female represent the predominant gender of OHCS Supervisory Managers.

Table 3: Supervisors by Veteran Status

Veteran Status	**Percentage**	**Count**
Not a Veteran	100%	39
Veteran	0	0.0%
Grand Total	**39**	**100.00%**

There are currently no Veteran Supervisors represented within the agency.

[1] Note: No Supervisory Managers had self-reported a disability as of the effective date of this data.

Workforce

The following tables include the demographic information of the entire OHCS workforce broken down by job category.

Table 4: Job Categories by Race/Ethnicity

	Administrative Support		Officials and Administrators		Professionals		Skilled Craft Workers		Technicians		Total	
Race/Ethnicity	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**
American Indian or Alaska Native	7.1%	2	2.7%	1	1.5%	3	0.0%	0	0.0%	0	0.0%	6
Asian	10.7%	3	5.4%	2	5.6%	11	0.0%	0	0.0%	0	6.1%	16
Black or African American	3.6%	1	5.4%	2	2.6%	5	0.0%	0	0.0%	0	3.0%	8
Hispanic or Latino	10.7%	3	10.8%	4	9.7%	19	0.0%	0	0.0%	0	9.8%	26
I do not wish to answer.	3.6%	1	0.0%	0	3.1%	6	0.0%	0	0.0%	0	2.7%	7
Native Hawaiian or Other Pacific Islander	0.0%	0	0.0%	0	1.5%	3	0.0%	0	0.0%	0	1.1%	3
Two or More Races	7.1%	2	5.4%	2	5.1%	10	0.0%	0	0.0%	0	5.3%	14
White	57.1%	16	70.3%	26	70.9%	139	100.0%	1	100%	1	69.7%	184
Total	100.0%	28	100.0%	37	100.0%	196	100.0%	1	100.0%	1	100.0%	264

Table 5: Job Categories by Gender

	Administrative Support		Officials and Administrators		Professionals		Skilled Craft Workers		Technicians		Total	
Gender (Binary Options)	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**
Female	11.05%	19	14.53%	25	74.42%	128	0.0%	0	0.0%	0	63.47%	172
Male	4.05%	4	14.14%	14	78.79%	78	1.01%	1	1.01	1	36.53%	99
Total	100.0%	23	100.0%	39	100.0%	206	100.0%	1	100.0%	1	100.0%	271

Table 6: Job Categories by Veteran Status

	Administrative Support		Officials and Administrators		Professionals		Skilled Craft Workers		Technicians		Total	
Veteran Status	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**
Not a Veteran	100%	28	100%	37	93.9%	184	0%	0	100.0%	1	95.06%	250
Veteran	0.0%	0.	0.0%	0	6.1%	12	100%	1	0.0%	0	4.94%	13
Total	100.0%	28	100.0%	37	100.0%	196	100.0%	1	100.0%	1	100.0%	263

Table 7: Job Categories by Generation

	Administrative Support		Officials and Administrators		Professionals		Skilled Craft Workers		Technicians		Total	
Generation	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**
Generation Z (1997 - Current)	3.6%	1	0.0%	0	2.0%	4	0.0%	0	0.0%	0	2.3%	6
Millennials (1981 - 1996)	42.9%	12	27.0%	10	36.2%	71	0.0%	0	0.0%	0	35.2%	93
Generation X (1965 - 1980)	42.9%	12	51.4%	19	44.4%	87	0.0%	0	0.0%	0	44.7%	118
Baby Boomers (1947 - 1964)	10.7%	3	21.6%	8	16.8%	33	100.0%	1	100%	1	17.4%	46
Traditionalists (1917 - 1946)	0.0%	0	0.0%	0	.5%	1	0.0%	0	0.0%	0	.4%	1
Total	100.0%	28	100.0%	37	100.0%	196	100.0%	1	100.0%	1	100.0%	264

Table 8: Job Categories by Disability Reporting

	Administrative Support		Officials and Administrators		Professionals		Skilled Craft Workers		Technicians		Total	
Disability Reporting	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**	**Number**
No Reported Disability	100%	28	100.0%	37	96.9%	190	100.0%	1	100.0%	1	97.7%	258
Reported Disability	0.0%	0	0.0%	0	3.1%	6	100.0%	1	100.0%	1	2.3%	6
Total	100.0%	28	100.0%	37	100.0%	196	100.0%	1	100.0%	1	100.0%	264

Promotions

The tables in this section present the demographic breakdown of promotions across Race/Ethnicity and Gender for both Supervisors and Non-Supervisors.

Table 9: Race/Ethnicity of Non-Supervisory Promotions by Gender

Race/Ethnicity	**Female**	**Male**	**Total**
American Indian or Alaska Native	0	1	1
Black or African American	0	1	1
Hispanic or Latino	2	0	2
I do not wish to answer.	0	2	2
Two or More Races	2	1	3
White	24	16	40
Asian	2	1	3
Grand Total	**30**	**23**	**53**

Table 10: Race/Ethnicity of Supervisory Promotions by Gender

Race/Ethnicity	**Female**	**Male**	**Total**
American Indian or Alaska Native	0	1	1
Black or African American	1	0	1
Hispanic or Latino	0	0	0
I do not wish to answer	2	0	2
Two or More Races	2	0	2
White	9	6	15
Asian	0	0	0
Grand Total	**14**	**7**	**21**

2023-2025 Affirmative Action Goals & Strategies

Agency-Wide Goals

Goal #1: Continue to Increase Employee Engagement

Strategy

- HRS will continue administering a quarterly Employee Engagement Surveys and review the results with leadership, supervisors and staff. We provide results of the survey to executive leadership first, by sharing divisional results as well as individual manager results.
- We will continue to provide resources to employees and managers to facilitate conversations that are proven to increase engagement within the workforce.
- When an Employee Engagement Survey is conducted, we schedule 1:1's with each manager who received feedback from their staff and discuss the results.

Goal #2: Continue to Build Workforce Equity, Diversity & Inclusion Proficiency

Strategy

Continue the work of the equity committees and the leadership training through the Center for Equity & Inclusion. At this point, it is difficult to determine how successful these efforts have been. We will begin measuring the effectiveness of the committees as well as the leadership training. We will measure the effectiveness by conducting surveys, determining the interplay of equity work and engagement elements and evaluate how equity concepts show-up in day to day activities. The EDI Office has plans to advance this strategy. The first is to create an EDI training plan for OHCS and the second is to develop and customize an equity metric system through utilization of the Global Diversity, Equity, and Inclusion Benchmarks (GDEIB). The GDEIB will allow OHCS to monitor our progress in a holistic and transparent manner by engaging with all employees. This system would also allow us to outreach to OHCS partners and other stakeholders so they can report on our progress.

Goal #3: Continue to Expand Results-Based Monitoring & Evaluation

Strategy

Create and maintain a system to analyze OHCS programs and practices and remove identified barriers to access and opportunity within OHCS programs to ensure equitable outcomes. This includes improving OHCS's ability to track, analyze, and measure performance and progress towards equity goals through standardization of data collection and enhancing data analysis of program utilization.

OHCS will embed Monitoring & Evaluation into all program areas, while working in partnership with Public Affairs and the Project Management Division.

OHCS Staff (Executive Team, EDI Office, HRS, and Equity Council & Committees) will begin auditing the goals set forth in this Affirmative Action Plan by September 2023.

OHCS Staff (Executive Team, EDI Office, HRS, and Equity Council & Committees) will collaboratively draft and approve future Affirmative Action Plans starting September 2023.

Goal #4: Identify Opportunities for HRS to Collaborate With The EDI Office

Strategy

Encourage HRS staff to become more involved in equity initiatives by creating collaborative equity spaces, where HRS can discuss their role in the agency and educate staff on HRS processes, include HRS staff in leadership training and continue to build the relationship between HRS functions and that of the Equity, Diversity and Inclusion (EDI) office. In 2023, phase two of the leadership training with the Center for Equity & Inclusion will expand to serve the HRS Division with targeted training for staff and provide audit services. In addition, the EDI Office can provide guidance and ideas for HRS to engage more closely with Equity Committees, specifically the Diversity & Inclusion Best Practices Committee.

Management Goals

Goal #1: Leadership Evaluation (Ongoing)

Strategy

ORS 659A.012 requires agencies *to achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a consideration of the manager's or supervisor's performance.*

OHCS Executive Team and other leadership who oversee managers have been following the process and guidelines set forth by The Oregon Management Project (TOMP). These individuals were also required to complete mandatory trainings offered through Workday Oregon, a resource and employment system for state employees. Other guidelines include, at minimum, quarterly check-ins with managers and their direct supervisors. OHCS Human Resource Solutions (HRS) monitors compliance with the requirement. While the agency has not yet achieved full participation, reporting numbers are on the rise and HRS continues to provide the tools and

resources to assist managers in meeting the requirements. This work will continue for the duration of this Affirmative Action Plan.

Goal #2: Succession Planning (Ongoing)

Strategy

OHCS in alignment with Governor Kotek's 2023 Oregon Agency Expectations has formed a work group to build an agency succession plan. Using the provided DAS succession planning toolkit this workgroup will submit the succession plan to DAS Strategic Initiatives and Accountability Division no later than December 31, 2023.

DEI Council and Equity Committees

OHCS stood up our reimagined Equity Council. The last year has been spent continuing to lay the foundation and creating structure for the agency's Equity and Racial Justice work. In August 2020, we closed an incredibly important chapter and sunset the original Diversity, Equity, and Inclusion (DEI) Council. A former Housing Stability Council member and OHCS's former Equity, Diversity, and Inclusion (EDI) Officer, Tricia Tillman, led the council in a debrief of the in-depth EDI Assessment of our organization she developed after meeting with key staff across the agency. The assessment, which began in February and concluded in August, used a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis methodology to assess OHCS related to equity, diversity, and inclusion. Over 50 people who serve in executive leadership or management roles in our agency, have jobs focused on equity, diversity, and inclusion, or serve in leadership roles related to equity, diversity and inclusion participated in the assessment.

In addition, our former EDI Officer worked with the former DEI Council, including the Data Equity Workgroup (DEW), and Team C (staff training) to develop a new set of charters [Appendices A-F] for the newly formed Equity Committee structure. This was a major piece of the foundation building, solidifying our agency's direction and approach in our Equity and Racial Justice work. In August 2020, the application process for agency staff opened, and over the course of about six weeks, staff thought about their skills, passion and commitment to Equity and Racial Justice and shared their intention via the application. The application closed on September 24th. We had a little over 20% of our agency sign up to be a part of this important work and there was great representation across every division. The new Equity Committee structure will help us continue to center Equity & Racial Justice across the agency, support agency transformation and help us focus on both internal capacity and skill building and implementing our work within community. The Equity Committee Structure includes: Equity Council, Equity Lab, Data Equity Workgroup (DEW), Diversity and Inclusion Best Practices, and Professional Equity, Growth and Empowerment (PEGE).

By the end of September, applicants were placed on committees based on the charters and a few general criteria including skills and attributes needed for committee work, skills and attributes needed for chair/co-chair work, demographic data (race/ethnicity; agency positionality; gender/gender expression), applicants committee preferences and chair/co-chair preferences.

Equity Council

The Equity Council's purpose is to lead, guide, support or direct the equity, racial justice, diversity, and inclusion work of OHCS. This team will include the executive team and co-chairs of the committees who will work together to develop and implement a diversity and inclusion, equity and racial justice plan, and to identify and respond to emergent needs and opportunities to advance equity and dismantle institutional racism.

The goals of the Equity Council are:

- Full implementation of relevant civil rights law and policies, as well as regular and periodic tracking of employee and client complaints
- Full implementation of an equity and racial justice lens for the development and modification of key policies, programs, and practices
- Implementation of robust employee equity, racial justice, diversity, and inclusion training plan, including deep equity leadership development for OHCS staff engaged in the Equity Council and its committees
- Adoption and implementation of diversity and inclusion policies and best practices
- Utilization of best practices related to collecting, analyzing, and reporting on disaggregated demographic client and community data to inform policies and practices

Diversity and Inclusion Best Practice Committee

The Diversity and Inclusion Best Practices Committee's purpose is to create and support an organizational culture that promotes diversity and fosters inclusion. This team will include members of the agency who will work together on research, plan, recommend and implement policy and practice changes that support excellence in diversity and inclusion.

The goals of this committee are:

- Establish best practice policies that promote diversity and inclusion across OHCS, including but not limited to:
    - Diversity recruitment
    - MWESB participation
    - Employee Resource Groups
    - Mentoring

Data Equity Workgroup

The purpose of the OHCS Data Equity Workgroup is to advance equity and racial justice by exploring the implicit biases in existing internal and external data collection methods, evaluate and explain the impact of this on the work the agency does, and make plans for the agency to address and remediate identified issues. The workgroup will do this by evaluating internal databases through an equity lens, recommending improved methods of internal data collection and analysis, and determining appropriate metrics for measuring the agency's progress towards reducing disparities in OHCS programs and internal operations. The workgroup will examine

practices of other public, private, and nonprofit organizations and consider tools and resources that may be useful within the unique culture of OHCS. Critically, this group will serve as a cross-functional body for agency equity work, with a primary focus on data systems, data collection, and data analysis.

Equity Lab

The Equity Lab's purpose is to deeply embed equity and racial justice into the policies and practices of every facet of OHCS to address past racial injustices, dismantle institutional racism and promote equitable outcomes. This team will include members of the agency as well as community partners.

The goals of the Equity Lab are:

- Recommend best practices for programs and policies to embed in design or updates that promote equity, racial justice, diversity, and inclusion across OHCS, including but not limited to:
    - Implementation of civil rights laws, including language access
    - Culturally responsive and culturally specific service delivery
    - Strategies that address historical inequities
    - Approaches that promote racial justice and equity in housing and services

Professional Equity and Growth Empowerment Team (PEGE)

PEGE Team's purpose is to create opportunities where employees can receive education and training in topics related to diversity, equity, and inclusion in the workplace, and as it relates to services provided by the agency. This team will include members of the agency who will work together to plan and implement training and educational experiences that help to further employees' diversity, equity and inclusion education, knowledge, understanding and skill set.

The goals of PEGE are:

- Increase cultural responsiveness among co-workers, partners, and service recipients
- Educate and inform co-workers and partners about historical and present day racial, cultural, and social oppression that was and still is practiced in the State of Oregon
- Offer pathways for improving awareness and skills for employees and managers at all levels to promote equity and interrupt racial injustice
- Inform and transform employee development, training programs, and policies

Appendices

Appendix A. Equity Council Charter



OREGON HOUSING and COMMUNITY SERVICES

725 SUMMER STREET NE, SUITE B | SALEM, OR 97301
503-986-2000 | www.oregon.gov/OHCS

Equity Council
Governing Charter

Background	In its Statewide Housing Plan, Oregon Housing and Community Services committed to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity in Oregon. As part of that commitment, the agency has authorized the formation of the Equity Council as a governing structure for advancing the work of diversity and inclusion, equity, and racial justice across the enterprise. The Council will provide overall guidance and executive leadership support for four supporting committees and a leadership development cohort.
Purpose & Goals	The Equity Council's purpose is to lead, guide, support or direct the equity, racial justice, diversity, and inclusion work of OHCS. This team will include the executive team and co-chairs of the committees who will work together to develop and implement a diversity and inclusion, equity and racial justice plan, and to identify and respond to emergent needs and opportunities to advance equity and dismantle institutional racism. Goals for the Equity Council: • Full implementation of relevant civil rights law and policies, as well as regular and periodic tracking of employee and client complaints • Full implementation of an equity and racial justice lens for the development and modification of key policies, programs, and practices • Implementation of robust employee equity, racial justice, diversity, and inclusion training plan, including deep equity leadership development for OHCS staff engaged in the Equity Council and its committees • Adoption and implementation of diversity and inclusion policies and best practices • Utilization of best practices related to collecting, analyzing, and reporting on disaggregated demographic client and community data to inform policies and practices

Authority & Duration	OHCS' Equity Council is charged by the Executive Team of OHCS to provide agency leadership that maximizes the effectiveness and credibility of the agency, and uses this authority to create and set the charter to advance the purpose and goals of the council and committees. Budget Authority: $200,000/biennium Duration: The Equity Council is a permanent and ongoing body. OHCS's Equity, Diversity, and Inclusion Manager, along with Council members, will review and update the charter on a biennial basis or more frequently, if needed. Charter review date: August 2022
Sponsor(s)	OHCS Director
Scope of Work	This list represents an initial scope of work anticipated for Equity Council involvement and prioritization and is subject to further modification, as needed, in order to be responsive to OHCS' goals: Set and track agency-wide Diversity and Inclusion, Equity, and Racial Justice directives for 19-21 biennium: • Track progress towards ERJ goals in the Statewide Housing Plan • Approve and track Affirmative Action Plan; track EEO progress reports • Approve a training plan tailored to the needs of executives, managers, and staff including recommendations for mandatory and optional professional development opportunities. • Develop biennial budget for agency D&I/ERJ activities • Identify equity and racial justice, diversity, and inclusion leadership development cohort
Committee Structure	To effectively achieve the goals and directives of the Equity Council, the following standing committees will be chartered: • Professional Equity Growth and Empowerment – to focus on equity, racial justice, diversity and inclusion training and professional development for staff and partners • Data Equity Workgroup – to focus on best practices related to collecting, analyzing, and reporting on disaggregated demographic client and community data • Diversity and Inclusion Best Practices - implementation of diversity and inclusion policies and best practices

	• Equity Lab – to implementation of racial justice and equity policy reviews The co-chairs of these committees will serve concurrently on the Equity Council.
Membership Expectation & Time Commitment	Membership will be limited to OHCS Executive Team members and committee chairs and co-chairs. All members of the Equity Council will have voting authority. OHCS Staff who serve on the Equity Council will: • adhere to the Equity Council's group agreements • contribute actively to the achievement of Equity Council's scope of work • provide information to and solicit ideas from staff across the agency via Management Team, SALT, All-Staff meetings, and Section Meetings • Review and consider policy recommendations and adopt policies that reflect best practices related to equity, racial justice, diversity, and inclusion <u>Time Commitment</u>: • Three (3) hours per quarter to attend scheduled Equity Council meetings; • Two to four (2-4) hours (in addition to meeting time) to prepare for and follow up after Equity Council meetings. • Executive Team Members will serve as standing members • Other Members of the Equity Council will serve concurrent with their role as committee Chair or Co-Chair.
Decision Making Process	Decisions will not be limited by the confines of a 100% consensus decision-making rule. A decision to adopt a policy will require the green- *or* yellow-level endorsement of approximately 80% of council members. Quorum will be defined as half of the Equity Council membership plus one. Meetings that do not have quorum will not take policy recommendation votes. Votes can be taken virtually over email. Members voting yellow or red are responsible for ensuring their concerns are articulated in the meeting report. Three or more members expressing red will result in a recommendation to not adopt the motion or policy. In either situation, the meeting report will be shared with the appropriate committee for re-consideration of the policy recommendation.

Green	Yellow	Red
I whole-heartedly endorse or recommend the advancement of this policy.	I can live with the advancement of this policy and will support it outside of this space, but have reservations that I will articulate and would like to see addressed.	I am not comfortable with supporting the advancement of this policy. I have reservations that I will articulate and would like to see addressed.

Convening Information

The OHCS Director will serve as Chair of the Equity Council for the initial one-year term; all other Executive Team members will rotate through the role of Chair for one year. The Equity Manager will serve as Co-Chair of the Equity Council.

Committee Support:

Co-chair and chair will facilitate meeting and set the agenda, with support and input from committee co-chairs. The Equity Manager will provide staff support to the chair and follow-up on action items in between meetings, and maintaining the official charter documents.

The Chair is responsible for meeting scheduling and minutes.

Signature of Sponsor

Andrea Bell, Executive Director

As members the OHCS Equity Council, we sign as an indication of our commitment to work together.

[Signature lines for all members]

Appendix B. Equity Council Agreements

OHCS EQUITY COUNCIL AGREEMENTS

August 21, 2020

Group Agreements:

- Cultivate brave space
  - Speak your truth
  - Cultivate trust (offer and earn)
  - Assume good intent
  - Be honest/truthful
  - Be direct but speak my truth responsibly
  - Ask for clarification
- Move up; move back
- Be accountable for your impact
  - Recognize how your social positionality informs your perspectives & reactions
- Identify where your learning edge is and push it
  - Be willing to learn and educate, including historical information
  - Be open & curious
- Be responsible for my own wellbeing
  - Take notice of your own defensive reactions
- Differentiate between safety & comfort
- What's said here, stays here…What's learned here, leaves here.
  - Share actions, decisions and topics agency-wide
  - Maintain confidentiality
  - Hold personal stories in confidence
- Accept and expect non-closure
- Stay open and try on new ideas
- Be respectful
  - It is ok to disagree
- Be accepting
  - It is not ok to blame, shame or attack self or others
- Be present (turn off cell phones, i.e.)
  - Be committed to the work, the process, and the Council

Appendix C. Diversity and Inclusion Best Practices Committee Charter

OREGON HOUSING and COMMUNITY SERVICES
725 SUMMER STREET NE, SUITE B | SALEM, OR 97301
503-986-2000 | www.oregon.gov/OHCS

Diversity and Inclusion
Best Practices Committee
Governing Charter

Background	Employees in a diverse work environment have access to a variety of different perspectives, which contributes to creativity, innovation, and problem solving, and is essential to being effective stewards of the public trust and public resources. Employees who feel welcomed, have a sense of belonging and inclusion and have opportunities to advance or deepen their skills are more likely to remain at OHCS, decreasing the human and financial costs of turnover. As part of Oregon Housing & Community Services' (OHCS) commitment to equity and racial justice in Oregon, the agency has authorized the formation of a Diversity and Inclusion Best Practices Committee to create and implement policies and practices that improve the diversity and inclusion of OHCS employees at every level. The scope of the Committee will encompass diversity and inclusion as outlined by the Global Diversity and Inclusion Benchmarks, to the fullest extent possible.

Purpose & Goals	The Diversity and Inclusion Best Practices Committee's purpose is to create and support an organizational culture that promotes diversity and fosters inclusion.
	
	This team will include members of the agency who will work together to research, plan, recommend and implement policy and practice changes that support excellence in diversity and inclusion.
	
	<u>Goals for diversity and inclusion best practices</u>:
	• Establish best practice policies that promote diversity and inclusion across OHCS, including but not limited to:
	  ○ Diversity recruitment
	  ○ MWESB participation
	  ○ Employee Resource Groups
	  ○ Mentoring

Authority & Duration	The Diversity and Inclusion Best Practices Committee operates under the authority of OHCS's Equity Council which is charged with providing agency leadership that maximizes the effectiveness and credibility of the agency, and uses this authority to create and set the charter to advance the purpose and goals of this committee. Budget Authority: $25,000 per year. Additional funding requests must be elevated to the Equity Council. Budget supports training assessment, as well as implementation. Duration: Diversity and Inclusion Best Practices Committee is a standing body. OHCS's Equity, Diversity and Inclusion Manager, HR Director, and committee team members will review the charter on a biennial basis and more frequently, as needed. Charter review date: August 2022
Sponsor(s)	Equity, Diversity, and Inclusion Manager
Scope of Work	This list represents an initial scope of work anticipated for Diversity and Inclusion Best Practices Committee involvement and prioritization and is subject to further modification, as needed, in order to be responsive to the Diversity and Inclusion Best Practices Committee's purpose and OHCS' goals. • Develop, adopt, communicate, implement, and track the OHCS Affirmative Action Plan • develop standard diversity recruitment plan, templates, processes; • establish equity and diversity standards for position descriptions, supplemental and interview questions, • develop diversity on-boarding, mentoring and retention strategies • develop and refine strategies and processes for increasing MWESB and culturally specific contracting • develop and implement strategies for increasing staff and community diversity on procurement review panels • develop and refine diversity recruitment and MWESB outreach budget

Membership Expectations	The Committee will consist of no more than 15 members, and will replace members who leave the group as needed. Member terms will be tracked and managed so that not all members begin or end their term at one time. Membership recruitment will happen annually and as needed. Membership will be open to all staff at Oregon Housing and Community Services, with permission of their respective managers. One standing member will represent the Procurement Team. Only members of the Committee will have voting authority. Members the Diversity and Inclusion Best Practices Committee will: • adhere to the Equity Council group agreements • contribute actively to the achievement of Diversity and Inclusion Best Practices Committee's scope of work • perform administrative functions (such as facilitation, documenting meetings, creating memos, budget tracking and funding requests) • provide information to and solicit ideas regarding diversity and inclusion policies and practices from co-workers and section leadership • provide critical input in assessing policy and practice changes
Time Commitment	• Two (2) hours per month to attend scheduled Diversity and Inclusion Best Practices Committee meetings; and • Two to four (2-4) hours (in addition to meeting time) to assist and support with planning, researching, scheduling, and other tasks. • Members will serve a 2-year term, and have the option to extend membership for one additional term. • Co-chairs will commit an additional five (5) hours per quarter to prepare for, attend, and present at the Equity Council
Decision Making Process	Recommendation will not be limited by the confines of a 100% consensus decision-making rule. A resolution to recommend a policy will require the green- *or* yellow-level endorsement of approximately 80% of members. Quorum will be defined as half of the membership plus one. Meetings that do not have quorum will not take policy recommendation votes. Votes can be taken virtually over email.

Members voting yellow or red are responsible for ensuring their concerns are articulated in the meeting report that will go to Equity Council for consideration. Three or more members expressing red will result in a recommendation to Equity Council to not advance the policy.

Green	Yellow	Red
I whole-heartedly endorse or recommend the advancement of this policy.	I can live with the advancement of this policy and will support it outside of this space, but have reservations that I will articulate and would like to see addressed.	I am not comfortable with supporting the advancement of this policy. I have reservations that I will articulate and would like to see addressed.

Convening Information

The Chair will be the HR Director for the first 2 years. The Co-Chair will be a committee member not on the HR team. In future terms, the Chair or Co-Chair role will alternate between a member of the HR team and a committee member not on the HR team.

The chair and co-chair will facilitate meetings and set the agenda, with support and input from committee members.

Committee Support:

The committee will identify staff support for the co-chair and chair, and support follow-up on action items in between meetings.

The Chair is responsible for meeting scheduling, minutes, and maintaining the official charter documents.

Signature of Sponsor

_____

Chelsea Bunch, Equity, Diversity and Inclusion Manager

As members the Diversity and Inclusion Best Practices Committee, we sign below as an indication of our commitment to work together.

[Signature lines for all members]

Appendix D. Data Equity Workgroup Charter



OREGON HOUSING and COMMUNITY SERVICES

725 SUMMER STREET NE, SUITE B | SALEM, OR 97301
503-986-2000 | www.oregon.gov/OHCS

Data Equity Work Governing Charter

Background

The mission of Oregon Housing and Community Services (OHCS) is to provide stable and affordable housing and engage leaders to develop integrated statewide policy that addresses poverty and provides opportunity for Oregonians. The agency's vision is that all Oregonians have the opportunity to pursue prosperity and live free from poverty.

This mission and vision are especially important in relation to Oregon's residents that experience poverty, homelessness, and lack of housing opportunities disproportionately. Communities of color, persons with disabilities, the LGTBQ+ community, and English Language Learners face greater housing instability, including access to rental and home ownership opportunities. The State of Oregon cannot afford to allow any Oregonians to be left behind in our efforts to increase opportunity and prosperity, and OHCS has a duty to ensure that its programs and service delivery systems work to overcome historic and institutional racism, discrimination, and bias that continue to negatively impact many Oregonians. In order to pursue this goal, OHCS must understand the specific and unique needs of underrepresented communities, and must examine how the agency is currently serving those communities. Data collection and analysis is critical to this process, but data often can come with their own sets of biases and tend to reflect dominant culture norms.

Large scale, public databases reflect societal values and they reflect which data various entities are willing to invest in collecting, and at what level of completeness and accuracy. Databases also reflect individual and societal decisions about what information groups are willing to share with strangers. In addition, data are often categorized in ways that reflect dominant cultural norms. Even when these norms are changing (as in the case of acknowledging multi-racial identities or various gender identities), public databases may lag years or decades behind the redefinition of these norms by the populations they describe.

The people most likely to be misrepresented in the available data are often the most marginalized. "Invisibility" in the data is a consequence of undercounting, and means that conclusions drawn from large-scale databases are based on a false understanding of the reality of the group as a whole and of differences between particular groups. In addition, investments in data collection and analysis are often insufficient to get the level of detail needed to understand how systemic forces – policies,

	opportunities, resources, and conditions – contribute to particular results. All of these factors – time lags in data, the way we categorize groups, undercounting and insufficient detail – challenge strategy and policy development. So, while available demographic and population data can be useful and is necessary to support a data-driven decision-making culture, it is very important always to be cautious and conscious about the timeliness and limitations of the data, who is likely to be over- or underrepresented, and what assumptions are built into conclusions produced by the data providers and second-level users. This is particularly true when drawing conclusions across groups, places and/or databases.[2] In our work to change entrenched systems of oppression within research and data collection it is imperative that we have guiding principles and a grounded vision of what we are working toward. Research Ethics[3] and Research Justice[4] are core guiding principles for our work.
Purpose & Goals	The purpose of the OHCS Data Equity Workgroup is to utilize best practices related to collecting, analyzing, and reporting on disaggregated demographic client and community data to inform policies and practices. The Workgroup will advance equity and racial justice by exploring the implicit biases in existing internal and external data collection methods, evaluate and explain the impact of this on the work the agency does, and make plans for the agency to address and remediate identified issues. The Workgroup will do this by evaluating internal databases through an equity lens, recommending improved methods of internal data collection and analysis, and determining appropriate metrics for measuring the agency's progress towards reducing disparities in OHCS programs and internal operations. The Workgroup will examine practices of other public, private, and nonprofit organizations and consider tools and resources that may be useful within the unique culture of OHCS. Critically, this group will serve as a cross-functional body for agency equity work, with a primary focus on data systems, data collection, and data analysis. The Workgroup will use Research Ethics and Research Justice as guiding principles in our work. Research Ethics are based on the fundamental principles of Respect for Persons, Beneficence, and Justice. Research Justice centers empowering communities of color as experts of their experience and affirms their right to research, the right to know and the right to be heard. Research Justice is informed by the principles of

[2] https://www.racialequitytools.org/resources/fundamentals/data/demographics-and-population-data
[3] https://www.avac.org/principles-research-ethics
[4] https://www.coalitioncommunitiescolor.org/ccc-researchdatajustice

	Equitable Partnership, Community Priorities, Transformative Action, Sustainable Capacity, and Transparency and Accountability.
Authority & Duration	The Equity Lab operates under the authority of OHCS's Equity Council which is charged with providing agency leadership that maximizes the effectiveness and credibility of the agency, and uses this authority to create and set the charter to advance the purpose and goals of this body. Budget Authority: $25,000 per year. Additional funding requests must be elevated to the Equity Council. Budget supports per diem and stipends for community members. The Data Equity Workgroup is an ongoing body. OHCS's Deputy Director and committee team members will review the charter on a biennial basis and more frequently, as needed. Charter review date: August 2022
Sponsor	Deputy Director of OHCS
Scope of Work	This list represents an initial scope of work anticipated for the Data Equity Workgroup and prioritization and is subject to further modification, as needed, in order to be responsive to OHCS' goals. • Create ongoing opportunities to hear, discuss, and invite opinions, feedback, and involvement from employees to better understand the importance of data collection and data analysis in the context of racial and social equity. • Provide ongoing research and best practices from similar bodies within government and other public, private, and nonprofit organizations agencies to draw on lessons learned for creating greater awareness around using data in racial justice and equity work. • Develop consistent language about the biases that exist in data as it relates to, amongst other items, race, ethnicity, language, disabilities, age, and gender and ensure that language is used whenever data is presented. Update this language as needed. • Evaluate existing data systems to ensure they allow for the appropriate level of data collection needed to effectively examine

	racial and other disparities in program delivery and make recommendations for improvements to data systems when necessary. • Provide recommendations on metrics to be used in each division and section of the agency to track progress towards reducing racial and other disparities in internal operations and program delivery. • Promote a greater understanding of the principles of Research Ethics and Research Justice, and how to apply those principles to the work of OHCS. • Explore opportunities to expand OHCS's use of qualitative and survey data to add to our understanding of communities who are misrepresented or undercounted in traditional data sources.
Membership Expectations & Time Commitment	The Workgroup will consist of approximately 15 members, and will replace members who leave the group as needed. Member terms will be two years and will be tracked and managed so that not all members begin or end their term at one time. Membership recruitment will happen annually and as needed. Membership will be open to staff at Oregon Housing and Community Services and community partners who have experience and knowledge related to equity and racial justice. Only members of the Committee will have voting authority. Based on the makeup of the membership from this invitation, the COO will invite non-DEI Council members in order to ensure diversity in agency tenure and work units, as well as age, race, ethnicity, disability status, geography, and sexual orientation with the goal of participation from each section of the Agency. Members the Equity Lab will: • adhere to the Equity Council group agreements • contribute actively to the achievement of Diversity and Inclusion Best Practices Committee's scope of work • perform administrative functions (such as facilitation, documenting meetings, creating memos, budget tracking and funding requests) • provide information to and solicit ideas regarding diversity and inclusion policies and practices from co-workers and section leadership • provide critical input in assessing policy and practice changes Time Commitment: • Two (2) hours per month to attend scheduled Data Equity Workgroup meetings;

	• Two to four (2-4) hours (in addition to meeting time) for meeting follow up and preparation. • Members will serve a 2-year term, and have the option to extend membership for one additional term. • Co-chairs will commit an additional five (5) hours per quarter to prepare for, attend, and present at the Equity Council
Convening Information	The Data Equity Workgroup will have a Chair and a Co-Chair. The Chair will be a member of the OHCS research team and the Co-Chair will be a non-research team staff member who has applied for the position. The Chair and Co-Chair will serve two-year terms. The Chair and Co-Chair will facilitate meetings and set the agenda, with support and input from committee members.
Committee Support	The Equity Manager will provide staff support for the chair and co-chair, and support follow-up on action items in between meetings. The Deputy Director's Executive Assistant is responsible for meeting scheduling, minutes, and maintaining the official charter documents.
Decision Making Process	The majority of the work of the Data Equity Workgroup will be to provide input and recommendations for how to make changes in data collection and analysis methods. Consensus or formal decision-making processes may be necessary for some reviews and not for others. Recommendation will not be limited by the confines of a 100% consensus decision-making rule. A formal decision to recommend a policy or program change will require the green- or yellow-level endorsement of approximately 80% of members. Quorum will be defined as half of the membership plus one. Meetings that do not have quorum will not take policy recommendation votes. Votes can be taken virtually over email. Members voting yellow or red are responsible for ensuring their concerns are articulated in the meeting report that will go to Equity Council for consideration. Three or more members expressing red will result in a recommendation to Equity Council to not advance the policy.

Green	Yellow	Red
I whole-heartedly endorse or recommend the advancement of this policy.	I can live with the advancement of this policy and will support it outside of this space, but have reservations that I will articulate and would like to see addressed.	I am not comfortable with supporting the advancement of this policy. I have reservations that I will articulate and would like to see addressed.

Signature of Sponsor

Caleb Yant, Deputy Director of OHCS

As members of the OHCS Data Equity Workgroup, we sign as an indication of our commitment to work together.

[Signature lines for all members]

Appendix E. Equity Lab Charter

OREGON HOUSING and COMMUNITY SERVICES
725 SUMMER STREET NE, SUITE B | SALEM, OR 97301
503-986-2000 | www.oregon.gov/OHCS

Equity Lab
Governing Charter

Background	In its Statewide Housing Plan, Oregon Housing and Community Services committed to advance equity and racial justice by identifying and addressing institutional and systemic barriers that have created and perpetuated patterns of disparity in housing and economic prosperity in Oregon. As part of Oregon Housing & Community Services' (OHCS) commitment to equity and racial justice in Oregon, the agency has authorized the formation of the Equity Lab under the Equity Council to analyze policies and programs using an equity and racial justice lens and to recommend strategies for policy and program improvement. The scope of the Committee includes policy and program in development and improvements that originate from within programs, sections, and committees and from Equity Lab members.

Purpose & Goals	The Equity Lab's purpose is to deeply embed equity and racial justice into the policies and practices of every facet of Oregon Housing and Community Services to address past racial injustices, dismantle institutional racism and promote equitable outcomes.
	
	This team will include members of the agency as well as community partners.
	
	<u>Goals for the Equity Lab</u>:
	
	• Recommend best practices for programs and policies to embed in design or updates that promote equity, racial justice, diversity, and inclusion across OHCS, including but not limited to:
	  ○ Implementation of civil rights laws, including language access
	  ○ Culturally responsive and culturally specific service delivery
	  ○ Strategies that address historical inequities
	  ○ Approaches that promote racial justice and equity in housing and services

Authority & Duration	The Equity Lab operates under the authority of OHCS's Equity Council which is charged with providing agency leadership that maximizes the effectiveness and credibility of the agency, and uses this authority to create and set the charter to advance the purpose and goals of this body. The Equity Lab will provide recommendations for embedding or strengthening equity and racial justice approaches within programs, legislative concepts, legislation, budgets, and internal organizational policy and procedure. The Equity Lab will receive requests for review from the Programmatic Policy Review Committee (PPRC), the Legislative Coordination Team, the Executive Team, the Equity Council, the Audit Committee, the Operational Policy Review Committee (OPRC), as well as Equity Lab members. <u>Budget Authority</u>: $25,000 per year. Additional funding requests must be elevated to the Equity Council. Budget supports training for all Lab members and per diem and stipends for community members. <u>Duration</u>: Equity Lab is a standing body. OHCS's Equity, Diversity and Inclusion Manager and committee team members will review the charter on a biennial basis and more frequently, as needed. Charter review date: August 2022
Sponsor(s)	Equity, Diversity and Inclusion Manager
Scope of Work	This list represents an initial scope of work anticipated for Equity Lab involvement and prioritization and is subject to further modification, as needed, in order to be responsive to OHCS' goals: • Develop, test, and continuously refine an OHCS Racial Equity Review Tool • Review legislative concepts and bills, budget proposals, programmatic changes, audit designs • Track Racial Equity Tool review feedback, as well as actions taken (changes, etc.) based on the feedback • Identify best practice equity and racial justice policies/policy elements that are missing from OHCS that need development and implementation • Provide a quarterly update on impact to Equity Council and an

	annual report on key accomplishments to the Housing Stability Council
Membership Process, Expectations	The Committee will consist of no more than 15 members, and will replace members who leave the group as needed. Staff and community members submit an application and demonstrate managerial approval and organizational support. The Executive Director makes the final appointment. Member terms will be tracked and managed so that not all members begin or end their term at one time. Membership recruitment will happen annually and as needed. Membership will be open to staff at Oregon Housing and Community Services and community partners who have experience and knowledge related to equity and racial justice. One Equity Lab member will be a Housing Stability Council member. Only members of the Committee will have voting authority. Members of the Equity Lab will: • adhere to the Equity Council group agreements • contribute actively to the achievement of the Equity Lab's scope of work • provide critical input in assessing policy and practice and recommending improvements
Time Commitment	• Two (2) hours per month to attend scheduled Equity Lab meetings; meeting time may increase during high intensity policy cycles (i.e. legislative session) • Two to four (2-4) hours (in addition to meeting time) for meeting follow up and preparation. • Members will serve a 2-year term, and have the option to extend membership for one additional term. • Members will participate in intensive equity and racial justice policy review training • Co-chairs will commit an additional five (5) hours per quarter to prepare for, attend, and present at the Equity Council
Decision Making Process	The majority of the work of the Equity Lab will be to provide input and recommendations for embedding equity and racial justice into policy concepts, budgets and existing policies or programs. Consensus or formal decision-making processes may be necessary for some reviews and not for others. Recommendation will not be limited by the confines of a 100% consensus decision-making rule. A formal decision to recommend a policy or

program change will require the green- or yellow-level endorsement of approximately 80% of members.

Quorum will be defined as half of the membership plus one. Meetings that do not have quorum will not take policy recommendation votes. Votes can be taken virtually over email.

Members voting yellow or red are responsible for ensuring their concerns are articulated in the meeting report that will go to Equity Council for consideration. Three or more members expressing red will result in a recommendation to Equity Council to not advance the policy.

Green	Yellow	Red
I whole-heartedly endorse or recommend the advancement of this policy.	I can live with the advancement of this policy and will support it outside of this space, but have reservations that I will articulate and would like to see addressed.	I am not comfortable with supporting the advancement of this policy. I have reservations that I will articulate and would like to see addressed.

Convening Information

The Chair and Co-Chair terms will each be a year, with the Co-Chair moving into the Chair role after one year, or as needed if the Chair position vacates early. The Chair or Co-Chair roles will alternate between a member of OHCS staff and a community member. The chair and co-chair will facilitate meetings and set the agenda, with support and input from committee members.

Committee Support:

The Equity Manager will provide staff support for the chair and co-chair, and support follow-up on action items in between meetings.
The Equity Manager is responsible for meeting scheduling, minutes, and maintaining the official charter documents.

Signature of Sponsor

_____

Chelsea Bunch, Equity, Diversity and Inclusion Manager

As members the Diversity and Inclusion Best Practices Committee, we sign below as an indication of our commitment to work together.

[Signature lines for all members]

Appendix F. Professional Equity Growth and Empowerment Committee Charter



OREGON HOUSING and COMMUNITY SERVICES

725 SUMMER STREET NE, SUITE B | SALEM, OR 97301
503-986-2000 | www.oregon.gov/OHCS

Professional Equity Growth and Empowerment Team Governing Charter

Background	As part of Oregon Housing & Community Services' (OHCS) commitment to equity and racial justice in Oregon, the agency has authorized the formation of a Professional Equity and Growth Empowerment Team (PEGE Team) to create an equity and racial justice training and educational plan for OHCS employees. The plan will consist of baseline mandatory trainings and educational opportunities of which some will be optional and at the discretion of employees based on the needs of divisions/sections and professional goals.
Purpose & Goals	PEGE Team's purpose is to create opportunities where employees are able to receive education and training in topics related to diversity, equity, and inclusion in the workplace, and as it relates to services provided by the agency. This team will include members of the agency who will work together to plan and implement training and educational experiences that help to further employees' diversity, equity and inclusion education, knowledge, understanding, and skill set. <u>Goals for training and education</u>: • Increase cultural responsiveness among co-workers, partners, and service recipients. • Educate and inform co-workers and partners about historical and present-day racial, cultural, and social oppression that was and still is practiced in the State of Oregon; • Offer pathways for improving awareness and skills for employees and managers at all levels to promote equity and interrupt racial injustice; and • Inform and transform employee development, training programs, and policies.
Authority & Duration	PEGE Team operates under the authority of OHCS's Equity Council charged with providing agency leadership that maximizes the effectiveness and credibility of the agency, and uses this authority to create and set the charter to advance the purpose and goals of the PEGE Team.

	Budget Authority $50,000 per year. Additional funding requests must be elevated to the Equity Council. Budget supports training assessment, as well as implementation. Duration PEGE Team is a standing body. OHCS's Equity, Diversity and Inclusion Manager and committee team members will review the charter on a biennial basis and more frequently, as needed. Charter review date: August 2022
Sponsor(s)	Equity, Diversity and Inclusion Manager
Scope of Work	This list represents an initial scope of work anticipated for PEGE Team involvement and prioritization and is subject to further modification, as needed, in order to be responsive to the PEGE Team's purpose and OHCS' goals. • Serve as a cross-functional body for agency equity work, with a primary focus on staff development. • Establish and implement a training plan tailored to the needs of executives, managers, and staff including recommendations for mandatory and optional professional development opportunities. Recommendations must go to Equity Council for approval. • Create ongoing opportunities to educate and train staff on cultural topics and issues that impact Oregonians as it relates to equity, diversity, and inclusion • Identify areas to improve development of staff capacity to recognize and dismantle institutional racism, biases, and discrimination for all Oregonians, particularly in housing. • Identify areas to improve development of staff capacity to recognize and remove inequities and create an inclusive culture in the workplace. • Plan, schedule, implement, and assess trainings and/or educational opportunities that include education and/or training for staff such as speakers, films, documentaries, readings, and other interactive activities. • Identify equity and racial justice, diversity, and inclusion leadership development cohort opportunities

Membership Process, Expectations	The Committee will consist of no more than 15 members, and will replace members who leave the group as needed. Staff members submit an application and demonstrate managerial approval and organizational support. The Executive Director makes the final appointment. Member terms will be tracked and managed so that not all members begin or end their term at one time. Membership recruitment will happen annually and as needed. Membership will be open to staff at Oregon Housing and Community Services. Only members of the Committee will have voting authority. Members of the PEGE Team will: • adhere to the Equity Council group agreements • contribute actively to the achievement of PEGE Team's scope of work • provide information to and solicit ideas regarding training and professional development policies and practices from co-workers and section leadership • Provide critical input in assessing educational and training opportunities
Time Commitment	• Two (2) hours per month to attend PEGE Team meetings; and • Two to four (2-4) hours (in addition to meeting time) to assist and support with planning, researching, scheduling, and other tasks. • Members will serve a 2-year term and have the option to extend membership for one additional term. • Members of PEGE Team will need to attend at least one intensive equity and racial justice or diversity and inclusion training annually, as part of their assessment function. • Co-chairs will commit an additional five (5) hours per quarter to prepare for, attend, and present at the Equity Council
Decision Making Process	Recommendation will not be limited by the confines of a 100% consensus decision-making rule. A formal decision to recommend a policy or program change will require the green- or yellow-level endorsement of approximately 80% of members. Quorum will be defined as half of the membership plus one. Meetings that do not have quorum will not take policy recommendation votes. Votes can be taken virtually over email.

Members voting yellow or red are responsible for ensuring their concerns are articulated in the meeting report that will go to Equity Council for consideration. Three or more members expressing red will result in a recommendation to Equity Council to not advance the policy.

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Convening Information

The Chair and Co-Chair terms will each be a year, with the Co-Chair moving into the Chair role after one year, or as needed if the Chair position vacates early. The chair and co-chair will facilitate meetings and set the agenda, with support and input from committee members.

Committee Support:

The Equity Manager will provide staff support for the chair and co-chair, and support follow-up on action items in between meetings. The Equity Manager is responsible for meeting scheduling, minutes, and maintaining the official charter documents.

Signature of Sponsor

Chelsea Bunch, Equity, Diversity, and Inclusion Manager

As members the Professional Equity Growth and Empowerment Team, we sign below as an indication of our commitment to work together.

[Signature lines for all members]

PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

In accordance with the requirements of ORS 291.227, OHCS presents this report to the Joint Ways and Means Committee regarding the agency's Proposed Maximum Supervisory Ratio (MSR) for the 2025 – 2027 biennium.

Supervisory Ratio for the 2025 – 2027 biennium

The agency's actual supervisory ratio as of: 3/6/25 (Date) is 1: 6 (Enter ratio from last published DAS CHRO Supervisory Ratio)

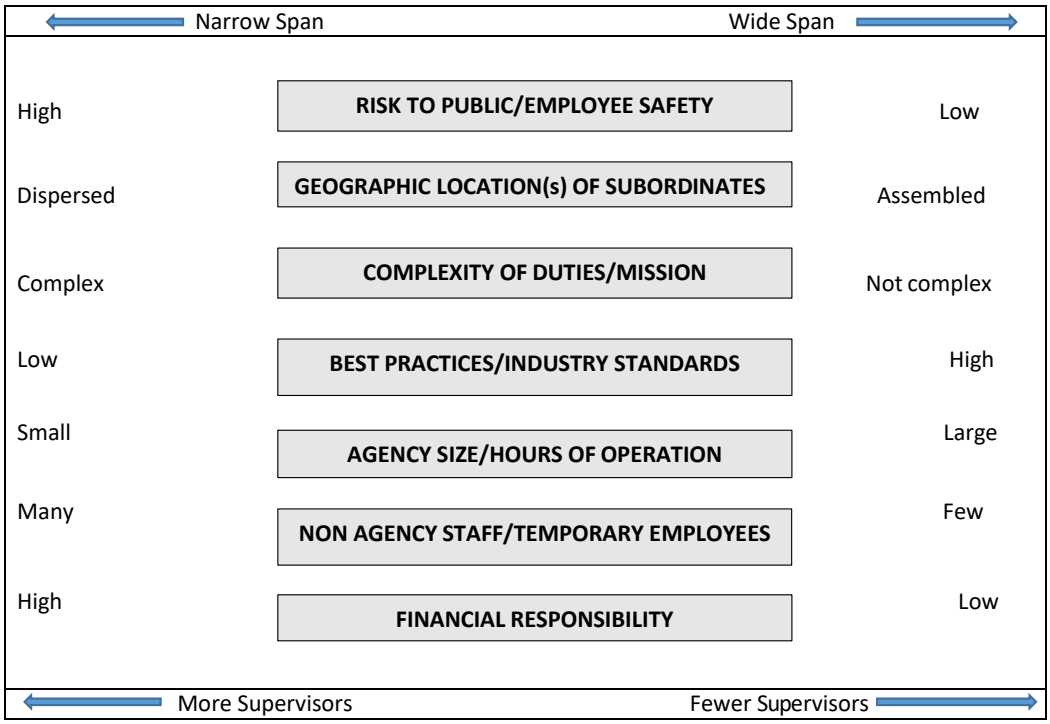
The agency actual supervisory ratio is calculated using the following calculation:

70 (Total supervisors)	=	63 (Employees in a supervisory role)	+	8 (Vacancies that if filled would perform in supervisory role)	−	1 (Agency Head)	
432 (Total non-supervisors)	=	342 (Employees in a non-supervisory role	+	90 (Vacancies that if filled would perform a non-supervisory role)			

The Agency has a current actual supervisory ratio of:

1 : 6 (Actual Span of Control) = 432 (Total non-supervisors) / 70 (Total Supervisors)

When determining an agency maximum supervisory ratio, all agencies begin with a baseline supervisory ratio of 1:11 and based upon some or all of the following factors, may adjust the ratio up or down to fit the needs of the agency.



PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

Please answer the following questions:

1. Is safety of the public or of state employees a factor to be considered in determining the agency maximum supervisory ratio? ☒Yes ☐No

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.

Housing significantly impacts health, acting as a major social determinant with factors like stability, affordability, quality, and safety influencing individual and generational health outcomes.
In response to significant increases in unsheltered homelessness in Oregon, Governor Kotek ordered a homelessness state of emergency in January 2023 in regions that experienced an increase in unsheltered homelessness of 50% or greater between 2017 and 2022. Additionally, Governor Kotek ordered the State of Oregon to establish an annual housing production target of 36,000 homes. To deliver on these orders, OHCS organizational and management structures within divisions leading these programs underwent organizational assessments and changes. Adapting was necessary to ensure effectiveness to administer greatly expanded resources, to change the systems which have left too many Oregonians in unsafe living conditions, and to ensure outcomes are met that address the life and health situations of un-housed or unstably housed Oregonians.

2. Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? ☐Yes ☒No

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.

3. Is the complexity of the agency's duties a factor to be considered in determining the agency maximum supervisory ratio? ☒Yes ☐No

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.

OHCS's role has evolved in the past few biennia from a pass-through funder, to a policy setter, and now as a Governor initiative agency, to a convener who leads initiatives connecting varied systems of care to address the most complex social problems, including but not limited to, linking behavioral health systems and housing. Additionally, as the states Housing Finance Agency, we're tasked with issuing highly complex bonds, allocating federal and state tax credits, and accessing and maximizing impacts of capital market executions. Beyond the complexity, OHCS administers approximately $2.5 billion in biennial funding that doesn't flow through state treasury accounts and therefore isn't included in the state budget system (this includes pass-through revenue bonds, tax credits, and delivering Mortgage Backed Securities to investors). To be successful, OHCS must employ a highly specialized workforce, and have leadership with capacity to engage, alongside staff, in complex, high-stakes conversations, decision making, and program implementation. The current 1: 7 span of control does not account for the depth of expertise needed to support the knowledge and expectations of staff.

4. Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? ☒Yes ☐No

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.

OHCS administers highly technical housing programs layering complex funding streams and complying with strict requirements, necessitating specialized oversight. As an example, the Federal Low-Income Housing Tax Credit program, which is nearly $1 billion per biennium or 15% of the overall OHCS budget, has 46 separate best practices outlined in alignment with federal requirements, as documented in a 2023 report by the National Council of State Housing Agency report.
Federal and state housing development, homeownership, and homelessness programs require detailed financial management, regulatory compliance, and risk mitigation to prevent funding mismanagement and legal exposure. With multiple funding sources, each with distinct rules, audits, and reporting requirements – supervisors must provide intensive oversight to ensure compliance and prevent costly errors. A span of 1:6 ensures fiscal responsibility, program integrity, and operational efficiency while mitigating financial and compliance risks.

PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

5. Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ☐Yes ☒No

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.

6. Are there unique personnel needs of the agency, including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees a factor to be considered in determining the agency maximum supervisory ratio? ☐Yes ☒No

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.

7. Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? ☒Yes ☐No

Explain how and why this factor impacts the agency maximum supervisory ratio upward or downward from 1:11.

OHCS is responsible for managing an unprecedented level of state and federal funding, particularly in response to Oregon 's homelessness emergency, as well as the Governor's executive order to increase the production of housing in Oregon. When factoring in programs administered by OHCS where funds don't flow through state treasury accounts (and therefore are not part of the budget system), the total biennial budget for OHCS in 2025-27 is $6.7 billion. The financial responsibility extends beyond allocation and expenditure of funding – it includes auditing, risk management, and safeguarding public funds from misuse of funds or inefficiencies. A 1:6 span of control is necessary to provide supervisors the capacity to proactively manage these financial obligations, maintain accountability, and ensure that taxpayer dollars deliver measurable outcomes.

Based upon the described factors above the agency proposes a maximum supervisory ratio of 1: 6

Unions requiring notification: SEIU Service Employees International Union, Local 503, OPEU

Date unions notified:

Submitted by: Caleb Yant Date: 3/6/25

Signature: Date:

Signature: Date:

Signature: Date:

Signature: Date:

ORBITS & ORPICS Reports

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
010-00-00-00000	Housing Stabilization Programs	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
010-00-00-00000	Housing Stabilization Programs	021	0	Phase-in	Essential Packages
010-00-00-00000	Housing Stabilization Programs	022	0	Phase-out Pgm & One-time Costs	Essential Packages
010-00-00-00000	Housing Stabilization Programs	031	0	Standard Inflation	Essential Packages
010-00-00-00000	Housing Stabilization Programs	032	0	Above Standard Inflation	Essential Packages
010-00-00-00000	Housing Stabilization Programs	033	0	Exceptional Inflation	Essential Packages
010-00-00-00000	Housing Stabilization Programs	040	0	Mandated Caseload	Essential Packages
010-00-00-00000	Housing Stabilization Programs	050	0	Fundshifts	Essential Packages
010-00-00-00000	Housing Stabilization Programs	060	0	Technical Adjustments	Essential Packages
010-00-00-00000	Housing Stabilization Programs	070	0	Revenue Shortfalls	Policy Packages
010-00-00-00000	Housing Stabilization Programs	081	0	May 2024 Emergency Board	Policy Packages
010-00-00-00000	Housing Stabilization Programs	082	0	September 2024 Emergency Board	Policy Packages
010-00-00-00000	Housing Stabilization Programs	090	0	Analyst Adjustments	Policy Packages
010-00-00-00000	Housing Stabilization Programs	092	0	Statewide AG Adjustment	Policy Packages
010-00-00-00000	Housing Stabilization Programs	093	0	Statewide Adjustment DAS Chgs	Policy Packages
010-00-00-00000	Housing Stabilization Programs	501	0	HH Maintaining Shelters	Policy Packages
010-00-00-00000	Housing Stabilization Programs	502	0	HH Sustaining Re-Housing	Policy Packages
010-00-00-00000	Housing Stabilization Programs	503	0	HH Sustaining LTRA	Policy Packages
010-00-00-00000	Housing Stabilization Programs	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
010-00-00-00000	Housing Stabilization Programs	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
010-00-00-00000	Housing Stabilization Programs	506	0	HH Maintaining Tribal Homelessness Investments	Policy Packages
010-00-00-00000	Housing Stabilization Programs	508	0	HH OHCS Operational Supports	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
010-00-00-00000	Housing Stabilization Programs	509	0	HH Information Technology Supports	Policy Packages
010-00-00-00000	Housing Stabilization Programs	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
010-00-00-00000	Housing Stabilization Programs	511	0	HH Homeownership Assistance Fund	Policy Packages
010-00-00-00000	Housing Stabilization Programs	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
010-00-00-00000	Housing Stabilization Programs	513	0	HH PSH - CSL Program Improvements	Policy Packages
010-00-00-00000	Housing Stabilization Programs	514	0	HH Supportive Housing	Policy Packages
010-00-00-00000	Housing Stabilization Programs	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
010-00-00-00000	Housing Stabilization Programs	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
010-00-00-00000	Housing Stabilization Programs	517	0	HH PSH - Risk Mitigation	Policy Packages
010-00-00-00000	Housing Stabilization Programs	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
010-00-00-00000	Housing Stabilization Programs	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
010-00-00-00000	Housing Stabilization Programs	520	0	HH Preservation - Manufactured Parks	Policy Packages
010-00-00-00000	Housing Stabilization Programs	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
010-00-00-00000	Housing Stabilization Programs	522	0	HH Down Payment Assistance for CROs	Policy Packages
010-00-00-00000	Housing Stabilization Programs	523	0	HH Technical Assistance and Language Access	Policy Packages
010-00-00-00000	Housing Stabilization Programs	524	0	HH Land Acquisition Program	Policy Packages
010-00-00-00000	Housing Stabilization Programs	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
010-00-00-00000	Housing Stabilization Programs	526	0	HH CARE	Policy Packages
010-00-00-00000	Housing Stabilization Programs	527	0	HH Manufactured Home Replace Program	Policy Packages
010-00-00-00000	Housing Stabilization Programs	528	0	HH IDA Expansion	Policy Packages
010-00-00-00000	Housing Stabilization Programs	529	0	HH Tribal Housing Block Grants	Policy Packages
010-00-00-00000	Housing Stabilization Programs	530	0	HH Culturally Responsive Property Mgmt	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
025-00-00-00000	Project-Based Rental Housing Assistance	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	021	0	Phase-in	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	022	0	Phase-out Pgm & One-time Costs	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	031	0	Standard Inflation	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	032	0	Above Standard Inflation	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	033	0	Exceptional Inflation	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	040	0	Mandated Caseload	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	050	0	Fundshifts	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	060	0	Technical Adjustments	Essential Packages
025-00-00-00000	Project-Based Rental Housing Assistance	070	0	Revenue Shortfalls	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	081	0	May 2024 Emergency Board	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	082	0	September 2024 Emergency Board	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	090	0	Analyst Adjustments	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	092	0	Statewide AG Adjustment	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	093	0	Statewide Adjustment DAS Chgs	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	501	0	HH Maintaining Shelters	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	502	0	HH Sustaining Re-Housing	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	503	0	HH Sustaining LTRA	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	508	0	HH OHCS Operational Supports	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	509	0	HH Information Technology Supports	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
025-00-00-00000	Project-Based Rental Housing Assistance	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	511	0	HH Homeownership Assistance Fund	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	513	0	HH PSH - CSL Program Improvements	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	514	0	HH Supportive Housing	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	517	0	HH PSH - Risk Mitigation	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	520	0	HH Preservation - Manufactured Parks	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	522	0	HH Down Payment Assistance for CROs	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	523	0	HH Technical Assistance and Language Access	Policy Packages
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025-00-00-00000	Project-Based Rental Housing Assistance	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	526	0	HH CARE	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	527	0	HH Manufactured Home Replace Program	Policy Packages
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025-00-00-00000	Project-Based Rental Housing Assistance	529	0	HH Tribal Housing Block Grants	Policy Packages
025-00-00-00000	Project-Based Rental Housing Assistance	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
030-00-00-00000	Multifamily Rental Housing Programs	021	0	Phase-in	Essential Packages
030-00-00-00000	Multifamily Rental Housing Programs	022	0	Phase-out Pgm & One-time Costs	Essential Packages
030-00-00-00000	Multifamily Rental Housing Programs	031	0	Standard Inflation	Essential Packages
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030-00-00-00000	Multifamily Rental Housing Programs	090	0	Analyst Adjustments	Policy Packages
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030-00-00-00000	Multifamily Rental Housing Programs	501	0	HH Maintaining Shelters	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	502	0	HH Sustaining Re-Housing	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	503	0	HH Sustaining LTRA	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	507	0	HH Predevelopment	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	508	0	HH OHCS Operational Supports	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	509	0	HH Information Technology Supports	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
030-00-00-00000	Multifamily Rental Housing Programs	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	511	0	HH Homeownership Assistance Fund	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	513	0	HH PSH - CSL Program Improvements	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	514	0	HH Supportive Housing	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	517	0	HH PSH - Risk Mitigation	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	520	0	HH Preservation - Manufactured Parks	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	522	0	HH Down Payment Assistance for CROs	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	523	0	HH Technical Assistance and Language Access	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	524	0	HH Land Acquisition Program	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	526	0	HH CARE	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	527	0	HH Manufactured Home Replace Program	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	528	0	HH IDA Expansion	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	529	0	HH Tribal Housing Block Grants	Policy Packages
030-00-00-00000	Multifamily Rental Housing Programs	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
040-00-00-00000	Single Family Housing Programs	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
040-00-00-00000	Single Family Housing Programs	021	0	Phase-in	Essential Packages
040-00-00-00000	Single Family Housing Programs	022	0	Phase-out Pgm & One-time Costs	Essential Packages
040-00-00-00000	Single Family Housing Programs	031	0	Standard Inflation	Essential Packages
040-00-00-00000	Single Family Housing Programs	032	0	Above Standard Inflation	Essential Packages
040-00-00-00000	Single Family Housing Programs	033	0	Exceptional Inflation	Essential Packages
040-00-00-00000	Single Family Housing Programs	040	0	Mandated Caseload	Essential Packages
040-00-00-00000	Single Family Housing Programs	050	0	Fundshifts	Essential Packages
040-00-00-00000	Single Family Housing Programs	060	0	Technical Adjustments	Essential Packages
040-00-00-00000	Single Family Housing Programs	070	0	Revenue Shortfalls	Policy Packages
040-00-00-00000	Single Family Housing Programs	081	0	May 2024 Emergency Board	Policy Packages
040-00-00-00000	Single Family Housing Programs	082	0	September 2024 Emergency Board	Policy Packages
040-00-00-00000	Single Family Housing Programs	090	0	Analyst Adjustments	Policy Packages
040-00-00-00000	Single Family Housing Programs	092	0	Statewide AG Adjustment	Policy Packages
040-00-00-00000	Single Family Housing Programs	093	0	Statewide Adjustment DAS Chgs	Policy Packages
040-00-00-00000	Single Family Housing Programs	501	0	HH Maintaining Shelters	Policy Packages
040-00-00-00000	Single Family Housing Programs	502	0	HH Sustaining Re-Housing	Policy Packages
040-00-00-00000	Single Family Housing Programs	503	0	HH Sustaining LTRA	Policy Packages
040-00-00-00000	Single Family Housing Programs	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
040-00-00-00000	Single Family Housing Programs	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
040-00-00-00000	Single Family Housing Programs	508	0	HH OHCS Operational Supports	Policy Packages
040-00-00-00000	Single Family Housing Programs	509	0	HH Information Technology Supports	Policy Packages
040-00-00-00000	Single Family Housing Programs	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
040-00-00-00000	Single Family Housing Programs	511	0	HH Homeownership Assistance Fund	Policy Packages
040-00-00-00000	Single Family Housing Programs	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
040-00-00-00000	Single Family Housing Programs	513	0	HH PSH - CSL Program Improvements	Policy Packages
040-00-00-00000	Single Family Housing Programs	514	0	HH Supportive Housing	Policy Packages
040-00-00-00000	Single Family Housing Programs	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
040-00-00-00000	Single Family Housing Programs	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
040-00-00-00000	Single Family Housing Programs	517	0	HH PSH - Risk Mitigation	Policy Packages
040-00-00-00000	Single Family Housing Programs	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
040-00-00-00000	Single Family Housing Programs	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
040-00-00-00000	Single Family Housing Programs	520	0	HH Preservation - Manufactured Parks	Policy Packages
040-00-00-00000	Single Family Housing Programs	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
040-00-00-00000	Single Family Housing Programs	522	0	HH Down Payment Assistance for CROs	Policy Packages
040-00-00-00000	Single Family Housing Programs	523	0	HH Technical Assistance and Language Access	Policy Packages
040-00-00-00000	Single Family Housing Programs	524	0	HH Land Acquisition Program	Policy Packages
040-00-00-00000	Single Family Housing Programs	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
040-00-00-00000	Single Family Housing Programs	526	0	HH CARE	Policy Packages
040-00-00-00000	Single Family Housing Programs	527	0	HH Manufactured Home Replace Program	Policy Packages
040-00-00-00000	Single Family Housing Programs	528	0	HH IDA Expansion	Policy Packages
040-00-00-00000	Single Family Housing Programs	529	0	HH Tribal Housing Block Grants	Policy Packages
040-00-00-00000	Single Family Housing Programs	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	021	0	Phase-in	Essential Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
050-00-00-00000	Homeownership Stabilization Initiative	022	0	Phase-out Pgm & One-time Costs	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	031	0	Standard Inflation	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	032	0	Above Standard Inflation	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	033	0	Exceptional Inflation	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	040	0	Mandated Caseload	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	050	0	Fundshifts	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	060	0	Technical Adjustments	Essential Packages
050-00-00-00000	Homeownership Stabilization Initiative	070	0	Revenue Shortfalls	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	081	0	May 2024 Emergency Board	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	082	0	September 2024 Emergency Board	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	090	0	Analyst Adjustments	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	092	0	Statewide AG Adjustment	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	093	0	Statewide Adjustment DAS Chgs	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	501	0	HH Maintaining Shelters	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	502	0	HH Sustaining Re-Housing	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	503	0	HH Sustaining LTRA	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	508	0	HH OHCS Operational Supports	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	509	0	HH Information Technology Supports	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	511	0	HH Homeownership Assistance Fund	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
050-00-00-00000	Homeownership Stabilization Initiative	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	513	0	HH PSH - CSL Program Improvements	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	514	0	HH Supportive Housing	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	517	0	HH PSH - Risk Mitigation	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	520	0	HH Preservation - Manufactured Parks	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	522	0	HH Down Payment Assistance for CROs	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	523	0	HH Technical Assistance and Language Access	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	524	0	HH Land Acquisition Program	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	526	0	HH CARE	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	527	0	HH Manufactured Home Replace Program	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	528	0	HH IDA Expansion	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	529	0	HH Tribal Housing Block Grants	Policy Packages
050-00-00-00000	Homeownership Stabilization Initiative	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	021	0	Phase-in	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	022	0	Phase-out Pgm & One-time Costs	Essential Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
060-00-00-00000	Disaster Recovery & Resiliency	031	0	Standard Inflation	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	032	0	Above Standard Inflation	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	033	0	Exceptional Inflation	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	040	0	Mandated Caseload	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	050	0	Fundshifts	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	060	0	Technical Adjustments	Essential Packages
060-00-00-00000	Disaster Recovery & Resiliency	070	0	Revenue Shortfalls	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	081	0	May 2024 Emergency Board	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	082	0	September 2024 Emergency Board	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	090	0	Analyst Adjustments	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	092	0	Statewide AG Adjustment	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	093	0	Statewide Adjustment DAS Chgs	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	501	0	HH Maintaining Shelters	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	502	0	HH Sustaining Re-Housing	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	503	0	HH Sustaining LTRA	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	508	0	HH OHCS Operational Supports	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	509	0	HH Information Technology Supports	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	511	0	HH Homeownership Assistance Fund	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
060-00-00-00000	Disaster Recovery & Resiliency	513	0	HH PSH - CSL Program Improvements	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	514	0	HH Supportive Housing	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	517	0	HH PSH - Risk Mitigation	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	520	0	HH Preservation - Manufactured Parks	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	522	0	HH Down Payment Assistance for CROs	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	523	0	HH Technical Assistance and Language Access	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	524	0	HH Land Acquisition Program	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	526	0	HH CARE	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	527	0	HH Manufactured Home Replace Program	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	528	0	HH IDA Expansion	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	529	0	HH Tribal Housing Block Grants	Policy Packages
060-00-00-00000	Disaster Recovery & Resiliency	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
070-00-00-00000	Central Services	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
070-00-00-00000	Central Services	021	0	Phase-in	Essential Packages
070-00-00-00000	Central Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
070-00-00-00000	Central Services	031	0	Standard Inflation	Essential Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
070-00-00-00000	Central Services	032	0	Above Standard Inflation	Essential Packages
070-00-00-00000	Central Services	033	0	Exceptional Inflation	Essential Packages
070-00-00-00000	Central Services	040	0	Mandated Caseload	Essential Packages
070-00-00-00000	Central Services	050	0	Fundshifts	Essential Packages
070-00-00-00000	Central Services	060	0	Technical Adjustments	Essential Packages
070-00-00-00000	Central Services	070	0	Revenue Shortfalls	Policy Packages
070-00-00-00000	Central Services	081	0	May 2024 Emergency Board	Policy Packages
070-00-00-00000	Central Services	082	0	September 2024 Emergency Board	Policy Packages
070-00-00-00000	Central Services	090	0	Analyst Adjustments	Policy Packages
070-00-00-00000	Central Services	092	0	Statewide AG Adjustment	Policy Packages
070-00-00-00000	Central Services	093	0	Statewide Adjustment DAS Chgs	Policy Packages
070-00-00-00000	Central Services	501	0	HH Maintaining Shelters	Policy Packages
070-00-00-00000	Central Services	502	0	HH Sustaining Re-Housing	Policy Packages
070-00-00-00000	Central Services	503	0	HH Sustaining LTRA	Policy Packages
070-00-00-00000	Central Services	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
070-00-00-00000	Central Services	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
070-00-00-00000	Central Services	508	0	HH OHCS Operational Supports	Policy Packages
070-00-00-00000	Central Services	509	0	HH Information Technology Supports	Policy Packages
070-00-00-00000	Central Services	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
070-00-00-00000	Central Services	511	0	HH Homeownership Assistance Fund	Policy Packages
070-00-00-00000	Central Services	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
070-00-00-00000	Central Services	513	0	HH PSH - CSL Program Improvements	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
070-00-00-00000	Central Services	514	0	HH Supportive Housing	Policy Packages
070-00-00-00000	Central Services	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
070-00-00-00000	Central Services	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
070-00-00-00000	Central Services	517	0	HH PSH - Risk Mitigation	Policy Packages
070-00-00-00000	Central Services	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
070-00-00-00000	Central Services	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
070-00-00-00000	Central Services	520	0	HH Preservation - Manufactured Parks	Policy Packages
070-00-00-00000	Central Services	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
070-00-00-00000	Central Services	522	0	HH Down Payment Assistance for CROs	Policy Packages
070-00-00-00000	Central Services	523	0	HH Technical Assistance and Language Access	Policy Packages
070-00-00-00000	Central Services	524	0	HH Land Acquisition Program	Policy Packages
070-00-00-00000	Central Services	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
070-00-00-00000	Central Services	526	0	HH CARE	Policy Packages
070-00-00-00000	Central Services	527	0	HH Manufactured Home Replace Program	Policy Packages
070-00-00-00000	Central Services	528	0	HH IDA Expansion	Policy Packages
070-00-00-00000	Central Services	529	0	HH Tribal Housing Block Grants	Policy Packages
070-00-00-00000	Central Services	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	021	0	Phase-in	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	022	0	Phase-out Pgm & One-time Costs	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	031	0	Standard Inflation	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	032	0	Above Standard Inflation	Essential Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
080-00-00-00000	Bond Activities and Debt Service	033	0	Exceptional Inflation	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	040	0	Mandated Caseload	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	050	0	Fundshifts	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	060	0	Technical Adjustments	Essential Packages
080-00-00-00000	Bond Activities and Debt Service	070	0	Revenue Shortfalls	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	081	0	May 2024 Emergency Board	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	082	0	September 2024 Emergency Board	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	090	0	Analyst Adjustments	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	092	0	Statewide AG Adjustment	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	093	0	Statewide Adjustment DAS Chgs	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	501	0	HH Maintaining Shelters	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	502	0	HH Sustaining Re-Housing	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	503	0	HH Sustaining LTRA	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	508	0	HH OHCS Operational Supports	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	509	0	HH Information Technology Supports	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	511	0	HH Homeownership Assistance Fund	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	513	0	HH PSH - CSL Program Improvements	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	514	0	HH Supportive Housing	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
080-00-00-00000	Bond Activities and Debt Service	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	517	0	HH PSH - Risk Mitigation	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	520	0	HH Preservation - Manufactured Parks	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	522	0	HH Down Payment Assistance for CROs	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	523	0	HH Technical Assistance and Language Access	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	524	0	HH Land Acquisition Program	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	526	0	HH CARE	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	527	0	HH Manufactured Home Replace Program	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	528	0	HH IDA Expansion	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	529	0	HH Tribal Housing Block Grants	Policy Packages
080-00-00-00000	Bond Activities and Debt Service	530	0	HH Culturally Responsive Property Mgmt	Policy Packages
089-00-00-00000	Capital Construction	010	0	Vacancy Factor and Non-ORPICS Personal Services	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

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
089-00-00-00000	Capital Construction	040	0	Mandated Caseload	Essential Packages
089-00-00-00000	Capital Construction	050	0	Fundshifts	Essential Packages
089-00-00-00000	Capital Construction	060	0	Technical Adjustments	Essential Packages
089-00-00-00000	Capital Construction	070	0	Revenue Shortfalls	Policy Packages
089-00-00-00000	Capital Construction	081	0	May 2024 Emergency Board	Policy Packages
089-00-00-00000	Capital Construction	082	0	September 2024 Emergency Board	Policy Packages
089-00-00-00000	Capital Construction	090	0	Analyst Adjustments	Policy Packages
089-00-00-00000	Capital Construction	092	0	Statewide AG Adjustment	Policy Packages
089-00-00-00000	Capital Construction	093	0	Statewide Adjustment DAS Chgs	Policy Packages
089-00-00-00000	Capital Construction	501	0	HH Maintaining Shelters	Policy Packages
089-00-00-00000	Capital Construction	502	0	HH Sustaining Re-Housing	Policy Packages
089-00-00-00000	Capital Construction	503	0	HH Sustaining LTRA	Policy Packages
089-00-00-00000	Capital Construction	504	0	HH Continuing to Prevent Evictions - Infrastructure	Policy Packages
089-00-00-00000	Capital Construction	505	0	HH Continuing to Prevent Evictions - Financial Assistance	Policy Packages
089-00-00-00000	Capital Construction	508	0	HH OHCS Operational Supports	Policy Packages
089-00-00-00000	Capital Construction	509	0	HH Information Technology Supports	Policy Packages
089-00-00-00000	Capital Construction	510	0	HH Disaster Recovery & Resiliency Limitation	Policy Packages
089-00-00-00000	Capital Construction	511	0	HH Homeownership Assistance Fund	Policy Packages
089-00-00-00000	Capital Construction	512	0	HH Preservation - Org Support and Sys Improvements	Policy Packages
089-00-00-00000	Capital Construction	513	0	HH PSH - CSL Program Improvements	Policy Packages
089-00-00-00000	Capital Construction	514	0	HH Supportive Housing	Policy Packages
089-00-00-00000	Capital Construction	515	0	HH Rental Development: XI-Q for LIFT and PSH	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
089-00-00-00000	Capital Construction	516	0	HH PSH Expansion for Rent Assistance and Services	Policy Packages
089-00-00-00000	Capital Construction	517	0	HH PSH - Risk Mitigation	Policy Packages
089-00-00-00000	Capital Construction	518	0	HH Homeownership Development: LIFT and HDIP	Policy Packages
089-00-00-00000	Capital Construction	519	0	HH Preservation - Exp + Physical and Fin Needs	Policy Packages
089-00-00-00000	Capital Construction	520	0	HH Preservation - Manufactured Parks	Policy Packages
089-00-00-00000	Capital Construction	521	0	HH Down Paymnt Assist paired with OHCS Lending	Policy Packages
089-00-00-00000	Capital Construction	522	0	HH Down Payment Assistance for CROs	Policy Packages
089-00-00-00000	Capital Construction	523	0	HH Technical Assistance and Language Access	Policy Packages
089-00-00-00000	Capital Construction	524	0	HH Land Acquisition Program	Policy Packages
089-00-00-00000	Capital Construction	525	0	HH Foreclosure Avoidance Counseling	Policy Packages
089-00-00-00000	Capital Construction	526	0	HH CARE	Policy Packages
089-00-00-00000	Capital Construction	527	0	HH Manufactured Home Replace Program	Policy Packages
089-00-00-00000	Capital Construction	528	0	HH IDA Expansion	Policy Packages
089-00-00-00000	Capital Construction	529	0	HH Tribal Housing Block Grants	Policy Packages
089-00-00-00000	Capital Construction	530	0	HH Culturally Responsive Property Mgmt	Policy Packages

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	070	Revenue Shortfalls	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	081	May 2024 Emergency Board	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	082	September 2024 Emergency Board	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	082	September 2024 Emergency Board	060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	090	Analyst Adjustments	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	092	Statewide AG Adjustment	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	093	Statewide Adjustment DAS Chgs	010-00-00-00000	Housing Stabilization Programs

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	093	Statewide Adjustment DAS Chgs	025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	501	HH Maintaining Shelters	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	502	HH Sustaining Re-Housing	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	502	HH Sustaining Re-Housing	070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	503	HH Sustaining LTRA	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	504	HH Continuing to Prevent Evictions - Infrastru	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	505	HH Continuing to Prevent Evictions - Financia	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	505	HH Continuing to Prevent Evictions - Financia	030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	506	HH Maintaining Tribal Homelessness Investm	010-00-00-00000	Housing Stabilization Programs
	507	HH Predevelopment	030-00-00-00000	Multifamily Rental Housing Programs
	508	HH OHCS Operational Supports	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	509	HH Information Technology Supports	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	509	HH Information Technology Supports	060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	510	HH Disaster Recovery & Resiliency Limitation	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	511	HH Homeownership Assistance Fund	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	512	HH Preservation - Org Support and Sys Impro	010-00-00-00000	Housing Stabilization Programs

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	512	HH Preservation - Org Support and Sys Impro	025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	513	HH PSH - CSL Program Improvements	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	514	HH Supportive Housing	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	514	HH Supportive Housing	070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	515	HH Rental Development: XI-Q for LIFT and PS	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	516	HH PSH Expansion for Rent Assistance and S	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	517	HH PSH - Risk Mitigation	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	517	HH PSH - Risk Mitigation	030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	518	HH Homeownership Development: LIFT and H	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	519	HH Preservation - Exp + Physical and Fin Nee	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	519	HH Preservation - Exp + Physical and Fin Nee	080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	520	HH Preservation - Manufactured Parks	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	521	HH Down Paymnt Assist paired with OHCS Le	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	522	HH Down Payment Assistance for CROs	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	522	HH Down Payment Assistance for CROs	040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	523	HH Technical Assistance and Language Acces	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	524	HH Land Acquisition Program	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	524	HH Land Acquisition Program	089-00-00-00000	Capital Construction
	525	HH Foreclosure Avoidance Counseling	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	526	HH CARE	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	527	HH Manufactured Home Replace Program	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	527	HH Manufactured Home Replace Program	050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	528	HH IDA Expansion	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction
	529	HH Tribal Housing Block Grants	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	530	HH Culturally Responsive Property Mgmt	010-00-00-00000	Housing Stabilization Programs
			025-00-00-00000	Project-Based Rental Housing Assistance
			030-00-00-00000	Multifamily Rental Housing Programs
			040-00-00-00000	Single Family Housing Programs
			050-00-00-00000	Homeownership Stabilization Initiative
			060-00-00-00000	Disaster Recovery & Resiliency
			070-00-00-00000	Central Services
			080-00-00-00000	Bond Activities and Debt Service
			089-00-00-00000	Capital Construction

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3020 Other Funds Cap Construct	582,832	-	-	-	-	-
3200 Other Funds Non-Ltd	354,868,348	342,776,409	342,776,409	558,205,696	558,205,696	-
3400 Other Funds Ltd	202,267,009	361,693,413	361,693,413	323,609,623	323,609,623	-
All Funds	557,718,189	704,469,822	704,469,822	881,815,319	881,815,319	-
0030 Beginning Balance Adjustment						
4430 Lottery Funds Debt Svc Ltd	-	162,965	162,965	-	-	-
3400 Other Funds Ltd	-	58,050,722	58,050,722	-	-	-
3430 Other Funds Debt Svc Ltd	-	29,000	29,000	-	-	-
All Funds	-	58,242,687	58,242,687	-	-	-
BEGINNING BALANCE						
4430 Lottery Funds Debt Svc Ltd	-	162,965	162,965	-	-	-
3020 Other Funds Cap Construct	582,832	-	-	-	-	-
3200 Other Funds Non-Ltd	354,868,348	342,776,409	342,776,409	558,205,696	558,205,696	-
3400 Other Funds Ltd	202,267,009	419,744,135	419,744,135	323,609,623	323,609,623	-
3430 Other Funds Debt Svc Ltd	-	29,000	29,000	-	-	-
TOTAL BEGINNING BALANCE	**$557,718,189**	**$762,712,509**	**$762,712,509**	**$881,815,319**	**$881,815,319**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	854,675,215	491,157,199	719,810,194	1,118,319,907	871,598,472	-
8030 General Fund Debt Svc	69,307,754	127,170,731	126,667,431	262,926,589	272,323,985	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
All Funds	923,982,969	618,327,930	846,477,625	1,381,246,496	1,143,922,457	-
TAXES						
0190 Other Selective Taxes						
3400 Other Funds Ltd	2,578,432	1,923,474	1,923,474	2,640,000	2,640,000	-
LICENSES AND FEES						
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	222,550	236,476	236,476	223,200	223,200	-
0240 Public Utilities Fees						
3400 Other Funds Ltd	104,262,454	90,104,830	90,104,830	109,848,500	109,848,500	-
LICENSES AND FEES						
3400 Other Funds Ltd	104,485,004	90,341,306	90,341,306	110,071,700	110,071,700	-
TOTAL LICENSES AND FEES	**$104,485,004**	**$90,341,306**	**$90,341,306**	**$110,071,700**	**$110,071,700**	**-**
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,220,133	1,707,666	1,707,666	2,640,000	2,640,000	-
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	73,050	150,000	150,000	-	-	-
3400 Other Funds Ltd	50,345,308	53,475,824	53,475,824	49,565,203	49,565,203	-
All Funds	50,418,358	53,625,824	53,625,824	49,565,203	49,565,203	-
CHARGES FOR SERVICES						
3200 Other Funds Non-Ltd	73,050	150,000	150,000	-	-	-
3400 Other Funds Ltd	51,565,441	55,183,490	55,183,490	52,205,203	52,205,203	-
TOTAL CHARGES FOR SERVICES	**$51,638,491**	**$55,333,490**	**$55,333,490**	**$52,205,203**	**$52,205,203**	**-**

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3200 Other Funds Non-Ltd	1,465	-	-	-	-	-
3400 Other Funds Ltd	27,347	43,500	43,500	40,000	40,000	-
All Funds	28,812	43,500	43,500	40,000	40,000	-
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	411,685,000	600,000,000	600,000,000	680,000,000	880,000,000	-
3400 Other Funds Ltd	-	4,280,000	4,280,000	5,100,000	6,330,000	-
All Funds	411,685,000	604,280,000	604,280,000	685,100,000	886,330,000	-
0560 Dedicated Fund Oblig Bonds						
3200 Other Funds Non-Ltd	-	50,000,000	50,000,000	-	-	-
0565 Lottery Bonds						
3400 Other Funds Ltd	53,130,000	50,525,793	50,525,793	378,040,811	186,720,566	-
0570 Revenue Bonds						
3200 Other Funds Non-Ltd	295,925,000	500,000,000	500,000,000	-	-	-
BOND SALES						
3020 Other Funds Cap Construct	411,685,000	600,000,000	600,000,000	680,000,000	880,000,000	-
3200 Other Funds Non-Ltd	295,925,000	550,000,000	550,000,000	-	-	-
3400 Other Funds Ltd	53,130,000	54,805,793	54,805,793	383,140,811	193,050,566	-
TOTAL BOND SALES	**$760,740,000**	**$1,204,805,793**	**$1,204,805,793**	**$1,063,140,811**	**$1,073,050,566**	**-**
INTEREST EARNINGS						
0605 Interest Income						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4430 Lottery Funds Debt Svc Ltd	198,178	-	-	-	-	-
3020 Other Funds Cap Construct	12,349,100	-	-	-	-	-
3200 Other Funds Non-Ltd	71,320,295	89,673,818	89,673,818	89,862,600	89,862,600	-
3400 Other Funds Ltd	14,618,887	3,847,430	3,847,430	41,858,890	41,858,890	-
3430 Other Funds Debt Svc Ltd	7	-	1,396,554	-	-	-
All Funds	98,486,467	93,521,248	94,917,802	131,721,490	131,721,490	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	569,330	-	-	-	-	-
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						
3200 Other Funds Non-Ltd	237,172,963	315,061,050	315,061,050	124,972,700	124,972,700	-
3400 Other Funds Ltd	8,163,689	6,589,367	6,589,367	20,820,536	20,820,536	-
All Funds	245,336,652	321,650,417	321,650,417	145,793,236	145,793,236	-
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	4,911	5,000,000	5,000,000	-	-	-
3400 Other Funds Ltd	2,177,178	3,844,703	3,926,797	340,640	340,640	-
All Funds	2,182,089	8,844,703	8,926,797	340,640	340,640	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	185,102,399	185,102,399	185,102,399	-
6400 Federal Funds Ltd	654,910,055	401,941,943	404,102,240	339,119,775	339,127,941	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
All Funds	821,319,402	587,044,342	589,204,639	524,222,174	524,230,340	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
4430 Lottery Funds Debt Svc Ltd	862,853	-	-	-	-	-
3200 Other Funds Non-Ltd	25,907,291	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	324,175,922	139,750,437	139,750,437	-
3400 Other Funds Ltd	87,356,816	50,466,730	52,755,920	55,317,894	53,426,310	-
6400 Federal Funds Ltd	-	-	-	6,468,855	6,252,874	-
All Funds	467,002,502	374,642,652	376,931,842	201,537,186	199,429,621	-
1040 Transfer In Lottery Proceeds						
4430 Lottery Funds Debt Svc Ltd	-	-	-	20,949,360	-	-
1050 Transfer In Other						
3400 Other Funds Ltd	-	2,248,400	2,248,400	-	-	-
1060 Transfer from General Fund						
3200 Other Funds Non-Ltd	10,000,000	-	-	-	-	-
3400 Other Funds Ltd	380,925,480	36,537,910	150,537,910	366,029,070	161,791,160	-
All Funds	390,925,480	36,537,910	150,537,910	366,029,070	161,791,160	-
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	3,982,028	5,000,000	5,000,000	5,000,000	5,000,000	-
1107 Tsfr From Administrative Svcs						
4430 Lottery Funds Debt Svc Ltd	25,144,423	30,406,918	29,544,065	40,500,992	46,675,634	-
3400 Other Funds Ltd	105,000,000	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	33,216	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
All Funds	130,177,639	30,406,918	29,544,065	40,500,992	46,675,634	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	74,685,560	89,000,000	89,000,000	68,849,000	68,849,000	-
1443 Tsfr From Oregon Health Authority						
3400 Other Funds Ltd	-	796,241	796,241	1,054,879	1,054,879	-
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	250,000	-	-	-	-	-
TRANSFERS IN						
4430 Lottery Funds Debt Svc Ltd	26,007,276	30,406,918	29,544,065	61,450,352	46,675,634	-
3200 Other Funds Non-Ltd	35,907,291	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	324,175,922	139,750,437	139,750,437	-
3400 Other Funds Ltd	652,199,884	184,049,281	300,338,471	496,250,843	290,121,349	-
3430 Other Funds Debt Svc Ltd	33,216	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	6,468,855	6,252,874	-
TOTAL TRANSFERS IN	**$1,067,023,209**	**$538,632,121**	**$654,058,458**	**$703,920,487**	**$482,800,294**	**-**
REVENUE CATEGORIES						
8000 General Fund	854,675,215	491,157,199	719,810,194	1,118,319,907	871,598,472	-
8030 General Fund Debt Svc	69,307,754	127,170,731	126,667,431	262,926,589	272,323,985	-
4430 Lottery Funds Debt Svc Ltd	26,205,454	30,406,918	29,544,065	61,450,352	46,675,634	-
3020 Other Funds Cap Construct	424,034,100	600,000,000	600,000,000	680,000,000	880,000,000	-
3200 Other Funds Non-Ltd	640,404,975	959,884,868	959,884,868	214,835,300	214,835,300	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	324,175,922	139,750,437	139,750,437	-
3400 Other Funds Ltd	889,515,192	400,628,344	516,999,628	1,107,368,623	711,148,884	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3430 Other Funds Debt Svc Ltd	33,223	-	1,396,554	-	-	-
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	185,102,399	185,102,399	185,102,399	-
6400 Federal Funds Ltd	654,910,055	401,941,943	404,102,240	345,588,630	345,380,815	-
TOTAL REVENUE CATEGORIES	**$4,078,370,857**	**$3,520,468,324**	**$3,867,683,301**	**$4,115,342,237**	**$3,666,815,926**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3020 Other Funds Cap Construct	(1,685,000)	-	-	-	-	-
3200 Other Funds Non-Ltd	(386,640,561)	(335,175,922)	(335,175,922)	(150,744,128)	(150,648,146)	-
3400 Other Funds Ltd	(78,676,941)	(39,466,730)	(41,755,920)	(44,324,203)	(42,567,770)	-
6400 Federal Funds Ltd	-	-	-	(6,468,855)	(6,213,705)	-
All Funds	(467,002,502)	(374,642,652)	(376,931,842)	(201,537,186)	(199,429,621)	-
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(3,278,724)	-	-	-	-	-
TRANSFERS OUT						
3020 Other Funds Cap Construct	(1,685,000)	-	-	-	-	-
3200 Other Funds Non-Ltd	(386,640,561)	(335,175,922)	(335,175,922)	(150,744,128)	(150,648,146)	-
3400 Other Funds Ltd	(81,955,665)	(39,466,730)	(41,755,920)	(44,324,203)	(42,567,770)	-
6400 Federal Funds Ltd	-	-	-	(6,468,855)	(6,213,705)	-
TOTAL TRANSFERS OUT	**($470,281,226)**	**($374,642,652)**	**($376,931,842)**	**($201,537,186)**	**($199,429,621)**	**-**
AVAILABLE REVENUES						
8000 General Fund	854,675,215	491,157,199	719,810,194	1,118,319,907	871,598,472	-
8030 General Fund Debt Svc	69,307,754	127,170,731	126,667,431	262,926,589	272,323,985	-
4430 Lottery Funds Debt Svc Ltd	26,205,454	30,569,883	29,707,030	61,450,352	46,675,634	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3020 Other Funds Cap Construct	422,931,932	600,000,000	600,000,000	680,000,000	880,000,000	-
3200 Other Funds Non-Ltd	608,632,762	967,485,355	967,485,355	622,296,868	622,392,850	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	324,175,922	139,750,437	139,750,437	-
3400 Other Funds Ltd	1,009,826,536	780,905,749	894,987,843	1,386,654,043	992,190,737	-
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,425,554	-	-	-
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	185,102,399	185,102,399	185,102,399	-
6400 Federal Funds Ltd	654,910,055	401,941,943	404,102,240	339,119,775	339,167,110	-
TOTAL AVAILABLE REVENUES	**$4,165,807,820**	**$3,908,538,181**	**$4,253,463,968**	**$4,795,620,370**	**$4,349,201,624**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	7,873,778	8,766,757	10,235,612	18,491,055	15,998,931	-
3400 Other Funds Ltd	27,782,310	50,781,511	55,751,841	64,391,795	64,646,126	-
6400 Federal Funds Ltd	10,454,320	16,027,070	17,568,902	14,719,459	14,588,259	-
All Funds	46,110,408	75,575,338	83,556,355	97,602,309	95,233,316	-
3160 Temporary Appointments						
8000 General Fund	152,716	-	-	-	-	-
3400 Other Funds Ltd	379,627	79,688	79,688	83,035	83,035	-
6400 Federal Funds Ltd	212,310	693	693	722	722	-
All Funds	744,653	80,381	80,381	83,757	83,757	-
3170 Overtime Payments						
8000 General Fund	74,957	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	198,068	-	-	-	-	-
6400 Federal Funds Ltd	84,656	-	-	-	-	-
All Funds	357,681	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	132	-	-	-	-	-
3400 Other Funds Ltd	408	-	-	-	-	-
6400 Federal Funds Ltd	122	-	-	-	-	-
All Funds	662	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	82,097	-	-	-	-	-
3400 Other Funds Ltd	262,026	12,805	12,805	13,342	13,342	-
6400 Federal Funds Ltd	139,980	151	151	157	157	-
All Funds	484,103	12,956	12,956	13,499	13,499	-
SALARIES & WAGES						
8000 General Fund	8,183,680	8,766,757	10,235,612	18,491,055	15,998,931	-
3400 Other Funds Ltd	28,622,439	50,874,004	55,844,334	64,488,172	64,742,503	-
6400 Federal Funds Ltd	10,891,388	16,027,914	17,569,746	14,720,338	14,589,138	-
TOTAL SALARIES & WAGES	**$47,697,507**	**$75,668,675**	**$83,649,692**	**$97,699,565**	**$95,330,572**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	2,612	2,994	3,196	7,045	5,908	-
3400 Other Funds Ltd	9,166	15,897	15,897	23,194	23,160	-
6400 Federal Funds Ltd	3,432	5,460	5,460	5,478	5,425	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
All Funds	15,210	24,351	24,553	35,717	34,493	-
3220 Public Employees' Retire Cont						
8000 General Fund	1,368,792	1,570,996	1,834,224	3,890,517	3,366,171	-
3400 Other Funds Ltd	4,864,231	9,101,192	9,991,872	13,549,457	13,602,969	-
6400 Federal Funds Ltd	1,828,450	2,872,077	3,148,373	3,097,008	3,069,404	-
All Funds	8,061,473	13,544,265	14,974,469	20,536,982	20,038,544	-
3221 Pension Obligation Bond						
8000 General Fund	423,602	201,711	434,490	488,944	479,920	-
3400 Other Funds Ltd	1,502,443	2,193,736	2,517,422	2,423,943	2,439,749	-
6400 Federal Funds Ltd	566,392	576,275	794,327	538,585	538,585	-
All Funds	2,492,437	2,971,722	3,746,239	3,451,472	3,458,254	-
3230 Social Security Taxes						
8000 General Fund	619,219	670,670	783,035	1,413,217	1,222,565	-
3400 Other Funds Ltd	2,161,600	3,873,026	4,253,258	4,912,747	4,932,204	-
6400 Federal Funds Ltd	822,659	1,223,211	1,341,161	1,123,183	1,113,146	-
All Funds	3,603,478	5,766,907	6,377,454	7,449,147	7,267,915	-
3240 Unemployment Assessments						
8000 General Fund	6,931	-	-	-	-	-
3400 Other Funds Ltd	25,587	4,301	4,301	4,482	4,482	-
6400 Federal Funds Ltd	-	24	24	25	25	-
All Funds	32,518	4,325	4,325	4,507	4,507	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	11,828	35,064	40,940	73,887	63,915	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	34,282	201,173	221,052	256,276	257,290	-
6400 Federal Funds Ltd	13,917	63,797	69,964	58,701	58,177	-
All Funds	60,027	300,034	331,956	388,864	379,382	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	1,685	2,600	2,774	4,104	3,450	-
3400 Other Funds Ltd	5,912	13,817	13,817	13,541	13,517	-
6400 Federal Funds Ltd	2,252	4,727	4,727	3,198	3,161	-
All Funds	9,849	21,144	21,318	20,843	20,128	-
3260 Mass Transit Tax						
8000 General Fund	51,334	52,796	61,604	93,792	80,947	-
3400 Other Funds Ltd	194,234	305,243	335,065	379,536	371,224	-
All Funds	245,568	358,039	396,669	473,328	452,171	-
3270 Flexible Benefits						
8000 General Fund	1,600,324	2,239,855	2,393,305	4,150,018	3,483,739	-
3400 Other Funds Ltd	5,778,279	11,899,628	11,899,628	13,656,172	13,635,069	-
6400 Federal Funds Ltd	2,137,917	4,071,567	4,071,567	3,238,780	3,205,226	-
All Funds	9,516,520	18,211,050	18,364,500	21,044,970	20,324,034	-
3280 Other OPE						
8000 General Fund	71	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	626	626	-
All Funds	71	-	-	626	626	-
OTHER PAYROLL EXPENSES						
8000 General Fund	4,086,398	4,776,686	5,553,568	10,121,524	8,706,615	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget	
3400 Other Funds Ltd	14,575,734	27,608,013	29,252,312	35,219,348	35,279,664	-	
6400 Federal Funds Ltd	5,375,019	8,817,138	9,435,603	8,065,584	7,993,775	-	
TOTAL OTHER PAYROLL EXPENSES	**$24,037,151**	**$41,201,837**	**$44,241,483**	**$53,406,456**	**$51,980,054**	**-**	
P.S. BUDGET ADJUSTMENTS							
3455 Vacancy Savings							
8000 General Fund	-	(36,088)	(36,088)	(484,792)	(699,579)	-	
3400 Other Funds Ltd	-	(423,334)	(423,334)	(3,133,254)	(3,153,407)	-	
6400 Federal Funds Ltd	-	(114,251)	(114,251)	(422,495)	(422,495)	-	
All Funds	-	(573,673)	(573,673)	(4,040,541)	(4,275,481)	-	
3465 Reconciliation Adjustment							
8000 General Fund	-	(9,055)	(9,055)	-	(268,390)	-	
3400 Other Funds Ltd	-	(55,754)	(55,754)	-	(42,713)	-	
6400 Federal Funds Ltd	-	1,080	1,080	-	(35,198)	-	
All Funds	-	(63,729)	(63,729)	-	(346,301)	-	
P.S. BUDGET ADJUSTMENTS							
8000 General Fund	-	(45,143)	(45,143)	(484,792)	(967,969)	-	
3400 Other Funds Ltd	-	(479,088)	(479,088)	(3,133,254)	(3,196,120)	-	
6400 Federal Funds Ltd	-	(113,171)	(113,171)	(422,495)	(457,693)	-	
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($637,402)**	**($637,402)**	**($4,040,541)**	**($4,621,782)**	**-**	
PERSONAL SERVICES							
8000 General Fund	12,270,078	13,498,300	15,744,037	28,127,787	23,737,577	-	
3400 Other Funds Ltd	43,198,173	78,002,929	84,617,558	96,574,266	96,826,047	-	
6400 Federal Funds Ltd	16,266,407	24,731,881	26,892,178	22,363,427	22,125,220	-	

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
TOTAL PERSONAL SERVICES	**$71,734,658**	**$116,233,110**	**$127,253,773**	**$147,065,480**	**$142,688,844**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	28,898	108,078	116,196	170,211	148,565	-
3400 Other Funds Ltd	157,121	549,180	549,180	594,033	589,854	-
6400 Federal Funds Ltd	47,129	177,743	177,743	165,052	165,052	-
All Funds	233,148	835,001	843,119	929,296	903,471	-
4125 Out of State Travel						
8000 General Fund	54,354	15,383	15,383	16,029	15,383	-
3400 Other Funds Ltd	134,207	199,064	199,064	207,424	207,424	-
6400 Federal Funds Ltd	43,159	55,903	55,903	48,976	48,976	-
All Funds	231,720	270,350	270,350	272,429	271,783	-
4150 Employee Training						
8000 General Fund	100,509	81,824	88,251	133,921	117,427	-
3400 Other Funds Ltd	245,887	358,266	358,266	392,920	386,206	-
6400 Federal Funds Ltd	76,213	146,591	146,591	161,975	161,975	-
All Funds	422,609	586,681	593,108	688,816	665,608	-
4175 Office Expenses						
8000 General Fund	17,987	213,418	228,030	326,051	287,317	-
3200 Other Funds Non-Ltd	19	1,000	1,000	1,000	1,000	-
3400 Other Funds Ltd	52,587	695,512	695,512	763,932	755,392	-
6400 Federal Funds Ltd	17,896	284,269	284,269	263,480	263,480	-
All Funds	88,489	1,194,199	1,208,811	1,354,463	1,307,189	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4200 Telecommunications						
8000 General Fund	92,096	65,665	70,536	102,978	96,618	-
3400 Other Funds Ltd	307,101	295,005	295,005	320,466	316,372	-
6400 Federal Funds Ltd	92,592	97,117	97,117	86,384	86,384	-
All Funds	491,789	457,787	462,658	509,828	499,374	-
4225 State Gov. Service Charges						
8000 General Fund	753,804	150,629	150,629	1,278,518	1,225,589	-
3200 Other Funds Non-Ltd	1,114,479	-	-	-	-	-
3400 Other Funds Ltd	2,754,013	4,419,624	4,419,624	6,329,918	6,020,946	-
6400 Federal Funds Ltd	885,341	1,057,870	1,057,870	784,567	743,820	-
All Funds	5,507,637	5,628,123	5,628,123	8,393,003	7,990,355	-
4250 Data Processing						
8000 General Fund	183,809	63,664	69,617	108,577	102,134	-
3400 Other Funds Ltd	265,886	982,599	982,599	1,039,844	1,033,509	-
6400 Federal Funds Ltd	1,390,109	118,012	118,012	96,323	96,323	-
All Funds	1,839,804	1,164,275	1,170,228	1,244,744	1,231,966	-
4275 Publicity and Publications						
8000 General Fund	3,371	3,597	3,597	3,748	3,597	-
3200 Other Funds Non-Ltd	-	175,000	175,000	175,000	175,000	-
3400 Other Funds Ltd	12,786	48,738	48,738	50,786	50,786	-
6400 Federal Funds Ltd	9,050	92,820	92,820	2,939	2,939	-
All Funds	25,207	320,155	320,155	232,473	232,322	-
4300 Professional Services						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	8,936,736	3,580,388	4,056,196	2,714,254	505,388	-
3200 Other Funds Non-Ltd	6,244,651	9,126,576	9,126,576	9,126,576	9,126,576	-
3400 Other Funds Ltd	19,124,890	5,504,161	5,504,161	7,394,444	7,394,444	-
6400 Federal Funds Ltd	35,476,946	5,996,487	5,996,487	12,974,686	12,974,686	-
All Funds	69,783,223	24,207,612	24,683,420	32,209,960	30,001,094	-
4315 IT Professional Services						
8000 General Fund	-	3,334	3,334	1,253,561	3,334	-
3400 Other Funds Ltd	-	124,305	124,305	132,757	132,757	-
6400 Federal Funds Ltd	-	2,235,599	2,235,599	1,500,640	1,500,640	-
All Funds	-	2,363,238	2,363,238	2,886,958	1,636,731	-
4325 Attorney General						
8000 General Fund	874,911	100,892	150,892	95,064	87,963	-
3200 Other Funds Non-Ltd	34,841	130,696	130,696	130,696	120,933	-
3400 Other Funds Ltd	3,180,629	2,447,029	2,497,029	3,077,839	2,847,925	-
6400 Federal Funds Ltd	291,586	388,246	388,246	407,917	405,169	-
All Funds	4,381,967	3,066,863	3,166,863	3,711,516	3,461,990	-
4375 Employee Recruitment and Develop						
8000 General Fund	38,896	10,983	11,953	18,783	16,467	-
3400 Other Funds Ltd	22,119	31,719	31,719	36,009	34,882	-
6400 Federal Funds Ltd	10,246	14,952	14,952	17,707	17,707	-
All Funds	71,261	57,654	58,624	72,499	69,056	-
4400 Dues and Subscriptions						
8000 General Fund	48,195	4,596	4,596	4,789	4,596	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	177,716	99,477	99,477	103,656	103,656	-
6400 Federal Funds Ltd	111,069	20,078	20,078	39,772	39,772	-
All Funds	336,980	124,151	124,151	148,217	148,024	-
4425 Facilities Rental and Taxes						
8000 General Fund	444,095	90,121	90,121	429,271	401,022	-
3400 Other Funds Ltd	1,746,641	2,090,895	2,090,895	2,505,872	2,340,966	-
6400 Federal Funds Ltd	530,933	184,221	184,221	330,474	308,726	-
All Funds	2,721,669	2,365,237	2,365,237	3,265,617	3,050,714	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	1,654	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	1,710	662	662	690	662	-
3400 Other Funds Ltd	10,983	15,892	15,892	16,561	16,561	-
6400 Federal Funds Ltd	2,392	3,067	3,067	3,196	3,196	-
All Funds	15,085	19,621	19,621	20,447	20,419	-
4575 Agency Program Related S and S						
8000 General Fund	4,925	-	-	-	-	-
3200 Other Funds Non-Ltd	328,040	3,300,000	3,300,000	3,300,000	3,300,000	-
3400 Other Funds Ltd	24,182	192,079	192,079	200,146	200,146	-
6400 Federal Funds Ltd	148,399	-	-	-	-	-
All Funds	505,546	3,492,079	3,492,079	3,500,146	3,500,146	-
4650 Other Services and Supplies						
8000 General Fund	9,416	1,278,223	1,300,322	1,159,753	1,025,265	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3200 Other Funds Non-Ltd	4,267,449	6,193,542	6,193,542	6,193,542	6,193,542	-
3400 Other Funds Ltd	2,014,420	6,130,681	6,130,681	9,729,627	9,630,199	-
6400 Federal Funds Ltd	14,295	436,466	436,466	288,563	283,155	-
All Funds	6,305,580	14,038,912	14,061,011	17,371,485	17,132,161	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	3,939	150,205	169,598	303,353	268,321	-
3400 Other Funds Ltd	20,371	402,489	402,489	478,553	452,807	-
6400 Federal Funds Ltd	4,209	186,125	186,125	203,001	203,001	-
All Funds	28,519	738,819	758,212	984,907	924,129	-
4715 IT Expendable Property						
8000 General Fund	207,634	134,859	146,134	224,942	191,530	-
3400 Other Funds Ltd	741,251	675,606	675,606	738,377	731,481	-
6400 Federal Funds Ltd	266,243	192,582	192,582	224,686	224,686	-
All Funds	1,215,128	1,003,047	1,014,322	1,188,005	1,147,697	-
SERVICES & SUPPLIES						
8000 General Fund	11,805,285	6,056,521	6,676,047	8,344,493	4,501,178	-
3200 Other Funds Non-Ltd	11,989,479	18,926,814	18,926,814	18,926,814	18,917,051	-
3400 Other Funds Ltd	30,994,444	25,262,321	25,312,321	34,113,164	33,246,313	-
6400 Federal Funds Ltd	39,417,807	11,688,148	11,688,148	17,600,338	17,529,687	-
TOTAL SERVICES & SUPPLIES	**$94,207,015**	**$61,933,804**	**$62,603,330**	**$78,984,809**	**$74,194,229**	**-**
CAPITAL OUTLAY						
5550 Data Processing Software						
8000 General Fund	-	-	-	14,081	14,081	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	-	103,953	103,953	83,406	83,406	-
6400 Federal Funds Ltd	-	-	-	10,832	10,832	-
All Funds	-	103,953	103,953	108,319	108,319	-
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	-	600,000,000	600,000,000	680,000,000	880,000,000	-
3400 Other Funds Ltd	-	27,101,190	27,101,190	-	-	-
All Funds	-	627,101,190	627,101,190	680,000,000	880,000,000	-
CAPITAL OUTLAY						
8000 General Fund	-	-	-	14,081	14,081	-
3020 Other Funds Cap Construct	-	600,000,000	600,000,000	680,000,000	880,000,000	-
3400 Other Funds Ltd	-	27,205,143	27,205,143	83,406	83,406	-
6400 Federal Funds Ltd	-	-	-	10,832	10,832	-
TOTAL CAPITAL OUTLAY	**-**	**$627,205,143**	**$627,205,143**	**$680,108,319**	**$880,108,319**	**-**
SPECIAL PAYMENTS						
6015 Dist to Cities						
8000 General Fund	10,638,340	-	-	-	-	-
3400 Other Funds Ltd	163,721	-	-	-	-	-
6400 Federal Funds Ltd	251,856	789,397	789,397	822,552	822,552	-
All Funds	11,053,917	789,397	789,397	822,552	822,552	-
6020 Dist to Counties						
8000 General Fund	89,373,700	17,735,792	17,735,792	18,480,695	18,480,695	-
3400 Other Funds Ltd	43,760,831	27,921,579	27,921,579	29,094,285	29,094,285	-
6400 Federal Funds Ltd	104,516,431	36,531,735	36,531,735	31,091,444	31,091,444	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
All Funds	237,650,962	82,189,106	82,189,106	78,666,424	78,666,424	-
6025 Dist to Other Gov Unit						
8000 General Fund	23,307,135	495,233	495,233	516,033	516,033	-
3400 Other Funds Ltd	13,821,814	717,300	25,417,300	51,984,827	51,984,827	-
All Funds	37,128,949	1,212,533	25,912,533	52,500,860	52,500,860	-
6030 Dist to Non-Gov Units						
8000 General Fund	56,761,927	-	77,787,732	-	-	-
3200 Other Funds Non-Ltd	-	5,996,320	5,996,320	5,996,320	5,996,320	-
3400 Other Funds Ltd	73,773,237	65,115,718	65,115,718	67,850,578	67,654,190	-
6200 Federal Funds Non-Ltd	806,313	-	-	-	-	-
6400 Federal Funds Ltd	104,567	-	-	-	-	-
All Funds	131,446,044	71,112,038	148,899,770	73,846,898	73,650,510	-
6035 Dist to Individuals						
8000 General Fund	277,940	-	-	-	-	-
3200 Other Funds Non-Ltd	2,911,450	-	-	-	-	-
3400 Other Funds Ltd	317,767	456,345	456,345	475,511	333,989	-
6200 Federal Funds Non-Ltd	165,603,034	185,102,399	185,102,399	185,102,399	185,102,399	-
6400 Federal Funds Ltd	514,840	39,324	39,324	40,976	40,976	-
All Funds	169,625,031	185,598,068	185,598,068	185,618,886	185,477,364	-
6048 Spc Pmt to Public Universities						
8000 General Fund	3,993,380	-	-	-	-	-
6050 Dist to Non-Profit Organizations						
8000 General Fund	191,739,613	188,123,719	188,123,719	26,663,445	26,663,445	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	103,332,747	132,133,208	132,133,208	129,539,572	129,539,572	-
6400 Federal Funds Ltd	257,132,785	109,477,564	109,477,564	85,643,011	85,643,011	-
All Funds	552,205,145	429,734,491	429,734,491	241,846,028	241,846,028	-
6055 Dist to Contract Svc Providers						
8000 General Fund	-	-	34,000,000	-	-	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	390,925,480	36,537,910	150,537,910	366,029,070	161,791,160	-
6080 Loans Made - Other						
3020 Other Funds Cap Construct	410,000,000	-	-	-	-	-
3200 Other Funds Non-Ltd	287,365,990	533,750,000	533,750,000	533,750,000	533,750,000	-
3400 Other Funds Ltd	71,426,863	69,727,132	69,727,132	148,444,660	80,944,660	-
6400 Federal Funds Ltd	26,381,878	-	-	-	-	-
All Funds	795,174,731	603,477,132	603,477,132	682,194,660	614,694,660	-
6085 Other Special Payments						
8000 General Fund	14,641,864	228,709,724	228,709,724	670,144,303	635,894,303	-
3400 Other Funds Ltd	89,855,366	279,622,186	304,622,186	695,064,288	380,664,288	-
6400 Federal Funds Ltd	210,113,704	218,683,894	218,683,894	181,547,195	181,547,195	-
All Funds	314,610,934	727,015,804	752,015,804	1,546,755,786	1,198,105,786	-
6100 Spc Pmt to Human Svcs, Dept of						
8000 General Fund	10,834,226	-	-	-	-	-
6137 Spc Pmt to Justice, Dept of						
8000 General Fund	1,862,100	-	-	-	-	-
6443 Spc Pmt to Oregon Health Authority						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	10,325,147	-	-	-	-	-
3400 Other Funds Ltd	464,565	-	-	-	-	-
6400 Federal Funds Ltd	209,780	-	-	-	-	-
All Funds	10,999,492	-	-	-	-	-
SPECIAL PAYMENTS						
8000 General Fund	804,680,852	471,602,378	697,390,110	1,081,833,546	843,345,636	-
3020 Other Funds Cap Construct	410,000,000	-	-	-	-	-
3200 Other Funds Non-Ltd	290,277,440	539,746,320	539,746,320	539,746,320	539,746,320	-
3400 Other Funds Ltd	396,916,911	575,693,468	625,393,468	1,122,453,721	740,215,811	-
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	185,102,399	185,102,399	185,102,399	-
6400 Federal Funds Ltd	599,225,841	365,521,914	365,521,914	299,145,178	299,145,178	-
TOTAL SPECIAL PAYMENTS	**$2,667,510,391**	**$2,137,666,479**	**$2,413,154,211**	**$3,228,281,164**	**$2,607,555,344**	**-**
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	41,790,000	61,370,000	61,370,000	121,330,000	123,870,000	-
4430 Lottery Funds Debt Svc Ltd	20,839,829	22,698,400	22,698,400	33,825,567	30,115,567	-
3230 Other Funds Debt Svc Non-Ltd	297,780,000	267,810,000	267,810,000	66,510,000	66,510,000	-
All Funds	360,409,829	351,878,400	351,878,400	221,665,567	220,495,567	-
7150 Interest - Bonds						
8030 General Fund Debt Svc	25,032,093	65,800,731	65,297,431	141,596,589	148,453,985	-
4430 Lottery Funds Debt Svc Ltd	4,377,979	7,871,483	7,008,630	27,624,785	16,560,067	-
3230 Other Funds Debt Svc Non-Ltd	55,095,542	56,365,922	56,365,922	73,240,437	73,240,437	-
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,425,554	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
All Funds	84,538,837	130,067,136	130,097,537	242,461,811	238,254,489	-
DEBT SERVICE						
8030 General Fund Debt Svc	66,822,093	127,170,731	126,667,431	262,926,589	272,323,985	-
4430 Lottery Funds Debt Svc Ltd	25,217,808	30,569,883	29,707,030	61,450,352	46,675,634	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	324,175,922	139,750,437	139,750,437	-
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,425,554	-	-	-
TOTAL DEBT SERVICE	**$444,948,666**	**$481,945,536**	**$481,975,937**	**$464,127,378**	**$458,750,056**	**-**
EXPENDITURES						
8000 General Fund	828,756,215	491,157,199	719,810,194	1,118,319,907	871,598,472	-
8030 General Fund Debt Svc	66,822,093	127,170,731	126,667,431	262,926,589	272,323,985	-
4430 Lottery Funds Debt Svc Ltd	25,217,808	30,569,883	29,707,030	61,450,352	46,675,634	-
3020 Other Funds Cap Construct	410,000,000	600,000,000	600,000,000	680,000,000	880,000,000	-
3200 Other Funds Non-Ltd	302,266,919	558,673,134	558,673,134	558,673,134	558,663,371	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	324,175,922	139,750,437	139,750,437	-
3400 Other Funds Ltd	471,109,528	706,163,861	762,528,490	1,253,224,557	870,371,577	-
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,425,554	-	-	-
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	185,102,399	185,102,399	185,102,399	-
6400 Federal Funds Ltd	654,910,055	401,941,943	404,102,240	339,119,775	338,810,917	-
TOTAL EXPENDITURES	**$3,278,400,730**	**$3,424,984,072**	**$3,712,192,394**	**$4,598,567,150**	**$4,163,296,792**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(25,919,000)	-	-	-	-	-
8030 General Fund Debt Svc	(2,485,661)	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
All Funds	(28,404,661)	-	-	-	-	-
ENDING BALANCE						
4430 Lottery Funds Debt Svc Ltd	987,646	-	-	-	-	-
3020 Other Funds Cap Construct	12,931,932	-	-	-	-	-
3200 Other Funds Non-Ltd	306,365,843	408,812,221	408,812,221	63,623,734	63,729,479	-
3400 Other Funds Ltd	538,717,008	74,741,888	132,459,353	133,429,486	121,819,160	-
6400 Federal Funds Ltd	-	-	-	-	356,193	-
TOTAL ENDING BALANCE	**$859,002,429**	**$483,554,109**	**$541,271,574**	**$197,053,220**	**$185,904,832**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	433	470	482	501	484	-
TOTAL AUTHORIZED POSITIONS	**433**	**470**	**482**	**501**	**484**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	366.57	460.06	463.94	496.40	479.38	-
8280 FTE Reconciliation	-	(0.07)	(0.07)	-	-	-
TOTAL AUTHORIZED FTE	**366.57**	**459.99**	**463.87**	**496.40**	**479.38**	**-**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	43,563,136	33,523,196	33,523,196	58,518,594	58,518,594	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	1,533,685	1,533,685	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	43,563,136	35,056,881	35,056,881	58,518,594	58,518,594	-
TOTAL BEGINNING BALANCE	**$43,563,136**	**$35,056,881**	**$35,056,881**	**$58,518,594**	**$58,518,594**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	308,735,669	374,565,969	526,660,963	768,584,475	751,011,611	-
LICENSES AND FEES						
0240 Public Utilities Fees						
3400 Other Funds Ltd	93,766,247	80,761,241	80,761,241	99,600,000	99,600,000	-
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	662,885	519,000	519,000	600,000	600,000	-
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	1,531,140	442,708	442,708	4,811,400	4,811,400	-
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	22,000	24,000	24,000	24,000	24,000	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	99,292	3,717,731	3,717,731	134,400	134,400	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	604,875,899	144,392,238	144,614,731	118,538,335	118,380,751	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	-	23,361	23,361	-	-	-
1050 Transfer In Other						
3400 Other Funds Ltd	-	2,248,400	2,248,400	-	-	-
1060 Transfer from General Fund						
3400 Other Funds Ltd	7,324,290	5,337,910	44,337,910	105,529,070	105,191,160	-
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	3,982,028	5,000,000	5,000,000	5,000,000	5,000,000	-
1107 Tsfr From Administrative Svcs						
3400 Other Funds Ltd	105,000,000	-	-	-	-	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	7,468,556	8,900,000	8,900,000	6,884,900	6,884,900	-
1443 Tsfr From Oregon Health Authority						
3400 Other Funds Ltd	-	449,665	449,665	577,579	577,579	-
TRANSFERS IN						

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
3400 Other Funds Ltd	123,774,874	21,959,336	60,959,336	117,991,549	117,653,639	-
TOTAL TRANSFERS IN	**$123,774,874**	**$21,959,336**	**$60,959,336**	**$117,991,549**	**$117,653,639**	**-**
REVENUE CATEGORIES						
8000 General Fund	308,735,669	374,565,969	526,660,963	768,584,475	751,011,611	-
3400 Other Funds Ltd	219,856,438	107,424,016	146,424,016	223,161,349	222,823,439	-
6400 Federal Funds Ltd	604,875,899	144,392,238	144,614,731	118,538,335	118,380,751	-
TOTAL REVENUE CATEGORIES	**$1,133,468,006**	**$626,382,223**	**$817,699,710**	**$1,110,284,159**	**$1,092,215,801**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(21,878,085)	(7,534,734)	(7,847,332)	(5,818,739)	(5,582,840)	-
6400 Federal Funds Ltd	-	-	-	(2,578,751)	(2,378,190)	-
All Funds	(21,878,085)	(7,534,734)	(7,847,332)	(8,397,490)	(7,961,030)	-
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(377,439)	-	-	-	-	-
TRANSFERS OUT						
3400 Other Funds Ltd	(22,255,524)	(7,534,734)	(7,847,332)	(5,818,739)	(5,582,840)	-
6400 Federal Funds Ltd	-	-	-	(2,578,751)	(2,378,190)	-
TOTAL TRANSFERS OUT	**($22,255,524)**	**($7,534,734)**	**($7,847,332)**	**($8,397,490)**	**($7,961,030)**	**-**
AVAILABLE REVENUES						
8000 General Fund	308,735,669	374,565,969	526,660,963	768,584,475	751,011,611	-
3400 Other Funds Ltd	241,164,050	134,946,163	173,633,565	275,861,204	275,759,193	-
6400 Federal Funds Ltd	604,875,899	144,392,238	144,614,731	115,959,584	116,002,561	-
TOTAL AVAILABLE REVENUES	**$1,154,775,618**	**$653,904,370**	**$844,909,259**	**$1,160,405,263**	**$1,142,773,365**	**-**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,962,069	4,326,298	4,827,333	5,784,466	5,625,102	-
3400 Other Funds Ltd	1,793,839	4,284,551	4,673,483	5,337,413	5,386,504	-
6400 Federal Funds Ltd	2,480,576	1,746,786	1,934,480	2,466,667	2,452,425	-
All Funds	6,236,484	10,357,635	11,435,296	13,588,546	13,464,031	-
3160 Temporary Appointments						
8000 General Fund	72,396	-	-	-	-	-
3400 Other Funds Ltd	54,341	-	-	-	-	-
6400 Federal Funds Ltd	134,896	-	-	-	-	-
All Funds	261,633	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	39,533	-	-	-	-	-
3400 Other Funds Ltd	26,299	-	-	-	-	-
6400 Federal Funds Ltd	33,618	-	-	-	-	-
All Funds	99,450	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	56	-	-	-	-	-
3400 Other Funds Ltd	53	-	-	-	-	-
6400 Federal Funds Ltd	21	-	-	-	-	-
All Funds	130	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3190 All Other Differential						
8000 General Fund	28,842	-	-	-	-	-
3400 Other Funds Ltd	29,341	-	-	-	-	-
6400 Federal Funds Ltd	52,187	-	-	-	-	-
All Funds	110,370	-	-	-	-	-
SALARIES & WAGES						
8000 General Fund	2,102,896	4,326,298	4,827,333	5,784,466	5,625,102	-
3400 Other Funds Ltd	1,903,873	4,284,551	4,673,483	5,337,413	5,386,504	-
6400 Federal Funds Ltd	2,701,298	1,746,786	1,934,480	2,466,667	2,452,425	-
TOTAL SALARIES & WAGES	**$6,708,067**	**$10,357,635**	**$11,435,296**	**$13,588,546**	**$13,464,031**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	771	1,487	1,520	2,231	2,162	-
3400 Other Funds Ltd	606	1,404	1,404	1,823	1,840	-
6400 Federal Funds Ltd	895	576	576	932	921	-
All Funds	2,272	3,467	3,500	4,986	4,923	-
3220 Public Employees' Retire Cont						
8000 General Fund	331,013	775,269	865,054	1,217,046	1,183,519	-
3400 Other Funds Ltd	320,971	767,792	837,490	1,122,992	1,133,321	-
6400 Federal Funds Ltd	449,587	313,026	346,662	518,990	515,994	-
All Funds	1,101,571	1,856,087	2,049,206	2,859,028	2,832,834	-
3221 Pension Obligation Bond						
8000 General Fund	103,270	118,112	214,416	209,398	209,398	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	98,157	200,068	212,347	209,307	209,307	-
6400 Federal Funds Ltd	137,035	100,518	86,573	82,873	82,873	-
All Funds	338,462	418,698	513,336	501,578	501,578	-
3230 Social Security Taxes						
8000 General Fund	159,930	330,969	369,296	442,512	430,319	-
3400 Other Funds Ltd	144,343	327,776	357,531	407,235	410,990	-
6400 Federal Funds Ltd	204,631	133,632	147,990	187,621	186,532	-
All Funds	508,904	792,377	874,817	1,037,368	1,027,841	-
3240 Unemployment Assessments						
8000 General Fund	9	-	-	-	-	-
3400 Other Funds Ltd	53	-	-	-	-	-
All Funds	62	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	4,241	17,304	19,308	23,142	22,502	-
3400 Other Funds Ltd	2,851	17,137	18,692	21,282	21,478	-
6400 Federal Funds Ltd	1,300	6,987	7,737	9,798	9,741	-
All Funds	8,392	41,428	45,737	54,222	53,721	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	437	1,291	1,320	1,303	1,265	-
3400 Other Funds Ltd	361	1,218	1,218	1,064	1,074	-
6400 Federal Funds Ltd	622	499	499	543	537	-
All Funds	1,420	3,008	3,037	2,910	2,876	-
3260 Mass Transit Tax						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	-	25,957	28,961	34,707	34,707	-
3400 Other Funds Ltd	294	24,793	27,125	32,025	32,287	-
All Funds	294	50,750	56,086	66,732	66,994	-
3270 Flexible Benefits						
8000 General Fund	420,363	1,111,255	1,136,005	1,314,626	1,274,020	-
3400 Other Funds Ltd	370,880	1,047,420	1,047,420	1,072,921	1,082,940	-
6400 Federal Funds Ltd	506,328	430,175	430,175	549,207	542,687	-
All Funds	1,297,571	2,588,850	2,613,600	2,936,754	2,899,647	-
OTHER PAYROLL EXPENSES						
8000 General Fund	1,020,034	2,381,644	2,635,880	3,244,965	3,157,892	-
3400 Other Funds Ltd	938,516	2,387,608	2,503,227	2,868,649	2,893,237	-
6400 Federal Funds Ltd	1,300,398	985,413	1,020,212	1,349,964	1,339,285	-
TOTAL OTHER PAYROLL EXPENSES	**$3,258,948**	**$5,754,665**	**$6,159,319**	**$7,463,578**	**$7,390,414**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(21,130)	(21,130)	(113,431)	(158,801)	-
3400 Other Funds Ltd	-	(38,556)	(38,556)	(266,872)	(266,872)	-
6400 Federal Funds Ltd	-	(20,262)	(20,262)	(105,666)	(105,666)	-
All Funds	-	(79,948)	(79,948)	(485,969)	(531,339)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	(20,447)	(20,447)	-	(24,162)	-
3400 Other Funds Ltd	-	(51,717)	(51,717)	-	10,225	-
6400 Federal Funds Ltd	-	-	-	-	59,103	-

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
All Funds	-	(72,164)	(72,164)	-	45,166	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(41,577)	(41,577)	(113,431)	(182,963)	-
3400 Other Funds Ltd	-	(90,273)	(90,273)	(266,872)	(256,647)	-
6400 Federal Funds Ltd	-	(20,262)	(20,262)	(105,666)	(46,563)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($152,112)**	**($152,112)**	**($485,969)**	**($486,173)**	**-**
PERSONAL SERVICES						
8000 General Fund	3,122,930	6,666,365	7,421,636	8,916,000	8,600,031	-
3400 Other Funds Ltd	2,842,389	6,581,886	7,086,437	7,939,190	8,023,094	-
6400 Federal Funds Ltd	4,001,696	2,711,937	2,934,430	3,710,965	3,745,147	-
TOTAL PERSONAL SERVICES	**$9,967,015**	**$15,960,188**	**$17,442,503**	**$20,566,155**	**$20,368,272**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	8,649	46,333	48,601	52,380	51,634	-
3400 Other Funds Ltd	22,373	37,529	37,529	39,105	39,105	-
6400 Federal Funds Ltd	36,306	38,374	38,374	43,440	43,440	-
All Funds	67,328	122,236	124,504	134,925	134,179	-
4125 Out of State Travel						
8000 General Fund	14,858	15,383	15,383	16,029	15,383	-
3400 Other Funds Ltd	13,748	20,640	20,640	21,507	21,507	-
6400 Federal Funds Ltd	22,149	30,487	30,487	31,768	31,768	-
All Funds	50,755	66,510	66,510	69,304	68,658	-
4150 Employee Training						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	23,498	34,244	36,040	39,713	39,232	-
3400 Other Funds Ltd	11,328	26,000	26,000	27,092	27,092	-
6400 Federal Funds Ltd	14,582	35,510	35,510	39,079	39,079	-
All Funds	49,408	95,754	97,550	105,884	105,403	-
4175 Office Expenses						
8000 General Fund	823	107,587	111,669	119,487	117,129	-
3400 Other Funds Ltd	1,368	40,492	40,492	42,192	42,192	-
6400 Federal Funds Ltd	780	60,849	60,849	69,622	69,622	-
All Funds	2,971	208,928	213,010	231,301	228,943	-
4200 Telecommunications						
8000 General Fund	(3)	32,336	33,697	36,155	36,155	-
3400 Other Funds Ltd	(73)	17,037	17,037	17,752	17,752	-
6400 Federal Funds Ltd	89	15,562	15,562	18,288	18,288	-
All Funds	13	64,935	66,296	72,195	72,195	-
4250 Data Processing						
8000 General Fund	10,459	24,936	26,599	28,990	28,990	-
3400 Other Funds Ltd	5,619	15,266	15,266	15,908	15,908	-
6400 Federal Funds Ltd	43,004	8,291	8,291	11,172	11,172	-
All Funds	59,082	48,493	50,156	56,070	56,070	-
4275 Publicity and Publications						
8000 General Fund	-	3,597	3,597	3,748	3,597	-
3400 Other Funds Ltd	25	13,388	13,388	13,950	13,950	-
6400 Federal Funds Ltd	-	2,820	2,820	2,939	2,939	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget	
All Funds	25	19,805	19,805	20,637	20,486	-	
4300 Professional Services							
8000 General Fund	6,196,957	1,315,108	1,790,916	444,535	440,108	-	
3400 Other Funds Ltd	15,048,251	1,540,240	1,540,240	1,644,976	1,644,976	-	
6400 Federal Funds Ltd	34,852,608	2,765,089	2,765,089	2,953,115	2,953,115	-	
All Funds	56,097,816	5,620,437	6,096,245	5,042,626	5,038,199	-	
4315 IT Professional Services							
8000 General Fund	-	1,158	1,158	1,237	1,158	-	
3400 Other Funds Ltd	-	401	401	428	428	-	
6400 Federal Funds Ltd	-	599	599	640	640	-	
All Funds	-	2,158	2,158	2,305	2,226	-	
4325 Attorney General							
8000 General Fund	213,066	65,739	115,739	81,030	74,977	-	
3400 Other Funds Ltd	153,058	10,029	10,029	12,362	11,439	-	
6400 Federal Funds Ltd	62,776	1,459	1,459	1,798	1,664	-	
All Funds	428,900	77,227	127,227	95,190	88,080	-	
4375 Employee Recruitment and Develop							
8000 General Fund	-	3,975	4,246	4,751	4,728	-	
3400 Other Funds Ltd	-	1,381	1,381	1,439	1,439	-	
6400 Federal Funds Ltd	-	645	645	986	986	-	
All Funds	-	6,001	6,272	7,176	7,153	-	
4400 Dues and Subscriptions							
8000 General Fund	(1,342)	4,596	4,596	4,789	4,596	-	

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	37,997	1,885	1,885	1,964	1,964	-
6400 Federal Funds Ltd	52,284	20,078	20,078	20,922	20,922	-
All Funds	88,939	26,559	26,559	27,675	27,482	-
4425 Facilities Rental and Taxes						
8000 General Fund	(86)	57,736	57,736	-	-	-
3400 Other Funds Ltd	64,972	153,244	153,244	-	-	-
6400 Federal Funds Ltd	1,825	77,674	77,674	-	-	-
All Funds	66,711	288,654	288,654	-	-	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	1,654	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	-	662	662	690	662	-
3400 Other Funds Ltd	3,749	537	537	560	560	-
6400 Federal Funds Ltd	-	728	728	759	759	-
All Funds	3,749	1,927	1,927	2,009	1,981	-
4575 Agency Program Related S and S						
8000 General Fund	52	-	-	-	-	-
3400 Other Funds Ltd	107	2,174	2,174	2,265	2,265	-
6400 Federal Funds Ltd	23	-	-	-	-	-
All Funds	182	2,174	2,174	2,265	2,265	-
4650 Other Services and Supplies						
8000 General Fund	1	151,949	158,123	173,126	169,999	-
3400 Other Funds Ltd	8,050	50,182	50,182	52,289	52,289	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	6,575	34,365	34,365	42,953	42,953	-
All Funds	14,626	236,496	242,670	268,368	265,241	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	454	71,676	77,094	86,847	86,726	-
3400 Other Funds Ltd	338	11,911	11,911	12,411	12,411	-
6400 Federal Funds Ltd	28	13,904	13,904	20,758	20,758	-
All Funds	820	97,491	102,909	120,016	119,895	-
4715 IT Expendable Property						
8000 General Fund	8,605	54,051	57,201	62,453	61,901	-
3400 Other Funds Ltd	6,123	35,619	35,619	37,115	37,115	-
6400 Federal Funds Ltd	36,704	18,764	18,764	23,197	23,197	-
All Funds	51,432	108,434	111,584	122,765	122,213	-
SERVICES & SUPPLIES						
8000 General Fund	6,475,991	1,991,066	2,543,057	1,155,960	1,136,975	-
3400 Other Funds Ltd	15,378,687	1,977,955	1,977,955	1,943,315	1,942,392	-
6400 Federal Funds Ltd	35,129,733	3,125,198	3,125,198	3,281,436	3,281,302	-
TOTAL SERVICES & SUPPLIES	**$56,984,411**	**$7,094,219**	**$7,646,210**	**$6,380,711**	**$6,360,669**	**-**
SPECIAL PAYMENTS						
6015 Dist to Cities						
8000 General Fund	6,924,762	-	-	-	-	-
6400 Federal Funds Ltd	251,856	-	-	-	-	-
All Funds	7,176,618	-	-	-	-	-
6020 Dist to Counties						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	72,474,180	17,735,792	17,735,792	18,480,695	18,480,695	-
3400 Other Funds Ltd	35,695,408	27,642,457	27,642,457	28,803,440	28,803,440	-
6400 Federal Funds Ltd	104,516,431	36,531,735	36,531,735	31,091,444	31,091,444	-
All Funds	212,686,019	81,909,984	81,909,984	78,375,579	78,375,579	-
6025 Dist to Other Gov Unit						
8000 General Fund	8,946,236	495,233	495,233	516,033	516,033	-
3400 Other Funds Ltd	729,868	-	-	-	-	-
All Funds	9,676,104	495,233	495,233	516,033	516,033	-
6030 Dist to Non-Gov Units						
8000 General Fund	35,868,609	-	77,787,732	-	-	-
3400 Other Funds Ltd	3,170,563	247,021	247,021	257,396	61,008	-
All Funds	39,039,172	247,021	78,034,753	257,396	61,008	-
6035 Dist to Individuals						
3400 Other Funds Ltd	317,767	456,345	456,345	475,511	333,989	-
6048 Spc Pmt to Public Universities						
8000 General Fund	3,993,380	-	-	-	-	-
6050 Dist to Non-Profit Organizations						
8000 General Fund	147,106,464	186,826,429	186,826,429	25,311,669	25,311,669	-
3400 Other Funds Ltd	56,766,446	81,749,081	81,749,081	77,039,312	77,039,312	-
6400 Federal Funds Ltd	253,310,583	102,023,368	102,023,368	77,875,739	77,875,739	-
All Funds	457,183,493	370,598,878	370,598,878	180,226,720	180,226,720	-
6055 Dist to Contract Svc Providers						
8000 General Fund	-	-	34,000,000	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	7,324,290	5,337,910	44,337,910	105,529,070	105,191,160	-
6085 Other Special Payments						
8000 General Fund	14,000,000	155,513,174	155,513,174	608,675,048	591,775,048	-
3400 Other Funds Ltd	89,367,014	11,325,638	36,325,638	120,172,242	120,172,242	-
6400 Federal Funds Ltd	207,455,820	-	-	-	-	-
All Funds	310,822,834	166,838,812	191,838,812	728,847,290	711,947,290	-
6100 Spc Pmt to Human Svcs, Dept of						
8000 General Fund	10,834,226	-	-	-	-	-
6137 Spc Pmt to Justice, Dept of						
8000 General Fund	1,862,100	-	-	-	-	-
6443 Spc Pmt to Oregon Health Authority						
8000 General Fund	10,325,147	-	-	-	-	-
6400 Federal Funds Ltd	209,780	-	-	-	-	-
All Funds	10,534,927	-	-	-	-	-
SPECIAL PAYMENTS						
8000 General Fund	319,659,394	365,908,538	516,696,270	758,512,515	741,274,605	-
3400 Other Funds Ltd	186,047,066	121,420,542	146,420,542	226,747,901	226,409,991	-
6400 Federal Funds Ltd	565,744,470	138,555,103	138,555,103	108,967,183	108,967,183	-
TOTAL SPECIAL PAYMENTS	**$1,071,450,930**	**$625,884,183**	**$801,671,915**	**$1,094,227,599**	**$1,076,651,779**	**-**
EXPENDITURES						
8000 General Fund	329,258,315	374,565,969	526,660,963	768,584,475	751,011,611	-
3400 Other Funds Ltd	204,268,142	129,980,383	155,484,934	236,630,406	236,375,477	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	604,875,899	144,392,238	144,614,731	115,959,584	115,993,632	-
TOTAL EXPENDITURES	**$1,138,402,356**	**$648,938,590**	**$826,760,628**	**$1,121,174,465**	**$1,103,380,720**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	20,522,646	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	36,895,908	4,965,780	18,148,631	39,230,798	39,383,716	-
6400 Federal Funds Ltd	-	-	-	-	8,929	-
TOTAL ENDING BALANCE	**$36,895,908**	**$4,965,780**	**$18,148,631**	**$39,230,798**	**$39,392,645**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	65	66	67	70	70	-
TOTAL AUTHORIZED POSITIONS	**65**	**66**	**67**	**70**	**70**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	54.52	65.38	66.01	69.26	68.44	-
TOTAL AUTHORIZED FTE	**54.52**	**65.38**	**66.01**	**69.26**	**68.44**	**-**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	-	-	-	6,829,249	6,829,249	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	4,025,683	4,025,683	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	-	4,025,683	4,025,683	6,829,249	6,829,249	-
TOTAL BEGINNING BALANCE	**-**	**$4,025,683**	**$4,025,683**	**$6,829,249**	**$6,829,249**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	13,803,503	20,260,513	20,304,225	56,341,066	37,865,716	-
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	6,547,671	7,142,652	7,142,652	7,920,000	7,920,000	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	6	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	185,102,399	185,102,399	185,102,399	-
6400 Federal Funds Ltd	514,937	1,066,976	1,071,891	1,103,552	1,403,050	-
All Funds	166,924,284	186,169,375	186,174,290	186,205,951	186,505,449	-

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	-	4,000,000	4,000,000	10,000,000	-	-
REVENUE CATEGORIES						
8000 General Fund	13,803,503	20,260,513	20,304,225	56,341,066	37,865,716	-
3400 Other Funds Ltd	6,547,677	11,142,652	11,142,652	17,920,000	7,920,000	-
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	185,102,399	185,102,399	185,102,399	-
6400 Federal Funds Ltd	514,937	1,066,976	1,071,891	1,103,552	1,403,050	-
TOTAL REVENUE CATEGORIES	**$187,275,464**	**$217,572,540**	**$217,621,167**	**$260,467,017**	**$232,291,165**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	-	(3,328,052)	(3,534,654)	(4,187,333)	(4,017,577)	-
6400 Federal Funds Ltd	-	-	-	(76,670)	(153,361)	-
All Funds	-	(3,328,052)	(3,534,654)	(4,264,003)	(4,170,938)	-
AVAILABLE REVENUES						
8000 General Fund	13,803,503	20,260,513	20,304,225	56,341,066	37,865,716	-
3400 Other Funds Ltd	6,547,677	11,840,283	11,633,681	20,561,916	10,731,672	-
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	185,102,399	185,102,399	185,102,399	-
6400 Federal Funds Ltd	514,937	1,066,976	1,071,891	1,026,882	1,249,689	-
TOTAL AVAILABLE REVENUES	**$187,275,464**	**$218,270,171**	**$218,112,196**	**$263,032,263**	**$234,949,476**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	413	334,872	370,278	547,242	137,529	-
3400 Other Funds Ltd	1,917,770	2,679,596	2,989,105	3,484,248	3,995,853	-
6400 Federal Funds Ltd	62	47,568	51,594	-	56,580	-
All Funds	1,918,245	3,062,036	3,410,977	4,031,490	4,189,962	-
3170 Overtime Payments						
3400 Other Funds Ltd	3,693	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	17	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	3	-	-	-	-	-
3400 Other Funds Ltd	18,627	-	-	-	-	-
All Funds	18,630	-	-	-	-	-
SALARIES & WAGES						
8000 General Fund	416	334,872	370,278	547,242	137,529	-
3400 Other Funds Ltd	1,940,107	2,679,596	2,989,105	3,484,248	3,995,853	-
6400 Federal Funds Ltd	62	47,568	51,594	-	56,580	-
TOTAL SALARIES & WAGES	**$1,940,585**	**$3,062,036**	**$3,410,977**	**$4,031,490**	**$4,189,962**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	106	106	207	63	-
3400 Other Funds Ltd	813	1,050	1,050	1,440	1,647	-
6400 Federal Funds Ltd	-	26	26	-	36	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget	
All Funds	813	1,182	1,182	1,647	1,746	-	
3220 Public Employees' Retire Cont							
8000 General Fund	72	60,009	66,354	115,140	28,936	-	
3400 Other Funds Ltd	319,020	480,184	535,648	733,085	840,727	-	
6400 Federal Funds Ltd	11	8,524	9,245	-	11,904	-	
All Funds	319,103	548,717	611,247	848,225	881,567	-	
3221 Pension Obligation Bond							
8000 General Fund	22	17,699	16,597	15,806	-	-	
3400 Other Funds Ltd	98,469	103,359	132,804	136,635	152,441	-	
6400 Federal Funds Ltd	3	2,514	2,358	2,219	2,219	-	
All Funds	98,494	123,572	151,759	154,660	154,660	-	
3230 Social Security Taxes							
8000 General Fund	32	25,618	28,327	41,864	10,521	-	
3400 Other Funds Ltd	147,067	204,995	228,672	266,548	305,686	-	
6400 Federal Funds Ltd	5	3,639	3,947	-	4,328	-	
All Funds	147,104	234,252	260,946	308,412	320,535	-	
3241 Paid Family Medical Leave Insurance							
8000 General Fund	-	1,339	1,481	2,189	550	-	
3400 Other Funds Ltd	2,632	10,718	11,956	13,942	15,988	-	
6400 Federal Funds Ltd	-	190	206	-	226	-	
All Funds	2,632	12,247	13,643	16,131	16,764	-	
3250 Worker's Comp. Assess. (WCD)							
8000 General Fund	-	92	92	121	37	-	

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	549	912	912	840	961	-
6400 Federal Funds Ltd	-	23	23	-	21	-
All Funds	549	1,027	1,027	961	1,019	-
3260 Mass Transit Tax						
8000 General Fund	2	2,009	2,221	3,283	-	-
3400 Other Funds Ltd	11,585	16,078	17,935	20,905	23,323	-
All Funds	11,587	18,087	20,156	24,188	23,323	-
3270 Flexible Benefits						
8000 General Fund	103	79,200	79,200	121,923	37,107	-
3400 Other Funds Ltd	474,149	785,400	785,400	848,160	970,083	-
6400 Federal Funds Ltd	16	19,800	19,800	-	21,204	-
All Funds	474,268	884,400	884,400	970,083	1,028,394	-
3280 Other OPE						
6400 Federal Funds Ltd	-	-	-	610	610	-
OTHER PAYROLL EXPENSES						
8000 General Fund	231	186,072	194,378	300,533	77,214	-
3400 Other Funds Ltd	1,054,284	1,602,696	1,714,377	2,021,555	2,310,856	-
6400 Federal Funds Ltd	35	34,716	35,605	2,829	40,548	-
TOTAL OTHER PAYROLL EXPENSES	**$1,054,550**	**$1,823,484**	**$1,944,360**	**$2,324,917**	**$2,428,618**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(3,166)	(3,166)	(20,153)	-	-
3400 Other Funds Ltd	-	(19,919)	(19,919)	(174,213)	(194,366)	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	-	(507)	(507)	(2,829)	(2,829)	-
All Funds	-	(23,592)	(23,592)	(197,195)	(197,195)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	-	-	-	30,678	-
3400 Other Funds Ltd	-	(1)	(1)	-	-	-
6400 Federal Funds Ltd	-	-	-	-	(94,299)	-
All Funds	-	(1)	(1)	-	(63,621)	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(3,166)	(3,166)	(20,153)	30,678	-
3400 Other Funds Ltd	-	(19,920)	(19,920)	(174,213)	(194,366)	-
6400 Federal Funds Ltd	-	(507)	(507)	(2,829)	(97,128)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($23,593)**	**($23,593)**	**($197,195)**	**($260,816)**	**-**
PERSONAL SERVICES						
8000 General Fund	647	517,778	561,490	827,622	245,421	-
3400 Other Funds Ltd	2,994,391	4,262,372	4,683,562	5,331,590	6,112,343	-
6400 Federal Funds Ltd	97	81,777	86,692	-	-	-
TOTAL PERSONAL SERVICES	**$2,995,135**	**$4,861,927**	**$5,331,744**	**$6,159,212**	**$6,357,764**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	5,325	5,325	7,133	-	-
3400 Other Funds Ltd	25,655	39,851	39,851	41,525	46,850	-
6400 Federal Funds Ltd	-	564	564	588	588	-
All Funds	25,655	45,740	45,740	49,246	47,438	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4125 Out of State Travel						
3400 Other Funds Ltd	4,618	15,781	15,781	16,444	16,444	-
6400 Federal Funds Ltd	-	1,692	1,692	1,763	1,763	-
All Funds	4,618	17,473	17,473	18,207	18,207	-
4150 Employee Training						
8000 General Fund	-	1,836	1,836	3,338	-	-
3400 Other Funds Ltd	17,331	22,559	22,559	23,506	25,342	-
6400 Federal Funds Ltd	-	338	338	352	352	-
All Funds	17,331	24,733	24,733	27,196	25,694	-
4175 Office Expenses						
8000 General Fund	-	6,814	6,814	9,951	-	-
3400 Other Funds Ltd	1,787	34,038	34,038	35,468	42,282	-
6400 Federal Funds Ltd	-	338	338	352	352	-
All Funds	1,787	41,190	41,190	45,771	42,634	-
4200 Telecommunications						
8000 General Fund	-	1,543	1,543	2,558	-	-
3400 Other Funds Ltd	-	16,912	16,912	17,622	19,230	-
6400 Federal Funds Ltd	-	564	564	588	588	-
All Funds	-	19,019	19,019	20,768	19,818	-
4250 Data Processing						
8000 General Fund	-	609	609	1,797	-	-
3400 Other Funds Ltd	47,255	52,522	52,522	54,728	55,363	-
6400 Federal Funds Ltd	-	564	564	588	588	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
All Funds	47,255	53,695	53,695	57,113	55,951	-
4275 Publicity and Publications						
3400 Other Funds Ltd	1,014	-	-	-	-	-
4300 Professional Services						
8000 General Fund	-	-	-	500,000	-	-
3400 Other Funds Ltd	101,788	90,408	90,408	96,556	96,556	-
All Funds	101,788	90,408	90,408	596,556	96,556	-
4315 IT Professional Services						
3400 Other Funds Ltd	-	107,848	107,848	115,182	115,182	-
4325 Attorney General						
3400 Other Funds Ltd	14,835	4,844	4,844	5,971	5,525	-
6400 Federal Funds Ltd	-	1,589	1,589	1,959	1,813	-
All Funds	14,835	6,433	6,433	7,930	7,338	-
4375 Employee Recruitment and Develop						
8000 General Fund	-	163	163	385	-	-
3400 Other Funds Ltd	107	1,869	1,869	1,947	2,110	-
All Funds	107	2,032	2,032	2,332	2,110	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	779	361	361	376	376	-
4425 Facilities Rental and Taxes						
8000 General Fund	-	22,863	22,863	-	-	-
3400 Other Funds Ltd	-	104,004	104,004	-	-	-
All Funds	-	126,867	126,867	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4475 Facilities Maintenance						
3400 Other Funds Ltd	-	233	233	243	243	-
4650 Other Services and Supplies						
8000 General Fund	-	2,522	2,522	7,528	-	-
3400 Other Funds Ltd	20	39,433	39,433	41,089	43,611	-
6400 Federal Funds Ltd	-	1,692	1,692	1,763	1,763	-
All Funds	20	43,647	43,647	50,380	45,374	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	54	54	4,356	-	-
3400 Other Funds Ltd	2,902	26,270	26,270	27,373	27,427	-
6400 Federal Funds Ltd	-	564	564	588	588	-
All Funds	2,902	26,888	26,888	32,317	28,015	-
4715 IT Expendable Property						
8000 General Fund	-	4,456	4,456	7,143	1,040	-
3400 Other Funds Ltd	49,876	29,023	29,023	30,242	33,658	-
6400 Federal Funds Ltd	-	1,692	1,692	1,763	1,763	-
All Funds	49,876	35,171	35,171	39,148	36,461	-
SERVICES & SUPPLIES						
8000 General Fund	-	46,185	46,185	544,189	1,040	-
3400 Other Funds Ltd	267,967	585,956	585,956	508,272	530,199	-
6400 Federal Funds Ltd	-	9,597	9,597	10,304	10,158	-
TOTAL SERVICES & SUPPLIES	**$267,967**	**$641,738**	**$641,738**	**$1,062,765**	**$541,397**	**-**
SPECIAL PAYMENTS						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6025 Dist to Other Gov Unit						
8000 General Fund	448,172	-	-	-	-	-
3400 Other Funds Ltd	75,475	-	-	-	-	-
All Funds	523,647	-	-	-	-	-
6030 Dist to Non-Gov Units						
8000 General Fund	769,509	-	-	-	-	-
3400 Other Funds Ltd	666,859	-	-	-	-	-
6200 Federal Funds Non-Ltd	806,313	-	-	-	-	-
All Funds	2,242,681	-	-	-	-	-
6035 Dist to Individuals						
6200 Federal Funds Non-Ltd	165,603,034	185,102,399	185,102,399	185,102,399	185,102,399	-
6400 Federal Funds Ltd	514,840	39,324	39,324	40,976	40,976	-
All Funds	166,117,874	185,141,723	185,141,723	185,143,375	185,143,375	-
6050 Dist to Non-Profit Organizations						
3400 Other Funds Ltd	257,666	-	-	-	-	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	-	4,000,000	4,000,000	10,000,000	-	-
6085 Other Special Payments						
8000 General Fund	-	15,696,550	15,696,550	44,969,255	37,619,255	-
3400 Other Funds Ltd	-	4,000,000	4,000,000	10,000,000	-	-
6400 Federal Funds Ltd	-	936,278	936,278	975,602	975,602	-
All Funds	-	20,632,828	20,632,828	55,944,857	38,594,857	-
SPECIAL PAYMENTS						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	1,217,681	19,696,550	19,696,550	54,969,255	37,619,255	-
3400 Other Funds Ltd	1,000,000	4,000,000	4,000,000	10,000,000	-	-
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	185,102,399	185,102,399	185,102,399	-
6400 Federal Funds Ltd	514,840	975,602	975,602	1,016,578	1,016,578	-
TOTAL SPECIAL PAYMENTS	**$169,141,868**	**$209,774,551**	**$209,774,551**	**$251,088,232**	**$223,738,232**	**-**
EXPENDITURES						
8000 General Fund	1,218,328	20,260,513	20,304,225	56,341,066	37,865,716	-
3400 Other Funds Ltd	4,262,358	8,848,328	9,269,518	15,839,862	6,642,542	-
6200 Federal Funds Non-Ltd	166,409,347	185,102,399	185,102,399	185,102,399	185,102,399	-
6400 Federal Funds Ltd	514,937	1,066,976	1,071,891	1,026,882	1,026,736	-
TOTAL EXPENDITURES	**$172,404,970**	**$215,278,216**	**$215,748,033**	**$258,310,209**	**$230,637,393**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(12,585,175)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	2,285,319	2,991,955	2,364,163	4,722,054	4,089,130	-
6400 Federal Funds Ltd	-	-	-	-	222,953	-
TOTAL ENDING BALANCE	**$2,285,319**	**$2,991,955**	**$2,364,163**	**$4,722,054**	**$4,312,083**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	21	23	23	23	25	-
TOTAL AUTHORIZED POSITIONS	**21**	**23**	**23**	**23**	**25**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	18.02	22.34	22.34	22.88	24.26	-

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
TOTAL AUTHORIZED FTE	**18.02**	**22.34**	**22.34**	**22.88**	**24.26**	**-**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	2,566,022	818,764	818,764	2,000,800	2,000,800	-
3400 Other Funds Ltd	124,632,385	267,431,370	267,431,370	202,901,267	202,901,267	-
All Funds	127,198,407	268,250,134	268,250,134	204,902,067	204,902,067	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	375,283,839	60,356,212	136,158,854	116,144,335	6,015,349	-
LICENSES AND FEES						
0240 Public Utilities Fees						
3400 Other Funds Ltd	10,496,207	9,343,589	9,343,589	10,248,500	10,248,500	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	-	30,000	30,000	-	-	-
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	73,050	150,000	150,000	-	-	-
3400 Other Funds Ltd	39,943,853	37,677,200	37,677,200	37,356,625	37,356,625	-
All Funds	40,016,903	37,827,200	37,827,200	37,356,625	37,356,625	-
CHARGES FOR SERVICES						
3200 Other Funds Non-Ltd	73,050	150,000	150,000	-	-	-
3400 Other Funds Ltd	39,943,853	37,707,200	37,707,200	37,356,625	37,356,625	-
TOTAL CHARGES FOR SERVICES	**$40,016,903**	**$37,857,200**	**$37,857,200**	**$37,356,625**	**$37,356,625**	**-**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	27,047	40,000	40,000	40,000	40,000	-
BOND SALES						
0565 Lottery Bonds						
3400 Other Funds Ltd	-	50,000,000	50,000,000	375,000,000	185,000,000	-
INTEREST EARNINGS						
0605 Interest Income						
3200 Other Funds Non-Ltd	40,785	73,818	73,818	64,200	64,200	-
3400 Other Funds Ltd	9,799,660	2,810,670	2,810,670	25,105,090	25,105,090	-
All Funds	9,840,445	2,884,488	2,884,488	25,169,290	25,169,290	-
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						
3200 Other Funds Non-Ltd	1,927,451	61,050	61,050	52,700	52,700	-
3400 Other Funds Ltd	3,218,845	5,616,385	5,616,385	5,524,800	5,524,800	-
All Funds	5,146,296	5,677,435	5,677,435	5,577,500	5,577,500	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	27,038	55,000	55,000	200,000	200,000	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	16,856,182	37,840,875	37,956,132	40,996,836	40,969,869	-
TRANSFERS IN						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
1010 Transfer In - Intrafund						
3200 Other Funds Non-Ltd	1,044,881	-	-	-	-	-
3400 Other Funds Ltd	3,039,633	4,892,045	4,892,045	2,165,756	2,165,756	-
All Funds	4,084,514	4,892,045	4,892,045	2,165,756	2,165,756	-
1060 Transfer from General Fund						
3400 Other Funds Ltd	295,000,000	9,700,000	84,700,000	98,000,000	-	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	56,761,026	67,640,000	67,640,000	52,325,240	52,325,240	-
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	250,000	-	-	-	-	-
TRANSFERS IN						
3200 Other Funds Non-Ltd	1,044,881	-	-	-	-	-
3400 Other Funds Ltd	355,050,659	82,232,045	157,232,045	152,490,996	54,490,996	-
TOTAL TRANSFERS IN	**$356,095,540**	**$82,232,045**	**$157,232,045**	**$152,490,996**	**$54,490,996**	**-**
REVENUE CATEGORIES						
8000 General Fund	375,283,839	60,356,212	136,158,854	116,144,335	6,015,349	-
3200 Other Funds Non-Ltd	3,086,167	284,868	284,868	116,900	116,900	-
3400 Other Funds Ltd	418,563,309	187,804,889	262,804,889	605,966,011	317,966,011	-
6400 Federal Funds Ltd	16,856,182	37,840,875	37,956,132	40,996,836	40,969,869	-
TOTAL REVENUE CATEGORIES	**$813,789,497**	**$286,286,844**	**$437,204,743**	**$763,224,082**	**$365,068,129**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	(2,705,167)	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	(2,107,735)	(24,076,077)	(25,536,585)	(29,167,635)	(27,986,493)	-
6400 Federal Funds Ltd	-	-	-	(1,405,476)	(1,378,820)	-
All Funds	(4,812,902)	(24,076,077)	(25,536,585)	(30,573,111)	(29,365,313)	-
AVAILABLE REVENUES						
8000 General Fund	375,283,839	60,356,212	136,158,854	116,144,335	6,015,349	-
3200 Other Funds Non-Ltd	2,947,022	1,103,632	1,103,632	2,117,700	2,117,700	-
3400 Other Funds Ltd	541,087,959	431,160,182	504,699,674	779,699,643	492,880,785	-
6400 Federal Funds Ltd	16,856,182	37,840,875	37,956,132	39,591,360	39,591,049	-
TOTAL AVAILABLE REVENUES	**$936,175,002**	**$530,460,901**	**$679,918,292**	**$937,553,038**	**$540,604,883**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,039,709	374,721	862,800	2,836,869	1,946,290	-
3400 Other Funds Ltd	10,205,488	19,832,761	21,750,472	24,743,046	25,533,569	-
6400 Federal Funds Ltd	1,194,166	987,692	1,082,566	1,176,210	1,176,210	-
All Funds	12,439,363	21,195,174	23,695,838	28,756,125	28,656,069	-
3160 Temporary Appointments						
8000 General Fund	47,897	-	-	-	-	-
3400 Other Funds Ltd	240,530	-	-	-	-	-
6400 Federal Funds Ltd	20,120	-	-	-	-	-
All Funds	308,547	-	-	-	-	-
3170 Overtime Payments						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	1,693	-	-	-	-	-
3400 Other Funds Ltd	24,145	-	-	-	-	-
6400 Federal Funds Ltd	3,732	-	-	-	-	-
All Funds	29,570	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	16	-	-	-	-	-
3400 Other Funds Ltd	189	-	-	-	-	-
6400 Federal Funds Ltd	30	-	-	-	-	-
All Funds	235	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	12,533	-	-	-	-	-
3400 Other Funds Ltd	91,068	1,817	1,817	1,893	1,893	-
6400 Federal Funds Ltd	10,933	7	7	7	7	-
All Funds	114,534	1,824	1,824	1,900	1,900	-
SALARIES & WAGES						
8000 General Fund	1,101,848	374,721	862,800	2,836,869	1,946,290	-
3400 Other Funds Ltd	10,561,420	19,834,578	21,752,289	24,744,939	25,535,462	-
6400 Federal Funds Ltd	1,228,981	987,699	1,082,573	1,176,217	1,176,217	-
TOTAL SALARIES & WAGES	**$12,892,249**	**$21,196,998**	**$23,697,662**	**$28,758,025**	**$28,657,969**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	356	131	274	1,206	783	-
3400 Other Funds Ltd	3,442	6,284	6,284	8,931	9,219	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	400	265	265	357	357	-
All Funds	4,198	6,680	6,823	10,494	10,359	-
3220 Public Employees' Retire Cont						
8000 General Fund	180,480	67,150	154,616	596,875	409,496	-
3400 Other Funds Ltd	1,764,580	3,554,356	3,898,006	5,206,316	5,372,643	-
6400 Federal Funds Ltd	207,199	176,996	193,997	247,475	247,475	-
All Funds	2,152,259	3,798,502	4,246,619	6,050,666	6,029,614	-
3221 Pension Obligation Bond						
8000 General Fund	56,249	-	18,572	68,282	68,282	-
3400 Other Funds Ltd	549,170	767,640	983,023	970,373	970,373	-
6400 Federal Funds Ltd	64,285	53,207	48,951	46,126	46,126	-
All Funds	669,704	820,847	1,050,546	1,084,781	1,084,781	-
3230 Social Security Taxes						
8000 General Fund	83,015	28,666	66,002	217,019	148,890	-
3400 Other Funds Ltd	796,911	1,514,252	1,660,957	1,890,827	1,951,302	-
6400 Federal Funds Ltd	92,748	75,559	82,817	89,980	89,980	-
All Funds	972,674	1,618,477	1,809,776	2,197,826	2,190,172	-
3240 Unemployment Assessments						
8000 General Fund	92	-	-	-	-	-
3400 Other Funds Ltd	1,290	-	-	-	-	-
All Funds	1,382	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	966	1,498	3,450	11,350	7,787	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	12,253	78,844	86,515	98,843	102,004	-
6400 Federal Funds Ltd	1,959	3,921	4,301	4,706	4,706	-
All Funds	15,178	84,263	94,266	114,899	114,497	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	227	114	237	705	459	-
3400 Other Funds Ltd	2,065	5,458	5,458	5,211	5,378	-
6400 Federal Funds Ltd	223	230	230	208	208	-
All Funds	2,515	5,802	5,925	6,124	6,045	-
3260 Mass Transit Tax						
8000 General Fund	7,190	2,248	5,174	17,022	13,554	-
3400 Other Funds Ltd	69,982	119,011	130,518	148,459	148,459	-
All Funds	77,172	121,259	135,692	165,481	162,013	-
3270 Flexible Benefits						
8000 General Fund	213,922	99,000	207,900	710,334	461,982	-
3400 Other Funds Ltd	2,139,766	4,706,592	4,706,592	5,259,438	5,428,275	-
6400 Federal Funds Ltd	254,821	197,208	197,208	211,194	211,194	-
All Funds	2,608,509	5,002,800	5,111,700	6,180,966	6,101,451	-
OTHER PAYROLL EXPENSES						
8000 General Fund	542,497	198,807	456,225	1,622,793	1,111,233	-
3400 Other Funds Ltd	5,339,459	10,752,437	11,477,353	13,588,398	13,987,653	-
6400 Federal Funds Ltd	621,635	507,386	527,769	600,046	600,046	-
TOTAL OTHER PAYROLL EXPENSES	**$6,503,591**	**$11,458,630**	**$12,461,347**	**$15,811,237**	**$15,698,932**	**-**
P.S. BUDGET ADJUSTMENTS						

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
3455 Vacancy Savings						
8000 General Fund	-	-	-	(87,061)	(121,886)	-
3400 Other Funds Ltd	-	(147,874)	(147,874)	(1,237,150)	(1,237,150)	-
6400 Federal Funds Ltd	-	(10,725)	(10,725)	(58,811)	(58,811)	-
All Funds	-	(158,599)	(158,599)	(1,383,022)	(1,417,847)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	(828)	(828)	-	(209,612)	-
3400 Other Funds Ltd	-	27,288	27,288	-	-	-
All Funds	-	26,460	26,460	-	(209,612)	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(828)	(828)	(87,061)	(331,498)	-
3400 Other Funds Ltd	-	(120,586)	(120,586)	(1,237,150)	(1,237,150)	-
6400 Federal Funds Ltd	-	(10,725)	(10,725)	(58,811)	(58,811)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($132,139)**	**($132,139)**	**($1,383,022)**	**($1,627,459)**	**-**
PERSONAL SERVICES						
8000 General Fund	1,644,345	572,700	1,318,197	4,372,601	2,726,025	-
3400 Other Funds Ltd	15,900,879	30,466,429	33,109,056	37,096,187	38,285,965	-
6400 Federal Funds Ltd	1,850,616	1,484,360	1,599,617	1,717,452	1,717,452	-
TOTAL PERSONAL SERVICES	**$19,395,840**	**$32,523,489**	**$36,026,870**	**$43,186,240**	**$42,729,442**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,018	4,500	9,450	30,469	23,868	-
3400 Other Funds Ltd	73,669	280,562	280,562	292,346	292,346	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	805	11,685	11,685	12,176	12,176	-
All Funds	75,492	296,747	301,697	334,991	328,390	-
4125 Out of State Travel						
8000 General Fund	1,350	-	-	-	-	-
3400 Other Funds Ltd	64,252	74,776	74,776	77,916	77,916	-
6400 Federal Funds Ltd	7,269	8,421	8,421	8,775	8,775	-
All Funds	72,871	83,197	83,197	86,691	86,691	-
4150 Employee Training						
8000 General Fund	2,613	4,275	8,196	26,231	20,306	-
3400 Other Funds Ltd	82,492	140,022	140,022	145,903	145,903	-
6400 Federal Funds Ltd	3,585	7,494	7,494	7,809	7,809	-
All Funds	88,690	151,791	155,712	179,943	174,018	-
4175 Office Expenses						
8000 General Fund	298	8,100	17,010	54,843	42,962	-
3400 Other Funds Ltd	2,607	215,816	215,816	224,880	224,880	-
6400 Federal Funds Ltd	81	5,453	5,453	5,682	5,682	-
All Funds	2,986	229,369	238,279	285,405	273,524	-
4200 Telecommunications						
8000 General Fund	154	2,700	5,670	18,281	14,479	-
3400 Other Funds Ltd	609	98,256	98,256	102,383	102,383	-
6400 Federal Funds Ltd	8	2,178	2,178	2,269	2,269	-
All Funds	771	103,134	106,104	122,933	119,131	-
4225 State Gov. Service Charges						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	4,642	-	-	-	-	-
3200 Other Funds Non-Ltd	1,000,000	-	-	-	-	-
3400 Other Funds Ltd	10,000	-	-	-	-	-
All Funds	1,014,642	-	-	-	-	-
4250 Data Processing						
8000 General Fund	9,871	3,300	6,930	22,344	17,698	-
3400 Other Funds Ltd	167,723	170,338	170,338	177,492	177,492	-
6400 Federal Funds Ltd	2,606	2,138	2,138	2,228	2,228	-
All Funds	180,200	175,776	179,406	202,064	197,418	-
4275 Publicity and Publications						
8000 General Fund	1,297	-	-	-	-	-
3400 Other Funds Ltd	11,226	19,073	19,073	19,875	19,875	-
6400 Federal Funds Ltd	8,527	-	-	-	-	-
All Funds	21,050	19,073	19,073	19,875	19,875	-
4300 Professional Services						
8000 General Fund	984,078	-	-	400,000	-	-
3200 Other Funds Non-Ltd	114,956	-	-	-	-	-
3400 Other Funds Ltd	1,281,619	370,122	370,122	1,911,290	1,911,290	-
6400 Federal Funds Ltd	18,001	20,198	20,198	21,571	21,571	-
All Funds	2,398,654	390,320	390,320	2,332,861	1,932,861	-
4315 IT Professional Services						
3400 Other Funds Ltd	-	11,145	11,145	11,902	11,902	-
4325 Attorney General						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	29,101	23,962	23,962	240	222	-
3200 Other Funds Non-Ltd	1,948	-	-	-	-	-
3400 Other Funds Ltd	2,483,906	2,222,423	2,272,423	2,800,988	2,591,754	-
6400 Federal Funds Ltd	75,361	3,375	3,375	4,160	3,849	-
All Funds	2,590,316	2,249,760	2,299,760	2,805,388	2,595,825	-
4375 Employee Recruitment and Develop						
8000 General Fund	17	645	1,234	3,958	3,064	-
3400 Other Funds Ltd	1,346	12,581	12,581	13,110	13,110	-
6400 Federal Funds Ltd	4	417	417	435	435	-
All Funds	1,367	13,643	14,232	17,503	16,609	-
4400 Dues and Subscriptions						
8000 General Fund	24	-	-	-	-	-
3400 Other Funds Ltd	3,961	1,856	1,856	1,934	1,934	-
6400 Federal Funds Ltd	10	-	-	-	-	-
All Funds	3,995	1,856	1,856	1,934	1,934	-
4425 Facilities Rental and Taxes						
8000 General Fund	117	-	-	-	-	-
3400 Other Funds Ltd	2,700	498,466	498,466	-	-	-
6400 Federal Funds Ltd	43	10,316	10,316	-	-	-
All Funds	2,860	508,782	508,782	-	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	-	469	469	489	489	-
4575 Agency Program Related S and S						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	4	-	-	-	-	-
3400 Other Funds Ltd	11,474	1,087	1,087	1,133	1,133	-
6400 Federal Funds Ltd	2	-	-	-	-	-
All Funds	11,480	1,087	1,087	1,133	1,133	-
4650 Other Services and Supplies						
8000 General Fund	17	15,630	29,105	90,197	69,825	-
3200 Other Funds Non-Ltd	-	150,000	150,000	150,000	150,000	-
3400 Other Funds Ltd	44,562	549,455	549,455	572,532	572,532	-
6400 Federal Funds Ltd	6	10,055	10,055	10,477	10,477	-
All Funds	44,585	725,140	738,615	823,206	802,834	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	18	12,900	24,725	79,153	61,275	-
3400 Other Funds Ltd	1,572	190,217	190,217	198,207	198,207	-
6400 Federal Funds Ltd	6	1,755	1,755	1,829	1,829	-
All Funds	1,596	204,872	216,697	279,189	261,311	-
4715 IT Expendable Property						
8000 General Fund	3,218	7,500	14,375	46,018	35,625	-
3400 Other Funds Ltd	26,177	192,103	192,103	200,172	200,172	-
6400 Federal Funds Ltd	573	4,962	4,962	5,170	5,170	-
All Funds	29,968	204,565	211,440	251,360	240,967	-
SERVICES & SUPPLIES						
8000 General Fund	1,037,837	83,512	140,657	771,734	289,324	-
3200 Other Funds Non-Ltd	1,116,904	150,000	150,000	150,000	150,000	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	4,269,895	5,048,767	5,098,767	6,752,552	6,543,318	-
6400 Federal Funds Ltd	116,887	88,447	88,447	82,581	82,270	-
TOTAL SERVICES & SUPPLIES	**$6,541,523**	**$5,370,726**	**$5,477,871**	**$7,756,867**	**$7,064,912**	**-**
SPECIAL PAYMENTS						
6015 Dist to Cities						
3400 Other Funds Ltd	141,721	-	-	-	-	-
6020 Dist to Counties						
8000 General Fund	3,344	-	-	-	-	-
3400 Other Funds Ltd	2,876,179	-	-	-	-	-
All Funds	2,879,523	-	-	-	-	-
6025 Dist to Other Gov Unit						
8000 General Fund	4,702,724	-	-	-	-	-
3400 Other Funds Ltd	12,471,377	717,300	25,417,300	51,984,827	51,984,827	-
All Funds	17,174,101	717,300	25,417,300	51,984,827	51,984,827	-
6030 Dist to Non-Gov Units						
8000 General Fund	20,123,809	-	-	-	-	-
3400 Other Funds Ltd	66,872,858	64,868,697	64,868,697	67,593,182	67,593,182	-
6400 Federal Funds Ltd	104,567	-	-	-	-	-
All Funds	87,101,234	64,868,697	64,868,697	67,593,182	67,593,182	-
6035 Dist to Individuals						
8000 General Fund	277,940	-	-	-	-	-
6050 Dist to Non-Profit Organizations						
8000 General Fund	21,660,995	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	20,676,587	37,986,535	37,986,535	39,581,969	39,581,969	-
6400 Federal Funds Ltd	2,581,620	7,454,196	7,454,196	7,767,272	7,767,272	-
All Funds	44,919,202	45,440,731	45,440,731	47,349,241	47,349,241	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	55,000,000	9,700,000	84,700,000	98,000,000	-	-
6080 Loans Made - Other						
3200 Other Funds Non-Ltd	700,000	250,000	250,000	250,000	250,000	-
3400 Other Funds Ltd	56,393,477	51,183,532	51,183,532	78,225,840	43,225,840	-
6400 Federal Funds Ltd	9,544,608	-	-	-	-	-
All Funds	66,638,085	51,433,532	51,433,532	78,475,840	43,475,840	-
6085 Other Special Payments						
8000 General Fund	-	50,000,000	50,000,000	13,000,000	3,000,000	-
3400 Other Funds Ltd	393,984	199,172,096	199,172,096	487,082,324	234,082,324	-
6400 Federal Funds Ltd	2,657,884	28,813,872	28,813,872	30,024,055	30,024,055	-
All Funds	3,051,868	277,985,968	277,985,968	530,106,379	267,106,379	-
6443 Spc Pmt to Oregon Health Authority						
3400 Other Funds Ltd	464,565	-	-	-	-	-
SPECIAL PAYMENTS						
8000 General Fund	101,768,812	59,700,000	134,700,000	111,000,000	3,000,000	-
3200 Other Funds Non-Ltd	700,000	250,000	250,000	250,000	250,000	-
3400 Other Funds Ltd	160,290,748	353,928,160	378,628,160	724,468,142	436,468,142	-
6400 Federal Funds Ltd	14,888,679	36,268,068	36,268,068	37,791,327	37,791,327	-
TOTAL SPECIAL PAYMENTS	**$277,648,239**	**$450,146,228**	**$549,846,228**	**$873,509,469**	**$477,509,469**	**-**

Budget Support - Detail Revenues and Expenditures **Cross Reference Number: 91400-030-00-00-00000**

2025-27 Biennium

Multifamily Rental Housing Programs

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*	
EXPENDITURES							
8000 General Fund	104,450,994	60,356,212	136,158,854	116,144,335	6,015,349		-
3200 Other Funds Non-Ltd	1,816,904	400,000	400,000	400,000	400,000		-
3400 Other Funds Ltd	180,461,522	389,443,356	416,835,983	768,316,881	481,297,425		-
6400 Federal Funds Ltd	16,856,182	37,840,875	37,956,132	39,591,360	39,591,049		-
TOTAL EXPENDITURES	**$303,585,602**	**$488,040,443**	**$591,350,969**	**$924,452,576**	**$527,303,823**		**-**
REVERSIONS							
9900 Reversions							
8000 General Fund	(270,832,845)	-	-	-	-		-
ENDING BALANCE							
3200 Other Funds Non-Ltd	1,130,118	703,632	703,632	1,717,700	1,717,700		-
3400 Other Funds Ltd	360,626,437	41,716,826	87,863,691	11,382,762	11,583,360		-
TOTAL ENDING BALANCE	**$361,756,555**	**$42,420,458**	**$88,567,323**	**$13,100,462**	**$13,301,060**		**-**
AUTHORIZED POSITIONS							
8150 Class/Unclass Positions	92	132	141	147	145		-
TOTAL AUTHORIZED POSITIONS	**92**	**132**	**141**	**147**	**145**		**-**
AUTHORIZED FTE							
8250 Class/Unclass FTE Positions	89.33	126.44	129.19	145.78	143.90		-
8280 FTE Reconciliation	-	(0.05)	(0.05)	-	-		-
TOTAL AUTHORIZED FTE	**89.33**	**126.39**	**129.14**	**145.78**	**143.90**		**-**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	21,622,268	60,142,061	60,142,061	42,372,840	42,372,840	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	3,500,614	3,500,614	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	21,622,268	63,642,675	63,642,675	42,372,840	42,372,840	-
TOTAL BEGINNING BALANCE	**$21,622,268**	**$63,642,675**	**$63,642,675**	**$42,372,840**	**$42,372,840**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	94,097,988	28,915,793	29,083,695	131,371,147	64,710,825	-
TAXES						
0190 Other Selective Taxes						
3400 Other Funds Ltd	2,578,432	1,923,474	1,923,474	2,640,000	2,640,000	-
LICENSES AND FEES						
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	222,550	236,476	236,476	223,200	223,200	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,220,133	1,677,666	1,677,666	2,640,000	2,640,000	-
0415 Admin and Service Charges						
3400 Other Funds Ltd	1,593,643	8,136,972	8,136,972	3,688,578	3,688,578	-

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
CHARGES FOR SERVICES						
3400 Other Funds Ltd	2,813,776	9,814,638	9,814,638	6,328,578	6,328,578	-
TOTAL CHARGES FOR SERVICES	**$2,813,776**	**$9,814,638**	**$9,814,638**	**$6,328,578**	**$6,328,578**	**-**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	300	3,500	3,500	-	-	-
INTEREST EARNINGS						
0605 Interest Income						
3200 Other Funds Non-Ltd	-	-	-	62,400	62,400	-
3400 Other Funds Ltd	1,043,233	402,497	402,497	5,335,200	5,335,200	-
All Funds	1,043,233	402,497	402,497	5,397,600	5,397,600	-
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						
3400 Other Funds Ltd	-	948,982	948,982	4,946,400	4,946,400	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	217,764	65,000	65,000	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	22,773,211	68,887,093	69,165,858	8,774,815	8,768,219	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	139,637	897,084	897,084	-	-	-

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
1060 Transfer from General Fund						
3200 Other Funds Non-Ltd	10,000,000	-	-	-	-	-
3400 Other Funds Ltd	51,500,000	17,500,000	17,500,000	122,500,000	56,600,000	-
All Funds	61,500,000	17,500,000	17,500,000	122,500,000	56,600,000	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	10,455,978	12,460,000	12,460,000	9,638,860	9,638,860	-
TRANSFERS IN						
3200 Other Funds Non-Ltd	10,000,000	-	-	-	-	-
3400 Other Funds Ltd	62,095,615	30,857,084	30,857,084	132,138,860	66,238,860	-
TOTAL TRANSFERS IN	**$72,095,615**	**$30,857,084**	**$30,857,084**	**$132,138,860**	**$66,238,860**	**-**
REVENUE CATEGORIES						
8000 General Fund	94,097,988	28,915,793	29,083,695	131,371,147	64,710,825	-
3200 Other Funds Non-Ltd	10,000,000	-	-	62,400	62,400	-
3400 Other Funds Ltd	68,971,670	44,251,651	44,251,651	151,612,238	85,712,238	-
6400 Federal Funds Ltd	22,773,211	68,887,093	69,165,858	8,774,815	8,768,219	-
TOTAL REVENUE CATEGORIES	**$195,842,869**	**$142,054,537**	**$142,501,204**	**$291,820,600**	**$159,253,682**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(139,637)	(3,973,468)	(4,256,454)	(4,608,363)	(4,460,706)	-
6400 Federal Funds Ltd	-	-	-	(84,784)	(78,188)	-
All Funds	(139,637)	(3,973,468)	(4,256,454)	(4,693,147)	(4,538,894)	-
AVAILABLE REVENUES						
8000 General Fund	94,097,988	28,915,793	29,083,695	131,371,147	64,710,825	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3200 Other Funds Non-Ltd	10,000,000	-	-	62,400	62,400	-
3400 Other Funds Ltd	90,454,301	103,920,858	103,637,872	189,376,715	123,624,372	-
6400 Federal Funds Ltd	22,773,211	68,887,093	69,165,858	8,690,031	8,690,031	-
TOTAL AVAILABLE REVENUES	**$217,325,500**	**$201,723,744**	**$201,887,425**	**$329,500,293**	**$197,087,628**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	560,358	1,373,943	1,504,862	2,274,702	1,832,046	-
3400 Other Funds Ltd	2,569,224	3,872,485	4,263,074	4,130,334	4,572,990	-
6400 Federal Funds Ltd	1,885,710	2,059,211	2,265,560	1,095,570	1,095,570	-
All Funds	5,015,292	7,305,639	8,033,496	7,500,606	7,500,606	-
3160 Temporary Appointments						
8000 General Fund	6,061	-	-	-	-	-
3400 Other Funds Ltd	22,410	-	-	-	-	-
6400 Federal Funds Ltd	20,328	-	-	-	-	-
All Funds	48,799	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	491	-	-	-	-	-
3400 Other Funds Ltd	1,765	-	-	-	-	-
6400 Federal Funds Ltd	3,125	-	-	-	-	-
All Funds	5,381	-	-	-	-	-
3180 Shift Differential						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	1	-	-	-	-	-
3400 Other Funds Ltd	2	-	-	-	-	-
6400 Federal Funds Ltd	3	-	-	-	-	-
All Funds	6	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	7,133	-	-	-	-	-
3400 Other Funds Ltd	24,524	-	-	-	-	-
6400 Federal Funds Ltd	28,688	-	-	-	-	-
All Funds	60,345	-	-	-	-	-
SALARIES & WAGES						
8000 General Fund	574,044	1,373,943	1,504,862	2,274,702	1,832,046	-
3400 Other Funds Ltd	2,617,925	3,872,485	4,263,074	4,130,334	4,572,990	-
6400 Federal Funds Ltd	1,937,854	2,059,211	2,265,560	1,095,570	1,095,570	-
TOTAL SALARIES & WAGES	**$5,129,823**	**$7,305,639**	**$8,033,496**	**$7,500,606**	**$7,500,606**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	180	417	417	783	639	-
3400 Other Funds Ltd	825	1,158	1,158	1,429	1,573	-
6400 Federal Funds Ltd	613	697	697	371	371	-
All Funds	1,618	2,272	2,272	2,583	2,583	-
3220 Public Employees' Retire Cont						
8000 General Fund	92,477	246,210	269,672	478,598	385,463	-
3400 Other Funds Ltd	424,220	693,950	763,943	869,023	962,158	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	312,871	369,011	405,990	230,506	230,506	-
All Funds	829,568	1,309,171	1,439,605	1,578,127	1,578,127	-
3221 Pension Obligation Bond						
8000 General Fund	29,096	65,900	68,094	57,988	57,988	-
3400 Other Funds Ltd	134,844	195,375	191,925	179,052	179,052	-
6400 Federal Funds Ltd	98,358	83,230	102,057	69,326	69,326	-
All Funds	262,298	344,505	362,076	306,366	306,366	-
3230 Social Security Taxes						
8000 General Fund	43,336	105,108	115,124	174,014	140,151	-
3400 Other Funds Ltd	197,946	294,148	324,028	313,811	347,674	-
6400 Federal Funds Ltd	146,317	157,532	173,317	83,812	83,812	-
All Funds	387,599	556,788	612,469	571,637	571,637	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	689	5,496	6,021	9,098	7,328	-
3400 Other Funds Ltd	3,514	15,286	16,848	16,382	18,152	-
6400 Federal Funds Ltd	2,837	8,236	9,061	4,382	4,382	-
All Funds	7,040	29,018	31,930	29,862	29,862	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	119	362	362	457	373	-
3400 Other Funds Ltd	545	1,005	1,005	834	918	-
6400 Federal Funds Ltd	397	605	605	216	216	-
All Funds	1,061	1,972	1,972	1,507	1,507	-
3260 Mass Transit Tax						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	6,622	8,243	9,029	13,648	13,648	-
3400 Other Funds Ltd	23,462	23,235	25,579	24,783	24,783	-
All Funds	30,084	31,478	34,608	38,431	38,431	-
3270 Flexible Benefits						
8000 General Fund	123,345	311,850	311,850	461,187	376,371	-
3400 Other Funds Ltd	555,347	865,260	865,260	841,799	926,615	-
6400 Federal Funds Ltd	420,881	520,740	520,740	218,401	218,401	-
All Funds	1,099,573	1,697,850	1,697,850	1,521,387	1,521,387	-
OTHER PAYROLL EXPENSES						
8000 General Fund	295,864	743,586	780,569	1,195,773	981,961	-
3400 Other Funds Ltd	1,340,703	2,089,417	2,189,746	2,247,113	2,460,925	-
6400 Federal Funds Ltd	982,274	1,140,051	1,212,467	607,014	607,014	-
TOTAL OTHER PAYROLL EXPENSES	**$2,618,841**	**$3,973,054**	**$4,182,782**	**$4,049,900**	**$4,049,900**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(11,789)	(11,789)	(73,935)	(97,510)	-
3400 Other Funds Ltd	-	(37,651)	(37,651)	(196,061)	(196,061)	-
6400 Federal Funds Ltd	-	(16,777)	(16,777)	(1,124)	(1,124)	-
All Funds	-	(66,217)	(66,217)	(271,120)	(294,695)	-
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	1	1	-	(52,577)	-
6400 Federal Funds Ltd	-	3	3	-	-	-
All Funds	-	4	4	-	(52,577)	-

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(11,789)	(11,789)	(73,935)	(97,510)	-
3400 Other Funds Ltd	-	(37,650)	(37,650)	(196,061)	(248,638)	-
6400 Federal Funds Ltd	-	(16,774)	(16,774)	(1,124)	(1,124)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($66,213)**	**($66,213)**	**($271,120)**	**($347,272)**	**-**
PERSONAL SERVICES						
8000 General Fund	869,908	2,105,740	2,273,642	3,396,540	2,716,497	-
3400 Other Funds Ltd	3,958,628	5,924,252	6,415,170	6,181,386	6,785,277	-
6400 Federal Funds Ltd	2,920,128	3,182,488	3,461,253	1,701,460	1,701,460	-
TOTAL PERSONAL SERVICES	**$7,748,664**	**$11,212,480**	**$12,150,065**	**$11,279,386**	**$11,203,234**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	490	18,182	18,182	26,136	25,381	-
3400 Other Funds Ltd	5,435	30,885	30,885	32,107	32,107	-
6400 Federal Funds Ltd	46	16,682	16,682	9,000	9,000	-
All Funds	5,971	65,749	65,749	67,243	66,488	-
4125 Out of State Travel						
8000 General Fund	60	-	-	-	-	-
3400 Other Funds Ltd	10,105	15,451	15,451	16,100	16,100	-
6400 Federal Funds Ltd	240	-	-	-	-	-
All Funds	10,405	15,451	15,451	16,100	16,100	-
4150 Employee Training						
8000 General Fund	8,990	12,679	12,679	19,079	18,554	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	5,270	28,315	28,315	29,444	29,444	-
6400 Federal Funds Ltd	830	5,700	5,700	7,125	7,125	-
All Funds	15,090	46,694	46,694	55,648	55,123	-
4175 Office Expenses						
8000 General Fund	379	30,281	30,281	44,498	41,489	-
3400 Other Funds Ltd	1,380	51,946	51,946	53,992	55,745	-
6400 Federal Funds Ltd	1,165	26,506	26,506	16,200	16,200	-
All Funds	2,924	108,733	108,733	114,690	113,434	-
4200 Telecommunications						
8000 General Fund	-	8,821	8,821	13,506	13,506	-
3400 Other Funds Ltd	-	20,137	20,137	20,938	20,938	-
6400 Federal Funds Ltd	-	14,761	14,761	5,400	5,400	-
All Funds	-	43,719	43,719	39,844	39,844	-
4250 Data Processing						
8000 General Fund	160,112	10,377	10,377	16,089	16,089	-
3400 Other Funds Ltd	-	15,643	15,643	16,245	16,245	-
6400 Federal Funds Ltd	1,337,355	30,132	30,132	6,600	6,600	-
All Funds	1,497,467	56,152	56,152	38,934	38,934	-
4275 Publicity and Publications						
8000 General Fund	25	-	-	-	-	-
3400 Other Funds Ltd	-	3,542	3,542	3,691	3,691	-
6400 Federal Funds Ltd	344	-	-	-	-	-
All Funds	369	3,542	3,542	3,691	3,691	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4300 Professional Services						
8000 General Fund	126,548	65,280	65,280	69,719	65,280	-
3400 Other Funds Ltd	328,247	258,857	258,857	276,459	276,459	-
6400 Federal Funds Ltd	198,674	2,611,200	2,611,200	-	-	-
All Funds	653,469	2,935,337	2,935,337	346,178	341,739	-
4315 IT Professional Services						
8000 General Fund	-	2,176	2,176	2,324	2,176	-
3400 Other Funds Ltd	-	1,078	1,078	1,151	1,151	-
All Funds	-	3,254	3,254	3,475	3,327	-
4325 Attorney General						
8000 General Fund	33,439	11,191	11,191	13,794	12,764	-
3400 Other Funds Ltd	240,620	31,010	31,010	38,223	35,368	-
6400 Federal Funds Ltd	65,071	-	-	-	-	-
All Funds	339,130	42,201	42,201	52,017	48,132	-
4375 Employee Recruitment and Develop						
8000 General Fund	534	1,882	1,882	2,845	2,767	-
3400 Other Funds Ltd	534	1,791	1,791	1,857	1,857	-
6400 Federal Funds Ltd	-	860	860	1,075	1,075	-
All Funds	1,068	4,533	4,533	5,777	5,699	-
4400 Dues and Subscriptions						
8000 General Fund	28	-	-	-	-	-
3400 Other Funds Ltd	7,204	1,779	1,779	1,854	1,854	-
6400 Federal Funds Ltd	6,335	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
All Funds	13,567	1,779	1,779	1,854	1,854	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	-	112,787	112,787	-	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	-	616	616	642	642	-
4575 Agency Program Related S and S						
8000 General Fund	3,316	-	-	-	-	-
3400 Other Funds Ltd	9,746	-	-	-	-	-
6400 Federal Funds Ltd	146,816	-	-	-	-	-
All Funds	159,878	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	103	327,588	327,588	361,511	296,913	-
3400 Other Funds Ltd	19,392	212,233	212,233	220,941	271,806	-
6400 Federal Funds Ltd	344	132,240	132,240	24,500	24,500	-
All Funds	19,839	672,061	672,061	606,952	593,219	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	4,300	4,300	22,196	22,015	-
3400 Other Funds Ltd	-	8,961	8,961	9,156	9,156	-
6400 Federal Funds Ltd	-	17,200	17,200	21,500	21,500	-
All Funds	-	30,461	30,461	52,852	52,671	-
4715 IT Expendable Property						
8000 General Fund	1,030	20,006	20,006	31,134	25,618	-
3400 Other Funds Ltd	6,037	39,309	39,309	40,855	45,543	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	18,011	10,000	10,000	12,500	12,500	-
All Funds	25,078	69,315	69,315	84,489	83,661	-
SERVICES & SUPPLIES						
8000 General Fund	335,054	512,763	512,763	622,831	542,552	-
3400 Other Funds Ltd	633,970	834,340	834,340	763,655	818,106	-
6400 Federal Funds Ltd	1,775,231	2,865,281	2,865,281	103,900	103,900	-
TOTAL SERVICES & SUPPLIES	**$2,744,255**	**$4,212,384**	**$4,212,384**	**$1,490,386**	**$1,464,558**	**-**
SPECIAL PAYMENTS						
6015 Dist to Cities						
8000 General Fund	3,713,578	-	-	-	-	-
3400 Other Funds Ltd	22,000	-	-	-	-	-
6400 Federal Funds Ltd	-	789,397	789,397	822,552	822,552	-
All Funds	3,735,578	789,397	789,397	822,552	822,552	-
6020 Dist to Counties						
8000 General Fund	456,932	-	-	-	-	-
3400 Other Funds Ltd	231,526	279,122	279,122	290,845	290,845	-
All Funds	688,458	279,122	279,122	290,845	290,845	-
6025 Dist to Other Gov Unit						
8000 General Fund	305,576	-	-	-	-	-
3400 Other Funds Ltd	545,094	-	-	-	-	-
All Funds	850,670	-	-	-	-	-
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	540,292	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6050 Dist to Non-Profit Organizations						
8000 General Fund	21,974,242	1,297,290	1,297,290	1,351,776	1,351,776	-
3400 Other Funds Ltd	14,477,032	12,397,592	12,397,592	12,918,291	12,918,291	-
6400 Federal Funds Ltd	1,240,582	-	-	-	-	-
All Funds	37,691,856	13,694,882	13,694,882	14,270,067	14,270,067	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	301,500,000	17,500,000	17,500,000	122,500,000	56,600,000	-
6080 Loans Made - Other						
3400 Other Funds Ltd	7,528,366	18,543,600	18,543,600	70,218,820	37,718,820	-
6400 Federal Funds Ltd	16,837,270	-	-	-	-	-
All Funds	24,365,636	18,543,600	18,543,600	70,218,820	37,718,820	-
6085 Other Special Payments						
8000 General Fund	-	7,500,000	7,500,000	3,500,000	3,500,000	-
3400 Other Funds Ltd	94,368	43,234,902	43,234,902	52,500,000	19,100,000	-
6400 Federal Funds Ltd	-	62,049,927	62,049,927	6,062,119	6,062,119	-
All Funds	94,368	112,784,829	112,784,829	62,062,119	28,662,119	-
SPECIAL PAYMENTS						
8000 General Fund	327,950,328	26,297,290	26,297,290	127,351,776	61,451,776	-
3400 Other Funds Ltd	23,438,678	74,455,216	74,455,216	135,927,956	70,027,956	-
6400 Federal Funds Ltd	18,077,852	62,839,324	62,839,324	6,884,671	6,884,671	-
TOTAL SPECIAL PAYMENTS	**$369,466,858**	**$163,591,830**	**$163,591,830**	**$270,164,403**	**$138,364,403**	**-**
EXPENDITURES						
8000 General Fund	329,155,290	28,915,793	29,083,695	131,371,147	64,710,825	-

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
3400 Other Funds Ltd	28,031,276	81,213,808	81,704,726	142,872,997	77,631,339	-
6400 Federal Funds Ltd	22,773,211	68,887,093	69,165,858	8,690,031	8,690,031	-
TOTAL EXPENDITURES	**$379,959,777**	**$179,016,694**	**$179,954,279**	**$282,934,175**	**$151,032,195**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	235,057,302	-	-	-	-	-
ENDING BALANCE						
3200 Other Funds Non-Ltd	10,000,000	-	-	62,400	62,400	-
3400 Other Funds Ltd	62,423,025	22,707,050	21,933,146	46,503,718	45,993,033	-
TOTAL ENDING BALANCE	**$72,423,025**	**$22,707,050**	**$21,933,146**	**$46,566,118**	**$46,055,433**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	54	43	43	36	36	-
TOTAL AUTHORIZED POSITIONS	**54**	**43**	**43**	**36**	**36**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	48.22	42.88	42.88	35.88	35.88	-
TOTAL AUTHORIZED FTE	**48.22**	**42.88**	**42.88**	**35.88**	**35.88**	**-**

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	1,597,256	-	-	-	-	-
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	677,223	-	-	-	-	-
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						
3400 Other Funds Ltd	4,922,844	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,812,943	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	41,841	-	-	-	-	-
REVENUE CATEGORIES						
3400 Other Funds Ltd	9,010,266	-	-	-	-	-
6400 Federal Funds Ltd	41,841	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$9,052,107**	**-**	**-**	**-**	**-**	**-**
AVAILABLE REVENUES						
3400 Other Funds Ltd	9,010,266	-	-	-	-	-
6400 Federal Funds Ltd	41,841	-	-	-	-	-

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
TOTAL AVAILABLE REVENUES	**$9,052,107**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	428,112	-	-	-	-	-
6400 Federal Funds Ltd	28,204	-	-	-	-	-
All Funds	456,316	-	-	-	-	-
3160 Temporary Appointments						
3400 Other Funds Ltd	13,131	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	57,286	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	10,931	-	-	-	-	-
6400 Federal Funds Ltd	1,454	-	-	-	-	-
All Funds	12,385	-	-	-	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	509,460	-	-	-	-	-
6400 Federal Funds Ltd	29,658	-	-	-	-	-
TOTAL SALARIES & WAGES	**$539,118**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	147	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	8	-	-	-	-	-
All Funds	155	-	-	-	-	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	83,309	-	-	-	-	-
6400 Federal Funds Ltd	5,115	-	-	-	-	-
All Funds	88,424	-	-	-	-	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	26,292	-	-	-	-	-
6400 Federal Funds Ltd	1,657	-	-	-	-	-
All Funds	27,949	-	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	38,555	-	-	-	-	-
6400 Federal Funds Ltd	2,225	-	-	-	-	-
All Funds	40,780	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	109	-	-	-	-	-
6400 Federal Funds Ltd	7	-	-	-	-	-
All Funds	116	-	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	3,234	-	-	-	-	-
3270 Flexible Benefits						
3400 Other Funds Ltd	78,004	-	-	-	-	-
6400 Federal Funds Ltd	3,171	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
All Funds	81,175	-	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	229,650	-	-	-	-	-
6400 Federal Funds Ltd	12,183	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$241,833**	**-**	**-**	**-**	**-**	**-**
PERSONAL SERVICES						
3400 Other Funds Ltd	739,110	-	-	-	-	-
6400 Federal Funds Ltd	41,841	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$780,951**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4175 Office Expenses						
3400 Other Funds Ltd	1,361	-	-	-	-	-
4300 Professional Services						
3400 Other Funds Ltd	47,066	-	-	-	-	-
4325 Attorney General						
3400 Other Funds Ltd	1,065	-	-	-	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	3,605	-	-	-	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	4,780	-	-	-	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	57,877	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$57,877**	**-**	**-**	**-**	**-**	**-**

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
SPECIAL PAYMENTS						
6080 Loans Made - Other						
3400 Other Funds Ltd	5,020	-	-	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	802,007	-	-	-	-	-
6400 Federal Funds Ltd	41,841	-	-	-	-	-
TOTAL EXPENDITURES	**$843,848**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE						
3400 Other Funds Ltd	8,208,259	-	-	-	-	-
TOTAL ENDING BALANCE	**$8,208,259**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	14	-	-	-	-	-
TOTAL AUTHORIZED POSITIONS	**14**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	5.94	-	-	-	-	-
TOTAL AUTHORIZED FTE	**5.94**	**-**	**-**	**-**	**-**	**-**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	-	-	-	7,116,194	7,116,194	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	48,990,740	48,990,740	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	-	48,990,740	48,990,740	7,116,194	7,116,194	-
TOTAL BEGINNING BALANCE	**-**	**$48,990,740**	**$48,990,740**	**$7,116,194**	**$7,116,194**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	-	865,847	946,470	1,075,072	1,058,493	-
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	-	-	-	3,600,000	3,600,000	-
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						
3400 Other Funds Ltd	-	-	-	10,325,336	10,325,336	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	-	82,094	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	-	139,220,759	140,062,134	169,706,237	169,606,052	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	53,114,461	552,125	552,125	-	-	-
REVENUE CATEGORIES						
8000 General Fund	-	865,847	946,470	1,075,072	1,058,493	-
3400 Other Funds Ltd	53,114,461	552,125	634,219	13,925,336	13,925,336	-
6400 Federal Funds Ltd	-	139,220,759	140,062,134	169,706,237	169,606,052	-
TOTAL REVENUE CATEGORIES	**$53,114,461**	**$140,638,731**	**$141,642,823**	**$184,706,645**	**$184,589,881**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	-	-	(26,496)	(542,133)	(520,154)	-
6400 Federal Funds Ltd	-	-	-	(2,323,174)	(2,225,146)	-
All Funds	-	-	(26,496)	(2,865,307)	(2,745,300)	-
AVAILABLE REVENUES						
8000 General Fund	-	865,847	946,470	1,075,072	1,058,493	-
3400 Other Funds Ltd	53,114,461	49,542,865	49,598,463	20,499,397	20,521,376	-
6400 Federal Funds Ltd	-	139,220,759	140,062,134	167,383,063	167,380,906	-
TOTAL AVAILABLE REVENUES	**$53,114,461**	**$189,629,471**	**$190,607,067**	**$188,957,532**	**$188,960,775**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	-	509,784	553,521	662,184	662,184	-
3400 Other Funds Ltd	-	367,944	397,463	470,592	470,592	-
6400 Federal Funds Ltd	-	5,411,184	5,866,206	6,832,848	6,832,848	-
All Funds	-	6,288,912	6,817,190	7,965,624	7,965,624	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	159	159	216	216	-
3400 Other Funds Ltd	-	106	106	144	144	-
6400 Federal Funds Ltd	-	1,961	1,961	2,664	2,664	-
All Funds	-	2,226	2,226	3,024	3,024	-
3220 Public Employees' Retire Cont						
8000 General Fund	-	91,353	99,191	139,324	139,324	-
3400 Other Funds Ltd	-	65,936	71,226	99,012	99,012	-
6400 Federal Funds Ltd	-	969,681	1,051,221	1,437,628	1,437,628	-
All Funds	-	1,126,970	1,221,638	1,675,964	1,675,964	-
3221 Pension Obligation Bond						
8000 General Fund	-	-	25,265	25,968	25,968	-
3400 Other Funds Ltd	-	-	18,236	18,454	18,454	-
6400 Federal Funds Ltd	-	-	268,184	76,545	76,545	-
All Funds	-	-	311,685	120,967	120,967	-
3230 Social Security Taxes						
8000 General Fund	-	38,999	42,345	50,658	50,658	-
3400 Other Funds Ltd	-	28,148	30,406	36,000	36,000	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	-	413,968	448,777	522,714	522,714	-
All Funds	-	481,115	521,528	609,372	609,372	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	2,039	2,214	2,649	2,649	-
3400 Other Funds Ltd	-	1,471	1,589	1,882	1,882	-
6400 Federal Funds Ltd	-	21,641	23,461	27,335	27,335	-
All Funds	-	25,151	27,264	31,866	31,866	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	-	138	138	126	126	-
3400 Other Funds Ltd	-	92	92	84	84	-
6400 Federal Funds Ltd	-	1,702	1,702	1,554	1,554	-
All Funds	-	1,932	1,932	1,764	1,764	-
3260 Mass Transit Tax						
8000 General Fund	-	3,058	3,320	3,973	3,973	-
3400 Other Funds Ltd	-	2,207	2,384	2,824	2,824	-
All Funds	-	5,265	5,704	6,797	6,797	-
3270 Flexible Benefits						
8000 General Fund	-	118,800	118,800	127,224	127,224	-
3400 Other Funds Ltd	-	79,200	79,200	84,816	84,816	-
6400 Federal Funds Ltd	-	1,465,200	1,465,200	1,569,096	1,569,096	-
All Funds	-	1,663,200	1,663,200	1,781,136	1,781,136	-
OTHER PAYROLL EXPENSES						
8000 General Fund	-	254,546	291,432	350,138	350,138	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	-	177,160	203,239	243,216	243,216	-
6400 Federal Funds Ltd	-	2,874,153	3,260,506	3,637,536	3,637,536	-
TOTAL OTHER PAYROLL EXPENSES	**-**	**$3,305,859**	**$3,755,177**	**$4,230,890**	**$4,230,890**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	-	-	(33,109)	(46,353)	-
3400 Other Funds Ltd	-	-	-	(23,530)	(23,530)	-
6400 Federal Funds Ltd	-	-	-	(97,596)	(97,596)	-
All Funds	-	-	-	(154,235)	(167,479)	-
PERSONAL SERVICES						
8000 General Fund	-	764,330	844,953	979,213	965,969	-
3400 Other Funds Ltd	-	545,104	600,702	690,278	690,278	-
6400 Federal Funds Ltd	-	8,285,337	9,126,712	10,372,788	10,372,788	-
TOTAL PERSONAL SERVICES	**-**	**$9,594,771**	**$10,572,367**	**$12,042,279**	**$12,029,035**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	9,663	9,663	10,069	9,663	-
6400 Federal Funds Ltd	-	66,371	66,371	56,550	56,550	-
All Funds	-	76,034	76,034	66,619	66,213	-
4125 Out of State Travel						
6400 Federal Funds Ltd	-	8,902	8,902	-	-	-
4150 Employee Training						
8000 General Fund	-	8,484	8,484	8,840	8,484	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	-	52,579	52,579	62,640	62,640	-
All Funds	-	61,063	61,063	71,480	71,124	-
4175 Office Expenses						
8000 General Fund	-	17,301	17,301	18,028	17,301	-
6400 Federal Funds Ltd	-	119,301	119,301	101,500	101,500	-
All Funds	-	136,602	136,602	119,528	118,801	-
4200 Telecommunications						
8000 General Fund	-	5,820	5,820	6,064	6,064	-
6400 Federal Funds Ltd	-	39,906	39,906	36,250	36,250	-
All Funds	-	45,726	45,726	42,314	42,314	-
4250 Data Processing						
8000 General Fund	-	6,787	6,787	7,072	7,072	-
6400 Federal Funds Ltd	-	48,283	48,283	47,850	47,850	-
All Funds	-	55,070	55,070	54,922	54,922	-
4275 Publicity and Publications						
6400 Federal Funds Ltd	-	90,000	90,000	-	-	-
4300 Professional Services						
6400 Federal Funds Ltd	-	600,000	600,000	10,000,000	10,000,000	-
4315 IT Professional Services						
6400 Federal Funds Ltd	-	2,235,000	2,235,000	1,500,000	1,500,000	-
4325 Attorney General						
6400 Federal Funds Ltd	-	381,823	381,823	400,000	397,843	-
4375 Employee Recruitment and Develop						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	-	1,253	1,253	1,306	1,253	-
6400 Federal Funds Ltd	-	7,902	7,902	10,150	10,150	-
All Funds	-	9,155	9,155	11,456	11,403	-
4400 Dues and Subscriptions						
6400 Federal Funds Ltd	-	-	-	18,850	18,850	-
4425 Facilities Rental and Taxes						
8000 General Fund	-	9,522	9,522	-	-	-
3400 Other Funds Ltd	-	7,021	7,021	-	-	-
6400 Federal Funds Ltd	-	5,553	5,553	-	-	-
All Funds	-	22,096	22,096	-	-	-
4650 Other Services and Supplies						
8000 General Fund	-	29,466	29,466	30,704	29,466	-
6400 Federal Funds Ltd	-	181,279	181,279	40,825	40,825	-
All Funds	-	210,745	210,745	71,529	70,291	-
4700 Expendable Prop 250 - 5000						
6400 Federal Funds Ltd	-	124,700	124,700	134,850	134,850	-
4715 IT Expendable Property						
8000 General Fund	-	13,221	13,221	13,776	13,221	-
6400 Federal Funds Ltd	-	90,006	90,006	115,391	115,391	-
All Funds	-	103,227	103,227	129,167	128,612	-
SERVICES & SUPPLIES						
8000 General Fund	-	101,517	101,517	95,859	92,524	-
3400 Other Funds Ltd	-	7,021	7,021	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	-	4,051,605	4,051,605	12,524,856	12,522,699	-
TOTAL SERVICES & SUPPLIES	**-**	**$4,160,143**	**$4,160,143**	**$12,620,715**	**$12,615,223**	**-**
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3400 Other Funds Ltd	-	27,101,190	27,101,190	-	-	-
SPECIAL PAYMENTS						
6085 Other Special Payments						
3400 Other Funds Ltd	-	21,889,550	21,889,550	7,309,722	7,309,722	-
6400 Federal Funds Ltd	-	126,883,817	126,883,817	144,485,419	144,485,419	-
All Funds	-	148,773,367	148,773,367	151,795,141	151,795,141	-
EXPENDITURES						
8000 General Fund	-	865,847	946,470	1,075,072	1,058,493	-
3400 Other Funds Ltd	-	49,542,865	49,598,463	8,000,000	8,000,000	-
6400 Federal Funds Ltd	-	139,220,759	140,062,134	167,383,063	167,380,906	-
TOTAL EXPENDITURES	**-**	**$189,629,471**	**$190,607,067**	**$176,458,135**	**$176,439,399**	**-**
ENDING BALANCE						
3400 Other Funds Ltd	53,114,461	-	-	12,499,397	12,521,376	-
TOTAL ENDING BALANCE	**$53,114,461**	**-**	**-**	**$12,499,397**	**$12,521,376**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	42	42	42	42	-
TOTAL AUTHORIZED POSITIONS	**-**	**42**	**42**	**42**	**42**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	42.00	42.00	42.00	42.00	-

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
TOTAL AUTHORIZED FTE	**-**	**42.00**	**42.00**	**42.00**	**42.00**	**-**

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	-	-	-	4,586,371	4,586,371	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	62,707,572	6,042,236	6,438,880	44,258,471	10,656,277	-
BOND SALES						
0565 Lottery Bonds						
3400 Other Funds Ltd	53,130,000	-	-	-	-	-
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	1,511,293	178,607	178,607	2,928,000	2,928,000	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	569,330	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	20,055	6,972	6,972	6,240	6,240	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	9,844,821	10,534,002	11,231,494	-	-	-
TRANSFERS IN						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	21,878,085	35,725,586	38,014,776	46,658,798	44,767,214	-
6400 Federal Funds Ltd	-	-	-	6,468,855	6,252,874	-
All Funds	21,878,085	35,725,586	38,014,776	53,127,653	51,020,088	-
1060 Transfer from General Fund						
3400 Other Funds Ltd	27,101,190	-	-	30,000,000	-	-
1443 Tsfr From Oregon Health Authority						
3400 Other Funds Ltd	-	346,576	346,576	477,300	477,300	-
TRANSFERS IN						
3400 Other Funds Ltd	48,979,275	36,072,162	38,361,352	77,136,098	45,244,514	-
6400 Federal Funds Ltd	-	-	-	6,468,855	6,252,874	-
TOTAL TRANSFERS IN	**$48,979,275**	**$36,072,162**	**$38,361,352**	**$83,604,953**	**$51,497,388**	**-**
REVENUE CATEGORIES						
8000 General Fund	62,707,572	6,042,236	6,438,880	44,258,471	10,656,277	-
3400 Other Funds Ltd	104,209,953	36,257,741	38,546,931	80,070,338	48,178,754	-
6400 Federal Funds Ltd	9,844,821	10,534,002	11,231,494	6,468,855	6,252,874	-
TOTAL REVENUE CATEGORIES	**$176,762,346**	**$52,833,979**	**$56,217,305**	**$130,797,664**	**$65,087,905**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(53,114,461)	(206,937)	(206,937)	-	-	-
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(2,901,285)	-	-	-	-	-
TRANSFERS OUT						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	(56,015,746)	(206,937)	(206,937)	-	-	-
TOTAL TRANSFERS OUT	**($56,015,746)**	**($206,937)**	**($206,937)**	**-**	**-**	**-**
AVAILABLE REVENUES						
8000 General Fund	62,707,572	6,042,236	6,438,880	44,258,471	10,656,277	-
3400 Other Funds Ltd	48,194,207	36,050,804	38,339,994	84,656,709	52,765,125	-
6400 Federal Funds Ltd	9,844,821	10,534,002	11,231,494	6,468,855	6,252,874	-
TOTAL AVAILABLE REVENUES	**$120,746,600**	**$52,627,042**	**$56,010,368**	**$135,384,035**	**$69,674,276**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	4,309,270	1,847,139	2,076,240	6,212,648	5,795,780	-
3400 Other Funds Ltd	9,196,597	17,972,426	19,741,368	24,179,826	22,640,282	-
6400 Federal Funds Ltd	4,863,566	5,774,629	6,368,496	3,148,164	2,974,626	-
All Funds	18,369,433	25,594,194	28,186,104	33,540,638	31,410,688	-
3160 Temporary Appointments						
8000 General Fund	26,362	-	-	-	-	-
3400 Other Funds Ltd	49,215	79,688	79,688	83,035	83,035	-
6400 Federal Funds Ltd	36,966	693	693	722	722	-
All Funds	112,543	80,381	80,381	83,757	83,757	-
3170 Overtime Payments						
8000 General Fund	33,245	-	-	-	-	-
3400 Other Funds Ltd	85,592	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	44,189	-	-	-	-	-
All Funds	163,026	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	59	-	-	-	-	-
3400 Other Funds Ltd	144	-	-	-	-	-
6400 Federal Funds Ltd	68	-	-	-	-	-
All Funds	271	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	33,586	-	-	-	-	-
3400 Other Funds Ltd	82,854	10,988	10,988	11,449	11,449	-
6400 Federal Funds Ltd	46,709	144	144	150	150	-
All Funds	163,149	11,132	11,132	11,599	11,599	-
SALARIES & WAGES						
8000 General Fund	4,402,522	1,847,139	2,076,240	6,212,648	5,795,780	-
3400 Other Funds Ltd	9,414,402	18,063,102	19,832,044	24,274,310	22,734,766	-
6400 Federal Funds Ltd	4,991,498	5,775,466	6,369,333	3,149,036	2,975,498	-
TOTAL SALARIES & WAGES	**$18,808,422**	**$25,685,707**	**$28,277,617**	**$33,635,994**	**$31,506,044**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	1,305	694	707	2,330	2,045	-
3400 Other Funds Ltd	2,861	5,423	5,423	8,779	8,089	-
6400 Federal Funds Ltd	1,516	1,935	1,935	1,154	1,076	-
All Funds	5,682	8,052	8,065	12,263	11,210	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget	
3220 Public Employees' Retire Cont							
8000 General Fund	764,384	331,005	372,065	1,307,147	1,219,433	-	
3400 Other Funds Ltd	1,644,710	3,221,477	3,538,472	5,088,482	4,764,561	-	
6400 Federal Funds Ltd	853,292	1,034,839	1,141,258	662,409	625,897	-	
All Funds	3,262,386	4,587,321	5,051,795	7,058,038	6,609,891	-	
3221 Pension Obligation Bond							
8000 General Fund	234,855	-	91,546	104,720	111,502	-	
3400 Other Funds Ltd	502,307	841,037	891,277	829,875	829,875	-	
6400 Federal Funds Ltd	264,940	336,806	286,204	261,496	261,496	-	
All Funds	1,002,102	1,177,843	1,269,027	1,196,091	1,202,873	-	
3230 Social Security Taxes							
8000 General Fund	332,757	141,310	158,837	473,920	442,026	-	
3400 Other Funds Ltd	710,357	1,368,168	1,503,493	1,841,782	1,724,008	-	
6400 Federal Funds Ltd	376,578	438,881	484,313	239,056	225,780	-	
All Funds	1,419,692	1,948,359	2,146,643	2,554,758	2,391,814	-	
3240 Unemployment Assessments							
8000 General Fund	6,830	-	-	-	-	-	
3400 Other Funds Ltd	24,244	4,301	4,301	4,482	4,482	-	
6400 Federal Funds Ltd	-	24	24	25	25	-	
All Funds	31,074	4,325	4,325	4,507	4,507	-	
3241 Paid Family Medical Leave Insurance							
8000 General Fund	5,930	7,388	8,304	24,767	23,099	-	
3400 Other Funds Ltd	11,395	70,630	77,704	95,761	89,602	-	

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	7,817	22,822	25,198	12,480	11,787	-
All Funds	25,142	100,840	111,206	133,008	124,488	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	902	603	614	1,350	1,190	-
3400 Other Funds Ltd	1,994	4,722	4,722	5,130	4,724	-
6400 Federal Funds Ltd	1,003	1,668	1,668	677	625	-
All Funds	3,899	6,993	7,004	7,157	6,539	-
3260 Mass Transit Tax						
8000 General Fund	37,508	11,281	12,656	20,121	15,065	-
3400 Other Funds Ltd	75,738	109,289	119,903	138,262	127,270	-
All Funds	113,246	120,570	132,559	158,383	142,335	-
3270 Flexible Benefits						
8000 General Fund	842,196	519,750	529,650	1,372,316	1,207,035	-
3400 Other Funds Ltd	1,792,992	4,062,656	4,062,656	5,167,366	4,760,668	-
6400 Federal Funds Ltd	952,236	1,438,444	1,438,444	690,882	642,644	-
All Funds	3,587,424	6,020,850	6,030,750	7,230,564	6,610,347	-
3280 Other OPE						
8000 General Fund	71	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	16	16	-
All Funds	71	-	-	16	16	-
OTHER PAYROLL EXPENSES						
8000 General Fund	2,226,738	1,012,031	1,174,379	3,306,671	3,021,395	-
3400 Other Funds Ltd	4,766,598	9,687,703	10,207,951	13,179,919	12,313,279	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	2,457,382	3,275,419	3,379,044	1,868,195	1,769,346	-
TOTAL OTHER PAYROLL EXPENSES	**$9,450,718**	**$13,975,153**	**$14,761,374**	**$18,354,785**	**$17,104,020**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(3)	(3)	(148,456)	(271,570)	-
3400 Other Funds Ltd	-	(162,711)	(162,711)	(1,133,111)	(1,133,111)	-
6400 Federal Funds Ltd	-	(65,980)	(65,980)	(156,469)	(156,469)	-
All Funds	-	(228,694)	(228,694)	(1,438,036)	(1,561,150)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	12,220	12,220	-	(61,971)	-
3400 Other Funds Ltd	-	(31,325)	(31,325)	-	(361)	-
6400 Federal Funds Ltd	-	1,077	1,077	-	(2)	-
All Funds	-	(18,028)	(18,028)	-	(62,334)	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	12,217	12,217	(148,456)	(333,541)	-
3400 Other Funds Ltd	-	(194,036)	(194,036)	(1,133,111)	(1,133,472)	-
6400 Federal Funds Ltd	-	(64,903)	(64,903)	(156,469)	(156,471)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($246,722)**	**($246,722)**	**($1,438,036)**	**($1,623,484)**	**-**
PERSONAL SERVICES						
8000 General Fund	6,629,260	2,871,387	3,262,836	9,370,863	8,483,634	-
3400 Other Funds Ltd	14,181,000	27,556,769	29,845,959	36,321,118	33,914,573	-
6400 Federal Funds Ltd	7,448,880	8,985,982	9,683,474	4,860,762	4,588,373	-
TOTAL PERSONAL SERVICES	**$28,259,140**	**$39,414,138**	**$42,792,269**	**$50,552,743**	**$46,986,580**	**-**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	18,741	24,075	24,525	42,205	36,219	-
3400 Other Funds Ltd	29,989	153,888	153,888	182,213	172,709	-
6400 Federal Funds Ltd	9,972	44,067	44,067	43,298	43,298	-
All Funds	58,702	222,030	222,480	267,716	252,226	-
4125 Out of State Travel						
8000 General Fund	38,086	-	-	-	-	-
3400 Other Funds Ltd	37,718	56,635	56,635	59,013	59,013	-
6400 Federal Funds Ltd	13,501	6,401	6,401	6,670	6,670	-
All Funds	89,305	63,036	63,036	65,683	65,683	-
4150 Employee Training						
8000 General Fund	65,402	20,306	20,661	35,280	29,426	-
3400 Other Funds Ltd	124,049	127,091	127,091	152,096	143,546	-
6400 Federal Funds Ltd	57,215	44,970	44,970	44,970	44,970	-
All Funds	246,666	192,367	192,722	232,346	217,942	-
4175 Office Expenses						
8000 General Fund	16,487	43,335	44,145	75,970	65,196	-
3400 Other Funds Ltd	43,742	337,376	337,376	390,891	373,784	-
6400 Federal Funds Ltd	15,870	71,822	71,822	70,124	70,124	-
All Funds	76,099	452,533	453,343	536,985	509,104	-
4200 Telecommunications						
8000 General Fund	91,945	14,445	14,715	25,323	25,323	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	306,565	134,736	134,736	153,511	147,809	-
6400 Federal Funds Ltd	92,495	24,146	24,146	23,589	23,589	-
All Funds	491,005	173,327	173,597	202,423	196,721	-
4225 State Gov. Service Charges						
8000 General Fund	749,162	-	-	1,019,122	966,193	-
3400 Other Funds Ltd	2,623,473	3,979,605	3,979,605	5,949,139	5,640,167	-
6400 Federal Funds Ltd	885,341	1,057,870	1,057,870	784,567	743,820	-
All Funds	4,257,976	5,037,475	5,037,475	7,752,828	7,350,180	-
4250 Data Processing						
8000 General Fund	3,367	17,655	17,985	30,951	30,951	-
3400 Other Funds Ltd	9,310	692,164	692,164	737,265	730,295	-
6400 Federal Funds Ltd	7,144	28,604	28,604	27,885	27,885	-
All Funds	19,821	738,423	738,753	796,101	789,131	-
4275 Publicity and Publications						
8000 General Fund	2,049	-	-	-	-	-
3400 Other Funds Ltd	521	12,735	12,735	13,270	13,270	-
6400 Federal Funds Ltd	179	-	-	-	-	-
All Funds	2,749	12,735	12,735	13,270	13,270	-
4300 Professional Services						
8000 General Fund	1,629,147	2,200,000	2,200,000	1,300,000	-	-
3400 Other Funds Ltd	1,695,495	394,966	394,966	421,824	421,824	-
6400 Federal Funds Ltd	407,659	-	-	-	-	-
All Funds	3,732,301	2,594,966	2,594,966	1,721,824	421,824	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4315 IT Professional Services						
8000 General Fund	-	-	-	1,250,000	-	-
3400 Other Funds Ltd	-	3,833	3,833	4,094	4,094	-
All Funds	-	3,833	3,833	1,254,094	4,094	-
4325 Attorney General						
8000 General Fund	599,305	-	-	-	-	-
3400 Other Funds Ltd	272,331	142,979	142,979	176,237	163,072	-
6400 Federal Funds Ltd	88,378	-	-	-	-	-
All Funds	960,014	142,979	142,979	176,237	163,072	-
4375 Employee Recruitment and Develop						
8000 General Fund	38,345	3,065	3,120	5,321	4,440	-
3400 Other Funds Ltd	20,132	13,592	13,592	17,130	15,840	-
6400 Federal Funds Ltd	10,242	5,128	5,128	5,061	5,061	-
All Funds	68,719	21,785	21,840	27,512	25,341	-
4400 Dues and Subscriptions						
8000 General Fund	49,484	-	-	-	-	-
3400 Other Funds Ltd	122,959	92,659	92,659	96,552	96,552	-
6400 Federal Funds Ltd	52,439	-	-	-	-	-
All Funds	224,882	92,659	92,659	96,552	96,552	-
4425 Facilities Rental and Taxes						
8000 General Fund	444,064	-	-	429,271	401,022	-
3400 Other Funds Ltd	1,678,969	1,157,364	1,157,364	2,505,872	2,340,966	-
6400 Federal Funds Ltd	529,065	90,678	90,678	330,474	308,726	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
All Funds	2,652,098	1,248,042	1,248,042	3,265,617	3,050,714	-
4475 Facilities Maintenance						
8000 General Fund	1,710	-	-	-	-	-
3400 Other Funds Ltd	7,234	14,037	14,037	14,627	14,627	-
6400 Federal Funds Ltd	2,392	2,339	2,339	2,437	2,437	-
All Funds	11,336	16,376	16,376	17,064	17,064	-
4575 Agency Program Related S and S						
8000 General Fund	1,553	-	-	-	-	-
3400 Other Funds Ltd	2,855	187,649	187,649	195,530	195,530	-
6400 Federal Funds Ltd	1,558	-	-	-	-	-
All Funds	5,966	187,649	187,649	195,530	195,530	-
4650 Other Services and Supplies						
8000 General Fund	9,295	751,068	752,293	491,736	454,162	-
3400 Other Funds Ltd	250,393	358,846	358,846	582,407	519,837	-
6400 Federal Funds Ltd	7,370	76,835	76,835	168,045	162,637	-
All Funds	267,058	1,186,749	1,187,974	1,242,188	1,136,636	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	3,465	61,275	62,350	106,456	94,005	-
3400 Other Funds Ltd	14,921	160,217	160,217	226,287	200,487	-
6400 Federal Funds Ltd	4,171	28,002	28,002	23,476	23,476	-
All Funds	22,557	249,494	250,569	356,219	317,968	-
4715 IT Expendable Property						
8000 General Fund	194,776	35,625	36,250	61,892	51,625	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	637,152	369,710	369,710	419,738	404,738	-
6400 Federal Funds Ltd	210,950	67,158	67,158	66,665	66,665	-
All Funds	1,042,878	472,493	473,118	548,295	523,028	-
SERVICES & SUPPLIES						
8000 General Fund	3,956,383	3,170,849	3,176,044	4,873,527	2,158,562	-
3400 Other Funds Ltd	7,877,808	8,390,082	8,390,082	12,297,696	11,658,160	-
6400 Federal Funds Ltd	2,395,941	1,548,020	1,548,020	1,597,261	1,529,358	-
TOTAL SERVICES & SUPPLIES	**$14,230,132**	**$13,108,951**	**$13,114,146**	**$18,768,484**	**$15,346,080**	**-**
CAPITAL OUTLAY						
5550 Data Processing Software						
8000 General Fund	-	-	-	14,081	14,081	-
3400 Other Funds Ltd	-	103,953	103,953	83,406	83,406	-
6400 Federal Funds Ltd	-	-	-	10,832	10,832	-
All Funds	-	103,953	103,953	108,319	108,319	-
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	16,439,244	-	-	-	-	-
3400 Other Funds Ltd	4,957,718	-	-	-	-	-
All Funds	21,396,962	-	-	-	-	-
6025 Dist to Other Gov Unit						
8000 General Fund	8,904,427	-	-	-	-	-
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	2,522,665	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6050 Dist to Non-Profit Organizations						
8000 General Fund	997,912	-	-	-	-	-
3400 Other Funds Ltd	11,155,016	-	-	-	-	-
All Funds	12,152,928	-	-	-	-	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	27,101,190	-	-	30,000,000	-	-
6080 Loans Made - Other						
3400 Other Funds Ltd	7,500,000	-	-	-	-	-
6085 Other Special Payments						
8000 General Fund	641,864	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	18,000,000	-	-
All Funds	641,864	-	-	18,000,000	-	-
SPECIAL PAYMENTS						
8000 General Fund	54,084,637	-	-	30,000,000	-	-
3400 Other Funds Ltd	26,135,399	-	-	18,000,000	-	-
TOTAL SPECIAL PAYMENTS	**$80,220,036**	**-**	**-**	**$48,000,000**	**-**	**-**
EXPENDITURES						
8000 General Fund	64,670,280	6,042,236	6,438,880	44,258,471	10,656,277	-
3400 Other Funds Ltd	48,194,207	36,050,804	38,339,994	66,702,220	45,656,139	-
6400 Federal Funds Ltd	9,844,821	10,534,002	11,231,494	6,468,855	6,128,563	-
TOTAL EXPENDITURES	**$122,709,308**	**$52,627,042**	**$56,010,368**	**$117,429,546**	**$62,440,979**	**-**
REVERSIONS						
9900 Reversions						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	1,962,708	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	17,954,489	7,108,986	-
6400 Federal Funds Ltd	-	-	-	-	124,311	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**$17,954,489**	**$7,233,297**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	179	155	156	173	157	-
TOTAL AUTHORIZED POSITIONS	**179**	**155**	**156**	**173**	**157**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	142.54	152.10	152.35	170.60	155.90	-
8280 FTE Reconciliation	-	(0.02)	(0.02)	-	-	-
TOTAL AUTHORIZED FTE	**142.54**	**152.08**	**152.33**	**170.60**	**155.90**	**-**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	352,302,326	341,957,645	341,957,645	556,204,896	556,204,896	-
3400 Other Funds Ltd	12,449,220	596,786	596,786	1,285,108	1,285,108	-
All Funds	364,751,546	342,554,431	342,554,431	557,490,004	557,490,004	-
0030 Beginning Balance Adjustment						
4430 Lottery Funds Debt Svc Ltd	-	162,965	162,965	-	-	-
3430 Other Funds Debt Svc Ltd	-	29,000	29,000	-	-	-
All Funds	-	191,965	191,965	-	-	-
BEGINNING BALANCE						
4430 Lottery Funds Debt Svc Ltd	-	162,965	162,965	-	-	-
3200 Other Funds Non-Ltd	352,302,326	341,957,645	341,957,645	556,204,896	556,204,896	-
3400 Other Funds Ltd	12,449,220	596,786	596,786	1,285,108	1,285,108	-
3430 Other Funds Debt Svc Ltd	-	29,000	29,000	-	-	-
TOTAL BEGINNING BALANCE	**$364,751,546**	**$342,746,396**	**$342,746,396**	**$557,490,004**	**$557,490,004**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	46,644	150,629	217,107	545,341	280,201	-
8030 General Fund Debt Svc	69,307,754	127,170,731	126,667,431	262,926,589	272,323,985	-
All Funds	69,354,398	127,321,360	126,884,538	263,471,930	272,604,186	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3200 Other Funds Non-Ltd	1,465	-	-	-	-	-
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	-	4,280,000	4,280,000	5,100,000	6,330,000	-
0560 Dedicated Fund Oblig Bonds						
3200 Other Funds Non-Ltd	-	50,000,000	50,000,000	-	-	-
0565 Lottery Bonds						
3400 Other Funds Ltd	-	525,793	525,793	3,040,811	1,720,566	-
0570 Revenue Bonds						
3200 Other Funds Non-Ltd	295,925,000	500,000,000	500,000,000	-	-	-
BOND SALES						
3200 Other Funds Non-Ltd	295,925,000	550,000,000	550,000,000	-	-	-
3400 Other Funds Ltd	-	4,805,793	4,805,793	8,140,811	8,050,566	-
TOTAL BOND SALES	**$295,925,000**	**$554,805,793**	**$554,805,793**	**$8,140,811**	**$8,050,566**	**-**
INTEREST EARNINGS						
0605 Interest Income						
4430 Lottery Funds Debt Svc Ltd	198,178	-	-	-	-	-
3200 Other Funds Non-Ltd	71,279,510	89,600,000	89,600,000	89,736,000	89,736,000	-
3400 Other Funds Ltd	56,338	12,948	12,948	79,200	79,200	-
3430 Other Funds Debt Svc Ltd	7	-	1,396,554	-	-	-
All Funds	71,534,033	89,612,948	91,009,502	89,815,200	89,815,200	-
LOAN REPAYMENT						
0930 Housing Div Loan Repayments						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3200 Other Funds Non-Ltd	235,245,512	315,000,000	315,000,000	124,920,000	124,920,000	-
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	4,911	5,000,000	5,000,000	-	-	-
3400 Other Funds Ltd	80	-	-	-	-	-
All Funds	4,991	5,000,000	5,000,000	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	3,164	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
4430 Lottery Funds Debt Svc Ltd	862,853	-	-	-	-	-
3200 Other Funds Non-Ltd	24,862,410	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	324,175,922	139,750,437	139,750,437	-
3400 Other Funds Ltd	9,185,000	8,376,529	8,376,529	6,493,340	6,493,340	-
All Funds	387,785,805	332,552,451	332,552,451	146,243,777	146,243,777	-
1040 Transfer In Lottery Proceeds						
4430 Lottery Funds Debt Svc Ltd	-	-	-	20,949,360	-	-
1107 Tsfr From Administrative Svcs						
4430 Lottery Funds Debt Svc Ltd	25,144,423	30,406,918	29,544,065	40,500,992	46,675,634	-
3430 Other Funds Debt Svc Ltd	33,216	-	-	-	-	-
All Funds	25,177,639	30,406,918	29,544,065	40,500,992	46,675,634	-
TRANSFERS IN						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4430 Lottery Funds Debt Svc Ltd	26,007,276	30,406,918	29,544,065	61,450,352	46,675,634	-
3200 Other Funds Non-Ltd	24,862,410	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	324,175,922	139,750,437	139,750,437	-
3400 Other Funds Ltd	9,185,000	8,376,529	8,376,529	6,493,340	6,493,340	-
3430 Other Funds Debt Svc Ltd	33,216	-	-	-	-	-
TOTAL TRANSFERS IN	**$412,963,444**	**$362,959,369**	**$362,096,516**	**$207,694,129**	**$192,919,411**	**-**
REVENUE CATEGORIES						
8000 General Fund	46,644	150,629	217,107	545,341	280,201	-
8030 General Fund Debt Svc	69,307,754	127,170,731	126,667,431	262,926,589	272,323,985	-
4430 Lottery Funds Debt Svc Ltd	26,205,454	30,406,918	29,544,065	61,450,352	46,675,634	-
3200 Other Funds Non-Ltd	627,318,808	959,600,000	959,600,000	214,656,000	214,656,000	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	324,175,922	139,750,437	139,750,437	-
3400 Other Funds Ltd	9,241,418	13,195,270	13,195,270	14,713,351	14,623,106	-
3430 Other Funds Debt Svc Ltd	33,223	-	1,396,554	-	-	-
6400 Federal Funds Ltd	3,164	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$1,085,032,007**	**$1,454,699,470**	**$1,454,796,349**	**$694,042,070**	**$688,309,363**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	(383,935,394)	(335,175,922)	(335,175,922)	(150,744,128)	(150,648,146)	-
3400 Other Funds Ltd	(1,437,023)	(347,462)	(347,462)	-	-	-
All Funds	(385,372,417)	(335,523,384)	(335,523,384)	(150,744,128)	(150,648,146)	-
AVAILABLE REVENUES						
8000 General Fund	46,644	150,629	217,107	545,341	280,201	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8030 General Fund Debt Svc	69,307,754	127,170,731	126,667,431	262,926,589	272,323,985	-
4430 Lottery Funds Debt Svc Ltd	26,205,454	30,569,883	29,707,030	61,450,352	46,675,634	-
3200 Other Funds Non-Ltd	595,685,740	966,381,723	966,381,723	620,116,768	620,212,750	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	324,175,922	139,750,437	139,750,437	-
3400 Other Funds Ltd	20,253,615	13,444,594	13,444,594	15,998,459	15,908,214	-
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,425,554	-	-	-
6400 Federal Funds Ltd	3,164	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$1,064,411,136**	**$1,461,922,482**	**$1,462,019,361**	**$1,100,787,946**	**$1,095,151,221**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,959	-	40,578	172,944	-	-
3400 Other Funds Ltd	1,671,280	1,771,748	1,936,876	2,046,336	2,046,336	-
6400 Federal Funds Ltd	2,036	-	-	-	-	-
All Funds	1,675,275	1,771,748	1,977,454	2,219,280	2,046,336	-
3170 Overtime Payments						
8000 General Fund	(5)	-	-	-	-	-
3400 Other Funds Ltd	(712)	-	-	-	-	-
6400 Federal Funds Ltd	(8)	-	-	-	-	-
All Funds	(725)	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	3	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3190 All Other Differential						
3400 Other Funds Ltd	4,681	-	-	-	-	-
6400 Federal Funds Ltd	9	-	-	-	-	-
All Funds	4,690	-	-	-	-	-
SALARIES & WAGES						
8000 General Fund	1,954	-	40,578	172,944	-	-
3400 Other Funds Ltd	1,675,252	1,771,748	1,936,876	2,046,336	2,046,336	-
6400 Federal Funds Ltd	2,037	-	-	-	-	-
TOTAL SALARIES & WAGES	**$1,679,243**	**$1,771,748**	**$1,977,454**	**$2,219,280**	**$2,046,336**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	-	13	72	-	-
3400 Other Funds Ltd	472	472	472	648	648	-
All Funds	472	472	485	720	648	-
3220 Public Employees' Retire Cont						
8000 General Fund	366	-	7,272	36,387	-	-
3400 Other Funds Ltd	307,421	317,497	347,087	430,547	430,547	-
6400 Federal Funds Ltd	375	-	-	-	-	-
All Funds	308,162	317,497	354,359	466,934	430,547	-
3221 Pension Obligation Bond						
8000 General Fund	110	-	-	6,782	6,782	-
3400 Other Funds Ltd	93,204	86,257	87,810	80,247	80,247	-
6400 Federal Funds Ltd	114	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
All Funds	93,428	86,257	87,810	87,029	87,029	-
3230 Social Security Taxes						
8000 General Fund	149	-	3,104	13,230	-	-
3400 Other Funds Ltd	126,421	135,539	148,171	156,544	156,544	-
6400 Federal Funds Ltd	155	-	-	-	-	-
All Funds	126,725	135,539	151,275	169,774	156,544	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	2	-	162	692	-	-
3400 Other Funds Ltd	1,637	7,087	7,748	8,184	8,184	-
6400 Federal Funds Ltd	4	-	-	-	-	-
All Funds	1,643	7,087	7,910	8,876	8,184	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	-	-	11	42	-	-
3400 Other Funds Ltd	289	410	410	378	378	-
All Funds	289	410	421	420	378	-
3260 Mass Transit Tax						
8000 General Fund	12	-	243	1,038	-	-
3400 Other Funds Ltd	9,939	10,630	11,621	12,278	12,278	-
All Funds	9,951	10,630	11,864	13,316	12,278	-
3270 Flexible Benefits						
8000 General Fund	395	-	9,900	42,408	-	-
3400 Other Funds Ltd	367,141	353,100	353,100	381,672	381,672	-
6400 Federal Funds Ltd	464	-	-	-	-	-

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
All Funds	368,000	353,100	363,000	424,080	381,672	-
OTHER PAYROLL EXPENSES						
8000 General Fund	1,034	-	20,705	100,651	6,782	-
3400 Other Funds Ltd	906,524	910,992	956,419	1,070,498	1,070,498	-
6400 Federal Funds Ltd	1,112	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$908,670**	**$910,992**	**$977,124**	**$1,171,149**	**$1,077,280**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	-	-	(8,647)	(3,459)	-
3400 Other Funds Ltd	-	(16,623)	(16,623)	(102,317)	(102,317)	-
All Funds	-	(16,623)	(16,623)	(110,964)	(105,776)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	-	-	-	(3,323)	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	-	-	(8,647)	(6,782)	-
3400 Other Funds Ltd	-	(16,623)	(16,623)	(102,317)	(102,317)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($16,623)**	**($16,623)**	**($110,964)**	**($109,099)**	**-**
PERSONAL SERVICES						
8000 General Fund	2,988	-	61,283	264,948	-	-
3400 Other Funds Ltd	2,581,776	2,666,117	2,876,672	3,014,517	3,014,517	-
6400 Federal Funds Ltd	3,149	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$2,587,913**	**$2,666,117**	**$2,937,955**	**$3,279,465**	**$3,014,517**	**-**
SERVICES & SUPPLIES						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4100 Instate Travel						
8000 General Fund	-	-	450	1,819	1,800	-
3400 Other Funds Ltd	-	6,465	6,465	6,737	6,737	-
All Funds	-	6,465	6,915	8,556	8,537	-
4125 Out of State Travel						
3400 Other Funds Ltd	3,766	15,781	15,781	16,444	16,444	-
4150 Employee Training						
8000 General Fund	6	-	355	1,440	1,425	-
3400 Other Funds Ltd	5,417	14,279	14,279	14,879	14,879	-
6400 Federal Funds Ltd	1	-	-	-	-	-
All Funds	5,424	14,279	14,634	16,319	16,304	-
4175 Office Expenses						
8000 General Fund	-	-	810	3,274	3,240	-
3200 Other Funds Non-Ltd	19	1,000	1,000	1,000	1,000	-
3400 Other Funds Ltd	342	15,844	15,844	16,509	16,509	-
All Funds	361	16,844	17,654	20,783	20,749	-
4200 Telecommunications						
8000 General Fund	-	-	270	1,091	1,091	-
3400 Other Funds Ltd	-	7,927	7,927	8,260	8,260	-
All Funds	-	7,927	8,197	9,351	9,351	-
4225 State Gov. Service Charges						
8000 General Fund	-	150,629	150,629	259,396	259,396	-
3200 Other Funds Non-Ltd	114,479	-	-	-	-	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	120,540	440,019	440,019	380,779	380,779	-
All Funds	235,019	590,648	590,648	640,175	640,175	-
4250 Data Processing						
8000 General Fund	-	-	330	1,334	1,334	-
3400 Other Funds Ltd	35,979	36,666	36,666	38,206	38,206	-
All Funds	35,979	36,666	36,996	39,540	39,540	-
4275 Publicity and Publications						
3200 Other Funds Non-Ltd	-	175,000	175,000	175,000	175,000	-
4300 Professional Services						
8000 General Fund	6	-	-	-	-	-
3200 Other Funds Non-Ltd	6,129,695	9,126,576	9,126,576	9,126,576	9,126,576	-
3400 Other Funds Ltd	622,424	2,849,568	2,849,568	3,043,339	3,043,339	-
6400 Federal Funds Ltd	4	-	-	-	-	-
All Funds	6,752,129	11,976,144	11,976,144	12,169,915	12,169,915	-
4325 Attorney General						
3200 Other Funds Non-Ltd	32,893	130,696	130,696	130,696	120,933	-
3400 Other Funds Ltd	14,814	35,744	35,744	44,058	40,767	-
All Funds	47,707	166,440	166,440	174,754	161,700	-
4375 Employee Recruitment and Develop						
8000 General Fund	-	-	55	217	215	-
3400 Other Funds Ltd	-	505	505	526	526	-
All Funds	-	505	560	743	741	-
4400 Dues and Subscriptions						

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8000 General Fund	1	-	-	-	-	-
3400 Other Funds Ltd	1,211	937	937	976	976	-
6400 Federal Funds Ltd	1	-	-	-	-	-
All Funds	1,213	937	937	976	976	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	-	58,009	58,009	-	-	-
4575 Agency Program Related S and S						
3200 Other Funds Non-Ltd	328,040	3,300,000	3,300,000	3,300,000	3,300,000	-
3400 Other Funds Ltd	-	1,169	1,169	1,218	1,218	-
All Funds	328,040	3,301,169	3,301,169	3,301,218	3,301,218	-
4650 Other Services and Supplies						
8000 General Fund	-	-	1,225	4,951	4,900	-
3200 Other Funds Non-Ltd	4,267,449	6,043,542	6,043,542	6,043,542	6,043,542	-
3400 Other Funds Ltd	1,692,003	4,920,532	4,920,532	8,260,369	8,170,124	-
All Funds	5,959,452	10,964,074	10,965,299	14,308,862	14,218,566	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	2	-	1,075	4,345	4,300	-
3400 Other Funds Ltd	638	4,913	4,913	5,119	5,119	-
6400 Federal Funds Ltd	4	-	-	-	-	-
All Funds	644	4,913	5,988	9,464	9,419	-
4715 IT Expendable Property						
8000 General Fund	5	-	625	2,526	2,500	-
3400 Other Funds Ltd	11,106	9,842	9,842	10,255	10,255	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
6400 Federal Funds Ltd	5	-	-	-	-	-
All Funds	11,116	9,842	10,467	12,781	12,755	-
SERVICES & SUPPLIES						
8000 General Fund	20	150,629	155,824	280,393	280,201	-
3200 Other Funds Non-Ltd	10,872,575	18,776,814	18,776,814	18,776,814	18,767,051	-
3400 Other Funds Ltd	2,508,240	8,418,200	8,418,200	11,847,674	11,754,138	-
6400 Federal Funds Ltd	15	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$13,380,850**	**$27,345,643**	**$27,350,838**	**$30,904,881**	**$30,801,390**	**-**
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3200 Other Funds Non-Ltd	-	5,996,320	5,996,320	5,996,320	5,996,320	-
6035 Dist to Individuals						
3200 Other Funds Non-Ltd	2,911,450	-	-	-	-	-
6080 Loans Made - Other						
3200 Other Funds Non-Ltd	286,665,990	533,500,000	533,500,000	533,500,000	533,500,000	-
SPECIAL PAYMENTS						
3200 Other Funds Non-Ltd	289,577,440	539,496,320	539,496,320	539,496,320	539,496,320	-
TOTAL SPECIAL PAYMENTS	**$289,577,440**	**$539,496,320**	**$539,496,320**	**$539,496,320**	**$539,496,320**	**-**
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	41,790,000	61,370,000	61,370,000	121,330,000	123,870,000	-
4430 Lottery Funds Debt Svc Ltd	20,839,829	22,698,400	22,698,400	33,825,567	30,115,567	-
3230 Other Funds Debt Svc Non-Ltd	297,780,000	267,810,000	267,810,000	66,510,000	66,510,000	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
All Funds	360,409,829	351,878,400	351,878,400	221,665,567	220,495,567	-
7150 Interest - Bonds						
8030 General Fund Debt Svc	25,032,093	65,800,731	65,297,431	141,596,589	148,453,985	-
4430 Lottery Funds Debt Svc Ltd	4,377,979	7,871,483	7,008,630	27,624,785	16,560,067	-
3230 Other Funds Debt Svc Non-Ltd	55,095,542	56,365,922	56,365,922	73,240,437	73,240,437	-
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,425,554	-	-	-
All Funds	84,538,837	130,067,136	130,097,537	242,461,811	238,254,489	-
DEBT SERVICE						
8030 General Fund Debt Svc	66,822,093	127,170,731	126,667,431	262,926,589	272,323,985	-
4430 Lottery Funds Debt Svc Ltd	25,217,808	30,569,883	29,707,030	61,450,352	46,675,634	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	324,175,922	139,750,437	139,750,437	-
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,425,554	-	-	-
TOTAL DEBT SERVICE	**$444,948,666**	**$481,945,536**	**$481,975,937**	**$464,127,378**	**$458,750,056**	**-**
EXPENDITURES						
8000 General Fund	3,008	150,629	217,107	545,341	280,201	-
8030 General Fund Debt Svc	66,822,093	127,170,731	126,667,431	262,926,589	272,323,985	-
4430 Lottery Funds Debt Svc Ltd	25,217,808	30,569,883	29,707,030	61,450,352	46,675,634	-
3200 Other Funds Non-Ltd	300,450,015	558,273,134	558,273,134	558,273,134	558,263,371	-
3230 Other Funds Debt Svc Non-Ltd	352,875,542	324,175,922	324,175,922	139,750,437	139,750,437	-
3400 Other Funds Ltd	5,090,016	11,084,317	11,294,872	14,862,191	14,768,655	-
3430 Other Funds Debt Svc Ltd	33,223	29,000	1,425,554	-	-	-
6400 Federal Funds Ltd	3,164	-	-	-	-	-
TOTAL EXPENDITURES	**$750,494,869**	**$1,051,453,616**	**$1,051,761,050**	**$1,037,808,044**	**$1,032,062,283**	**-**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
REVERSIONS						
9900 Reversions						
8000 General Fund	(43,636)	-	-	-	-	-
8030 General Fund Debt Svc	(2,485,661)	-	-	-	-	-
All Funds	(2,529,297)	-	-	-	-	-
ENDING BALANCE						
4430 Lottery Funds Debt Svc Ltd	987,646	-	-	-	-	-
3200 Other Funds Non-Ltd	295,235,725	408,108,589	408,108,589	61,843,634	61,949,379	-
3400 Other Funds Ltd	15,163,599	2,360,277	2,149,722	1,136,268	1,139,559	-
TOTAL ENDING BALANCE	**$311,386,970**	**$410,468,866**	**$410,258,311**	**$62,979,902**	**$63,088,938**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	8	9	10	10	9	-
TOTAL AUTHORIZED POSITIONS	**8**	**9**	**10**	**10**	**9**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	8.00	8.92	9.17	10.00	9.00	-
TOTAL AUTHORIZED FTE	**8.00**	**8.92**	**9.17**	**10.00**	**9.00**	**-**

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
BEGINNING BALANCE						
0025 Beginning Balance						
3020 Other Funds Cap Construct	582,832	-	-	-	-	-
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	411,685,000	600,000,000	600,000,000	680,000,000	880,000,000	-
INTEREST EARNINGS						
0605 Interest Income						
3020 Other Funds Cap Construct	12,349,100	-	-	-	-	-
REVENUE CATEGORIES						
3020 Other Funds Cap Construct	424,034,100	600,000,000	600,000,000	680,000,000	880,000,000	-
TOTAL REVENUE CATEGORIES	**$424,034,100**	**$600,000,000**	**$600,000,000**	**$680,000,000**	**$880,000,000**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3020 Other Funds Cap Construct	(1,685,000)	-	-	-	-	-
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	422,931,932	600,000,000	600,000,000	680,000,000	880,000,000	-
TOTAL AVAILABLE REVENUES	**$422,931,932**	**$600,000,000**	**$600,000,000**	**$680,000,000**	**$880,000,000**	**-**
EXPENDITURES						
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	-	600,000,000	600,000,000	680,000,000	880,000,000	-

Description	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
SPECIAL PAYMENTS						
6080 Loans Made - Other						
3020 Other Funds Cap Construct	410,000,000	-	-	-	-	-
EXPENDITURES						
3020 Other Funds Cap Construct	410,000,000	600,000,000	600,000,000	680,000,000	880,000,000	-
TOTAL EXPENDITURES	**$410,000,000**	**$600,000,000**	**$600,000,000**	**$680,000,000**	**$880,000,000**	**-**
ENDING BALANCE						
3020 Other Funds Cap Construct	12,931,932	-	-	-	-	-
TOTAL ENDING BALANCE	**$12,931,932**	**-**	**-**	**-**	**-**	**-**

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 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	58,518,594	58,518,594	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	527,553,190	527,553,190	0	-
LICENSES AND FEES				
0240 Public Utilities Fees				
3400 Other Funds Ltd	99,600,000	99,600,000	0	-
CHARGES FOR SERVICES				
0415 Admin and Service Charges				
3400 Other Funds Ltd	600,000	600,000	0	-
INTEREST EARNINGS				
0605 Interest Income				
3400 Other Funds Ltd	4,811,400	4,811,400	0	-
LOAN REPAYMENT				
0930 Housing Div Loan Repayments				
3400 Other Funds Ltd	24,000	24,000	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	134,400	134,400	0	-
FEDERAL FUNDS REVENUE				
0995 Federal Funds				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	117,753,531	117,753,531	0	-
TRANSFERS IN				
1060 Transfer from General Fund				
3400 Other Funds Ltd	337,910	337,910	0	-
1100 Tsfr From Human Svcs, Dept of				
3400 Other Funds Ltd	5,000,000	5,000,000	0	-
1150 Tsfr From Revenue, Dept of				
3400 Other Funds Ltd	6,884,900	6,884,900	0	-
1443 Tsfr From Oregon Health Authority				
3400 Other Funds Ltd	577,579	577,579	0	-
TOTAL TRANSFERS IN				
3400 Other Funds Ltd	12,800,389	12,800,389	0	-
TOTAL REVENUES				
8000 General Fund	527,553,190	527,553,190	0	-
3400 Other Funds Ltd	117,970,189	117,970,189	0	-
6400 Federal Funds Ltd	117,753,531	117,753,531	0	-
TOTAL REVENUES	**$763,276,910**	**$763,276,910**	**0**	**-**
TRANSFERS OUT				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(5,582,840)	(5,582,840)	0	-
6400 Federal Funds Ltd	(2,405,258)	(2,405,258)	0	-
All Funds	(7,988,098)	(7,988,098)	0	-
AVAILABLE REVENUES				
8000 General Fund	527,553,190	527,553,190	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	170,905,943	170,905,943	0	-
6400 Federal Funds Ltd	115,348,273	115,348,273	0	-
TOTAL AVAILABLE REVENUES	**$813,807,406**	**$813,807,406**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	5,339,724	5,339,724	0	-
3400 Other Funds Ltd	5,337,413	5,337,413	0	-
6400 Federal Funds Ltd	2,113,303	2,113,303	0	-
All Funds	12,790,440	12,790,440	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	2,029	2,029	0	-
3400 Other Funds Ltd	1,823	1,823	0	-
6400 Federal Funds Ltd	756	756	0	-
All Funds	4,608	4,608	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	1,123,473	1,123,473	0	-
3400 Other Funds Ltd	1,122,992	1,122,992	0	-
6400 Federal Funds Ltd	444,642	444,642	0	-
All Funds	2,691,107	2,691,107	0	-
3221 Pension Obligation Bond				
8000 General Fund	214,416	214,416	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	212,347	212,347	0	-
6400 Federal Funds Ltd	86,573	86,573	0	-
All Funds	513,336	513,336	0	-
3230 Social Security Taxes				
8000 General Fund	408,490	408,490	0	-
3400 Other Funds Ltd	407,235	407,235	0	-
6400 Federal Funds Ltd	160,589	160,589	0	-
All Funds	976,314	976,314	0	-
3241 Paid Family Medical Leave Insurance				
8000 General Fund	21,362	21,362	0	-
3400 Other Funds Ltd	21,282	21,282	0	-
6400 Federal Funds Ltd	8,384	8,384	0	-
All Funds	51,028	51,028	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	1,184	1,184	0	-
3400 Other Funds Ltd	1,064	1,064	0	-
6400 Federal Funds Ltd	441	441	0	-
All Funds	2,689	2,689	0	-
3260 Mass Transit Tax				
8000 General Fund	28,961	28,961	0	-
3400 Other Funds Ltd	27,125	27,125	0	-
All Funds	56,086	56,086	0	-
3270 Flexible Benefits				
8000 General Fund	1,195,354	1,195,354	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	1,072,921	1,072,921	0	-
6400 Federal Funds Ltd	445,837	445,837	0	-
All Funds	2,714,112	2,714,112	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	2,995,269	2,995,269	0	-
3400 Other Funds Ltd	2,866,789	2,866,789	0	-
6400 Federal Funds Ltd	1,147,222	1,147,222	0	-
TOTAL OTHER PAYROLL EXPENSES	**$7,009,280**	**$7,009,280**	**0**	**-**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(21,130)	(21,130)	0	-
3400 Other Funds Ltd	(38,556)	(38,556)	0	-
6400 Federal Funds Ltd	(20,262)	(20,262)	0	-
All Funds	(79,948)	(79,948)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	8,313,863	8,313,863	0	-
3400 Other Funds Ltd	8,165,646	8,165,646	0	-
6400 Federal Funds Ltd	3,240,263	3,240,263	0	-
TOTAL PERSONAL SERVICES	**$19,719,772**	**$19,719,772**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	48,601	48,601	0	-
3400 Other Funds Ltd	37,529	37,529	0	-
6400 Federal Funds Ltd	38,374	38,374	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	124,504	124,504	0	-
4125 Out of State Travel				
8000 General Fund	15,383	15,383	0	-
3400 Other Funds Ltd	20,640	20,640	0	-
6400 Federal Funds Ltd	30,487	30,487	0	-
All Funds	66,510	66,510	0	-
4150 Employee Training				
8000 General Fund	36,040	36,040	0	-
3400 Other Funds Ltd	26,000	26,000	0	-
6400 Federal Funds Ltd	35,510	35,510	0	-
All Funds	97,550	97,550	0	-
4175 Office Expenses				
8000 General Fund	111,669	111,669	0	-
3400 Other Funds Ltd	40,492	40,492	0	-
6400 Federal Funds Ltd	60,849	60,849	0	-
All Funds	213,010	213,010	0	-
4200 Telecommunications				
8000 General Fund	33,697	33,697	0	-
3400 Other Funds Ltd	17,037	17,037	0	-
6400 Federal Funds Ltd	15,562	15,562	0	-
All Funds	66,296	66,296	0	-
4250 Data Processing				
8000 General Fund	26,599	26,599	0	-
3400 Other Funds Ltd	15,266	15,266	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	8,291	8,291	0	-
All Funds	50,156	50,156	0	-
4275 Publicity and Publications				
8000 General Fund	3,597	3,597	0	-
3400 Other Funds Ltd	13,388	13,388	0	-
6400 Federal Funds Ltd	2,820	2,820	0	-
All Funds	19,805	19,805	0	-
4300 Professional Services				
8000 General Fund	1,790,916	1,790,916	0	-
3400 Other Funds Ltd	1,540,240	1,540,240	0	-
6400 Federal Funds Ltd	2,765,089	2,765,089	0	-
All Funds	6,096,245	6,096,245	0	-
4315 IT Professional Services				
8000 General Fund	1,158	1,158	0	-
3400 Other Funds Ltd	401	401	0	-
6400 Federal Funds Ltd	599	599	0	-
All Funds	2,158	2,158	0	-
4325 Attorney General				
8000 General Fund	115,739	115,739	0	-
3400 Other Funds Ltd	10,029	10,029	0	-
6400 Federal Funds Ltd	1,459	1,459	0	-
All Funds	127,227	127,227	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	4,246	4,246	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	1,381	1,381	0	-
6400 Federal Funds Ltd	645	645	0	-
All Funds	6,272	6,272	0	-
4400 Dues and Subscriptions				
8000 General Fund	4,596	4,596	0	-
3400 Other Funds Ltd	1,885	1,885	0	-
6400 Federal Funds Ltd	20,078	20,078	0	-
All Funds	26,559	26,559	0	-
4425 Facilities Rental and Taxes				
8000 General Fund	57,736	57,736	0	-
3400 Other Funds Ltd	153,244	153,244	0	-
6400 Federal Funds Ltd	77,674	77,674	0	-
All Funds	288,654	288,654	0	-
4475 Facilities Maintenance				
8000 General Fund	662	662	0	-
3400 Other Funds Ltd	537	537	0	-
6400 Federal Funds Ltd	728	728	0	-
All Funds	1,927	1,927	0	-
4575 Agency Program Related S and S				
3400 Other Funds Ltd	2,174	2,174	0	-
4650 Other Services and Supplies				
8000 General Fund	158,123	158,123	0	-
3400 Other Funds Ltd	50,182	50,182	0	-
6400 Federal Funds Ltd	34,365	34,365	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	242,670	242,670	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	77,094	77,094	0	-
3400 Other Funds Ltd	11,911	11,911	0	-
6400 Federal Funds Ltd	13,904	13,904	0	-
All Funds	102,909	102,909	0	-
4715 IT Expendable Property				
8000 General Fund	57,201	57,201	0	-
3400 Other Funds Ltd	35,619	35,619	0	-
6400 Federal Funds Ltd	18,764	18,764	0	-
All Funds	111,584	111,584	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	2,543,057	2,543,057	0	-
3400 Other Funds Ltd	1,977,955	1,977,955	0	-
6400 Federal Funds Ltd	3,125,198	3,125,198	0	-
TOTAL SERVICES & SUPPLIES	**$7,646,210**	**$7,646,210**	**0**	**-**
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	17,735,792	17,735,792	0	-
3400 Other Funds Ltd	27,642,457	27,642,457	0	-
6400 Federal Funds Ltd	36,531,735	36,531,735	0	-
All Funds	81,909,984	81,909,984	0	-
6025 Dist to Other Gov Unit				
8000 General Fund	495,233	495,233	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6030 Dist to Non-Gov Units				
8000 General Fund	77,787,732	77,787,732	0	-
3400 Other Funds Ltd	247,021	247,021	0	-
All Funds	78,034,753	78,034,753	0	-
6035 Dist to Individuals				
3400 Other Funds Ltd	456,345	456,345	0	-
6050 Dist to Non-Profit Organizations				
8000 General Fund	186,826,429	186,826,429	0	-
3400 Other Funds Ltd	81,749,081	81,749,081	0	-
6400 Federal Funds Ltd	102,023,368	102,023,368	0	-
All Funds	370,598,878	370,598,878	0	-
6055 Dist to Contract Svc Providers				
8000 General Fund	34,000,000	34,000,000	0	-
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	44,337,910	44,337,910	0	-
6085 Other Special Payments				
8000 General Fund	155,513,174	155,513,174	0	-
3400 Other Funds Ltd	36,325,638	36,325,638	0	-
All Funds	191,838,812	191,838,812	0	-
TOTAL SPECIAL PAYMENTS				
8000 General Fund	516,696,270	516,696,270	0	-
3400 Other Funds Ltd	146,420,542	146,420,542	0	-
6400 Federal Funds Ltd	138,555,103	138,555,103	0	-
TOTAL SPECIAL PAYMENTS	**$801,671,915**	**$801,671,915**	**0**	**-**

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2025-27 Biennium
Housing Stabilization Programs

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES				
8000 General Fund	527,553,190	527,553,190	0	-
3400 Other Funds Ltd	156,564,143	156,564,143	0	-
6400 Federal Funds Ltd	144,920,564	144,920,564	0	-
TOTAL EXPENDITURES	**$829,037,897**	**$829,037,897**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	14,341,800	14,341,800	0	-
6400 Federal Funds Ltd	(29,572,291)	(29,572,291)	0	-
TOTAL ENDING BALANCE	**($15,230,491)**	**($15,230,491)**	**0**	**-**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	64	64	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	64.00	64.00	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 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	6,829,249	6,829,249	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	20,363,736	20,363,736	0	-
CHARGES FOR SERVICES				
0415 Admin and Service Charges				
3400 Other Funds Ltd	7,920,000	7,920,000	0	-
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6200 Federal Funds Non-Ltd	185,102,399	185,102,399	0	-
6400 Federal Funds Ltd	1,192,083	1,192,083	0	-
All Funds	186,294,482	186,294,482	0	-
TOTAL REVENUES				
8000 General Fund	20,363,736	20,363,736	0	-
3400 Other Funds Ltd	7,920,000	7,920,000	0	-
6200 Federal Funds Non-Ltd	185,102,399	185,102,399	0	-
6400 Federal Funds Ltd	1,192,083	1,192,083	0	-
TOTAL REVENUES	**$214,578,218**	**$214,578,218**	**0**	**-**
TRANSFERS OUT				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(4,017,578)	(4,017,577)	1	0.00%

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	(71,512)	(71,512)	0	-
All Funds	(4,089,090)	(4,089,089)	1	0.00%
AVAILABLE REVENUES				
8000 General Fund	20,363,736	20,363,736	0	-
3400 Other Funds Ltd	10,731,671	10,731,672	1	0.00%
6200 Federal Funds Non-Ltd	185,102,399	185,102,399	0	-
6400 Federal Funds Ltd	1,120,571	1,120,571	0	-
TOTAL AVAILABLE REVENUES	**$217,318,377**	**$217,318,378**	**$1**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	403,056	403,056	0	-
3400 Other Funds Ltd	3,484,248	3,484,248	0	-
6400 Federal Funds Ltd	56,580	56,580	0	-
All Funds	3,943,884	3,943,884	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	144	144	0	-
3400 Other Funds Ltd	1,440	1,440	0	-
6400 Federal Funds Ltd	36	36	0	-
All Funds	1,620	1,620	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	84,803	84,803	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	733,085	733,085	0	-
6400 Federal Funds Ltd	11,904	11,904	0	-
All Funds	829,792	829,792	0	-
3221 Pension Obligation Bond				
8000 General Fund	16,597	16,597	0	-
3400 Other Funds Ltd	132,804	132,804	0	-
6400 Federal Funds Ltd	2,358	2,358	0	-
All Funds	151,759	151,759	0	-
3230 Social Security Taxes				
8000 General Fund	30,834	30,834	0	-
3400 Other Funds Ltd	266,548	266,548	0	-
6400 Federal Funds Ltd	4,328	4,328	0	-
All Funds	301,710	301,710	0	-
3241 Paid Family Medical Leave Insurance				
8000 General Fund	1,612	1,612	0	-
3400 Other Funds Ltd	13,942	13,942	0	-
6400 Federal Funds Ltd	226	226	0	-
All Funds	15,780	15,780	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	84	84	0	-
3400 Other Funds Ltd	840	840	0	-
6400 Federal Funds Ltd	21	21	0	-
All Funds	945	945	0	-
3260 Mass Transit Tax				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	2,221	2,221	0	-
3400 Other Funds Ltd	17,935	17,935	0	-
All Funds	20,156	20,156	0	-
3270 Flexible Benefits				
8000 General Fund	84,816	84,816	0	-
3400 Other Funds Ltd	848,160	848,160	0	-
6400 Federal Funds Ltd	21,204	21,204	0	-
All Funds	954,180	954,180	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	221,111	221,111	0	-
3400 Other Funds Ltd	2,014,754	2,014,754	0	-
6400 Federal Funds Ltd	40,077	40,077	0	-
TOTAL OTHER PAYROLL EXPENSES	**$2,275,942**	**$2,275,942**	**0**	**-**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(3,166)	(3,166)	0	-
3400 Other Funds Ltd	(19,919)	(19,919)	0	-
6400 Federal Funds Ltd	(507)	(507)	0	-
All Funds	(23,592)	(23,592)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	621,001	621,001	0	-
3400 Other Funds Ltd	5,479,083	5,479,083	0	-
6400 Federal Funds Ltd	96,150	96,150	0	-
TOTAL PERSONAL SERVICES	**$6,196,234**	**$6,196,234**	**0**	**-**

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 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	5,325	5,325	0	-
3400 Other Funds Ltd	39,851	39,851	0	-
6400 Federal Funds Ltd	564	564	0	-
All Funds	45,740	45,740	0	-
4125 Out of State Travel				
3400 Other Funds Ltd	15,781	15,781	0	-
6400 Federal Funds Ltd	1,692	1,692	0	-
All Funds	17,473	17,473	0	-
4150 Employee Training				
8000 General Fund	1,836	1,836	0	-
3400 Other Funds Ltd	22,559	22,559	0	-
6400 Federal Funds Ltd	338	338	0	-
All Funds	24,733	24,733	0	-
4175 Office Expenses				
8000 General Fund	6,814	6,814	0	-
3400 Other Funds Ltd	34,038	34,038	0	-
6400 Federal Funds Ltd	338	338	0	-
All Funds	41,190	41,190	0	-
4200 Telecommunications				
8000 General Fund	1,543	1,543	0	-
3400 Other Funds Ltd	16,912	16,912	0	-
6400 Federal Funds Ltd	564	564	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	19,019	19,019	0	-
4250 Data Processing				
8000 General Fund	609	609	0	-
3400 Other Funds Ltd	52,522	52,522	0	-
6400 Federal Funds Ltd	564	564	0	-
All Funds	53,695	53,695	0	-
4300 Professional Services				
3400 Other Funds Ltd	90,408	90,408	0	-
4315 IT Professional Services				
3400 Other Funds Ltd	107,848	107,848	0	-
4325 Attorney General				
3400 Other Funds Ltd	4,844	4,844	0	-
6400 Federal Funds Ltd	1,589	1,589	0	-
All Funds	6,433	6,433	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	163	163	0	-
3400 Other Funds Ltd	1,869	1,869	0	-
All Funds	2,032	2,032	0	-
4400 Dues and Subscriptions				
3400 Other Funds Ltd	361	361	0	-
4425 Facilities Rental and Taxes				
8000 General Fund	22,863	22,863	0	-
3400 Other Funds Ltd	104,004	104,004	0	-
All Funds	126,867	126,867	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4475 Facilities Maintenance				
3400 Other Funds Ltd	233	233	0	-
4650 Other Services and Supplies				
8000 General Fund	2,522	2,522	0	-
3400 Other Funds Ltd	39,433	39,433	0	-
6400 Federal Funds Ltd	1,692	1,692	0	-
All Funds	43,647	43,647	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	54	54	0	-
3400 Other Funds Ltd	26,270	26,270	0	-
6400 Federal Funds Ltd	564	564	0	-
All Funds	26,888	26,888	0	-
4715 IT Expendable Property				
8000 General Fund	4,456	4,456	0	-
3400 Other Funds Ltd	29,023	29,023	0	-
6400 Federal Funds Ltd	1,692	1,692	0	-
All Funds	35,171	35,171	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	46,185	46,185	0	-
3400 Other Funds Ltd	585,956	585,956	0	-
6400 Federal Funds Ltd	9,597	9,597	0	-
TOTAL SERVICES & SUPPLIES	**$641,738**	**$641,738**	**0**	**-**
SPECIAL PAYMENTS				
6035 Dist to Individuals				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6200 Federal Funds Non-Ltd	185,102,399	185,102,399	0	-
6400 Federal Funds Ltd	39,324	39,324	0	-
All Funds	185,141,723	185,141,723	0	-
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	4,000,000	4,000,000	0	-
6085 Other Special Payments				
8000 General Fund	15,696,550	15,696,550	0	-
3400 Other Funds Ltd	4,000,000	4,000,000	0	-
6400 Federal Funds Ltd	936,278	936,278	0	-
All Funds	20,632,828	20,632,828	0	-
TOTAL SPECIAL PAYMENTS				
8000 General Fund	19,696,550	19,696,550	0	-
3400 Other Funds Ltd	4,000,000	4,000,000	0	-
6200 Federal Funds Non-Ltd	185,102,399	185,102,399	0	-
6400 Federal Funds Ltd	975,602	975,602	0	-
TOTAL SPECIAL PAYMENTS	**$209,774,551**	**$209,774,551**	**0**	**-**
TOTAL EXPENDITURES				
8000 General Fund	20,363,736	20,363,736	0	-
3400 Other Funds Ltd	10,065,039	10,065,039	0	-
6200 Federal Funds Non-Ltd	185,102,399	185,102,399	0	-
6400 Federal Funds Ltd	1,081,349	1,081,349	0	-
TOTAL EXPENDITURES	**$216,612,523**	**$216,612,523**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	666,632	666,633	1	0.00%

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	39,222	39,222	0	-
TOTAL ENDING BALANCE	**$705,854**	**$705,855**	**$1**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	23	23	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	22.50	22.50	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3200 Other Funds Non-Ltd	2,000,800	2,000,800	0	-
3400 Other Funds Ltd	202,901,267	202,901,267	0	-
All Funds	204,902,067	204,902,067	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	137,537,366	137,537,366	0	-
LICENSES AND FEES				
0240 Public Utilities Fees				
3400 Other Funds Ltd	10,248,500	10,248,500	0	-
CHARGES FOR SERVICES				
0415 Admin and Service Charges				
3400 Other Funds Ltd	37,356,625	37,356,625	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures				
3400 Other Funds Ltd	40,000	40,000	0	-
INTEREST EARNINGS				
0605 Interest Income				
3200 Other Funds Non-Ltd	64,200	64,200	0	-
3400 Other Funds Ltd	25,105,090	25,105,090	0	-
All Funds	25,169,290	25,169,290	0	-
LOAN REPAYMENT				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
0930 Housing Div Loan Repayments				
3200 Other Funds Non-Ltd	52,700	52,700	0	-
3400 Other Funds Ltd	5,524,800	5,524,800	0	-
All Funds	5,577,500	5,577,500	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	200,000	200,000	0	-
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	40,902,279	40,902,279	0	-
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	2,165,756	2,165,756	0	-
1150 Tsfr From Revenue, Dept of				
3400 Other Funds Ltd	52,325,240	52,325,240	0	-
TOTAL TRANSFERS IN				
3400 Other Funds Ltd	54,490,996	54,490,996	0	-
TOTAL REVENUES				
8000 General Fund	137,537,366	137,537,366	0	-
3200 Other Funds Non-Ltd	116,900	116,900	0	-
3400 Other Funds Ltd	132,966,011	132,966,011	0	-
6400 Federal Funds Ltd	40,902,279	40,902,279	0	-
TOTAL REVENUES	**$311,522,556**	**$311,522,556**	**0**	**-**
TRANSFERS OUT				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(27,986,493)	(27,986,493)	0	-
6400 Federal Funds Ltd	(1,310,919)	(1,310,919)	0	-
All Funds	(29,297,412)	(29,297,412)	0	-
AVAILABLE REVENUES				
8000 General Fund	137,537,366	137,537,366	0	-
3200 Other Funds Non-Ltd	2,117,700	2,117,700	0	-
3400 Other Funds Ltd	307,880,785	307,880,785	0	-
6400 Federal Funds Ltd	39,591,360	39,591,360	0	-
TOTAL AVAILABLE REVENUES	**$487,127,211**	**$487,127,211**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	1,741,224	1,741,224	0	-
3400 Other Funds Ltd	24,743,046	24,743,046	0	-
6400 Federal Funds Ltd	1,176,210	1,176,210	0	-
All Funds	27,660,480	27,660,480	0	-
3190 All Other Differential				
3400 Other Funds Ltd	1,817	1,817	0	-
6400 Federal Funds Ltd	7	7	0	-
All Funds	1,824	1,824	0	-
TOTAL SALARIES & WAGES				
8000 General Fund	1,741,224	1,741,224	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	24,744,863	24,744,863	0	-
6400 Federal Funds Ltd	1,176,217	1,176,217	0	-
TOTAL SALARIES & WAGES	**$27,662,304**	**$27,662,304**	**0**	**-**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	720	720	0	-
3400 Other Funds Ltd	8,931	8,931	0	-
6400 Federal Funds Ltd	357	357	0	-
All Funds	10,008	10,008	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	366,350	366,350	0	-
3400 Other Funds Ltd	5,206,300	5,206,300	0	-
6400 Federal Funds Ltd	247,475	247,475	0	-
All Funds	5,820,125	5,820,125	0	-
3221 Pension Obligation Bond				
8000 General Fund	18,572	18,572	0	-
3400 Other Funds Ltd	983,023	983,023	0	-
6400 Federal Funds Ltd	48,951	48,951	0	-
All Funds	1,050,546	1,050,546	0	-
3230 Social Security Taxes				
8000 General Fund	133,202	133,202	0	-
3400 Other Funds Ltd	1,890,821	1,890,821	0	-
6400 Federal Funds Ltd	89,980	89,980	0	-
All Funds	2,114,003	2,114,003	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3241 Paid Family Medical Leave Insurance				
8000 General Fund	6,967	6,967	0	-
3400 Other Funds Ltd	98,843	98,843	0	-
6400 Federal Funds Ltd	4,706	4,706	0	-
All Funds	110,516	110,516	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	420	420	0	-
3400 Other Funds Ltd	5,211	5,211	0	-
6400 Federal Funds Ltd	208	208	0	-
All Funds	5,839	5,839	0	-
3260 Mass Transit Tax				
8000 General Fund	5,174	5,174	0	-
3400 Other Funds Ltd	130,518	130,518	0	-
All Funds	135,692	135,692	0	-
3270 Flexible Benefits				
8000 General Fund	424,080	424,080	0	-
3400 Other Funds Ltd	5,259,438	5,259,438	0	-
6400 Federal Funds Ltd	211,194	211,194	0	-
All Funds	5,894,712	5,894,712	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	955,485	955,485	0	-
3400 Other Funds Ltd	13,583,085	13,583,085	0	-
6400 Federal Funds Ltd	602,871	602,871	0	-
TOTAL OTHER PAYROLL EXPENSES	**$15,141,441**	**$15,141,441**	**0**	**-**

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(147,874)	(147,874)	0	-
6400 Federal Funds Ltd	(10,725)	(10,725)	0	-
All Funds	(158,599)	(158,599)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	2,696,709	2,696,709	0	-
3400 Other Funds Ltd	38,180,074	38,180,074	0	-
6400 Federal Funds Ltd	1,768,363	1,768,363	0	-
TOTAL PERSONAL SERVICES	**$42,645,146**	**$42,645,146**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	9,450	9,450	0	-
3400 Other Funds Ltd	280,562	280,562	0	-
6400 Federal Funds Ltd	11,685	11,685	0	-
All Funds	301,697	301,697	0	-
4125 Out of State Travel				
3400 Other Funds Ltd	74,776	74,776	0	-
6400 Federal Funds Ltd	8,421	8,421	0	-
All Funds	83,197	83,197	0	-
4150 Employee Training				
8000 General Fund	8,196	8,196	0	-
3400 Other Funds Ltd	140,022	140,022	0	-
6400 Federal Funds Ltd	7,494	7,494	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	155,712	155,712	0	-
4175 Office Expenses				
8000 General Fund	17,010	17,010	0	-
3400 Other Funds Ltd	215,816	215,816	0	-
6400 Federal Funds Ltd	5,453	5,453	0	-
All Funds	238,279	238,279	0	-
4200 Telecommunications				
8000 General Fund	5,670	5,670	0	-
3400 Other Funds Ltd	98,256	98,256	0	-
6400 Federal Funds Ltd	2,178	2,178	0	-
All Funds	106,104	106,104	0	-
4250 Data Processing				
8000 General Fund	6,930	6,930	0	-
3400 Other Funds Ltd	170,338	170,338	0	-
6400 Federal Funds Ltd	2,138	2,138	0	-
All Funds	179,406	179,406	0	-
4275 Publicity and Publications				
3400 Other Funds Ltd	19,073	19,073	0	-
4300 Professional Services				
3400 Other Funds Ltd	370,122	370,122	0	-
6400 Federal Funds Ltd	20,198	20,198	0	-
All Funds	390,320	390,320	0	-
4315 IT Professional Services				
3400 Other Funds Ltd	11,145	11,145	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4325 Attorney General				
8000 General Fund	23,962	23,962	0	-
3400 Other Funds Ltd	2,272,423	2,272,423	0	-
6400 Federal Funds Ltd	3,375	3,375	0	-
All Funds	2,299,760	2,299,760	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	1,234	1,234	0	-
3400 Other Funds Ltd	12,581	12,581	0	-
6400 Federal Funds Ltd	417	417	0	-
All Funds	14,232	14,232	0	-
4400 Dues and Subscriptions				
3400 Other Funds Ltd	1,856	1,856	0	-
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	498,466	498,466	0	-
6400 Federal Funds Ltd	10,316	10,316	0	-
All Funds	508,782	508,782	0	-
4475 Facilities Maintenance				
3400 Other Funds Ltd	469	469	0	-
4575 Agency Program Related S and S				
3400 Other Funds Ltd	1,087	1,087	0	-
4650 Other Services and Supplies				
8000 General Fund	29,105	29,105	0	-
3200 Other Funds Non-Ltd	150,000	150,000	0	-
3400 Other Funds Ltd	549,455	549,455	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	10,055	10,055	0	-
All Funds	738,615	738,615	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	24,725	24,725	0	-
3400 Other Funds Ltd	190,217	190,217	0	-
6400 Federal Funds Ltd	1,755	1,755	0	-
All Funds	216,697	216,697	0	-
4715 IT Expendable Property				
8000 General Fund	14,375	14,375	0	-
3400 Other Funds Ltd	192,103	192,103	0	-
6400 Federal Funds Ltd	4,962	4,962	0	-
All Funds	211,440	211,440	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	140,657	140,657	0	-
3200 Other Funds Non-Ltd	150,000	150,000	0	-
3400 Other Funds Ltd	5,098,767	5,098,767	0	-
6400 Federal Funds Ltd	88,447	88,447	0	-
TOTAL SERVICES & SUPPLIES	**$5,477,871**	**$5,477,871**	**0**	**-**
SPECIAL PAYMENTS				
6025 Dist to Other Gov Unit				
3400 Other Funds Ltd	25,417,300	25,417,300	0	-
6030 Dist to Non-Gov Units				
3400 Other Funds Ltd	64,868,697	64,868,697	0	-
6050 Dist to Non-Profit Organizations				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	37,986,535	37,986,535	0	-
6400 Federal Funds Ltd	7,454,196	7,454,196	0	-
All Funds	45,440,731	45,440,731	0	-
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	84,700,000	84,700,000	0	-
6080 Loans Made - Other				
3200 Other Funds Non-Ltd	250,000	250,000	0	-
3400 Other Funds Ltd	51,183,532	51,183,532	0	-
All Funds	51,433,532	51,433,532	0	-
6085 Other Special Payments				
8000 General Fund	50,000,000	50,000,000	0	-
3400 Other Funds Ltd	199,172,096	199,172,096	0	-
6400 Federal Funds Ltd	28,813,872	28,813,872	0	-
All Funds	277,985,968	277,985,968	0	-
TOTAL SPECIAL PAYMENTS				
8000 General Fund	134,700,000	134,700,000	0	-
3200 Other Funds Non-Ltd	250,000	250,000	0	-
3400 Other Funds Ltd	378,628,160	378,628,160	0	-
6400 Federal Funds Ltd	36,268,068	36,268,068	0	-
TOTAL SPECIAL PAYMENTS	**$549,846,228**	**$549,846,228**	**0**	**-**
TOTAL EXPENDITURES				
8000 General Fund	137,537,366	137,537,366	0	-
3200 Other Funds Non-Ltd	400,000	400,000	0	-
3400 Other Funds Ltd	421,907,001	421,907,001	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	38,124,878	38,124,878	0	-
TOTAL EXPENDITURES	**$597,969,245**	**$597,969,245**	**0**	**-**
ENDING BALANCE				
3200 Other Funds Non-Ltd	1,717,700	1,717,700	0	-
3400 Other Funds Ltd	(114,026,216)	(114,026,216)	0	-
6400 Federal Funds Ltd	1,466,482	1,466,482	0	-
TOTAL ENDING BALANCE	**($110,842,034)**	**($110,842,034)**	**0**	**-**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	139	139	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	139.00	139.00	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 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	42,372,840	42,372,840	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	29,081,909	29,081,909	0	-
TAXES				
0190 Other Selective Taxes				
3400 Other Funds Ltd	2,640,000	2,640,000	0	-
LICENSES AND FEES				
0210 Non-business Lic. and Fees				
3400 Other Funds Ltd	223,200	223,200	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	2,640,000	2,640,000	0	-
0415 Admin and Service Charges				
3400 Other Funds Ltd	3,688,578	3,688,578	0	-
TOTAL CHARGES FOR SERVICES				
3400 Other Funds Ltd	6,328,578	6,328,578	0	-
INTEREST EARNINGS				
0605 Interest Income				
3200 Other Funds Non-Ltd	62,400	62,400	0	-
3400 Other Funds Ltd	5,335,200	5,335,200	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	5,397,600	5,397,600	0	-
LOAN REPAYMENT				
0930 Housing Div Loan Repayments				
3400 Other Funds Ltd	4,946,400	4,946,400	0	-
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	1,005,232	1,005,232	0	-
TRANSFERS IN				
1150 Tsfr From Revenue, Dept of				
3400 Other Funds Ltd	9,638,860	9,638,860	0	-
TOTAL REVENUES				
8000 General Fund	29,081,909	29,081,909	0	-
3200 Other Funds Non-Ltd	62,400	62,400	0	-
3400 Other Funds Ltd	29,112,238	29,112,238	0	-
6400 Federal Funds Ltd	1,005,232	1,005,232	0	-
TOTAL REVENUES	**$59,261,779**	**$59,261,779**	**0**	**-**
TRANSFERS OUT				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(4,421,536)	(4,460,706)	(39,170)	-0.89%
6400 Federal Funds Ltd	(79,078)	(79,078)	0	-
All Funds	(4,500,614)	(4,539,784)	(39,170)	-0.87%
AVAILABLE REVENUES				
8000 General Fund	29,081,909	29,081,909	0	-
3200 Other Funds Non-Ltd	62,400	62,400	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	67,063,542	67,024,372	(39,170)	-0.06%
6400 Federal Funds Ltd	926,154	926,154	0	-
TOTAL AVAILABLE REVENUES	**$97,134,005**	**$97,094,835**	**($39,170)**	**-0.04%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	1,478,712	1,478,712	0	-
3400 Other Funds Ltd	4,565,886	4,565,886	0	-
6400 Federal Funds Ltd	1,767,834	1,767,834	0	-
All Funds	7,812,432	7,812,432	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	504	504	0	-
3400 Other Funds Ltd	1,573	1,573	0	-
6400 Federal Funds Ltd	659	659	0	-
All Funds	2,736	2,736	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	311,121	311,121	0	-
3400 Other Funds Ltd	960,664	960,664	0	-
6400 Federal Funds Ltd	371,951	371,951	0	-
All Funds	1,643,736	1,643,736	0	-
3221 Pension Obligation Bond				
8000 General Fund	68,094	68,094	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	191,925	191,925	0	-
6400 Federal Funds Ltd	102,057	102,057	0	-
All Funds	362,076	362,076	0	-
3230 Social Security Taxes				
8000 General Fund	113,121	113,121	0	-
3400 Other Funds Ltd	347,131	347,131	0	-
6400 Federal Funds Ltd	135,241	135,241	0	-
All Funds	595,493	595,493	0	-
3241 Paid Family Medical Leave Insurance				
8000 General Fund	5,914	5,914	0	-
3400 Other Funds Ltd	18,125	18,125	0	-
6400 Federal Funds Ltd	7,071	7,071	0	-
All Funds	31,110	31,110	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	294	294	0	-
3400 Other Funds Ltd	918	918	0	-
6400 Federal Funds Ltd	384	384	0	-
All Funds	1,596	1,596	0	-
3260 Mass Transit Tax				
8000 General Fund	9,029	9,029	0	-
3400 Other Funds Ltd	25,579	25,579	0	-
All Funds	34,608	34,608	0	-
3270 Flexible Benefits				
8000 General Fund	296,856	296,856	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	926,615	926,615	0	-
6400 Federal Funds Ltd	388,033	388,033	0	-
All Funds	1,611,504	1,611,504	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	804,933	804,933	0	-
3400 Other Funds Ltd	2,472,530	2,472,530	0	-
6400 Federal Funds Ltd	1,005,396	1,005,396	0	-
TOTAL OTHER PAYROLL EXPENSES	**$4,282,859**	**$4,282,859**	**0**	**-**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(11,789)	(11,789)	0	-
3400 Other Funds Ltd	(37,651)	(37,651)	0	-
6400 Federal Funds Ltd	(16,777)	(16,777)	0	-
All Funds	(66,217)	(66,217)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	2,271,856	2,271,856	0	-
3400 Other Funds Ltd	7,000,765	7,000,765	0	-
6400 Federal Funds Ltd	2,756,453	2,756,453	0	-
TOTAL PERSONAL SERVICES	**$12,029,074**	**$12,029,074**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	18,182	18,182	0	-
3400 Other Funds Ltd	30,885	30,885	0	-
6400 Federal Funds Ltd	16,682	16,682	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	65,749	65,749	0	-
4125 Out of State Travel				
3400 Other Funds Ltd	15,451	15,451	0	-
4150 Employee Training				
8000 General Fund	12,679	12,679	0	-
3400 Other Funds Ltd	28,315	28,315	0	-
6400 Federal Funds Ltd	5,700	5,700	0	-
All Funds	46,694	46,694	0	-
4175 Office Expenses				
8000 General Fund	30,281	30,281	0	-
3400 Other Funds Ltd	51,946	51,946	0	-
6400 Federal Funds Ltd	26,506	26,506	0	-
All Funds	108,733	108,733	0	-
4200 Telecommunications				
8000 General Fund	8,821	8,821	0	-
3400 Other Funds Ltd	20,137	20,137	0	-
6400 Federal Funds Ltd	14,761	14,761	0	-
All Funds	43,719	43,719	0	-
4250 Data Processing				
8000 General Fund	10,377	10,377	0	-
3400 Other Funds Ltd	15,643	15,643	0	-
6400 Federal Funds Ltd	30,132	30,132	0	-
All Funds	56,152	56,152	0	-
4275 Publicity and Publications				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	3,542	3,542	0	-
4300 Professional Services				
8000 General Fund	65,280	65,280	0	-
3400 Other Funds Ltd	258,857	258,857	0	-
6400 Federal Funds Ltd	2,611,200	2,611,200	0	-
All Funds	2,935,337	2,935,337	0	-
4315 IT Professional Services				
8000 General Fund	2,176	2,176	0	-
3400 Other Funds Ltd	1,078	1,078	0	-
All Funds	3,254	3,254	0	-
4325 Attorney General				
8000 General Fund	11,191	11,191	0	-
3400 Other Funds Ltd	31,010	31,010	0	-
All Funds	42,201	42,201	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	1,882	1,882	0	-
3400 Other Funds Ltd	1,791	1,791	0	-
6400 Federal Funds Ltd	860	860	0	-
All Funds	4,533	4,533	0	-
4400 Dues and Subscriptions				
3400 Other Funds Ltd	1,779	1,779	0	-
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	112,787	112,787	0	-
4475 Facilities Maintenance				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	616	616	0	-
4650 Other Services and Supplies				
8000 General Fund	327,588	327,588	0	-
3400 Other Funds Ltd	212,233	212,233	0	-
6400 Federal Funds Ltd	132,240	132,240	0	-
All Funds	672,061	672,061	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	4,300	4,300	0	-
3400 Other Funds Ltd	8,961	8,961	0	-
6400 Federal Funds Ltd	17,200	17,200	0	-
All Funds	30,461	30,461	0	-
4715 IT Expendable Property				
8000 General Fund	20,006	20,006	0	-
3400 Other Funds Ltd	39,309	39,309	0	-
6400 Federal Funds Ltd	10,000	10,000	0	-
All Funds	69,315	69,315	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	512,763	512,763	0	-
3400 Other Funds Ltd	834,340	834,340	0	-
6400 Federal Funds Ltd	2,865,281	2,865,281	0	-
TOTAL SERVICES & SUPPLIES	**$4,212,384**	**$4,212,384**	**0**	**-**
SPECIAL PAYMENTS				
6015 Dist to Cities				
6400 Federal Funds Ltd	789,397	789,397	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6020 Dist to Counties				
3400 Other Funds Ltd	279,122	279,122	0	-
6050 Dist to Non-Profit Organizations				
8000 General Fund	1,297,290	1,297,290	0	-
3400 Other Funds Ltd	12,397,592	12,397,592	0	-
All Funds	13,694,882	13,694,882	0	-
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	17,500,000	17,500,000	0	-
6080 Loans Made - Other				
3400 Other Funds Ltd	18,543,600	18,543,600	0	-
6085 Other Special Payments				
8000 General Fund	7,500,000	7,500,000	0	-
3400 Other Funds Ltd	43,234,902	43,234,902	0	-
6400 Federal Funds Ltd	62,049,927	62,049,927	0	-
All Funds	112,784,829	112,784,829	0	-
TOTAL SPECIAL PAYMENTS				
8000 General Fund	26,297,290	26,297,290	0	-
3400 Other Funds Ltd	74,455,216	74,455,216	0	-
6400 Federal Funds Ltd	62,839,324	62,839,324	0	-
TOTAL SPECIAL PAYMENTS	**$163,591,830**	**$163,591,830**	**0**	**-**
TOTAL EXPENDITURES				
8000 General Fund	29,081,909	29,081,909	0	-
3400 Other Funds Ltd	82,290,321	82,290,321	0	-
6400 Federal Funds Ltd	68,461,058	68,461,058	0	-

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2025-27 Biennium
Single Family Housing Programs

Cross Reference Number:91400-040-00-00-00000

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$179,833,288**	**$179,833,288**	**0**	**-**
ENDING BALANCE				
3200 Other Funds Non-Ltd	62,400	62,400	0	-
3400 Other Funds Ltd	(15,226,779)	(15,265,949)	(39,170)	-0.26%
6400 Federal Funds Ltd	(67,534,904)	(67,534,904)	0	-
TOTAL ENDING BALANCE	**($82,699,283)**	**($82,738,453)**	**($39,170)**	**-0.05%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	38	38	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	38.00	38.00	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 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	7,116,194	7,116,194	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,112,483	1,112,483	0	-
INTEREST EARNINGS				
0605 Interest Income				
3400 Other Funds Ltd	3,600,000	3,600,000	0	-
LOAN REPAYMENT				
0930 Housing Div Loan Repayments				
3400 Other Funds Ltd	10,325,336	10,325,336	0	-
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	6,039,173	6,039,173	0	-
TOTAL REVENUES				
8000 General Fund	1,112,483	1,112,483	0	-
3400 Other Funds Ltd	13,925,336	13,925,336	0	-
6400 Federal Funds Ltd	6,039,173	6,039,173	0	-
TOTAL REVENUES	**$21,076,992**	**$21,076,992**	**0**	**-**
TRANSFERS OUT				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(520,154)	(520,154)	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	(2,166,879)	(2,166,879)	0	-
All Funds	(2,687,033)	(2,687,033)	0	-
AVAILABLE REVENUES				
8000 General Fund	1,112,483	1,112,483	0	-
3400 Other Funds Ltd	20,521,376	20,521,376	0	-
6400 Federal Funds Ltd	3,872,294	3,872,294	0	-
TOTAL AVAILABLE REVENUES	**$25,506,153**	**$25,506,153**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	662,184	662,184	0	-
3400 Other Funds Ltd	470,592	470,592	0	-
6400 Federal Funds Ltd	1,951,920	1,951,920	0	-
All Funds	3,084,696	3,084,696	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	216	216	0	-
3400 Other Funds Ltd	144	144	0	-
6400 Federal Funds Ltd	576	576	0	-
All Funds	936	936	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	139,324	139,324	0	-
3400 Other Funds Ltd	99,012	99,012	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	410,682	410,682	0	-
All Funds	649,018	649,018	0	-
3221 Pension Obligation Bond				
8000 General Fund	25,265	25,265	0	-
3400 Other Funds Ltd	18,236	18,236	0	-
6400 Federal Funds Ltd	268,184	268,184	0	-
All Funds	311,685	311,685	0	-
3230 Social Security Taxes				
8000 General Fund	50,658	50,658	0	-
3400 Other Funds Ltd	36,000	36,000	0	-
6400 Federal Funds Ltd	149,322	149,322	0	-
All Funds	235,980	235,980	0	-
3241 Paid Family Medical Leave Insurance				
8000 General Fund	2,649	2,649	0	-
3400 Other Funds Ltd	1,882	1,882	0	-
6400 Federal Funds Ltd	7,807	7,807	0	-
All Funds	12,338	12,338	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	126	126	0	-
3400 Other Funds Ltd	84	84	0	-
6400 Federal Funds Ltd	336	336	0	-
All Funds	546	546	0	-
3260 Mass Transit Tax				
8000 General Fund	3,320	3,320	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	2,384	2,384	0	-
All Funds	5,704	5,704	0	-
3270 Flexible Benefits				
8000 General Fund	127,224	127,224	0	-
3400 Other Funds Ltd	84,816	84,816	0	-
6400 Federal Funds Ltd	339,264	339,264	0	-
All Funds	551,304	551,304	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	348,782	348,782	0	-
3400 Other Funds Ltd	242,558	242,558	0	-
6400 Federal Funds Ltd	1,176,171	1,176,171	0	-
TOTAL OTHER PAYROLL EXPENSES	**$1,767,511**	**$1,767,511**	**0**	**-**
TOTAL PERSONAL SERVICES				
8000 General Fund	1,010,966	1,010,966	0	-
3400 Other Funds Ltd	713,150	713,150	0	-
6400 Federal Funds Ltd	3,128,091	3,128,091	0	-
TOTAL PERSONAL SERVICES	**$4,852,207**	**$4,852,207**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	9,663	9,663	0	-
6400 Federal Funds Ltd	66,371	66,371	0	-
All Funds	76,034	76,034	0	-
4125 Out of State Travel				
6400 Federal Funds Ltd	8,902	8,902	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4150 Employee Training				
8000 General Fund	8,484	8,484	0	-
6400 Federal Funds Ltd	52,579	52,579	0	-
All Funds	61,063	61,063	0	-
4175 Office Expenses				
8000 General Fund	17,301	17,301	0	-
6400 Federal Funds Ltd	119,301	119,301	0	-
All Funds	136,602	136,602	0	-
4200 Telecommunications				
8000 General Fund	5,820	5,820	0	-
6400 Federal Funds Ltd	39,906	39,906	0	-
All Funds	45,726	45,726	0	-
4250 Data Processing				
8000 General Fund	6,787	6,787	0	-
6400 Federal Funds Ltd	48,283	48,283	0	-
All Funds	55,070	55,070	0	-
4275 Publicity and Publications				
6400 Federal Funds Ltd	90,000	90,000	0	-
4300 Professional Services				
6400 Federal Funds Ltd	600,000	600,000	0	-
4315 IT Professional Services				
6400 Federal Funds Ltd	2,235,000	2,235,000	0	-
4325 Attorney General				
6400 Federal Funds Ltd	381,823	381,823	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4375 Employee Recruitment and Develop				
8000 General Fund	1,253	1,253	0	-
6400 Federal Funds Ltd	7,902	7,902	0	-
All Funds	9,155	9,155	0	-
4425 Facilities Rental and Taxes				
8000 General Fund	9,522	9,522	0	-
3400 Other Funds Ltd	7,021	7,021	0	-
6400 Federal Funds Ltd	5,553	5,553	0	-
All Funds	22,096	22,096	0	-
4650 Other Services and Supplies				
8000 General Fund	29,466	29,466	0	-
6400 Federal Funds Ltd	181,279	181,279	0	-
All Funds	210,745	210,745	0	-
4700 Expendable Prop 250 - 5000				
6400 Federal Funds Ltd	124,700	124,700	0	-
4715 IT Expendable Property				
8000 General Fund	13,221	13,221	0	-
6400 Federal Funds Ltd	90,006	90,006	0	-
All Funds	103,227	103,227	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	101,517	101,517	0	-
3400 Other Funds Ltd	7,021	7,021	0	-
6400 Federal Funds Ltd	4,051,605	4,051,605	0	-
TOTAL SERVICES & SUPPLIES	**$4,160,143**	**$4,160,143**	**0**	**-**

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
CAPITAL OUTLAY				
5900 Other Capital Outlay				
3400 Other Funds Ltd	27,101,190	27,101,190	0	-
SPECIAL PAYMENTS				
6085 Other Special Payments				
3400 Other Funds Ltd	21,889,550	21,889,550	0	-
6400 Federal Funds Ltd	126,883,817	126,883,817	0	-
All Funds	148,773,367	148,773,367	0	-
TOTAL EXPENDITURES				
8000 General Fund	1,112,483	1,112,483	0	-
3400 Other Funds Ltd	49,710,911	49,710,911	0	-
6400 Federal Funds Ltd	134,063,513	134,063,513	0	-
TOTAL EXPENDITURES	**$184,886,907**	**$184,886,907**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	(29,189,535)	(29,189,535)	0	-
6400 Federal Funds Ltd	(130,191,219)	(130,191,219)	0	-
TOTAL ENDING BALANCE	**($159,380,754)**	**($159,380,754)**	**0**	**-**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	13	13	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	13.00	13.00	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 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	4,586,371	4,586,371	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	7,341,941	7,341,941	0	-
INTEREST EARNINGS				
0605 Interest Income				
3400 Other Funds Ltd	2,928,000	2,928,000	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	6,240	6,240	0	-
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	44,767,214	44,767,214	0	-
6400 Federal Funds Ltd	6,033,646	6,033,646	0	-
All Funds	50,800,860	50,800,860	0	-
1443 Tsfr From Oregon Health Authority				
3400 Other Funds Ltd	477,300	477,300	0	-
TOTAL TRANSFERS IN				
3400 Other Funds Ltd	45,244,514	45,244,514	0	-
6400 Federal Funds Ltd	6,033,646	6,033,646	0	-
TOTAL TRANSFERS IN	**$51,278,160**	**$51,278,160**	**0**	**-**

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL REVENUES				
8000 General Fund	7,341,941	7,341,941	0	-
3400 Other Funds Ltd	48,178,754	48,178,754	0	-
6400 Federal Funds Ltd	6,033,646	6,033,646	0	-
TOTAL REVENUES	**$61,554,341**	**$61,554,341**	**0**	**-**
AVAILABLE REVENUES				
8000 General Fund	7,341,941	7,341,941	0	-
3400 Other Funds Ltd	52,765,125	52,765,125	0	-
6400 Federal Funds Ltd	6,033,646	6,033,646	0	-
TOTAL AVAILABLE REVENUES	**$66,140,712**	**$66,140,712**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	2,670,425	2,670,425	0	-
3400 Other Funds Ltd	21,151,110	21,151,110	0	-
6400 Federal Funds Ltd	6,668,065	6,668,065	0	-
All Funds	30,489,600	30,489,600	0	-
3160 Temporary Appointments				
3400 Other Funds Ltd	79,688	79,688	0	-
6400 Federal Funds Ltd	693	693	0	-
All Funds	80,381	80,381	0	-
3190 All Other Differential				
3400 Other Funds Ltd	10,988	10,988	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	144	144	0	-
All Funds	11,132	11,132	0	-
TOTAL SALARIES & WAGES				
8000 General Fund	2,670,425	2,670,425	0	-
3400 Other Funds Ltd	21,241,786	21,241,786	0	-
6400 Federal Funds Ltd	6,668,902	6,668,902	0	-
TOTAL SALARIES & WAGES	**$30,581,113**	**$30,581,113**	**0**	**-**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	1,040	1,040	0	-
3400 Other Funds Ltd	7,445	7,445	0	-
6400 Federal Funds Ltd	2,459	2,459	0	-
All Funds	10,944	10,944	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	561,859	561,859	0	-
3400 Other Funds Ltd	4,451,141	4,451,141	0	-
6400 Federal Funds Ltd	1,402,993	1,402,993	0	-
All Funds	6,415,993	6,415,993	0	-
3221 Pension Obligation Bond				
8000 General Fund	91,546	91,546	0	-
3400 Other Funds Ltd	891,277	891,277	0	-
6400 Federal Funds Ltd	286,204	286,204	0	-
All Funds	1,269,027	1,269,027	0	-
3230 Social Security Taxes				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	204,288	204,288	0	-
3400 Other Funds Ltd	1,609,482	1,609,482	0	-
6400 Federal Funds Ltd	507,282	507,282	0	-
All Funds	2,321,052	2,321,052	0	-
3240 Unemployment Assessments				
3400 Other Funds Ltd	4,301	4,301	0	-
6400 Federal Funds Ltd	24	24	0	-
All Funds	4,325	4,325	0	-
3241 Paid Family Medical Leave Insurance				
8000 General Fund	10,683	10,683	0	-
3400 Other Funds Ltd	83,625	83,625	0	-
6400 Federal Funds Ltd	26,492	26,492	0	-
All Funds	120,800	120,800	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	607	607	0	-
3400 Other Funds Ltd	4,350	4,350	0	-
6400 Federal Funds Ltd	1,430	1,430	0	-
All Funds	6,387	6,387	0	-
3260 Mass Transit Tax				
8000 General Fund	12,656	12,656	0	-
3400 Other Funds Ltd	119,903	119,903	0	-
All Funds	132,559	132,559	0	-
3270 Flexible Benefits				
8000 General Fund	612,796	612,796	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	4,377,935	4,377,935	0	-
6400 Federal Funds Ltd	1,455,285	1,455,285	0	-
All Funds	6,446,016	6,446,016	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	1,495,475	1,495,475	0	-
3400 Other Funds Ltd	11,549,459	11,549,459	0	-
6400 Federal Funds Ltd	3,682,169	3,682,169	0	-
TOTAL OTHER PAYROLL EXPENSES	**$16,727,103**	**$16,727,103**	**0**	**-**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(3)	(3)	0	-
3400 Other Funds Ltd	(162,711)	(162,711)	0	-
6400 Federal Funds Ltd	(65,980)	(65,980)	0	-
All Funds	(228,694)	(228,694)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	4,165,897	4,165,897	0	-
3400 Other Funds Ltd	32,628,534	32,628,534	0	-
6400 Federal Funds Ltd	10,285,091	10,285,091	0	-
TOTAL PERSONAL SERVICES	**$47,079,522**	**$47,079,522**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	24,525	24,525	0	-
3400 Other Funds Ltd	153,888	153,888	0	-
6400 Federal Funds Ltd	44,067	44,067	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	222,480	222,480	0	-
4125 Out of State Travel				
3400 Other Funds Ltd	56,635	56,635	0	-
6400 Federal Funds Ltd	6,401	6,401	0	-
All Funds	63,036	63,036	0	-
4150 Employee Training				
8000 General Fund	20,661	20,661	0	-
3400 Other Funds Ltd	127,091	127,091	0	-
6400 Federal Funds Ltd	44,970	44,970	0	-
All Funds	192,722	192,722	0	-
4175 Office Expenses				
8000 General Fund	44,145	44,145	0	-
3400 Other Funds Ltd	337,376	337,376	0	-
6400 Federal Funds Ltd	71,822	71,822	0	-
All Funds	453,343	453,343	0	-
4200 Telecommunications				
8000 General Fund	14,715	14,715	0	-
3400 Other Funds Ltd	134,736	134,736	0	-
6400 Federal Funds Ltd	24,146	24,146	0	-
All Funds	173,597	173,597	0	-
4225 State Gov. Service Charges				
3400 Other Funds Ltd	3,979,605	3,979,605	0	-
6400 Federal Funds Ltd	1,057,870	1,057,870	0	-
All Funds	5,037,475	5,037,475	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4250 Data Processing				
8000 General Fund	17,985	17,985	0	-
3400 Other Funds Ltd	692,164	692,164	0	-
6400 Federal Funds Ltd	28,604	28,604	0	-
All Funds	738,753	738,753	0	-
4275 Publicity and Publications				
3400 Other Funds Ltd	12,735	12,735	0	-
4300 Professional Services				
8000 General Fund	2,200,000	2,200,000	0	-
3400 Other Funds Ltd	394,966	394,966	0	-
All Funds	2,594,966	2,594,966	0	-
4315 IT Professional Services				
3400 Other Funds Ltd	3,833	3,833	0	-
4325 Attorney General				
3400 Other Funds Ltd	142,979	142,979	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	3,120	3,120	0	-
3400 Other Funds Ltd	13,592	13,592	0	-
6400 Federal Funds Ltd	5,128	5,128	0	-
All Funds	21,840	21,840	0	-
4400 Dues and Subscriptions				
3400 Other Funds Ltd	92,659	92,659	0	-
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	1,157,364	1,157,364	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	90,678	90,678	0	-
All Funds	1,248,042	1,248,042	0	-
4475 Facilities Maintenance				
3400 Other Funds Ltd	14,037	14,037	0	-
6400 Federal Funds Ltd	2,339	2,339	0	-
All Funds	16,376	16,376	0	-
4575 Agency Program Related S and S				
3400 Other Funds Ltd	187,649	187,649	0	-
4650 Other Services and Supplies				
8000 General Fund	752,293	752,293	0	-
3400 Other Funds Ltd	358,846	358,846	0	-
6400 Federal Funds Ltd	76,835	76,835	0	-
All Funds	1,187,974	1,187,974	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	62,350	62,350	0	-
3400 Other Funds Ltd	160,217	160,217	0	-
6400 Federal Funds Ltd	28,002	28,002	0	-
All Funds	250,569	250,569	0	-
4715 IT Expendable Property				
8000 General Fund	36,250	36,250	0	-
3400 Other Funds Ltd	369,710	369,710	0	-
6400 Federal Funds Ltd	67,158	67,158	0	-
All Funds	473,118	473,118	0	-
TOTAL SERVICES & SUPPLIES				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	3,176,044	3,176,044	0	-
3400 Other Funds Ltd	8,390,082	8,390,082	0	-
6400 Federal Funds Ltd	1,548,020	1,548,020	0	-
TOTAL SERVICES & SUPPLIES	**$13,114,146**	**$13,114,146**	**0**	**-**
CAPITAL OUTLAY				
5550 Data Processing Software				
3400 Other Funds Ltd	103,953	103,953	0	-
TOTAL EXPENDITURES				
8000 General Fund	7,341,941	7,341,941	0	-
3400 Other Funds Ltd	41,122,569	41,122,569	0	-
6400 Federal Funds Ltd	11,833,111	11,833,111	0	-
TOTAL EXPENDITURES	**$60,297,621**	**$60,297,621**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	11,642,556	11,642,556	0	-
6400 Federal Funds Ltd	(5,799,465)	(5,799,465)	0	-
TOTAL ENDING BALANCE	**$5,843,091**	**$5,843,091**	**0**	**-**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	152	152	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	152.00	152.00	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3200 Other Funds Non-Ltd	556,204,896	556,204,896	0	-
3400 Other Funds Ltd	1,285,108	1,285,108	0	-
All Funds	557,490,004	557,490,004	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	421,842	421,842	0	-
8030 General Fund Debt Svc	230,930,098	230,930,098	0	-
All Funds	231,351,940	231,351,940	0	-
INTEREST EARNINGS				
0605 Interest Income				
3200 Other Funds Non-Ltd	89,736,000	89,736,000	0	-
3400 Other Funds Ltd	79,200	79,200	0	-
All Funds	89,815,200	89,815,200	0	-
LOAN REPAYMENT				
0930 Housing Div Loan Repayments				
3200 Other Funds Non-Ltd	124,920,000	124,920,000	0	-
TRANSFERS IN				
1010 Transfer In - Intrafund				
3230 Other Funds Debt Svc Non-Ltd	139,750,437	139,750,437	0	-
3400 Other Funds Ltd	6,493,340	6,493,340	0	-
All Funds	146,243,777	146,243,777	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
1107 Tsfr From Administrative Svcs				
4430 Lottery Funds Debt Svc Ltd	40,500,992	40,500,992	0	-
TOTAL TRANSFERS IN				
4430 Lottery Funds Debt Svc Ltd	40,500,992	40,500,992	0	-
3230 Other Funds Debt Svc Non-Ltd	139,750,437	139,750,437	0	-
3400 Other Funds Ltd	6,493,340	6,493,340	0	-
TOTAL TRANSFERS IN	**$186,744,769**	**$186,744,769**	**0**	**-**
TOTAL REVENUES				
8000 General Fund	421,842	421,842	0	-
8030 General Fund Debt Svc	230,930,098	230,930,098	0	-
4430 Lottery Funds Debt Svc Ltd	40,500,992	40,500,992	0	-
3200 Other Funds Non-Ltd	214,656,000	214,656,000	0	-
3230 Other Funds Debt Svc Non-Ltd	139,750,437	139,750,437	0	-
3400 Other Funds Ltd	6,572,540	6,572,540	0	-
TOTAL REVENUES	**$632,831,909**	**$632,831,909**	**0**	**-**
TRANSFERS OUT				
2010 Transfer Out - Intrafund				
3200 Other Funds Non-Ltd	(150,648,146)	(150,648,146)	0	-
AVAILABLE REVENUES				
8000 General Fund	421,842	421,842	0	-
8030 General Fund Debt Svc	230,930,098	230,930,098	0	-
4430 Lottery Funds Debt Svc Ltd	40,500,992	40,500,992	0	-
3200 Other Funds Non-Ltd	620,212,750	620,212,750	0	-
3230 Other Funds Debt Svc Non-Ltd	139,750,437	139,750,437	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	7,857,648	7,857,648	0	-
TOTAL AVAILABLE REVENUES	**$1,039,673,767**	**$1,039,673,767**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	172,944	172,944	0	-
3400 Other Funds Ltd	2,046,336	2,046,336	0	-
All Funds	2,219,280	2,219,280	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	72	72	0	-
3400 Other Funds Ltd	648	648	0	-
All Funds	720	720	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	36,387	36,387	0	-
3400 Other Funds Ltd	430,547	430,547	0	-
All Funds	466,934	466,934	0	-
3221 Pension Obligation Bond				
3400 Other Funds Ltd	87,810	87,810	0	-
3230 Social Security Taxes				
8000 General Fund	13,230	13,230	0	-
3400 Other Funds Ltd	156,544	156,544	0	-
All Funds	169,774	169,774	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3241 Paid Family Medical Leave Insurance				
8000 General Fund	692	692	0	-
3400 Other Funds Ltd	8,184	8,184	0	-
All Funds	8,876	8,876	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	42	42	0	-
3400 Other Funds Ltd	378	378	0	-
All Funds	420	420	0	-
3260 Mass Transit Tax				
8000 General Fund	243	243	0	-
3400 Other Funds Ltd	11,621	11,621	0	-
All Funds	11,864	11,864	0	-
3270 Flexible Benefits				
8000 General Fund	42,408	42,408	0	-
3400 Other Funds Ltd	381,672	381,672	0	-
All Funds	424,080	424,080	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	93,074	93,074	0	-
3400 Other Funds Ltd	1,077,404	1,077,404	0	-
TOTAL OTHER PAYROLL EXPENSES	**$1,170,478**	**$1,170,478**	**0**	**-**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(16,623)	(16,623)	0	-
TOTAL PERSONAL SERVICES				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	266,018	266,018	0	-
3400 Other Funds Ltd	3,107,117	3,107,117	0	-
TOTAL PERSONAL SERVICES	**$3,373,135**	**$3,373,135**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	450	450	0	-
3400 Other Funds Ltd	6,465	6,465	0	-
All Funds	6,915	6,915	0	-
4125 Out of State Travel				
3400 Other Funds Ltd	15,781	15,781	0	-
4150 Employee Training				
8000 General Fund	355	355	0	-
3400 Other Funds Ltd	14,279	14,279	0	-
All Funds	14,634	14,634	0	-
4175 Office Expenses				
8000 General Fund	810	810	0	-
3200 Other Funds Non-Ltd	1,000	1,000	0	-
3400 Other Funds Ltd	15,844	15,844	0	-
All Funds	17,654	17,654	0	-
4200 Telecommunications				
8000 General Fund	270	270	0	-
3400 Other Funds Ltd	7,927	7,927	0	-
All Funds	8,197	8,197	0	-
4225 State Gov. Service Charges				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	150,629	150,629	0	-
3400 Other Funds Ltd	440,019	440,019	0	-
All Funds	590,648	590,648	0	-
4250 Data Processing				
8000 General Fund	330	330	0	-
3400 Other Funds Ltd	36,666	36,666	0	-
All Funds	36,996	36,996	0	-
4275 Publicity and Publications				
3200 Other Funds Non-Ltd	175,000	175,000	0	-
4300 Professional Services				
3200 Other Funds Non-Ltd	9,126,576	9,126,576	0	-
3400 Other Funds Ltd	2,849,568	2,849,568	0	-
All Funds	11,976,144	11,976,144	0	-
4325 Attorney General				
3200 Other Funds Non-Ltd	130,696	130,696	0	-
3400 Other Funds Ltd	35,744	35,744	0	-
All Funds	166,440	166,440	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	55	55	0	-
3400 Other Funds Ltd	505	505	0	-
All Funds	560	560	0	-
4400 Dues and Subscriptions				
3400 Other Funds Ltd	937	937	0	-
4425 Facilities Rental and Taxes				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	58,009	58,009	0	-
4575 Agency Program Related S and S				
3200 Other Funds Non-Ltd	3,300,000	3,300,000	0	-
3400 Other Funds Ltd	1,169	1,169	0	-
All Funds	3,301,169	3,301,169	0	-
4650 Other Services and Supplies				
8000 General Fund	1,225	1,225	0	-
3200 Other Funds Non-Ltd	6,043,542	6,043,542	0	-
3400 Other Funds Ltd	4,920,532	4,920,532	0	-
All Funds	10,965,299	10,965,299	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	1,075	1,075	0	-
3400 Other Funds Ltd	4,913	4,913	0	-
All Funds	5,988	5,988	0	-
4715 IT Expendable Property				
8000 General Fund	625	625	0	-
3400 Other Funds Ltd	9,842	9,842	0	-
All Funds	10,467	10,467	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	155,824	155,824	0	-
3200 Other Funds Non-Ltd	18,776,814	18,776,814	0	-
3400 Other Funds Ltd	8,418,200	8,418,200	0	-
TOTAL SERVICES & SUPPLIES	**$27,350,838**	**$27,350,838**	**0**	**-**
SPECIAL PAYMENTS				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6030 Dist to Non-Gov Units				
3200 Other Funds Non-Ltd	5,996,320	5,996,320	0	-
6080 Loans Made - Other				
3200 Other Funds Non-Ltd	533,500,000	533,500,000	0	-
TOTAL SPECIAL PAYMENTS				
3200 Other Funds Non-Ltd	539,496,320	539,496,320	0	-
DEBT SERVICE				
7100 Principal - Bonds				
8030 General Fund Debt Svc	112,680,000	112,680,000	0	-
4430 Lottery Funds Debt Svc Ltd	28,565,567	28,565,567	0	-
3230 Other Funds Debt Svc Non-Ltd	66,510,000	66,510,000	0	-
All Funds	207,755,567	207,755,567	0	-
7150 Interest - Bonds				
8030 General Fund Debt Svc	118,250,098	118,250,098	0	-
4430 Lottery Funds Debt Svc Ltd	11,935,425	11,935,425	0	-
3230 Other Funds Debt Svc Non-Ltd	73,240,437	73,240,437	0	-
All Funds	203,425,960	203,425,960	0	-
TOTAL DEBT SERVICE				
8030 General Fund Debt Svc	230,930,098	230,930,098	0	-
4430 Lottery Funds Debt Svc Ltd	40,500,992	40,500,992	0	-
3230 Other Funds Debt Svc Non-Ltd	139,750,437	139,750,437	0	-
TOTAL DEBT SERVICE	**$411,181,527**	**$411,181,527**	**0**	**-**
TOTAL EXPENDITURES				
8000 General Fund	421,842	421,842	0	-

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2025-27 Biennium
Bond Activities and Debt Service

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8030 General Fund Debt Svc	230,930,098	230,930,098	0	-
4430 Lottery Funds Debt Svc Ltd	40,500,992	40,500,992	0	-
3200 Other Funds Non-Ltd	558,273,134	558,273,134	0	-
3230 Other Funds Debt Svc Non-Ltd	139,750,437	139,750,437	0	-
3400 Other Funds Ltd	11,525,317	11,525,317	0	-
TOTAL EXPENDITURES	**$981,401,820**	**$981,401,820**	**0**	**-**
ENDING BALANCE				
3200 Other Funds Non-Ltd	61,939,616	61,939,616	0	-
3400 Other Funds Ltd	(3,667,669)	(3,667,669)	0	-
TOTAL ENDING BALANCE	**$58,271,947**	**$58,271,947**	**0**	**-**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	10	10	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	10.00	10.00	0	-

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(96,877)	(96,877)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(96,877)	(96,877)	0	0.00%
TOTAL REVENUE CATEGORIES	**($96,877)**	**($96,877)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(96,877)	(96,877)	0	0.00%
TOTAL AVAILABLE REVENUES	**($96,877)**	**($96,877)**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
OTHER PAYROLL EXPENSES				
3221 Pension Obligation Bond				
8000 General Fund	(5,018)	(5,018)	0	0.00%
3400 Other Funds Ltd	(3,040)	(3,040)	0	0.00%
6400 Federal Funds Ltd	(3,700)	(3,700)	0	0.00%
All Funds	(11,758)	(11,758)	0	0.00%
3260 Mass Transit Tax				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	442	442	0	0.00%
3400 Other Funds Ltd	4,900	4,900	0	0.00%
All Funds	5,342	5,342	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	(4,576)	(4,576)	0	0.00%
3400 Other Funds Ltd	1,860	1,860	0	0.00%
6400 Federal Funds Ltd	(3,700)	(3,700)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**($6,416)**	**($6,416)**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(92,301)	(92,301)	0	0.00%
3400 Other Funds Ltd	(228,316)	(228,316)	0	0.00%
6400 Federal Funds Ltd	(85,404)	(85,404)	0	0.00%
All Funds	(406,021)	(406,021)	0	0.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(92,301)	(92,301)	0	0.00%
3400 Other Funds Ltd	(228,316)	(228,316)	0	0.00%
6400 Federal Funds Ltd	(85,404)	(85,404)	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**($406,021)**	**($406,021)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
PERSONAL SERVICES				
8000 General Fund	(96,877)	(96,877)	0	0.00%
3400 Other Funds Ltd	(226,456)	(226,456)	0	0.00%
6400 Federal Funds Ltd	(89,104)	(89,104)	0	0.00%
TOTAL PERSONAL SERVICES	**($412,437)**	**($412,437)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(96,877)	(96,877)	0	0.00%
3400 Other Funds Ltd	(226,456)	(226,456)	0	0.00%
6400 Federal Funds Ltd	(89,104)	(89,104)	0	0.00%
TOTAL EXPENDITURES	**($412,437)**	**($412,437)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	226,456	226,456	0	0.00%
6400 Federal Funds Ltd	89,104	89,104	0	0.00%
TOTAL ENDING BALANCE	**$315,560**	**$315,560**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(480,630,121)	(480,630,121)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(480,630,121)	(480,630,121)	0	0.00%
TOTAL REVENUE CATEGORIES	**($480,630,121)**	**($480,630,121)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(480,630,121)	(480,630,121)	0	0.00%
TOTAL AVAILABLE REVENUES	**($480,630,121)**	**($480,630,121)**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	(3,071,136)	(3,071,136)	0	0.00%
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	(1,152)	(1,152)	0	0.00%
3220 Public Employees Retire Cont				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	(646,164)	(646,164)	0	0.00%
3230 Social Security Taxes				
8000 General Fund	(234,943)	(234,943)	0	0.00%
3241 Paid Family Medical Leave Insurance				
8000 General Fund	(12,287)	(12,287)	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	(672)	(672)	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	(15,792)	(15,792)	0	0.00%
3270 Flexible Benefits				
8000 General Fund	(678,528)	(678,528)	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	(1,589,538)	(1,589,538)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**($1,589,538)**	**($1,589,538)**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	(4,660,674)	(4,660,674)	0	0.00%
TOTAL PERSONAL SERVICES	**($4,660,674)**	**($4,660,674)**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	(30,843)	(30,843)	0	0.00%
6400 Federal Funds Ltd	(900)	(900)	0	0.00%
All Funds	(31,743)	(31,743)	0	0.00%
4150 Employee Training				
8000 General Fund	(24,596)	(24,596)	0	0.00%
6400 Federal Funds Ltd	(1,425)	(1,425)	0	0.00%
All Funds	(26,021)	(26,021)	0	0.00%
4175 Office Expenses				
8000 General Fund	(55,517)	(55,517)	0	0.00%
6400 Federal Funds Ltd	(1,620)	(1,620)	0	0.00%
All Funds	(57,137)	(57,137)	0	0.00%
4200 Telecommunications				
8000 General Fund	(18,506)	(18,506)	0	0.00%
6400 Federal Funds Ltd	(540)	(540)	0	0.00%
All Funds	(19,046)	(19,046)	0	0.00%
4250 Data Processing				
8000 General Fund	(22,618)	(22,618)	0	0.00%
6400 Federal Funds Ltd	(660)	(660)	0	0.00%
All Funds	(23,278)	(23,278)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4300 Professional Services				
8000 General Fund	(1,725,808)	(1,725,808)	0	0.00%
4325 Attorney General				
8000 General Fund	(50,000)	(50,000)	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	(3,711)	(3,711)	0	0.00%
6400 Federal Funds Ltd	(215)	(215)	0	0.00%
All Funds	(3,926)	(3,926)	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	(83,674)	(83,674)	0	0.00%
6400 Federal Funds Ltd	(4,900)	(4,900)	0	0.00%
All Funds	(88,574)	(88,574)	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	(74,218)	(74,218)	0	0.00%
6400 Federal Funds Ltd	(4,300)	(4,300)	0	0.00%
All Funds	(78,518)	(78,518)	0	0.00%
4715 IT Expendable Property				
8000 General Fund	(44,050)	(44,050)	0	0.00%
6400 Federal Funds Ltd	(2,500)	(2,500)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	(46,550)	(46,550)	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(2,133,541)	(2,133,541)	0	0.00%
6400 Federal Funds Ltd	(17,060)	(17,060)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($2,150,601)**	**($2,150,601)**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6020 Dist to Counties				
6400 Federal Funds Ltd	(6,693,497)	(6,693,497)	0	0.00%
6030 Dist to Non-Gov Units				
8000 General Fund	(77,787,732)	(77,787,732)	0	0.00%
6050 Dist to Non-Profit Organizations				
8000 General Fund	(162,535,000)	(162,535,000)	0	0.00%
3400 Other Funds Ltd	(7,815,000)	(7,815,000)	0	0.00%
6400 Federal Funds Ltd	(27,286,575)	(27,286,575)	0	0.00%
All Funds	(197,636,575)	(197,636,575)	0	0.00%
6055 Dist to Contract Svc Providers				
8000 General Fund	(34,000,000)	(34,000,000)	0	0.00%
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	(44,000,000)	(44,000,000)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6085 Other Special Payments				
8000 General Fund	(155,513,174)	(155,513,174)	0	0.00%
3400 Other Funds Ltd	(21,948,400)	(21,948,400)	0	0.00%
All Funds	(177,461,574)	(177,461,574)	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	(473,835,906)	(473,835,906)	0	0.00%
3400 Other Funds Ltd	(29,763,400)	(29,763,400)	0	0.00%
6400 Federal Funds Ltd	(33,980,072)	(33,980,072)	0	0.00%
TOTAL SPECIAL PAYMENTS	**($537,579,378)**	**($537,579,378)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(480,630,121)	(480,630,121)	0	0.00%
3400 Other Funds Ltd	(29,763,400)	(29,763,400)	0	0.00%
6400 Federal Funds Ltd	(33,997,132)	(33,997,132)	0	0.00%
TOTAL EXPENDITURES	**($544,390,653)**	**($544,390,653)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	29,763,400	29,763,400	0	0.00%
6400 Federal Funds Ltd	33,997,132	33,997,132	0	0.00%
TOTAL ENDING BALANCE	**$63,760,532**	**$63,760,532**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	(16)	(16)	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	(16.00)	(16.00)	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	1,836,950	1,836,950	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	1,836,950	1,836,950	0	0.00%
TOTAL REVENUE CATEGORIES	**$1,836,950**	**$1,836,950**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	1,836,950	1,836,950	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,836,950**	**$1,836,950**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	746	746	0	0.00%
3400 Other Funds Ltd	1,576	1,576	0	0.00%
6400 Federal Funds Ltd	1,574	1,574	0	0.00%
All Funds	3,896	3,896	0	0.00%
4125 Out of State Travel				
8000 General Fund	646	646	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	867	867	0	0.00%
6400 Federal Funds Ltd	1,281	1,281	0	0.00%
All Funds	2,794	2,794	0	0.00%
4150 Employee Training				
8000 General Fund	481	481	0	0.00%
3400 Other Funds Ltd	1,092	1,092	0	0.00%
6400 Federal Funds Ltd	1,431	1,431	0	0.00%
All Funds	3,004	3,004	0	0.00%
4175 Office Expenses				
8000 General Fund	2,358	2,358	0	0.00%
3400 Other Funds Ltd	1,700	1,700	0	0.00%
6400 Federal Funds Ltd	2,487	2,487	0	0.00%
All Funds	6,545	6,545	0	0.00%
4200 Telecommunications				
8000 General Fund	638	638	0	0.00%
3400 Other Funds Ltd	715	715	0	0.00%
6400 Federal Funds Ltd	631	631	0	0.00%
All Funds	1,984	1,984	0	0.00%
4250 Data Processing				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	167	167	0	0.00%
3400 Other Funds Ltd	642	642	0	0.00%
6400 Federal Funds Ltd	320	320	0	0.00%
All Funds	1,129	1,129	0	0.00%
4275 Publicity and Publications				
8000 General Fund	151	151	0	0.00%
3400 Other Funds Ltd	562	562	0	0.00%
6400 Federal Funds Ltd	119	119	0	0.00%
All Funds	832	832	0	0.00%
4300 Professional Services				
8000 General Fund	4,427	4,427	0	0.00%
3400 Other Funds Ltd	104,736	104,736	0	0.00%
6400 Federal Funds Ltd	188,026	188,026	0	0.00%
All Funds	297,189	297,189	0	0.00%
4315 IT Professional Services				
8000 General Fund	79	79	0	0.00%
3400 Other Funds Ltd	27	27	0	0.00%
6400 Federal Funds Ltd	41	41	0	0.00%
All Funds	147	147	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4325 Attorney General				
8000 General Fund	15,291	15,291	0	0.00%
3400 Other Funds Ltd	2,333	2,333	0	0.00%
6400 Federal Funds Ltd	339	339	0	0.00%
All Funds	17,963	17,963	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	23	23	0	0.00%
3400 Other Funds Ltd	58	58	0	0.00%
6400 Federal Funds Ltd	18	18	0	0.00%
All Funds	99	99	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	193	193	0	0.00%
3400 Other Funds Ltd	79	79	0	0.00%
6400 Federal Funds Ltd	844	844	0	0.00%
All Funds	1,116	1,116	0	0.00%
4425 Facilities Rental and Taxes				
8000 General Fund	21,979	21,979	0	0.00%
3400 Other Funds Ltd	58,336	58,336	0	0.00%
6400 Federal Funds Ltd	29,568	29,568	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	109,883	109,883	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	28	28	0	0.00%
3400 Other Funds Ltd	23	23	0	0.00%
6400 Federal Funds Ltd	31	31	0	0.00%
All Funds	82	82	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	91	91	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	3,127	3,127	0	0.00%
3400 Other Funds Ltd	2,107	2,107	0	0.00%
6400 Federal Funds Ltd	1,238	1,238	0	0.00%
All Funds	6,472	6,472	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	121	121	0	0.00%
3400 Other Funds Ltd	500	500	0	0.00%
6400 Federal Funds Ltd	404	404	0	0.00%
All Funds	1,025	1,025	0	0.00%
4715 IT Expendable Property				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	552	552	0	0.00%
3400 Other Funds Ltd	1,496	1,496	0	0.00%
6400 Federal Funds Ltd	683	683	0	0.00%
All Funds	2,731	2,731	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	51,007	51,007	0	0.00%
3400 Other Funds Ltd	176,940	176,940	0	0.00%
6400 Federal Funds Ltd	229,035	229,035	0	0.00%
TOTAL SERVICES & SUPPLIES	**$456,982**	**$456,982**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	744,903	744,903	0	0.00%
3400 Other Funds Ltd	1,160,983	1,160,983	0	0.00%
6400 Federal Funds Ltd	1,253,206	1,253,206	0	0.00%
All Funds	3,159,092	3,159,092	0	0.00%
6025 Dist to Other Gov Unit				
8000 General Fund	20,800	20,800	0	0.00%
6030 Dist to Non-Gov Units				
3400 Other Funds Ltd	10,375	10,375	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6035 Dist to Individuals				
3400 Other Funds Ltd	19,166	19,166	0	0.00%
6050 Dist to Non-Profit Organizations				
8000 General Fund	1,020,240	1,020,240	0	0.00%
3400 Other Funds Ltd	3,105,231	3,105,231	0	0.00%
6400 Federal Funds Ltd	3,138,946	3,138,946	0	0.00%
All Funds	7,264,417	7,264,417	0	0.00%
6085 Other Special Payments				
3400 Other Funds Ltd	603,844	603,844	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	1,785,943	1,785,943	0	0.00%
3400 Other Funds Ltd	4,899,599	4,899,599	0	0.00%
6400 Federal Funds Ltd	4,392,152	4,392,152	0	0.00%
TOTAL SPECIAL PAYMENTS	**$11,077,694**	**$11,077,694**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	1,836,950	1,836,950	0	0.00%
3400 Other Funds Ltd	5,076,539	5,076,539	0	0.00%
6400 Federal Funds Ltd	4,621,187	4,621,187	0	0.00%
TOTAL EXPENDITURES	**$11,534,676**	**$11,534,676**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
3400 Other Funds Ltd	(5,076,539)	(5,076,539)	0	0.00%
6400 Federal Funds Ltd	(4,621,187)	(4,621,187)	0	0.00%
TOTAL ENDING BALANCE	**($9,697,726)**	**($9,697,726)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(79,715)	(79,715)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(79,715)	(79,715)	0	0.00%
TOTAL REVENUE CATEGORIES	**($79,715)**	**($79,715)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(79,715)	(79,715)	0	0.00%
TOTAL AVAILABLE REVENUES	**($79,715)**	**($79,715)**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4425 Facilities Rental and Taxes				
8000 General Fund	(79,715)	(79,715)	0	0.00%
3400 Other Funds Ltd	(211,580)	(211,580)	0	0.00%
6400 Federal Funds Ltd	(107,242)	(107,242)	0	0.00%
All Funds	(398,537)	(398,537)	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(79,715)	(79,715)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(211,580)	(211,580)	0	0.00%
6400 Federal Funds Ltd	(107,242)	(107,242)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($398,537)**	**($398,537)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(79,715)	(79,715)	0	0.00%
3400 Other Funds Ltd	(211,580)	(211,580)	0	0.00%
6400 Federal Funds Ltd	(107,242)	(107,242)	0	0.00%
TOTAL EXPENDITURES	**($398,537)**	**($398,537)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	211,580	211,580	0	0.00%
6400 Federal Funds Ltd	107,242	107,242	0	0.00%
TOTAL ENDING BALANCE	**$318,822**	**$318,822**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	-	(396,212)	(396,212)	100.00%
TRANSFERS IN				
1060 Transfer from General Fund				
3400 Other Funds Ltd	-	(337,910)	(337,910)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(396,212)	(396,212)	100.00%
3400 Other Funds Ltd	-	(337,910)	(337,910)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($734,122)**	**($734,122)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(396,212)	(396,212)	100.00%
3400 Other Funds Ltd	-	(337,910)	(337,910)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($734,122)**	**($734,122)**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	(45,370)	(45,370)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	(45,370)	(45,370)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($45,370)**	**($45,370)**	**100.00%**
PERSONAL SERVICES				
8000 General Fund	-	(45,370)	(45,370)	100.00%
TOTAL PERSONAL SERVICES	**-**	**($45,370)**	**($45,370)**	**100.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(746)	(746)	100.00%
4125 Out of State Travel				
8000 General Fund	-	(646)	(646)	100.00%
4150 Employee Training				
8000 General Fund	-	(481)	(481)	100.00%
4175 Office Expenses				
8000 General Fund	-	(2,358)	(2,358)	100.00%
4275 Publicity and Publications				
8000 General Fund	-	(151)	(151)	100.00%
4300 Professional Services				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	(4,427)	(4,427)	100.00%
4315 IT Professional Services				
8000 General Fund	-	(79)	(79)	100.00%
4375 Employee Recruitment and Develop				
8000 General Fund	-	(23)	(23)	100.00%
4400 Dues and Subscriptions				
8000 General Fund	-	(193)	(193)	100.00%
4475 Facilities Maintenance				
8000 General Fund	-	(28)	(28)	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	(3,127)	(3,127)	100.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	(121)	(121)	100.00%
4715 IT Expendable Property				
8000 General Fund	-	(552)	(552)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(12,932)	(12,932)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($12,932)**	**($12,932)**	**100.00%**
SPECIAL PAYMENTS				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6030 Dist to Non-Gov Units				
3400 Other Funds Ltd	-	(196,388)	(196,388)	100.00%
6035 Dist to Individuals				
3400 Other Funds Ltd	-	(141,522)	(141,522)	100.00%
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	-	(337,910)	(337,910)	100.00%
SPECIAL PAYMENTS				
8000 General Fund	-	(337,910)	(337,910)	100.00%
3400 Other Funds Ltd	-	(337,910)	(337,910)	100.00%
TOTAL SPECIAL PAYMENTS	**-**	**($675,820)**	**($675,820)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(396,212)	(396,212)	100.00%
3400 Other Funds Ltd	-	(337,910)	(337,910)	100.00%
TOTAL EXPENDITURES	**-**	**($734,122)**	**($734,122)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	-	(6,053)	(6,053)	100.00%
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	-	(134)	(134)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(6,053)	(6,053)	100.00%
6400 Federal Funds Ltd	-	(134)	(134)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($6,187)**	**($6,187)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(6,053)	(6,053)	100.00%
6400 Federal Funds Ltd	-	(134)	(134)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($6,187)**	**($6,187)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4325 Attorney General				
8000 General Fund	-	(6,053)	(6,053)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	(923)	(923)	100.00%
6400 Federal Funds Ltd	-	(134)	(134)	100.00%
All Funds	-	(7,110)	(7,110)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(6,053)	(6,053)	100.00%
3400 Other Funds Ltd	-	(923)	(923)	100.00%
6400 Federal Funds Ltd	-	(134)	(134)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($7,110)**	**($7,110)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(6,053)	(6,053)	100.00%
3400 Other Funds Ltd	-	(923)	(923)	100.00%
6400 Federal Funds Ltd	-	(134)	(134)	100.00%
TOTAL EXPENDITURES	**-**	**($7,110)**	**($7,110)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	923	923	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**$923**	**$923**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	-	(27,068)	(27,068)	100.00%
REVENUE CATEGORIES				
6400 Federal Funds Ltd	-	(27,068)	(27,068)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($27,068)**	**($27,068)**	**100.00%**
2000				
2010 Transfer Out - Intrafund				
6400 Federal Funds Ltd	-	27,068	27,068	100.00%
AVAILABLE REVENUES				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	217,918,652	217,918,652	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	217,918,652	217,918,652	0	0.00%
TOTAL REVENUE CATEGORIES	**$217,918,652**	**$217,918,652**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	217,918,652	217,918,652	0	0.00%
TOTAL AVAILABLE REVENUES	**$217,918,652**	**$217,918,652**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	375,000	375,000	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	375,000	375,000	0	0.00%
TOTAL SERVICES & SUPPLIES	**$375,000**	**$375,000**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6085 Other Special Payments				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	217,543,652	217,543,652	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	217,543,652	217,543,652	0	0.00%
TOTAL SPECIAL PAYMENTS	**$217,543,652**	**$217,543,652**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	217,918,652	217,918,652	0	0.00%
TOTAL EXPENDITURES	**$217,918,652**	**$217,918,652**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	188,243,238	188,243,238	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	188,243,238	188,243,238	0	0.00%
TOTAL REVENUE CATEGORIES	**$188,243,238**	**$188,243,238**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	188,243,238	188,243,238	0	0.00%
TOTAL AVAILABLE REVENUES	**$188,243,238**	**$188,243,238**	**$0**	**0.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	188,243,238	188,243,238	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	188,243,238	188,243,238	0	0.00%
TOTAL SPECIAL PAYMENTS	**$188,243,238**	**$188,243,238**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	188,243,238	188,243,238	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$188,243,238**	**$188,243,238**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	105,191,160	105,191,160	0	0.00%
TRANSFERS IN				
1060 Transfer from General Fund				
3400 Other Funds Ltd	105,191,160	105,191,160	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	105,191,160	105,191,160	0	0.00%
3400 Other Funds Ltd	105,191,160	105,191,160	0	0.00%
TOTAL REVENUE CATEGORIES	**$210,382,320**	**$210,382,320**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	105,191,160	105,191,160	0	0.00%
3400 Other Funds Ltd	105,191,160	105,191,160	0	0.00%
TOTAL AVAILABLE REVENUES	**$210,382,320**	**$210,382,320**	**$0**	**0.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	105,191,160	105,191,160	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6085 Other Special Payments				
3400 Other Funds Ltd	105,191,160	105,191,160	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	105,191,160	105,191,160	0	0.00%
3400 Other Funds Ltd	105,191,160	105,191,160	0	0.00%
TOTAL SPECIAL PAYMENTS	**$210,382,320**	**$210,382,320**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	105,191,160	105,191,160	0	0.00%
3400 Other Funds Ltd	105,191,160	105,191,160	0	0.00%
TOTAL EXPENDITURES	**$210,382,320**	**$210,382,320**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	63,535,520	63,535,520	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	63,535,520	63,535,520	0	0.00%
TOTAL REVENUE CATEGORIES	**$63,535,520**	**$63,535,520**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	63,535,520	63,535,520	0	0.00%
TOTAL AVAILABLE REVENUES	**$63,535,520**	**$63,535,520**	**$0**	**0.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	63,535,520	63,535,520	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	63,535,520	63,535,520	0	0.00%
TOTAL SPECIAL PAYMENTS	**$63,535,520**	**$63,535,520**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	63,535,520	63,535,520	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$63,535,520**	**$63,535,520**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	109,685,262	109,685,262	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	109,685,262	109,685,262	0	0.00%
TOTAL REVENUE CATEGORIES	**$109,685,262**	**$109,685,262**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	109,685,262	109,685,262	0	0.00%
TOTAL AVAILABLE REVENUES	**$109,685,262**	**$109,685,262**	**$0**	**0.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	109,685,262	109,685,262	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	109,685,262	109,685,262	0	0.00%
TOTAL SPECIAL PAYMENTS	**$109,685,262**	**$109,685,262**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	109,685,262	109,685,262	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$109,685,262**	**$109,685,262**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	12,767,376	12,767,376	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	12,767,376	12,767,376	0	0.00%
TOTAL REVENUE CATEGORIES	**$12,767,376**	**$12,767,376**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	12,767,376	12,767,376	0	0.00%
TOTAL AVAILABLE REVENUES	**$12,767,376**	**$12,767,376**	**$0**	**0.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	12,767,376	12,767,376	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	12,767,376	12,767,376	0	0.00%
TOTAL SPECIAL PAYMENTS	**$12,767,376**	**$12,767,376**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	12,767,376	12,767,376	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$12,767,376**	**$12,767,376**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	5,759,840	5,489,241	(270,599)	(4.70%)
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	755,503	654,422	(101,081)	(13.38%)
REVENUE CATEGORIES				
8000 General Fund	5,759,840	5,489,241	(270,599)	(4.70%)
6400 Federal Funds Ltd	755,503	654,422	(101,081)	(13.38%)
TOTAL REVENUE CATEGORIES	**$6,515,343**	**$6,143,663**	**($371,680)**	**(5.70%)**
2000				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(196,058)	-	196,058	100.00%
6400 Federal Funds Ltd	(144,192)	-	144,192	100.00%
All Funds	(340,250)	-	340,250	100.00%
AVAILABLE REVENUES				
8000 General Fund	5,759,840	5,489,241	(270,599)	(4.70%)
3400 Other Funds Ltd	(196,058)	-	196,058	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	611,311	654,422	43,111	7.05%
TOTAL AVAILABLE REVENUES	**$6,175,093**	**$6,143,663**	**($31,430)**	**(0.51%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	3,515,878	3,356,514	(159,364)	(4.53%)
3400 Other Funds Ltd	-	49,091	49,091	100.00%
6400 Federal Funds Ltd	353,364	339,122	(14,242)	(4.03%)
All Funds	3,869,242	3,744,727	(124,515)	(3.22%)
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	1,354	1,285	(69)	(5.10%)
3400 Other Funds Ltd	-	17	17	100.00%
6400 Federal Funds Ltd	176	165	(11)	(6.25%)
All Funds	1,530	1,467	(63)	(4.12%)
3220 Public Employees Retire Cont				
8000 General Fund	739,737	706,210	(33,527)	(4.53%)
3400 Other Funds Ltd	-	10,329	10,329	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	74,348	71,352	(2,996)	(4.03%)
All Funds	814,085	787,891	(26,194)	(3.22%)
3230 Social Security Taxes				
8000 General Fund	268,965	256,772	(12,193)	(4.53%)
3400 Other Funds Ltd	-	3,755	3,755	100.00%
6400 Federal Funds Ltd	27,032	25,943	(1,089)	(4.03%)
All Funds	295,997	286,470	(9,527)	(3.22%)
3241 Paid Family Medical Leave Insurance				
8000 General Fund	14,067	13,427	(640)	(4.55%)
3400 Other Funds Ltd	-	196	196	100.00%
6400 Federal Funds Ltd	1,414	1,357	(57)	(4.03%)
All Funds	15,481	14,980	(501)	(3.24%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	791	753	(38)	(4.80%)
3400 Other Funds Ltd	-	10	10	100.00%
6400 Federal Funds Ltd	102	96	(6)	(5.88%)
All Funds	893	859	(34)	(3.81%)
3260 Mass Transit Tax				
8000 General Fund	21,096	21,096	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	262	262	100.00%
All Funds	21,096	21,358	262	1.24%
3270 Flexible Benefits				
8000 General Fund	797,800	757,194	(40,606)	(5.09%)
3400 Other Funds Ltd	-	10,019	10,019	100.00%
6400 Federal Funds Ltd	103,370	96,850	(6,520)	(6.31%)
All Funds	901,170	864,063	(37,107)	(4.12%)
OTHER PAYROLL EXPENSES				
8000 General Fund	1,843,810	1,756,737	(87,073)	(4.72%)
3400 Other Funds Ltd	-	24,588	24,588	100.00%
6400 Federal Funds Ltd	206,442	195,763	(10,679)	(5.17%)
TOTAL OTHER PAYROLL EXPENSES	**$2,050,252**	**$1,977,088**	**($73,164)**	**(3.57%)**
P.S. BUDGET ADJUSTMENTS				
3465 Reconciliation Adjustment				
8000 General Fund	-	(24,162)	(24,162)	100.00%
3400 Other Funds Ltd	-	10,225	10,225	100.00%
6400 Federal Funds Ltd	-	59,103	59,103	100.00%
All Funds	-	45,166	45,166	100.00%
P.S. BUDGET ADJUSTMENTS				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	(24,162)	(24,162)	100.00%
3400 Other Funds Ltd	-	10,225	10,225	100.00%
6400 Federal Funds Ltd	-	59,103	59,103	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**$45,166**	**$45,166**	**100.00%**
PERSONAL SERVICES				
8000 General Fund	5,359,688	5,089,089	(270,599)	(5.05%)
3400 Other Funds Ltd	-	83,904	83,904	100.00%
6400 Federal Funds Ltd	559,806	593,988	34,182	6.11%
TOTAL PERSONAL SERVICES	**$5,919,494**	**$5,766,981**	**($152,513)**	**(2.58%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	33,876	33,876	0	0.00%
6400 Federal Funds Ltd	4,392	4,392	0	0.00%
All Funds	38,268	38,268	0	0.00%
4150 Employee Training				
8000 General Fund	27,788	27,788	0	0.00%
6400 Federal Funds Ltd	3,563	3,563	0	0.00%
All Funds	31,351	31,351	0	0.00%
4175 Office Expenses				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	60,977	60,977	0	0.00%
6400 Federal Funds Ltd	7,906	7,906	0	0.00%
All Funds	68,883	68,883	0	0.00%
4200 Telecommunications				
8000 General Fund	20,326	20,326	0	0.00%
6400 Federal Funds Ltd	2,635	2,635	0	0.00%
All Funds	22,961	22,961	0	0.00%
4250 Data Processing				
8000 General Fund	24,842	24,842	0	0.00%
6400 Federal Funds Ltd	3,221	3,221	0	0.00%
All Funds	28,063	28,063	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	4,193	4,193	0	0.00%
6400 Federal Funds Ltd	538	538	0	0.00%
All Funds	4,731	4,731	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	95,550	95,550	0	0.00%
6400 Federal Funds Ltd	12,250	12,250	0	0.00%
All Funds	107,800	107,800	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4700 Expendable Prop 250 - 5000				
8000 General Fund	83,850	83,850	0	0.00%
6400 Federal Funds Ltd	10,750	10,750	0	0.00%
All Funds	94,600	94,600	0	0.00%
4715 IT Expendable Property				
8000 General Fund	48,750	48,750	0	0.00%
6400 Federal Funds Ltd	6,250	6,250	0	0.00%
All Funds	55,000	55,000	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	400,152	400,152	0	0.00%
6400 Federal Funds Ltd	51,505	51,505	0	0.00%
TOTAL SERVICES & SUPPLIES	**$451,657**	**$451,657**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	5,759,840	5,489,241	(270,599)	(4.70%)
3400 Other Funds Ltd	-	83,904	83,904	100.00%
6400 Federal Funds Ltd	611,311	645,493	34,182	5.59%
TOTAL EXPENDITURES	**$6,371,151**	**$6,218,638**	**($152,513)**	**(2.39%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(196,058)	(83,904)	112,154	57.20%
6400 Federal Funds Ltd	-	8,929	8,929	100.00%
TOTAL ENDING BALANCE	**($196,058)**	**($74,975)**	**$121,083**	**61.76%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	22	22	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	21.26	20.44	(0.82)	(3.86%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	29,301	-	(29,301)	(100.00%)
REVENUE CATEGORIES				
6400 Federal Funds Ltd	29,301	-	(29,301)	(100.00%)
TOTAL REVENUE CATEGORIES	**$29,301**	**-**	**($29,301)**	**(100.00%)**
2000				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(39,841)	-	39,841	100.00%
6400 Federal Funds Ltd	(29,301)	-	29,301	100.00%
All Funds	(69,142)	-	69,142	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	(39,841)	-	39,841	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	**($39,841)**	**-**	**$39,841**	**100.00%**
ENDING BALANCE				
3400 Other Funds Ltd	(39,841)	-	39,841	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	**($39,841)**	**-**	**$39,841**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	16,900,000	-	(16,900,000)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	16,900,000	-	(16,900,000)	(100.00%)
TOTAL REVENUE CATEGORIES	**$16,900,000**	**-**	**($16,900,000)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	16,900,000	-	(16,900,000)	(100.00%)
TOTAL AVAILABLE REVENUES	**$16,900,000**	**-**	**($16,900,000)**	**(100.00%)**
EXPENDITURES				
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	16,900,000	-	(16,900,000)	(100.00%)
SPECIAL PAYMENTS				
8000 General Fund	16,900,000	-	(16,900,000)	(100.00%)
TOTAL SPECIAL PAYMENTS	**$16,900,000**	**-**	**($16,900,000)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	16,900,000	-	(16,900,000)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$16,900,000**	**-**	**($16,900,000)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(17,581)	(17,581)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(17,581)	(17,581)	0	0.00%
TOTAL REVENUE CATEGORIES	**($17,581)**	**($17,581)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(17,581)	(17,581)	0	0.00%
TOTAL AVAILABLE REVENUES	**($17,581)**	**($17,581)**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
OTHER PAYROLL EXPENSES				
3221 Pension Obligation Bond				
8000 General Fund	(791)	(791)	0	0.00%
3400 Other Funds Ltd	3,831	3,831	0	0.00%
6400 Federal Funds Ltd	(139)	(139)	0	0.00%
All Funds	2,901	2,901	0	0.00%
3260 Mass Transit Tax				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	197	197	0	0.00%
3400 Other Funds Ltd	2,970	2,970	0	0.00%
All Funds	3,167	3,167	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	(594)	(594)	0	0.00%
3400 Other Funds Ltd	6,801	6,801	0	0.00%
6400 Federal Funds Ltd	(139)	(139)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$6,068**	**$6,068**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(16,987)	(16,987)	0	0.00%
3400 Other Funds Ltd	(154,294)	(154,294)	0	0.00%
6400 Federal Funds Ltd	(2,322)	(2,322)	0	0.00%
All Funds	(173,603)	(173,603)	0	0.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(16,987)	(16,987)	0	0.00%
3400 Other Funds Ltd	(154,294)	(154,294)	0	0.00%
6400 Federal Funds Ltd	(2,322)	(2,322)	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**($173,603)**	**($173,603)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
PERSONAL SERVICES				
8000 General Fund	(17,581)	(17,581)	0	0.00%
3400 Other Funds Ltd	(147,493)	(147,493)	0	0.00%
6400 Federal Funds Ltd	(2,461)	(2,461)	0	0.00%
TOTAL PERSONAL SERVICES	**($167,535)**	**($167,535)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(17,581)	(17,581)	0	0.00%
3400 Other Funds Ltd	(147,493)	(147,493)	0	0.00%
6400 Federal Funds Ltd	(2,461)	(2,461)	0	0.00%
TOTAL EXPENDITURES	**($167,535)**	**($167,535)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	147,493	147,493	0	0.00%
6400 Federal Funds Ltd	2,461	2,461	0	0.00%
TOTAL ENDING BALANCE	**$149,954**	**$149,954**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	6,713,450	6,713,450	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	6,713,450	6,713,450	0	0.00%
TOTAL REVENUE CATEGORIES	**$6,713,450**	**$6,713,450**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	6,713,450	6,713,450	0	0.00%
TOTAL AVAILABLE REVENUES	**$6,713,450**	**$6,713,450**	**$0**	**0.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	6,713,450	6,713,450	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	6,713,450	6,713,450	0	0.00%
TOTAL SPECIAL PAYMENTS	**$6,713,450**	**$6,713,450**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	6,713,450	6,713,450	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$6,713,450**	**$6,713,450**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(4,000,000)	(4,000,000)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(4,000,000)	(4,000,000)	0	0.00%
TOTAL REVENUE CATEGORIES	**($4,000,000)**	**($4,000,000)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(4,000,000)	(4,000,000)	0	0.00%
TOTAL AVAILABLE REVENUES	**($4,000,000)**	**($4,000,000)**	**$0**	**0.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	(4,000,000)	(4,000,000)	0	0.00%
6085 Other Special Payments				
3400 Other Funds Ltd	(4,000,000)	(4,000,000)	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	(4,000,000)	(4,000,000)	0	0.00%
3400 Other Funds Ltd	(4,000,000)	(4,000,000)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SPECIAL PAYMENTS	**($8,000,000)**	**($8,000,000)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(4,000,000)	(4,000,000)	0	0.00%
3400 Other Funds Ltd	(4,000,000)	(4,000,000)	0	0.00%
TOTAL EXPENDITURES	**($8,000,000)**	**($8,000,000)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	4,000,000	4,000,000	0	0.00%
TOTAL ENDING BALANCE	**$4,000,000**	**$4,000,000**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	668,938	668,938	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	668,938	668,938	0	0.00%
TOTAL REVENUE CATEGORIES	**$668,938**	**$668,938**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	668,938	668,938	0	0.00%
TOTAL AVAILABLE REVENUES	**$668,938**	**$668,938**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	224	224	0	0.00%
3400 Other Funds Ltd	1,674	1,674	0	0.00%
6400 Federal Funds Ltd	24	24	0	0.00%
All Funds	1,922	1,922	0	0.00%
4125 Out of State Travel				
3400 Other Funds Ltd	663	663	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	71	71	0	0.00%
All Funds	734	734	0	0.00%
4150 Employee Training				
8000 General Fund	77	77	0	0.00%
3400 Other Funds Ltd	947	947	0	0.00%
6400 Federal Funds Ltd	14	14	0	0.00%
All Funds	1,038	1,038	0	0.00%
4175 Office Expenses				
8000 General Fund	286	286	0	0.00%
3400 Other Funds Ltd	1,430	1,430	0	0.00%
6400 Federal Funds Ltd	14	14	0	0.00%
All Funds	1,730	1,730	0	0.00%
4200 Telecommunications				
8000 General Fund	65	65	0	0.00%
3400 Other Funds Ltd	710	710	0	0.00%
6400 Federal Funds Ltd	24	24	0	0.00%
All Funds	799	799	0	0.00%
4250 Data Processing				
8000 General Fund	26	26	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	2,206	2,206	0	0.00%
6400 Federal Funds Ltd	24	24	0	0.00%
All Funds	2,256	2,256	0	0.00%
4300 Professional Services				
3400 Other Funds Ltd	6,148	6,148	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	7,334	7,334	0	0.00%
4325 Attorney General				
3400 Other Funds Ltd	1,127	1,127	0	0.00%
6400 Federal Funds Ltd	370	370	0	0.00%
All Funds	1,497	1,497	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	7	7	0	0.00%
3400 Other Funds Ltd	78	78	0	0.00%
All Funds	85	85	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	15	15	0	0.00%
4425 Facilities Rental and Taxes				
8000 General Fund	8,703	8,703	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	39,591	39,591	0	0.00%
All Funds	48,294	48,294	0	0.00%
4475 Facilities Maintenance				
3400 Other Funds Ltd	10	10	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	106	106	0	0.00%
3400 Other Funds Ltd	1,656	1,656	0	0.00%
6400 Federal Funds Ltd	71	71	0	0.00%
All Funds	1,833	1,833	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	2	2	0	0.00%
3400 Other Funds Ltd	1,103	1,103	0	0.00%
6400 Federal Funds Ltd	24	24	0	0.00%
All Funds	1,129	1,129	0	0.00%
4715 IT Expendable Property				
8000 General Fund	187	187	0	0.00%
3400 Other Funds Ltd	1,219	1,219	0	0.00%
6400 Federal Funds Ltd	71	71	0	0.00%
All Funds	1,477	1,477	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
8000 General Fund	9,683	9,683	0	0.00%
3400 Other Funds Ltd	65,911	65,911	0	0.00%
6400 Federal Funds Ltd	707	707	0	0.00%
TOTAL SERVICES & SUPPLIES	**$76,301**	**$76,301**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6035 Dist to Individuals				
6400 Federal Funds Ltd	1,652	1,652	0	0.00%
6085 Other Special Payments				
8000 General Fund	659,255	659,255	0	0.00%
6400 Federal Funds Ltd	39,324	39,324	0	0.00%
All Funds	698,579	698,579	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	659,255	659,255	0	0.00%
6400 Federal Funds Ltd	40,976	40,976	0	0.00%
TOTAL SPECIAL PAYMENTS	**$700,231**	**$700,231**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	668,938	668,938	0	0.00%
3400 Other Funds Ltd	65,911	65,911	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	41,683	41,683	0	0.00%
TOTAL EXPENDITURES	**$776,532**	**$776,532**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(65,911)	(65,911)	0	0.00%
6400 Federal Funds Ltd	(41,683)	(41,683)	0	0.00%
TOTAL ENDING BALANCE	**($107,594)**	**($107,594)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(31,566)	(31,566)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(31,566)	(31,566)	0	0.00%
TOTAL REVENUE CATEGORIES	**($31,566)**	**($31,566)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(31,566)	(31,566)	0	0.00%
TOTAL AVAILABLE REVENUES	**($31,566)**	**($31,566)**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4425 Facilities Rental and Taxes				
8000 General Fund	(31,566)	(31,566)	0	0.00%
3400 Other Funds Ltd	(143,595)	(143,595)	0	0.00%
All Funds	(175,161)	(175,161)	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(31,566)	(31,566)	0	0.00%
3400 Other Funds Ltd	(143,595)	(143,595)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**($175,161)**	**($175,161)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(31,566)	(31,566)	0	0.00%
3400 Other Funds Ltd	(143,595)	(143,595)	0	0.00%
TOTAL EXPENDITURES	**($175,161)**	**($175,161)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	143,595	143,595	0	0.00%
TOTAL ENDING BALANCE	**$143,595**	**$143,595**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	-	2,873,318	2,873,318	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	2,873,318	2,873,318	100.00%
TOTAL REVENUE CATEGORIES	**-**	**$2,873,318**	**$2,873,318**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	2,873,318	2,873,318	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$2,873,318**	**$2,873,318**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	-	(403,056)	(403,056)	100.00%
3400 Other Funds Ltd	-	403,056	403,056	100.00%
All Funds	-	-	0	0.00%
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	(144)	(144)	100.00%
3400 Other Funds Ltd	-	144	144	100.00%
All Funds	-	-	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	-	(84,803)	(84,803)	100.00%
3400 Other Funds Ltd	-	84,803	84,803	100.00%
All Funds	-	-	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	-	(15,806)	(15,806)	100.00%
3400 Other Funds Ltd	-	15,806	15,806	100.00%
All Funds	-	-	0	0.00%
3230 Social Security Taxes				
8000 General Fund	-	(30,834)	(30,834)	100.00%
3400 Other Funds Ltd	-	30,834	30,834	100.00%
All Funds	-	-	0	0.00%
3241 Paid Family Medical Leave Insurance				
8000 General Fund	-	(1,612)	(1,612)	100.00%
3400 Other Funds Ltd	-	1,612	1,612	100.00%
All Funds	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	-	(84)	(84)	100.00%
3400 Other Funds Ltd	-	84	84	100.00%
All Funds	-	-	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	-	(2,418)	(2,418)	100.00%
3400 Other Funds Ltd	-	2,418	2,418	100.00%
All Funds	-	-	0	0.00%
3270 Flexible Benefits				
8000 General Fund	-	(84,816)	(84,816)	100.00%
3400 Other Funds Ltd	-	84,816	84,816	100.00%
All Funds	-	-	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	-	(220,517)	(220,517)	100.00%
3400 Other Funds Ltd	-	220,517	220,517	100.00%
TOTAL OTHER PAYROLL EXPENSES	**-**	**-**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	-	20,153	20,153	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	(20,153)	(20,153)	100.00%
All Funds	-	-	0	0.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	20,153	20,153	100.00%
3400 Other Funds Ltd	-	(20,153)	(20,153)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**-**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	-	(603,420)	(603,420)	100.00%
3400 Other Funds Ltd	-	603,420	603,420	100.00%
TOTAL PERSONAL SERVICES	**-**	**-**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(5,549)	(5,549)	100.00%
3400 Other Funds Ltd	-	5,325	5,325	100.00%
All Funds	-	(224)	(224)	100.00%
4150 Employee Training				
8000 General Fund	-	(1,913)	(1,913)	100.00%
3400 Other Funds Ltd	-	1,836	1,836	100.00%
All Funds	-	(77)	(77)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4175 Office Expenses				
8000 General Fund	-	(7,100)	(7,100)	100.00%
3400 Other Funds Ltd	-	6,814	6,814	100.00%
All Funds	-	(286)	(286)	100.00%
4200 Telecommunications				
8000 General Fund	-	(1,608)	(1,608)	100.00%
3400 Other Funds Ltd	-	1,608	1,608	100.00%
All Funds	-	-	0	0.00%
4250 Data Processing				
8000 General Fund	-	(635)	(635)	100.00%
3400 Other Funds Ltd	-	635	635	100.00%
All Funds	-	-	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	-	(170)	(170)	100.00%
3400 Other Funds Ltd	-	163	163	100.00%
All Funds	-	(7)	(7)	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	(2,628)	(2,628)	100.00%
3400 Other Funds Ltd	-	2,522	2,522	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	-	(106)	(106)	100.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	(56)	(56)	100.00%
3400 Other Funds Ltd	-	54	54	100.00%
All Funds	-	(2)	(2)	100.00%
4715 IT Expendable Property				
8000 General Fund	-	(3,603)	(3,603)	100.00%
3400 Other Funds Ltd	-	3,416	3,416	100.00%
All Funds	-	(187)	(187)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(23,262)	(23,262)	100.00%
3400 Other Funds Ltd	-	22,373	22,373	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($889)**	**($889)**	**100.00%**
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	-	3,500,000	3,500,000	100.00%
SPECIAL PAYMENTS				
8000 General Fund	-	3,500,000	3,500,000	100.00%
TOTAL SPECIAL PAYMENTS	**-**	**$3,500,000**	**$3,500,000**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
8000 General Fund	-	2,873,318	2,873,318	100.00%
3400 Other Funds Ltd	-	625,793	625,793	100.00%
TOTAL EXPENDITURES	**-**	**$3,499,111**	**$3,499,111**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	(625,793)	(625,793)	100.00%
TOTAL ENDING BALANCE	**-**	**($625,793)**	**($625,793)**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	-	(146)	(146)	100.00%
REVENUE CATEGORIES				
6400 Federal Funds Ltd	-	(146)	(146)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($146)**	**($146)**	**100.00%**
AVAILABLE REVENUES				
6400 Federal Funds Ltd	-	(146)	(146)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($146)**	**($146)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4325 Attorney General				
3400 Other Funds Ltd	-	(446)	(446)	100.00%
6400 Federal Funds Ltd	-	(146)	(146)	100.00%
All Funds	-	(592)	(592)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(446)	(446)	100.00%
6400 Federal Funds Ltd	-	(146)	(146)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**-**	**($592)**	**($592)**	**100.00%**
EXPENDITURES				
3400 Other Funds Ltd	-	(446)	(446)	100.00%
6400 Federal Funds Ltd	-	(146)	(146)	100.00%
TOTAL EXPENDITURES	**-**	**($592)**	**($592)**	**100.00%**
ENDING BALANCE				
3400 Other Funds Ltd	-	446	446	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**$446**	**$446**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	-	(805)	(805)	100.00%
REVENUE CATEGORIES				
6400 Federal Funds Ltd	-	(805)	(805)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($805)**	**($805)**	**100.00%**
2000				
2010 Transfer Out - Intrafund				
6400 Federal Funds Ltd	-	805	805	100.00%
AVAILABLE REVENUES				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	-	245,421	245,421	100.00%
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	(89,402)	211,918	301,320	337.04%
REVENUE CATEGORIES				
8000 General Fund	-	245,421	245,421	100.00%
6400 Federal Funds Ltd	(89,402)	211,918	301,320	337.04%
TOTAL REVENUE CATEGORIES	**($89,402)**	**$457,339**	**$546,741**	**611.55%**
2000				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(141,085)	-	141,085	100.00%
6400 Federal Funds Ltd	(4,287)	(82,654)	(78,367)	(1,828.01%)
All Funds	(145,372)	(82,654)	62,718	43.14%
AVAILABLE REVENUES				
8000 General Fund	-	245,421	245,421	100.00%
3400 Other Funds Ltd	(141,085)	-	141,085	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	(93,689)	129,264	222,953	237.97%
TOTAL AVAILABLE REVENUES	**($234,774)**	**$374,685**	**$609,459**	**259.59%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	-	137,529	137,529	100.00%
3400 Other Funds Ltd	-	108,549	108,549	100.00%
6400 Federal Funds Ltd	(56,580)	-	56,580	100.00%
All Funds	(56,580)	246,078	302,658	534.92%
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	-	63	63	100.00%
3400 Other Funds Ltd	-	63	63	100.00%
6400 Federal Funds Ltd	(36)	-	36	100.00%
All Funds	(36)	126	162	450.00%
3220 Public Employees Retire Cont				
8000 General Fund	-	28,936	28,936	100.00%
3400 Other Funds Ltd	-	22,839	22,839	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	(11,904)	-	11,904	100.00%
All Funds	(11,904)	51,775	63,679	534.94%
3230 Social Security Taxes				
8000 General Fund	-	10,521	10,521	100.00%
3400 Other Funds Ltd	-	8,304	8,304	100.00%
6400 Federal Funds Ltd	(4,328)	-	4,328	100.00%
All Funds	(4,328)	18,825	23,153	534.96%
3241 Paid Family Medical Leave Insurance				
8000 General Fund	-	550	550	100.00%
3400 Other Funds Ltd	-	434	434	100.00%
6400 Federal Funds Ltd	(226)	-	226	100.00%
All Funds	(226)	984	1,210	535.40%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	-	37	37	100.00%
3400 Other Funds Ltd	-	37	37	100.00%
6400 Federal Funds Ltd	(21)	-	21	100.00%
All Funds	(21)	74	95	452.38%
3270 Flexible Benefits				
8000 General Fund	-	37,107	37,107	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	37,107	37,107	100.00%
6400 Federal Funds Ltd	(21,204)	-	21,204	100.00%
All Funds	(21,204)	74,214	95,418	450.00%
3280 Other OPE				
6400 Federal Funds Ltd	610	610	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	-	77,214	77,214	100.00%
3400 Other Funds Ltd	-	68,784	68,784	100.00%
6400 Federal Funds Ltd	(37,109)	610	37,719	101.64%
TOTAL OTHER PAYROLL EXPENSES	**($37,109)**	**$146,608**	**$183,717**	**495.07%**
P.S. BUDGET ADJUSTMENTS				
3465 Reconciliation Adjustment				
8000 General Fund	-	30,678	30,678	100.00%
6400 Federal Funds Ltd	-	(94,299)	(94,299)	100.00%
All Funds	-	(63,621)	(63,621)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	30,678	30,678	100.00%
6400 Federal Funds Ltd	-	(94,299)	(94,299)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($63,621)**	**($63,621)**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
PERSONAL SERVICES				
8000 General Fund	-	245,421	245,421	100.00%
3400 Other Funds Ltd	-	177,333	177,333	100.00%
6400 Federal Funds Ltd	(93,689)	(93,689)	0	0.00%
TOTAL PERSONAL SERVICES	**($93,689)**	**$329,065**	**$422,754**	**451.23%**
EXPENDITURES				
8000 General Fund	-	245,421	245,421	100.00%
3400 Other Funds Ltd	-	177,333	177,333	100.00%
6400 Federal Funds Ltd	(93,689)	(93,689)	0	0.00%
TOTAL EXPENDITURES	**($93,689)**	**$329,065**	**$422,754**	**451.23%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(141,085)	(177,333)	(36,248)	(25.69%)
6400 Federal Funds Ltd	-	222,953	222,953	100.00%
TOTAL ENDING BALANCE	**($141,085)**	**$45,620**	**$186,705**	**132.34%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	(1)	2	3	300.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	(0.50)	1.76	2.26	452.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	871	-	(871)	(100.00%)
REVENUE CATEGORIES				
6400 Federal Funds Ltd	871	-	(871)	(100.00%)
TOTAL REVENUE CATEGORIES	**$871**	**-**	**($871)**	**(100.00%)**
2000				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(28,670)	-	28,670	100.00%
6400 Federal Funds Ltd	(871)	-	871	100.00%
All Funds	(29,541)	-	29,541	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	(28,670)	-	28,670	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	**($28,670)**	**-**	**$28,670**	**100.00%**
ENDING BALANCE				
3400 Other Funds Ltd	(28,670)	-	28,670	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	**($28,670)**	**-**	**$28,670**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	11,400,000	8,550,000	(2,850,000)	(25.00%)
REVENUE CATEGORIES				
8000 General Fund	11,400,000	8,550,000	(2,850,000)	(25.00%)
TOTAL REVENUE CATEGORIES	**$11,400,000**	**$8,550,000**	**($2,850,000)**	**(25.00%)**
AVAILABLE REVENUES				
8000 General Fund	11,400,000	8,550,000	(2,850,000)	(25.00%)
TOTAL AVAILABLE REVENUES	**$11,400,000**	**$8,550,000**	**($2,850,000)**	**(25.00%)**
EXPENDITURES				
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	11,400,000	8,550,000	(2,850,000)	(25.00%)
SPECIAL PAYMENTS				
8000 General Fund	11,400,000	8,550,000	(2,850,000)	(25.00%)
TOTAL SPECIAL PAYMENTS	**$11,400,000**	**$8,550,000**	**($2,850,000)**	**(25.00%)**
EXPENDITURES				
8000 General Fund	11,400,000	8,550,000	(2,850,000)	(25.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$11,400,000**	**$8,550,000**	**($2,850,000)**	**(25.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	8,744,089	-	(8,744,089)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	8,744,089	-	(8,744,089)	(100.00%)
TOTAL REVENUE CATEGORIES	**$8,744,089**	**-**	**($8,744,089)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	8,744,089	-	(8,744,089)	(100.00%)
TOTAL AVAILABLE REVENUES	**$8,744,089**	**-**	**($8,744,089)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	144,186	-	(144,186)	(100.00%)
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	63	-	(63)	(100.00%)
3220 Public Employees Retire Cont				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	30,337	-	(30,337)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	11,030	-	(11,030)	(100.00%)
3241 Paid Family Medical Leave Insurance				
8000 General Fund	577	-	(577)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	37	-	(37)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	865	-	(865)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	37,107	-	(37,107)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	80,016	-	(80,016)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$80,016**	**-**	**($80,016)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	224,202	-	(224,202)	(100.00%)
TOTAL PERSONAL SERVICES	**$224,202**	**-**	**($224,202)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	1,584	-	(1,584)	(100.00%)
4150 Employee Training				
8000 General Fund	1,425	-	(1,425)	(100.00%)
4175 Office Expenses				
8000 General Fund	2,851	-	(2,851)	(100.00%)
4200 Telecommunications				
8000 General Fund	950	-	(950)	(100.00%)
4250 Data Processing				
8000 General Fund	1,162	-	(1,162)	(100.00%)
4300 Professional Services				
8000 General Fund	500,000	-	(500,000)	(100.00%)
4375 Employee Recruitment and Develop				
8000 General Fund	215	-	(215)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	4,900	-	(4,900)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	4,300	-	(4,300)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	2,500	-	(2,500)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
8000 General Fund	519,887	-	(519,887)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$519,887**	**-**	**($519,887)**	**(100.00%)**
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	8,000,000	-	(8,000,000)	(100.00%)
SPECIAL PAYMENTS				
8000 General Fund	8,000,000	-	(8,000,000)	(100.00%)
TOTAL SPECIAL PAYMENTS	**$8,000,000**	**-**	**($8,000,000)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	8,744,089	-	(8,744,089)	(100.00%)
TOTAL EXPENDITURES	**$8,744,089**	**-**	**($8,744,089)**	**(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	0.88	-	(0.88)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	2,500,000	2,500,000	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	2,500,000	2,500,000	0	0.00%
TOTAL REVENUE CATEGORIES	**$2,500,000**	**$2,500,000**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	2,500,000	2,500,000	0	0.00%
TOTAL AVAILABLE REVENUES	**$2,500,000**	**$2,500,000**	**$0**	**0.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	2,500,000	2,500,000	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	2,500,000	2,500,000	0	0.00%
TOTAL SPECIAL PAYMENTS	**$2,500,000**	**$2,500,000**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	2,500,000	2,500,000	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$2,500,000**	**$2,500,000**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	10,000,000	-	(10,000,000)	(100.00%)
TRANSFERS IN				
1060 Transfer from General Fund				
3400 Other Funds Ltd	10,000,000	-	(10,000,000)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	10,000,000	-	(10,000,000)	(100.00%)
3400 Other Funds Ltd	10,000,000	-	(10,000,000)	(100.00%)
TOTAL REVENUE CATEGORIES	**$20,000,000**	**-**	**($20,000,000)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	10,000,000	-	(10,000,000)	(100.00%)
3400 Other Funds Ltd	10,000,000	-	(10,000,000)	(100.00%)
TOTAL AVAILABLE REVENUES	**$20,000,000**	**-**	**($20,000,000)**	**(100.00%)**
EXPENDITURES				
SPECIAL PAYMENTS				
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	10,000,000	-	(10,000,000)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6085 Other Special Payments				
3400 Other Funds Ltd	10,000,000	-	(10,000,000)	(100.00%)
SPECIAL PAYMENTS				
8000 General Fund	10,000,000	-	(10,000,000)	(100.00%)
3400 Other Funds Ltd	10,000,000	-	(10,000,000)	(100.00%)
TOTAL SPECIAL PAYMENTS	**$20,000,000**	**-**	**($20,000,000)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	10,000,000	-	(10,000,000)	(100.00%)
3400 Other Funds Ltd	10,000,000	-	(10,000,000)	(100.00%)
TOTAL EXPENDITURES	**$20,000,000**	**-**	**($20,000,000)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(30,515)	(30,515)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(30,515)	(30,515)	0	0.00%
TOTAL REVENUE CATEGORIES	**($30,515)**	**($30,515)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(30,515)	(30,515)	0	0.00%
TOTAL AVAILABLE REVENUES	**($30,515)**	**($30,515)**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3190 All Other Differential				
3400 Other Funds Ltd	76	76	0	0.00%
SALARIES & WAGES				
3400 Other Funds Ltd	76	76	0	0.00%
TOTAL SALARIES & WAGES	**$76**	**$76**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	16	16	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	49,710	49,710	0	0.00%
3400 Other Funds Ltd	(12,650)	(12,650)	0	0.00%
6400 Federal Funds Ltd	(2,825)	(2,825)	0	0.00%
All Funds	34,235	34,235	0	0.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	6	6	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	6,836	6,836	0	0.00%
3400 Other Funds Ltd	17,941	17,941	0	0.00%
All Funds	24,777	24,777	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	56,546	56,546	0	0.00%
3400 Other Funds Ltd	5,313	5,313	0	0.00%
6400 Federal Funds Ltd	(2,825)	(2,825)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$59,034**	**$59,034**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3455 Vacancy Savings				
8000 General Fund	(87,061)	(87,061)	0	0.00%
3400 Other Funds Ltd	(1,089,276)	(1,089,276)	0	0.00%
6400 Federal Funds Ltd	(48,086)	(48,086)	0	0.00%
All Funds	(1,224,423)	(1,224,423)	0	0.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(87,061)	(87,061)	0	0.00%
3400 Other Funds Ltd	(1,089,276)	(1,089,276)	0	0.00%
6400 Federal Funds Ltd	(48,086)	(48,086)	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**($1,224,423)**	**($1,224,423)**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	(30,515)	(30,515)	0	0.00%
3400 Other Funds Ltd	(1,083,887)	(1,083,887)	0	0.00%
6400 Federal Funds Ltd	(50,911)	(50,911)	0	0.00%
TOTAL PERSONAL SERVICES	**($1,165,313)**	**($1,165,313)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(30,515)	(30,515)	0	0.00%
3400 Other Funds Ltd	(1,083,887)	(1,083,887)	0	0.00%
6400 Federal Funds Ltd	(50,911)	(50,911)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**($1,165,313)**	**($1,165,313)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	1,083,887	1,083,887	0	0.00%
6400 Federal Funds Ltd	50,911	50,911	0	0.00%
TOTAL ENDING BALANCE	**$1,134,798**	**$1,134,798**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	135,070	135,070	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	135,070	135,070	0	0.00%
TOTAL REVENUE CATEGORIES	**$135,070**	**$135,070**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	135,070	135,070	0	0.00%
TOTAL AVAILABLE REVENUES	**$135,070**	**$135,070**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	11,700	11,700	0	0.00%
4150 Employee Training				
8000 General Fund	9,260	9,260	0	0.00%
4175 Office Expenses				
8000 General Fund	21,060	21,060	0	0.00%
4200 Telecommunications				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	7,020	7,020	0	0.00%
4250 Data Processing				
8000 General Fund	8,580	8,580	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	1,400	1,400	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	31,850	31,850	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	27,950	27,950	0	0.00%
4715 IT Expendable Property				
8000 General Fund	16,250	16,250	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	135,070	135,070	0	0.00%
TOTAL SERVICES & SUPPLIES	**$135,070**	**$135,070**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6025 Dist to Other Gov Unit				
3400 Other Funds Ltd	25,500,000	25,500,000	0	0.00%
SPECIAL PAYMENTS				
3400 Other Funds Ltd	25,500,000	25,500,000	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SPECIAL PAYMENTS	**$25,500,000**	**$25,500,000**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	135,070	135,070	0	0.00%
3400 Other Funds Ltd	25,500,000	25,500,000	0	0.00%
TOTAL EXPENDITURES	**$25,635,070**	**$25,635,070**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(25,500,000)	(25,500,000)	0	0.00%
TOTAL ENDING BALANCE	**($25,500,000)**	**($25,500,000)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(134,765,959)	(134,765,959)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(134,765,959)	(134,765,959)	0	0.00%
TOTAL REVENUE CATEGORIES	**($134,765,959)**	**($134,765,959)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(134,765,959)	(134,765,959)	0	0.00%
TOTAL AVAILABLE REVENUES	**($134,765,959)**	**($134,765,959)**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
OTHER PAYROLL EXPENSES				
3260 Mass Transit Tax				
8000 General Fund	(1,562)	(1,562)	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	(1,562)	(1,562)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**($1,562)**	**($1,562)**	**$0**	**0.00%**
PERSONAL SERVICES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	(1,562)	(1,562)	0	0.00%
TOTAL PERSONAL SERVICES	**($1,562)**	**($1,562)**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	(3,150)	(3,150)	0	0.00%
4150 Employee Training				
8000 General Fund	(2,850)	(2,850)	0	0.00%
4175 Office Expenses				
8000 General Fund	(5,670)	(5,670)	0	0.00%
4200 Telecommunications				
8000 General Fund	(1,890)	(1,890)	0	0.00%
4250 Data Processing				
8000 General Fund	(2,310)	(2,310)	0	0.00%
4325 Attorney General				
8000 General Fund	(23,767)	(23,767)	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	(430)	(430)	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	(10,730)	(10,730)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4700 Expendable Prop 250 - 5000				
8000 General Fund	(8,600)	(8,600)	0	0.00%
4715 IT Expendable Property				
8000 General Fund	(5,000)	(5,000)	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(64,397)	(64,397)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($64,397)**	**($64,397)**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	(84,700,000)	(84,700,000)	0	0.00%
6080 Loans Made - Other				
3400 Other Funds Ltd	(9,700,000)	(9,700,000)	0	0.00%
6085 Other Special Payments				
8000 General Fund	(50,000,000)	(50,000,000)	0	0.00%
3400 Other Funds Ltd	(152,068,139)	(152,068,139)	0	0.00%
All Funds	(202,068,139)	(202,068,139)	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	(134,700,000)	(134,700,000)	0	0.00%
3400 Other Funds Ltd	(161,768,139)	(161,768,139)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SPECIAL PAYMENTS	**($296,468,139)**	**($296,468,139)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(134,765,959)	(134,765,959)	0	0.00%
3400 Other Funds Ltd	(161,768,139)	(161,768,139)	0	0.00%
TOTAL EXPENDITURES	**($296,534,098)**	**($296,534,098)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	161,768,139	161,768,139	0	0.00%
TOTAL ENDING BALANCE	**$161,768,139**	**$161,768,139**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	3,241	3,241	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	3,241	3,241	0	0.00%
TOTAL REVENUE CATEGORIES	**$3,241**	**$3,241**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	3,241	3,241	0	0.00%
TOTAL AVAILABLE REVENUES	**$3,241**	**$3,241**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	265	265	0	0.00%
3400 Other Funds Ltd	11,784	11,784	0	0.00%
6400 Federal Funds Ltd	491	491	0	0.00%
All Funds	12,540	12,540	0	0.00%
4125 Out of State Travel				
3400 Other Funds Ltd	3,140	3,140	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	354	354	0	0.00%
All Funds	3,494	3,494	0	0.00%
4150 Employee Training				
8000 General Fund	225	225	0	0.00%
3400 Other Funds Ltd	5,881	5,881	0	0.00%
6400 Federal Funds Ltd	315	315	0	0.00%
All Funds	6,421	6,421	0	0.00%
4175 Office Expenses				
8000 General Fund	476	476	0	0.00%
3400 Other Funds Ltd	9,064	9,064	0	0.00%
6400 Federal Funds Ltd	229	229	0	0.00%
All Funds	9,769	9,769	0	0.00%
4200 Telecommunications				
8000 General Fund	159	159	0	0.00%
3400 Other Funds Ltd	4,127	4,127	0	0.00%
6400 Federal Funds Ltd	91	91	0	0.00%
All Funds	4,377	4,377	0	0.00%
4250 Data Processing				
8000 General Fund	194	194	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	7,154	7,154	0	0.00%
6400 Federal Funds Ltd	90	90	0	0.00%
All Funds	7,438	7,438	0	0.00%
4275 Publicity and Publications				
3400 Other Funds Ltd	802	802	0	0.00%
4300 Professional Services				
3400 Other Funds Ltd	25,168	25,168	0	0.00%
6400 Federal Funds Ltd	1,373	1,373	0	0.00%
All Funds	26,541	26,541	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	757	757	0	0.00%
4325 Attorney General				
8000 General Fund	45	45	0	0.00%
3400 Other Funds Ltd	528,565	528,565	0	0.00%
6400 Federal Funds Ltd	785	785	0	0.00%
All Funds	529,395	529,395	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	34	34	0	0.00%
3400 Other Funds Ltd	529	529	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	18	18	0	0.00%
All Funds	581	581	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	78	78	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	189,751	189,751	0	0.00%
6400 Federal Funds Ltd	3,926	3,926	0	0.00%
All Funds	193,677	193,677	0	0.00%
4475 Facilities Maintenance				
3400 Other Funds Ltd	20	20	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	46	46	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	772	772	0	0.00%
3400 Other Funds Ltd	23,077	23,077	0	0.00%
6400 Federal Funds Ltd	422	422	0	0.00%
All Funds	24,271	24,271	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	678	678	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	7,990	7,990	0	0.00%
6400 Federal Funds Ltd	74	74	0	0.00%
All Funds	8,742	8,742	0	0.00%
4715 IT Expendable Property				
8000 General Fund	393	393	0	0.00%
3400 Other Funds Ltd	8,069	8,069	0	0.00%
6400 Federal Funds Ltd	208	208	0	0.00%
All Funds	8,670	8,670	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	3,241	3,241	0	0.00%
3400 Other Funds Ltd	826,002	826,002	0	0.00%
6400 Federal Funds Ltd	8,376	8,376	0	0.00%
TOTAL SERVICES & SUPPLIES	**$837,619**	**$837,619**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6025 Dist to Other Gov Unit				
3400 Other Funds Ltd	1,067,527	1,067,527	0	0.00%
6030 Dist to Non-Gov Units				
3400 Other Funds Ltd	2,724,485	2,724,485	0	0.00%
6050 Dist to Non-Profit Organizations				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	1,595,434	1,595,434	0	0.00%
6400 Federal Funds Ltd	313,076	313,076	0	0.00%
All Funds	1,908,510	1,908,510	0	0.00%
6080 Loans Made - Other				
3400 Other Funds Ltd	1,742,308	1,742,308	0	0.00%
6085 Other Special Payments				
3400 Other Funds Ltd	1,978,367	1,978,367	0	0.00%
6400 Federal Funds Ltd	1,210,183	1,210,183	0	0.00%
All Funds	3,188,550	3,188,550	0	0.00%
SPECIAL PAYMENTS				
3400 Other Funds Ltd	9,108,121	9,108,121	0	0.00%
6400 Federal Funds Ltd	1,523,259	1,523,259	0	0.00%
TOTAL SPECIAL PAYMENTS	**$10,631,380**	**$10,631,380**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	3,241	3,241	0	0.00%
3400 Other Funds Ltd	9,934,123	9,934,123	0	0.00%
6400 Federal Funds Ltd	1,531,635	1,531,635	0	0.00%
TOTAL EXPENDITURES	**$11,468,999**	**$11,468,999**	**$0**	**0.00%**
ENDING BALANCE				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	(9,934,123)	(9,934,123)	0	0.00%
6400 Federal Funds Ltd	(1,531,635)	(1,531,635)	0	0.00%
TOTAL ENDING BALANCE	**($11,465,758)**	**($11,465,758)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	(688,217)	(688,217)	0	0.00%
6400 Federal Funds Ltd	(14,242)	(14,242)	0	0.00%
All Funds	(702,459)	(702,459)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(688,217)	(688,217)	0	0.00%
6400 Federal Funds Ltd	(14,242)	(14,242)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($702,459)**	**($702,459)**	**$0**	**0.00%**
EXPENDITURES				
3400 Other Funds Ltd	(688,217)	(688,217)	0	0.00%
6400 Federal Funds Ltd	(14,242)	(14,242)	0	0.00%
TOTAL EXPENDITURES	**($702,459)**	**($702,459)**	**$0**	**0.00%**
ENDING BALANCE				
3400 Other Funds Ltd	688,217	688,217	0	0.00%
6400 Federal Funds Ltd	14,242	14,242	0	0.00%
TOTAL ENDING BALANCE	**$702,459**	**$702,459**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	-	(37,668)	(37,668)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(37,668)	(37,668)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($37,668)**	**($37,668)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(37,668)	(37,668)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($37,668)**	**($37,668)**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	-	(34,825)	(34,825)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	(34,825)	(34,825)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($34,825)**	**($34,825)**	**100.00%**
PERSONAL SERVICES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	(34,825)	(34,825)	100.00%
TOTAL PERSONAL SERVICES	**-**	**($34,825)**	**($34,825)**	**100.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(265)	(265)	100.00%
4150 Employee Training				
8000 General Fund	-	(225)	(225)	100.00%
4175 Office Expenses				
8000 General Fund	-	(476)	(476)	100.00%
4375 Employee Recruitment and Develop				
8000 General Fund	-	(34)	(34)	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	(772)	(772)	100.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	(678)	(678)	100.00%
4715 IT Expendable Property				
8000 General Fund	-	(393)	(393)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(2,843)	(2,843)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**-**	**($2,843)**	**($2,843)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(37,668)	(37,668)	100.00%
TOTAL EXPENDITURES	**-**	**($37,668)**	**($37,668)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	-	(18)	(18)	100.00%
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	-	(311)	(311)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(18)	(18)	100.00%
6400 Federal Funds Ltd	-	(311)	(311)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($329)**	**($329)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(18)	(18)	100.00%
6400 Federal Funds Ltd	-	(311)	(311)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($329)**	**($329)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4325 Attorney General				
8000 General Fund	-	(18)	(18)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	(209,234)	(209,234)	100.00%
6400 Federal Funds Ltd	-	(311)	(311)	100.00%
All Funds	-	(209,563)	(209,563)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(18)	(18)	100.00%
3400 Other Funds Ltd	-	(209,234)	(209,234)	100.00%
6400 Federal Funds Ltd	-	(311)	(311)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($209,563)**	**($209,563)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(18)	(18)	100.00%
3400 Other Funds Ltd	-	(209,234)	(209,234)	100.00%
6400 Federal Funds Ltd	-	(311)	(311)	100.00%
TOTAL EXPENDITURES	**-**	**($209,563)**	**($209,563)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	209,234	209,234	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**$209,234**	**$209,234**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	-	(14,753)	(14,753)	100.00%
REVENUE CATEGORIES				
6400 Federal Funds Ltd	-	(14,753)	(14,753)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($14,753)**	**($14,753)**	**100.00%**
2000				
2010 Transfer Out - Intrafund				
6400 Federal Funds Ltd	-	14,753	14,753	100.00%
AVAILABLE REVENUES				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	15,000,000	-	(15,000,000)	(100.00%)
TRANSFERS IN				
1060 Transfer from General Fund				
3400 Other Funds Ltd	15,000,000	-	(15,000,000)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	15,000,000	-	(15,000,000)	(100.00%)
3400 Other Funds Ltd	15,000,000	-	(15,000,000)	(100.00%)
TOTAL REVENUE CATEGORIES	**$30,000,000**	**-**	**($30,000,000)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	15,000,000	-	(15,000,000)	(100.00%)
3400 Other Funds Ltd	15,000,000	-	(15,000,000)	(100.00%)
TOTAL AVAILABLE REVENUES	**$30,000,000**	**-**	**($30,000,000)**	**(100.00%)**
EXPENDITURES				
SPECIAL PAYMENTS				
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	15,000,000	-	(15,000,000)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6080 Loans Made - Other				
3400 Other Funds Ltd	15,000,000	-	(15,000,000)	(100.00%)
SPECIAL PAYMENTS				
8000 General Fund	15,000,000	-	(15,000,000)	(100.00%)
3400 Other Funds Ltd	15,000,000	-	(15,000,000)	(100.00%)
TOTAL SPECIAL PAYMENTS	**$30,000,000**	**-**	**($30,000,000)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	15,000,000	-	(15,000,000)	(100.00%)
3400 Other Funds Ltd	15,000,000	-	(15,000,000)	(100.00%)
TOTAL EXPENDITURES	**$30,000,000**	**-**	**($30,000,000)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	887,169	173,832	(713,337)	(80.41%)
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	78,587	82,654	4,067	5.18%
REVENUE CATEGORIES				
8000 General Fund	887,169	173,832	(713,337)	(80.41%)
6400 Federal Funds Ltd	78,587	82,654	4,067	5.18%
TOTAL REVENUE CATEGORIES	**$965,756**	**$256,486**	**($709,270)**	**(73.44%)**
2000				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(981,661)	-	981,661	100.00%
6400 Federal Funds Ltd	(78,587)	(82,654)	(4,067)	(5.18%)
All Funds	(1,060,248)	(82,654)	977,594	92.20%
AVAILABLE REVENUES				
8000 General Fund	887,169	173,832	(713,337)	(80.41%)
3400 Other Funds Ltd	(981,661)	-	981,661	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	**($94,492)**	**$173,832**	**$268,324**	**283.96%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	517,662	205,066	(312,596)	(60.39%)
3400 Other Funds Ltd	-	790,523	790,523	100.00%
All Funds	517,662	995,589	477,927	92.32%
SALARIES & WAGES				
8000 General Fund	517,662	205,066	(312,596)	(60.39%)
3400 Other Funds Ltd	-	790,523	790,523	100.00%
TOTAL SALARIES & WAGES	**$517,662**	**$995,589**	**$477,927**	**92.32%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	234	63	(171)	(73.08%)
3400 Other Funds Ltd	-	288	288	100.00%
All Funds	234	351	117	50.00%
3220 Public Employees Retire Cont				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	108,917	43,146	(65,771)	(60.39%)
3400 Other Funds Ltd	-	166,327	166,327	100.00%
All Funds	108,917	209,473	100,556	92.32%
3230 Social Security Taxes				
8000 General Fund	39,602	15,688	(23,914)	(60.39%)
3400 Other Funds Ltd	-	60,475	60,475	100.00%
All Funds	39,602	76,163	36,561	92.32%
3241 Paid Family Medical Leave Insurance				
8000 General Fund	2,071	820	(1,251)	(60.41%)
3400 Other Funds Ltd	-	3,161	3,161	100.00%
All Funds	2,071	3,981	1,910	92.23%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	137	39	(98)	(71.53%)
3400 Other Funds Ltd	-	167	167	100.00%
All Funds	137	206	69	50.36%
3260 Mass Transit Tax				
8000 General Fund	3,106	3,106	0	0.00%
3270 Flexible Benefits				
8000 General Fund	137,826	37,902	(99,924)	(72.50%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	168,837	168,837	100.00%
All Funds	137,826	206,739	68,913	50.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	291,893	100,764	(191,129)	(65.48%)
3400 Other Funds Ltd	-	399,255	399,255	100.00%
TOTAL OTHER PAYROLL EXPENSES	**$291,893**	**$500,019**	**$208,126**	**71.30%**
P.S. BUDGET ADJUSTMENTS				
3465 Reconciliation Adjustment				
8000 General Fund	-	(209,612)	(209,612)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	(209,612)	(209,612)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($209,612)**	**($209,612)**	**100.00%**
PERSONAL SERVICES				
8000 General Fund	809,555	96,218	(713,337)	(88.11%)
3400 Other Funds Ltd	-	1,189,778	1,189,778	100.00%
TOTAL PERSONAL SERVICES	**$809,555**	**$1,285,996**	**$476,441**	**58.85%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	5,868	5,868	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4150 Employee Training				
8000 General Fund	5,700	5,700	0	0.00%
4175 Office Expenses				
8000 General Fund	10,562	10,562	0	0.00%
4200 Telecommunications				
8000 General Fund	3,520	3,520	0	0.00%
4250 Data Processing				
8000 General Fund	4,304	4,304	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	860	860	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	19,600	19,600	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	17,200	17,200	0	0.00%
4715 IT Expendable Property				
8000 General Fund	10,000	10,000	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	77,614	77,614	0	0.00%
TOTAL SERVICES & SUPPLIES	**$77,614**	**$77,614**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
8000 General Fund	887,169	173,832	(713,337)	(80.41%)
3400 Other Funds Ltd	-	1,189,778	1,189,778	100.00%
TOTAL EXPENDITURES	**$887,169**	**$1,363,610**	**$476,441**	**53.70%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(981,661)	(1,189,778)	(208,117)	(21.20%)
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**($981,661)**	**($1,189,778)**	**($208,117)**	**(21.20%)**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	4	6	2	50.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	3.26	4.90	1.64	50.31%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	15,970	-	(15,970)	(100.00%)
REVENUE CATEGORIES				
6400 Federal Funds Ltd	15,970	-	(15,970)	(100.00%)
TOTAL REVENUE CATEGORIES	**$15,970**	**-**	**($15,970)**	**(100.00%)**
2000				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(199,481)	-	199,481	100.00%
6400 Federal Funds Ltd	(15,970)	-	15,970	100.00%
All Funds	(215,451)	-	215,451	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	(199,481)	-	199,481	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	**($199,481)**	**-**	**$199,481**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	1,516,000	1,516,000	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	1,516,000	1,516,000	0	0.00%
TOTAL SERVICES & SUPPLIES	**$1,516,000**	**$1,516,000**	**$0**	**0.00%**
EXPENDITURES				
3400 Other Funds Ltd	1,516,000	1,516,000	0	0.00%
TOTAL EXPENDITURES	**$1,516,000**	**$1,516,000**	**$0**	**0.00%**
ENDING BALANCE				
3400 Other Funds Ltd	(1,715,481)	(1,516,000)	199,481	11.63%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**($1,715,481)**	**($1,516,000)**	**$199,481**	**11.63%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	64,377,963	-	(64,377,963)	(100.00%)
TRANSFERS IN				
1060 Transfer from General Fund				
3400 Other Funds Ltd	63,000,000	-	(63,000,000)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	64,377,963	-	(64,377,963)	(100.00%)
3400 Other Funds Ltd	63,000,000	-	(63,000,000)	(100.00%)
TOTAL REVENUE CATEGORIES	**$127,377,963**	**-**	**($127,377,963)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	64,377,963	-	(64,377,963)	(100.00%)
3400 Other Funds Ltd	63,000,000	-	(63,000,000)	(100.00%)
TOTAL AVAILABLE REVENUES	**$127,377,963**	**-**	**($127,377,963)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	577,983	-	(577,983)	(100.00%)
SALARIES & WAGES				
8000 General Fund	577,983	-	(577,983)	(100.00%)
TOTAL SALARIES & WAGES	**$577,983**	**-**	**($577,983)**	**(100.00%)**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	252	-	(252)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	121,608	-	(121,608)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	44,215	-	(44,215)	(100.00%)
3241 Paid Family Medical Leave Insurance				
8000 General Fund	2,312	-	(2,312)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	148	-	(148)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	3,468	-	(3,468)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	148,428	-	(148,428)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
OTHER PAYROLL EXPENSES				
8000 General Fund	320,431	-	(320,431)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$320,431**	**-**	**($320,431)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	898,414	-	(898,414)	(100.00%)
TOTAL PERSONAL SERVICES	**$898,414**	**-**	**($898,414)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	6,336	-	(6,336)	(100.00%)
4150 Employee Training				
8000 General Fund	5,700	-	(5,700)	(100.00%)
4175 Office Expenses				
8000 General Fund	11,405	-	(11,405)	(100.00%)
4200 Telecommunications				
8000 General Fund	3,802	-	(3,802)	(100.00%)
4250 Data Processing				
8000 General Fund	4,646	-	(4,646)	(100.00%)
4300 Professional Services				
8000 General Fund	400,000	-	(400,000)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4375 Employee Recruitment and Develop				
8000 General Fund	860	-	(860)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	19,600	-	(19,600)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	17,200	-	(17,200)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	10,000	-	(10,000)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	479,549	-	(479,549)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$479,549**	**-**	**($479,549)**	**(100.00%)**
SPECIAL PAYMENTS				
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	63,000,000	-	(63,000,000)	(100.00%)
6085 Other Special Payments				
3400 Other Funds Ltd	63,000,000	-	(63,000,000)	(100.00%)
SPECIAL PAYMENTS				
8000 General Fund	63,000,000	-	(63,000,000)	(100.00%)
3400 Other Funds Ltd	63,000,000	-	(63,000,000)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SPECIAL PAYMENTS	**$126,000,000**	**-**	**($126,000,000)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	64,377,963	-	(64,377,963)	(100.00%)
3400 Other Funds Ltd	63,000,000	-	(63,000,000)	(100.00%)
TOTAL EXPENDITURES	**$127,377,963**	**-**	**($127,377,963)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	4	-	(4)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	3.52	-	(3.52)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
BOND SALES				
0565 Lottery Bonds				
3400 Other Funds Ltd	350,000,000	160,000,000	(190,000,000)	(54.29%)
REVENUE CATEGORIES				
3400 Other Funds Ltd	350,000,000	160,000,000	(190,000,000)	(54.29%)
TOTAL REVENUE CATEGORIES	**$350,000,000**	**$160,000,000**	**($190,000,000)**	**(54.29%)**
AVAILABLE REVENUES				
3400 Other Funds Ltd	350,000,000	160,000,000	(190,000,000)	(54.29%)
TOTAL AVAILABLE REVENUES	**$350,000,000**	**$160,000,000**	**($190,000,000)**	**(54.29%)**
EXPENDITURES				
SPECIAL PAYMENTS				
6085 Other Special Payments				
3400 Other Funds Ltd	350,000,000	160,000,000	(190,000,000)	(54.29%)
SPECIAL PAYMENTS				
3400 Other Funds Ltd	350,000,000	160,000,000	(190,000,000)	(54.29%)
TOTAL SPECIAL PAYMENTS	**$350,000,000**	**$160,000,000**	**($190,000,000)**	**(54.29%)**
EXPENDITURES				
3400 Other Funds Ltd	350,000,000	160,000,000	(190,000,000)	(54.29%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$350,000,000**	**$160,000,000**	**($190,000,000)**	**(54.29%)**
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
BOND SALES				
0565 Lottery Bonds				
3400 Other Funds Ltd	25,000,000	25,000,000	0	0.00%
REVENUE CATEGORIES				
3400 Other Funds Ltd	25,000,000	25,000,000	0	0.00%
TOTAL REVENUE CATEGORIES	**$25,000,000**	**$25,000,000**	**$0**	**0.00%**
AVAILABLE REVENUES				
3400 Other Funds Ltd	25,000,000	25,000,000	0	0.00%
TOTAL AVAILABLE REVENUES	**$25,000,000**	**$25,000,000**	**$0**	**0.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6085 Other Special Payments				
3400 Other Funds Ltd	25,000,000	25,000,000	0	0.00%
SPECIAL PAYMENTS				
3400 Other Funds Ltd	25,000,000	25,000,000	0	0.00%
TOTAL SPECIAL PAYMENTS	**$25,000,000**	**$25,000,000**	**$0**	**0.00%**
EXPENDITURES				
3400 Other Funds Ltd	25,000,000	25,000,000	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$25,000,000**	**$25,000,000**	**$0**	**0.00%**
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	20,000,000	-	(20,000,000)	(100.00%)
TRANSFERS IN				
1060 Transfer from General Fund				
3400 Other Funds Ltd	20,000,000	-	(20,000,000)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	20,000,000	-	(20,000,000)	(100.00%)
3400 Other Funds Ltd	20,000,000	-	(20,000,000)	(100.00%)
TOTAL REVENUE CATEGORIES	**$40,000,000**	**-**	**($40,000,000)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	20,000,000	-	(20,000,000)	(100.00%)
3400 Other Funds Ltd	20,000,000	-	(20,000,000)	(100.00%)
TOTAL AVAILABLE REVENUES	**$40,000,000**	**-**	**($40,000,000)**	**(100.00%)**
EXPENDITURES				
SPECIAL PAYMENTS				
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	20,000,000	-	(20,000,000)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6080 Loans Made - Other				
3400 Other Funds Ltd	20,000,000	-	(20,000,000)	(100.00%)
SPECIAL PAYMENTS				
8000 General Fund	20,000,000	-	(20,000,000)	(100.00%)
3400 Other Funds Ltd	20,000,000	-	(20,000,000)	(100.00%)
TOTAL SPECIAL PAYMENTS	**$40,000,000**	**-**	**($40,000,000)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	20,000,000	-	(20,000,000)	(100.00%)
3400 Other Funds Ltd	20,000,000	-	(20,000,000)	(100.00%)
TOTAL EXPENDITURES	**$40,000,000**	**-**	**($40,000,000)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	10,000,000	-	(10,000,000)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	10,000,000	-	(10,000,000)	(100.00%)
TOTAL REVENUE CATEGORIES	**$10,000,000**	**-**	**($10,000,000)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	10,000,000	-	(10,000,000)	(100.00%)
TOTAL AVAILABLE REVENUES	**$10,000,000**	**-**	**($10,000,000)**	**(100.00%)**
EXPENDITURES				
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	10,000,000	-	(10,000,000)	(100.00%)
SPECIAL PAYMENTS				
8000 General Fund	10,000,000	-	(10,000,000)	(100.00%)
TOTAL SPECIAL PAYMENTS	**$10,000,000**	**-**	**($10,000,000)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	10,000,000	-	(10,000,000)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$10,000,000**	**-**	**($10,000,000)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	3,000,000	3,000,000	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	3,000,000	3,000,000	0	0.00%
TOTAL REVENUE CATEGORIES	**$3,000,000**	**$3,000,000**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	3,000,000	3,000,000	0	0.00%
TOTAL AVAILABLE REVENUES	**$3,000,000**	**$3,000,000**	**$0**	**0.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	3,000,000	3,000,000	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	3,000,000	3,000,000	0	0.00%
TOTAL SPECIAL PAYMENTS	**$3,000,000**	**$3,000,000**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	3,000,000	3,000,000	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$3,000,000**	**$3,000,000**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(72,409)	(72,409)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(72,409)	(72,409)	0	0.00%
TOTAL REVENUE CATEGORIES	**($72,409)**	**($72,409)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(72,409)	(72,409)	0	0.00%
TOTAL AVAILABLE REVENUES	**($72,409)**	**($72,409)**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
OTHER PAYROLL EXPENSES				
3221 Pension Obligation Bond				
8000 General Fund	(10,106)	(10,106)	0	0.00%
3400 Other Funds Ltd	(12,873)	(12,873)	0	0.00%
6400 Federal Funds Ltd	(32,731)	(32,731)	0	0.00%
All Funds	(55,710)	(55,710)	0	0.00%
3260 Mass Transit Tax				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	(157)	(157)	0	0.00%
3400 Other Funds Ltd	2,872	2,872	0	0.00%
All Funds	2,715	2,715	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	(10,263)	(10,263)	0	0.00%
3400 Other Funds Ltd	(10,001)	(10,001)	0	0.00%
6400 Federal Funds Ltd	(32,731)	(32,731)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**($52,995)**	**($52,995)**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(62,146)	(62,146)	0	0.00%
3400 Other Funds Ltd	(158,410)	(158,410)	0	0.00%
6400 Federal Funds Ltd	15,653	15,653	0	0.00%
All Funds	(204,903)	(204,903)	0	0.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(62,146)	(62,146)	0	0.00%
3400 Other Funds Ltd	(158,410)	(158,410)	0	0.00%
6400 Federal Funds Ltd	15,653	15,653	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**($204,903)**	**($204,903)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
PERSONAL SERVICES				
8000 General Fund	(72,409)	(72,409)	0	0.00%
3400 Other Funds Ltd	(168,411)	(168,411)	0	0.00%
6400 Federal Funds Ltd	(17,078)	(17,078)	0	0.00%
TOTAL PERSONAL SERVICES	**($257,898)**	**($257,898)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(72,409)	(72,409)	0	0.00%
3400 Other Funds Ltd	(168,411)	(168,411)	0	0.00%
6400 Federal Funds Ltd	(17,078)	(17,078)	0	0.00%
TOTAL EXPENDITURES	**($257,898)**	**($257,898)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	168,411	168,411	0	0.00%
6400 Federal Funds Ltd	17,078	17,078	0	0.00%
TOTAL ENDING BALANCE	**$185,489**	**$185,489**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	2,500	2,500	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	2,500	2,500	0	0.00%
TOTAL REVENUE CATEGORIES	**$2,500**	**$2,500**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	2,500	2,500	0	0.00%
TOTAL AVAILABLE REVENUES	**$2,500**	**$2,500**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	215	215	0	0.00%
4150 Employee Training				
8000 General Fund	175	175	0	0.00%
4175 Office Expenses				
8000 General Fund	390	390	0	0.00%
4200 Telecommunications				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	130	130	0	0.00%
4250 Data Processing				
8000 General Fund	160	160	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	25	25	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	590	590	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	515	515	0	0.00%
4715 IT Expendable Property				
8000 General Fund	300	300	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	2,500	2,500	0	0.00%
TOTAL SERVICES & SUPPLIES	**$2,500**	**$2,500**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	2,500	2,500	0	0.00%
TOTAL EXPENDITURES	**$2,500**	**$2,500**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(25,000,000)	(25,000,000)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(25,000,000)	(25,000,000)	0	0.00%
TOTAL REVENUE CATEGORIES	**($25,000,000)**	**($25,000,000)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(25,000,000)	(25,000,000)	0	0.00%
TOTAL AVAILABLE REVENUES	**($25,000,000)**	**($25,000,000)**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
3400 Other Funds Ltd	(644,664)	(644,664)	0	0.00%
6400 Federal Funds Ltd	(1,745,352)	(1,745,352)	0	0.00%
All Funds	(2,390,016)	(2,390,016)	0	0.00%
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(216)	(216)	0	0.00%
6400 Federal Funds Ltd	(648)	(648)	0	0.00%
All Funds	(864)	(864)	0	0.00%
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	(135,638)	(135,638)	0	0.00%
6400 Federal Funds Ltd	(367,221)	(367,221)	0	0.00%
All Funds	(502,859)	(502,859)	0	0.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	(49,317)	(49,317)	0	0.00%
6400 Federal Funds Ltd	(133,521)	(133,521)	0	0.00%
All Funds	(182,838)	(182,838)	0	0.00%
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	(2,579)	(2,579)	0	0.00%
6400 Federal Funds Ltd	(6,981)	(6,981)	0	0.00%
All Funds	(9,560)	(9,560)	0	0.00%
3250 Workers Comp. Assess. (WCD)				
3400 Other Funds Ltd	(126)	(126)	0	0.00%
6400 Federal Funds Ltd	(378)	(378)	0	0.00%
All Funds	(504)	(504)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3260 Mass Transit Tax				
3400 Other Funds Ltd	(4,923)	(4,923)	0	0.00%
3270 Flexible Benefits				
3400 Other Funds Ltd	(127,224)	(127,224)	0	0.00%
6400 Federal Funds Ltd	(381,672)	(381,672)	0	0.00%
All Funds	(508,896)	(508,896)	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	(320,023)	(320,023)	0	0.00%
6400 Federal Funds Ltd	(890,421)	(890,421)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**($1,210,444)**	**($1,210,444)**	**$0**	**0.00%**
PERSONAL SERVICES				
3400 Other Funds Ltd	(964,687)	(964,687)	0	0.00%
6400 Federal Funds Ltd	(2,635,773)	(2,635,773)	0	0.00%
TOTAL PERSONAL SERVICES	**($3,600,460)**	**($3,600,460)**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	(1,800)	(1,800)	0	0.00%
6400 Federal Funds Ltd	(16,682)	(16,682)	0	0.00%
All Funds	(18,482)	(18,482)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4150 Employee Training				
3400 Other Funds Ltd	(1,425)	(1,425)	0	0.00%
6400 Federal Funds Ltd	(5,700)	(5,700)	0	0.00%
All Funds	(7,125)	(7,125)	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	(3,240)	(3,240)	0	0.00%
6400 Federal Funds Ltd	(26,506)	(26,506)	0	0.00%
All Funds	(29,746)	(29,746)	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	(1,080)	(1,080)	0	0.00%
6400 Federal Funds Ltd	(14,761)	(14,761)	0	0.00%
All Funds	(15,841)	(15,841)	0	0.00%
4250 Data Processing				
3400 Other Funds Ltd	(1,320)	(1,320)	0	0.00%
6400 Federal Funds Ltd	(30,132)	(30,132)	0	0.00%
All Funds	(31,452)	(31,452)	0	0.00%
4300 Professional Services				
6400 Federal Funds Ltd	(2,611,200)	(2,611,200)	0	0.00%
4375 Employee Recruitment and Develop				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(215)	(215)	0	0.00%
6400 Federal Funds Ltd	(860)	(860)	0	0.00%
All Funds	(1,075)	(1,075)	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	(4,900)	(4,900)	0	0.00%
6400 Federal Funds Ltd	(132,240)	(132,240)	0	0.00%
All Funds	(137,140)	(137,140)	0	0.00%
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	(4,300)	(4,300)	0	0.00%
6400 Federal Funds Ltd	(17,200)	(17,200)	0	0.00%
All Funds	(21,500)	(21,500)	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	(2,500)	(2,500)	0	0.00%
6400 Federal Funds Ltd	(10,000)	(10,000)	0	0.00%
All Funds	(12,500)	(12,500)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(20,780)	(20,780)	0	0.00%
6400 Federal Funds Ltd	(2,865,281)	(2,865,281)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($2,886,061)**	**($2,886,061)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SPECIAL PAYMENTS				
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	(17,500,000)	(17,500,000)	0	0.00%
6080 Loans Made - Other				
3400 Other Funds Ltd	(18,333,600)	(18,333,600)	0	0.00%
6085 Other Special Payments				
8000 General Fund	(7,500,000)	(7,500,000)	0	0.00%
3400 Other Funds Ltd	(43,234,902)	(43,234,902)	0	0.00%
6400 Federal Funds Ltd	(62,049,927)	(62,049,927)	0	0.00%
All Funds	(112,784,829)	(112,784,829)	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	(25,000,000)	(25,000,000)	0	0.00%
3400 Other Funds Ltd	(61,568,502)	(61,568,502)	0	0.00%
6400 Federal Funds Ltd	(62,049,927)	(62,049,927)	0	0.00%
TOTAL SPECIAL PAYMENTS	**($148,618,429)**	**($148,618,429)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(25,000,000)	(25,000,000)	0	0.00%
3400 Other Funds Ltd	(62,553,969)	(62,553,969)	0	0.00%
6400 Federal Funds Ltd	(67,550,981)	(67,550,981)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**($155,104,950)**	**($155,104,950)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	62,553,969	62,553,969	0	0.00%
6400 Federal Funds Ltd	67,550,981	67,550,981	0	0.00%
TOTAL ENDING BALANCE	**$130,104,950**	**$130,104,950**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	(12)	(12)	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	(12.00)	(12.00)	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	79,827	79,827	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	79,827	79,827	0	0.00%
TOTAL REVENUE CATEGORIES	**$79,827**	**$79,827**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	79,827	79,827	0	0.00%
TOTAL AVAILABLE REVENUES	**$79,827**	**$79,827**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	755	755	0	0.00%
3400 Other Funds Ltd	1,222	1,222	0	0.00%
All Funds	1,977	1,977	0	0.00%
4125 Out of State Travel				
3400 Other Funds Ltd	649	649	0	0.00%
4150 Employee Training				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	525	525	0	0.00%
3400 Other Funds Ltd	1,129	1,129	0	0.00%
All Funds	1,654	1,654	0	0.00%
4175 Office Expenses				
8000 General Fund	1,256	1,256	0	0.00%
3400 Other Funds Ltd	2,046	2,046	0	0.00%
All Funds	3,302	3,302	0	0.00%
4200 Telecommunications				
8000 General Fund	365	365	0	0.00%
3400 Other Funds Ltd	801	801	0	0.00%
All Funds	1,166	1,166	0	0.00%
4250 Data Processing				
8000 General Fund	430	430	0	0.00%
3400 Other Funds Ltd	602	602	0	0.00%
All Funds	1,032	1,032	0	0.00%
4275 Publicity and Publications				
3400 Other Funds Ltd	149	149	0	0.00%
4300 Professional Services				
8000 General Fund	4,439	4,439	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	17,602	17,602	0	0.00%
All Funds	22,041	22,041	0	0.00%
4315 IT Professional Services				
8000 General Fund	148	148	0	0.00%
3400 Other Funds Ltd	73	73	0	0.00%
All Funds	221	221	0	0.00%
4325 Attorney General				
8000 General Fund	2,603	2,603	0	0.00%
3400 Other Funds Ltd	7,213	7,213	0	0.00%
All Funds	9,816	9,816	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	78	78	0	0.00%
3400 Other Funds Ltd	66	66	0	0.00%
All Funds	144	144	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	75	75	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	42,934	42,934	0	0.00%
4475 Facilities Maintenance				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	26	26	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	13,733	13,733	0	0.00%
3400 Other Funds Ltd	8,708	8,708	0	0.00%
All Funds	22,441	22,441	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	181	181	0	0.00%
3400 Other Funds Ltd	195	195	0	0.00%
All Funds	376	376	0	0.00%
4715 IT Expendable Property				
8000 General Fund	828	828	0	0.00%
3400 Other Funds Ltd	1,546	1,546	0	0.00%
All Funds	2,374	2,374	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	25,341	25,341	0	0.00%
3400 Other Funds Ltd	85,036	85,036	0	0.00%
TOTAL SERVICES & SUPPLIES	**$110,377**	**$110,377**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6015 Dist to Cities				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	33,155	33,155	0	0.00%
6020 Dist to Counties				
3400 Other Funds Ltd	11,723	11,723	0	0.00%
6050 Dist to Non-Profit Organizations				
8000 General Fund	54,486	54,486	0	0.00%
3400 Other Funds Ltd	520,699	520,699	0	0.00%
All Funds	575,185	575,185	0	0.00%
6080 Loans Made - Other				
3400 Other Funds Ltd	8,820	8,820	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	54,486	54,486	0	0.00%
3400 Other Funds Ltd	541,242	541,242	0	0.00%
6400 Federal Funds Ltd	33,155	33,155	0	0.00%
TOTAL SPECIAL PAYMENTS	**$628,883**	**$628,883**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	79,827	79,827	0	0.00%
3400 Other Funds Ltd	626,278	626,278	0	0.00%
6400 Federal Funds Ltd	33,155	33,155	0	0.00%
TOTAL EXPENDITURES	**$739,260**	**$739,260**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
3400 Other Funds Ltd	(626,278)	(626,278)	0	0.00%
6400 Federal Funds Ltd	(33,155)	(33,155)	0	0.00%
TOTAL ENDING BALANCE	**($659,433)**	**($659,433)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	(155,721)	(155,721)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(155,721)	(155,721)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($155,721)**	**($155,721)**	**$0**	**0.00%**
EXPENDITURES				
3400 Other Funds Ltd	(155,721)	(155,721)	0	0.00%
TOTAL EXPENDITURES	**($155,721)**	**($155,721)**	**$0**	**0.00%**
ENDING BALANCE				
3400 Other Funds Ltd	155,721	155,721	0	0.00%
TOTAL ENDING BALANCE	**$155,721**	**$155,721**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	-	240,708	240,708	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	240,708	240,708	100.00%
TOTAL REVENUE CATEGORIES	**-**	**$240,708**	**$240,708**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	240,708	240,708	100.00%
TOTAL AVAILABLE REVENUES	**-**	**$240,708**	**$240,708**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	-	(442,656)	(442,656)	100.00%
3400 Other Funds Ltd	-	442,656	442,656	100.00%
All Funds	-	-	0	0.00%
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	(144)	(144)	100.00%
3400 Other Funds Ltd	-	144	144	100.00%
All Funds	-	-	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	-	(93,135)	(93,135)	100.00%
3400 Other Funds Ltd	-	93,135	93,135	100.00%
All Funds	-	-	0	0.00%
3230 Social Security Taxes				
8000 General Fund	-	(33,863)	(33,863)	100.00%
3400 Other Funds Ltd	-	33,863	33,863	100.00%
All Funds	-	-	0	0.00%
3241 Paid Family Medical Leave Insurance				
8000 General Fund	-	(1,770)	(1,770)	100.00%
3400 Other Funds Ltd	-	1,770	1,770	100.00%
All Funds	-	-	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	-	(84)	(84)	100.00%
3400 Other Funds Ltd	-	84	84	100.00%
All Funds	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3270 Flexible Benefits				
8000 General Fund	-	(84,816)	(84,816)	100.00%
3400 Other Funds Ltd	-	84,816	84,816	100.00%
All Funds	-	-	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	-	(213,812)	(213,812)	100.00%
3400 Other Funds Ltd	-	213,812	213,812	100.00%
TOTAL OTHER PAYROLL EXPENSES	**-**	**-**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	-	(23,575)	(23,575)	100.00%
3465 Reconciliation Adjustment				
3400 Other Funds Ltd	-	(52,577)	(52,577)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	(23,575)	(23,575)	100.00%
3400 Other Funds Ltd	-	(52,577)	(52,577)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($76,152)**	**($76,152)**	**100.00%**
PERSONAL SERVICES				
8000 General Fund	-	(680,043)	(680,043)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	603,891	603,891	100.00%
TOTAL PERSONAL SERVICES	**-**	**($76,152)**	**($76,152)**	**100.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(755)	(755)	100.00%
4150 Employee Training				
8000 General Fund	-	(525)	(525)	100.00%
4175 Office Expenses				
8000 General Fund	-	(3,009)	(3,009)	100.00%
3400 Other Funds Ltd	-	1,753	1,753	100.00%
All Funds	-	(1,256)	(1,256)	100.00%
4300 Professional Services				
8000 General Fund	-	(4,439)	(4,439)	100.00%
4315 IT Professional Services				
8000 General Fund	-	(148)	(148)	100.00%
4375 Employee Recruitment and Develop				
8000 General Fund	-	(78)	(78)	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	(64,598)	(64,598)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	50,865	50,865	100.00%
All Funds	-	(13,733)	(13,733)	100.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	(181)	(181)	100.00%
4715 IT Expendable Property				
8000 General Fund	-	(5,516)	(5,516)	100.00%
3400 Other Funds Ltd	-	4,688	4,688	100.00%
All Funds	-	(828)	(828)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(79,249)	(79,249)	100.00%
3400 Other Funds Ltd	-	57,306	57,306	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($21,943)**	**($21,943)**	**100.00%**
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	-	1,000,000	1,000,000	100.00%
SPECIAL PAYMENTS				
8000 General Fund	-	1,000,000	1,000,000	100.00%
TOTAL SPECIAL PAYMENTS	**-**	**$1,000,000**	**$1,000,000**	**100.00%**
EXPENDITURES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	240,708	240,708	100.00%
3400 Other Funds Ltd	-	661,197	661,197	100.00%
TOTAL EXPENDITURES	**-**	**$901,905**	**$901,905**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	(661,197)	(661,197)	100.00%
TOTAL ENDING BALANCE	**-**	**($661,197)**	**($661,197)**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	-	(1,030)	(1,030)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(1,030)	(1,030)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($1,030)**	**($1,030)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(1,030)	(1,030)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($1,030)**	**($1,030)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4325 Attorney General				
8000 General Fund	-	(1,030)	(1,030)	100.00%
3400 Other Funds Ltd	-	(2,855)	(2,855)	100.00%
All Funds	-	(3,885)	(3,885)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(1,030)	(1,030)	100.00%
3400 Other Funds Ltd	-	(2,855)	(2,855)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**-**	**($3,885)**	**($3,885)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(1,030)	(1,030)	100.00%
3400 Other Funds Ltd	-	(2,855)	(2,855)	100.00%
TOTAL EXPENDITURES	**-**	**($3,885)**	**($3,885)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	2,855	2,855	100.00%
TOTAL ENDING BALANCE	**-**	**$2,855**	**$2,855**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	-	(890)	(890)	100.00%
REVENUE CATEGORIES				
6400 Federal Funds Ltd	-	(890)	(890)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($890)**	**($890)**	**100.00%**
2000				
2010 Transfer Out - Intrafund				
6400 Federal Funds Ltd	-	890	890	100.00%
AVAILABLE REVENUES				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	1,025,972	1,025,972	0	0.00%
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	4,742	-	(4,742)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	1,025,972	1,025,972	0	0.00%
6400 Federal Funds Ltd	4,742	-	(4,742)	(100.00%)
TOTAL REVENUE CATEGORIES	**$1,030,714**	**$1,025,972**	**($4,742)**	**(0.46%)**
2000				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(155,274)	-	155,274	100.00%
6400 Federal Funds Ltd	(4,742)	-	4,742	100.00%
All Funds	(160,016)	-	160,016	100.00%
AVAILABLE REVENUES				
8000 General Fund	1,025,972	1,025,972	0	0.00%
3400 Other Funds Ltd	(155,274)	-	155,274	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	**$870,698**	**$1,025,972**	**$155,274**	**17.83%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	644,664	644,664	0	0.00%
3400 Other Funds Ltd	209,112	209,112	0	0.00%
All Funds	853,776	853,776	0	0.00%
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	216	216	0	0.00%
3400 Other Funds Ltd	72	72	0	0.00%
All Funds	288	288	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	135,638	135,638	0	0.00%
3400 Other Funds Ltd	43,997	43,997	0	0.00%
All Funds	179,635	179,635	0	0.00%
3230 Social Security Taxes				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	49,317	49,317	0	0.00%
3400 Other Funds Ltd	15,997	15,997	0	0.00%
All Funds	65,314	65,314	0	0.00%
3241 Paid Family Medical Leave Insurance				
8000 General Fund	2,579	2,579	0	0.00%
3400 Other Funds Ltd	836	836	0	0.00%
All Funds	3,415	3,415	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	126	126	0	0.00%
3400 Other Funds Ltd	42	42	0	0.00%
All Funds	168	168	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	3,868	3,868	0	0.00%
3400 Other Funds Ltd	1,255	1,255	0	0.00%
All Funds	5,123	5,123	0	0.00%
3270 Flexible Benefits				
8000 General Fund	127,224	127,224	0	0.00%
3400 Other Funds Ltd	42,408	42,408	0	0.00%
All Funds	169,632	169,632	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
OTHER PAYROLL EXPENSES				
8000 General Fund	318,968	318,968	0	0.00%
3400 Other Funds Ltd	104,607	104,607	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$423,575**	**$423,575**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	963,632	963,632	0	0.00%
3400 Other Funds Ltd	313,719	313,719	0	0.00%
TOTAL PERSONAL SERVICES	**$1,277,351**	**$1,277,351**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	5,400	5,400	0	0.00%
3400 Other Funds Ltd	1,800	1,800	0	0.00%
All Funds	7,200	7,200	0	0.00%
4150 Employee Training				
8000 General Fund	4,275	4,275	0	0.00%
3400 Other Funds Ltd	1,425	1,425	0	0.00%
All Funds	5,700	5,700	0	0.00%
4175 Office Expenses				
8000 General Fund	9,720	9,720	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	3,240	3,240	0	0.00%
All Funds	12,960	12,960	0	0.00%
4200 Telecommunications				
8000 General Fund	3,240	3,240	0	0.00%
3400 Other Funds Ltd	1,080	1,080	0	0.00%
All Funds	4,320	4,320	0	0.00%
4250 Data Processing				
8000 General Fund	3,960	3,960	0	0.00%
3400 Other Funds Ltd	1,320	1,320	0	0.00%
All Funds	5,280	5,280	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	645	645	0	0.00%
3400 Other Funds Ltd	215	215	0	0.00%
All Funds	860	860	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	14,700	14,700	0	0.00%
3400 Other Funds Ltd	4,900	4,900	0	0.00%
All Funds	19,600	19,600	0	0.00%
4700 Expendable Prop 250 - 5000				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	12,900	12,900	0	0.00%
3400 Other Funds Ltd	4,300	4,300	0	0.00%
All Funds	17,200	17,200	0	0.00%
4715 IT Expendable Property				
8000 General Fund	7,500	7,500	0	0.00%
3400 Other Funds Ltd	2,500	2,500	0	0.00%
All Funds	10,000	10,000	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	62,340	62,340	0	0.00%
3400 Other Funds Ltd	20,780	20,780	0	0.00%
TOTAL SERVICES & SUPPLIES	**$83,120**	**$83,120**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	1,025,972	1,025,972	0	0.00%
3400 Other Funds Ltd	334,499	334,499	0	0.00%
TOTAL EXPENDITURES	**$1,360,471**	**$1,360,471**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(489,773)	(334,499)	155,274	31.70%
6400 Federal Funds Ltd	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	**($489,773)**	**($334,499)**	**$155,274**	**31.70%**
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	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	964	-	(964)	(100.00%)
REVENUE CATEGORIES				
6400 Federal Funds Ltd	964	-	(964)	(100.00%)
TOTAL REVENUE CATEGORIES	**$964**	**-**	**($964)**	**(100.00%)**
2000				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(31,553)	-	31,553	100.00%
6400 Federal Funds Ltd	(964)	-	964	100.00%
All Funds	(32,517)	-	32,517	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	(31,553)	-	31,553	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	**($31,553)**	**-**	**$31,553**	**100.00%**
ENDING BALANCE				
3400 Other Funds Ltd	(31,553)	-	31,553	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	**($31,553)**	**-**	**$31,553**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	7,763,877	7,763,877	0	0.00%
REVENUE CATEGORIES				
6400 Federal Funds Ltd	7,763,877	7,763,877	0	0.00%
TOTAL REVENUE CATEGORIES	**$7,763,877**	**$7,763,877**	**$0**	**0.00%**
AVAILABLE REVENUES				
6400 Federal Funds Ltd	7,763,877	7,763,877	0	0.00%
TOTAL AVAILABLE REVENUES	**$7,763,877**	**$7,763,877**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
6400 Federal Funds Ltd	1,073,088	1,073,088	0	0.00%
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
6400 Federal Funds Ltd	360	360	0	0.00%
3220 Public Employees Retire Cont				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	225,776	225,776	0	0.00%
3230 Social Security Taxes				
6400 Federal Funds Ltd	82,092	82,092	0	0.00%
3241 Paid Family Medical Leave Insurance				
6400 Federal Funds Ltd	4,292	4,292	0	0.00%
3250 Workers Comp. Assess. (WCD)				
6400 Federal Funds Ltd	210	210	0	0.00%
3270 Flexible Benefits				
6400 Federal Funds Ltd	212,040	212,040	0	0.00%
OTHER PAYROLL EXPENSES				
6400 Federal Funds Ltd	524,770	524,770	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$524,770**	**$524,770**	**$0**	**0.00%**
PERSONAL SERVICES				
6400 Federal Funds Ltd	1,597,858	1,597,858	0	0.00%
TOTAL PERSONAL SERVICES	**$1,597,858**	**$1,597,858**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
6400 Federal Funds Ltd	9,000	9,000	0	0.00%
4150 Employee Training				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	7,125	7,125	0	0.00%
4175 Office Expenses				
6400 Federal Funds Ltd	16,200	16,200	0	0.00%
4200 Telecommunications				
6400 Federal Funds Ltd	5,400	5,400	0	0.00%
4250 Data Processing				
6400 Federal Funds Ltd	6,600	6,600	0	0.00%
4375 Employee Recruitment and Develop				
6400 Federal Funds Ltd	1,075	1,075	0	0.00%
4650 Other Services and Supplies				
6400 Federal Funds Ltd	24,500	24,500	0	0.00%
4700 Expendable Prop 250 - 5000				
6400 Federal Funds Ltd	21,500	21,500	0	0.00%
4715 IT Expendable Property				
6400 Federal Funds Ltd	12,500	12,500	0	0.00%
SERVICES & SUPPLIES				
6400 Federal Funds Ltd	103,900	103,900	0	0.00%
TOTAL SERVICES & SUPPLIES	**$103,900**	**$103,900**	**$0**	**0.00%**
SPECIAL PAYMENTS				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6085 Other Special Payments				
6400 Federal Funds Ltd	6,062,119	6,062,119	0	0.00%
SPECIAL PAYMENTS				
6400 Federal Funds Ltd	6,062,119	6,062,119	0	0.00%
TOTAL SPECIAL PAYMENTS	**$6,062,119**	**$6,062,119**	**$0**	**0.00%**
EXPENDITURES				
6400 Federal Funds Ltd	7,763,877	7,763,877	0	0.00%
TOTAL EXPENDITURES	**$7,763,877**	**$7,763,877**	**$0**	**0.00%**
ENDING BALANCE				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	5	5	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	5.00	5.00	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	50,253,348	16,853,348	(33,400,000)	(66.46%)
TRANSFERS IN				
1060 Transfer from General Fund				
3400 Other Funds Ltd	50,000,000	16,600,000	(33,400,000)	(66.80%)
REVENUE CATEGORIES				
8000 General Fund	50,253,348	16,853,348	(33,400,000)	(66.46%)
3400 Other Funds Ltd	50,000,000	16,600,000	(33,400,000)	(66.80%)
TOTAL REVENUE CATEGORIES	**$100,253,348**	**$33,453,348**	**($66,800,000)**	**(66.63%)**
AVAILABLE REVENUES				
8000 General Fund	50,253,348	16,853,348	(33,400,000)	(66.46%)
3400 Other Funds Ltd	50,000,000	16,600,000	(33,400,000)	(66.80%)
TOTAL AVAILABLE REVENUES	**$100,253,348**	**$33,453,348**	**($66,800,000)**	**(66.63%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	151,326	151,326	0	0.00%
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	63	63	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	31,839	31,839	0	0.00%
3230 Social Security Taxes				
8000 General Fund	11,576	11,576	0	0.00%
3241 Paid Family Medical Leave Insurance				
8000 General Fund	605	605	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	37	37	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	908	908	0	0.00%
3270 Flexible Benefits				
8000 General Fund	37,107	37,107	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	82,135	82,135	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$82,135**	**$82,135**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
PERSONAL SERVICES				
8000 General Fund	233,461	233,461	0	0.00%
TOTAL PERSONAL SERVICES	**$233,461**	**$233,461**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,584	1,584	0	0.00%
4150 Employee Training				
8000 General Fund	1,425	1,425	0	0.00%
4175 Office Expenses				
8000 General Fund	2,851	2,851	0	0.00%
4200 Telecommunications				
8000 General Fund	950	950	0	0.00%
4250 Data Processing				
8000 General Fund	1,162	1,162	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	215	215	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	4,900	4,900	0	0.00%
4700 Expendable Prop 250 - 5000				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	4,300	4,300	0	0.00%
4715 IT Expendable Property				
8000 General Fund	2,500	2,500	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	19,887	19,887	0	0.00%
TOTAL SERVICES & SUPPLIES	**$19,887**	**$19,887**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	50,000,000	16,600,000	(33,400,000)	(66.80%)
6085 Other Special Payments				
3400 Other Funds Ltd	50,000,000	16,600,000	(33,400,000)	(66.80%)
SPECIAL PAYMENTS				
8000 General Fund	50,000,000	16,600,000	(33,400,000)	(66.80%)
3400 Other Funds Ltd	50,000,000	16,600,000	(33,400,000)	(66.80%)
TOTAL SPECIAL PAYMENTS	**$100,000,000**	**$33,200,000**	**($66,800,000)**	**(66.80%)**
EXPENDITURES				
8000 General Fund	50,253,348	16,853,348	(33,400,000)	(66.46%)
3400 Other Funds Ltd	50,000,000	16,600,000	(33,400,000)	(66.80%)
TOTAL EXPENDITURES	**$100,253,348**	**$33,453,348**	**($66,800,000)**	**(66.63%)**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	1	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	0.88	0.88	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	25,000,000	7,500,000	(17,500,000)	(70.00%)
TRANSFERS IN				
1060 Transfer from General Fund				
3400 Other Funds Ltd	25,000,000	7,500,000	(17,500,000)	(70.00%)
REVENUE CATEGORIES				
8000 General Fund	25,000,000	7,500,000	(17,500,000)	(70.00%)
3400 Other Funds Ltd	25,000,000	7,500,000	(17,500,000)	(70.00%)
TOTAL REVENUE CATEGORIES	**$50,000,000**	**$15,000,000**	**($35,000,000)**	**(70.00%)**
AVAILABLE REVENUES				
8000 General Fund	25,000,000	7,500,000	(17,500,000)	(70.00%)
3400 Other Funds Ltd	25,000,000	7,500,000	(17,500,000)	(70.00%)
TOTAL AVAILABLE REVENUES	**$50,000,000**	**$15,000,000**	**($35,000,000)**	**(70.00%)**
EXPENDITURES				
SPECIAL PAYMENTS				
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	25,000,000	7,500,000	(17,500,000)	(70.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6080 Loans Made - Other				
3400 Other Funds Ltd	25,000,000	7,500,000	(17,500,000)	(70.00%)
SPECIAL PAYMENTS				
8000 General Fund	25,000,000	7,500,000	(17,500,000)	(70.00%)
3400 Other Funds Ltd	25,000,000	7,500,000	(17,500,000)	(70.00%)
TOTAL SPECIAL PAYMENTS	**$50,000,000**	**$15,000,000**	**($35,000,000)**	**(70.00%)**
EXPENDITURES				
8000 General Fund	25,000,000	7,500,000	(17,500,000)	(70.00%)
3400 Other Funds Ltd	25,000,000	7,500,000	(17,500,000)	(70.00%)
TOTAL EXPENDITURES	**$50,000,000**	**$15,000,000**	**($35,000,000)**	**(70.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	45,000,000	30,000,000	(15,000,000)	(33.33%)
TRANSFERS IN				
1060 Transfer from General Fund				
3400 Other Funds Ltd	45,000,000	30,000,000	(15,000,000)	(33.33%)
REVENUE CATEGORIES				
8000 General Fund	45,000,000	30,000,000	(15,000,000)	(33.33%)
3400 Other Funds Ltd	45,000,000	30,000,000	(15,000,000)	(33.33%)
TOTAL REVENUE CATEGORIES	**$90,000,000**	**$60,000,000**	**($30,000,000)**	**(33.33%)**
AVAILABLE REVENUES				
8000 General Fund	45,000,000	30,000,000	(15,000,000)	(33.33%)
3400 Other Funds Ltd	45,000,000	30,000,000	(15,000,000)	(33.33%)
TOTAL AVAILABLE REVENUES	**$90,000,000**	**$60,000,000**	**($30,000,000)**	**(33.33%)**
EXPENDITURES				
SPECIAL PAYMENTS				
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	45,000,000	30,000,000	(15,000,000)	(33.33%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6080 Loans Made - Other				
3400 Other Funds Ltd	45,000,000	30,000,000	(15,000,000)	(33.33%)
SPECIAL PAYMENTS				
8000 General Fund	45,000,000	30,000,000	(15,000,000)	(33.33%)
3400 Other Funds Ltd	45,000,000	30,000,000	(15,000,000)	(33.33%)
TOTAL SPECIAL PAYMENTS	**$90,000,000**	**$60,000,000**	**($30,000,000)**	**(33.33%)**
EXPENDITURES				
8000 General Fund	45,000,000	30,000,000	(15,000,000)	(33.33%)
3400 Other Funds Ltd	45,000,000	30,000,000	(15,000,000)	(33.33%)
TOTAL EXPENDITURES	**$90,000,000**	**$60,000,000**	**($30,000,000)**	**(33.33%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	3,500,000	2,500,000	(1,000,000)	(28.57%)
REVENUE CATEGORIES				
8000 General Fund	3,500,000	2,500,000	(1,000,000)	(28.57%)
TOTAL REVENUE CATEGORIES	**$3,500,000**	**$2,500,000**	**($1,000,000)**	**(28.57%)**
AVAILABLE REVENUES				
8000 General Fund	3,500,000	2,500,000	(1,000,000)	(28.57%)
TOTAL AVAILABLE REVENUES	**$3,500,000**	**$2,500,000**	**($1,000,000)**	**(28.57%)**
EXPENDITURES				
SPECIAL PAYMENTS				
6085 Other Special Payments				
8000 General Fund	3,500,000	2,500,000	(1,000,000)	(28.57%)
SPECIAL PAYMENTS				
8000 General Fund	3,500,000	2,500,000	(1,000,000)	(28.57%)
TOTAL SPECIAL PAYMENTS	**$3,500,000**	**$2,500,000**	**($1,000,000)**	**(28.57%)**
EXPENDITURES				
8000 General Fund	3,500,000	2,500,000	(1,000,000)	(28.57%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$3,500,000**	**$2,500,000**	**($1,000,000)**	**(28.57%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	2,500,000	2,500,000	0	0.00%
TRANSFERS IN				
1060 Transfer from General Fund				
3400 Other Funds Ltd	2,500,000	2,500,000	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	2,500,000	2,500,000	0	0.00%
3400 Other Funds Ltd	2,500,000	2,500,000	0	0.00%
TOTAL REVENUE CATEGORIES	**$5,000,000**	**$5,000,000**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	2,500,000	2,500,000	0	0.00%
3400 Other Funds Ltd	2,500,000	2,500,000	0	0.00%
TOTAL AVAILABLE REVENUES	**$5,000,000**	**$5,000,000**	**$0**	**0.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	2,500,000	2,500,000	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6085 Other Special Payments				
3400 Other Funds Ltd	2,500,000	2,500,000	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	2,500,000	2,500,000	0	0.00%
3400 Other Funds Ltd	2,500,000	2,500,000	0	0.00%
TOTAL SPECIAL PAYMENTS	**$5,000,000**	**$5,000,000**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	2,500,000	2,500,000	0	0.00%
3400 Other Funds Ltd	2,500,000	2,500,000	0	0.00%
TOTAL EXPENDITURES	**$5,000,000**	**$5,000,000**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(31,753)	(31,753)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(31,753)	(31,753)	0	0.00%
TOTAL REVENUE CATEGORIES	**($31,753)**	**($31,753)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(31,753)	(31,753)	0	0.00%
TOTAL AVAILABLE REVENUES	**($31,753)**	**($31,753)**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
OTHER PAYROLL EXPENSES				
3221 Pension Obligation Bond				
8000 General Fund	703	703	0	0.00%
3400 Other Funds Ltd	218	218	0	0.00%
6400 Federal Funds Ltd	(191,639)	(191,639)	0	0.00%
All Funds	(190,718)	(190,718)	0	0.00%
3260 Mass Transit Tax				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	653	653	0	0.00%
3400 Other Funds Ltd	440	440	0	0.00%
All Funds	1,093	1,093	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	1,356	1,356	0	0.00%
3400 Other Funds Ltd	658	658	0	0.00%
6400 Federal Funds Ltd	(191,639)	(191,639)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**($189,625)**	**($189,625)**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(33,109)	(33,109)	0	0.00%
3400 Other Funds Ltd	(23,530)	(23,530)	0	0.00%
6400 Federal Funds Ltd	(97,596)	(97,596)	0	0.00%
All Funds	(154,235)	(154,235)	0	0.00%
PERSONAL SERVICES				
8000 General Fund	(31,753)	(31,753)	0	0.00%
3400 Other Funds Ltd	(22,872)	(22,872)	0	0.00%
6400 Federal Funds Ltd	(289,235)	(289,235)	0	0.00%
TOTAL PERSONAL SERVICES	**($343,860)**	**($343,860)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
8000 General Fund	(31,753)	(31,753)	0	0.00%
3400 Other Funds Ltd	(22,872)	(22,872)	0	0.00%
6400 Federal Funds Ltd	(289,235)	(289,235)	0	0.00%
TOTAL EXPENDITURES	**($343,860)**	**($343,860)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	22,872	22,872	0	0.00%
6400 Federal Funds Ltd	289,235	289,235	0	0.00%
TOTAL ENDING BALANCE	**$312,107**	**$312,107**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
6400 Federal Funds Ltd	(52,200)	(52,200)	0	0.00%
4125 Out of State Travel				
6400 Federal Funds Ltd	(8,902)	(8,902)	0	0.00%
4150 Employee Training				
6400 Federal Funds Ltd	(41,325)	(41,325)	0	0.00%
4175 Office Expenses				
6400 Federal Funds Ltd	(93,960)	(93,960)	0	0.00%
4200 Telecommunications				
6400 Federal Funds Ltd	(31,320)	(31,320)	0	0.00%
4250 Data Processing				
6400 Federal Funds Ltd	(38,280)	(38,280)	0	0.00%
4275 Publicity and Publications				
6400 Federal Funds Ltd	(90,000)	(90,000)	0	0.00%
4300 Professional Services				
6400 Federal Funds Ltd	(600,000)	(600,000)	0	0.00%
4315 IT Professional Services				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	(1,419,000)	(1,419,000)	0	0.00%
4325 Attorney General				
6400 Federal Funds Ltd	(358,394)	(358,394)	0	0.00%
4375 Employee Recruitment and Develop				
6400 Federal Funds Ltd	(6,235)	(6,235)	0	0.00%
4650 Other Services and Supplies				
6400 Federal Funds Ltd	(142,100)	(142,100)	0	0.00%
4700 Expendable Prop 250 - 5000				
6400 Federal Funds Ltd	(124,700)	(124,700)	0	0.00%
4715 IT Expendable Property				
6400 Federal Funds Ltd	(72,500)	(72,500)	0	0.00%
SERVICES & SUPPLIES				
6400 Federal Funds Ltd	(3,078,916)	(3,078,916)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($3,078,916)**	**($3,078,916)**	**$0**	**0.00%**
CAPITAL OUTLAY				
5900 Other Capital Outlay				
3400 Other Funds Ltd	(27,101,190)	(27,101,190)	0	0.00%
SPECIAL PAYMENTS				
6085 Other Special Payments				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(21,889,550)	(21,889,550)	0	0.00%
6400 Federal Funds Ltd	(126,883,817)	(126,883,817)	0	0.00%
All Funds	(148,773,367)	(148,773,367)	0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(48,990,740)	(48,990,740)	0	0.00%
6400 Federal Funds Ltd	(129,962,733)	(129,962,733)	0	0.00%
TOTAL EXPENDITURES	**($178,953,473)**	**($178,953,473)**	**$0**	**0.00%**
ENDING BALANCE				
3400 Other Funds Ltd	48,990,740	48,990,740	0	0.00%
6400 Federal Funds Ltd	129,962,733	129,962,733	0	0.00%
TOTAL ENDING BALANCE	**$178,953,473**	**$178,953,473**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	7,489	7,489	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	7,489	7,489	0	0.00%
TOTAL REVENUE CATEGORIES	**$7,489**	**$7,489**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	7,489	7,489	0	0.00%
TOTAL AVAILABLE REVENUES	**$7,489**	**$7,489**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	406	406	0	0.00%
6400 Federal Funds Ltd	595	595	0	0.00%
All Funds	1,001	1,001	0	0.00%
4150 Employee Training				
8000 General Fund	356	356	0	0.00%
6400 Federal Funds Ltd	473	473	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	829	829	0	0.00%
4175 Office Expenses				
8000 General Fund	727	727	0	0.00%
6400 Federal Funds Ltd	1,064	1,064	0	0.00%
All Funds	1,791	1,791	0	0.00%
4200 Telecommunications				
8000 General Fund	244	244	0	0.00%
6400 Federal Funds Ltd	361	361	0	0.00%
All Funds	605	605	0	0.00%
4250 Data Processing				
8000 General Fund	285	285	0	0.00%
6400 Federal Funds Ltd	420	420	0	0.00%
All Funds	705	705	0	0.00%
4315 IT Professional Services				
6400 Federal Funds Ltd	55,488	55,488	0	0.00%
4325 Attorney General				
6400 Federal Funds Ltd	5,450	5,450	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	53	53	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	70	70	0	0.00%
All Funds	123	123	0	0.00%
4425 Facilities Rental and Taxes				
8000 General Fund	3,625	3,625	0	0.00%
3400 Other Funds Ltd	2,673	2,673	0	0.00%
6400 Federal Funds Ltd	2,114	2,114	0	0.00%
All Funds	8,412	8,412	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	1,238	1,238	0	0.00%
6400 Federal Funds Ltd	1,646	1,646	0	0.00%
All Funds	2,884	2,884	0	0.00%
4715 IT Expendable Property				
8000 General Fund	555	555	0	0.00%
6400 Federal Funds Ltd	735	735	0	0.00%
All Funds	1,290	1,290	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	7,489	7,489	0	0.00%
3400 Other Funds Ltd	2,673	2,673	0	0.00%
6400 Federal Funds Ltd	68,416	68,416	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**$78,578**	**$78,578**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	7,489	7,489	0	0.00%
3400 Other Funds Ltd	2,673	2,673	0	0.00%
6400 Federal Funds Ltd	68,416	68,416	0	0.00%
TOTAL EXPENDITURES	**$78,578**	**$78,578**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(2,673)	(2,673)	0	0.00%
6400 Federal Funds Ltd	(68,416)	(68,416)	0	0.00%
TOTAL ENDING BALANCE	**($71,089)**	**($71,089)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(13,147)	(13,147)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(13,147)	(13,147)	0	0.00%
TOTAL REVENUE CATEGORIES	**($13,147)**	**($13,147)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(13,147)	(13,147)	0	0.00%
TOTAL AVAILABLE REVENUES	**($13,147)**	**($13,147)**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4425 Facilities Rental and Taxes				
8000 General Fund	(13,147)	(13,147)	0	0.00%
3400 Other Funds Ltd	(9,694)	(9,694)	0	0.00%
6400 Federal Funds Ltd	(7,667)	(7,667)	0	0.00%
All Funds	(30,508)	(30,508)	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(13,147)	(13,147)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(9,694)	(9,694)	0	0.00%
6400 Federal Funds Ltd	(7,667)	(7,667)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($30,508)**	**($30,508)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(13,147)	(13,147)	0	0.00%
3400 Other Funds Ltd	(9,694)	(9,694)	0	0.00%
6400 Federal Funds Ltd	(7,667)	(7,667)	0	0.00%
TOTAL EXPENDITURES	**($30,508)**	**($30,508)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	9,694	9,694	0	0.00%
6400 Federal Funds Ltd	7,667	7,667	0	0.00%
TOTAL ENDING BALANCE	**$17,361**	**$17,361**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	-	(16,579)	(16,579)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(16,579)	(16,579)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($16,579)**	**($16,579)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(16,579)	(16,579)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($16,579)**	**($16,579)**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	-	(13,244)	(13,244)	100.00%
PERSONAL SERVICES				
8000 General Fund	-	(13,244)	(13,244)	100.00%
TOTAL PERSONAL SERVICES	**-**	**($13,244)**	**($13,244)**	**100.00%**
SERVICES & SUPPLIES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4100 Instate Travel				
8000 General Fund	-	(406)	(406)	100.00%
4150 Employee Training				
8000 General Fund	-	(356)	(356)	100.00%
4175 Office Expenses				
8000 General Fund	-	(727)	(727)	100.00%
4375 Employee Recruitment and Develop				
8000 General Fund	-	(53)	(53)	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	(1,238)	(1,238)	100.00%
4715 IT Expendable Property				
8000 General Fund	-	(555)	(555)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(3,335)	(3,335)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($3,335)**	**($3,335)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(16,579)	(16,579)	100.00%
TOTAL EXPENDITURES	**-**	**($16,579)**	**($16,579)**	**100.00%**
ENDING BALANCE				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	-	(2,157)	(2,157)	100.00%
REVENUE CATEGORIES				
6400 Federal Funds Ltd	-	(2,157)	(2,157)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($2,157)**	**($2,157)**	**100.00%**
AVAILABLE REVENUES				
6400 Federal Funds Ltd	-	(2,157)	(2,157)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($2,157)**	**($2,157)**	**100.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4325 Attorney General				
6400 Federal Funds Ltd	-	(2,157)	(2,157)	100.00%
SERVICES & SUPPLIES				
6400 Federal Funds Ltd	-	(2,157)	(2,157)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($2,157)**	**($2,157)**	**100.00%**
EXPENDITURES				
6400 Federal Funds Ltd	-	(2,157)	(2,157)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**-**	**($2,157)**	**($2,157)**	**100.00%**
ENDING BALANCE				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	-	(24,387)	(24,387)	100.00%
REVENUE CATEGORIES				
6400 Federal Funds Ltd	-	(24,387)	(24,387)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($24,387)**	**($24,387)**	**100.00%**
2000				
2010 Transfer Out - Intrafund				
6400 Federal Funds Ltd	-	24,387	24,387	100.00%
AVAILABLE REVENUES				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	129,900	82,654	(47,246)	(36.37%)
REVENUE CATEGORIES				
6400 Federal Funds Ltd	129,900	82,654	(47,246)	(36.37%)
TOTAL REVENUE CATEGORIES	**$129,900**	**$82,654**	**($47,246)**	**(36.37%)**
2000				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(18,267)	-	18,267	100.00%
6400 Federal Funds Ltd	(129,900)	(82,654)	47,246	36.37%
All Funds	(148,167)	(82,654)	65,513	44.22%
AVAILABLE REVENUES				
3400 Other Funds Ltd	(18,267)	-	18,267	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	**($18,267)**	**-**	**$18,267**	**100.00%**
ENDING BALANCE				
3400 Other Funds Ltd	(18,267)	-	18,267	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	**($18,267)**	**-**	**$18,267**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	26,395	-	(26,395)	(100.00%)
REVENUE CATEGORIES				
6400 Federal Funds Ltd	26,395	-	(26,395)	(100.00%)
TOTAL REVENUE CATEGORIES	**$26,395**	**-**	**($26,395)**	**(100.00%)**
2000				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(3,712)	-	3,712	100.00%
6400 Federal Funds Ltd	(26,395)	-	26,395	100.00%
All Funds	(30,107)	-	30,107	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	(3,712)	-	3,712	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	**($3,712)**	**-**	**$3,712**	**100.00%**
ENDING BALANCE				
3400 Other Funds Ltd	(3,712)	-	3,712	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	**($3,712)**	**-**	**$3,712**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	163,510,769	163,510,769	0	0.00%
REVENUE CATEGORIES				
6400 Federal Funds Ltd	163,510,769	163,510,769	0	0.00%
TOTAL REVENUE CATEGORIES	**$163,510,769**	**$163,510,769**	**$0**	**0.00%**
AVAILABLE REVENUES				
6400 Federal Funds Ltd	163,510,769	163,510,769	0	0.00%
TOTAL AVAILABLE REVENUES	**$163,510,769**	**$163,510,769**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
6400 Federal Funds Ltd	4,880,928	4,880,928	0	0.00%
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
6400 Federal Funds Ltd	2,088	2,088	0	0.00%
3220 Public Employees Retire Cont				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	1,026,946	1,026,946	0	0.00%
3230 Social Security Taxes				
6400 Federal Funds Ltd	373,392	373,392	0	0.00%
3241 Paid Family Medical Leave Insurance				
6400 Federal Funds Ltd	19,528	19,528	0	0.00%
3250 Workers Comp. Assess. (WCD)				
6400 Federal Funds Ltd	1,218	1,218	0	0.00%
3270 Flexible Benefits				
6400 Federal Funds Ltd	1,229,832	1,229,832	0	0.00%
OTHER PAYROLL EXPENSES				
6400 Federal Funds Ltd	2,653,004	2,653,004	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$2,653,004**	**$2,653,004**	**$0**	**0.00%**
PERSONAL SERVICES				
6400 Federal Funds Ltd	7,533,932	7,533,932	0	0.00%
TOTAL PERSONAL SERVICES	**$7,533,932**	**$7,533,932**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
6400 Federal Funds Ltd	41,784	41,784	0	0.00%
4150 Employee Training				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	50,913	50,913	0	0.00%
4175 Office Expenses				
6400 Federal Funds Ltd	75,095	75,095	0	0.00%
4200 Telecommunications				
6400 Federal Funds Ltd	27,303	27,303	0	0.00%
4250 Data Processing				
6400 Federal Funds Ltd	37,427	37,427	0	0.00%
4300 Professional Services				
6400 Federal Funds Ltd	10,000,000	10,000,000	0	0.00%
4315 IT Professional Services				
6400 Federal Funds Ltd	628,512	628,512	0	0.00%
4325 Attorney General				
6400 Federal Funds Ltd	371,121	371,121	0	0.00%
4375 Employee Recruitment and Develop				
6400 Federal Funds Ltd	8,413	8,413	0	0.00%
4400 Dues and Subscriptions				
6400 Federal Funds Ltd	18,850	18,850	0	0.00%
4700 Expendable Prop 250 - 5000				
6400 Federal Funds Ltd	134,850	134,850	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4715 IT Expendable Property				
6400 Federal Funds Ltd	97,150	97,150	0	0.00%
SERVICES & SUPPLIES				
6400 Federal Funds Ltd	11,491,418	11,491,418	0	0.00%
TOTAL SERVICES & SUPPLIES	**$11,491,418**	**$11,491,418**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6085 Other Special Payments				
3400 Other Funds Ltd	7,309,722	7,309,722	0	0.00%
6400 Federal Funds Ltd	144,485,419	144,485,419	0	0.00%
All Funds	151,795,141	151,795,141	0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	7,309,722	7,309,722	0	0.00%
6400 Federal Funds Ltd	163,510,769	163,510,769	0	0.00%
TOTAL EXPENDITURES	**$170,820,491**	**$170,820,491**	**$0**	**0.00%**
ENDING BALANCE				
3400 Other Funds Ltd	(7,309,722)	(7,309,722)	0	0.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**($7,309,722)**	**($7,309,722)**	**$0**	**0.00%**
AUTHORIZED POSITIONS				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8150 Class/Unclass Positions	29	29	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	29.00	29.00	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(33,421)	(33,421)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(33,421)	(33,421)	0	0.00%
TOTAL REVENUE CATEGORIES	**($33,421)**	**($33,421)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(33,421)	(33,421)	0	0.00%
TOTAL AVAILABLE REVENUES	**($33,421)**	**($33,421)**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3160 Temporary Appointments				
3400 Other Funds Ltd	3,347	3,347	0	0.00%
6400 Federal Funds Ltd	29	29	0	0.00%
All Funds	3,376	3,376	0	0.00%
3190 All Other Differential				
3400 Other Funds Ltd	461	461	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	6	6	0	0.00%
All Funds	467	467	0	0.00%
SALARIES & WAGES				
3400 Other Funds Ltd	3,808	3,808	0	0.00%
6400 Federal Funds Ltd	35	35	0	0.00%
TOTAL SALARIES & WAGES	**$3,843**	**$3,843**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	97	97	0	0.00%
6400 Federal Funds Ltd	1	1	0	0.00%
All Funds	98	98	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	13,174	13,174	0	0.00%
3400 Other Funds Ltd	(61,402)	(61,402)	0	0.00%
6400 Federal Funds Ltd	(24,709)	(24,709)	0	0.00%
All Funds	(72,937)	(72,937)	0	0.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	291	291	0	0.00%
6400 Federal Funds Ltd	2	2	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	293	293	0	0.00%
3240 Unemployment Assessments				
3400 Other Funds Ltd	181	181	0	0.00%
6400 Federal Funds Ltd	1	1	0	0.00%
All Funds	182	182	0	0.00%
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	2	2	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	801	801	0	0.00%
3400 Other Funds Ltd	7,006	7,006	0	0.00%
All Funds	7,807	7,807	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	13,975	13,975	0	0.00%
3400 Other Funds Ltd	(53,825)	(53,825)	0	0.00%
6400 Federal Funds Ltd	(24,705)	(24,705)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**($64,555)**	**($64,555)**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(47,396)	(47,396)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(894,521)	(894,521)	0	0.00%
6400 Federal Funds Ltd	(267,425)	(267,425)	0	0.00%
All Funds	(1,209,342)	(1,209,342)	0	0.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(47,396)	(47,396)	0	0.00%
3400 Other Funds Ltd	(894,521)	(894,521)	0	0.00%
6400 Federal Funds Ltd	(267,425)	(267,425)	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**($1,209,342)**	**($1,209,342)**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	(33,421)	(33,421)	0	0.00%
3400 Other Funds Ltd	(944,538)	(944,538)	0	0.00%
6400 Federal Funds Ltd	(292,095)	(292,095)	0	0.00%
TOTAL PERSONAL SERVICES	**($1,270,054)**	**($1,270,054)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(33,421)	(33,421)	0	0.00%
3400 Other Funds Ltd	(944,538)	(944,538)	0	0.00%
6400 Federal Funds Ltd	(292,095)	(292,095)	0	0.00%
TOTAL EXPENDITURES	**($1,270,054)**	**($1,270,054)**	**$0**	**0.00%**
ENDING BALANCE				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	944,538	944,538	0	0.00%
6400 Federal Funds Ltd	292,095	292,095	0	0.00%
TOTAL ENDING BALANCE	**$1,236,633**	**$1,236,633**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	31,170	31,170	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	31,170	31,170	0	0.00%
TOTAL REVENUE CATEGORIES	**$31,170**	**$31,170**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	31,170	31,170	0	0.00%
TOTAL AVAILABLE REVENUES	**$31,170**	**$31,170**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	2,700	2,700	0	0.00%
4150 Employee Training				
8000 General Fund	2,140	2,140	0	0.00%
4175 Office Expenses				
8000 General Fund	4,860	4,860	0	0.00%
4200 Telecommunications				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	1,620	1,620	0	0.00%
4250 Data Processing				
8000 General Fund	1,980	1,980	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	320	320	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	7,350	7,350	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	6,450	6,450	0	0.00%
4715 IT Expendable Property				
8000 General Fund	3,750	3,750	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	31,170	31,170	0	0.00%
TOTAL SERVICES & SUPPLIES	**$31,170**	**$31,170**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	31,170	31,170	0	0.00%
TOTAL EXPENDITURES	**$31,170**	**$31,170**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(5,037,428)	(5,037,428)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(5,037,428)	(5,037,428)	0	0.00%
TOTAL REVENUE CATEGORIES	**($5,037,428)**	**($5,037,428)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(5,037,428)	(5,037,428)	0	0.00%
TOTAL AVAILABLE REVENUES	**($5,037,428)**	**($5,037,428)**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	(1,722,456)	(1,722,456)	0	0.00%
SALARIES & WAGES				
8000 General Fund	(1,722,456)	(1,722,456)	0	0.00%
TOTAL SALARIES & WAGES	**($1,722,456)**	**($1,722,456)**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	(648)	(648)	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	(362,406)	(362,406)	0	0.00%
3230 Social Security Taxes				
8000 General Fund	(131,768)	(131,768)	0	0.00%
3241 Paid Family Medical Leave Insurance				
8000 General Fund	(6,890)	(6,890)	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	(378)	(378)	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	(7,769)	(7,769)	0	0.00%
3270 Flexible Benefits				
8000 General Fund	(381,672)	(381,672)	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	(891,531)	(891,531)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**($891,531)**	**($891,531)**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	(2,613,987)	(2,613,987)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL PERSONAL SERVICES	**($2,613,987)**	**($2,613,987)**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	(10,575)	(10,575)	0	0.00%
6400 Federal Funds Ltd	(5,250)	(5,250)	0	0.00%
All Funds	(15,825)	(15,825)	0	0.00%
4150 Employee Training				
8000 General Fund	(8,550)	(8,550)	0	0.00%
6400 Federal Funds Ltd	(4,275)	(4,275)	0	0.00%
All Funds	(12,825)	(12,825)	0	0.00%
4175 Office Expenses				
8000 General Fund	(19,035)	(19,035)	0	0.00%
6400 Federal Funds Ltd	(9,450)	(9,450)	0	0.00%
All Funds	(28,485)	(28,485)	0	0.00%
4200 Telecommunications				
8000 General Fund	(6,345)	(6,345)	0	0.00%
6400 Federal Funds Ltd	(3,150)	(3,150)	0	0.00%
All Funds	(9,495)	(9,495)	0	0.00%
4250 Data Processing				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	(7,755)	(7,755)	0	0.00%
6400 Federal Funds Ltd	(3,850)	(3,850)	0	0.00%
All Funds	(11,605)	(11,605)	0	0.00%
4300 Professional Services				
8000 General Fund	(2,200,000)	(2,200,000)	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	(1,291)	(1,291)	0	0.00%
6400 Federal Funds Ltd	(645)	(645)	0	0.00%
All Funds	(1,936)	(1,936)	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	(129,090)	(129,090)	0	0.00%
6400 Federal Funds Ltd	(14,700)	(14,700)	0	0.00%
All Funds	(143,790)	(143,790)	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	(25,800)	(25,800)	0	0.00%
6400 Federal Funds Ltd	(12,900)	(12,900)	0	0.00%
All Funds	(38,700)	(38,700)	0	0.00%
4715 IT Expendable Property				
8000 General Fund	(15,000)	(15,000)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	(7,500)	(7,500)	0	0.00%
All Funds	(22,500)	(22,500)	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(2,423,441)	(2,423,441)	0	0.00%
6400 Federal Funds Ltd	(61,720)	(61,720)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($2,485,161)**	**($2,485,161)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(5,037,428)	(5,037,428)	0	0.00%
6400 Federal Funds Ltd	(61,720)	(61,720)	0	0.00%
TOTAL EXPENDITURES	**($5,099,148)**	**($5,099,148)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
6400 Federal Funds Ltd	61,720	61,720	0	0.00%
TOTAL ENDING BALANCE	**$61,720**	**$61,720**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	(9)	(9)	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	(9.00)	(9.00)	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	1,050,531	1,050,531	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	1,050,531	1,050,531	0	0.00%
TOTAL REVENUE CATEGORIES	**$1,050,531**	**$1,050,531**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	1,050,531	1,050,531	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,050,531**	**$1,050,531**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	586	586	0	0.00%
3400 Other Funds Ltd	6,465	6,465	0	0.00%
6400 Federal Funds Ltd	1,629	1,629	0	0.00%
All Funds	8,680	8,680	0	0.00%
4125 Out of State Travel				
3400 Other Funds Ltd	2,378	2,378	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	269	269	0	0.00%
All Funds	2,647	2,647	0	0.00%
4150 Employee Training				
8000 General Fund	509	509	0	0.00%
3400 Other Funds Ltd	5,339	5,339	0	0.00%
6400 Federal Funds Ltd	1,710	1,710	0	0.00%
All Funds	7,558	7,558	0	0.00%
4175 Office Expenses				
8000 General Fund	1,054	1,054	0	0.00%
3400 Other Funds Ltd	14,168	14,168	0	0.00%
6400 Federal Funds Ltd	2,620	2,620	0	0.00%
All Funds	17,842	17,842	0	0.00%
4200 Telecommunications				
8000 General Fund	352	352	0	0.00%
3400 Other Funds Ltd	5,660	5,660	0	0.00%
6400 Federal Funds Ltd	881	881	0	0.00%
All Funds	6,893	6,893	0	0.00%
4225 State Gov. Service Charges				
8000 General Fund	1,019,122	1,019,122	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	1,969,534	1,969,534	0	0.00%
6400 Federal Funds Ltd	(273,303)	(273,303)	0	0.00%
All Funds	2,715,353	2,715,353	0	0.00%
4250 Data Processing				
8000 General Fund	430	430	0	0.00%
3400 Other Funds Ltd	29,071	29,071	0	0.00%
6400 Federal Funds Ltd	1,040	1,040	0	0.00%
All Funds	30,541	30,541	0	0.00%
4275 Publicity and Publications				
3400 Other Funds Ltd	535	535	0	0.00%
4300 Professional Services				
3400 Other Funds Ltd	26,858	26,858	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	261	261	0	0.00%
4325 Attorney General				
3400 Other Funds Ltd	33,258	33,258	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	76	76	0	0.00%
3400 Other Funds Ltd	571	571	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	190	190	0	0.00%
All Funds	837	837	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	3,893	3,893	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	440,578	440,578	0	0.00%
6400 Federal Funds Ltd	34,520	34,520	0	0.00%
All Funds	475,098	475,098	0	0.00%
4475 Facilities Maintenance				
3400 Other Funds Ltd	590	590	0	0.00%
6400 Federal Funds Ltd	98	98	0	0.00%
All Funds	688	688	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	7,881	7,881	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	25,974	25,974	0	0.00%
3400 Other Funds Ltd	15,071	15,071	0	0.00%
6400 Federal Funds Ltd	2,609	2,609	0	0.00%
All Funds	43,654	43,654	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4700 Expendable Prop 250 - 5000				
8000 General Fund	1,536	1,536	0	0.00%
3400 Other Funds Ltd	6,730	6,730	0	0.00%
6400 Federal Funds Ltd	634	634	0	0.00%
All Funds	8,900	8,900	0	0.00%
4715 IT Expendable Property				
8000 General Fund	892	892	0	0.00%
3400 Other Funds Ltd	15,528	15,528	0	0.00%
6400 Federal Funds Ltd	2,507	2,507	0	0.00%
All Funds	18,927	18,927	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	1,050,531	1,050,531	0	0.00%
3400 Other Funds Ltd	2,584,369	2,584,369	0	0.00%
6400 Federal Funds Ltd	(224,596)	(224,596)	0	0.00%
TOTAL SERVICES & SUPPLIES	**$3,410,304**	**$3,410,304**	**$0**	**0.00%**
CAPITAL OUTLAY				
5550 Data Processing Software				
3400 Other Funds Ltd	4,366	4,366	0	0.00%
EXPENDITURES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	1,050,531	1,050,531	0	0.00%
3400 Other Funds Ltd	2,588,735	2,588,735	0	0.00%
6400 Federal Funds Ltd	(224,596)	(224,596)	0	0.00%
TOTAL EXPENDITURES	**$3,414,670**	**$3,414,670**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(2,588,735)	(2,588,735)	0	0.00%
6400 Federal Funds Ltd	224,596	224,596	0	0.00%
TOTAL ENDING BALANCE	**($2,364,139)**	**($2,364,139)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	4,285,783	4,285,783	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	4,285,783	4,285,783	0	0.00%
TOTAL REVENUE CATEGORIES	**$4,285,783**	**$4,285,783**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	4,285,783	4,285,783	0	0.00%
TOTAL AVAILABLE REVENUES	**$4,285,783**	**$4,285,783**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	2,808,080	2,808,080	0	0.00%
3400 Other Funds Ltd	969,342	969,342	0	0.00%
6400 Federal Funds Ltd	(3,777,424)	(3,777,424)	0	0.00%
All Funds	(2)	(2)	0	0.00%
SALARIES & WAGES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	2,808,080	2,808,080	0	0.00%
3400 Other Funds Ltd	969,342	969,342	0	0.00%
6400 Federal Funds Ltd	(3,777,424)	(3,777,424)	0	0.00%
TOTAL SALARIES & WAGES	**($2)**	**($2)**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	936	936	0	0.00%
3400 Other Funds Ltd	464	464	0	0.00%
6400 Federal Funds Ltd	(1,413)	(1,413)	0	0.00%
All Funds	(13)	(13)	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	590,821	590,821	0	0.00%
3400 Other Funds Ltd	203,951	203,951	0	0.00%
6400 Federal Funds Ltd	(794,768)	(794,768)	0	0.00%
All Funds	4	4	0	0.00%
3221 Pension Obligation Bond				
6400 Federal Funds Ltd	1	1	0	0.00%
3230 Social Security Taxes				
8000 General Fund	213,466	213,466	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	74,468	74,468	0	0.00%
6400 Federal Funds Ltd	(287,929)	(287,929)	0	0.00%
All Funds	5	5	0	0.00%
3241 Paid Family Medical Leave Insurance				
8000 General Fund	11,147	11,147	0	0.00%
3400 Other Funds Ltd	3,896	3,896	0	0.00%
6400 Federal Funds Ltd	(15,042)	(15,042)	0	0.00%
All Funds	1	1	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	543	543	0	0.00%
3400 Other Funds Ltd	270	270	0	0.00%
6400 Federal Funds Ltd	(825)	(825)	0	0.00%
All Funds	(12)	(12)	0	0.00%
3270 Flexible Benefits				
8000 General Fund	553,846	553,846	0	0.00%
3400 Other Funds Ltd	277,349	277,349	0	0.00%
6400 Federal Funds Ltd	(831,195)	(831,195)	0	0.00%
All Funds	-	-	0	0.00%
3280 Other OPE				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	16	16	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	1,370,759	1,370,759	0	0.00%
3400 Other Funds Ltd	560,398	560,398	0	0.00%
6400 Federal Funds Ltd	(1,931,155)	(1,931,155)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$2**	**$2**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(101,057)	(101,057)	0	0.00%
3400 Other Funds Ltd	(75,879)	(75,879)	0	0.00%
6400 Federal Funds Ltd	176,936	176,936	0	0.00%
All Funds	-	-	0	0.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(101,057)	(101,057)	0	0.00%
3400 Other Funds Ltd	(75,879)	(75,879)	0	0.00%
6400 Federal Funds Ltd	176,936	176,936	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**-**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	4,077,782	4,077,782	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	1,453,861	1,453,861	0	0.00%
6400 Federal Funds Ltd	(5,531,643)	(5,531,643)	0	0.00%
TOTAL PERSONAL SERVICES	**-**	**-**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4425 Facilities Rental and Taxes				
8000 General Fund	429,271	429,271	0	0.00%
3400 Other Funds Ltd	907,930	907,930	0	0.00%
6400 Federal Funds Ltd	205,276	205,276	0	0.00%
All Funds	1,542,477	1,542,477	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	(235,351)	(235,351)	0	0.00%
3400 Other Funds Ltd	140,870	140,870	0	0.00%
6400 Federal Funds Ltd	94,481	94,481	0	0.00%
All Funds	-	-	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	193,920	193,920	0	0.00%
3400 Other Funds Ltd	1,048,800	1,048,800	0	0.00%
6400 Federal Funds Ltd	299,757	299,757	0	0.00%
TOTAL SERVICES & SUPPLIES	**$1,542,477**	**$1,542,477**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
CAPITAL OUTLAY				
5550 Data Processing Software				
8000 General Fund	14,081	14,081	0	0.00%
3400 Other Funds Ltd	(24,913)	(24,913)	0	0.00%
6400 Federal Funds Ltd	10,832	10,832	0	0.00%
All Funds	-	-	0	0.00%
EXPENDITURES				
8000 General Fund	4,285,783	4,285,783	0	0.00%
3400 Other Funds Ltd	2,477,748	2,477,748	0	0.00%
6400 Federal Funds Ltd	(5,221,054)	(5,221,054)	0	0.00%
TOTAL EXPENDITURES	**$1,542,477**	**$1,542,477**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(2,477,748)	(2,477,748)	0	0.00%
6400 Federal Funds Ltd	5,221,054	5,221,054	0	0.00%
TOTAL ENDING BALANCE	**$2,743,306**	**$2,743,306**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	-	(540,659)	(540,659)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(540,659)	(540,659)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($540,659)**	**($540,659)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(540,659)	(540,659)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($540,659)**	**($540,659)**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	-	(224,820)	(224,820)	100.00%
SALARIES & WAGES				
8000 General Fund	-	(224,820)	(224,820)	100.00%
TOTAL SALARIES & WAGES	**-**	**($224,820)**	**($224,820)**	**100.00%**
OTHER PAYROLL EXPENSES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	-	(108)	(108)	100.00%
3220 Public Employees Retire Cont				
8000 General Fund	-	(47,303)	(47,303)	100.00%
3230 Social Security Taxes				
8000 General Fund	-	(17,199)	(17,199)	100.00%
3241 Paid Family Medical Leave Insurance				
8000 General Fund	-	(900)	(900)	100.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	-	(63)	(63)	100.00%
3270 Flexible Benefits				
8000 General Fund	-	(63,612)	(63,612)	100.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	-	(129,185)	(129,185)	100.00%
TOTAL OTHER PAYROLL EXPENSES	**-**	**($129,185)**	**($129,185)**	**100.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	-	(114,467)	(114,467)	100.00%
P.S. BUDGET ADJUSTMENTS				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	(114,467)	(114,467)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($114,467)**	**($114,467)**	**100.00%**
PERSONAL SERVICES				
8000 General Fund	-	(468,472)	(468,472)	100.00%
TOTAL PERSONAL SERVICES	**-**	**($468,472)**	**($468,472)**	**100.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(5,986)	(5,986)	100.00%
4150 Employee Training				
8000 General Fund	-	(5,854)	(5,854)	100.00%
4175 Office Expenses				
8000 General Fund	-	(10,774)	(10,774)	100.00%
4375 Employee Recruitment and Develop				
8000 General Fund	-	(881)	(881)	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	(25,974)	(25,974)	100.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	(12,451)	(12,451)	100.00%
4715 IT Expendable Property				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	(10,267)	(10,267)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(72,187)	(72,187)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($72,187)**	**($72,187)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(540,659)	(540,659)	100.00%
TOTAL EXPENDITURES	**-**	**($540,659)**	**($540,659)**	**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	-	(1.50)	(1.50)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4325 Attorney General				
3400 Other Funds Ltd	-	(13,165)	(13,165)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(13,165)	(13,165)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($13,165)**	**($13,165)**	**100.00%**
EXPENDITURES				
3400 Other Funds Ltd	-	(13,165)	(13,165)	100.00%
TOTAL EXPENDITURES	**-**	**($13,165)**	**($13,165)**	**100.00%**
ENDING BALANCE				
3400 Other Funds Ltd	-	13,165	13,165	100.00%
TOTAL ENDING BALANCE	**-**	**$13,165**	**$13,165**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	-	(92,778)	(92,778)	100.00%
TRANSFERS IN				
1010 Transfer In - Intrafund				
6400 Federal Funds Ltd	-	(67,903)	(67,903)	100.00%
TRANSFERS IN				
6400 Federal Funds Ltd	-	(67,903)	(67,903)	100.00%
TOTAL TRANSFERS IN	**-**	**($67,903)**	**($67,903)**	**100.00%**
REVENUE CATEGORIES				
8000 General Fund	-	(92,778)	(92,778)	100.00%
6400 Federal Funds Ltd	-	(67,903)	(67,903)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($160,681)**	**($160,681)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(92,778)	(92,778)	100.00%
6400 Federal Funds Ltd	-	(67,903)	(67,903)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($160,681)**	**($160,681)**	**100.00%**
EXPENDITURES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
4225 State Gov. Service Charges				
8000 General Fund	-	(52,929)	(52,929)	100.00%
3400 Other Funds Ltd	-	(308,972)	(308,972)	100.00%
6400 Federal Funds Ltd	-	(40,747)	(40,747)	100.00%
All Funds	-	(402,648)	(402,648)	100.00%
4425 Facilities Rental and Taxes				
8000 General Fund	-	(28,249)	(28,249)	100.00%
3400 Other Funds Ltd	-	(164,906)	(164,906)	100.00%
6400 Federal Funds Ltd	-	(21,748)	(21,748)	100.00%
All Funds	-	(214,903)	(214,903)	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	(11,600)	(11,600)	100.00%
3400 Other Funds Ltd	-	(33,170)	(33,170)	100.00%
6400 Federal Funds Ltd	-	(5,408)	(5,408)	100.00%
All Funds	-	(50,178)	(50,178)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(92,778)	(92,778)	100.00%
3400 Other Funds Ltd	-	(507,048)	(507,048)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	-	(67,903)	(67,903)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($667,729)**	**($667,729)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(92,778)	(92,778)	100.00%
3400 Other Funds Ltd	-	(507,048)	(507,048)	100.00%
6400 Federal Funds Ltd	-	(67,903)	(67,903)	100.00%
TOTAL EXPENDITURES	**-**	**($667,729)**	**($667,729)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	507,048	507,048	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**$507,048**	**$507,048**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	3,497,362	3,342,739	(154,623)	(4.42%)
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	1,572,117	-	(1,572,117)	(100.00%)
6400 Federal Funds Ltd	361,708	247,961	(113,747)	(31.45%)
All Funds	1,933,825	247,961	(1,685,864)	(87.18%)
TRANSFERS IN				
3400 Other Funds Ltd	1,572,117	-	(1,572,117)	(100.00%)
6400 Federal Funds Ltd	361,708	247,961	(113,747)	(31.45%)
TOTAL TRANSFERS IN	**$1,933,825**	**$247,961**	**($1,685,864)**	**(87.18%)**
REVENUE CATEGORIES				
8000 General Fund	3,497,362	3,342,739	(154,623)	(4.42%)
3400 Other Funds Ltd	1,572,117	-	(1,572,117)	(100.00%)
6400 Federal Funds Ltd	361,708	247,961	(113,747)	(31.45%)
TOTAL REVENUE CATEGORIES	**$5,431,187**	**$3,590,700**	**($1,840,487)**	**(33.89%)**
AVAILABLE REVENUES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	3,497,362	3,342,739	(154,623)	(4.42%)
3400 Other Funds Ltd	1,572,117	-	(1,572,117)	(100.00%)
6400 Federal Funds Ltd	361,708	247,961	(113,747)	(31.45%)
TOTAL AVAILABLE REVENUES	**$5,431,187**	**$3,590,700**	**($1,840,487)**	**(33.89%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	2,120,754	2,097,210	(23,544)	(1.11%)
3400 Other Funds Ltd	926,698	427,106	(499,592)	(53.91%)
6400 Federal Funds Ltd	213,854	62,587	(151,267)	(70.73%)
All Funds	3,261,306	2,586,903	(674,403)	(20.68%)
SALARIES & WAGES				
8000 General Fund	2,120,754	2,097,210	(23,544)	(1.11%)
3400 Other Funds Ltd	926,698	427,106	(499,592)	(53.91%)
6400 Federal Funds Ltd	213,854	62,587	(151,267)	(70.73%)
TOTAL SALARIES & WAGES	**$3,261,306**	**$2,586,903**	**($674,403)**	**(20.68%)**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	850	749	(101)	(11.88%)
3400 Other Funds Ltd	410	139	(271)	(66.10%)
6400 Federal Funds Ltd	90	21	(69)	(76.67%)
All Funds	1,350	909	(441)	(32.67%)
3220 Public Employees Retire Cont				
8000 General Fund	446,210	441,253	(4,957)	(1.11%)
3400 Other Funds Ltd	194,977	89,863	(105,114)	(53.91%)
6400 Federal Funds Ltd	44,995	13,169	(31,826)	(70.73%)
All Funds	686,182	544,285	(141,897)	(20.68%)
3221 Pension Obligation Bond				
8000 General Fund	-	6,782	6,782	100.00%
3230 Social Security Taxes				
8000 General Fund	162,241	160,437	(1,804)	(1.11%)
3400 Other Funds Ltd	70,891	32,674	(38,217)	(53.91%)
6400 Federal Funds Ltd	16,360	4,788	(11,572)	(70.73%)
All Funds	249,492	197,899	(51,593)	(20.68%)
3241 Paid Family Medical Leave Insurance				
8000 General Fund	8,484	8,390	(94)	(1.11%)
3400 Other Funds Ltd	3,707	1,708	(1,999)	(53.93%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	855	251	(604)	(70.64%)
All Funds	13,046	10,349	(2,697)	(20.67%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	490	437	(53)	(10.82%)
3400 Other Funds Ltd	240	80	(160)	(66.67%)
6400 Federal Funds Ltd	60	14	(46)	(76.67%)
All Funds	790	531	(259)	(32.78%)
3260 Mass Transit Tax				
8000 General Fund	12,470	9,377	(3,093)	(24.80%)
3400 Other Funds Ltd	4,727	360	(4,367)	(92.38%)
All Funds	17,197	9,737	(7,460)	(43.38%)
3270 Flexible Benefits				
8000 General Fund	498,290	441,149	(57,141)	(11.47%)
3400 Other Funds Ltd	241,200	81,264	(159,936)	(66.31%)
6400 Federal Funds Ltd	55,660	12,988	(42,672)	(76.67%)
All Funds	795,150	535,401	(259,749)	(32.67%)
OTHER PAYROLL EXPENSES				
8000 General Fund	1,129,035	1,068,574	(60,461)	(5.36%)
3400 Other Funds Ltd	516,152	206,088	(310,064)	(60.07%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	118,020	31,231	(86,789)	(73.54%)
TOTAL OTHER PAYROLL EXPENSES	**$1,763,207**	**$1,305,893**	**($457,314)**	**(25.94%)**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	-	(8,647)	(8,647)	100.00%
3465 Reconciliation Adjustment				
8000 General Fund	-	(61,971)	(61,971)	100.00%
3400 Other Funds Ltd	-	(361)	(361)	100.00%
6400 Federal Funds Ltd	-	(2)	(2)	100.00%
All Funds	-	(62,334)	(62,334)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	(70,618)	(70,618)	100.00%
3400 Other Funds Ltd	-	(361)	(361)	100.00%
6400 Federal Funds Ltd	-	(2)	(2)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($70,981)**	**($70,981)**	**100.00%**
PERSONAL SERVICES				
8000 General Fund	3,249,789	3,095,166	(154,623)	(4.76%)
3400 Other Funds Ltd	1,442,850	632,833	(810,017)	(56.14%)
6400 Federal Funds Ltd	331,874	93,816	(238,058)	(71.73%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL PERSONAL SERVICES	**$5,024,513**	**$3,821,815**	**($1,202,698)**	**(23.94%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	21,167	21,167	0	0.00%
3400 Other Funds Ltd	10,297	10,297	0	0.00%
6400 Federal Funds Ltd	2,377	2,377	0	0.00%
All Funds	33,841	33,841	0	0.00%
4150 Employee Training				
8000 General Fund	17,100	17,100	0	0.00%
3400 Other Funds Ltd	9,263	9,263	0	0.00%
6400 Federal Funds Ltd	2,137	2,137	0	0.00%
All Funds	28,500	28,500	0	0.00%
4175 Office Expenses				
8000 General Fund	38,103	38,103	0	0.00%
3400 Other Funds Ltd	18,533	18,533	0	0.00%
6400 Federal Funds Ltd	4,277	4,277	0	0.00%
All Funds	60,913	60,913	0	0.00%
4200 Telecommunications				
8000 General Fund	12,700	12,700	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	6,177	6,177	0	0.00%
6400 Federal Funds Ltd	1,427	1,427	0	0.00%
All Funds	20,304	20,304	0	0.00%
4250 Data Processing				
8000 General Fund	15,523	15,523	0	0.00%
3400 Other Funds Ltd	7,550	7,550	0	0.00%
6400 Federal Funds Ltd	1,743	1,743	0	0.00%
All Funds	24,816	24,816	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	2,580	2,580	0	0.00%
3400 Other Funds Ltd	1,397	1,397	0	0.00%
6400 Federal Funds Ltd	323	323	0	0.00%
All Funds	4,300	4,300	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	58,800	58,800	0	0.00%
3400 Other Funds Ltd	31,850	31,850	0	0.00%
6400 Federal Funds Ltd	7,350	7,350	0	0.00%
All Funds	98,000	98,000	0	0.00%
4700 Expendable Prop 250 - 5000				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	51,600	51,600	0	0.00%
3400 Other Funds Ltd	27,950	27,950	0	0.00%
6400 Federal Funds Ltd	6,450	6,450	0	0.00%
All Funds	86,000	86,000	0	0.00%
4715 IT Expendable Property				
8000 General Fund	30,000	30,000	0	0.00%
3400 Other Funds Ltd	16,250	16,250	0	0.00%
6400 Federal Funds Ltd	3,750	3,750	0	0.00%
All Funds	50,000	50,000	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	247,573	247,573	0	0.00%
3400 Other Funds Ltd	129,267	129,267	0	0.00%
6400 Federal Funds Ltd	29,834	29,834	0	0.00%
TOTAL SERVICES & SUPPLIES	**$406,674**	**$406,674**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	3,497,362	3,342,739	(154,623)	(4.42%)
3400 Other Funds Ltd	1,572,117	762,100	(810,017)	(51.52%)
6400 Federal Funds Ltd	361,708	123,650	(238,058)	(65.81%)
TOTAL EXPENDITURES	**$5,431,187**	**$4,228,489**	**($1,202,698)**	**(22.14%)**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
3400 Other Funds Ltd	-	(762,100)	(762,100)	100.00%
6400 Federal Funds Ltd	-	124,311	124,311	100.00%
TOTAL ENDING BALANCE	**-**	**($637,789)**	**($637,789)**	**100.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	20	13	(7)	(35.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	18.80	12.64	(6.16)	(32.77%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	1,822,533	308,399	(1,514,134)	(83.08%)
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	319,467	-	(319,467)	(100.00%)
6400 Federal Funds Ltd	73,501	39,170	(34,331)	(46.71%)
All Funds	392,968	39,170	(353,798)	(90.03%)
TRANSFERS IN				
3400 Other Funds Ltd	319,467	-	(319,467)	(100.00%)
6400 Federal Funds Ltd	73,501	39,170	(34,331)	(46.71%)
TOTAL TRANSFERS IN	**$392,968**	**$39,170**	**($353,798)**	**(90.03%)**
REVENUE CATEGORIES				
8000 General Fund	1,822,533	308,399	(1,514,134)	(83.08%)
3400 Other Funds Ltd	319,467	-	(319,467)	(100.00%)
6400 Federal Funds Ltd	73,501	39,170	(34,331)	(46.71%)
TOTAL REVENUE CATEGORIES	**$2,215,501**	**$347,569**	**($1,867,932)**	**(84.31%)**
AVAILABLE REVENUES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	1,822,533	308,399	(1,514,134)	(83.08%)
3400 Other Funds Ltd	319,467	-	(319,467)	(100.00%)
6400 Federal Funds Ltd	73,501	39,170	(34,331)	(46.71%)
TOTAL AVAILABLE REVENUES	**$2,215,501**	**$347,569**	**($1,867,932)**	**(84.31%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	335,845	167,341	(168,504)	(50.17%)
3400 Other Funds Ltd	189,230	92,724	(96,506)	(51.00%)
6400 Federal Funds Ltd	43,669	21,398	(22,271)	(51.00%)
All Funds	568,744	281,463	(287,281)	(50.51%)
SALARIES & WAGES				
8000 General Fund	335,845	167,341	(168,504)	(50.17%)
3400 Other Funds Ltd	189,230	92,724	(96,506)	(51.00%)
6400 Federal Funds Ltd	43,669	21,398	(22,271)	(51.00%)
TOTAL SALARIES & WAGES	**$568,744**	**$281,463**	**($287,281)**	**(50.51%)**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	152	76	(76)	(50.00%)
3400 Other Funds Ltd	82	41	(41)	(50.00%)
6400 Federal Funds Ltd	18	9	(9)	(50.00%)
All Funds	252	126	(126)	(50.00%)
3220 Public Employees Retire Cont				
8000 General Fund	70,663	35,209	(35,454)	(50.17%)
3400 Other Funds Ltd	39,814	19,509	(20,305)	(51.00%)
6400 Federal Funds Ltd	9,188	4,502	(4,686)	(51.00%)
All Funds	119,665	59,220	(60,445)	(50.51%)
3230 Social Security Taxes				
8000 General Fund	25,693	12,802	(12,891)	(50.17%)
3400 Other Funds Ltd	14,476	7,093	(7,383)	(51.00%)
6400 Federal Funds Ltd	3,341	1,637	(1,704)	(51.00%)
All Funds	43,510	21,532	(21,978)	(50.51%)
3241 Paid Family Medical Leave Insurance				
8000 General Fund	1,343	669	(674)	(50.19%)
3400 Other Funds Ltd	757	371	(386)	(50.99%)
6400 Federal Funds Ltd	175	86	(89)	(50.86%)
All Funds	2,275	1,126	(1,149)	(50.51%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	88	44	(44)	(50.00%)
3400 Other Funds Ltd	48	24	(24)	(50.00%)
6400 Federal Funds Ltd	12	6	(6)	(50.00%)
All Funds	148	74	(74)	(50.00%)
3260 Mass Transit Tax				
8000 General Fund	1,963	-	(1,963)	(100.00%)
3400 Other Funds Ltd	965	1	(964)	(99.90%)
All Funds	2,928	1	(2,927)	(99.97%)
3270 Flexible Benefits				
8000 General Fund	89,056	44,528	(44,528)	(50.00%)
3400 Other Funds Ltd	48,240	24,120	(24,120)	(50.00%)
6400 Federal Funds Ltd	11,132	5,566	(5,566)	(50.00%)
All Funds	148,428	74,214	(74,214)	(50.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	188,958	93,328	(95,630)	(50.61%)
3400 Other Funds Ltd	104,382	51,159	(53,223)	(50.99%)
6400 Federal Funds Ltd	23,866	11,806	(12,060)	(50.53%)
TOTAL OTHER PAYROLL EXPENSES	**$317,206**	**$156,293**	**($160,913)**	**(50.73%)**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
PERSONAL SERVICES				
8000 General Fund	524,803	260,669	(264,134)	(50.33%)
3400 Other Funds Ltd	293,612	143,883	(149,729)	(51.00%)
6400 Federal Funds Ltd	67,535	33,204	(34,331)	(50.83%)
TOTAL PERSONAL SERVICES	**$885,950**	**$437,756**	**($448,194)**	**(50.59%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	3,802	3,802	0	0.00%
3400 Other Funds Ltd	2,059	2,059	0	0.00%
6400 Federal Funds Ltd	475	475	0	0.00%
All Funds	6,336	6,336	0	0.00%
4150 Employee Training				
8000 General Fund	3,420	3,420	0	0.00%
3400 Other Funds Ltd	1,853	1,853	0	0.00%
6400 Federal Funds Ltd	428	428	0	0.00%
All Funds	5,701	5,701	0	0.00%
4175 Office Expenses				
8000 General Fund	6,843	6,843	0	0.00%
3400 Other Funds Ltd	3,707	3,707	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	855	855	0	0.00%
All Funds	11,405	11,405	0	0.00%
4200 Telecommunications				
8000 General Fund	2,281	2,281	0	0.00%
3400 Other Funds Ltd	1,236	1,236	0	0.00%
6400 Federal Funds Ltd	285	285	0	0.00%
All Funds	3,802	3,802	0	0.00%
4250 Data Processing				
8000 General Fund	2,788	2,788	0	0.00%
3400 Other Funds Ltd	1,510	1,510	0	0.00%
6400 Federal Funds Ltd	348	348	0	0.00%
All Funds	4,646	4,646	0	0.00%
4315 IT Professional Services				
8000 General Fund	1,250,000	-	(1,250,000)	(100.00%)
4375 Employee Recruitment and Develop				
8000 General Fund	516	516	0	0.00%
3400 Other Funds Ltd	280	280	0	0.00%
6400 Federal Funds Ltd	65	65	0	0.00%
All Funds	861	861	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4650 Other Services and Supplies				
8000 General Fund	11,760	11,760	0	0.00%
3400 Other Funds Ltd	6,370	6,370	0	0.00%
6400 Federal Funds Ltd	1,470	1,470	0	0.00%
All Funds	19,600	19,600	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	10,320	10,320	0	0.00%
3400 Other Funds Ltd	5,590	5,590	0	0.00%
6400 Federal Funds Ltd	1,290	1,290	0	0.00%
All Funds	17,200	17,200	0	0.00%
4715 IT Expendable Property				
8000 General Fund	6,000	6,000	0	0.00%
3400 Other Funds Ltd	3,250	3,250	0	0.00%
6400 Federal Funds Ltd	750	750	0	0.00%
All Funds	10,000	10,000	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	1,297,730	47,730	(1,250,000)	(96.32%)
3400 Other Funds Ltd	25,855	25,855	0	0.00%
6400 Federal Funds Ltd	5,966	5,966	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**$1,329,551**	**$79,551**	**($1,250,000)**	**(94.02%)**
EXPENDITURES				
8000 General Fund	1,822,533	308,399	(1,514,134)	(83.08%)
3400 Other Funds Ltd	319,467	169,738	(149,729)	(46.87%)
6400 Federal Funds Ltd	73,501	39,170	(34,331)	(46.71%)
TOTAL EXPENDITURES	**$2,215,501**	**$517,307**	**($1,698,194)**	**(76.65%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	(169,738)	(169,738)	100.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**($169,738)**	**($169,738)**	**100.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	4	2	(2)	(50.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	3.52	1.76	(1.76)	(50.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	1,300,000	-	(1,300,000)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	1,300,000	-	(1,300,000)	(100.00%)
TOTAL REVENUE CATEGORIES	**$1,300,000**	**-**	**($1,300,000)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	1,300,000	-	(1,300,000)	(100.00%)
TOTAL AVAILABLE REVENUES	**$1,300,000**	**-**	**($1,300,000)**	**(100.00%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	1,300,000	-	(1,300,000)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	1,300,000	-	(1,300,000)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$1,300,000**	**-**	**($1,300,000)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	1,300,000	-	(1,300,000)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$1,300,000**	**-**	**($1,300,000)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	30,000,000	-	(30,000,000)	(100.00%)
TRANSFERS IN				
1060 Transfer from General Fund				
3400 Other Funds Ltd	30,000,000	-	(30,000,000)	(100.00%)
TRANSFERS IN				
3400 Other Funds Ltd	30,000,000	-	(30,000,000)	(100.00%)
TOTAL TRANSFERS IN	**$30,000,000**	**-**	**($30,000,000)**	**(100.00%)**
REVENUE CATEGORIES				
8000 General Fund	30,000,000	-	(30,000,000)	(100.00%)
3400 Other Funds Ltd	30,000,000	-	(30,000,000)	(100.00%)
TOTAL REVENUE CATEGORIES	**$60,000,000**	**-**	**($60,000,000)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	30,000,000	-	(30,000,000)	(100.00%)
3400 Other Funds Ltd	30,000,000	-	(30,000,000)	(100.00%)
TOTAL AVAILABLE REVENUES	**$60,000,000**	**-**	**($60,000,000)**	**(100.00%)**
EXPENDITURES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
3400 Other Funds Ltd	943,446	-	(943,446)	(100.00%)
SALARIES & WAGES				
3400 Other Funds Ltd	943,446	-	(943,446)	(100.00%)
TOTAL SALARIES & WAGES	**$943,446**	**-**	**($943,446)**	**(100.00%)**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	378	-	(378)	(100.00%)
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	198,502	-	(198,502)	(100.00%)
3230 Social Security Taxes				
3400 Other Funds Ltd	72,174	-	(72,174)	(100.00%)
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	3,774	-	(3,774)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
3400 Other Funds Ltd	222	-	(222)	(100.00%)
3260 Mass Transit Tax				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	5,661	-	(5,661)	(100.00%)
3270 Flexible Benefits				
3400 Other Funds Ltd	222,642	-	(222,642)	(100.00%)
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	503,353	-	(503,353)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$503,353**	**-**	**($503,353)**	**(100.00%)**
PERSONAL SERVICES				
3400 Other Funds Ltd	1,446,799	-	(1,446,799)	(100.00%)
TOTAL PERSONAL SERVICES	**$1,446,799**	**-**	**($1,446,799)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	9,504	-	(9,504)	(100.00%)
4150 Employee Training				
3400 Other Funds Ltd	8,550	-	(8,550)	(100.00%)
4175 Office Expenses				
3400 Other Funds Ltd	17,107	-	(17,107)	(100.00%)
4200 Telecommunications				
3400 Other Funds Ltd	5,702	-	(5,702)	(100.00%)
4250 Data Processing				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	6,970	-	(6,970)	(100.00%)
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	1,290	-	(1,290)	(100.00%)
4650 Other Services and Supplies				
3400 Other Funds Ltd	29,400	-	(29,400)	(100.00%)
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	25,800	-	(25,800)	(100.00%)
4715 IT Expendable Property				
3400 Other Funds Ltd	15,000	-	(15,000)	(100.00%)
SERVICES & SUPPLIES				
3400 Other Funds Ltd	119,323	-	(119,323)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$119,323**	**-**	**($119,323)**	**(100.00%)**
SPECIAL PAYMENTS				
6060 Intra-Agency Gen Fund Transfer				
8000 General Fund	30,000,000	-	(30,000,000)	(100.00%)
6085 Other Special Payments				
3400 Other Funds Ltd	18,000,000	-	(18,000,000)	(100.00%)
SPECIAL PAYMENTS				
8000 General Fund	30,000,000	-	(30,000,000)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	18,000,000	-	(18,000,000)	(100.00%)
TOTAL SPECIAL PAYMENTS	**$48,000,000**	**-**	**($48,000,000)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	30,000,000	-	(30,000,000)	(100.00%)
3400 Other Funds Ltd	19,566,122	-	(19,566,122)	(100.00%)
TOTAL EXPENDITURES	**$49,566,122**	**-**	**($49,566,122)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	10,433,878	-	(10,433,878)	(100.00%)
TOTAL ENDING BALANCE	**$10,433,878**	**-**	**($10,433,878)**	**(100.00%)**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	6	-	(6)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	5.28	-	(5.28)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	(1,070)	(1,070)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(1,070)	(1,070)	0	0.00%
TOTAL REVENUE CATEGORIES	**($1,070)**	**($1,070)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(1,070)	(1,070)	0	0.00%
TOTAL AVAILABLE REVENUES	**($1,070)**	**($1,070)**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
OTHER PAYROLL EXPENSES				
3221 Pension Obligation Bond				
8000 General Fund	6,782	6,782	0	0.00%
3400 Other Funds Ltd	(7,563)	(7,563)	0	0.00%
All Funds	(781)	(781)	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	795	795	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	657	657	0	0.00%
All Funds	1,452	1,452	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	7,577	7,577	0	0.00%
3400 Other Funds Ltd	(6,906)	(6,906)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$671**	**$671**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(8,647)	(8,647)	0	0.00%
3400 Other Funds Ltd	(85,694)	(85,694)	0	0.00%
All Funds	(94,341)	(94,341)	0	0.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(8,647)	(8,647)	0	0.00%
3400 Other Funds Ltd	(85,694)	(85,694)	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**($94,341)**	**($94,341)**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	(1,070)	(1,070)	0	0.00%
3400 Other Funds Ltd	(92,600)	(92,600)	0	0.00%
TOTAL PERSONAL SERVICES	**($93,670)**	**($93,670)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
8000 General Fund	(1,070)	(1,070)	0	0.00%
3400 Other Funds Ltd	(92,600)	(92,600)	0	0.00%
TOTAL EXPENDITURES	**($93,670)**	**($93,670)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	92,600	92,600	0	0.00%
TOTAL ENDING BALANCE	**$92,600**	**$92,600**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	15,585	15,585	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	15,585	15,585	0	0.00%
TOTAL REVENUE CATEGORIES	**$15,585**	**$15,585**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	15,585	15,585	0	0.00%
TOTAL AVAILABLE REVENUES	**$15,585**	**$15,585**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,350	1,350	0	0.00%
4150 Employee Training				
8000 General Fund	1,070	1,070	0	0.00%
4175 Office Expenses				
8000 General Fund	2,430	2,430	0	0.00%
4200 Telecommunications				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	810	810	0	0.00%
4250 Data Processing				
8000 General Fund	990	990	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	160	160	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	3,675	3,675	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	3,225	3,225	0	0.00%
4715 IT Expendable Property				
8000 General Fund	1,875	1,875	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	15,585	15,585	0	0.00%
TOTAL SERVICES & SUPPLIES	**$15,585**	**$15,585**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	15,585	15,585	0	0.00%
TOTAL EXPENDITURES	**$15,585**	**$15,585**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4650 Other Services and Supplies				
3400 Other Funds Ltd	(4,805,793)	(4,805,793)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(4,805,793)	(4,805,793)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($4,805,793)**	**($4,805,793)**	**$0**	**0.00%**
EXPENDITURES				
3400 Other Funds Ltd	(4,805,793)	(4,805,793)	0	0.00%
TOTAL EXPENDITURES	**($4,805,793)**	**($4,805,793)**	**$0**	**0.00%**
ENDING BALANCE				
3400 Other Funds Ltd	4,805,793	4,805,793	0	0.00%
TOTAL ENDING BALANCE	**$4,805,793**	**$4,805,793**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	108,984	108,984	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	108,984	108,984	0	0.00%
TOTAL REVENUE CATEGORIES	**$108,984**	**$108,984**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	108,984	108,984	0	0.00%
TOTAL AVAILABLE REVENUES	**$108,984**	**$108,984**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	19	19	0	0.00%
3400 Other Funds Ltd	272	272	0	0.00%
All Funds	291	291	0	0.00%
4125 Out of State Travel				
3400 Other Funds Ltd	663	663	0	0.00%
4150 Employee Training				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	15	15	0	0.00%
3400 Other Funds Ltd	600	600	0	0.00%
All Funds	615	615	0	0.00%
4175 Office Expenses				
8000 General Fund	34	34	0	0.00%
3400 Other Funds Ltd	665	665	0	0.00%
All Funds	699	699	0	0.00%
4200 Telecommunications				
8000 General Fund	11	11	0	0.00%
3400 Other Funds Ltd	333	333	0	0.00%
All Funds	344	344	0	0.00%
4225 State Gov. Service Charges				
8000 General Fund	108,767	108,767	0	0.00%
3400 Other Funds Ltd	(59,240)	(59,240)	0	0.00%
All Funds	49,527	49,527	0	0.00%
4250 Data Processing				
8000 General Fund	14	14	0	0.00%
3400 Other Funds Ltd	1,540	1,540	0	0.00%
All Funds	1,554	1,554	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4300 Professional Services				
3400 Other Funds Ltd	193,771	193,771	0	0.00%
4325 Attorney General				
3400 Other Funds Ltd	8,314	8,314	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	2	2	0	0.00%
3400 Other Funds Ltd	21	21	0	0.00%
All Funds	23	23	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	39	39	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	22,082	22,082	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	49	49	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	51	51	0	0.00%
3400 Other Funds Ltd	4,819	4,819	0	0.00%
All Funds	4,870	4,870	0	0.00%
4700 Expendable Prop 250 - 5000				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	45	45	0	0.00%
3400 Other Funds Ltd	206	206	0	0.00%
All Funds	251	251	0	0.00%
4715 IT Expendable Property				
8000 General Fund	26	26	0	0.00%
3400 Other Funds Ltd	413	413	0	0.00%
All Funds	439	439	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	108,984	108,984	0	0.00%
3400 Other Funds Ltd	174,547	174,547	0	0.00%
TOTAL SERVICES & SUPPLIES	**$283,531**	**$283,531**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	108,984	108,984	0	0.00%
3400 Other Funds Ltd	174,547	174,547	0	0.00%
TOTAL EXPENDITURES	**$283,531**	**$283,531**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(174,547)	(174,547)	0	0.00%
TOTAL ENDING BALANCE	**($174,547)**	**($174,547)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	(80,091)	(80,091)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(80,091)	(80,091)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($80,091)**	**($80,091)**	**$0**	**0.00%**
EXPENDITURES				
3400 Other Funds Ltd	(80,091)	(80,091)	0	0.00%
TOTAL EXPENDITURES	**($80,091)**	**($80,091)**	**$0**	**0.00%**
ENDING BALANCE				
3400 Other Funds Ltd	80,091	80,091	0	0.00%
TOTAL ENDING BALANCE	**$80,091**	**$80,091**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	-	(3,651)	(3,651)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(3,651)	(3,651)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($3,651)**	**($3,651)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(3,651)	(3,651)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($3,651)**	**($3,651)**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	-	(3,459)	(3,459)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	(3,459)	(3,459)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($3,459)**	**($3,459)**	**100.00%**
PERSONAL SERVICES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	(3,459)	(3,459)	100.00%
TOTAL PERSONAL SERVICES	**-**	**($3,459)**	**($3,459)**	**100.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	(19)	(19)	100.00%
4150 Employee Training				
8000 General Fund	-	(15)	(15)	100.00%
4175 Office Expenses				
8000 General Fund	-	(34)	(34)	100.00%
4375 Employee Recruitment and Develop				
8000 General Fund	-	(2)	(2)	100.00%
4650 Other Services and Supplies				
8000 General Fund	-	(51)	(51)	100.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	(45)	(45)	100.00%
4715 IT Expendable Property				
8000 General Fund	-	(26)	(26)	100.00%
SERVICES & SUPPLIES				
8000 General Fund	-	(192)	(192)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**-**	**($192)**	**($192)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(3,651)	(3,651)	100.00%
TOTAL EXPENDITURES	**-**	**($3,651)**	**($3,651)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4325 Attorney General				
3200 Other Funds Non-Ltd	-	(9,763)	(9,763)	100.00%
3400 Other Funds Ltd	-	(3,291)	(3,291)	100.00%
All Funds	-	(13,054)	(13,054)	100.00%
SERVICES & SUPPLIES				
3200 Other Funds Non-Ltd	-	(9,763)	(9,763)	100.00%
3400 Other Funds Ltd	-	(3,291)	(3,291)	100.00%
TOTAL SERVICES & SUPPLIES	**-**	**($13,054)**	**($13,054)**	**100.00%**
EXPENDITURES				
3200 Other Funds Non-Ltd	-	(9,763)	(9,763)	100.00%
3400 Other Funds Ltd	-	(3,291)	(3,291)	100.00%
TOTAL EXPENDITURES	**-**	**($13,054)**	**($13,054)**	**100.00%**
ENDING BALANCE				
3200 Other Funds Non-Ltd	-	9,763	9,763	100.00%
3400 Other Funds Ltd	-	3,291	3,291	100.00%
TOTAL ENDING BALANCE	**-**	**$13,054**	**$13,054**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8000 General Fund	-	(261,489)	(261,489)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(261,489)	(261,489)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($261,489)**	**($261,489)**	**100.00%**
2000				
2010 Transfer Out - Intrafund				
3200 Other Funds Non-Ltd	(79,772)	-	79,772	100.00%
AVAILABLE REVENUES				
8000 General Fund	-	(261,489)	(261,489)	100.00%
3200 Other Funds Non-Ltd	(79,772)	-	79,772	100.00%
TOTAL AVAILABLE REVENUES	**($79,772)**	**($261,489)**	**($181,717)**	**(227.80%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	-	(172,944)	(172,944)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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	-	(72)	(72)	100.00%
3220 Public Employees Retire Cont				
8000 General Fund	-	(36,387)	(36,387)	100.00%
3230 Social Security Taxes				
8000 General Fund	-	(13,230)	(13,230)	100.00%
3241 Paid Family Medical Leave Insurance				
8000 General Fund	-	(692)	(692)	100.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	-	(42)	(42)	100.00%
3260 Mass Transit Tax				
8000 General Fund	-	(1,038)	(1,038)	100.00%
3270 Flexible Benefits				
8000 General Fund	-	(42,408)	(42,408)	100.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	-	(93,869)	(93,869)	100.00%
TOTAL OTHER PAYROLL EXPENSES	**-**	**($93,869)**	**($93,869)**	**100.00%**
P.S. BUDGET ADJUSTMENTS				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3455 Vacancy Savings				
8000 General Fund	-	8,647	8,647	100.00%
3465 Reconciliation Adjustment				
8000 General Fund	-	(3,323)	(3,323)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	5,324	5,324	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**$5,324**	**$5,324**	**100.00%**
PERSONAL SERVICES				
8000 General Fund	-	(261,489)	(261,489)	100.00%
TOTAL PERSONAL SERVICES	**-**	**($261,489)**	**($261,489)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(261,489)	(261,489)	100.00%
TOTAL EXPENDITURES	**-**	**($261,489)**	**($261,489)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3200 Other Funds Non-Ltd	(79,772)	-	79,772	100.00%
TOTAL ENDING BALANCE	**($79,772)**	**-**	**$79,772**	**100.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	-	(1)	(1)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
2000				
2010 Transfer Out - Intrafund				
3200 Other Funds Non-Ltd	(16,210)	-	16,210	100.00%
AVAILABLE REVENUES				
3200 Other Funds Non-Ltd	(16,210)	-	16,210	100.00%
TOTAL AVAILABLE REVENUES	**($16,210)**	**-**	**$16,210**	**100.00%**
ENDING BALANCE				
3200 Other Funds Non-Ltd	(16,210)	-	16,210	100.00%
TOTAL ENDING BALANCE	**($16,210)**	**-**	**$16,210**	**100.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8030 General Fund Debt Svc	27,282,722	36,680,118	9,397,396	34.44%
BOND SALES				
0555 General Fund Obligation Bonds				
3400 Other Funds Ltd	4,190,000	5,420,000	1,230,000	29.36%
BOND SALES				
3400 Other Funds Ltd	4,190,000	5,420,000	1,230,000	29.36%
TOTAL BOND SALES	**$4,190,000**	**$5,420,000**	**$1,230,000**	**29.36%**
REVENUE CATEGORIES				
8030 General Fund Debt Svc	27,282,722	36,680,118	9,397,396	34.44%
3400 Other Funds Ltd	4,190,000	5,420,000	1,230,000	29.36%
TOTAL REVENUE CATEGORIES	**$31,472,722**	**$42,100,118**	**$10,627,396**	**33.77%**
AVAILABLE REVENUES				
8030 General Fund Debt Svc	27,282,722	36,680,118	9,397,396	34.44%
3400 Other Funds Ltd	4,190,000	5,420,000	1,230,000	29.36%
TOTAL AVAILABLE REVENUES	**$31,472,722**	**$42,100,118**	**$10,627,396**	**33.77%**
EXPENDITURES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
4650 Other Services and Supplies				
3400 Other Funds Ltd	4,190,000	5,420,000	1,230,000	29.36%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	4,190,000	5,420,000	1,230,000	29.36%
TOTAL SERVICES & SUPPLIES	**$4,190,000**	**$5,420,000**	**$1,230,000**	**29.36%**
DEBT SERVICE				
7100 Principal - Bonds				
8030 General Fund Debt Svc	7,375,000	9,915,000	2,540,000	34.44%
7150 Interest - Bonds				
8030 General Fund Debt Svc	19,907,722	26,765,118	6,857,396	34.45%
DEBT SERVICE				
8030 General Fund Debt Svc	27,282,722	36,680,118	9,397,396	34.44%
TOTAL DEBT SERVICE	**$27,282,722**	**$36,680,118**	**$9,397,396**	**34.44%**
EXPENDITURES				
8030 General Fund Debt Svc	27,282,722	36,680,118	9,397,396	34.44%
3400 Other Funds Ltd	4,190,000	5,420,000	1,230,000	29.36%
TOTAL EXPENDITURES	**$31,472,722**	**$42,100,118**	**$10,627,396**	**33.77%**
ENDING BALANCE				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8030 General Fund Debt Svc	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	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				
8030 General Fund Debt Svc	4,713,769	4,713,769	0	0.00%
BOND SALES				
0555 General Fund Obligation Bonds				
3400 Other Funds Ltd	910,000	910,000	0	0.00%
BOND SALES				
3400 Other Funds Ltd	910,000	910,000	0	0.00%
TOTAL BOND SALES	**$910,000**	**$910,000**	**$0**	**0.00%**
REVENUE CATEGORIES				
8030 General Fund Debt Svc	4,713,769	4,713,769	0	0.00%
3400 Other Funds Ltd	910,000	910,000	0	0.00%
TOTAL REVENUE CATEGORIES	**$5,623,769**	**$5,623,769**	**$0**	**0.00%**
AVAILABLE REVENUES				
8030 General Fund Debt Svc	4,713,769	4,713,769	0	0.00%
3400 Other Funds Ltd	910,000	910,000	0	0.00%
TOTAL AVAILABLE REVENUES	**$5,623,769**	**$5,623,769**	**$0**	**0.00%**
EXPENDITURES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
4650 Other Services and Supplies				
3400 Other Funds Ltd	910,000	910,000	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	910,000	910,000	0	0.00%
TOTAL SERVICES & SUPPLIES	**$910,000**	**$910,000**	**$0**	**0.00%**
DEBT SERVICE				
7100 Principal - Bonds				
8030 General Fund Debt Svc	1,275,000	1,275,000	0	0.00%
7150 Interest - Bonds				
8030 General Fund Debt Svc	3,438,769	3,438,769	0	0.00%
DEBT SERVICE				
8030 General Fund Debt Svc	4,713,769	4,713,769	0	0.00%
TOTAL DEBT SERVICE	**$4,713,769**	**$4,713,769**	**$0**	**0.00%**
EXPENDITURES				
8030 General Fund Debt Svc	4,713,769	4,713,769	0	0.00%
3400 Other Funds Ltd	910,000	910,000	0	0.00%
TOTAL EXPENDITURES	**$5,623,769**	**$5,623,769**	**$0**	**0.00%**
ENDING BALANCE				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8030 General Fund Debt Svc	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
BOND SALES				
0565 Lottery Bonds				
3400 Other Funds Ltd	2,750,058	1,429,813	(1,320,245)	(48.01%)
BOND SALES				
3400 Other Funds Ltd	2,750,058	1,429,813	(1,320,245)	(48.01%)
TOTAL BOND SALES	**$2,750,058**	**$1,429,813**	**($1,320,245)**	**(48.01%)**
TRANSFERS IN				
1040 Transfer In Lottery Proceeds				
4430 Lottery Funds Debt Svc Ltd	19,712,893	-	(19,712,893)	(100.00%)
1107 Tsfr From Administrative Svcs				
4430 Lottery Funds Debt Svc Ltd	-	4,938,175	4,938,175	100.00%
TRANSFERS IN				
4430 Lottery Funds Debt Svc Ltd	19,712,893	4,938,175	(14,774,718)	(74.95%)
TOTAL TRANSFERS IN	**$19,712,893**	**$4,938,175**	**($14,774,718)**	**(74.95%)**
REVENUE CATEGORIES				
4430 Lottery Funds Debt Svc Ltd	19,712,893	4,938,175	(14,774,718)	(74.95%)
3400 Other Funds Ltd	2,750,058	1,429,813	(1,320,245)	(48.01%)
TOTAL REVENUE CATEGORIES	**$22,462,951**	**$6,367,988**	**($16,094,963)**	**(71.65%)**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AVAILABLE REVENUES				
4430 Lottery Funds Debt Svc Ltd	19,712,893	4,938,175	(14,774,718)	(74.95%)
3400 Other Funds Ltd	2,750,058	1,429,813	(1,320,245)	(48.01%)
TOTAL AVAILABLE REVENUES	**$22,462,951**	**$6,367,988**	**($16,094,963)**	**(71.65%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4650 Other Services and Supplies				
3400 Other Funds Ltd	2,750,058	1,429,813	(1,320,245)	(48.01%)
SERVICES & SUPPLIES				
3400 Other Funds Ltd	2,750,058	1,429,813	(1,320,245)	(48.01%)
TOTAL SERVICES & SUPPLIES	**$2,750,058**	**$1,429,813**	**($1,320,245)**	**(48.01%)**
DEBT SERVICE				
7100 Principal - Bonds				
4430 Lottery Funds Debt Svc Ltd	4,950,000	1,240,000	(3,710,000)	(74.95%)
7150 Interest - Bonds				
4430 Lottery Funds Debt Svc Ltd	14,762,893	3,698,175	(11,064,718)	(74.95%)
DEBT SERVICE				
4430 Lottery Funds Debt Svc Ltd	19,712,893	4,938,175	(14,774,718)	(74.95%)
TOTAL DEBT SERVICE	**$19,712,893**	**$4,938,175**	**($14,774,718)**	**(74.95%)**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
4430 Lottery Funds Debt Svc Ltd	19,712,893	4,938,175	(14,774,718)	(74.95%)
3400 Other Funds Ltd	2,750,058	1,429,813	(1,320,245)	(48.01%)
TOTAL EXPENDITURES	**$22,462,951**	**$6,367,988**	**($16,094,963)**	**(71.65%)**
ENDING BALANCE				
4430 Lottery Funds Debt Svc Ltd	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
BOND SALES				
0565 Lottery Bonds				
3400 Other Funds Ltd	290,753	290,753	0	0.00%
BOND SALES				
3400 Other Funds Ltd	290,753	290,753	0	0.00%
TOTAL BOND SALES	**$290,753**	**$290,753**	**$0**	**0.00%**
TRANSFERS IN				
1040 Transfer In Lottery Proceeds				
4430 Lottery Funds Debt Svc Ltd	1,236,467	-	(1,236,467)	(100.00%)
1107 Tsfr From Administrative Svcs				
4430 Lottery Funds Debt Svc Ltd	-	1,236,467	1,236,467	100.00%
TRANSFERS IN				
4430 Lottery Funds Debt Svc Ltd	1,236,467	1,236,467	0	0.00%
TOTAL TRANSFERS IN	**$1,236,467**	**$1,236,467**	**$0**	**0.00%**
REVENUE CATEGORIES				
4430 Lottery Funds Debt Svc Ltd	1,236,467	1,236,467	0	0.00%
3400 Other Funds Ltd	290,753	290,753	0	0.00%
TOTAL REVENUE CATEGORIES	**$1,527,220**	**$1,527,220**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AVAILABLE REVENUES				
4430 Lottery Funds Debt Svc Ltd	1,236,467	1,236,467	0	0.00%
3400 Other Funds Ltd	290,753	290,753	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,527,220**	**$1,527,220**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4650 Other Services and Supplies				
3400 Other Funds Ltd	290,753	290,753	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	290,753	290,753	0	0.00%
TOTAL SERVICES & SUPPLIES	**$290,753**	**$290,753**	**$0**	**0.00%**
DEBT SERVICE				
7100 Principal - Bonds				
4430 Lottery Funds Debt Svc Ltd	310,000	310,000	0	0.00%
7150 Interest - Bonds				
4430 Lottery Funds Debt Svc Ltd	926,467	926,467	0	0.00%
DEBT SERVICE				
4430 Lottery Funds Debt Svc Ltd	1,236,467	1,236,467	0	0.00%
TOTAL DEBT SERVICE	**$1,236,467**	**$1,236,467**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
4430 Lottery Funds Debt Svc Ltd	1,236,467	1,236,467	0	0.00%
3400 Other Funds Ltd	290,753	290,753	0	0.00%
TOTAL EXPENDITURES	**$1,527,220**	**$1,527,220**	**$0**	**0.00%**
ENDING BALANCE				
4430 Lottery Funds Debt Svc Ltd	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
BOND SALES				
0555 General Fund Obligation Bonds				
3020 Other Funds Cap Construct	580,000,000	780,000,000	200,000,000	34.48%
AVAILABLE REVENUES				
3020 Other Funds Cap Construct	580,000,000	780,000,000	200,000,000	34.48%
TOTAL AVAILABLE REVENUES	**$580,000,000**	**$780,000,000**	**$200,000,000**	**34.48%**
EXPENDITURES				
CAPITAL OUTLAY				
5900 Other Capital Outlay				
3020 Other Funds Cap Construct	580,000,000	780,000,000	200,000,000	34.48%
ENDING BALANCE				
3020 Other Funds Cap Construct	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
BOND SALES				
0555 General Fund Obligation Bonds				
3020 Other Funds Cap Construct	100,000,000	100,000,000	0	0.00%
AVAILABLE REVENUES				
3020 Other Funds Cap Construct	100,000,000	100,000,000	0	0.00%
TOTAL AVAILABLE REVENUES	**$100,000,000**	**$100,000,000**	**$0**	**0.00%**
EXPENDITURES				
CAPITAL OUTLAY				
5900 Other Capital Outlay				
3020 Other Funds Cap Construct	100,000,000	100,000,000	0	0.00%
ENDING BALANCE				
3020 Other Funds Cap Construct	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
Total Salary											15,998,931	-	64,646,130	14,588,256	95,233,317
Total OPE											8,145,757	-	32,453,958	7,454,445	48,054,160
Total Personal Services					**484**	**479.38**					**24,144,688**	**-**	**97,100,088**	**22,042,701**	**143,287,477**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000866	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0000880	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
0000897	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	7923	SAL	190,152	-	-	-	190,152
										OPE	97,838	-	-	-	97,838
0000945	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
0000958	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	37,044	-	-	161,052	198,096
										OPE	18,727	-	-	81,420	100,147
0001134	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	7562	SAL	-	-	54,446	127,042	181,488
										OPE	-	-	28,595	66,722	95,317
0001142	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	-	230,112	230,112
										OPE	-	-	-	109,462	109,462
0001490	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	209,112	-	-	-	209,112
										OPE	103,352	-	-	-	103,352
0001514	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	7	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
0001519	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	5	4943	SAL	118,632	-	-	-	118,632
										OPE	77,032	-	-	-	77,032
0001548	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	9	11578	SAL	277,872	-	-	-	277,872
										OPE	123,354	-	-	-	123,354
0001549	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	241,584	-	-	-	241,584
										OPE	112,798	-	-	-	112,798
0001584	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0001642	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0001656	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	8	7923	SAL	190,152	-	-	-	190,152
										OPE	97,838	-	-	-	97,838
0001657	OAS C1116 AP	RESEARCH ANALYST 2	23	PF	1	1.00	24	3	5169	SAL	124,056	-	-	-	124,056

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	78,609	-	-	-	78,609
0001712	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001773	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001774	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001776	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001777	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
0001782	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001790	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	8	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001792	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001793	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	8	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001798	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	2	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0001854	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0001982	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	7923	SAL	190,152	-	-	-	190,152
										OPE	97,838	-	-	-	97,838
0001983	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	0.88	21	9	7562	SAL	158,802	-	-	-	158,802
										OPE	83,402	-	-	-	83,402
0001984	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	0.88	21	3	7206	SAL	151,326	-	-	-	151,326
										OPE	81,227	-	-	-	81,227
0001990	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MAN/	33X	PF	1	1.00	24	6	10021	SAL	240,504	-	-	-	240,504
										OPE	112,485	-	-	-	112,485

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0001993	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	2	5965	SAL	143,160	-	-	-	143,160
										OPE	84,168	-	-	-	84,168
0002007	OAS C0863 AP	PROGRAM ANALYST 4	31	PF	1	0.88	21	3	7562	SAL	158,802	-	-	-	158,802
										OPE	83,402	-	-	-	83,402
0002008	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.88	21	6	7206	SAL	151,326	-	-	-	151,326
										OPE	81,227	-	-	-	81,227
0002009	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.88	21	7	7562	SAL	158,802	-	-	-	158,802
										OPE	83,402	-	-	-	83,402
0002010	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	6	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0002011	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	6	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0002013	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	7	10021	SAL	240,504	-	-	-	240,504
										OPE	112,485	-	-	-	112,485
0002014	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
0002023	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	8	10512	SAL	252,288	-	-	-	252,288
										OPE	115,912	-	-	-	115,912
0002024	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	6	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0002029	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	4	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0002032	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
2500095	MMS X7144 AP	COMPLIANCE AND REGULATORY MANA	33X	PF	1	0.88	21	3	8658	SAL	112,727	-	49,091	20,000	181,818
										OPE	55,861	-	24,326	9,911	90,098
2500096	MMS X7624 AP	POLICY PLANNING AND DEVELOPMENT	33X	PF	1	0.88	21	3	8658	SAL	181,818	-	-	-	181,818
										OPE	90,098	-	-	-	90,098
2500098	MMS X7085 AP	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	0.88	21	3	7863	SAL	165,123	-	-	-	165,123
										OPE	85,241	-	-	-	85,241
2500099	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	0.88	21	3	6866	SAL	144,186	-	-	-	144,186

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	79,151	-	-	-	79,151
2700033	OAS C0856 AP	PROJECT MANAGER 3	32	PF	1	0.88	21	3	7923	SAL	124,787	-	-	41,596	166,383
										OPE	64,206	-	-	21,402	85,608
2700034	OAS C0855 AP	PROJECT MANAGER 2	30	PF	1	0.88	21	3	7206	SAL	113,495	-	-	37,832	151,327
										OPE	60,920	-	-	20,307	81,227
Total Salary											5,405,670	-	2,653,393	940,458	8,999,521
Total OPE											2,807,432	-	1,347,461	488,178	4,643,071
Total Personal Services					**49**	**47.68**					**8,213,102**	**-**	**4,000,854**	**1,428,636**	**13,642,592**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000864	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATC	38X	PF	1	1.00	24	10	15502	SAL	-	-	186,024	186,024	372,048
										OPE	-	-	74,226	74,226	148,452
0000935	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	172,584	57,528	230,112
										OPE	-	-	82,097	27,366	109,463
0001003	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001035	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0001133	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	34,517	195,595	230,112
										OPE	-	-	16,419	93,043	109,462
0001140	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0001228	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0001420	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	44,964	104,916	149,880
										OPE	-	-	25,837	60,286	86,123
0001550	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MAN/	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0001551	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	8	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001583	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	7	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001726	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	9	9143	SAL	219,432	-	-	-	219,432
										OPE	106,355	-	-	-	106,355
0001778	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001784	MMS X7323 AP	GRANTS LOANS AND PROGRAMS MAN/	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0001996	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	-	190,152	190,152
										OPE	-	-	-	97,838	97,838
0001997	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	-	190,152	190,152

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	-	97,838	97,838
0010005	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	62,734	146,378	209,112
										OPE	-	-	31,006	72,346	103,352
0941202	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	8	7206	SAL	-	-	86,472	86,472	172,944
										OPE	-	-	46,416	46,416	92,832
2700036	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	0.88	21	3	5169	SAL	-	-	-	108,549	108,549
										OPE	-	-	-	68,784	68,784
2700037	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.88	21	3	6245	SAL	-	-	-	131,145	131,145
										OPE	-	-	-	75,358	75,358
Total Salary											219,432	-	2,618,055	1,396,911	4,234,398
Total OPE											106,355	-	1,249,448	713,501	2,069,304
Total Personal Services					**20**	**19.76**					**325,787**	**-**	**3,867,503**	**2,110,412**	**6,303,702**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0001040	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	115,056	115,056	230,112
										OPE	-	-	54,731	54,731	109,462
Total Salary											-	-	115,056	115,056	230,112
Total OPE											-	-	54,731	54,731	109,462
Total Personal Services					**1**	**1.00**					**-**	**-**	**169,787**	**169,787**	**339,574**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000831	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0000882	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001015	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	3	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0001130	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0001131	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	7	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001132	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001137	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001138	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001139	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	5	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0001489	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PP	1	0.50	12	4	4715	SAL	-	-	-	56,580	56,580
										OPE	-	-	-	37,719	37,719
0001552	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	9	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001553	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	7	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001590	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0001616	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001630	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001943	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	100,567	-	100,567
0001944	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001998	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001999	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0002000	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0002001	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
Total Salary											-	-	3,484,248	56,580	3,540,828
Total OPE											-	-	1,864,015	37,719	1,901,734
Total Personal Services					**21**	**20.50**					**-**	**-**	**5,348,263**	**94,299**	**5,442,562**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0001610	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001611	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
2700001	OAS C0861 AP	PROGRAM ANALYST 2	27	LF	1	0.88	21	4	6549	SAL	137,529	-	-	-	137,529
										OPE	77,214	-	-	-	77,214
2700003	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	0.88	21	3	5169	SAL	-	-	108,549	-	108,549
										OPE	-	-	68,784	-	68,784
Total Salary											137,529	-	511,605	-	649,134
Total OPE											77,214	-	271,077	-	348,291
Total Personal Services					**4**	**3.76**					**214,743**	**-**	**782,682**	**-**	**997,425**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000815	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0000818	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	5	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
0000871	MESN Z7081 AF	BUSINESS OPERATIONS ADMINISTRATC	40X	PF	1	1.00	24	8	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
0000874	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	-	-	194,510	83,362	277,872
										OPE	-	-	86,348	37,006	123,354
0000881	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0000886	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0000890	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	193,267	48,317	241,584
										OPE	-	-	90,238	22,560	112,798
0000901	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	8	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0000904	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	5	4943	SAL	-	-	106,769	11,863	118,632
										OPE	-	-	69,329	7,703	77,032
0000913	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0000962	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	4	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001149	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	-	264,672	264,672
										OPE	-	-	-	119,515	119,515
0001159	MMS X7323 AP	GRANTS LOANS AND PROGRAMS MANA	35X	PF	1	1.00	24	10	13392	SAL	-	-	208,915	112,493	321,408
										OPE	-	-	88,413	47,607	136,020
0001229	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001231	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001446	OAS C3268 AP	CONSTRUCTION PROJECT MANAGER 2	30	PF	1	1.00	24	10	10066	SAL	-	-	217,426	24,158	241,584

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	101,518	11,280	112,798
0001453	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0001491	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001520	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001521	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001522	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001554	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001556	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001558	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001559	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001560	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0001562	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0001568	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	8	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0001591	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0001605	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001606	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0001631	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0001632	MMS X7083 AP	BUSINESS OPERATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	295,695	25,713	321,408
										OPE	-	-	125,138	10,882	136,020
0001643	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001644	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	8	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0001646	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001651	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001652	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	6	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001653	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001662	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	5	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001663	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	6	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001691	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001692	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001737	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	-	291,960	291,960
										OPE	-	-	-	127,453	127,453
0001738	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
0001823	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001824	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	103,352	-	103,352
0001826	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001840	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	6	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001841	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001913	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0001914	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0001921	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	7	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001922	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001923	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001924	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001947	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0002005	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0002034	MMS X7085 AP	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0002035	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	6	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0002036	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0002037	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0002038	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	5	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
0002039	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0002040	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0002041	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	7	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0002042	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0002043	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	4	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
0002044	OAS C3268 AP	CONSTRUCTION PROJECT MANAGER 2	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0002045	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0002046	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	8	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0002047	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0002048	MMS X7624 AP	POLICY PLANNING AND DEVELOPMENT	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0002049	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0002050	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0002051	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0002052	MMS X7083 AP	BUSINESS OPERATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0002053	MMS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	127,453	-	127,453
0002054	OAS C1001 AP	LOAN SPECIALIST 1	23	PF	1	1.00	24	3	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0002055	OAS C1001 AP	LOAN SPECIALIST 1	23	PF	1	1.00	24	3	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0002056	MMS X7083 AP	BUSINESS OPERATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0002070	MMS X7082 AP	BUSINESS OPERATIONS ADMINISTRATC	38X	PF	1	1.00	24	3	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0002082	MMS X7325 AP	GRANTS LOANS AND PROGRAMS MANA	31X	PF	1	0.88	21	3	7863	SAL	24,768	-	140,355	-	165,123
										OPE	12,786	-	72,455	-	85,241
0002083	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	0.88	21	3	7863	SAL	24,768	-	140,355	-	165,123
										OPE	12,786	-	72,455	-	85,241
0002084	MMS X7599 AP	CONSULTANT ADVISOR 2	38X	PF	1	0.88	21	3	11028	SAL	34,738	-	196,850	-	231,588
										OPE	15,686	-	88,889	-	104,575
0002086	MMS X7144 AP	COMPLIANCE AND REGULATORY MANA	33X	PF	1	0.88	21	3	8658	SAL	-	-	181,818	-	181,818
										OPE	-	-	90,098	-	90,098
0010036	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	181,188	60,396	241,584
										OPE	-	-	84,599	28,200	112,799
2500080	MMS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	3	8658	SAL	207,792	-	-	-	207,792
										OPE	102,968	-	-	-	102,968
2500081	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2500082	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2500083	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2500084	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2500085	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
2500086	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2500087	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2500088	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
2700002	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	LF	1	0.50	12	10	10066	SAL	120,792	-	-	-	120,792
										OPE	56,400	-	-	-	56,400
2700004	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.88	21	3	6245	SAL	-	-	131,145	-	131,145
										OPE	-	-	75,358	-	75,358
Total Salary											1,946,290	-	17,149,533	1,072,814	20,168,637
Total OPE											1,029,397	-	8,456,327	498,329	9,984,053
Total Personal Services					**98**	**96.90**					**2,975,687**	**-**	**25,605,860**	**1,571,143**	**30,152,690**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000825	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0000827	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	5	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
0000832	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	8	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0000859	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0000970	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001044	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0001070	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001135	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	6	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0001141	MMS X7143 AP	COMPLIANCE AND REGULATORY MANA	35X	PF	1	1.00	24	3	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
0001146	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	152,122	38,030	190,152
										OPE	-	-	78,270	19,568	97,838
0001147	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	3	5695	SAL	-	-	109,344	27,336	136,680
										OPE	-	-	65,826	16,456	82,282
0001148	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	152,122	38,030	190,152
										OPE	-	-	78,270	19,568	97,838
0001165	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	5	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001272	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001426	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	7	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001454	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	3	5695	SAL	-	-	136,680	-	136,680

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	82,282	-	82,282
0001509	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0001517	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001518	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001526	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001561	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0001563	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	6	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0001564	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001612	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001613	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001614	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	7	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001615	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	5	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001617	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001618	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0001629	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001633	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	6	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0001645	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0001654	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	6	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0001655	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001739	MMS X7144 AP	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0001825	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001925	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	5	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0001926	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001927	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	3	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0001928	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	8	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001929	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	5	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0001930	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001931	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	2	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0001932	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001933	OAS C1001 AP	LOAN SPECIALIST 1	23	PF	1	1.00	24	3	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0002062	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0002063	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	86,123	-	86,123
Total Salary											-	-	8,384,036	103,396	8,487,432
Total OPE											-	-	4,411,938	55,592	4,467,530
Total Personal Services					**47**	**47.00**					**-**	**-**	**12,795,974**	**158,988**	**12,954,962**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000801	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	9	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0000931	MMS X7325 AP	GRANTS LOANS AND PROGRAMS MANA	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0000967	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	3	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0001230	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001234	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	127,398	22,482	149,880
										OPE	-	-	73,205	12,918	86,123
0001523	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001527	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	8	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0001585	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001647	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATO	38X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
0001648	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001658	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
0001659	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	241,584	-	-	-	241,584
										OPE	112,798	-	-	-	112,798
0001693	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
0001723	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	9	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001724	OAS C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001728	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	86,123	-	86,123
0001731	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	7	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001740	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0001744	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	-	291,960	291,960
										OPE	-	-	-	127,453	127,453
0001749	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	-	209,112	209,112
										OPE	-	-	-	103,352	103,352
0001750	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	-	199,536	199,536
										OPE	-	-	-	100,567	100,567
0001757	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
0001763	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	6	8314	SAL	-	-	-	199,536	199,536
										OPE	-	-	-	100,567	100,567
0001791	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001843	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0002076	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
2700031	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
2700032	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	0.88	21	3	7206	SAL	151,326	-	-	-	151,326
										OPE	81,227	-	-	-	81,227
Total Salary											722,478	-	4,005,150	1,095,570	5,823,198
Total OPE											374,941	-	1,964,339	537,688	2,876,968
Total Personal Services					**28**	**27.88**					**1,097,419**	**-**	**5,969,489**	**1,633,258**	**8,700,166**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0001005	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001136	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	9	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001460	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	264,672	-	-	-	264,672
										OPE	119,515	-	-	-	119,515
0001619	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	230,112	-	-	-	230,112
										OPE	109,462	-	-	-	109,462
0001625	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001779	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
0001795	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MAN/	33X	PF	1	1.00	24	10	12165	SAL	291,960	-	-	-	291,960
										OPE	127,453	-	-	-	127,453
0001796	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
Total Salary											1,109,568	-	567,840	-	1,677,408
Total OPE											535,384	-	292,751	-	828,135
Total Personal Services					**8**	**8.00**					**1,644,952**	**-**	**860,591**	**-**	**2,505,543**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0001637	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001780	MMS X7753 AP	Manager 3	35X	PF	1	1.00	24	10	11758	SAL	282,192	-	-	-	282,192
										OPE	124,612	-	-	-	124,612
0001783	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
0001821	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	6	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
0001842	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	230,112	-	-	-	230,112
										OPE	109,462	-	-	-	109,462
0001866	OAS C0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	7	9143	SAL	-	-	-	219,432	219,432
										OPE	-	-	-	106,355	106,355
0001869	MMS X7085 AP	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	1.00	24	9	10512	SAL	-	-	-	252,288	252,288
										OPE	-	-	-	115,912	115,912
0001870	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	-	230,112	230,112
										OPE	-	-	-	109,462	109,462
0001875	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MAN/	33X	PF	1	1.00	24	8	11028	SAL	-	-	-	264,672	264,672
										OPE	-	-	-	119,515	119,515
0001885	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	-	-	-	277,872	277,872
										OPE	-	-	-	123,354	123,354
0001889	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MAN/	33X	PF	1	1.00	24	3	8658	SAL	-	-	-	207,792	207,792
										OPE	-	-	-	102,968	102,968
0001894	MMS X7664 AP	COMMUNICATIONS MANAGER 2	33X	PF	1	1.00	24	3	8658	SAL	-	-	-	207,792	207,792
										OPE	-	-	-	102,968	102,968
0001900	MMS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	-	291,960	291,960
										OPE	-	-	-	127,453	127,453
Total Salary											662,184	-	470,592	1,951,920	3,084,696
Total OPE											320,197	-	221,938	907,987	1,450,122
Total Personal Services					**13**	**13.00**					**982,381**	**-**	**692,530**	**2,859,907**	**4,534,818**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2700038	OAS C1244 AP	FISCAL ANALYST 2	27	LF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
2700039	OAS C1244 AP	FISCAL ANALYST 2	27	LF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
2700040	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	LF	1	1.00	24	4	6549	SAL	-	-	-	157,176	157,176
										OPE	-	-	-	88,245	88,245
2700041	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	LF	1	1.00	24	6	6549	SAL	-	-	-	157,176	157,176
										OPE	-	-	-	88,245	88,245
2700042	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	LF	1	1.00	24	7	6866	SAL	-	-	-	164,784	164,784
										OPE	-	-	-	90,458	90,458
2700043	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	LF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
2700044	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	LF	1	1.00	24	4	8314	SAL	-	-	-	199,536	199,536
										OPE	-	-	-	100,567	100,567
2700045	OAS C0861 AP	PROGRAM ANALYST 2	27	LF	1	1.00	24	6	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700046	OAS C0861 AP	PROGRAM ANALYST 2	27	LF	1	1.00	24	6	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700047	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	LF	1	1.00	24	6	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700048	OAS C0861 AP	PROGRAM ANALYST 2	27	LF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
2700049	OAS C0863 AP	PROGRAM ANALYST 4	31	LF	1	1.00	24	10	10545	SAL	-	-	-	253,080	253,080
										OPE	-	-	-	116,143	116,143
2700050	OAS C3268 AP	CONSTRUCTION PROJECT MANAGER 2	30	LF	1	1.00	24	8	9143	SAL	-	-	-	219,432	219,432
										OPE	-	-	-	106,355	106,355
2700051	OAS C0861 AP	PROGRAM ANALYST 2	27	LF	1	1.00	24	5	6866	SAL	-	-	-	164,784	164,784
										OPE	-	-	-	90,458	90,458
2700052	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	LF	1	1.00	24	3	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700053	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	LF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	-	86,123	86,123
2700054	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	LF	1	1.00	24	3	6245	SAL	-	-	-	149,880	149,880
										OPE	-	-	-	86,123	86,123
2700055	OAS C8503 AP	NATURAL RESOURCE SPECIALIST 3	27	LF	1	1.00	24	8	7923	SAL	-	-	-	190,152	190,152
										OPE	-	-	-	97,838	97,838
2700056	OAS C1003 AP	LOAN SPECIALIST 3	30	LF	1	1.00	24	3	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700057	OAS C0860 AP	PROGRAM ANALYST 1	23	LF	1	1.00	24	4	5419	SAL	-	-	-	130,056	130,056
										OPE	-	-	-	80,355	80,355
2700058	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	LF	1	1.00	24	6	5169	SAL	-	-	-	124,056	124,056
										OPE	-	-	-	78,609	78,609
2700059	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	LF	1	1.00	24	7	8314	SAL	-	-	-	199,536	199,536
										OPE	-	-	-	100,567	100,567
2700060	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	LF	1	1.00	24	3	5695	SAL	-	-	-	136,680	136,680
										OPE	-	-	-	82,282	82,282
2700061	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	LF	1	1.00	24	6	6549	SAL	-	-	-	157,176	157,176
										OPE	-	-	-	88,245	88,245
2700062	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	LF	1	1.00	24	7	6866	SAL	-	-	-	164,784	164,784
										OPE	-	-	-	90,458	90,458
2700063	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	LF	1	1.00	24	7	6866	SAL	-	-	-	164,784	164,784
										OPE	-	-	-	90,458	90,458
2700064	OAS C1117 AP	RESEARCH ANALYST 3	26	LF	1	1.00	24	7	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700065	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	LF	1	1.00	24	3	7206	SAL	-	-	-	172,944	172,944
										OPE	-	-	-	92,831	92,831
2700066	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	LF	1	1.00	24	3	7827	SAL	-	-	-	187,848	187,848
										OPE	-	-	-	97,166	97,166
Total Salary											-	-	-	4,880,928	4,880,928
Total OPE											-	-	-	2,653,004	2,653,004
Total Personal Services					**29**	**29.00**					**-**	**-**	**-**	**7,533,932**	**7,533,932**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000800	MEAH Z7583 HF	AGENCY HEAD 3	45X	PF	1	1.00	24	8	21069	SAL	65,735	-	389,355	50,566	505,656
										OPE	23,205	-	137,444	17,850	178,499
0000806	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000807	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000808	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000809	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000810	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000811	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000812	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0000957	MENN Z0830 AF	EXECUTIVE ASSISTANT	25	PF	1	1.00	24	4	6469	SAL	-	-	131,968	23,288	155,256
										OPE	-	-	74,533	13,153	87,686
0001451	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0001452	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
2500093	MESN Z7083 AF	BUSINESS OPERATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	321,408	-	-	-	321,408
										OPE	136,020	-	-	-	136,020
2700071	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
Total Salary											537,023	-	527,803	73,854	1,138,680
Total OPE											245,348	-	212,472	31,003	488,823
Total Personal Services					**4**	**4.00**					**782,371**	**-**	**740,275**	**104,857**	**1,627,503**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000804	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	108,713	-	72,475	60,396	241,584
										OPE	50,759	-	33,839	28,200	112,798
0000824	MESN Z7595 DI	DEPUTY/CHIEF 5	42X	PF	1	1.00	24	10	19391	SAL	-	-	418,846	46,538	465,384
										OPE	-	-	152,498	16,944	169,442
0000834	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	6	7206	SAL	-	-	155,650	17,294	172,944
										OPE	-	-	83,548	9,283	92,831
0001033	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	2	7490	SAL	-	-	134,820	44,940	179,760
										OPE	-	-	71,111	23,704	94,815
0001569	MMN X5618 AP	INTERNAL AUDITOR 3	31	PF	1	1.00	24	9	11028	SAL	79,402	-	185,270	-	264,672
										OPE	35,855	-	83,661	-	119,516
0001600	MENN Z0119 AF	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	9	6469	SAL	-	-	155,256	-	155,256
										OPE	-	-	87,686	-	87,686
0001725	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATO	38X	PF	1	1.00	24	3	11028	SAL	34,407	-	203,797	26,467	264,671
										OPE	15,537	-	92,027	11,952	119,516
0001794	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	1.00	24	6	6549	SAL	-	-	125,741	31,435	157,176
										OPE	-	-	70,596	17,649	88,245
0010028	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	119,904	29,976	149,880
										OPE	-	-	68,898	17,225	86,123
Total Salary											222,522	-	1,571,759	257,046	2,051,327
Total OPE											102,151	-	743,864	124,957	970,972
Total Personal Services					**9**	**9.00**					**324,673**	**-**	**2,315,623**	**382,003**	**3,022,299**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000852	MMS X7072 AP	BUDGET AND FISCAL ADMINISTRATOR	38X	PF	1	1.00	24	7	13392	SAL	41,783	-	247,484	32,141	321,408
										OPE	17,683	-	104,735	13,602	136,020
0000895	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	9	9588	SAL	-	-	207,101	23,011	230,112
										OPE	-	-	98,516	10,946	109,462
0001575	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	4	6549	SAL	-	-	94,306	62,870	157,176
										OPE	-	-	52,947	35,298	88,245
0001764	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	167,290	41,822	209,112
										OPE	-	-	82,682	20,670	103,352
0001935	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	10	11028	SAL	-	-	211,738	52,934	264,672
										OPE	-	-	95,612	23,903	119,515
0001936	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	104,556	104,556	209,112
										OPE	-	-	51,676	51,676	103,352
0001937	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	8	7923	SAL	76,061	-	95,076	19,015	190,152
										OPE	39,135	-	48,919	9,784	97,838
2500094	MMS X7070 AP	BUDGET AND FISCAL ADMINISTRATOR	42X	PF	1	0.88	21	3	13392	SAL	36,560	-	216,549	28,123	281,232
										OPE	15,472	-	91,643	11,902	119,017
Total Salary											154,404	-	1,344,100	364,472	1,862,976
Total OPE											72,290	-	626,730	177,781	876,801
Total Personal Services					**8**	**7.88**					**226,694**	**-**	**1,970,830**	**542,253**	**2,739,777**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000816	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	31,406	-	186,020	24,158	241,584
										OPE	14,664	-	86,854	11,280	112,798
0000819	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	74,940	74,940	149,880
										OPE	-	-	43,062	43,062	86,124
0000870	MMS X7634 AP	PROCUREMENT MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0000907	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	6	5965	SAL	-	-	128,844	14,316	143,160
										OPE	-	-	75,751	8,417	84,168
0000910	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	167,290	41,822	209,112
										OPE	-	-	82,682	20,670	103,352
0000932	MMN X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	9	10512	SAL	32,797	-	194,262	25,229	252,288
										OPE	15,069	-	89,252	11,591	115,912
0001155	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001379	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	104,916	44,964	149,880
										OPE	-	-	60,286	25,837	86,123
0001524	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	5	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001574	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001576	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001577	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	4	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0001601	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	83,362	-	194,510	-	277,872
										OPE	37,006	-	86,348	-	123,354
0001621	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001624	MMS X7034 AP	ACCOUNTING MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	37,955	-	224,809	29,196	291,960
										OPE	16,569	-	98,139	12,745	127,453
0001640	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	109,462	-	109,462
0001717	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	92,045	-	115,056	23,011	230,112
										OPE	43,785	-	54,731	10,946	109,462
0001718	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	6	7923	SAL	95,076	-	95,076	-	190,152
										OPE	48,919	-	48,919	-	97,838
0001719	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	209,112	-	-	-	209,112
										OPE	103,352	-	-	-	103,352
0001720	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	5	6866	SAL	21,422	-	126,884	16,478	164,784
										OPE	11,760	-	69,653	9,046	90,459
0001741	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	10	7206	SAL	-	-	155,650	17,294	172,944
										OPE	-	-	83,548	9,283	92,831
0001742	OAS C0435 AP	PROCUREMENT AND CONTRACT ASSIS	19	PF	1	1.00	24	10	5965	SAL	-	-	128,844	14,316	143,160
										OPE	-	-	75,751	8,417	84,168
0001799	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	10	8713	SAL	-	-	188,201	20,911	209,112
										OPE	-	-	93,017	10,335	103,352
0001802	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	3	6245	SAL	-	-	119,904	29,976	149,880
										OPE	-	-	68,898	17,225	86,123
0001803	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	-	-	184,090	46,022	230,112
										OPE	-	-	87,570	21,892	109,462
0001828	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	230,112	-	-	-	230,112
										OPE	109,462	-	-	-	109,462
0001838	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	4	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0001861	MMS X7085 AP	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	1.00	24	10	11028	SAL	105,869	-	132,336	26,467	264,672
										OPE	47,806	-	59,758	11,952	119,516
0001909	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	31,406	-	186,020	24,158	241,584
										OPE	14,664	-	86,854	11,280	112,798
0001938	OAS C1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	3	7206	SAL	-	-	103,766	69,178	172,944
										OPE	-	-	55,699	37,132	92,831
0002015	MMS X7075 AP	BUDGET AND FISCAL MANAGER 1	31X	PF	1	1.00	24	10	11028	SAL	264,672	-	-	-	264,672
										OPE	119,515	-	-	-	119,515

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0002017	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	3	6866	SAL	-	-	131,827	32,957	164,784
										OPE	-	-	72,366	18,092	90,458
0002025	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	5	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
0002031	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0002064	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	5	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0002065	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0002066	OAS C1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	10	10066	SAL	-	-	120,792	120,792	241,584
										OPE	-	-	56,399	56,399	112,798
0010007	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	3	5169	SAL	-	-	111,650	12,406	124,056
										OPE	-	-	70,748	7,861	78,609
0010027	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
2500089	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
2700029	OAS C0436 AP	PROCUREMENT & CONTRACT SPECIAL	23	PF	1	0.88	21	3	5169	SAL	21,710	-	70,557	16,282	108,549
										OPE	13,757	-	44,710	10,318	68,785
2700030	OAS C0435 AP	PROCUREMENT AND CONTRACT ASSIS	19	LF	1	1.00	24	5	4715	SAL	113,160	-	-	-	113,160
										OPE	75,441	-	-	-	75,441
Total Salary											1,707,832	-	5,526,820	724,873	7,959,525
Total OPE											855,058	-	2,867,204	373,780	4,096,042
Total Personal Services					**42**	**41.88**					**2,562,890**	**-**	**8,394,024**	**1,098,653**	**12,055,567**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000937	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	12336	SAL	-	-	296,064	-	296,064
										OPE	-	-	128,647	-	128,647
0000982	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10800	SAL	33,696	-	199,584	25,920	259,200
										OPE	15,330	-	90,801	11,792	117,923
0001310	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	9	10316	SAL	61,896	-	185,688	-	247,584
										OPE	28,636	-	85,908	-	114,544
0001445	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	6	7590	SAL	-	-	142,813	39,347	182,160
										OPE	-	-	74,881	20,631	95,512
0001578	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	3	7070	SAL	-	-	169,680	-	169,680
										OPE	-	-	91,883	-	91,883
0001604	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10800	SAL	-	-	259,200	-	259,200
										OPE	-	-	117,924	-	117,924
0001639	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	8167	SAL	-	-	196,008	-	196,008
										OPE	-	-	99,541	-	99,541
0001722	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	9115	SAL	-	-	196,884	21,876	218,760
										OPE	-	-	95,543	10,616	106,159
0001788	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001808	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	3	5917	SAL	-	-	113,606	28,402	142,008
										OPE	-	-	67,066	16,766	83,832
0001812	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	3	7070	SAL	22,058	-	130,654	16,968	169,680
										OPE	11,945	-	70,750	9,188	91,883
0001910	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	5	6490	SAL	-	-	124,608	31,152	155,760
										OPE	-	-	70,266	17,567	87,833
0001911	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	8	8317	SAL	-	-	159,686	39,922	199,608
										OPE	-	-	80,470	20,118	100,588
0002027	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	10	7521	SAL	180,504	-	-	-	180,504
										OPE	95,031	-	-	-	95,031
0002068	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	8	9853	SAL	-	-	236,472	-	236,472
										OPE	-	-	111,312	-	111,312
0002073	MMS X7885 IP	INFORMATION TECHNOLOGY MANAGEF	31X	PF	1	1.00	24	10	12769	SAL	-	-	306,456	-	306,456

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	131,670	-	131,670
0010001	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	236,292	101,268	337,560
										OPE	-	-	98,487	42,209	140,696
2700020	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	0.88	21	3	6610	SAL	138,810	-	-	-	138,810
										OPE	77,587	-	-	-	77,587
2700022	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	0.88	21	6	6793	SAL	28,531	-	92,724	21,398	142,653
										OPE	15,741	-	51,158	11,806	78,705
Total Salary											465,495	-	3,219,363	326,253	4,011,111
Total OPE											244,270	-	1,559,138	160,693	1,964,101
Total Personal Services					**19**	**18.76**					**709,765**	**-**	**4,778,501**	**486,946**	**5,975,212**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000841	MMS X7344 AP	HUMAN RESOURCES MANAGER 2	33X	PF	1	1.00	24	3	8658	SAL	27,013	-	160,000	20,779	207,792
										OPE	13,386	-	79,285	10,297	102,968
0000862	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	4	5887	SAL	-	-	98,902	42,386	141,288
										OPE	-	-	58,536	25,087	83,623
0000927	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	3	6469	SAL	-	-	108,679	46,577	155,256
										OPE	-	-	61,380	26,306	87,686
0001375	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	9	10021	SAL	60,126	-	156,328	24,050	240,504
										OPE	28,121	-	73,115	11,249	112,485
0001376	MMN X1319 AP	HUMAN RESOURCE ASSISTANT	18	PF	1	1.00	24	6	5080	SAL	-	-	79,248	42,672	121,920
										OPE	-	-	50,693	27,296	77,989
0001570	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7863	SAL	75,485	-	113,227	-	188,712
										OPE	38,967	-	58,451	-	97,418
0001598	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	3	6469	SAL	-	-	155,256	-	155,256
										OPE	-	-	87,686	-	87,686
0001638	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7863	SAL	-	-	188,712	-	188,712
										OPE	-	-	97,418	-	97,418
0001649	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0001806	MMN X1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	6	8254	SAL	45,562	-	152,534	-	198,096
										OPE	23,034	-	77,113	-	100,147
0001807	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	6	6469	SAL	35,709	-	119,547	-	155,256
										OPE	20,168	-	67,518	-	87,686
0001912	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	8	8254	SAL	-	-	158,477	39,619	198,096
										OPE	-	-	80,118	20,029	100,147
0001939	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	6	6469	SAL	-	-	124,205	31,051	155,256
										OPE	-	-	70,149	17,537	87,686
0002067	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	8658	SAL	27,013	-	160,000	20,779	207,792
										OPE	13,386	-	79,285	10,297	102,968
0002071	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	4	7863	SAL	-	-	188,712	-	188,712
										OPE	-	-	97,418	-	97,418
0002072	MMN X1338 AP	LEARNING & DEVELOPMENT SPECIALIS	24	PF	1	1.00	24	3	5887	SAL	-	-	141,288	-	141,288

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	83,623	-	83,623
Total Salary											270,908	-	2,312,907	267,913	2,851,728
Total OPE											137,062	-	1,224,756	148,098	1,509,916
Total Personal Services					**16**	**16.00**					**407,970**	**-**	**3,537,663**	**416,011**	**4,361,644**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000858	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0000965	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	4	3785	SAL	-	-	90,840	-	90,840
										OPE	-	-	68,947	-	68,947
0001041	OAS C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	6	5169	SAL	-	-	62,028	62,028	124,056
										OPE	-	-	39,305	39,305	78,610
0001423	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	5	4300	SAL	-	-	51,600	51,600	103,200
										OPE	-	-	36,272	36,272	72,544
0001571	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0001572	MMS X7086 AP	BUSINESS OPERATIONS SUPERVISOR :	28X	PF	1	1.00	24	10	9542	SAL	29,771	-	176,336	22,901	229,008
										OPE	14,188	-	84,038	10,914	109,140
0001597	OAS C4014 AP	FACILITY OPERATIONS SPECIALIST 1	24	PF	1	1.00	24	10	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001636	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	79,814	-	99,768	19,954	199,536
										OPE	40,227	-	50,284	10,057	100,568
0001689	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10800	SAL	129,600	-	129,600	-	259,200
										OPE	58,962	-	58,962	-	117,924
0001813	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10800	SAL	33,696	-	199,584	25,920	259,200
										OPE	15,330	-	90,801	11,792	117,923
0001818	OAS C0856 AP	PROJECT MANAGER 3	32	PF	1	1.00	24	6	9143	SAL	-	-	175,546	43,886	219,432
										OPE	-	-	85,084	21,271	106,355
0001819	OAS C0854 AP	PROJECT MANAGER 1	27	PF	1	1.00	24	10	8713	SAL	-	-	167,290	41,822	209,112
										OPE	-	-	82,682	20,670	103,352
0001822	OAS C0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	5	7923	SAL	76,061	-	95,076	19,015	190,152
										OPE	39,135	-	48,919	9,784	97,838
0001904	MMS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	3	8658	SAL	27,013	-	160,000	20,779	207,792
										OPE	13,386	-	79,285	10,297	102,968
0002020	OAS C0856 AP	PROJECT MANAGER 3	32	PF	1	1.00	24	8	10066	SAL	241,584	-	-	-	241,584
										OPE	112,798	-	-	-	112,798
0002021	OAS C0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	10	10066	SAL	241,584	-	-	-	241,584

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	112,798	-	-	-	112,798
Total Salary											859,123	-	1,826,420	307,905	2,993,448
Total OPE											406,824	-	973,960	170,362	1,551,146
Total Personal Services					**16**	**16.00**					**1,265,947**	**-**	**2,800,380**	**478,267**	**4,544,594**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0001634	MMS X7204 AP	DIVERSITY EQUITY AND INCLUSION MA	33X	PF	1	1.00	24	10	12165	SAL	37,955	-	224,809	29,196	291,960
										OPE	16,569	-	98,139	12,745	127,453
0001650	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001686	OAS C1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	10	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0001713	OAS C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	104,045	26,011	130,056
										OPE	-	-	64,284	16,071	80,355
0001797	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001800	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0001801	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
Total Salary											37,955	-	1,288,014	55,207	1,381,176
Total OPE											16,569	-	654,052	28,816	699,437
Total Personal Services					**7**	**7.00**					**54,524**	**-**	**1,942,066**	**84,023**	**2,080,613**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000959	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	6	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
0001233	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001456	OAS C1116 AP	RESEARCH ANALYST 2	23	PF	1	1.00	24	6	5965	SAL	-	-	114,528	28,632	143,160
										OPE	-	-	67,334	16,834	84,168
0001510	OAS C1116 AP	RESEARCH ANALYST 2	23	PF	1	1.00	24	8	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0001602	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001622	OAS C1163 AP	ECONOMIST 3	30	PF	1	1.00	24	6	8314	SAL	-	-	159,629	39,907	199,536
										OPE	-	-	80,454	20,113	100,567
0001641	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MANA	33X	PF	1	1.00	24	10	12165	SAL	37,955	-	224,809	29,196	291,960
										OPE	16,569	-	98,139	12,745	127,453
0001688	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001805	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	3	5965	SAL	18,611	-	110,233	14,316	143,160
										OPE	10,942	-	64,809	8,417	84,168
0002002	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	3	5965	SAL	143,160	-	-	-	143,160
										OPE	84,168	-	-	-	84,168
0002003	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	3	5965	SAL	143,160	-	-	-	143,160
										OPE	84,168	-	-	-	84,168
0002004	OAS C1162 AP	ECONOMIST 2	27	PP	1	0.50	12	3	6245	SAL	74,940	-	-	-	74,940
										OPE	43,061	-	-	-	43,061
2500090	OAS C1163 AP	ECONOMIST 3	30	PF	1	1.00	24	3	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
Total Salary											590,770	-	1,588,471	112,051	2,291,292
Total OPE											331,739	-	808,216	58,109	1,198,064
Total Personal Services					**13**	**12.50**					**922,509**	**-**	**2,396,687**	**170,160**	**3,489,356**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000805	MESN Z7083 AF	BUSINESS OPERATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	273,197	48,211	321,408
										OPE	-	-	115,617	20,403	136,020
0000833	OAS C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	10	10545	SAL	-	-	215,118	37,962	253,080
										OPE	-	-	98,722	17,421	116,143
0000905	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	10	9588	SAL	-	-	184,090	46,022	230,112
										OPE	-	-	87,570	21,892	109,462
0000934	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	8	9143	SAL	-	-	175,546	43,886	219,432
										OPE	-	-	85,084	21,271	106,355
0000961	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001004	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0001566	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001595	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	119,904	29,976	149,880
										OPE	-	-	68,898	17,225	86,123
0001635	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	4	7206	SAL	-	-	138,355	34,589	172,944
										OPE	-	-	74,265	18,566	92,831
0001687	MMS X7314 AP	GOVERNMENT AFFAIRS MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	37,955	-	224,809	29,196	291,960
										OPE	16,569	-	98,139	12,745	127,453
0001714	MMS X7664 AP	COMMUNICATIONS MANAGER 2	33X	PF	1	1.00	24	7	10512	SAL	32,797	-	194,262	25,229	252,288
										OPE	15,069	-	89,252	11,591	115,912
0001715	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	4	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
0001716	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
0001785	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	7	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0001786	OAS C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	10	10545	SAL	126,540	-	126,540	-	253,080
										OPE	58,072	-	58,072	-	116,144
0001787	OAS C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	10	10545	SAL	126,540	-	126,540	-	253,080

PIC100 - Position Budget Report ***Public Affairs***

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Budget Preparation **Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	58,072	-	58,072	-	116,144
0001789	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	6	8314	SAL	99,768	-	99,768	-	199,536
										OPE	50,284	-	50,284	-	100,568
0001804	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	10	9588	SAL	-	-	184,090	46,022	230,112
										OPE	-	-	87,570	21,892	109,462
0002022	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	3	6866	SAL	164,784	-	-	-	164,784
										OPE	90,458	-	-	-	90,458
0002028	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	2	6549	SAL	-	-	125,741	31,435	157,176
										OPE	-	-	70,596	17,649	88,245
0002079	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	0.88	21	3	8658	SAL	23,636	-	140,000	18,182	181,818
										OPE	11,713	-	69,375	9,010	90,098
0010009	OAS C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	9	10066	SAL	-	-	193,267	48,317	241,584
										OPE	-	-	90,238	22,560	112,798
0010031	OAS C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	8	9588	SAL	-	-	184,090	46,022	230,112
										OPE	-	-	87,570	21,892	109,462
Total Salary											949,748	-	3,434,629	485,049	4,869,426
Total OPE											483,526	-	1,671,568	234,117	2,389,211
Total Personal Services					**23**	**22.88**					**1,433,274**	**-**	**5,106,197**	**719,166**	**7,258,637**

PIC100 - Position Budget Report ***Debt Management***

2025-27 Biennium **Cross Reference Number: 91400-080-06-00-00000**

Budget Preparation **Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000853	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0000884	OAS C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0000930	MMS X7074 AP	BUDGET AND FISCAL MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0000966	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001586	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0001607	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001690	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
0001940	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0009015	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
Total Salary											-	-	2,046,336	-	2,046,336
Total OPE											-	-	977,973	-	977,973
Total Personal Services					**9**	**9.00**					**-**	**-**	**3,024,309**	**-**	**3,024,309**